making ballarat central

THE CBD STRATEGY

CITY OF BALLARAT

FINAL STRATEGY

Adopted by Council 26 May 2010

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EXECUTIVE SUMMARY

What is the CBD Strategy?

The Ballarat CBD Strategy is a long-term plan to guide growth and change in the Central Business District over the next 20-25 years. The Strategy draws together the outcomes of extensive community consultation and the directions of a number of current projects taking place within the CBD. It details ideas and actions that can be undertaken progressively by the Council, other organisations and stakeholders. This includes many 'quick wins' that can be implemented immediately. Many actions will require substantial detailed planning and funding, and these need a longer lead time.

The Study Area for the Strategy is based on the 'CBA' as defined in the Ballarat Planning Scheme. It extends from Bakery Hill in the east to Dawson Street in the west, Grant Street in the south and the rail yards around Ballarat Station to the north. Areas surrounding the Study Area have also been considered in determining the future for the CBD.

The Strategy includes a long term vision for the CBD and objectives, strategies and actions under 5 Theme headings. It then divides the CBD into 10 Precincts and outlines more detailed strategies for each area. The Strategy also includes an outline Implementation Plan that details the responsibilities, key stakeholders and priorities for implementation over a 25 year timeframe.

Vision

In 25 years Ballarat CBD will be….

- A premier regional centre in Australia, providing a 'capital city' experience and contributing to the nation's economic wealth and cultural breadth.
- 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 sustainability practice.
- A place with a proud heritage reflected in its buildings, streetscapes and a living history, while showcasing innovation and creativity.
- Elegant and beautiful, exciting and multi-layered.

Key Priorities in Realising the Vision

Creating a civic heart for the CBD.

Encouraging street activity and life, during the day and evening.

Making it easier to move around the CBD by all modes.

Restoring key heritage streetscapes and make heritage more accessible and authentic.

Prioritising environmental sustainability in buildings and streetscape design.

Ensuring adequate car parking and retail offer to maintain the CBD's competitive advantage.

Improving the CBD entrances to reflect the status, grandeur and history of the city.

Improving streetscapes to provide more shelter, greenery and pedestrian amenity.

Working with the business and investment community to achieve positive growth and change.

Identifying locations where large scale retail and office development can occur.

Restoring and enhancing the boulevard and open space role of the Sturt Street Gardens.

Objectives

Commercial and Cultural Capital

- Position the Ballarat CBD as the primary commercial centre for Western Victoria and maintain it as the highest order retail activity centre in the region and Ballarat.
- Nurture and expand the role of the CBD as a cultural hub of the region.
- Attract more locals and tourists to visit the CBD and to stay for longer.
- Increase the CBD's resident population and diversify the types of available housing.
- Increase the role of Universities and other educational institutions as a key component of the CBD.
- Define a boundary for the CBD that reflects the strategic direction for each of its Precincts.

Connections

- Ensure equitable access for all.
- Encourage a shift from car travel to sustainable transport modes.
- Encourage access to and within the CBD by walking and cycling.
- Promote the public transport network as a viable alternative to car travel.
- Manage the CBD road network to optimise its safety, amenity and efficiency for all road users including cars, cyclists and public transport.
- Manage car parking demand and provision to support the activity, streetscape amenity and economic competitiveness of the CBD.
- Enhance CBD entrance statements and way finding within the CBD.

Places for People

- Create a vibrant street environment with variety and life.
- Create a 'civic heart' as a focus for community events and orientation.
- Develop a network of public spaces that provide a variety of experiences and opportunities for relaxing, gathering and celebrating.
- Create a pleasant, interesting, easy and safe walking environment along the CBD streets.
- Enhance and emphasise the green 'city boulevard' experience of Sturt Street in the pedestrian heart.
- Ensure more sustainable resource use in the public realm.
- Reconnect the CBD with the Yarrowee River.

Building Quality

- Enhance the outstanding heritage qualities of the CBD.
- Create a strong and distinct image for the CBD of excellence in design, innovation and ecological sustainability through the quality of new buildings.
- Design buildings to retain key views and vistas, and enhance the topographical features of the CBD.
- Encourage redevelopment of opportunity sites to foster a more efficient use of space within the CBD and an improved urban environment.
- Encourage new and refurbished buildings that present the Ballarat CBD as a leader in Ecological Sustainable Design.
- Protect the amenity of sensitive land uses.
- Manage the impacts of flooding in the CBD.

Strong Leadership and Governance

- Achieve the long-term vision by guiding the implementation of the Strategy through strong leadership and governance initiatives.
- Involve all stakeholders by establishing mechanisms to involve and give responsibility to organisations outside Council to implement appropriate parts of the Strategy.
- Work with the business and investment community to achieve positive growth and change.

1. INTRODUCTION

What is the CBD Strategy?

The Ballarat CBD Strategy is a long-term plan to guide growth and change in the CBD over the next 20-25 years. The Strategy draws together the outcomes of extensive community consultation and the directions of a number of current projects taking place within the CBD. It details ideas and actions that can be undertaken progressively by the Council, other organisations and stakeholders. This includes many 'quick wins' that can be implemented immediately. Other actions will require substantial detailed planning and funding, and these need a longer lead time.

The Study Area

The Study Area was based upon the 'Central Business Area' as defined in Clause 22.03 of the Ballarat Planning Scheme at the time of the project commencement. Following commencement of the project, the CBD Strategy Study Area was expanded to include the railway line and land to the north, and the mixed use area around Anderson and Steinfeld Streets to the south. The Study Area therefore extends from Bakery Hill in the east to Dawson Street in the west, Grant Street in the south and includes the rail yards around Ballarat Station in the north. Areas surrounding the Study Area have also been considered in determining the future for the Study Area.

How to read the Strategy

The Strategy includes five parts:

1. INTRODUCTION
2. OVERALL DIRECTIONS
3. CITY WIDE THEMES: Commercial and Cultural Capital, Connections, Places for People, Building Quality, Strong Leadership and Governance
4. PRECINCTS
5. IMPLEMENTATION

Appendix A: Other Ideas Considered lists for future reference the ideas that were given a lot of consideration during the preparation of the Strategy but ultimately not included.

Appendix B: List of Background Documents lists all of the previous strategic work that was consulted during preparation of the Strategy.

Accompanying Documents

The Strategy is accompanied by additional documents that provide detail of its implementation and preparation:

Implementation Plan: details the timing, priority and responsibilities for undertaking all of the Actions listed in this document.

Background Report: provides a review of previous strategic work and the statutory context for the Strategy.

Consultation Report: details the range of consultation initiatives undertaken in the preparation of the Strategy and summaries of feedback received at each project stage.

What was the process?

The preparation of the CBD Strategy is a six stage project that commenced in February 2009.

Stage 1:	Inception and Background Review	February-March
Stage 2:	Survey and Analysis	April-May
Stage 3:	Community Visioning	June
Stage 4:	Draft Strategy & Consultation	November
Stage 5:	Final Strategy	March-May 2010
Stage 6:	Marketing, Monitoring & Review	June 2010

Stage 6 involves launching the Strategy and establishing the long term implementation and marketing mechanisms that will see the Strategy to fruition into the future.

Community Input

A large number of people from throughout the Ballarat resident, trader, service provider and business communities have taken the opportunity to be involved in providing input to the Strategy. The development of the Strategy has been guided by a Technical Working Group, a Steering Committee and a Community Reference Group, memberships of which are detailed in the Acknowledgments page. The range of broader opportunities for input included:

- 'Walk the Beat' informal discussions
- Community Visioning workshops
- Project Bulletin 1 and Feedback Form
- Information sessions
- Draft Strategy street stalls and displays at SpringFest Market and Children's Day
- Draft Strategy workshops
- Project Bulletin 2 and Feedback Form

Other consultations have been held with individual groups including Commerce Ballarat, Heritage Advisory Committee, Disability Access Group, Safety Committee and various large commercial property owners. A full list of all consultation methods and detailed record of all comments made is contained in the accompanying Consultation Report.

Community Values

The defining qualities of the CBD that are highly valued by the community are:

- The Sturt Street boulevard, the Gardens, greenery and history.
- The City's heritage represented in its magnificent public buildings and streetscapes.
- Its friendliness and welcoming nature, reflecting its country roots.
- The well defined seasons and seasonal weather changes, even though they are not always welcome.
- A strong arts community, with the Art Gallery being a focal point.
- The presence of the universities and students in the CBD.
- The hilly topography, which is unusual in a city centre, that provides interest and a sense of connection with the City's underlying history.

Key Issues for the CBD

Community feedback has indicated the key issues faced by the CBD to be addressed in the Strategy are:

- The CBD has no real 'heart' - it has two retail areas that are disconnected, and no central public space where people can meet or public events can be held.
- Public spaces feel inactive, with not enough 'life' about the city.
- Heritage buildings and places need to be enhanced and restored, made more accessible, visible and alive.
- People don't feel safe after dark in some parts of the CBD.
- Safety in car parks and around nightclubs needs to be improved with increased security, better design of public spaces, better lighting, more consistent signage and better maintenance.
- The CBD's cultural and entertainment focus could be strengthened. Entertainment options and arts / cultural events need to accommodate the needs of all age groups, and in particular, young people.
- The public realm needs activation, including the streets that connect open spaces, to create a civic heart and re-establish Sturt Street as a great boulevard.
- More could be done to adopt ecological sustainability principles and promote as a feature of the CBD.
- Connections for vehicles, pedestrians and cyclists need improvement to reduce fragmentation of the city.
- Pedestrian connections could be improved through traffic calming measures, upgraded footpaths and weather protection, in particular, along Sturt Street.

- A more pedestrian friendly environment could be created, especially through:
  - Improved laneways linking Bridge Mall to the two major anchors (Big W, Woolworths and Coles), focusing around the street interfaces to create an opportunity to enliven the Mall.
  - Developing Camp Street as a more active environment and boosting the presence of the University.
  - Enlivening the CBD with major festivals unique to the city. CBD streets could be temporarily closed to host events that involve music, colour, local artists, produce and commerce.
- The need to 'green the city' by providing more trees and less concrete throughout streets and public places, including 'sanctuary' points for incidental resting and meeting spaces, is an important issue.
- More could be done to fully recognise and reflect Ballarat's rich history and use it to add strength to the City's tourism industry and to enhance the image of the CBD.

Draft Strategy Feedback

Stakeholder Workshop

At the Stakeholder Workshop held in November, 2009, participants voted on what they considered to be the top three priorities for the CBD. The outcomes were:

- Business and investment (27 votes)
- Creating a heart (25 votes)
- Street activities (19 votes)
- Improving streetscapes (16 votes)
- Sturt Street Boulevard (15 votes)
- Car parking (15 votes)
- Environmental sustainability (14 votes)
- Heritage (12 votes)
- Easier to move around (10 votes)
- Improving entrances (9 votes)

Written Submissions

Fifty written submissions were received from a wide variety of groups and individuals. Much thought and effort was put into the submissions, with over 700 particular issues raised.

The issues that were most frequently raised (in either support or opposition of the Strategy's recommendations) were:

Issue	No. submissions		No. submissions
Public open spaces	69	Cycling	34
Traffic / road closures	66	Pedestrian access	28
Car parking	57	Retail / cafes	28
Landscaping	46	Housing / population	26
Public transport	44	Buildings/heights	23
Sustainability	37	Heritage	22
Infrastructure / maintenance	36	Civic Hall	20

Other Issues & Opportunities for the CBD

The consultant team have identified a number of additional key issues that the Strategy needs to address:

- More residential development could be accommodated and encouraged within the CBD to meet future housing needs, reuse heritage buildings and provide more after hours activity.
- Future growth and development options need to have regard to the fragmented ownership in the CBD, with property being tightly held and scarce. Identify development opportunities that will attract investment.
- The business and investment community needs encouragement, confidence building and positive messages about change. Land for expansion of retail and commercial uses needs to be allocated and development encouraged.
- Environmental sustainability has had little attention and should be made a priority.
- The eastern entrance to the CBD is confusing and difficult to navigate. The appearance of the entry does not reflect the status or grandeur of the city nor the historic significance of the Bakery Hill location.
- Many streetscapes are dominated by car parking. The roads are wide and difficult to cross.
- Car parking is usually adequate, but should not be reduced to the detriment of commercial advantage and

growth.

- There is resistance to moving about the CBD on foot, with the weather and hilly topography cited as the reasons. However, this could be primarily due to a lack of interest and activity in the streets, feeling of exposure to the weather, mixed retail offer and the relative ease of car parking.

- Through traffic, in particular heavy vehicle traffic, could be diverted around Sturt Street. However, tourists and visitors should not be discouraged from travelling into Sturt Street boulevard.

- Upper levels of older buildings throughout the CBD are a wasted resource that should be utilised to accommodate CBD growth.

- Council needs to take on an increased role in the leadership of events, programming and marketing. A strong vision is needed to lead the way and steadfast commitment is needed to deliver it.

The Challenges Ahead

Ballarat is experiencing a period of rapid growth that is expected to continue for many years. The number of residents is expected to increase by approximately 27% by 2026 and 43% by 2035, based on 2009 population estimates. This equates to an extra 26,000 people living in Ballarat by 2026, with over 2000 additional people living in Ballarat central. At this rate of growth, Ballarat's resident population will be 132,000 by 2035.

The CBD needs to accommodate a diverse community that will include a significantly higher proportion of older people. The number of people over 60 in Ballarat is projected to double by 2026. Household size will continue to decline. This dramatic change will create demand for different forms of housing, transport, services and facilities and some of these will be needed in the CBD.

This growth will place an additional burden on existing facilities, but will also create demand for a range of goods and services in the CBD, including shops, apartment-style housing, commercial office space, service industries and entertainment. It will assist in making some services that might be considered marginal or non-viable at present, such as increased public transport, more fine dining, or additional performance spaces, a possibility in future.

When this growth is coupled with the world-wide impacts of climate change and peak oil, the future for Ballarat contains many challenges. The CBD needs to embrace a future that relies on alternative energy sources, has less private vehicular traffic and copes with more extreme weather events. Water needs to be captured to sustain the greenery in the CBD that is so much part of its character - past and future. Sustainable practices in building, transport and infrastructure management will become fundamental. Ballarat CBD has the opportunity to become a leader in the field and can benefit from attracting business and investment as a forward-thinking city.

As noted through the consultation process, Ballarat CBD has great 'bones'. The Strategy now aims to utilise these elements to provide ways to address the challenges and to direct the inevitable growth and change of the CBD for the next 20-25 years.

2. OVERALL DIRECTIONS

The Vision for Ballarat CBD

Ballarat CBD has a multitude of opportunities, a depth of history and a wealth of strengths on which to focus, develop and provide for its existing and future residents, business operators, investors and visitors. The unique qualities of the CBD discussed in the previous section need to be recognised and nurtured, while confronting the challenges, developing new directions and righting past mistakes.

The Strategy needs a long-term aspiration to guide its direction and implementation over the 20-25 year time span envisaged. The following vision derives from the input provided by the various sectors of the Ballarat community to date and encapsulates the major themes of the Strategy.

In 25 years Ballarat CBD will be….

- a premier regional centre in Australia, providing a 'capital city' experience and contributing to the nation's economic wealth and cultural breadth.
- *the thriving retail, commercial, community, educational and cultural focus of Western Victoria and the heart of Ballarat.*
- *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 sustainability practice.*
- *a place with a proud heritage reflected in its buildings, streetscapes and a living history, while showcasing innovation and creativity.*
- *elegant and beautiful, exciting and multi-layered.*

The Strategy is broad-ranging in dealing with all the roles, attributes and challenges for the CBD over the next 20-25 years. The Strategy aims to provide detailed guidance to all policy, land use, transport, public space and built form decisions in the CBD for at least the next 5 years, with the longer term aims in mind.

Key Priorities in Realising the Vision

- Creating a civic heart for the CBD.
- Encouraging street activity and life, during the day and evening.
- Making it easier to move around the CBD by all modes.
- Restoring key heritage streetscapes and make heritage more accessible.
- Prioritising environmental sustainability in buildings and streetscape design.
- Ensuring adequate car parking and retail offer to maintain the CBD's competitive advantage.
- Improving the CBD entrances to reflect the status, grandeur and history of the city.
- Improving streetscapes to provide more shelter, greenery and pedestrian amenity.
- Working with the business and investment community to achieve positive growth and change.
- Identifying locations where large scale retail and office development can occur.
- Restoring and enhancing the boulevard effect of the Sturt Street Gardens.

Implementing the Strategy

Successful realisation of this 20-25 year Strategy will require long-term commitment and involvement from all sectors of the Ballarat community. The City of Ballarat will coordinate and overview the Strategy and resource a large proportion of the Strategy's implementation. The Council has already allocated some resources to short term implementation actions. Other actions will require input from a variety of sources and organisations.

The Strategy identifies immediate, short, medium and long-term actions. Proposed Immediate Actions are identified by red text:

Which indicates that the Council will undertake these Actions within the next 6-18 months.

The Strategy is accompanied by a detailed Implementation Plan that includes all actions with allocated timeframes and priorities, the primary responsibility for implementation within Council and the external agencies that will assist in getting things done.

3. CITY-WIDE THEMES

A: Commercial and Cultural Capital

Ballarat is a thriving city, with strong growth projected over the next 20-25 years. It is already one of Australia's largest regional cities, and its role as a centre serving the region is strengthening. The Ballarat CBD is perfectly positioned at the junction of the Western, Glenelg, Midland and Sunraysia Highways, serving catchments from the Central Highlands 21 region of eight Council areas and extends to include Hamilton, Ararat and other regional communities within a two hour drive. The city is in transition between its current role, as a large regional centre, to again realising its former role as a city providing metropolitan level services to the western region of Victoria. The Strategy needs to provide the means to realise the growth potential of the CBD and identify appropriate for these activities.

Key activities that need to locate in the CBD to ensure its status both within Ballarat and Western Victoria as the primary activity centre include regional office headquarters, major retailers, learning institutions, health services and arts and cultural facilities. The CBD needs to be a major provider of 'white collar' employment, a retail destination with a wide offer and a thriving incubator of the arts. The CBD serves many of these roles now, but as it grows a wider range needs to be added and the 'competitive edge' needs to be strengthened.

Retaining and attracting new retail facilities that provide the range of goods expected by today's shopper requires considerations that span the full range of market and investment issues: shopper comfort, ease of access, parking, public infrastructure and Council support. A proactive stance by the Council in identifying and securing needed retailers will be required to maintain market share.

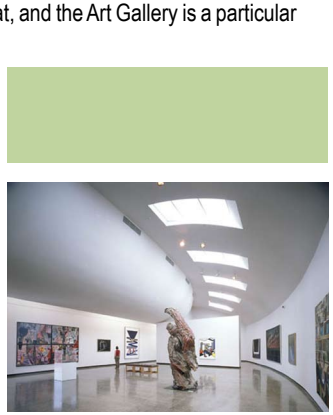
The presence of Universities within the CBD is vital to the mix of services and activity. The Universities in Ballarat provide employment, staff and students who contribute to the youthful experimentation and innovation encouraged in learning institutions. Encouraging the Universities and other secondary and tertiary institutions to locate new and expanded facilities in the CBD is an important strategic direction.

Tourism is one of the key economic drivers of the CBD. The Council and Tourism Victoria have, and continue to, manage outcomes for the

whole of Ballarat. The CBD needs to support the broader objectives, but at the same time ensure that it retains and strengthens its attraction in itself. Heritage and history, arts and culture and local produce have been identified as strengths that the CBD can utilise. Events, festivals, regular promotions and marketing are important methods of encouraging tourism, however the infrastructure to support and accommodate large numbers of tourists needs to be developed in conjunction with growth in this sector. Ballarat CBD currently lacks some aspects of this infrastructure, in particular sufficient accommodation and dining options.

The arts in all their forms – performing, visual, written, and creative – are strong and active in and around Ballarat, and the Art Gallery is a particular focus of many of the CBD's arts related activities. The Universities also provide a source of artistic inspiration and production. The South Street Competition is a performance event of national significance and standing. The city also has historic associations with numerous nationally and internationally recognised performers, writers and artists. The potential exists to build upon this rich heritage, foster new talent and expand the range and options for presentation and performance in the CBD through a combination of venue development or identification, and coordination of existing activities. Incubators will bring more of this activity into the CBD, and continuing to expand the range of festivals celebrating the range of arts and cultural pursuits in the area will have many spin-offs for artists and the CBD economy and vitality alike.

Residential development is another key component of the future of the CBD. Occupants bring activity, economic benefits and safety to residences in the CBD which result in more people in the streets at all times of the day and night creating a feeling of safety. Dwellings can have balconies and windows that provide passive surveillance of public spaces. CBD residents shop in the CBD and often work in the CBD, therefore their need for transport is reduced. This is good for environmental reasons



but also means that the retailers have another market for everyday goods and services. This will necessitate more small grocery stores, fresh food outlets and services such as late night pharmacy and convenience outlets, for example.

The health and community services sector in Ballarat is a major employer and fundamental to the economic and social well-being of Ballarat. The Ballarat Health Services Base Hospital and the surrounding medical services precinct is located immediately to the west of the designated CBA and Study Area for this project. Its continued existence and growth is assumed in preparing the Strategy and is taken into account in considering future growth of the office and commercial sectors, and ways to increase benefits from this proximity.

Major government and commercial business headquarters need to be located in the CBD and access to state of the art broadband and supporting technology is crucial. Council administration and other government services such as infrastructure providers, government departments and social service providers, are important for the status and cohesiveness of a CBD. Any new semi-government or commercial organisations that can be attracted to Ballarat will assist the growth of the CBD in a range of ways. All avenues should be pursued to secure continuing commitment to a CBD location from existing bodies and agencies and new organisations that can provide additional services and employment to Ballarat. A central location should be advocated for all such services.

A major employer and significant source of economic support for the retail sector in the CBD comes from the commercial office sector. The office and professional services sector has significant growth potential and space needs to be allocated for new development that can accommodate these uses in purpose-built buildings. Buildings that incorporate the latest technological requirements, ecological sustainability measures and some on-site car parking should be encouraged. Space for smaller professional services, medical related consultants and clinics, owner-operator businesses and personal services should be available throughout the upper levels of existing buildings, many of which are underutilised at present. Business incubators can also assist in providing for start-up and small business generation.

The Ballarat Planning Scheme has an important role in implementing the recommendations of any planning related Strategy, and the CBD Strategy is a significant piece of strategic planning that requires recognition in the planning statutes as soon as possible after adoption by the Council. Council consistency in encouraging appropriate and refusing inappropriate development, both inside and outside the CBD, will be required to effectively maintain the position of the CBD in the hierarchy. At present the Planning Scheme (at Clause 22.03) defines the CBA (Central Business Area), establishes the area as the dominant centre in the region and states that new commercial floor space serving the region should locate within the boundary defined. This policy needs to be refined as a result of this Strategy, and the CBD boundary altered to reflect the directions identified for all parts of the Study Area.

Objectives

- Position the Ballarat CBD as the primary commercial centre for Western Victoria and maintain it as the highest order retail activity centre in the region and Ballarat.
- Nurture and expand the role of the CBD as a cultural hub of the region.
- Attract more locals and tourists to visit the CBD and to stay for longer.
- Increase the CBD's resident population and diversify the types of available housing.
- Increase the role of Universities and other educational institutions as a key component of the CBD.
- Define a boundary for the CBD that reflects the strategic direction for each of its Precincts.

Strategies and Actions

Regional Commercial Centre

A1 Locate major office and retail development in the CBD.

- Focus the development of new retail activities including department stores, boutique / specialist retailers, cafés and restaurants in the retail core areas.
- Actively encourage new retail anchors to locate in the retail core areas.
- Encourage major office development along Mair Street.
- Encourage niche retail opportunities that promote Ballarat's local art, craft, heritage and produce, throughout the retail core areas.
- Encourage smaller offices throughout the designated areas of the CBD.
- Provide strong policy in the Planning Scheme that reinforces the role of the CBD as the primary location for retailing and business and reduce the threat of leakage of core CBD retail and business.
- Require all major office and retail proposals outside the CBD (rezoning or permit applications over 10,000 sqm.) to prepare an economic impact assessment of the proposal on the short and long term economic health of the CBD.

A2 Provide opportunity for expanded retail and office activities in the CBD.

- Facilitate retail expansion to the north and south of Bridge Mall (refer Precinct 2).
- Facilitate site consolidation and public land ownership review to release land for retail and office expansion, or associated facilities.
- Provide detailed briefs for land use and development on key sites as they become available.
- Develop detailed briefs for redevelopment of key sites in conjunction with land owners (e.g. Woolworths, Coles supermarket, Haymes).
- Maintain clear lines of communication with property owners through a business or property owners register or the establishment of groups of owners.

A3 Actively seek new businesses and development for the CBD.

- Create a marketing program to encourage new business and investment.
- Identify specific business opportunities / market gaps in the retail and service industries.
- Approach key business operators or retailers about potentially suitable CBD locations.
- Support the existing business incubator to enable new / start-up businesses and local community service sector organisations to locate in the CBD.
- Attract new development and investment through improvements to the public realm, infrastructure and connectivity.

A4 Encourage more businesses with a sustainability focus.

- Encourage businesses with ecological integrity and those that employ sustainability measures, such as recycling of water or materials, or innovative logistics to reduce carbon emissions.
- Facilitate the development of a 'sustainable retailers' group.
- Publish a map and guide to sustainable retailers in the CBD.

Arts and Cultural Hub

A5 Increase recognition of Ballarat's cultural diversity.

- Consider establishing free exercise, art classes or culturally associated activity in Sturt Street Gardens or in Town Hall Plaza (e.g. Tai Chi, aerobics, sketching).
- Actively encourage all of Ballarat's cultural groups to participate in events and markets (e.g. food stalls, art, handicrafts).

A6 Develop the CBD as an arts and culture centre of regional standing with a performing, creative and visual arts focus.

- Develop new venues for exhibition and performance spaces, within refurbished or new buildings (e.g. avant garde theatre in vein of Melbourne's La Mama).
- Establish arts incubators for emerging artists.
- Draw on capital offered by the University of Ballarat Faculty of Arts.

- Create or foster artist-in-residence opportunities in educational and other institutions.
- Identify opportunities for showcasing of local / regional talent within the CBD.
- Implement the Public Art Master Plan, which includes a range of initiatives such as laneway art programs, art in shop fronts and on bus shelters, a projection festival and artist contribution to public space design.
- Institute a major art award in Ballarat with prize money (e.g. visual arts, performing arts, sculpture).
- Establish Ballarat as a hub for major sport events (e.g. introduce marathon road race, promote bicycle races).

A7 Promote the heritage roots of the CBD and make heritage more accessible and understood.

- Investigate the possibility of becoming a National Trust registered City.
- Increase the number and frequency of heritage building open days.
- Encourage refurbishment and re-use of heritage buildings.
- Provide interpretive signage at key locations.
- Encourage business and tourist ventures that highlight heritage aspects of the city (e.g. ghost tours, horse and cart, audio walking tours).
- Investigate projections or other art installations that demonstrate or evoke historical use or activity (e.g. a 'live' street scene at night, interpretive sculpture).

A Great Place to Visit

A8 Increase the number of visitors to the Ballarat CBD and the opportunities for additional visitor expenditure in accord with the Tourism Strategy and an Economic Development Strategy.

- Expand the tourism offer around Ballarat's existing heritage setting, arts and cultural activity, and local / regional produce.
- Encourage a wider range of entertainment and hospitality uses within the CBD through seeking operators and appropriate sites and reviewing regulatory requirements.
- Investigate the viability of new or revamped festivals and cultural events that involve themes such as performing and visual arts, literature, technology, sustainability, music, multiculturalism, food and wine, 'open buildings' heritage days, local produce, innovation and eco-business. Use venues in the Lydiard, Armstrong and Camp Streets entertainment precinct (e.g. Mining Exchange, Town Hall).
- Locate a Visitor Information Centre in the CBD.
- Publish and distribute a major events calendar to encourage visitors.
- Instigate the re-establishment of a market (e.g. farmers, art, craft, second hand) in the CBD, involving temporary or part street closure as necessary (e.g. Town Hall Plaza). Consider holding it every Sunday and establishing its identity through branding (e.g. flags, banners).

A9 Increase the range of quality tourist accommodation establishments in the CBD.

- Facilitate the development of business tourism facilities such as accommodation, a convention centre and fine dining opportunities.

- Monitor the provision of tourist accommodation options and activities to ensure a broad range is established and maintained.

A10 Position the Ballarat CBD as the food and wine capital of the western region.

- Encourage the establishment of quality food and wine focussed businesses.
- Encourage local restaurant / café and tourism operators to focus on regional produce to create a uniquely Ballarat dining experience.
- Facilitate additional on-street food retailing including outdoor cafés and local produce / coffee carts (with fist option to existing businesses) in the retail core areas and for events.
- Seek to encourage new migrants to Australia in Ballarat to add to the diversity of dining options through the establishment of ethnic food based restaurants.

Living in the CBD

A11 Undertake a major programme to encourage residential land use and development in the CBD, based on Melbourne City Council's 'Postcode 3000'. The programme elements would include:

A marketing plan.

A review of planning and building controls to remove barriers to residential development (e.g. car parking requirements, guidelines for dispensations).

Partnership with the private sector to develop demonstration projects in key locations.

A review of services that may impact on residential amenity, such as street cleaning, landscaping improvements, loading and unloading facilities and garbage removal hours.

A12 Promote the CBD to prospective residents, landowners and developers as a location for higher density residential development.

- Encourage the use of shop top spaces in the CBD for medium and high density residential developments.
- Increase the provision of University student accommodation in the CBD.
- Explore the possibility of offering extended stay accommodation options for University students with the University and the private sector.
- Develop a detailed proposal for funding of a demonstration project for conversion of the upper level / s of an existing building in the CBD for residential or accommodation use.
- Investigate dispensations such as reduced car parking requirements for residential uses.

A13 Increase activity and the range of entertainment in the CBD at night and on weekends to improve resident amenity and safety.

- Increase the liveability of the CBD by providing, encouraging and facilitating the development of supermarkets, a variety of dining and entertainment options and accessible night-time transport.
- Encourage retailers to review their operating hours to create consistent and longer opening hours (later at night and longer on the weekends). This may be accompanied by a review of weekend and evening parking restrictions.
- Encourage residential development around existing activity areas and retail hubs such as Bridge Mall, Lydiard and Armstrong Streets and Central Square.
- Encourage 24 hour operations such as convenience stores, medical centre, pharmacies in the retail core.

A14 Ensure the provision of adequate, clean, family friendly and well-signed public toilet facilities throughout the CBD, particularly in the core retail areas around the Bridge Mall.

- Identify specific locations on public land where toilet facilities could be provided, and include within multi-deck car park developments.
- Negotiate with developers for the inclusion of public facilities within developments that are available out of hours (i.e. with external access, security and lighting).
- Consider using self- cleaning and / or waterless toilets.

A15 Encourage local food sourcing.

- Establish a food co-op using locally sourced goods in conjunction with the farmers market.

A16 Establish community food programs (e.g. Stephanie Alexander style kitchen gardens at primary schools, communal gardens at universities and church sites).

- Identify potential sites.

University City

A17 Continue to integrate University activities with the activity of the CBD.

- Design campus buildings and spaces to integrate with the activity of the street.
- Within the core activity areas of the CBD include uses such as cafés, student services, displays or bookstores at the ground level of University buildings to encourage public integration with University activities.

A18 Encourage the universities to expand CBD operations into the general public sphere through:

Exhibitions, performances or functions in University spaces, theatres and galleries.

Expanding the range of community learning programs to allow wider use of University facilities by the general public and create more opportunities for life-long learning.

A19 Investigate opportunities to utilise University facilities for accommodation, conference, short course and general community use during University holiday periods.

CBD Boundary

A20 Substitute the CBA boundary as currently defined in the Ballarat Planning Scheme, to accord with the recommended CBD boundary in this Strategy.

A21 Define the CBD as the area where regional and city-wide activities and services are encouraged as per the following Activities Map. The primary ground floor focus of the land use activities in the areas indicated on the Activities Map will be:

Retail / Arts Core: Key activity area where specialty and boutique shops, arts and tourist-related activities, fine dining and entertainment will be focused, particularly along Sturt Street. The anchor provided by Central Square and Myer is to be retained and enhanced.

Retail / Convenience Core: Also a key retail activity area, focussed more on services for Ballarat and regional residents than tourists, providing large format convenience shopping and small retail shops, that will complement the specialty retail role of the Retail / Arts Core.

Local Retail: Retail area that will primarily serve the local community with some passing trade. It will continue to operate in relative isolation from the CBD.

Peripheral Retail / Office: Area that will provide uses that complement, rather than compete with, the core retail areas. It will be comprised of small scale retail or occasional specialty large format store, small to medium size office developments and legal-related uses to support the Law Courts and Police complex in the area.

Railway Station - Mixed Use: Area that will have the transport interchange as its focus. There may also be potential to develop residential, community, retail, entertainment, light industrial and / or office uses as appropriate on land surplus to railway use.

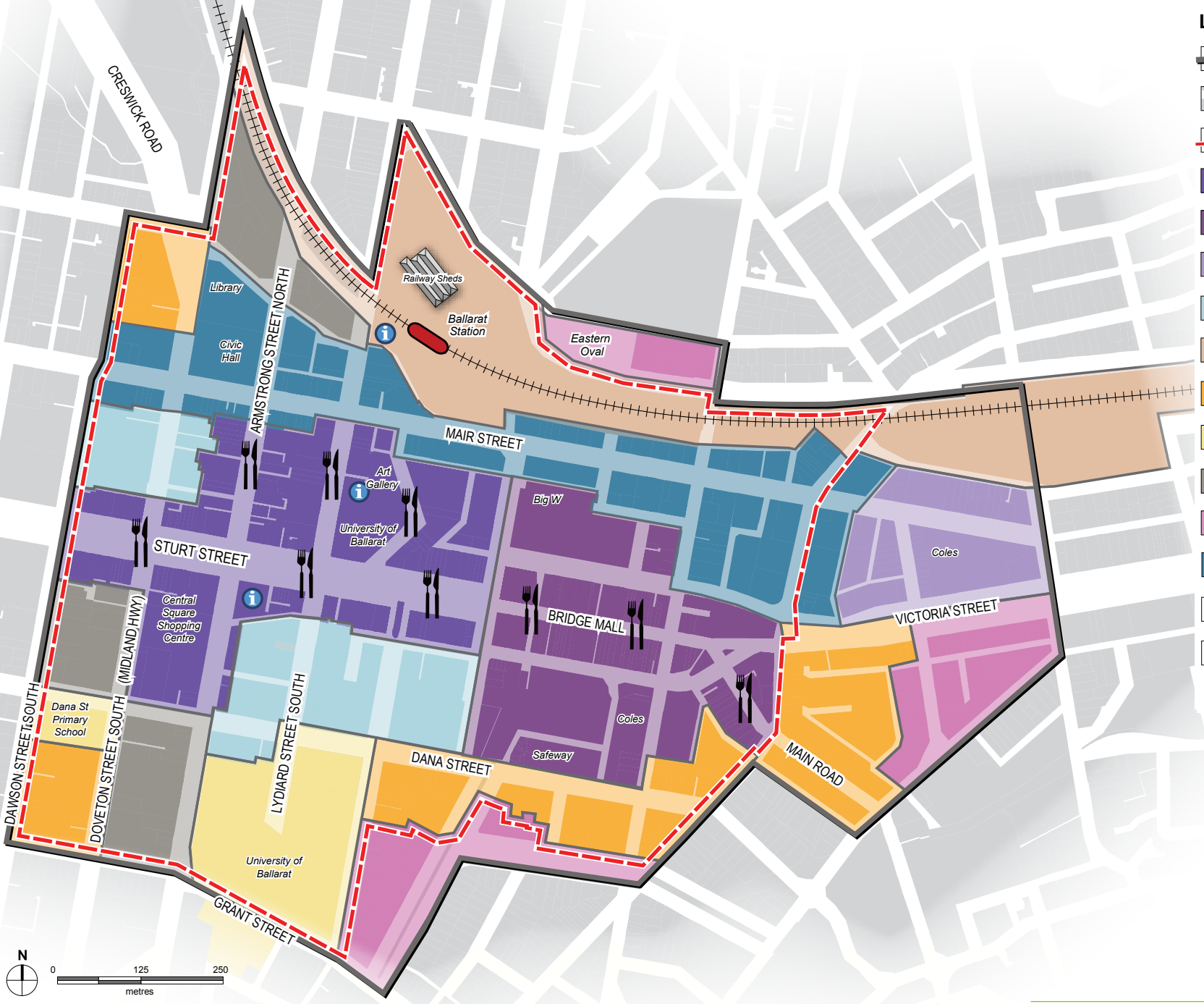
Mixed Use (Residential & Commercial): Mixed use area that will provide higher density housing, office and service business uses while ensuring that streetscape character is retained and enhanced. Main Road will have a local retail / café / antiques focus.

Education: Area including the University of Ballarat SMB campus and the Dana Street Primary School, both of which are to remain in educational use. Associated community, recreational, educational and cultural activities will also be encouraged as appropriate to their educational role.

Service Business: Area that will provide business, office and service business uses. Retail will be limited to small convenience, business service shops and cafés for the local catchment. Service business will support office, business, showroom and commercial activity in the CBD (e.g. car repairs, light industrial, printing).

High Density Residential: Area with potential for medium to higher density residential development provided heritage and character are respected.

Core Office / Commercial: Area will become a key corridor for office growth and development with an environmental sustainability focus. Most new office use in the CBD will locate here along with high profile commercial or retail uses that require large floor areas.



Legend

- Study Area boundary
- Roads
- New CBD boundary
- Retail / arts core
- Retail / convenience core
- Local retail
- Peripheral retail / office
- Station / railway - mixed use (Residential & Commercial)
- Mixed use (Residential & Commercial)
- Education
- Service business
- High density residential
- Core office / commercial
- Tourist information
- Encourage cafes, fine dining & other entertainment venues (e.g. wine bars, live music venues)

Activities

3. CITY WIDE THEMES

B: Connections

Ballarat's CBD is accessible via a range of transport options. However, most people visit the CBD by car and the streets are heavily biased towards car-based infrastructure as a result. In many locations this diminishes the quality of the streetscape and pedestrian environment. A balance between car-based transport and other more sustainable transport modes therefore needs to be found.

Broad government policy recognises the importance of encouraging more sustainable forms of transport and compact urban areas, and previous Council strategies and have recognised that there is excessive car dependency in the CBD and that this is unsustainable in the long-term. This is not just for environmental reasons – it also affects the positioning of Ballarat CBD as a major regional centre that is renowned for the quality of its people-friendly urban realm.

The wide streets of the CBD, which are characteristic of its Victorian era layout, present opportunities for accommodating more space for pedestrians, cyclists and buses, as well as additional landscaping.

A primary focus of the CBD Strategy is to create an accessible public realm that encourages pedestrian movement and connections. Throughout the CBD the pedestrian realm should be safe, inviting and attractive. This can be achieved by recognising and enhancing the key pedestrian connections and destinations such as Sturt Street, the Mall, Camp Street and the University. In addition, the laneway network of the CBD is an unrealised opportunity to create mid-block pedestrian shortcuts and open up a range of inviting, 'hidden' spaces that offer different experiences and enticements. Some of these laneways are private land which will require negotiation with owners and developers. Council is currently implementing its Pedestrian Wayfinding Strategy which will improve connections.

Changes to traffic patterns are sometimes needed to effectively implement a Strategy that puts pedestrians and cyclists first. The CBD experiences traffic congestion in various locations and high volumes of through traffic passes via the key pedestrian areas of Little Bridge, Curtis and Sturt Streets. Throughout the CBD a greater degree of road space could potentially be dedicated to landscaping, pedestrian crossings and the creation of small pedestrian 'pause places'. Reduced traffic speeds within the CBD will also assist in making it a safer place for pedestrians and cyclists.

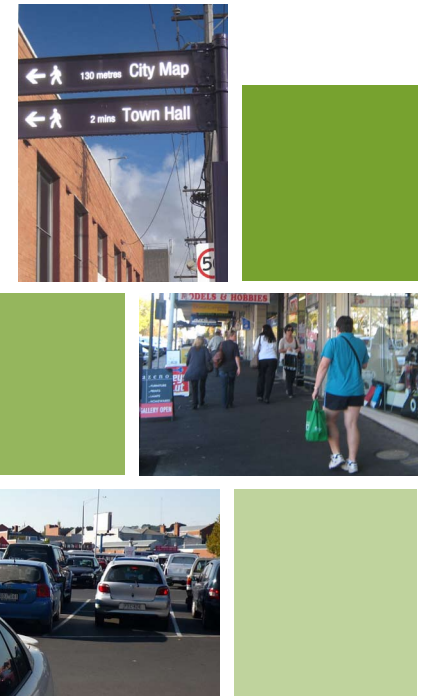
An important initiative currently underway is the Mair Street Upgrade Project, which will provide a more convenient route through the CBD for passing heavy vehicle and other vehicular traffic that currently travels along Little Bridge, Curtis and Sturt Streets. This will result in less traffic within the local CBD streets and the potential to implement many initiatives that will make the CBD more welcoming to pedestrians and other transport modes. Implementation of this upgrade is a prerequisite for most other recommended traffic and pedestrian related changes to the road spaces. In addition, the Western Link Road will remove through traffic, particularly heavy vehicles, from Doveton Street (Midland Highway) when completed.

Currently, there is a low level of cyclist travel due to the lack of a clearly signed and safe cycle network and the hilly topography. However, some streets could lend themselves to becoming preferred bicycle routes due to their flatter grades, generous width and lower traffic volumes. With an improved network of on- and off-road lanes and additional facilities provided for cyclists such as drinking fountains and lockers, this form of transport could be encouraged as a viable alternative to the car and a healthy, sustainable way to travel. There are many examples world wide of cities with more extreme weather conditions where cycling is a primary means of transport. Ballarat can yet be positioned as the 'cycling capital of Australia' for its everyday cycling access as well as its impressive road racing status.

Ballarat CBD is well served by many local and regional bus routes and its location on a major regional train line. Significant upgrades to passenger amenities and service levels for both bus and train travel have recently taken place or are currently underway. However, improvements to the transit networks can still be made to achieve a greater shift towards public transport. This includes ensuring a basic level of passenger amenities at all stops, additional improvements to amenities at major stops and increased service frequencies, particularly at night and on weekends.

The culture of driving in Ballarat has seen large expanses of the CBD dedicated to car parking, which is unattractive and a poor use of space. While the allocation of on- and off-street parking in the CBD is relatively generous by other CBD standards, there is a common perception of a lack of car parking. Many existing car parks are not well used due to poor amenity, layout or access. There is also a common expectation of being able to park outside one's destination, which is not a realistic expectation in a thriving CBD.

It is noted that the introduction of all street space changes recommended in the Strategy would result in a net loss of around 280 on-street spaces in the Study Area. Not all of these changes will be implemented immediately, therefore this is not an 'overnight' loss, but rather one that can be managed in line with changes in transport patterns with reduced car usage, increased public transport services, and acceptance of walking and cycling as alternatives over the 20-25 year life of the Strategy. In recognition of the need for many people to drive to the CBD, a sustainable level of car parking must be provided. This can be achieved through better management of existing car parks, increased capacity in some short term redevelopments, finding temporary locations for car parking such as along railway reserves and creation of higher capacity, more efficient car parking facilities on existing ground level ('at-grade') car park sites. At the same time, promotion of other transport options and reduction of car dependency, in balance with the other objectives of the Strategy, will also ameliorate any short term car parking shortfall.



Objectives

- Ensure equitable access for all.
- Encourage a shift from car travel to sustainable transport modes.
- Encourage access to and within the CBD by walking and cycling.
- Promote the public transport network as a viable alternative to car travel.
- Manage the CBD road network to optimise its safety, amenity and efficiency for all road users including cars, cyclists and public transport.
- Manage car parking demand and provision to support the activity, streetscape amenity and economic competitiveness of the CBD.
- Enhance CBD entrance statements and way finding within the CBD.

Strategies and Actions

Access for All

B1 Ensure access for all levels of mobility and for all forms of travel.

- Provide viable transport alternatives to the car for people who are unable to drive, including young people, the elderly or people with disabilities.
- Require full Disability Discrimination Act (DDA) compliance for all new transport infrastructure and public realm upgrades.

Pedestrian Networks

B2 Establish a network of key pedestrian routes though the CBD, as shown on the Connections map.

Lydiard Street connection from the Railway Station to Sturt Street and the University.

East-west connections along Sturt Street to the Bridge Mall Precinct.

Key pedestrian links within and around the Bridge Mall.

North-south connections of Grenville Street and Armstrong Street.

Camp Street connection from Sturt Street to Mair Street.

B3 Continue to implement the Pedestrian Wayfinding Strategy and expand as necessary.

B4 Reduce the volume of through traffic in these key pedestrian areas and implement the recommended traffic management initiatives.

B5 Provide parking enforcement to ensure that parked vehicles do not obstruct pedestrian and cyclist paths.

B6 Install or upgrade pedestrian crossings at key locations to improve pedestrian route connectivity.

- Implement new or upgraded pedestrian crossings as recommended in the CBD Traffic Management Strategy (Maunsell AECOM 2008) and the Mair Street Upgrade Project, as shown on the Connections map.
- Create, or reinforce with plateau or markings, scramble crossings at the Bridge Mall intersections with Grenville Street and Peel Street.
- Install an additional zebra crossing over Lydiard Street to connect to Police Lane.
- Review existing signal timings to improve pedestrian crossing opportunities.

B7 Expand the CBD laneway network.

- Address safety and amenity issues by introducing active frontages and lighting.
- Introduce windows or artwork into blank laneway walls and use lighting and projections to animate the spaces at night time.
- Focus on the laneway networks of the Armstrong/Lydiard Streets area and around the Bridge Mall as a priority. Initiate laneway improvement demonstration projects in Police Lane, Drury Lane and Time Lane.
- Encourage the creation of new mid-block connections within the footprint of development sites.
- Negotiate with private laneway owners to achieve public thoroughfare and improvements to access and activation.

B8 Improve the security of the railway pedestrian underpass at Mair Street-Scott Parade.

- Ensure the walkway is well lit, regularly cleaned and graffiti removed, and investigate the possibility of installing artwork (e.g. commissioned graffiti art).
- Remove obstacles and excess plant growth to clear sight around entrances and through the underpass.
- Install no parking zones to prevent vehicles from obstructing the entrance. Ensure this occurs by parking enforcement.
- Install security surveillance equipment (CCTV cameras) and an emergency contact switch if considered necessary by Victoria Police.

Cycling City

B9 Develop the network of CBD cycle routes.

- Provide new or upgraded dedicated cycle lanes along Lydiard and Peel Streets as north-south cross city connections.
- Provide new or upgraded dedicated cycle lanes along Mair and Sturt Streets to enhance east-west cross city connections.
- Consider use of Copenhagen-style lanes in the long term for popular on-road cycle routes with heavy traffic.
- Provide bicycle lanes along Grant Street.
- Provide bicycle lanes along Humffray Street.
- Implement connection from the Yarrowee Trail to the Canadian Trail along Anderson Street and Steinfield Street South.
- Provide an off-road cycle path along Doveton Crescent to the Station.
- Extend the Yarrowee Trail cycle path along the west side of the Eastern Oval to the Station.
- Provide clear cyclist way finding signage for on-road routes and off-road routes.
- Monitor and review the provision of cycle lanes across the CBD and, if necessary, provide additional lanes along Armstrong Street North and Grenville, Dawson, Albert, Victoria, Curtis and Little Bridge Streets. Investigate the need for these cycle lanes according to demand and taking into account the requirements of other road space users.

B10 Improve cyclist amenities.

- Provide high quality end of trip facilities at key locations such as the Station, supermarkets and University. This includes bicycle lockers, vertical storage and change/shower facilities.
- Provide more bicycle parking racks throughout the CBD, including undercover facilities.
- Investigate possibility of installation of 'Parkiteer' style bike parking and shower facilities in Central Square car park.
- Provide drinking fountains, seating and shade at popular bicycle parking locations (e.g. Central Square, University buildings, coffee shops in Sturt Street).
- Actively promote the provision of change facilities and bicycle storage at CBD businesses to encourage people to ride to work (i.e. through policy requirements, lobbying for changes to the building code).
- Provide information to cyclists about routes and location of amenities (e.g. Station).
- Require major developments to provide adequate bicycle parking and shower facilities.

B11 Improve access to bicycles, particularly bicycles tailored to Ballarat's terrain.

- Increase the availability of hire bicycles and folding bicycles in the CBD.
- Promote the option of motorised bikes.
- Consider developing a sharing system as bicycle use increases and the network develops.

B12 Introduce a system to regularly monitor bicycle and pedestrian use in the CBD similar to a 'Bicycle Account'.

- Establish targets and measurement tools for effective monitoring.

Public Transport Networks

B13 Enhance public transport networks in the CBD.

- Where specific CBD activities require further transport support, consider appropriate public transport service enhancements as a priority, in conjunction with the Department of Transport.
- Increase the frequency of bus services to and around the CBD as well as operational hours at night and on the weekend.
- Undertake a feasibility on establishing a Nightrider bus service to improve late night transportation options.
- Regularly review long-term options to consolidate routes on key corridors and to key attractions in wider Ballarat operating at higher frequencies (e.g. to Sovereign Hill, Lake Wendouree).

B14 Continue the program of improvement to CBD public transport stops.

- As usage increases, provide real-time service information (e.g. electronic signs at key stops, access to information via mobile phones such as Tram Tracker). Stops at Bridge Mall, the Town Hall and the Station transport nodes are a priority.
- Ensure all bus stops are well signed and have timetables and route maps.

- Continue the roll-out of enhanced seating and glassed enclosures at key bus stops.
- Over time, implement more glassed enclosures throughout the CBD to improve passenger comfort during winter months or wet weather.
- Upgrade the bus interchange at Little Bridge Street by providing a safe, enclosed passenger waiting area. Use Crime Prevention Through Environmental Design (CPTED) guidelines in the design of the shelter and provide other security measures to ensure safety.

B15 Improve the ease and access of short trips around the CBD by public transport by providing a free / low cost, high frequency loop bus service around the CBD for visitors and short trips.

- Differentiate this bus service from commuter services by using clearly signed or painted vehicles.
- Aim to provide a vehicle every 5-10 minutes to discourage short trips by car.
- Consider the use of electric or alternate fuel source vehicles.
- Seek funding for services from sponsors, trader groups, government agencies and organisations.
- Provide linkage between the Bridge Mall and Sturt Street retail precincts, the medical Precinct, long-term car parks, the Station and University in the routes.

B16 Establish a 'public transport culture' for central Ballarat.

- Continue to provide regular city-wide distribution of public transport information to market current services and promote public transport as convenient, cheap and easy-to-use.
- Conduct a retailer awareness campaign to highlight opportunities to promote access to retail by public transport.
- Implement public transport promotional campaigns to raise awareness of the availability of public transport access within the CBD.

B17 Maintain Ballarat Station as the regional and local transport hub.

- Continue upgrading the Station facilities and its connection to the CBD.
- Improve commuter facilities at the Station (e.g. long-term car parking, bicycle parking, refreshment and retail opportunities).

B18 Improve the environmental sustainability of the Ballarat public transport system and reduce emissions where possible.

- Use buses that will produce lower emissions (e.g. electric).
- Adopt green vehicles as they become readily available.
- Tailor vehicle size to route demand.

– Consider establishing an on-demand after-hours public transport system.

Balanced Traffic Management

B19 Ensure a balance between through traffic movements, local traffic circulation and the requirements of other road transport.

B20 Organise traffic flows to favour cyclists and public transport over other vehicles.

– Implement head start bicycle boxes as part of traffic light line markings.

– Investigate the need and potential for dedicated bus lanes on Sturt Street that would replace one lane of traffic.

– In the long term, use traffic light phasing to give cyclist and public transport priority.

B21 Discourage heavy vehicle and through traffic (not visitor or local traffic) from travelling via the heart of the CBD by implementing the Mair Street Upgrade Project as a high priority.

B22 Prioritise CBD through-routes and downgrade other connecting streets to encourage use by CBD destination traffic only.

– Implement line markings, parking changes and signage to increase the capacity and use of the Mair Street Upgrade Route.

– Maintain the role of Doveton Street (Midland Highway) as the key north-south through-route.

– Downgrade the role of Sturt and Armstrong Streets as CBD through-routes.

B23 Investigate options to determine priorities for alterations to traffic circulation to reduce through traffic and increase pedestrian focused street space.

– Narrow the traffic lanes of Lydiard and Armstrong Streets by introducing a new central median, kerb outstands and dedicated cycle lanes.

– Implement the recommended upgrades to Sturt Street to improve pedestrian, cyclist and bus priority and reduce through the amount of through traffic and vehicle speed.

– Investigate treatments to Grenville Street at the Bridge Mall - Sturt Street intersection to improve the pedestrian link at this point.

– Close the southern section of Armstrong Street to through traffic to create the Town Hall Plaza.

– Implement the signalised pedestrian crossing at the intersection of Armstrong and Sturt Streets.

B24 Implement 40 km / hr zones in the key pedestrian areas of the CBD.

– Investigate introduction of 40 km / hr limit in retail core as shown on the Connections map.

B25 Implement educational and marketing programs to discourage commuters to the CBD from driving where suitable alternatives are available.

– Encourage major employers to prepare Green Travel Plans.

– Promote the financial and health benefits of alternative travel.

Car Parking

B26 Improve / extend existing off-street public and private car park sites to increase capacity and efficiency.

– Pursue redevelopment options for existing surface car parks of the Coles / Woolworths and Big W sites that include an expanded, multi-decked car parking provision.

– Provide new car parking options for other major redevelopment opportunities of the Civic Hall site, the Railway Station Precinct and underutilised land in Scotts Parade.

– Investigate opportunities and liaise with landowners to redevelop smaller surface car parks throughout the CBD as decked car parks, or for mixed use development with car parking included as a part of the redevelopment.

– Negotiate with developers during the development approvals process regarding car parking fee structure to encourage use by shoppers and short term visitors.

B27 Encourage visitors to the CBD to use off-street car parks through improvements to their design and operation.

– Improve vehicular and pedestrian access to and within car parks. In particular ensure the provision of easily accessible spaces specifically for the disabled / elderly / parents with prams in multi-storey car parks.

– Improve the appearance, feeling of safety and amenity of car parks (e.g. position buildings to road frontages with carparking at rear, provide safe pedestrian access, plant large shade trees at regular spacings, ensure passive surveillance is possible).

– Ensure adequate illumination of car parks during the day and at night.

– Provide clear directional signage to public car parks on all approaches.

– Introduce real time vacancy information.

– Develop a positive marketing campaign to educate shoppers, retailers and other business operators about the availability of car parking in the CBD.

B28 Relocate long-term car parking for commuters and residents to the fringes of the CBD to provide more short term car parking spaces in the retail and activity areas.

B29 Provide short stay parking within core retail areas to ensure a higher turnover for shoppers.

B30 Consider reduced car parking rates or parking permits for new residential development within the CBD to encourage inner city living.

B31 Ensure that an adequate number of disabled car parking bays are provided throughout the CBD in convenient locations, and advocate for parking for shoppers with prams.

B32 Improve the usability of car parking payment systems.

- As a future option, consider introduction of smart card technology for car parking fees.

B33 Allow for reduced on-street car parking in some areas, for the benefit of an improved pedestrian environment. This will be balanced by the provision of car parking elsewhere in the CBD and the benefits of increased street activity (with more people walking past and potentially dropping into shops, cafés etc.).

- Implement a car parking payment in lieu scheme for future developments unable to satisfy off-street car parking requirements to assist in providing new centralised parking facilities.
- Investigate the possibility of levies for other improvements to the pedestrian environment to support car park use.

B34 Aim to reduce the demand for car parking in the longer term.

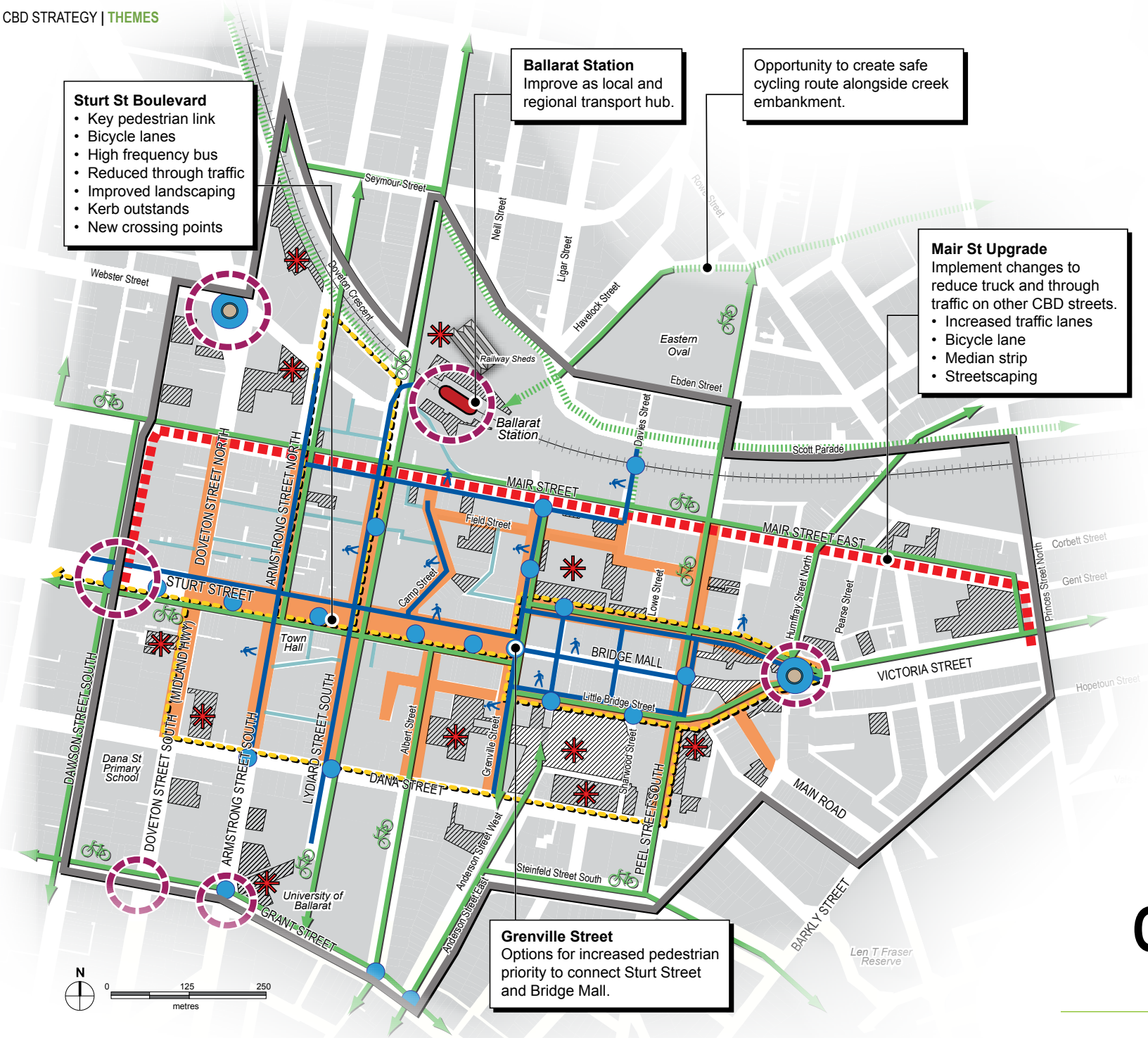
- Improve pedestrian, cyclist and bus networks.
- Attract 'Flexicar' type car sharing programs.
- Encourage behaviour change in visitors to the CBD who expect to park directly outside their destination without having to walk.
- Reduce car dependency through programs such as Travel Smart and car pooling.

CBD Entrances

B35 Ensure signage at both east and west entrances welcomes visitors and encourages tourists to utilise Sturt Street as an access route.

B36 Enhance all key CBD entrance points with site appropriate uses, buildings, landscaping and/or signage.

- Expand the Ballarat Entrances Strategy to provide urban design guidelines for CBD entrances.
- Improve the southern CBD entrances along Doveton and Armstrong Streets through new buildings and streetscape elements.
- Investigate options to improve the Railway Station as a CBD entrance (vehicular and Station users) through signage.
- Improve the Humffray Street / Victoria Street roundabout, through landscaping, lighting or public art, simplify the visual messages and reduce the dominance of advertising.
- Implement the Victoria Street Gardens - Development and Management Plan.



Legend

- Study Area boundary
- Roads
- Mair Street upgrade
- Possible route for high frequency bus
- On road cycle route
- Off road cycle route
- Key pedestrian link
- New / upgraded pedestrian crossing & cycle crossing where cycle route travels
- CBD entrance improvement
- New / improved laneway links
- Traffic calming (e.g. 40km/hr, kerb outstands, more crossings)
- Increase capacity of existing car park provision through design and redevlopment
- Existing at-grade car parking

Connections

3. CITY WIDE THEMES

C: Places for People

A key element of the Strategy is making the CBD a pleasant place to visit, live, do business and wander the shops. Another key element is the desire to project a green image of the city and incorporate environmental sustainability as a fundamental principle. One of the frequent comments received during the Visioning Workshops was that the CBD lacked vibrancy, and that the public realm – streets and public areas – were inactive and uninviting.

Every city needs a civic heart – a central gathering place where events and festivals can be held – as well as a range of different spaces for a variety of purposes. Public spaces can provide opportunities for quiet relaxation, for a lively, city experience or protection from sun and wind. Adaptable spaces can add to city life by accommodating temporary exhibits or structures.

Spaces need to be connected by key pedestrian routes so that they are frequently used and remain safe. They need to provide seating, shelter and a feeling of enclosure or comfort. They should be visible from many directions and have passive surveillance during both the day and night. As the level of activity in the city grows, a network of well designed spaces should be developed, connected by attractive, pedestrian focussed streets, to enhance the appearance and amenity of the CBD.

The Sturt Street Gardens is the main open space resource in the CBD at present and its importance to the grand image, greenery and heritage of the CBD cannot be overestimated – its role is critical. The median landscaping therefore needs to be improved, provided with more frequent pedestrian connections, and its role, as both a green space and an open space resource for events, fully realised.

The Strategy places emphasis on the need to plant more trees. The potential to reinforce the boulevard effect of the median through additional planting along Sturt Street and intersecting streets in the retail core would add to the green and grand image of the CBD. Tree and other plantings in the CBD will have the multiple benefits of providing protection from the sun and to some extent rain and wind, a more visually appealing streetscape, reinforcing environmentally sustainable practice, providing focal points for resting or pedestrian spaces and creating micro-climate improvements. A coordinated planting scheme along these streets would serve to unify the retail core, complement the heritage buildings, and add to the green 'boulevard city' image of the CBD. A general greening approach, using low water plantings wherever possible, will transform many CBD streetscapes.

The Yarrowee River flows under the CBD and, apart from the occasional flooding during heavy rainfall events, its existence is ignored. The River is a natural resource and one of the reasons for the original settlement at Ballarat. Expression of its existence would provide recognition of the natural environment in the urban setting – a way of reconnecting with the history of the city as well as providing a green space. Rainwater runoff can be utilised in the creation of a park along the Yarrowee River channel, and by catching it enroute in street plantings.

In designing all new spaces and planting, the principles of environmental sustainability dictate an emphasis on utilising low water species and capturing water through Water Sensitive Urban Design (WSUD) techniques. Where appropriate (e.g. along Yarrowee River corridor), native and indigenous plant species should also be used to reinforce habitat corridors for birds and other wildlife.

Council has already commenced a program of placing powerlines underground. The continuation of this process should be encouraged. Once powerlines are no longer visible, the appearance of the streetscapes will be enhanced due to the reduced clutter. This will also focus attention on the heritage buildings and provide more space for tree growth.

Objectives

- Create a vibrant street environment with variety and life.
- Create a 'civic heart' as a focus for community events and orientation.
- Develop a network of public spaces that provide a variety of experiences and opportunities for relaxing, gathering and celebrating.
- Create a pleasant, interesting, easy and safe walking environment along the CBD streets.
- Enhance and emphasise the green 'city boulevard' experience of Sturt Street in the pedestrian heart.
- Ensure more sustainable resource use in the public realm.
- Reconnect the CBD with the Yarrowee River.

Strategies and Actions

Public Spaces Network

C1 Develop a network of high quality public spaces located along key pedestrian routes that serve a number of different open space roles, with the Town Hall area as the 'civic heart' of the CBD.

- Create a new Town Hall Square adjacent to the Town Hall in Armstrong Street South.
- Establish Phoenix Mall as a pedestrian space.
- Introduce a new plaza in Camp Street.
- Redesign Alfred Deakin Place.
- Increase usage of the Sturt Street Gardens.
- Create a native grass wetlands adjacent to the Yarrowee River channel.
- Upgrade the plaza at Bakery Hill.
- Negotiate with the owners of the Church properties at the intersection of Sturt and Dawson Streets to establish the possibility and criteria for on-going public use of the gardens.

C2 Trial all new public spaces before fully redeveloping sites (e.g. close the street, install street furniture for weekend events).

C3 Consider options to strengthen connections between the CBD and the river (e.g. artwork, paving and interpretive signage to mark the river's watercourse).

C4 Ensure public spaces are well-maintained.

- Consider maintenance in public space design.
- Undertake thorough, regular cleaning and maintenance of public spaces.

C5 Avoid permanent 'privatised' areas or structures in public spaces.

C6 Introduce 'pause places' throughout the main retail areas of the CBD, with seating and landscaping or public art.

- Create new kerb extensions with landscaping and seating along Sturt Street and within the Bridge Mall Precinct.
- Provide landscaping and additional seating in the Multi-Storey Carpark Reserve on Doveton Street as part of the Community / Arts Space.

C7 Promote outdoor dining to encourage more street activity.

- Review the Footpath Trading Policy, particularly in relation to fees and other requirements.
- Require high quality furniture for outdoor dining.
- Include guidelines about maintenance, cleaning, and removal and storage of furniture.

High Quality Pedestrian Environment

C8 Ensure a high quality pedestrian environment.

- Commission public art for new open spaces (e.g. Town Hall Square, Yarrowee Park, Bakery Hill).
- Apply CPTED (Crime Prevention Through Environmental Design) principles to all open space, streetscape and building design, including lighting, passive surveillance opportunities, minimising 'hidden' spaces, providing clear sight lines.

- Install additional lighting in laneways adjacent to key pedestrian routes (e.g. Time Lane, Foundry Way and the two laneways at Bakery Hill).
- Require active frontages and weather protection for all buildings along key pedestrian routes and adjoining public areas.
- Reinstate verandahs and require alterations to blank façades to create active frontages.
- Provide shade trees, additional greenery, seating and drinking fountains throughout the CBD.
- Continue the undergrounding of power lines particularly along Sturt, Lydiard and Armstrong Streets.
- Use wind breaks, shelter and other measures to protect public spaces from bad weather.
- Provide kerb outstands at intersections and medians to reduce the length of pedestrian road crossings.

C9 Develop a comprehensive suite of streetscape treatments that can be incrementally implemented and that assist in way finding and orientation within the different activity Precincts of the CBD.

- Utilise heritage-based treatments (e.g. bluestone kerb and channels, sawn bluestone pavers, asphalt) for the Sturt Street and surrounding core retail area.
- Utilise formal, modern treatments for the areas surrounding Bridge Mall including concrete kerb and channels (other than where bluestone already exists), concrete paving for large plaza areas or asphalt.
- Adopt a 'like for like' replacement policy for the remainder of the CBD area.
- Continue street paving replacement with asphalt and sawn bluestone banding in Sturt Street retail core, between Dawson and Grenville Streets, followed by Lydiard and Armstrong Streets between Sturt and Mair Streets.
- Continue Street Furniture Renewal Program to progressively improve and coordinate streetscape elements.

C10 Ensure that pedestrian connections are clearly evident between the public spaces.

- Install signage to identify new public spaces as required and to direct visitors to and between existing plazas and new spaces.
- Indicate all pedestrian links on maps produced for the CBD and update regularly as new links are created.

Boulevard City

C11 Improve boulevard landscaping throughout the CBD, particularly along Sturt Street as well as Lydiard and Armstrong Streets.

- Improve the Sturt Street Gardens boulevard landscaping, heritage qualities and pedestrian access, including implementation of the Conservation and Landscape Management Plan.
- Install medians along Armstrong Street to accommodate boulevard trees.
- Plant trees at regular intervals along Sturt, Lydiard, Armstrong and Camp Streets.
- Install energy efficient lighting to highlight Sturt Street Gardens trees and statuary e.g. uplighting, projection lighting.

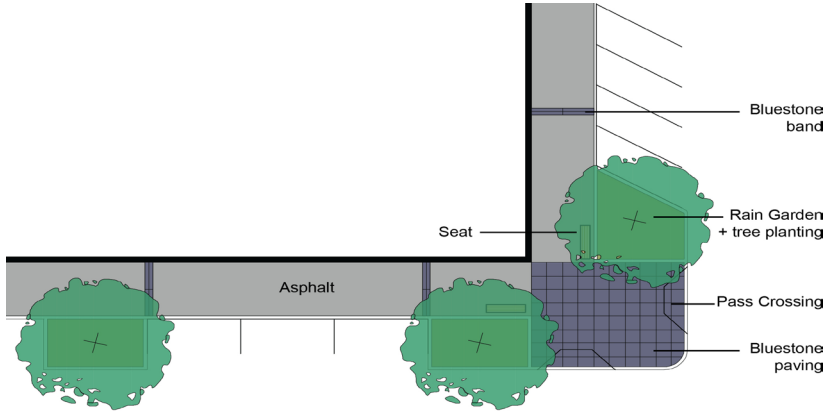
Sustainable Spaces

C12 Encourage the establishment of gardens and landscaping in new development to reduce the 'heat island effect' and add to the green amenity of the CBD.

- Establish roof top gardens and vertical gardens.
- Consider fruit and nut trees in landscaping and open spaces, keeping in mind water needs.

C13 Reduce energy and water use in the public realm.

- Use energy efficient street lighting throughout the CBD (e.g. LEDs, solar lighting).
- Utilise low water species in landscaping wherever possible.



Water Sensitive Urban Design example corner detail

C14 Incorporate Water Sensitive Urban Design (WSUD) principles in street design and landscaping.

- Incorporate stormwater fed 'rain gardens' within kerb outstand spaces to re-use water that would go to waste, reduce runoff along street gutters and help establish trees.
- Utilise storm water runoff to establish and maintain a native wetlands environment (that can also withstand dry spells) along the Yarrowee Creek corridor.
- Establish a Practice Manual for Council works that requires the use of water sensitive urban design in all public landscape treatments and designate ways to incorporate these features (e.g. porous pavements, infiltration trenches in tree pits, storm water system design).

Legend

- Study Area Boundary
- Roads
- Existing open spaces / public open space
- Improved green spaces / public open space
- New open space / plaza
- Boulevard street trees
- Install median strips with trees / plantings
- Contemporary streetscape treatment
- Heritage streetscape treatment
- Above ground river course
- Underground river course
- Mair Street upgrade & streetscape treatment

Spaces

3. CITY WIDE THEMES

D: Building Quality

The buildings of the CBD are an integral part of its image and identity. Buildings relate to all aspects of a CBD's functions and amenity, and are a key factor in creating attractive and liveable streetscapes.

The Ballarat CBD has the structure of a unique built environment. Its fine heritage buildings and streetscapes are highly significant and a key part of its attraction. Wide streets form potential boulevards and the smaller streets or laneways add to the variety of spatial experiences. The CBD also has many highly distinctive landmarks that are important to its character and history, such as the spires of the Station and Town Hall, Her Majesty's Theatre and the Sugg lamps (to name a few). Maintaining views to these landmarks assists in way finding and orientation within the CBD, as well as providing a connection with its past.

However, there is currently a lack of contemporary buildings of a high design quality that convey a strong or positive message for the CBD. There are significant opportunities for new, high quality architecture to create a more contemporary identity for the CBD and enhance its image as a place of innovation and culture. In many parts of the CBD there are underused sites or poorly designed buildings that create an inconsistent streetscape appearance, all of which offer great potential to 'fill in the gaps' in the CBD's streetscapes with new, well designed buildings.

In addition, there are many opportunities to develop space at the rear of buildings throughout the CBD which would, in some locations, assist in activating the network of laneway spaces. Many buildings also have underused spaces in the upper levels.

Currently there is a range of building heights across the CBD. In areas of heritage significance, new building heights should reflect the established height of the area, and be designed to retain the parapet lines, rooflines and spires of key heritage sites as dominant visual elements. Outside of heritage areas, new buildings may be able adopt a higher scale and more cutting edge design. In some locations, the wide streets could accommodate increases in building height without diminishing the characteristic sense of openness of the CBD.

The style of building frontages is varied throughout the CBD, depending on location and land use. Within the core retail and heritage areas, such as Sturt Street, Lydiard Street and the Bridge Mall, there is a fine 'grain' of building frontage, with narrow shopfronts that present a variety of activities to the street. Buildings are generally set up to the street edge and have active frontages.

Where this pattern of development is broken by a vacant site, a blank façade or a building setback to allow for car parking, the visual rhythm of the streetscape is disrupted. The two car parks in Little Bridge and Curtis Streets, which fail to present any building frontage to these core pedestrian areas, present a particularly important redevelopment opportunity to redefine these two key streetscapes and the eastern entry to the CBD.

In other locations, such as along Mair Street, a coarse grain of development is presented to the street due to the larger lot sizes and range of land uses. In this context, buildings still need to make a positive contribution to the street environment by presenting a well considered building façade or landscaping.

All buildings should address their streetscape context with some form of considered design response. This might include articulation through materials selection, building form, placement of windows and doors, landscaping or an art installation. Within the core retail areas, buildings should maintain a physical and visual connection with the street to contribute to its activity and offer a sense of surveillance.

The topography of the CBD is also an important part of its identity. The CBD's location on a steep river valley is unusual for a city centre and should be celebrated and emphasised through various built form and open space methods. In lower lying areas around Mair Street, the topography could allow a higher scale of building without impacting upon the CBD's skyline. The ridgeline along Lydiard and Camp Streets creates vantage points for expansive views to the east. In many instances these views are framed by buildings. The view west along Sturt Street from

Bakery Hill is also a key view that should be enhanced. Higher buildings on high points may be allowed where they do not hinder views to distant hills and low points in the CBD. Such buildings can enhance skylines by adding to the silhouette of the city.

In addition to these key long range views, there are a number of internal views which should also be protected. These provide views of landmark buildings and glimpses of significant streetscapes. Notable short range views include views from Camp Street, Bridge Mall and several of the laneways (e.g. Police Lane).

Several areas within the CBD are subject to flooding from the Yarrowee River, Gnarr Creek and Canadian Creek. A recent flood study indicates that some low lying areas will experience flood depths of up to 2 metres during a 100 year ARI (Average Recurrence Interval) storm event and some areas will be impacted by flooding on a far more regular basis. Any future development should consider the potential impacts of flooding on the safety of occupants and also the potential for property damage. Flood Studies may be required during the planning stage of new developments to demonstrate that the development will not create or increase the risks of safety and property damage.

Ecologically Sustainable Design (ESD) measures in new or refurbished buildings could be an effective means of ameliorating the variations of Ballarat's weather. Simple measures can have a powerful effect – providing shade protection, allowing cross ventilation, reducing wind effects. Progressively, the value of 'green buildings' will become increasingly recognised in regional Victoria, as it has in the capital cities. Government tenants and Councils can, and will, play a leadership role in this respect.

Objectives

- Enhance and protect the outstanding heritage qualities of the CBD.
- Create a strong and distinct image for the CBD of excellence in design, innovation and ecological sustainability through the quality of new buildings.
- Design buildings to retain key views and vistas, and enhance the topographical features of the CBD.
- Encourage redevelopment of opportunity sites to foster a more efficient use of space within the CBD and an improved urban environment.
- Encourage new and refurbished buildings that present the Ballarat CBD as a leader in Ecologically Sustainable Design.
- Protect the amenity of sensitive land uses.
- Manage the impacts of flooding in the CBD.

Strategies and Actions

Ballarat's Heritage

D1 Ensure landmark heritage buildings remain as the dominant features in the streetscape / vistas.

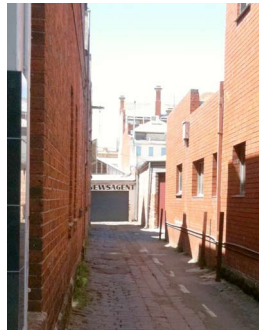
- Require sensitive design treatment of new buildings at the interface with heritage buildings, in accordance with Council's heritage policy.
- Ensure consideration of existing public views to heritage landmarks is incorporated in the design of all large development proposals, especially views to the clocktowers and spires.
- For some sites adjoining an individual heritage building included in the Heritage Overlay, consider requiring new buildings to be of a lower scale than that designated for the precinct.

D2 Enhance the CBD's heritage buildings and streetscapes.

- Encourage the reinstatement of heritage façades and verandahs on heritage buildings.
- Establish a grants scheme to assist property owners in heritage restoration of heritage buildings in the CBD. This might be achieved in partnership with Heritage Victoria.
- Prioritise façade improvements to high profile buildings along Sturt, Lydiard, Armstrong, Mair and Doveton Streets, such as the Norwich Plaza, 3 Sturt Street, 21 Sturt Street (Thomas Jewellers) and 106 Bridge Mall (Stone's Building) by approaching and discussing options with owners.
- Provide immediate grants funding for heritage improvements to Sturt, Lydiard and Armstrong Streets and Bridge Mall façades.
- Investigate options to increase public access to CBD heritage buildings as part of redevelopment proposals or special events
- Encourage creative re-use of heritage buildings that will see them enhanced, well utilised and maintained (e.g. disused churches, Mechanics Institute). Commercial buildings could be re-used for mixed use, potentially with additional levels or rear extensions.
- Include bluestone guttering in streetscape detail, either restored to its original design where appropriate, or in an interpretive, contemporary manner that references the significance of bluestone to Ballarat's streetscapes.
- Undertake public realm improvements as required to enhance the setting of key heritage sites. This might include paving upgrades or planting in the vicinity of the site.

214 Mair Street
Demonstrates reuse of a heritage building.

Left: View from Field Street
Right: View to Art Gallery
Views along minor streets are an important part of the cityscape.



Excellence in New Architecture

D3 Ensure new buildings in the CBD are of a high design standard as a part of its image as a contemporary and creative regional centre.

- Encourage developers to use qualified and experienced design professionals (and suitably experienced heritage professionals for heritage sites) and reinforce the message that good design can save long-term costs and increase property value.

View west along Mair Street

- Establish a design review panel for major development applications.
- Continually foster urban design skills in planning staff and provide design advice for applicants.
- Incorporate ESD principles.
- Promote architectural walks in the CBD.
- Use design guidelines to discourage mock heritage.

D4 Retain, interpret and improve views and vistas from key locations (e.g. top of Bridge Mall, Camp Street, and Sturt Street).

- Retain the CBD's historic towers and spires, and key views to them, as fundamental elements of its image.

D5 Emphasise important sites, such as key redevelopment sites, and those located on prominent corners or adjacent to public spaces, through the quality of architectural design.

D6 Improve the appearance of existing non-heritage buildings where redevelopment occurs.

- Identify, facilitate and encourage the amalgamation of key sites for redevelopment opportunities.
- Screen open deck car parks with cladding or planting.
- Redesign the rear elevation of buildings to present an attractive façade in highly visible locations.
- Re-clad poorly presented office buildings and improve ground level frontages to create active streetscape frontages.
- Screen roof top utilities such as air conditioning units and lift overruns from view.

Streetscape image

D7 Design buildings of an appropriate scale and form to occupy important landmark sites throughout the CBD whilst ensuring that existing heritage buildings retain their visual prominence.

D8 Ensure that street façades in core retail areas are 'active', meaning that:

They are designed to include clear glazing at the lower levels that allows a visual connection between the building occupants and people on the street.

Entrances are accessed directly from principal street spaces and are designed to show a strong sense of street address.

Decorations or window displays are included to add interest at the street level, without blocking views into or out of the building.

D9 In all parts of the CBD, articulate new building façades through design treatments such as:

Well considered placement of doors and windows.

Variations in surface texture, colours or materials.

Inclusion of balconies or terraces in the upper levels that overlook the street space.

Avoiding large expanses of blank walls, particularly at street level.

Ensuring that buildings on corner sites are designed to address both street frontages.

D10 Maintain existing horizontal or vertical design rhythms in the streetscape, where these are dominant

features, through design treatments such as:

Referencing the established roof or parapet heights of adjoining buildings, where this is a consistent feature in the streetscape, in the design of a new façade.

Maintaining the existing 'fine grain' appearance of buildings within the core retail areas that is created by the narrow shopfronts by providing vertical articulation in wide building frontages.

Providing well articulated façades to larger scale buildings on wider allotments.

Responding to the topography of the area by reflecting changes in gradient.

D11 Require that crossovers, garages or car park entrances are kept to a minimum width and do not dominate the street frontage of a building.

D12 Provide continuous weather protection along retail streets / key pedestrian routes by providing verandahs or canopies that are consistent in form with those that already exist (i.e. awnings with poles along the gutter line, or as stipulated in Council's heritage guidelines).

D13 Design new buildings with the ground floor at street level to avoid the need for ramp or staircase access.

Height of New Buildings

D14 Create a more consistent scale of buildings in the different parts of the centre, as appropriate to the precinct.

- Within the Core Heritage Areas, new buildings should be lower at the façade than the parapet height of any adjoining heritage building, or if none adjoining, lower than the predominant heritage parapet height, as visible from the street. On larger sites, higher scale elements may be included in the centre of the site where not visible from adjoining streets.
- Within Bridge Mall and Victoria Street allow buildings up to three storeys in height. (Note that a contemporary three storey building will be the equivalent of a double storey heritage building.) This will ensure a 'pedestrian scale' within these areas and retain sight lines along Sturt Street.
- Limit the height of buildings at the edges of the CBD area to three storeys to ensure a transitional scale to adjoining residential neighbourhoods.
- Allow buildings up to four storeys within mixed business/residential areas peripheral to the Heritage Overlay areas, where there are fewer amenity or heritage issues.
- Allow buildings up to six storeys in the eastern end of the Mair Street area where there are limited amenity or heritage issues and the topography will reduce the impression of the overall height of these buildings in the broader CBD context.
- Ensure that the scale of new buildings on the VicTrack land retains the visual dominance of the Station building.

Sustainable Built Environment

D15 Encourage the use of ESD principles in the design of buildings and landscape.

The use of these principles would cover issues such as:

Designing adaptable buildings that can be readily expanded or altered for alternate uses.

Building orientation for solar access.

Rainwater harvesting and use within the building.

Generating energy needs (e.g. incorporating solar energy collection and use).

Achieving a level of energy rating in excess of the minimum requirements.

Energy efficient fittings and appliances.

Opportunities for natural ventilation.

Natural lighting opportunities.

Low water usage.

Fitting three-pipe systems.

Waste disposal.

Sustainably sourced materials (i.e. with a low ecological footprint e.g. recycled, locally sourced).

Construction management.

- Imbed the use of ESD principles in the design of buildings and landscape in the Planning Scheme (e.g. as part of a new local policy on sustainable built environment).
- Lobby State government to incorporate ESD principles as requirements to respond to in the building code.
- Manage, design or redevelop Council assets along ESD principles and promote these initiatives (e.g. 8 star energy rating for buildings on Civic Hall site).

D16 Investigate long term initiatives to save water and develop emissions-free local energy sources. This might include:

More efficient heating and cooling systems (e.g. district-wide supply using thermal mining).

Collaborative energy production amongst precincts, streets or groups of developments.

Energy consumption monitoring practices.

Widespread use of solar panels.

Energy audit of CBD buildings.

Water trading system for rainwater and grey water.

Recycling of all waste or use of waste to generate power.

Water tanks in buildings throughout the CBD.

Sensitive Interfaces

D17 Ensure that new development is designed to address specific design considerations of sensitive interfaces such as residential properties, heritage buildings or open spaces.

- Where adjoining open spaces or public car parks, design new buildings to overlook these spaces and provide a positive façade to enhance their appearance, amenity and safety.
- Locate parts of a commercial building that will produce noise or odours away from any residential interface, or provide suitable buffering.

Signage

D18 Ensure a co-ordinated approach to the use of signage in the CBD to avoid clutter and confusion and ensure the amenity of streetscapes.

- Liaise with VicRoads to reduce any unnecessary road signage and ensure that road signage is coordinated with other forms of signage.
- Rationalise above verandah signage.
- Develop advertising signage guidance for the CBD that establishes a co-ordinated approach to the scale, placement and design of advertising signage.

Residential development

D19 Provide high quality residential development within the commercial areas.

- Refer to the Guidelines for Higher Density Residential Development (Department of Sustainability and Environment, 2005) for detailed design guidance.

D20 Encourage sustainable residential development.

- Consider providing 'living sheds' in new higher density residential development, particularly student housing, where resources and common tasks are shared (e.g. washing machines, tools, gardening).

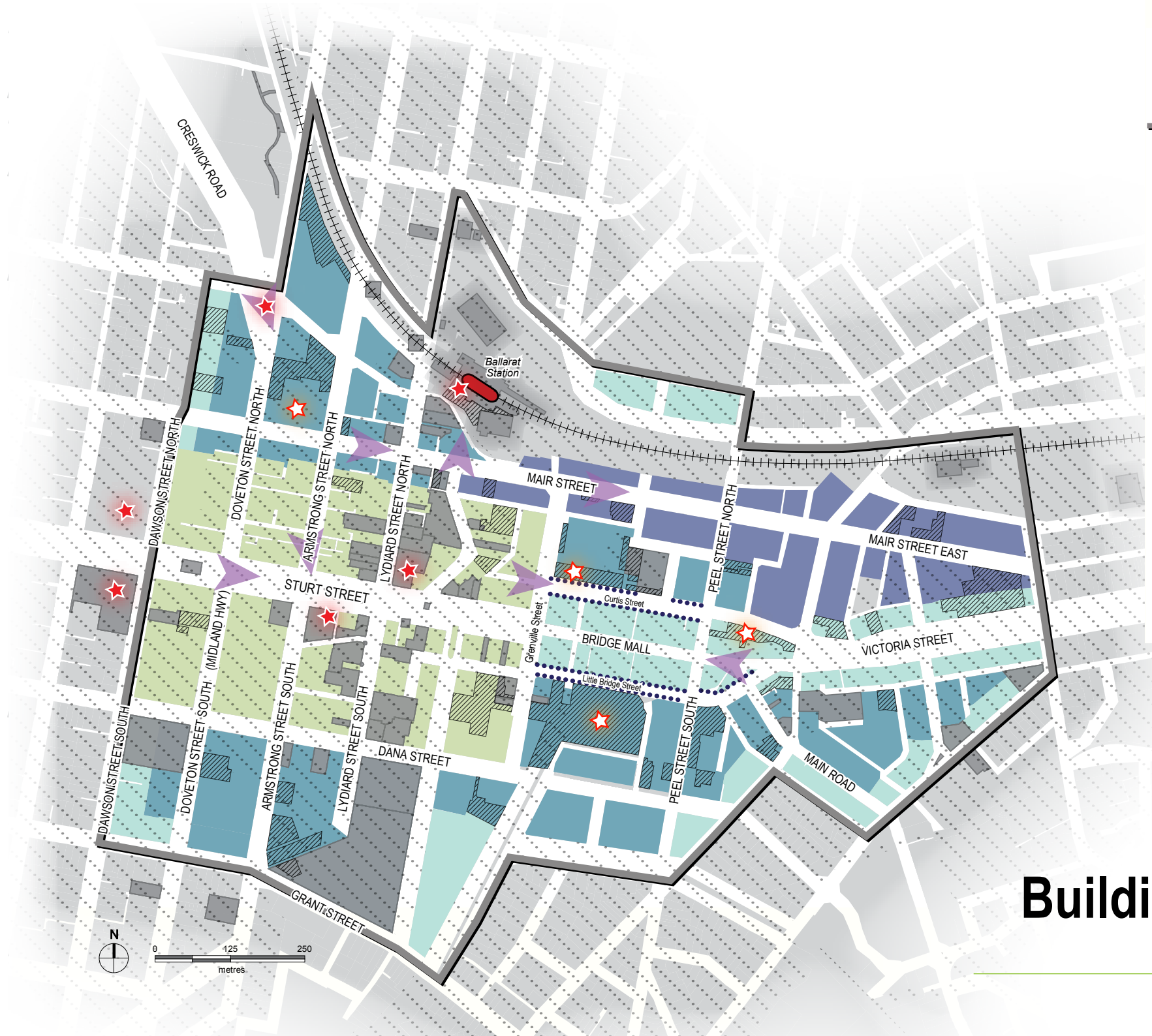
D21 Ensure that the character and amenity of adjacent residential areas is maintained.

- Protect the amenity of adjacent residential land uses by applying the standards contained within Clause 55 of the Planning Scheme where new buildings in commercial areas adjoin residential sites.

Flooding

D22 Develop strategies to manage the impacts of flooding in the CBD.

- Introduce the Land Subject to Inundation Overlay (LSIO) and Floodway Overlay (FO) over land in the CBD that is particularly affected by flooding to ensure new developments consider the impact that this may have.
- Conduct further investigations to determine the potential impacts of flooding on CBD proposals.
- Develop a flood plain management plan for the Yarrowee River.



Legend

- Study Area Boundary
- Roads
- Heritage Overlay
- Heritage Buildings of National / State significance
- At-grade car parking - investigate redevelopment opportunities for ground floor use and car parking above / below
- Buildings 3 storeys
- Buildings up to 4 storeys
- Buildings up to 6 storeys
- Buildings up to Heritage parapet height
- Key landmark spires / towers
- Opportunity for landmark building
- Important long distance views

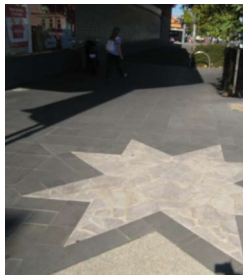
Building Quality

3. CITY WIDE THEMES

E: Strong Leadership and Governance

Strong leadership, commitment to long-term outcomes and effective management are critical to success of the CBD Strategy. The enthusiasm and commitment generated by the Strategy for the CBD needs to be harnessed and nurtured to see the implementation through many smaller hurdles.

As usual in complex urban environments, many competing interests need to be balanced. The Council's role in carefully balancing these interests, providing many of the resources and some of the funds, and making 'the hard decisions', is undeniable. A collective approach, commitment to and understanding of the long-term goals of the Strategy is needed by all stakeholders. Methods to maintain and increase engagement with the Strategy implementation are needed.



Objectives

- Achieve the long-term vision by guiding the implementation of the Strategy through strong leadership and governance initiatives.
- Involve all stakeholders by establishing mechanisms to involve and give responsibility to organisations outside Council to implement appropriate parts of the Strategy.
- Work with the business and investment community to achieve positive growth and change.

Strategies and Actions

Leadership and Delivery Team

E1 Establish a leadership structure to implement the strategy.

- Employ a Place Manager with a dedicated delivery budget to guide implementation initiatives and marketing, funding, data collection and analysis and communications.
- Establish a community leadership group that will drive small wins / Immediate Actions.
- Nominate a leadership and delivery team across the Council organisation to oversee / monitor the implementation of the Strategy. This team would be:

  Led by the Place Manager.

  Representative of all key departments to ensure a collaborative process.

  Responsible for ensuring the Strategy is embedded in Business Plans for all departments.

E2 Ensure adequate resources are available to undertake the strategy.

- Increase resources in urban design.

Marketing the CBD Strategy

E3 Develop a marketing plan for the CBD Strategy that emphasises the benefits to all of the Strategy and engenders commitment and 'buy in' by all sectors.

E4 Develop a city brand / logo and marketing strategy expressly for the CBD.

Governance

E5 Implement the CBD Strategy in the Planning Scheme through an amendment process.

- Prepare a planning scheme amendment to implement the recommendations of the Strategy.

E6 Review regulatory processes to provide a streamlined and responsive organisational framework for implementation of the objectives of the Strategy.

E7 Investigate introduction of a Developer Contributions Plan to fund some CBD improvements.

E8 Undertake a Parking Precinct Plan.

E9 Identify all funding sources, including State and Federal government and make submissions to implement recommendations of the Strategy.

Stakeholder Involvement

E10 Establish new, innovative governance structures (e.g. cross-sectoral CBD Strategy Implementation Committee) with a role that:

Actively engages and involves key stakeholders in implementing the Strategy.

Encourages developers, landowners and business operators to invest in the CBD.

Resources the implementation from a variety of sources.

E11 Host regular events with interested community members to keep them involved and informed as the project develops.

4. PRECINCTS

Within the CBD Study Area ten Precincts have been identified, based on common land uses, built form character and potential strategic direction.

This section provides detailed recommendations for each of these Precincts, in addition to the direction provided under the Theme headings.

The issues and possibilities for each Precinct are identified, followed by Objectives, Strategies and Actions for the future. In addition, Action Areas for key sites within some Precincts detail specific works or concepts for consideration and implementation.

Legend

- Precinct Boundaries
- Roads
- 1 Sturt Street Core Retail
- 2 Bridge Mall Precinct
- 3 Mair Street Corridor
- 4 Peripheral Retail & Office
- 5 Local Retail
- 6 Commercial & Service Business
- 7 Education
- 8 Railway Station Mixed Use (Residential & Commercial)
- 9 Mixed Use (Residential & Commercial)
- 10 High Density Residential

PRECINCT 1: Sturt Street Core Retail

The Sturt Street Precinct includes the buildings fronting Sturt Street, and the core Myer / Target and Central Square retail anchor. It also includes the area in Armstrong, Lydiard and Camp Streets that contains the University of Ballarat campus and the Ballarat Art Gallery - both key activity generators and focal points of the CBD. This area should remain as the core specialist retail and arts and culture focused area of the CBD. It needs to connect closely with the activities in the Bridge Mall Core Retail area, but is differentiated by providing boutique, Ballarat specific, arts and tourist related activities in addition to fine dining and entertainment venues.

Sturt Street is the spine and key feature of the CBD. Its wide pavements, historic central gardens with rotunda and statuary, and the many magnificent heritage buildings of various eras along its length create an iconic element of the City and one of the grandest Victorian era boulevards in the nation. Reinstatement of Sturt Street's key elements to recapture its former glory is one of the main components of the Strategy.

The boulevard appearance of the Sturt Street Gardens can be enhanced by the addition of more trees in kerb outstands along Sturt Street. Access to the Gardens will be improved by additional pedestrian crossings and slowed traffic in this core area. Ultimately, reduction of traffic to one lane in each direction, with a dedicated bus lane, will reduce the dominance of cars in this street.

The leafy boulevard image of the City can be reinforced by extending the planting theme and pedestrian focused traffic treatments into the adjoining sections of Armstrong and Lydiard Streets. Armstrong and Lydiard Streets are key pedestrian thoroughfares from the Station to the University campus. Both streets need to provide improved pedestrian amenity.

Armstrong Street South / Phoenix Mall has undergone changes in the last ten years, however it is not functioning well as either a pedestrian or traffic space. The space needs to be redesigned to improve pedestrian safety and there is an opportunity to create a pedestrianised civic space adjacent to the Town Hall building through the closure of Armstrong Street at Sturt Street. Current traffic counts indicate that traffic displaced will readily divert to any of the alternative north-south routes nearby with minimal impacts on traffic flows.

Camp Street is a low traffic street where the activity of the University and Art Gallery combine with the heritage setting to create a unique street space. Camp Street would benefit from additional activated frontages incorporating cafés, University display spaces, artist incubator spaces, commercial art galleries and shops, possibly serving the student and arts market. There is also great potential for festivals and events that involve temporary street closure. Creation of a new public space with views over the historic Bridge Street area and Bakery Hill to the countryside beyond will add to this streetscape. Redesign of the lawn area of Alfred Deakin Place will make this area more usable and flexible.

Objectives

- Enhance the boulevard image of the CBD with Sturt Street as the spine.
- Increase pedestrian amenity throughout the Precinct.
- Showcase and improve the outstanding heritage qualities of the Precinct.
- Retain and provide for future expansion of anchor retail department stores.
- Encourage boutique retail, dining and entertainment experiences that are unique to Ballarat.
- Focus arts and cultural activities in the Precinct, particularly those aimed at tourists and visitors, and those with a regional catchment.
- Nurture the Universities and related activities as a vital part of the Precinct.

Strategies and Actions

1.1 Create a lively, active streetscape along Sturt Street that encourages walking between Armstrong Street and Bridge Mall through active frontages, traffic management and streetscape design.

1.2 Work with landowners to reinstate heritage building façades, in particular upper level façades and verandahs, along Sturt Street, Lydiard and Armstrong Streets.

1.3 Encourage residential and tourist accommodation in upper levels of new and existing buildings.

Malvern Town Hall, Victoria
Demonstrates a vibrant public open space.

1.4 Enhance the role of the Precinct as an arts and entertainment hub through ongoing development of its facilities including:

University performing arts centre.

Art Gallery of Ballarat.

Town Hall: possible expanded use as an arts and performance space.

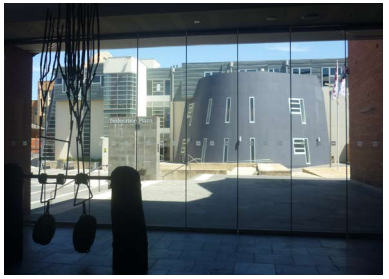
Outdoor areas designed for festivals, performances.

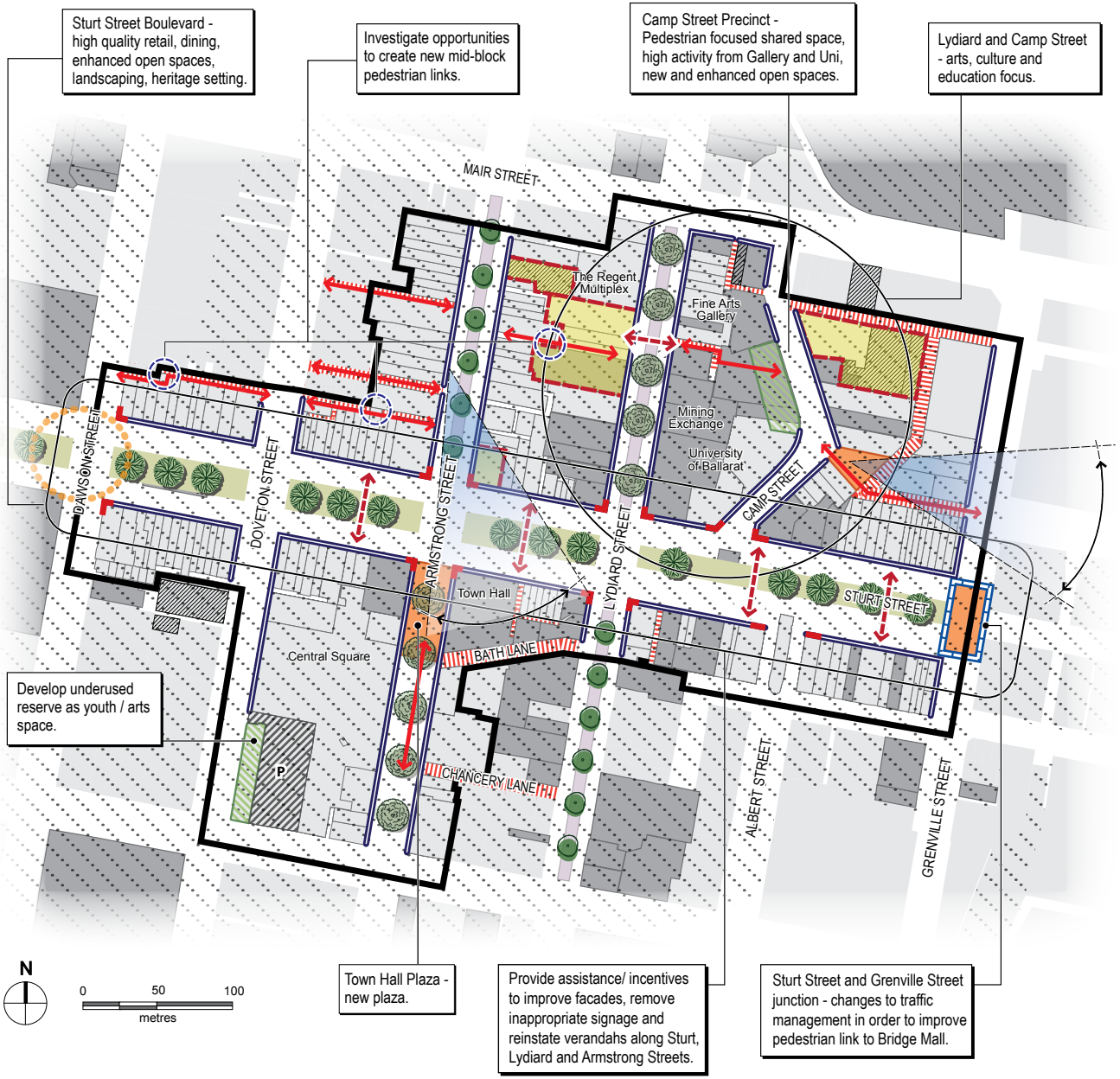
Encourage and promote additional high quality tourist accommodation.

Action Areas

Within this Precinct, there are four areas of focused action:

- Sturt Street Boulevard.
- Lydiard Street and Armstrong Street North.
- Town Hall Plaza and Phoenix Mall.
- Camp Street.





Legend

- Precinct boundary
- Property boundaries
- Site specific Heritage Overlay
- Heritage Overlay
- Existing at-grade car parking
- Existing multi-storey / rooftop car parking
- New plaza space
- Enhance plaza space
- Potential site redevelopment
- Sturt Street gardens- Implement CMP
- New planted median strip
- Improved street landscaping
- Activate laneways
- Weather protection / activate frontages
- New kerb outstands
- New or improved pedestrian access
- New pedestrian crossing
- Enhanced viewing opportunity
- Enhance CBD gateways

Precinct 1

Sturt Street Boulevard

Following implementation of the Mair Street upgrade, through traffic in Sturt Street will be reduced and major improvements to the street spaces and pedestrian amenity of Sturt Street can be undertaken.

1.5 Develop Sturt Street as the principal boulevard for the CBD, increasing amenity, safety and access particularly for pedestrians and cyclists.

1.5.1 Reinstate Sturt Street median between Grenville and Lydiard Streets to its original width by replacing indent angle parking with landscaping.

1.5.2 Reduce Sturt Street to two lanes in each direction, remove turning lanes wherever possible and construct outstands to reduce pedestrian crossing widths at intersections and mid-blocks.

1.5.3 In the longer term, dedicate one traffic lane in each direction to bus only.

1.5.4 Provide marked bicycle lane along the road, with a substantial safety zone behind on-street car parking.

1.5.5 Construct kerb outstands at corners and mid-block to create space for small areas of landscaping and canopy trees, and provide better pedestrian connections. Construct new landscaped kerb outstands in front of the Town Hall as a first priority.

1.5.6 Introduce additional mid-block north-south pedestrian crossings as indicated on the Precinct Map.

1.5.7 Lease space for street barrows (2) and / or additional outdoor dining seating within the Gardens in spaces already identified for non-garden bed use. Ensure any additional infrastructure has no impact upon Gardens. First preference for coffee barrows should be given to existing CBD café owners.

1.5.8 Ensure road intersection designs along Sturt Street incorporate the ability to cross between sections of the central Gardens in an east / west direction.

1.5.9 Investigate the potential for a 'scramble crossing' at Armstrong Street, following closure of the southern section of this street with the creation of the Town Hall Plaza.

1.5.10 Arrange seating in the Sturt Street Gardens so that it faces both into the Gardens and to the street and provide spaces to sit on the grass that are protected from sun/wind.

1.5.11 Develop an expanded program of temporary events in the Gardens such as small markets, installations or exhibitions (e.g. using the rotunda).

1.5.12 Install lighting to trees, sculptural features and heritage building façades. Use coloured lighting or projections for added interest or special events.

1.5.13 Reduce speed limit in Sturt Street between Grenville and Doveton Streets to 40 km to improve pedestrian and cyclist safety.

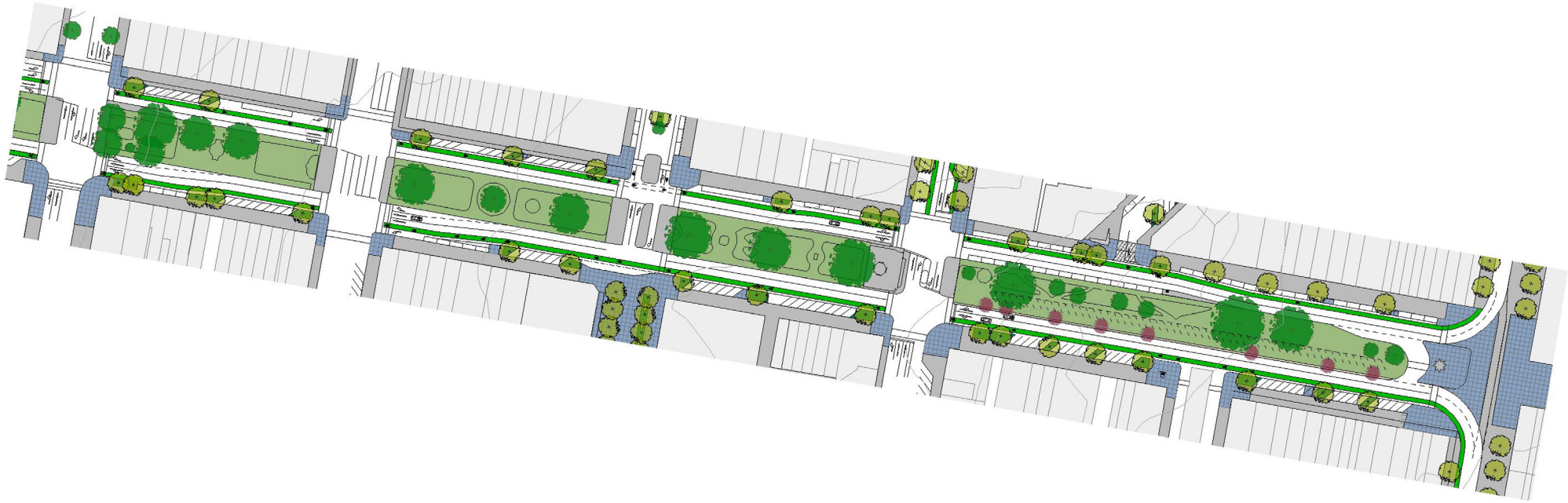
1.5.14 Investigate potential to relocate bus stop in front of Myer to alongside the proposed Town Hall Plaza to create more space for on-street parking.

1.5.15 Prior to commencement of major streetscape works and reduction of on street parking in Sturt Street, establish car parking replacement options. This could include an upgraded car park to the rear of the Law Courts.

Sturt Street Boulevard Concept Illustration

Existing view from Albert Street looking west along Sturt Street.

Sturt Street Boulevard Concept Plan



Sturt Street Boulevard Cross Sections

	4400	1300	4500	1000	2000	3600	3225	21200	2875	2900	2000	1000	4000	1600	4800	
Building	Footpath		Rain Garden / Parallel Parking		Cycle Lane	Traffic Lane	Traffic Lane	Central Median	Traffic Lane	Traffic Lane	Cycle Lane		Rain Garden / Angle Parking		Footpath	Building
		Drainage		Safety Zone										Drainage		

Sturt Street Section Armstrong – Doveton Streets

	6200	5350	1050	2000	3000	3000	20500	3000	3000	2000	1000	2400	1500	5700	
Building	Footpath	Angle Parking		Cycle Lane	Traffic Lane	Traffic Lane	Central Median	Traffic Lane	Traffic Lane	Cycle Lane		Parallel Parking		Footpath	Building
		(Rain Garden inbetween)	Safety Zone							Safety Zone	(Rain Garden inbetween)		Drainage		

Sturt Street Section Grenville – Lydiard Streets

Lydiard Street & Armstrong Street North

This area includes Lydiard Street (North to Mair Street and South to Dana Street) and Armstrong Street North (between Sturt and Mair Streets).

These key north-south streets will act as green 'fingers' extending from the principal Sturt Street Boulevard. The planting will continue the theme from Sturt Street of exotic, deciduous trees. Greater pedestrian amenity and the promotion of outdoor dining will encourage more street activity. Central medians will be installed to provide for planting and pedestrian refuge.

The advantages of this Concept include providing a substantially improved visual amenity that reflects and enhances the heritage qualities of the streetscape. In addition, pedestrian amenity will be improved through the shade and weather protection provided by trees, and by the pedestrian refuge for crossing these wide streets.

1.6 Develop Lydiard Street and Armstrong Street North as key extensions of Sturt Street boulevard.

1.6.1 Create a new central median in Lydiard and Armstrong Streets to improve pedestrian access across the street and separate opposing traffic flows. This will also provide landscaping opportunities.

1.6.2 Construct kerb outstands at street corners and intermittently along the street to create space for small areas of landscaping and canopy trees.

1.6.3 Continue the planting theme from Sturt Street of exotic, deciduous trees.

1.6.4 Site tree planting to retain adequate views to heritage buildings or select tree species that do not have a wide canopy spread.

Lydiard Street

1.6.5 Improve the amenity of Lydiard Street as a key pedestrian route of the CBD and north-south cycle link.

1.6.6 Reconfigure the road space to include dedicated cycle lanes and cyclist safety buffer.

1.6.7 Retain the existing angled parking.

1.6.8 Create a mid-block pedestrian crossing at Police Lane, to link to the Camp Street Precinct.

Armstrong Street North

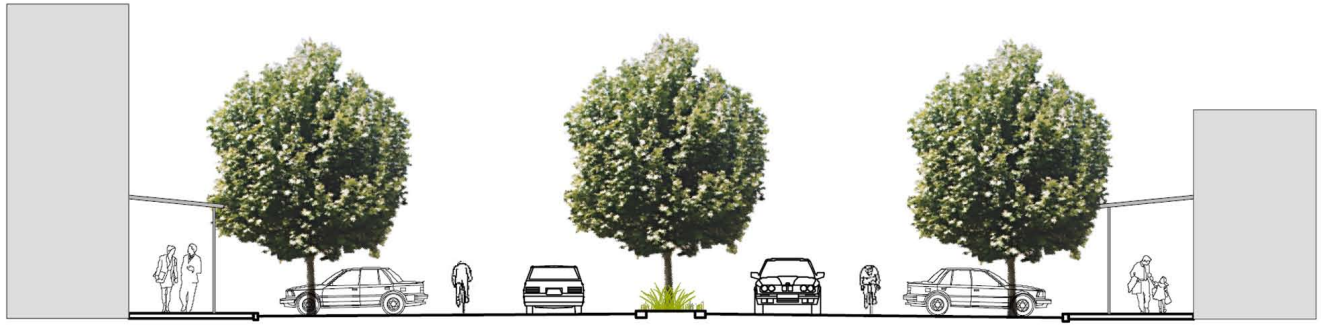
1.6.9 Improve the amenity of Armstrong Street, north of Sturt Street, as an important pedestrian street.

1.6.10 Create a new central median with tree planting to improve pedestrian access across the street, separate opposing traffic flows and provide landscaping opportunities.

1.6.11 Remove the existing central parallel parking.

1.6.12 Reconfigure the road space to feature dedicated cycle lanes and cyclist safety buffer.

1.6.13 Replace the existing parallel parking adjacent to the footpath with angled parking.



	3700	5350	2175	3000	2000	3000	2175	5350	3700	
Building	Footpath	Angle Parking Lane		Traffic Lane	Median	Traffic Lane		Angle Parking Lane	Footpath	Building
			Cycle Lane & Safety Zone				Cycle Lane & Safety Zone			

Lydiard Street Section

Armstrong Street Concept Illustration

Existing view of Armstrong Street from Sturt Street corner looking north towards Mair Street.

Town Hall Area

This area includes the Town Hall and adjoining public spaces. There are a number of opportunities to enhance the historic and iconic Town Hall as the civic heart of the CBD and to enhance its setting among high quality public spaces.

1.7 Strengthen the civic role and historic presence of the Town Hall building in the CBD and establish new or upgraded adjoining civic spaces as an extension to the Sturt Street boulevard.

Town Hall

The Council is considering options for the future location of the administration offices. Should the administration relocate from the Town Hall, future use options need to be considered.

1.7.1 Consider options for future use of the Town Hall building should Council administration relocate. These options include:

Retention of civic function (e.g. Council offices or reduced customer service centre, Council meeting spaces, other government office, community use).

Cultural hub with uses such as a theatre, exhibition, performance spaces (e.g. Drum Theatre, Dandenong Town Hall, North Melbourne Town Hall).

Tourist information service / accommodation booking.

Function / conference centre.

Council library, genealogy centre.

Drum Theatre, former Dandenong Town Hall, Victoria
Demonstrates creative reuse of a Town Hall.

Town Hall Plaza

Closure of Armstrong Street South at Sturt Street would provide the opportunity for a graceful new civic space to complement this historic setting within the heart of the CBD. The Town Hall or Civic Plaza would be an adaptable space serving as a pedestrian thoroughfare and place to sit or meet other people day to day, as well as a civic space for the City to host festivals, ceremonies and events.

1.7.2 Close Armstrong Street from Sturt Street to Bath Lane to create a new urban plaza.

1.7.3 Draw from the existing civic qualities of the Town Hall, the active Central Square and the historic laneways around Armstrong Street in the design of this space.

1.7.4 Install formalised, higher quality pavement and permanent seats within the zone between Bath Lane and Myer.

1.7.5 Enhance the space with soft landscaping that might include boulevard planting and a small area of lawn.

1.7.6 Locate a small café in the car park adjacent to the Town Hall fronting Armstrong Street, between the Carillion and the Town Hall. This café could incorporate a small indoor / outdoor area with a retractable canopy.

1.7.7 Enhance the plaza space by activating the Myer frontage and leasing space for up to 3 small barrows that could sell coffee, fruit or newspapers, for example.

1.7.8 Conduct a trial closure of Armstrong Street for a public event to introduce the concept of the Town Hall Plaza to the community.

1.7.9 Liaise with Myer and Central Square to arrange loading access during quiet times of the day (e.g. early morning).

1.7.10 Hold a competition to name the plaza.

Phoenix Mall

Improvements can be made to the Phoenix Mall to overcome the level difference to Central Square, increase the perception of safety and enhance the space as a boulevard link to Sturt Street.

1.7.11 Redesign Central Square entry plaza to better integrate with the Armstrong Street streetscape and address unfavourable level changes.

1.7.12 Alter Phoenix Mall (following on from the recommendations of the Phoenix Mall Master Plan) to reduce even further the physical and visual barriers between the west and east side and improve pedestrian access.

1.7.13 Retain the avenue of trees on the eastern edge of the space. Plant new trees adjacent to terraces, as existing trees would need to be removed to create terraces.

1.7.14 Create a usable mid-level transition space. This is an opportunity for an outdoor dining terrace or amphitheatre.

1.7.15 Remove existing parking in Armstrong Street and replace in upgraded Central Square car park.

1.7.16 Require active building frontages along Armstong Street to address the space.

Potsdammer Platz, Berlin
Demonstrates how a open space's visual amenity can be enhanced.

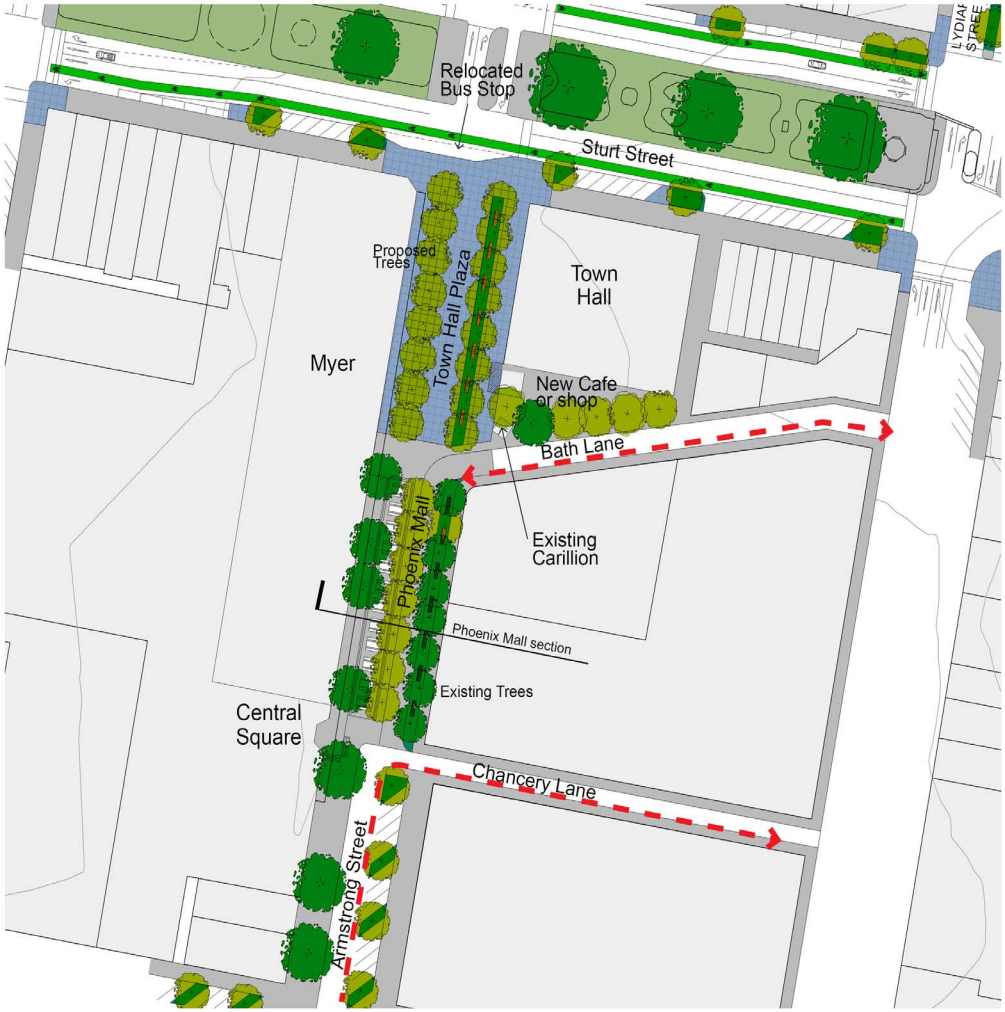
1.7.17 Investigate the need to relocate the post office with the closure of Armstrong Street.

Dana Street

1.7.18 Develop a youth / arts space within the reserve adjacent to the Dana Street car park.

Broadgate Exchange Square, London
Demonstrates use of creative lighting to enhance public spaces

Town Hall Area Concept Plan & Cross Section



Town Hall Plaza Concept Illustration

Existing view from Sturt Street looking south along Armstrong Street.

Camp Street

Camp Street has the potential to become the arts and culture hub of the CBD and one of its most vibrant street spaces.

Camp Street is a unique part of the Ballarat CBD, as a relatively enclosed street with a distinct layout, many heritage buildings and major activity attractors. It could be further enhanced as a pedestrian focused enclave supporting the arts and entertainment cluster of the University Performing Arts Centre, the Art Gallery and its restaurants and bars.

Within Camp Street is Alfred Deakin Place and a proposed new terrace.

1.8 Develop the Camp Street Area as a vibrant enclave of the CBD and its arts and culture hub.

1.8.1 Activate street frontages by encouraging cafés, shops, student activities and occasional markets.

1.8.2 Find space for galleries / additional artist incubators in this area as need arises.

1.8.3 Front University and Art Gallery activities to Camp Street and Alfred Deakin Place.

1.8.4 Open University exhibitions or displays to the public.

1.8.5 Establish temporary or regular events to enliven the street space, such as concerts or markets.

1.8.6 Include visual activation through a public media screen.

1.8.7 In the long term consider introducing larger attractions in Camp Street e.g. ice-skating rink in winter, moonlight cinema in the summer.

1.8.8 Upgrade paving treatment and install trees and rain gardens within kerb outstands between parking bays.

1.8.9 In the immediate term, retain as a two way street with on street parking.

1.8.10 Close street off at peak cultural times (i.e. weekends, public holidays, festivals).

1.8.11 Investigate future potential to create shared traffic space zone or pedestrian only space.

1.8.12 Strengthen the pedestrian connection along Police Lane with way finding signage / lighting. Install a pedestrian crossing over Lydiard Street to connect to Police Lane.

1.8.13 Review car parking restrictions to provide increased short term spaces.

Alfred Deakin Place

Recent upgrades to Alfred Deakin Place have enhanced this space considerably, however the grassed verge has proven difficult to maintain. There are opportunities to increase the use of this space and its connection to the activity of Camp Street. A terraced area would encourage more people to use the space on a day to day basis and could also be used for events.

1.8.14 Replace the grassed bank with a landscaped terrace that negotiates the steep change in level, provides a clear connection to Camp Street and creates places for casual seating. This may involve realignment of the ramp and stairs. The terrace could include small areas of grass.

1.8.15 Continue the paving theme of Alfred Deakin Place onto the adjoining footpath to create a sense of opening up the space into Camp Street.

1.8.16 Relocate the sculpture to the northern part of the space so that it does not obstruct views to outdoor performance spaces. In addition, locate trees to maintain these views.

1.8.17 Retain on street parking in front of Alfred Deakin Place in the immediate term, except during temporary street closures. In the longer term, consider the option to remove car parking spaces directly in front of Alfred Deakin Place to open views to the space permanently.

Proposed new terrace

The surface car park on the eastern side of Camp Street presents an opportunity for a new public space that has a view across central Ballarat to Mount Warrenheip and Mount Buninyong. As part of the former miners' camp area, the site could be used as an opportunity to convey an aspect of Ballarat's heritage.

1.8.18 Investigate opportunities to acquire this site for creation of a new space that includes trees or a pergola on the northern side for summer shade, seating and grassed areas and a viewing deck / stage at the apex of the view corridor.

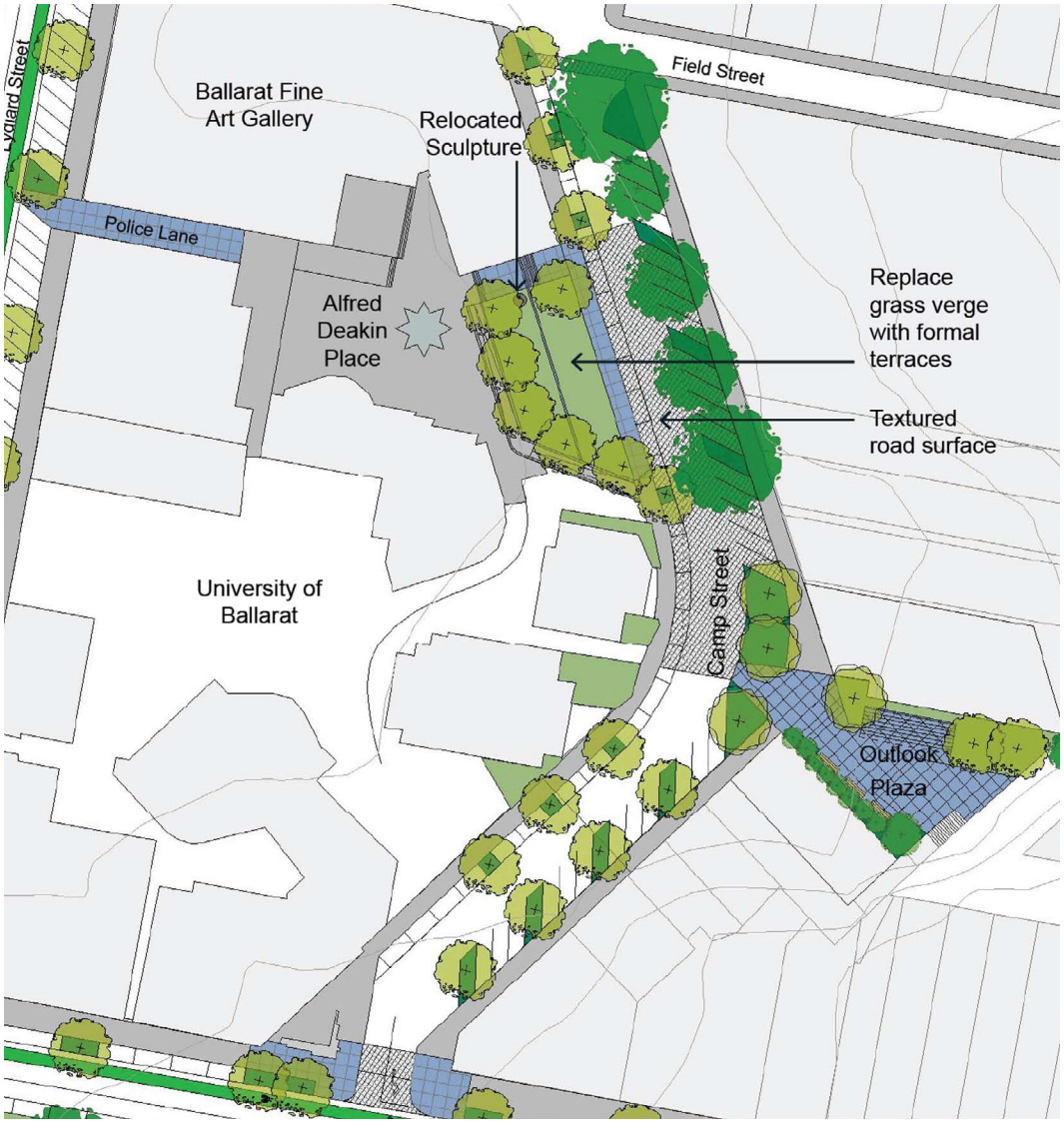
1.8.19 Activate adjoining buildings with outdoor dining.

1.8.20 Create a staircase or ramp link down to Cattan Street and Grenville Street.

1.8.21 Include heritage themes or interpretive signage to tell the story of this part of the CBD.

Above: Robson Square, Vancouver
Below: Pioneer Square, Portland Oregon
Demonstrates use of paved terrace for seating as well as connections.

Camp Street Concept Plan



Alfred Deakin Place Concept Illustration

Existing view from the middle of Camp Street looking north-west.

Proposed New Camp Street Terrace Concept Illustration

Existing view from the middle of Camp Street looking south-east.

PRECINCT 2: Bridge Mall Core Retail

The Bridge Mall Precinct includes the historic Bridge Street, now the Mall, up to the edge of Bakery Hill and the surrounding retail streets. This is a core CBD retail area for large format convenience shopping and small retail shops that complement the specialty retail role of Sturt Street.

This Precinct offers the primary opportunity for retail growth in the CBD to accommodate the predicted demand for additional retail as the population of Ballarat and the region increases. The two surface car parks surrounding Coles and Big W present substantial opportunities to both develop buildings that provide for the retail needs of the community and to create a more welcoming and attractive entrance to the CBD.

Bridge Mall is generally functioning well as a retail centre. Increased activity within Bridge Mall created by redevelopment of the adjoining large format areas will greatly assist in the economic viability of the Mall area, as well as helping to address the safety issues raised.

There has been much discussion over the years about the benefits of leaving Bridge Street as a mall or opening it to traffic. Options to open to traffic include a range of traffic configurations - single lane with parking, dual lanes or buses only. The recommendation of this Strategy is that the Mall not be opened at this point in time as it is functioning well in its current format. Instead, the Strategy makes a number of recommendations to enhance the Mall and its environs, including improved pedestrian links between the different retail areas, public realm enhancements, improving the quality of architecture and restoring heritage buildings.

As a priority the streetscapes of Little Bridge and Curtis Streets require upgrading to present a more attractive image and improve pedestrian amenity and safety. These streets have a lack of active building frontages on both sides, being comprised of surface car parks on one side and the rear of the Mall shops on the other. The inconsistent building heights and treatments and a lack of cohesive landscaping present a cluttered and unattractive environment in this key CBD location.

These streetscapes could be recreated with new buildings on the car park sites of up to 4 storeys to define the street space and its edges, and to provide active frontages to the street. These developments would be comprehensively and carefully designed to incorporate a combination of larger format stores and smaller shops with interesting frontages, commercial uses in upper floors and car parking above and behind.

Redevelopment of the Precinct could also see improvements to pedestrian links, either through upgrading existing laneways or creating new pedestrian laneways through redevelopment sites.

A clear pedestrian link is lacking between the Mall and Sturt Street – the two principle retail areas of the CBD. Council have previously explored options to improve this connection that have not proven successful. However, there are other possibilities that could be considered which would result in improved pedestrian priority without substantial disruption to traffic flow.

Improved pedestrian connection between the north and south retail areas are also required. This could include upgrading of existing laneways to make them more attractive and increase the perception of safety through new paving treatments, lighting and artwork. The large redevelopment sites of the Precinct also present opportunities to include new pedestrian links.

The entrance to the CBD at the Humffray Street / Victoria Street roundabout is confusing and unattractive. Potential views up to the Sturt Street boulevard are lost in the clutter of streetworks and signage, the car park and the rotunda. This area could be vastly improved by the removal of the visual clutter and simplification of the roadway, including removal of the rotunda that inhibits views to Sturt Street and the ten car spaces accessed at the intersection. Creation of a landscaped area in this location would offer a more appropriate foreground to this important and historic vista of the CBD from the Mall to Sturt Street.

The bus interchange on Little Bridge Street could be improved through the integration of bus parking space, shelters and possibly an enclosed space for travellers to provide better weather protection.

There is a significant opportunity provided by the existence of the Yarrowee River, underneath the car park at present, to create a new green space in this area and provide a sense of connection to the natural environment. A proposal has been developed to open the Yarrowee River channel and landscape its surrounds as a 'wetlands' area fed by stormwater runoff from the CBD. This involves redesigning the Law Courts Park to make it a more usable space.

There is also potential to extend the landscape corridor of the Yarrowee River Park to Little Bridge Street, providing a physical representation of the River that once flowed there. Redevelopment of surface car parking spaces and redesign or relocation of the Senior Citizens building would enable this to occur.

The many different components of this Precinct suggest that a

comprehensive master plan would be a logical starting point for unlocking the area's true potential. An agreed master plan would ensure that this key part of the CBD, which is extremely complex in terms of its land use, access, urban design and land ownership issues, would have an integrated vision for the future.

The Main Road shops are located within this Precinct. This is a small heritage precinct emerging as an enclave for cafes and niche retail. This unique cluster should be nurtured and improved as an adjunct to the core retail area and attractive entry point to the CBD from the southeast.

Objectives

- Enhance and grow the Precinct as a core retail area with a focus on convenience and small retail.
- Maximise redevelopment opportunities on the underutilised land.
- Improve the CBD entry point via Little Bridge Street.
- Introduce high quality new buildings that recreate the streetscape edges.
- Create a lively, safe and active public realm to enhance retail activity.
- Improve pedestrian permeability, safety and traffic flow.
- Create stronger connections between Ballarat Central and the Yarrowee River.

Strategies and Actions

2.1 Develop the area as a vibrant mixed use retail area with externally focussed buildings and activities.

2.1.1 Prepare a comprehensive master plan for the Precinct which addresses all issues of land use, built form, car parking, access and pedestrian amenity in a holistic manner.

2.2 Retain and develop the area as the core retail focus of Ballarat for local and regional functions, with a focus on supermarkets and discount department stores.

2.3 Include commercial and residential uses in upper levels.

2.4 Provide replacement car parking within a deck structure. This could be an internal car park space sleeved with active uses at the building frontages. Alternatively, provide car parks in the upper levels of retail/commercial buildings.

2.5 Examine traffic management and circulation within Little Channel and Sharwood Streets and how they would be incorporated into new development.

2.6 Provide active retail frontages and weather protection on all street façades.

2.7 Allow buildings up to parapet height of heritage buildings along the Mall and four storeys elsewhere, subject to heritage considerations.

2.8 Retain Bridge Mall as a pedestrian space with no cars.

2.9 Improve north-south pedestrian connections through laneway 'walk through' spaces.

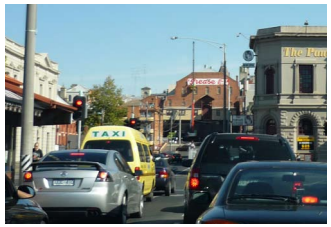
2.10 Develop a new suite of contemporary paving treatments to apply to the whole area, different to the heritage based treatments for Sturt Street and surrounds, to reflect the new building styles in the Precinct while complementing the heritage elements of Bridge Mall.

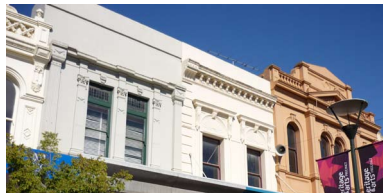
2.11 Rationalise signage in this Precinct to reduce visual clutter, particularly large scale advertising signage at CBD entry points.

Action Areas

Within this Precinct, there are five areas of focused action:

- Curtis Street and Little Bridge Street.
- Grenville Street.
- Bakery Hill CBD Entrance.
- Yarrowee River Park.
- Main Road.





Legend

- Precinct boundary
- Property boundaries
- Site specific Heritage Overlay
- Heritage Overlay
- Existing at-grade car parking
- Existing pedestrian zone
- Potential site redevelopment
- Improved street landscaping
- Activate laneways
- Weather protection / activate frontages
- Activate street frontage, build to boundary
- New or improved pedestrian access
- New pedestrian crossing
- Enhanced view line
- New plaza space
- Enhance CBD gateways

Precinct 2

Curtis Street & Little Bridge Street

The retail and car park areas within Curtis Street and Little Bridge Street are among the most strategically important sites within the CBD. Redevelopment of these two areas would dramatically improve the entrance to the CBD and the appearance and amenity of this important Core Retail Precinct, and to stimulate further investment within the CBD.

2.12 Recreate the streetscapes of Curtis Street and Little Bridge Street by redeveloping surface car parks and single storey buildings with buildings of up to four storeys overall that contribute active frontages to the streets.

2.12.1 Investigate the redevelopment opportunities of the two retail areas of Curtis and Little Bridge Streets by discussing their potential with landowners and business operators.

2.12.2 Discuss options for improvements to the Norwich Plaza building with the landowner. This could include upgrading the existing building by creating new window and doors openings, or applying facade treatment. Longer term options for the site should be investigated.

2.12.3 Undertake Curtis and Little Bridge Streets streetscape upgrades to improve the pedestrian environment:

- Increase pedestrian crossings.
- Slow cars to 40 km / hr.
- Plant additional tree boulevards.

2.12.4 Undertake improvements to street landscaping in the immediate term, provided they are in keeping with long term objectives for the area.

2.12.5 Address safety and cleanliness issues of the car park above Woolworths to encourage use as an all day parking option for CBD traders and workers.

2.12.6 In the longer term consider altering the two traffic lanes of Curtis and Little Bridge Streets to provide one lane for traffic, the other lane dedicated to bus.

2.12.7 Upgrade the Little Bridge Street bus interchange to provide improved passenger amenities that include an internal waiting area with cafe, real time information etc. (refer Connections Theme).

2.12.8 Upgrade the Senior Citizens centre as a part of the comprehensive redevelopment of the Little Bridge Street area. This could provide an opportunity for co-location with other community facilities within the one centre.

2.12.9 During the redevelopment of the Coles / Woolworths car park sites, construct a temporary car park in the location of the Yarrowee River Park to provide replacement car parking. Assurance must be given that the car park will be redeveloped as open space upon the completion of the development.

Curtis Street Concept Illustration

Existing view from Grenville Street looking east along Curtis Street.

Little Bridge Street Concept Illustration

Existing view from Peel Street looking west along Little Bridge Street.

Grenville Street

The connection of Bridge Mall to Sturt Street at the Grenville Street intersection currently does not allow an easy pedestrian link between the CBD's two core retail areas. Improvements could be made to this junction so that the physical and notional connection of Sturt Street and Bridge Mall is improved, without unduly disrupting north-south traffic flow.

Scramble Crossing

A scramble crossing would provide good pedestrian priority at this location, whereby all traffic is stopped to allow pedestrian access in all directions through the intersection. Scramble crossings tend to create traffic delay therefore this treatment would operate to discourage traffic along Grenville Street. However, this may also cause undue delay for bus movements and would require further investigation. It is a relatively easy implementation measure to improve pedestrian connectivity that does not require as substantial infrastructure investment or disruption to traffic flow as other options.

Raised Plateau

A raised plateau at the intersection would provide a greater sense of pedestrian connection between the Mall and Sturt Street. By introducing contrasting paving treatment it signals that this is a pedestrian priority space. A raised plateau also would eliminate kerbs and create the sense of a seamless pedestrian flow between Bridge Mall and Sturt Street.

Grenville Street presents a wide crossing space for pedestrians and a car dominated streetscape.

Shared Space

Shared spaces are a means of reclaiming space for pedestrians whilst maintaining vehicle access. A shared space treatment would require the implementation of very low speed limits (i.e. 10 km / hr). In order to operate effectively and safely the shared space would need to be redeveloped significantly to provide clear and intuitive visual cues for drivers and pedestrians demarcating the shared zone. This includes clear signage, contrasting pavement surface treatments such as brick, appropriate lighting and the placement of street furniture.

The treatment would need to be implemented for a length of Grenville Street (i.e. between Curtis and Little Bridge Streets) in order to be effective. With the implementation of the Mair Street upgrade, it is likely that there will be sufficiently low volumes along Grenville Street to justify this measure. Issues that may be presented for bus routes along this section of Grenville Street would need to be further investigated.

A shared space zone is a longer term option for the intersection treatment.

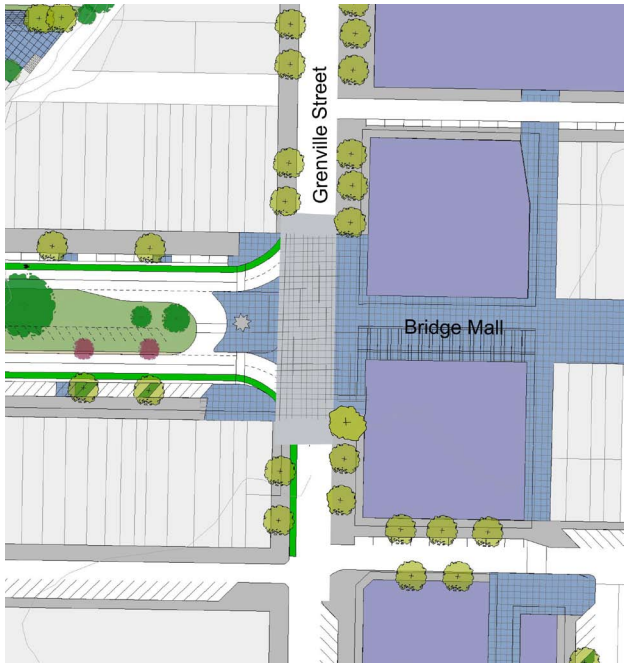
Grenville Street Concept

2.13 Undertake a staged program of road treatments to Grenville Street at the intersection of Sturt Street and Bridge Mall.

2.13.1 Include a scramble phase in traffic lights at this intersection.

2.13.2 Install a raised plateau on Grenville Street at the intersection of Sturt Street and Bridge Mall with contrasting paving that provides a visual and physical link between the paving of these two pedestrian areas.

2.13.3 Consider the long term option of creating a shared space.



Grenville Street raised plateau between the Bridge Mall and Sturt Street

Bakery Hill CBD Entrance

Bakery Hill is the most significant entry point to the CBD and a historic site of National significance as the location of the raising of the Eureka Flag. It could be significantly improved in order to reflect the status, grandeur and history of the city.

The Victoria Street Strategy proposes improvements to the fist section of this eastern entry point. This includes planting and streetscape works.

The roundabout at Bakery Hill requires improvement in terms of its appearance and heritage setting. A major public artwork at this point could be an effective way of expressing the history of the site and marking the entry point to the CBD. This artwork should reference the Eureka theme, but in a contemporary manner that makes it relevant to Ballarat today, as well as the past.

It is also confusing for pedestrians to navigate this roundabout and additional crossing points in the future would assist.

Currently the view at Bakery Hill through Bridge Mall to Sturt Street is encumbered by the on street car parking and the rotunda. These views could be opened up to form a clear vista from Bakery Hill to the Town Hall spire.

2.14 Improve the Bakery Hill CBD entrance as the key entry point from the east and as a site of National historic significance.

2.14.1 Implement the Victoria Street Gardens - Development and Management Plan.

2.14.2 Commission a major public artwork for the Humffray / Victoria Streets roundabout.

2.14.3 Improve pedestrian connections at the roundabout.

2.14.4 Remove the rotunda to open up the vista though Bridge Mall and up to Sturt Street from the roundabout.

2.14.5 Remove the on street angle car parking spaces to create landscaped open space and to open view lines to Sturt Street.

2.14.6 Remove unnecessary signage to reduce visual clutter.

2.14.7 Improve the appearance of heritage buildings in this area. Seek funding assistance to clean heritage facades or to remove modern facade cladding that obscures the original building.

Bakery Hill CBD Entrance Concept Illustration

Existing view from Hummfray Street looking west towards Bridge Mall and Sturt Street.

Yarrowee River Park

The establishment of a wetland park at the corner of Grenville and Dana Streets provides an opportunity to reconnect the Yarrowee River to the CBD. Exposing the river flow will create a greater awareness of the river within the city. The Yarrowee River Park could be designed as a contemplative space with a native vegetation theme as a contrast to the formal planting theme of Sturt Street.

The Yarrowee River Park is proposed as a part of the comprehensive redevelopment of the entire Coles / Woolworths sites and car parks.

2.15 Redevelop the area at the corner of Grenville and Dana Streets to create a wetlands park and expose the Yarrowee River.

Turbinenplatz, Zurich
An example of an urban wetlands park.

2.15.1 Investigate the potential to reveal the river dependent on further hydrological investigation.

2.15.2 Terrace the park to accommodate low and high water flows.

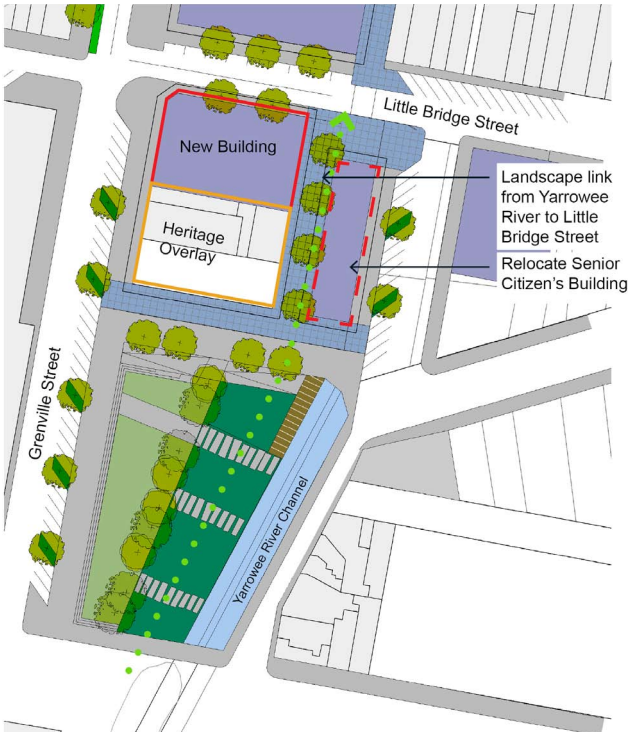
The lower terrace could be a wetland system that is both watered by the creek in winter and cleans storm water runoff from the road system all year.

Open surface water opportunities could be created as a feature of the park.

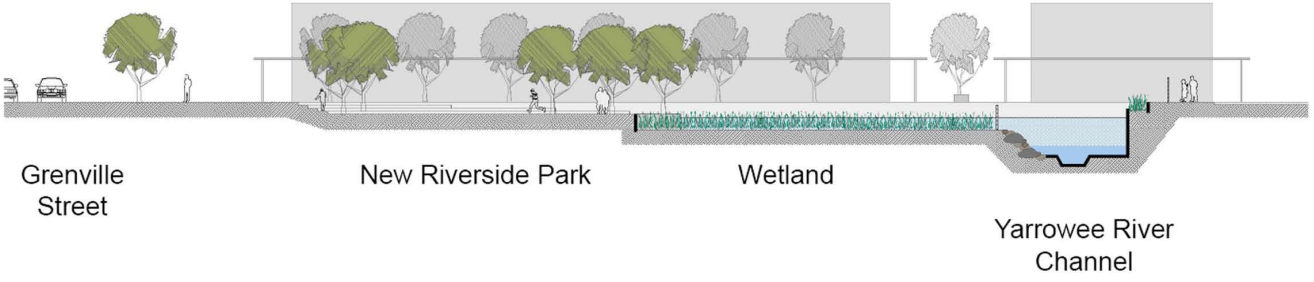
2.15.3 Connect the landscaping theme of the park to Little Bridge Street.

2.15.4 Redesign and relocate the Senior Citizens Building to better integrate with the landscape corridor connection to Little Bridge Street.

2.15.5 Investigate the potential of adapting the heritage buildings adjoining the space for community use or to open active frontages that connect with this space.



Yarrowee River Park Concept Plan



Yarrowee River Park Cross Section

Yarrowee River Park Concept Illustration

Main Road

Main Road is a small shopping strip adjacent to the Bridge Mall. Included within a Heritage Overlay and with several individually significant sites, it has much character and appeal. Main Road supports an emerging dining cluster and is a long standing destination for antique and vintage shopping. There is potential to enhance this unique enclave of the CBD by improving the streetscape and providing a more welcoming environment for outdoor dining. Main Road also serves as entrance to the CBD core retail area from the south east, as a route from Sovereign Hill.

2.16 Foster the local, specialist retail and café role of Main Road.

2.16.1 Undertake streetscape improvements to the Main Road shopping area. These could include the construction of kerb outstands and widening of the footpath which would provide spaces for additional street planting, small seating areas and outdoor dining. In the longer term, one way traffic access could be considered to provide more space for on street outdoor areas.

2.16.2 Encourage residential, small office or tourist accommodation uses above ground level retail.

2.16.3 Encourage the restoration of heritage building facades and the provision of weather protection in any new development. Reinstate heritage verandahs where appropriate.

PRECINCT 3: Mair Street Corridor

Proposed upgrades to Mair Street will see this corridor undergo the most immediate and evident change in the CBD. This will change the way the street is used, increasing traffic and introducing new landscaping and traffic management measures. The change will result in Mair Street becoming a major entry route to the CBD and therefore one that can project the image of the CBD.

Sites along Mair Street are some of the largest in the CBD. Many are underutilised or contain older buildings nearing the end of their economic life and most have no heritage significance. This provides an opportunity to develop not available elsewhere in the CBD and, in particular, a major growth opportunity for the office sector.

New buildings within this Precinct could incorporate cutting edge architecture that creates Ballarat's 'heritage of the future'. Environmental sustainability measures and the newest technology requirements could be in-built. Buildings could be purpose-built to suit modern day office needs and specific tenants. There is an opportunity to encourage eco-businesses as a specific focus of the area and enhance Ballarat's image as a leader in environmental sustainability.

Due to the topography, slightly higher buildings could be accommodated without impacting on the heritage streetscapes and scale of the CBD. The topography and rear access available to many sites would also enable car parking to be provided without impacting negatively on the street façade.

The excellent access to the by-pass, the Station and the core CBD retail areas will provide an attractive combination for future investors. A limited range of larger format retail outlets and car sales occupy sites along Mair Street at present and a continued presence of these uses is possible to supplement the CBD retail offer. However, this area is not seen as a long term 'bulky goods' area, as it cannot accommodate a sufficient number of these uses to create an agglomeration.

At the western end of Mair Street there is a number of significant heritage buildings, some of which have been successfully adapted to new uses. New development in this part of Mair Street must respect this heritage context, while providing contemporary design solutions for new development.

Creswick Road, at the western end of the Precinct, is a major CBD entrance and the design of the buildings and streetscape elements are essential to creating a sense of arrival from this point.

The Civic Hall and library site at the western end of the Mair Street Corridor provides a significant opportunity for Ballarat. The Council is currently investigating options for the site to determine its future as it is currently blighted and limiting the growth potential of the corridor.

Sites owned by VicTrack adjacent to the railway line also present significant consolidation and redevelopment opportunities.

Objectives

- Establish the Mair Street Corridor as the principle office location of the CBD.
- Encourage high profile commercial or retail uses that require a larger floor area.
- Encourage new buildings and public space design to have an ESD focus as a marketing tool.
- Introduce cutting edge architecture to the Mair Street Corridor that creates a new image for this part of the CBD, as a contrast to the heritage character elsewhere.
- Encourage high density residential uses in upper levels as an alternative to office floorspace.

Strategies and Actions

3.1 Encourage new development to maximise the available space in this area and introduce higher densities in close proximity to the CBD.

Buildings up to 6 storeys, east of Camp Street.

Buildings up to 4 storeys, west of Camp Street.

3.2 Redevelop underused sites such as those occupied by surface car parking, car yards or low scale buildings.

3.2.1 Facilitate site consolidation and redevelopment by amending the Planning Scheme to allow higher scale buildings with substantial office floorspace areas.

3.3 Actively promote the Mair Street corridor as a location for new development and investment.

3.3.1 Prepare an investment prospectus that illustrates the development opportunities of the Mair Street corridor.

3.3.2 Approach land owners to discuss options for their sites.

3.3.3 Specifically, discuss development opportunities with the owners of the Mercedes site.

3.3.4 Liaise with VicTrack on the future use of their land holdings that front Mair Street.

3.4 Require ground level uses to include a component of active frontages and to make a positive contribution to streetscape amenity.

3.5 Improve pedestrian and cyclist linkages in the Precinct, particularly from the CBD to the Station.

3.6 Investigate redevelopment of the State Government Offices building with an improved street frontage.

3.7 Discuss redevelopment potential with the landowner of the site at the corner of Camp Street (43 Mair Street) to ensure the opportunity for a landmark building is embraced. New development on this site must respect the heritage setting of both Mair and Camp Streets.

3.8 Upgrade Mair Street to improve traffic management and reduce the amount of through-traffic within the CBD.

3.8.1 Increase the carrying capacity of Mair Street through initiatives such as improved directional signage, new line marking and reconfiguration of on-street car parking.

3.8.2 A possible configuration consists of two traffic lanes in each direction separated by a central median. Left and right turning lanes would be provided at intersections to promote the smooth flow of traffic.

3.8.3 Install cycle lanes.

3.9 Improve the streetscape quality of Mair Street.

3.9.1 Include new landscaping treatment.

3.9.2 Provide seating within landscaped 'pause places' for pedestrians.

3.10 Enhance the amenity of Bakery Hill along Victoria Street.

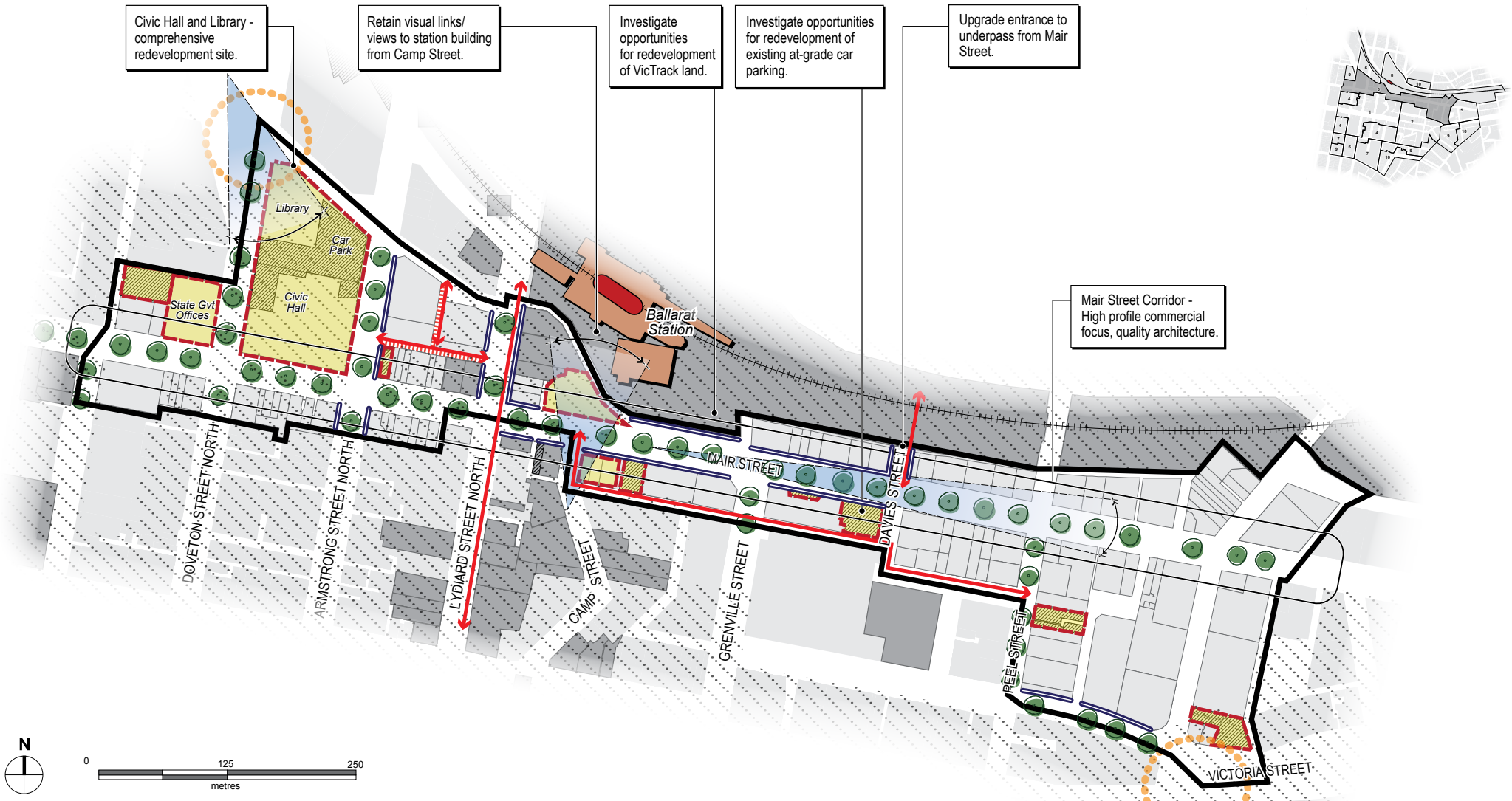
3.10.1 Protect and enhance views from Bakery Hill up Mair Street and across the central city skyline.

3.10.2 Ensure development respects character and heritage buildings in the area, and the important entrance role of the location.

Action Areas

Within this Precinct, there is one area of focused action:

– Civic Hall.



Legend

- Precinct boundary
- Property boundaries
- Site specific Heritage Overlay
- Heritage Overlay
- Existing at-grade car parking
- Potential site redevelopment
- Improved street landscaping
- Activate laneways
- New or improved pedestrian access
- Enhance CBD gateways
- Enhanced view lines
- Weather protection required

Precinct 3

Mair Street Corridor Concept Illustration

Existing view along Mair Street near the corner of Lydiard Street with a view of the historic Pratt warehouse in the foreground.

Civic Hall Site

The Civic Hall is an underutilised 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. This site is a high priority for action. It is one of the key catalyst projects for stimulating development and investment in the CBD.

The site includes the Civic Hall building and adjoining sites within the block of Mair, Doveton, Market and Armstrong Streets. It is located within the Lydiard Street Precinct Heritage Overlay. The Civic Hall building is considered to have social/cultural, rather than architectural, heritage significance for its past use and associations.

The Civic Hall building has been unused for number of years and requires major work should its re-use be considered. Should the building be removed, it opens up many possibilities for re-use of this large parcel of land within close proximity to the CBD and the Station. Removal of the building is advocated by the Strategy due to the physical and cost constraints posed by the existing building on realising the full potential of this important site.

The Library, corner of Doveton and Market Streets, is a highly valued community resource housed in a contemporary designed building over two levels. The Library building presents a positive image at the northwest entrance to the CBD at the Creswick Road corner. It needs to be included within redevelopment proposals unless a replacement site is planned.

The skate park, corner of Armstrong and Mair Streets, is used by local youth, however it presents an unfavourable image on this important corner. An alternative skate park outside of the CBD has been opened and a Youth Space is being actively pursued in Doveton Street.

Deck car parking on the corner of Armstrong and Market Streets presents an unfavourable image on this corner with an inactive frontage to the streetscape. Large areas of surface car parking elsewhere on the site represent a significant underuse of prime CBD land and result in incomplete, unattractive streetscapes.

There is some established planting within the Mair Street frontage of the site, otherwise there is minimal vegetation. The adjoining streets contain no street planting, with the exception of low level planting on Mair Street.

3.11 Comprehensively redevelop the Civic Hall site to stimulate development in the CBD.

3.11.1 Prepare a comprehensive master plan for the site that addresses the following issues and opportunities.

3.11.2 Improve the appearance, use and function of the Civic Hall site in its context of close proximity to the CBD and the Station.

3.11.3 Ensure new uses add to the commercial strength of the CBD and do not incorporate major retail destinations that compete with the core retail role of the CBD.

3.11.4 Investigate the potential for a range of new uses such as:

Council administration, relocated from the Town Hall.

State Government offices.

Commercial tenants requiring a large floor plate.

Supporting retail activity, (e.g. shops, dry cleaning, cafés).

High density residential, creating new opportunities for inner city living.

University campus.

3.11.5 Use the Civic Hall site development guidelines as follows:

Improve the appearance of this prominent site:

- Ensure new buildings are of an exemplary architectural standard, maximising the opportunity to create a new landmark development within the CBD.
- Incorporate landscaping and public spaces within the redevelopment.
- Provide interesting and active frontages to the streets.

Re-activate all street frontages with active uses and pedestrian friendly streetscape amenities.

Ensure new built form on the site reflects the form and setbacks typical of the CBD and surrounding areas:

- Construct new buildings generally to the edge of the four adjoining streets.
- Include frontage setbacks in some locations to provide new plaza spaces, or at the entrances to pedestrian links through the site. A frontage setback on Mair Street may be appropriate to retain existing trees.
- Buildings up to four storeys on the street edge are appropriate.
- Higher scale form is acceptable within the centre of the site, generally up to six storeys, provided that key viewlines are maintained.
- Several building forms should be developed over the site in a campus style arrangement, with space between for pedestrian links and new plazas.
- A building element of up to ten storeys may be acceptable within a small part of the site, to create a new landmark feature on the skyline.
- Incorporate state of the art environmental sustainability measures within the design of new development.

Respect the scale of adjoining heritage areas to the south of the site along Mair Street. These buildings range from 1-2 storeys (equating to a contemporary 3 storey scale).

Improve the visual and physical interface of the site with

adjoining commercial and residential areas. In particular, create improved connections to the CBD and the Station.

Provide new and improved pedestrian and cycle links through the site that connect to adjoining destinations of the CBD and the Station.

Reconfigure car parking provision on the site so that it has a greater capacity and improved interface with the street:

- Include car parking within deck structures.
- Either develop car parking structures to be 'sleeved' with active uses such as retail or offices, or clad with appropriate design treatment.

Create a range of open spaces within the site including:

- New green spaces and plaza spaces.
- Linear spaces for cycle or walking paths that provide permeability through the site.
- Use of native planting themes on the site.

Improve pedestrian amenity of adjoining streets:

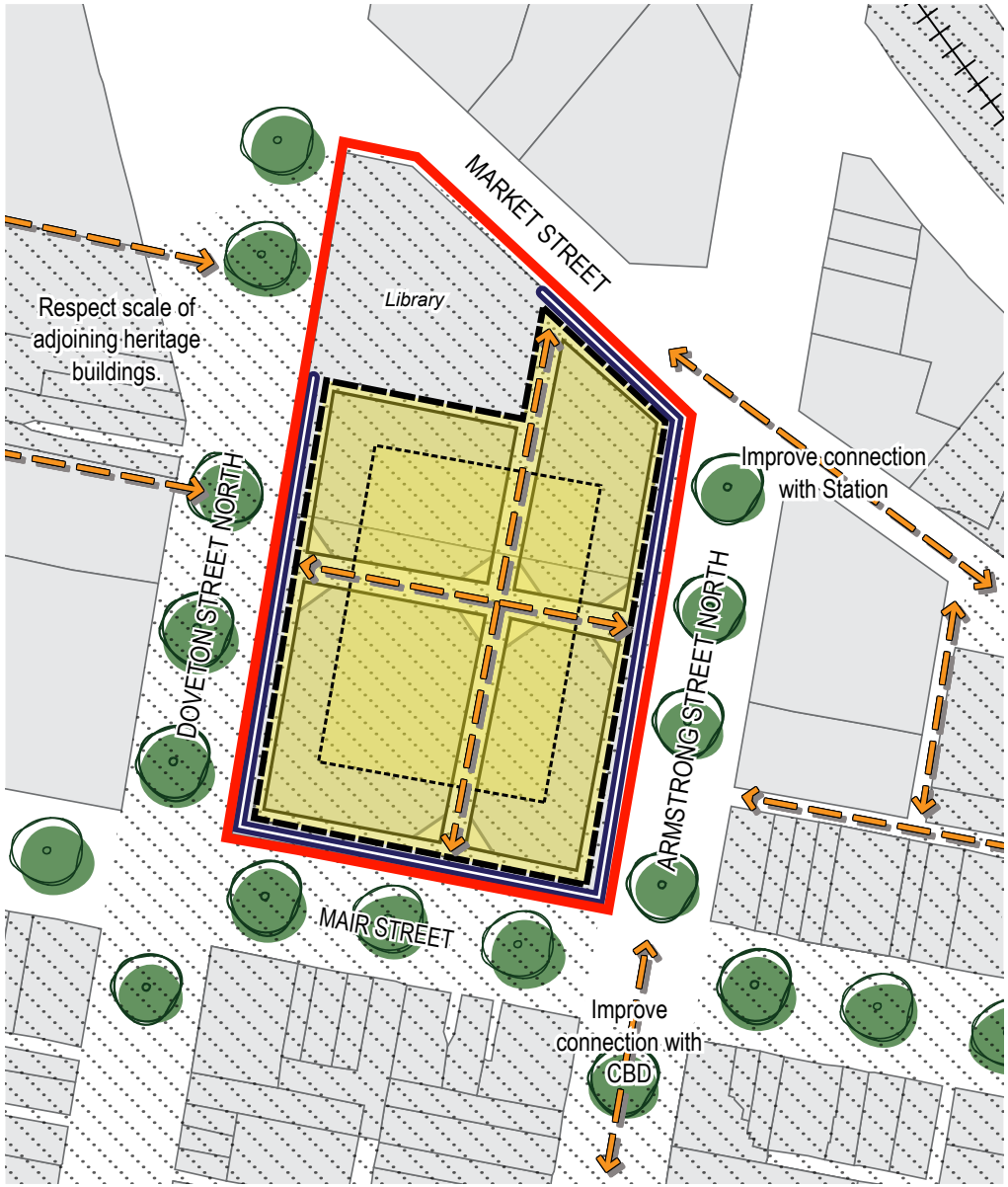
- New planting treatments with large scale tree species.
- Weather protection provided on all street frontages.

Take the opportunity with the redevelopment of the site to underground powerlines.

Civic Hall Built Form Concept Sketch

Existing view towards Civic Hall from intersection of Mair Street and Armstrong Street North.

Civic Hall Building Envelope Concept Plan



Legend

- Civic Hall Site
- 4 storey built form
- Higher scale (6 storeys+) in centre of site
- Existing Heritage Overlay
- Built form to street edge with weather protection
- Improved street landscaping
- New or improved pedestrian links

N.B. The building envelope on this plan is indicative only and represent a potential rather than an actual layout. Development on this site should comprise several buildings, allowing space for pedestrian links, new open spaces and frontage setbacks.

PRECINCT 4: Peripheral Retail & Office

This Precinct comprises a mixture of retail, service business, office and other uses that relate to the CBD or surrounding residential areas. The Precinct also includes the Law Courts and Police complex which traditionally encourage legal related uses in proximity. In future these areas will provide opportunity for small retail and service retail outlets (such as boutiques, stationery supplies, printing) that complement the retail functions of the core retail areas, and small to medium size offices. Residential uses will also be encouraged above ground level.

Many new uses will be located in existing heritage buildings, providing activity for currently underused upper levels. New buildings will be carefully designed to fit within the heritage streetscapes while providing high quality architecture. The part of the Precinct adjacent to the medical services cluster around the Base Hospital will provide opportunity for further growth of this sector and a strong linkage with the CBD.

Several areas of surface car parking within the Precinct represent an underutilisation of prime CBD land and should be redeveloped for additional car parking or new land uses with car parking included.

Objectives

- Provide for retail, business, educational, accommodation and commercial activities that complement the core retail areas.
- Encourage growth of the small to medium size office sector.
- Provide the opportunity for upper level commercial and residential use of older and heritage buildings.

Strategies and Actions

4.1 Encourage small scale retail uses that complement the core CBD retail functions, business, education and consultancy services and other office uses.

4.2 Support the re-use and refurbishment of upper level of older and heritage buildings for office, accommodation and residential use.

4.3 Ensure new buildings front the street and provide active frontages and weather protection along key pedestrian routes.

4.4 Ensure new buildings and works are designed to reflect the form and scale of nearby heritage buildings.

4.5 Encourage redevelopment of surface car parking for deck car parking structures to provide additional parking, or for new active land uses that include car parking within.

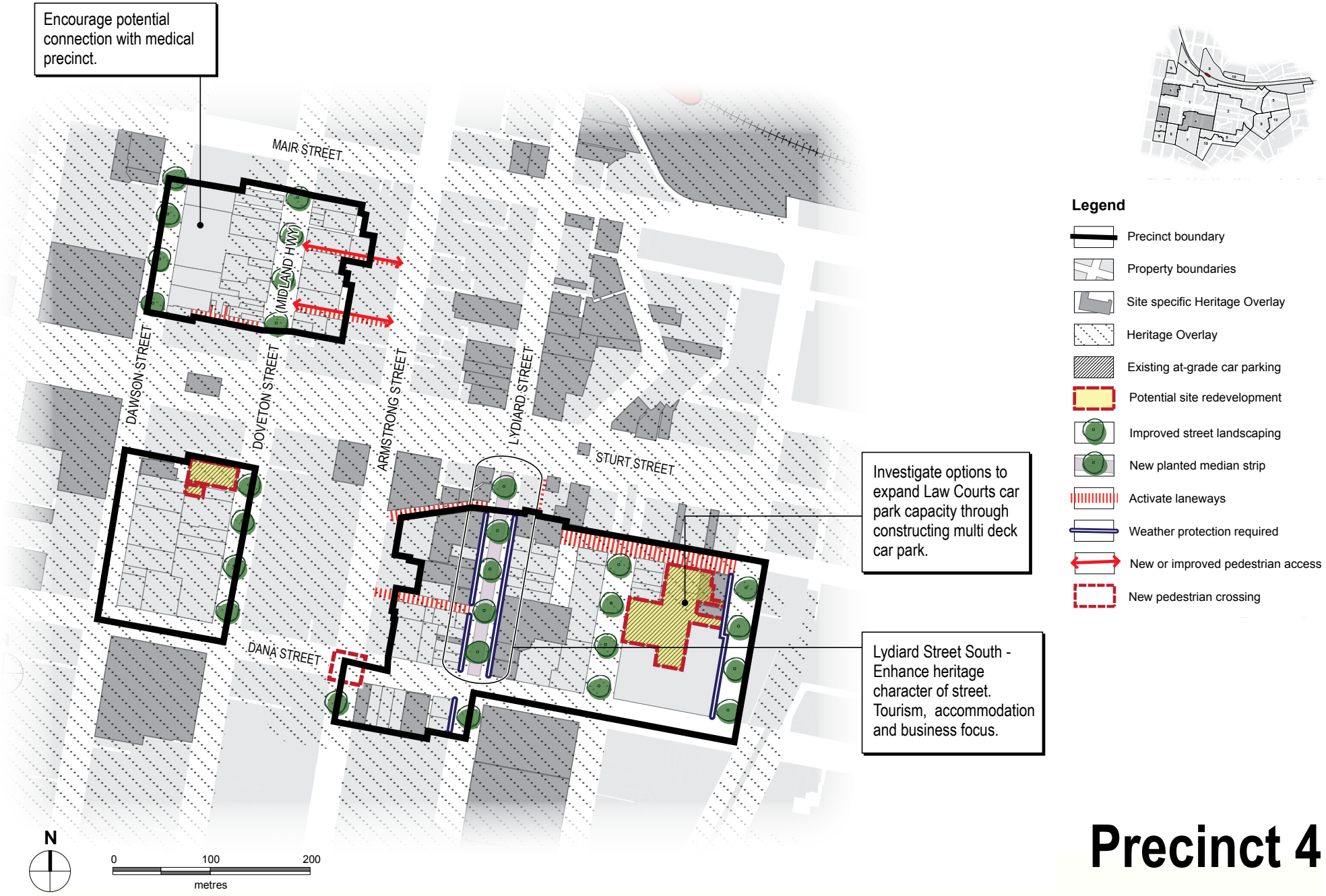
4.6 Provide additional street planting:

Lydiard St: install median strips and kerb outstands with planting.

Doveton St: planting in existing median, may need to be low level to not obscure drivers' sight lines.

Albert St: street planting with scope for kerb outstands.

Grenville St :street planting with scope for kerb outstands.


Encourage potential connection with medical precinct.
MAIR STREET
(MIDLAND HWY)
DAWSON STREET
DOVETON STREET
ARMSTRONG STREET
LYDIARD STREET
STURT STREET
DANA STREET
Investigate options to expand Law Courts car park capacity through constructing multi deck car park.
Lydiard Street South - Enhance heritage character of street. Tourism, accommodation and business focus.
Legend
Precinct boundary
Property boundaries
Site specific Heritage Overlay
Heritage Overlay
Existing at-grade car parking
Potential site redevelopment
Improved street landscaping
New planted median strip
Activate laneways
Weather protection required
New or improved pedestrian access
New pedestrian crossing
N
0
100
200
metres

Precinct 4

PRECINCT 5: Local Retail

This Precinct is located at the corner of Victoria and Princes Streets and operates in relative isolation from the CBD activities. It provides retail and other services predominantly for the local community, with some passing traffic attracted to the fast food outlet. The Bakery Hill Shopping Centre is self contained, providing a supermarket, a range of convenience shops and open lot parking for customers. Surrounding uses include offices, residential and small businesses, some housed in heritage buildings. Uses fronting the railyards include car repairs and light industry.

The Precinct, at the commencement of the Mair Street Upgrade route, will experience increasing through-traffic along Princes / Mair Street when the associated works are completed. This may result in conversion of the remaining residential uses to a commercial use. It may also provide the opportunity to increase medium-high density residential development, particularly around the under-utilised Lakeland Square Reserve.

The continued operation of retail activity in this Precinct as a locally focused centre is appropriate and to be actively encouraged to avoid a spreading of the CBD functions further to the east. Building scale and design should reflect its local role and location at the entrance to the CBD.

Objectives

- Encourage retail, business and service business activities that serve the local residential area.
- Ensure buildings fronting Victoria Street retain a low scale appearance and reflect the CBD entrance status with high quality design and appearance.
- Encourage mixed use and residential development to take advantage of the proximity to the CBD and the Lakeland Square Reserve.

Strategies and Actions

5.1 Amend the planning scheme to exclude this Precinct from the designated CBD.

5.2 Implement the Victoria Street Gardens - Development and Management Plan (2009) for improvements to the Victoria Street environs.

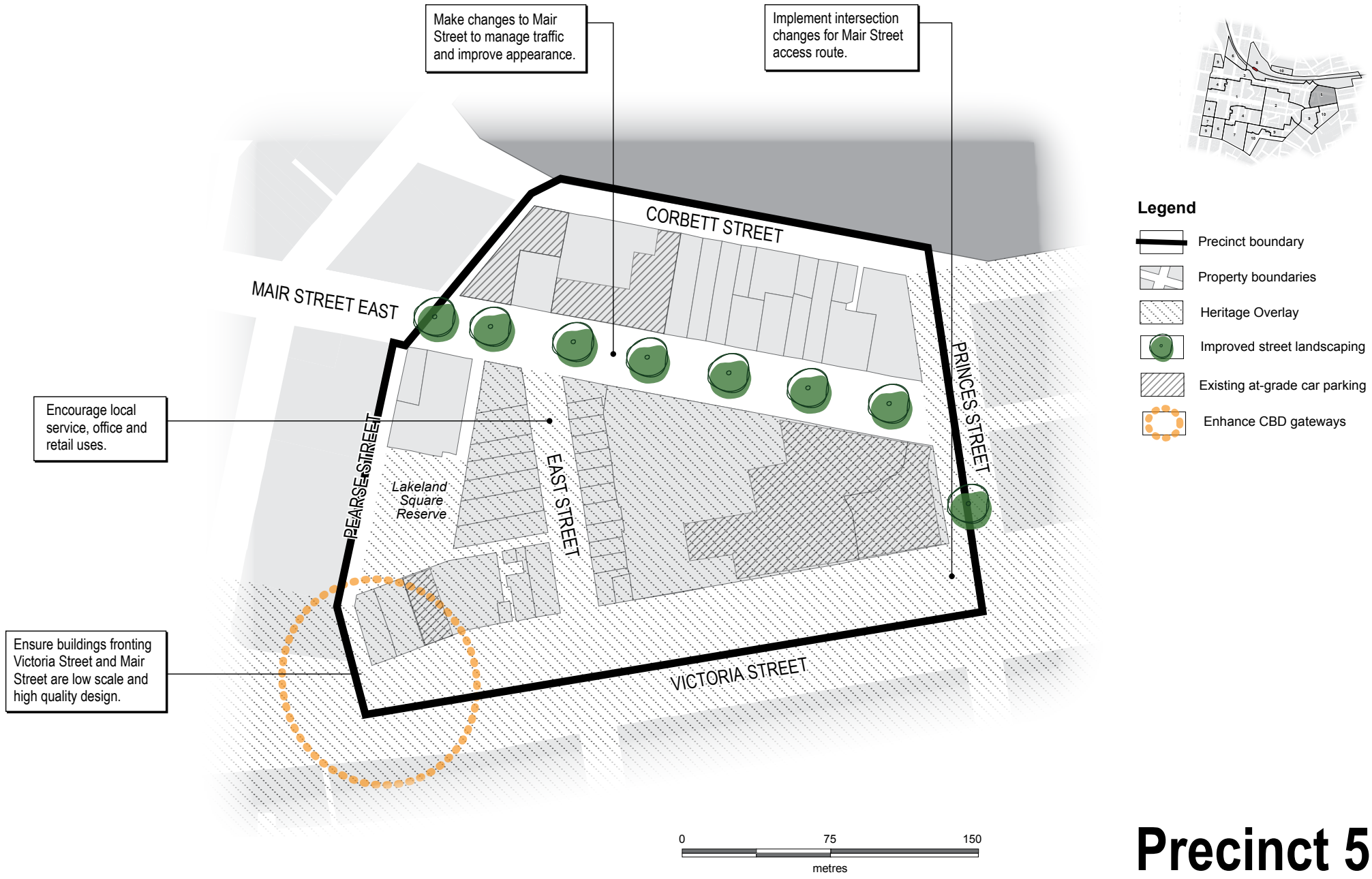
5.3 Implement the changes to traffic management required at the Princes Street / Victoria Street intersection to enact the Mair Street upgrade.

5.4 Install the streetscape works proposed to Princes Street and Mair Street to improve the appearance of these streets and manage traffic effectively.

5.5 Implement design guidelines that state a maximum of 2-3 storey buildings with high quality design, particularly fronting Mair and Victoria Streets.

5.6 Encourage medium-high density residential development whether as part of a mixed use development or stand-alone, particularly in locations removed from high volumes of vehicular traffic and adjacent to Lakeland Square Reserve.

5.7 Investigate improvements to Lakeland Square Reserve to encourage greater use by local residents and workers.


Make changes to Mair Street to manage traffic and improve appearance.
Implement intersection changes for Mair Street access route.
Encourage local service, office and retail uses.
Ensure buildings fronting Victoria Street and Mair Street are low scale and high quality design.
CORBETT STREET
MAIR STREET EAST
PEARSE STREET
EAST STREET
PRINCES STREET
VICTORIA STREET
Lakeland Square Reserve
Legend
Precinct boundary
Property boundaries
Heritage Overlay
Improved street landscaping
Existing at-grade car parking
Enhance CBD gateways
0
75
150
metres

Precinct 5

PRECINCT 6: Commercial & Service Business

The Commercial and Service Business Precinct includes small areas on the periphery of the CBD activities. These areas generally contain a variety of service business, office and business uses already and this is an appropriate mix of uses for these locations.

The southern part of the Precinct includes the large site of Camerons Metaland at a significant CBD entry point at the corner of Grant Street and the Midland Highway. This is a long standing business in Ballarat and provides valuable employment and service to the building and plumbing industries. However, its location at this intersection is not ideal from an access and CBD entrance viewpoint. The Council should work with the owners to identify a more appropriate location in the medium term, and develop detailed guidelines for new use and development.

Several ground lot car parks in this Precinct provide opportunities for well designed buildings that incorporate car parking above or below.

A large area of commuter car parking has been created in the northern part of the Precinct near the Station. In the longer term, this could possibly be decked to provide increased car parking for the CBD.

Objectives

- Encourage office, business, showroom and commercial activity that complements and supports the business function of the CBD.
- Encourage service business such as car repairs and light industrial uses in locations remote from residential areas.
- Encourage the northern part of the Precinct to continue as a location for social service and government uses.
- Encourage the redevelopment of ground lot car parks for appropriate uses and buildings that present a consistent low scale form and quality design.
- Limit retail uses to small convenience and business service shops and cafés serving the local business and residential community.

Strategies and Actions

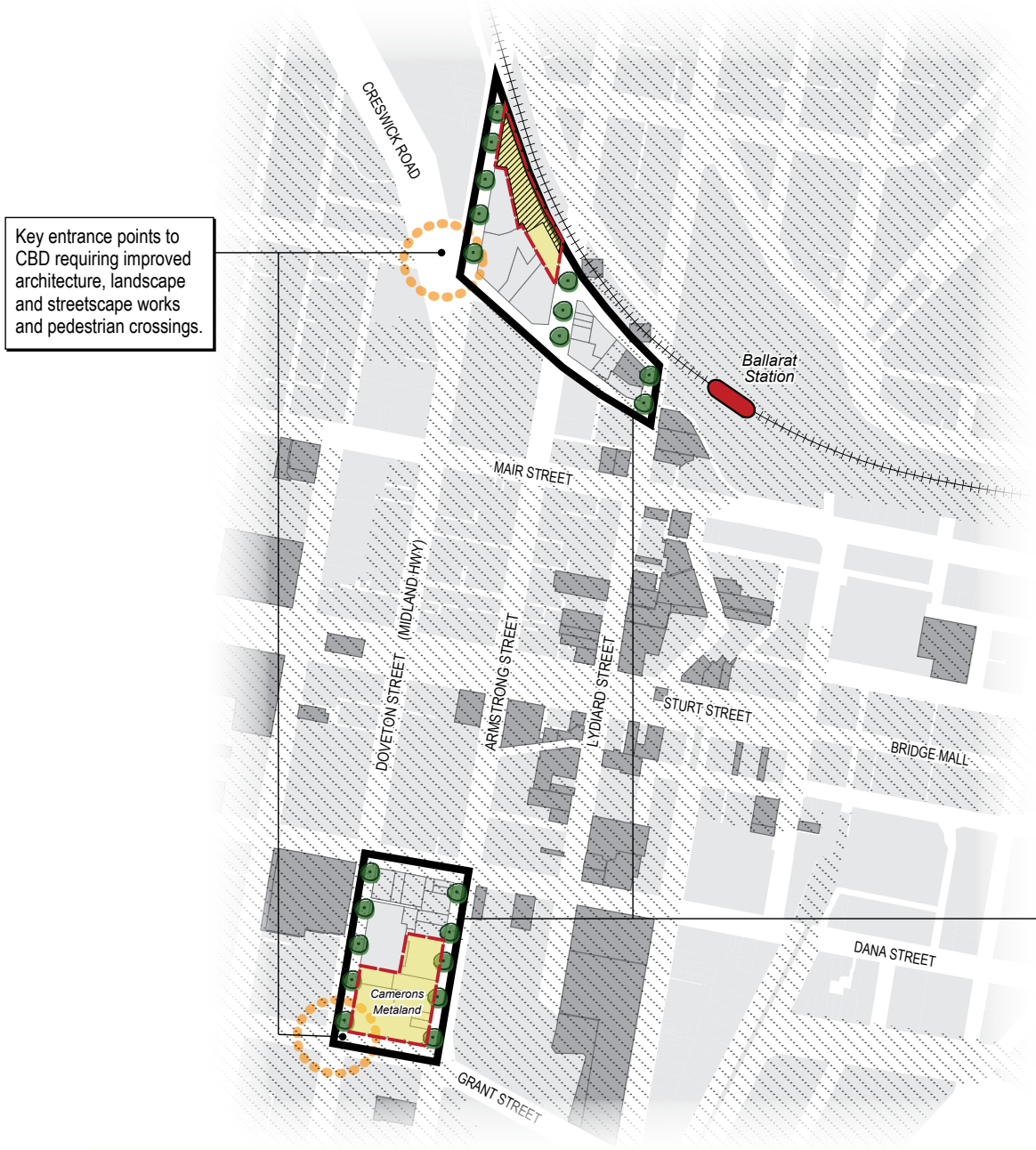
6.1 Investigate the option to develop the large commuter car park with a decked car park to increase capacity.

6.2 Encourage redevelopment of surface car parking for deck car parking structures to provide additional parking, or for new active land uses that include car parking within.

6.3 Include floor area limitations on retail uses in the Planning Scheme.

6.4 Develop detailed use and built form guidelines for the Camerons Metaland site in conjunction with the owners, and assist the owners in identifying an alternate site elsewhere near the CBD (e.g. adjacent to the railway line).

6.5 Encourage residential uses in upper floors of retail and office buildings.


CRESWICK ROAD
Ballarat Station
MAIR STREET
DOVETON STREET (MIDLAND HWY)
ARMSTRONG STREET
LYDIARD STREET
STURT STREET
BRIDGE MALL
DANA STREET
GRANT STREET
Camerons Metaland
Key entrance points to CBD requiring improved architecture, landscape and streetscape works and pedestrian crossings.
Encourage office and business/commercial uses that provide services to business.
Legend
Precinct boundary
Property boundaries
Site specific Heritage Overlay
Heritage Overlay
Potential site redevelopment
Commuter car parking
Enhance CBD gateways
Improved street landscaping
0
150
300
metres
N

Precinct 6

PRECINCT 7: Education

The Education Precinct comprises the main University of Ballarat SMB campus and the nearby Dana Street Primary School. The University is a key use for the CBD and the growth of its role and functions must be encouraged throughout the CBD, and particularly on this site. The University has recently obtained substantial Federal Government funding for a manufacturing centre of excellence at the SMB campus. The implications of this funding for the physical facilities at the campus are still being determined, however, it is timely for the Council and the University to continue to work together on developing a long term master plan for the site.

The current campus includes numerous buildings, some of which have a heritage status, and large areas of ground level car parking. The campus also extends south of Grant Street, outside of the study area. Access and parking could be reviewed as part of a master plan process, to ensure that best use is made of the limited land available and adequate pedestrian links are provided. In addition, landscaped open spaces for student, staff and potentially some community use could be considered. Wherever appropriate, University buildings and grounds should be well integrated with the activity of the CBD.

University activities are traditionally available to the wider community and expansion of programs for community access to life-long learning is encouraged. There may be potential for increased sharing of resources between the University, the City and private organisations to maximise use of available educational and cultural infrastructure.

The Dana Street Primary School is a valued local facility and is located within a heritage building. The school and its building should be retained. In the future, opportunities should be investigated to involve students in CBD-related activities (e.g. excursions, heritage walks) and to hold community activities in conjunction with the school.

Objectives

- Develop a master plan for University buildings, grounds and facilities.
- Retain the Dana Street Primary School and enhance its connection with the CBD.

Strategies and Actions

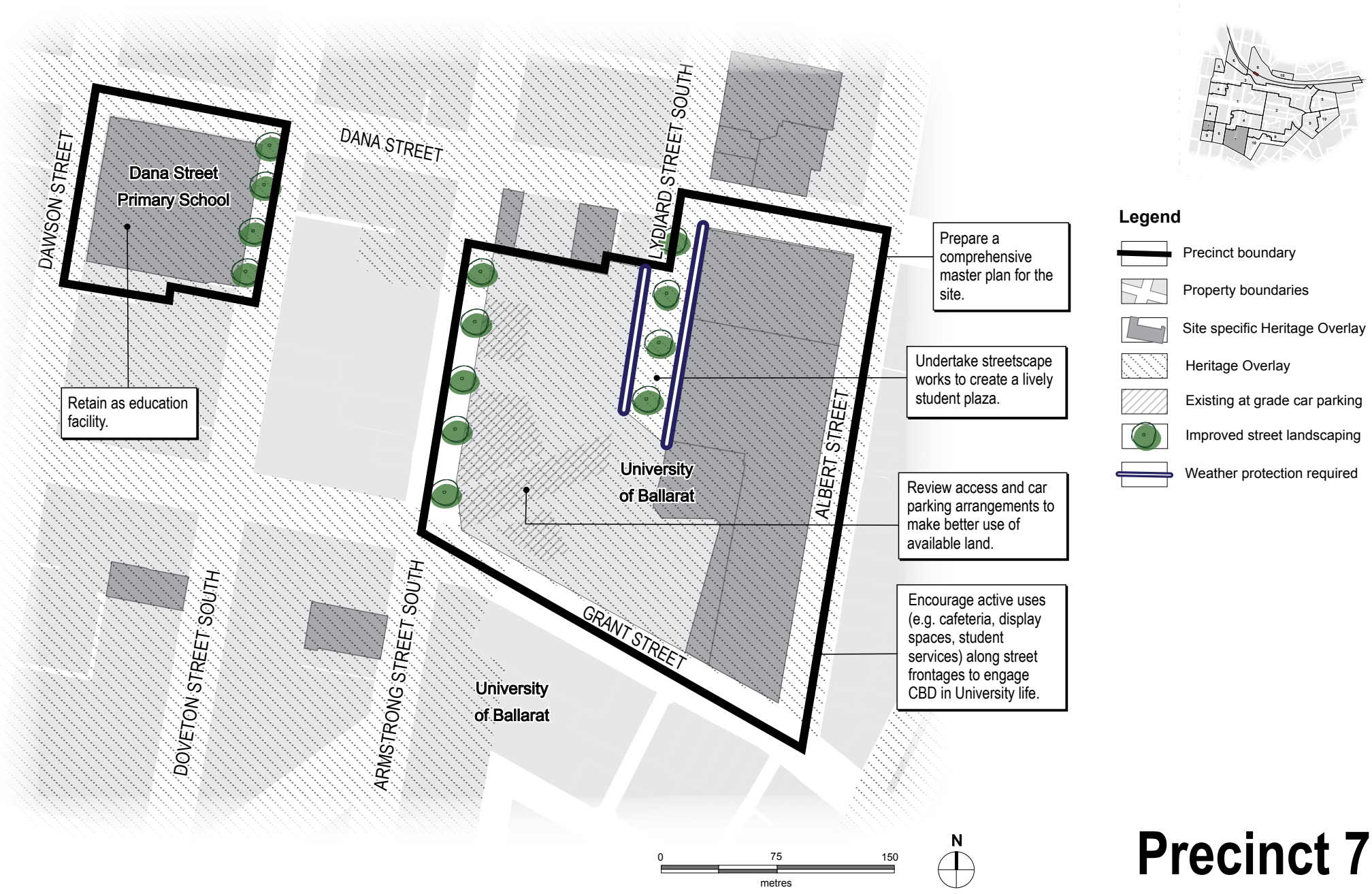
7.1 Continue discussion with the University on the potential for expansion of facilities within the CBD.

7.2 Ensure new University buildings and spaces are well integrated with the urban fabric and activity of the CBD.

7.3 Investigate options for expanded community access education programs and cultural or recreational activity.

7.4 Investigate the potential for redevelopment of the surface car parking areas for deck car parking structures to provide additional parking.

7.5 Investigate and encourage opportunities to involve students in CBD-based activities and for community activities to be held in conjunction with the school.


DAWSON STREET
Dana Street
Primary School
DANA STREET
LYDIARD STREET SOUTH
ALBERT STREET
GRANT STREET
DOVETON STREET SOUTH
ARMSTRONG STREET SOUTH
University
of Ballarat
University
of Ballarat
Retain as education facility.
Prepare a comprehensive master plan for the site.
Undertake streetscape works to create a lively student plaza.
Review access and car parking arrangements to make better use of available land.
Encourage active uses (e.g. cafeteria, display spaces, student services) along street frontages to engage CBD in University life.
Legend
Precinct boundary
Property boundaries
Site specific Heritage Overlay
Heritage Overlay
Existing at grade car parking
Improved street landscaping
Weather protection required
0
75
150
metres
N

Precinct 7

PRECINCT 8: Railway Station Mixed Use

The Railway Station Precinct comprises land surrounding the Station and the railway line up to Nolan Street and Scott Parade in the north and to the edge of the study area in the east. The site includes the Station building and bus interchange, associated railway buildings and infrastructure, the freight yard, large areas of surface car parking and various community buildings.

The Station is a CBD landmark and one of grandest Victorian era stations buildings in the State - an impressive entry point to the city by rail. The building has been partly restored but requires further work to improve its heritage features and re-open access to upper levels. There is a number of heritage structures on the railway site including bluestone goods and carriage sheds, which date from the nineteenth century, the inter-war Victorian Railways Institute Building, the Carrier's Office (1880s) and various items of railway infrastructure such as historic signal boxes and locomotives.

The Station Precinct is being continually upgraded as a regional and local transport hub. Passenger services to Melbourne have increased substantially in recent years, and this service will continue to grow. The bus interchange supports an expanding network of local connections. Recent upgrades have been undertaken to improve pedestrian links between the Station and the city centre.

However, much more could be done to improve the appearance and amenity of the Station Precinct in its role as a major transport hub. The site currently presents a large area of unkempt vacant land in this key CBD location, adjacent to residential and commercial areas. Landscaping around the perimeter of the site requires substantial improvement. Pedestrian connections to residential areas to the north could also be improved.

Feasibility studies undertaken by Council recommend relocation of the freight yards from this site, which would open up substantial opportunities for redevelopment, outside of the area required for transport operations.

A task force of key stakeholders, including Department of Transport, VicTrack, VLine, bus operators, Heritage Victoria and Council, should be established to conduct further investigations into the future of the site. This will determine the future operational requirements of the railway and bus services and the extent of land that could be available for redevelopment. Consideration of the role of other land holdings within the railway network outside of the CBD is also necessary in this discussion. Some of the existing operations, such as fuelling and stabling, could potentially be accommodated outside of the city centre.

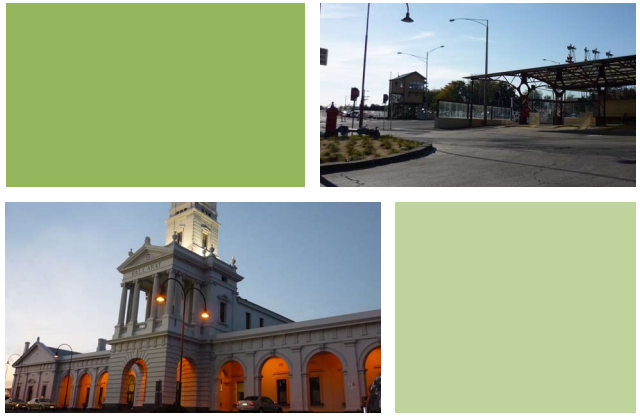
A Transport Hub Master Plan should be prepared to set out all of the operational space requirements of the site and how existing and potential future uses of the site could all be accommodated within land available for redevelopment.

The master plan should provide direction on immediate term improvements to the appearance and amenity of the Station as a major transport hub. This would include options for additional landscaping, stronger pedestrian connections and upgraded parking.

If the investigation found that parts of the site could be released from railway use, there are immense benefits presented by long term redevelopment options for this site which is in such close proximity to the CBD. While there are a number of major constraints such as contamination issues and significant level changes, these can be taken into consideration in feasibility and planning. Ideas to be considered for potential future uses might include new residential units, retail or community functions and developing the site as a tourist destination.

Objectives

- Establish the future operational requirements of the site in providing for expanding rail and bus services.
- Enhance the Station and the Precinct as a major CBD entrance and multi-modal transport hub.
- Establish whether parts of the site could be open to redevelopment for different uses.
- Enhance the heritage qualities and setting of the Station building, the bluestone sheds and other heritage structures.
- Showcase Ballarat's legacy of innovation in the transformation of this site as a sustainable transport hub and recycling of its significant buildings.



Strategies and Actions

Immediate and short term actions (up to 5-10 years)

8.1 Determine the future operational requirements of the Precinct for transport services and the extent of land available for redevelopment.

8.1.1 Establish a task force comprising key stakeholders including Department of Transport, VicTrack, VLine, bus operators, Heritage Victoria and Council to investigate options for the future use of the site.

8.1.2 Resolve freight and leasing issues with Freight Australia and VicTrack respectively.

8.2 Develop a comprehensive Transport Hub Master Plan for the site with feasibility studies for proposed new uses and development, including the cost of addressing site constraints such as decontamination.

8.3 Improve landscaping of the site and pedestrian and cycle links.

8.3.1 Include new planting around the edges of the site that does not impact upon current railway operations.

8.3.2 Continue the upgrade of the Station forecourt and the link between Station and the CBD via Lydiard Street.

8.3.3 Improve the pedestrian ramp to Mair Street from the Station in terms of surface treatment and landscaping of the adjoining embankment to Mair Street.

8.3.4 Upgrade the existing pedestrian tunnel with improved lighting, art work, plantings, raised paving and bike lane.

8.3.5 Develop the cyclist connection from the Yarrowee River Trail and the Eastern Oval to the Station.

8.3.6 Provide increased cyclist parking and end of trip facilities (i.e. located south of the Station accessible from Lydiard Street).

8.4 Improve car parking provision within and around the Station.

8.4.1 Formalise and line mark surface car parking to improve capacity.

8.4.2 Provide parking adjacent to the railway line on Scott Parade for long term parking, having regard to residential properties opposite in the design and landscaping.

8.5 Continue to refurbish the Station building.

8.5.1 Apply for funding assistance from Heritage Victoria.

8.5.2 Upgrade the interior of the lower level Station hall.

8.5.3 Re-open the upper levels to new uses such as administration or small offices.

8.6 Investigate options to refurbish and adapt heritage buildings for new uses such as:

Platform 2 building: transport museum tourist related activity, access to heritage trains, gallery spaces etc.

Carrier's Office: retail, small office or residential.

Signal boxes: railway history centre that provides views of the Precinct.

Victorian Railways Institute Building: community use, meeting rooms.

Long term aspirations subject to site availability (up to 25 years)

8.7 Consider options for a range of new uses on surplus VicTrack land and buildings.

Bluestone sheds: markets, performance spaces, gallery, art workshops such as Melbourne's Meat Market, micro-brewery.

Residential infill, offering a variety of dwelling types, styles and affordability.

Community spaces such as meeting places, community centres or community gardens.

Retail spaces that serve the residential population without competing with the retail role of the CBD.

Cafés, dining and entertainment.

Markets (art, food, antiques), performance and exhibition spaces.

Art workshops or incubator spaces.

Tourism opportunities such as a 'Rail Interpretive Centre' or history centre.

Light industrial or service business uses.

8.8 Open north-south and east-west circulation spines through the site.

8.8.1 Investigate the need and potential to provide a through road for vehicular traffic to Mair Street from the Station forecourt.

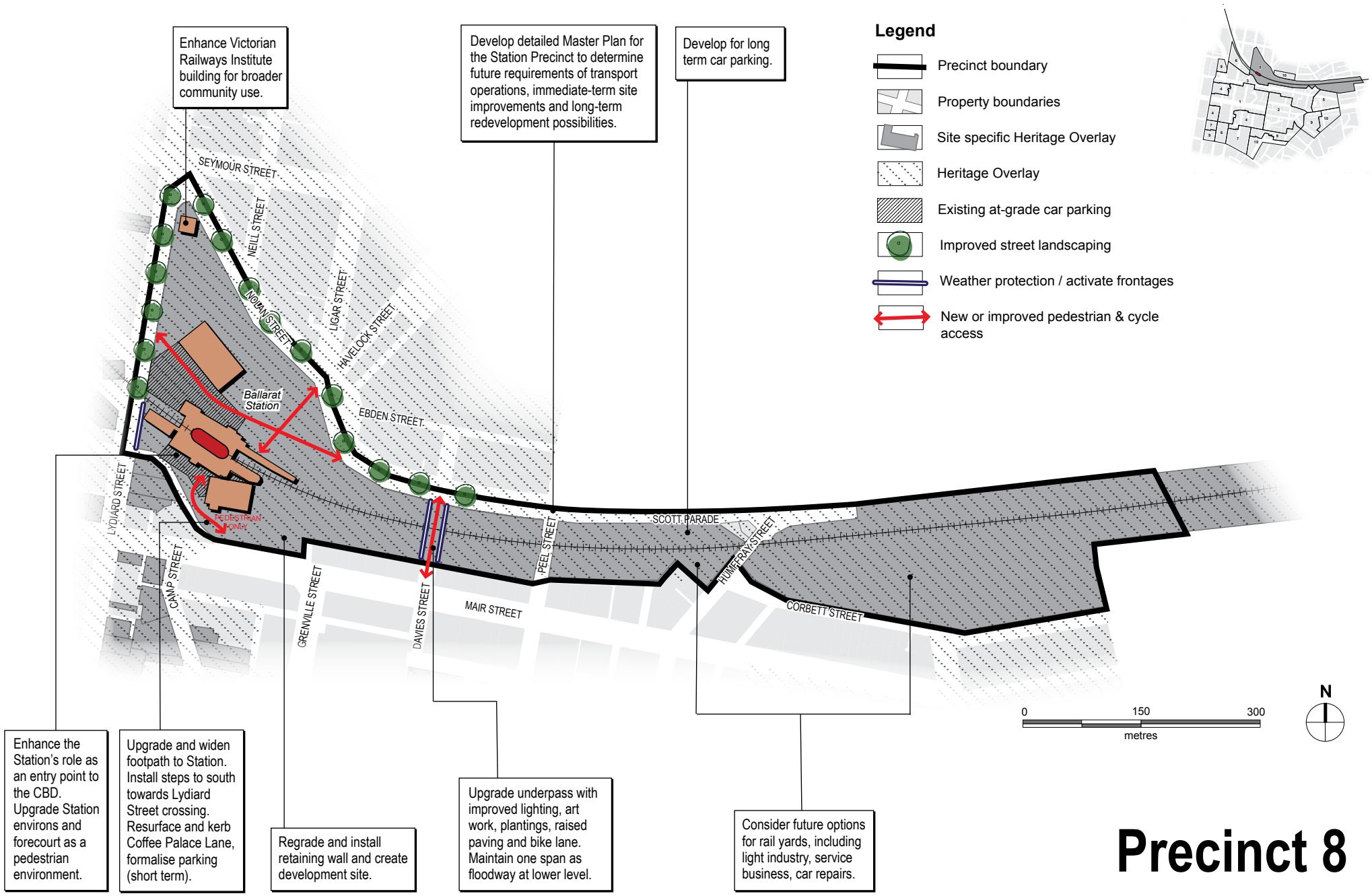
8.9 Redevelop surface car parks with new buildings that include car parking within deck structures or underground to cater for CBD commuters as well as users of the Station Precinct.

8.9.1 Consider the potential to reduce car parking requirements for new development, due to the site being part of a multi-modal transport hub in the heart of the CBD.

8.10 Include a range of open spaces throughout the site.

8.11 Provide new frontages to the adjoining residential streets that include transitional scale buildings and landscaping.

8.12 Introduce sustainability initiatives in the redevelopment options such as ESD in the design of all buildings and spaces, opportunities for energy production infrastructure and local food production.


Enhance Victorian Railways Institute building for broader community use.
Develop detailed Master Plan for the Station Precinct to determine future requirements of transport operations, immediate-term site improvements and long-term redevelopment possibilities.
Develop for long term car parking.
Legend
Precinct boundary
Property boundaries
Site specific Heritage Overlay
Heritage Overlay
Existing at-grade car parking
Improved street landscaping
Weather protection / activate frontages
New or improved pedestrian & cycle access
SEYMOUR STREET
NEILL STREET
NORMAN STREET
LIGAR STREET
HAVELOCK STREET
EBDEN STREET
Ballarat Station
PEDESTRIAN ONLY
LYDIARD STREET
CAMP STREET
GREENVILLE STREET
DAVIES STREET
MAIR STREET
PEEL STREET
SCOTT PARADE
HUMFFRAY STREET
CORBETT STREET
0
150
300
metres
N
Enhance the Station's role as an entry point to the CBD. Upgrade Station environs and forecourt as a pedestrian environment.
Upgrade and widen footpath to Station. Install steps to south towards Lydiard Street crossing. Resurface and kerb Coffee Palace Lane, formalise parking (short term).
Regrade and install retaining wall and create development site.
Upgrade underpass with improved lighting, art work, plantings, raised paving and bike lane. Maintain one span as floodway at lower level.
Consider future options for rail yards, including light industry, service business, car repairs.

Precinct 8

PRECINCT 9: Mixed Use

The Mixed Use Precinct comprises three areas at the edges of the CBD. While these three areas each have a different character, they are similar in that they provide opportunities for development that supports the role of the CBD and for higher density residential. These three areas are also located at entry points to the CBD from the south, north and east. The design of their buildings and spaces is therefore critical in terms of creating a positive image upon arrival within the CBD.

The northwest corner of CBD, west of Doveton Street

This area has a mixture of building styles including single storey, utilitarian service businesses outlets and several heritage sites. The three storey Victorian era dwelling on Doveton Street is a highly visible heritage building within the streetscape and included in the Heritage Overlay.

There is a large car yard at the corner of Webster Street which forms an unattractive entry to the CBD. The traffic island with its historic 'obelisk' outlet pipe is also a feature of the entry. This entry point to the CBD is ill defined due to lack of built form and the expansive width of road space.

Future activities in the area could include offices and medical consulting rooms, related light industries and commercial uses.

Sites at the corner of Doveton and Grant Streets

This area comprises mostly single storey houses and a large area of surface car parking. The houses are from the Edwardian or Interwar eras, and are included in the Heritage Overlay. Several buildings have been converted to business uses. There is one service business use in a simple, utilitarian building that does not reflect the character of the street. There is potential in the future to sympathetically increase the residential density of these areas through redevelopment at the rear of properties, while retaining business uses.

Sites south of Dana and Victoria Streets

This area has a mixture of residential and service businesses uses. Buildings include single storey dwellings and single storey commercial or service business buildings. This area contains a number of significant community services including church managed welfare organisations and a leisure centre, offices, service retail, motor vehicle repairs and service businesses. There are occasional dwellings remaining in the area, some of which are Victorian or Edwardian, although heritage controls do not generally apply other than along Victoria Street.

The future of this area remains as a community service and business service role, with a variety of uses that benefit from a location close to the CBD retail area and its users, but do not compete with it.

Part of the Yarrowee River channel is also located within this area.

Objectives

- Encourage higher density residential development and other appropriate uses within close proximity to the CBD.
- Improve the architectural quality and streetscape environment of these precincts that form entry points to the CBD.

Strategies and Actions

The northwest corner of the CBD, west of Doveton Street

9.1 Encourage medical related uses and accommodation for these sites in close proximity to the medical precinct.

9.2 Retain and enhance heritage sites.

9.3 Improve the CBD entry point from Creswick Road, particularly at the intersection with Doveton Street.

9.3.1 Encourage redevelopment of the car yard with a high quality of built form to redefine the entry point to the CBD.

9.3.2 Improve pedestrian amenity and crossings at all sides of the intersection.

9.4 Develop commercial or office uses that may include residential in upper levels.

Sites at the corner of Doveton Street and Grant Street

9.5 Provide a transition between commercial uses and the residential / school area.

9.6 Encourage increased office or residential development in a manner that retains the heritage fabric of the buildings.

9.7 Retain and enhance heritage sites.

9.8 Require landscaping along the street frontage of all properties

9.9 Ensure an appropriate interface with the Dana Street School in terms of building scale, design and land uses.

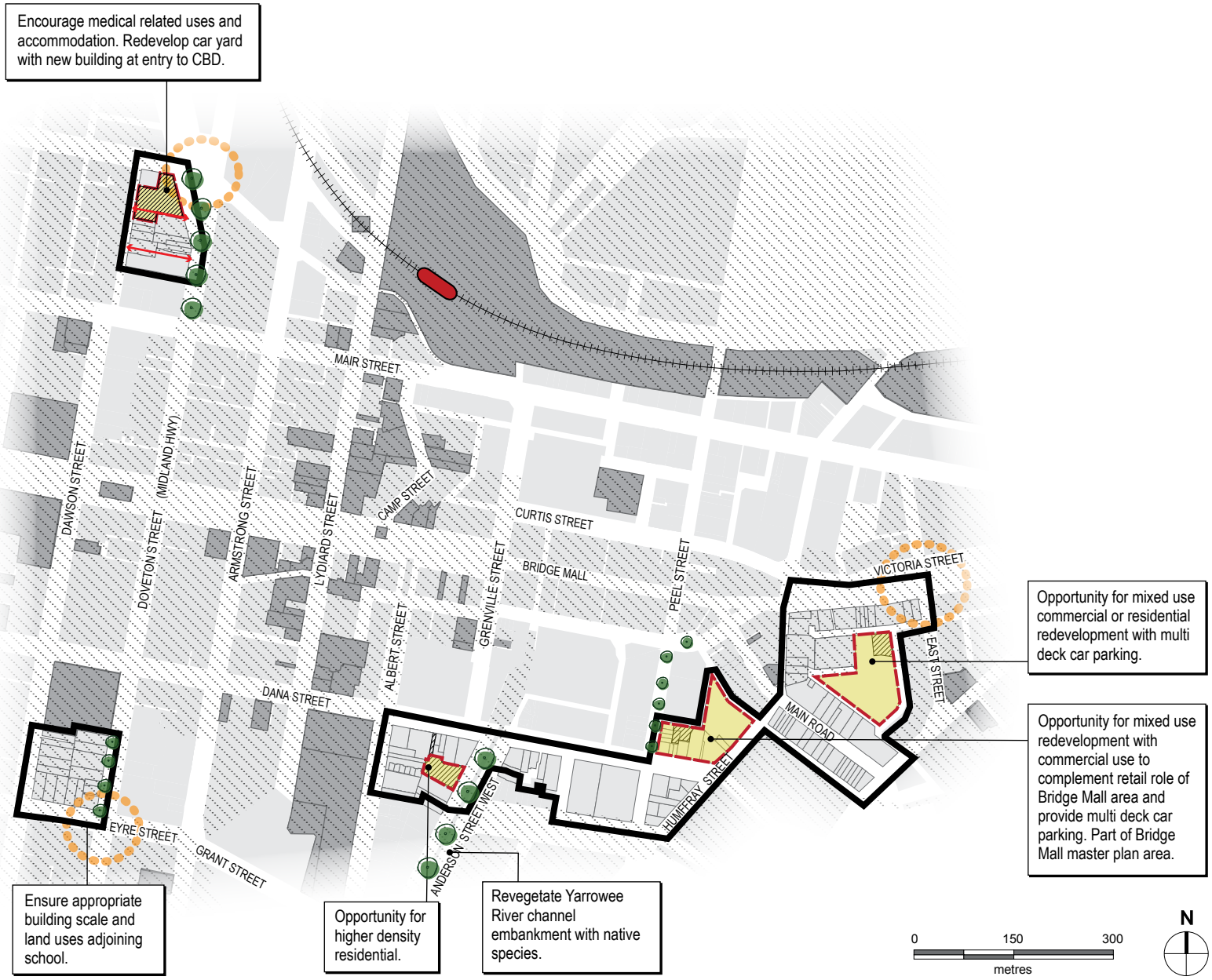
Sites south of Dana and Victoria Streets

9.10 Consider the opportunity for higher density residential with ground level commercial in the area.

9.11 Encourage activities that support but do not compete with CBD core retail and office uses including community services and facilities, service business and retail, as well as residential.

9.12 Retain and enhance heritage sites along Victoria Street.

9.13 Revegetate Yarrowee River channel embankment with indigenous species.



Legend

- Precinct boundary
- Property boundaries
- Site specific Heritage Overlay
- Heritage Overlay
- Existing at-grade car parking
- Improved street landscaping
- Weather protection / activate frontages
- Potential site redevelopment
- Enhance CBD gateways
- New or improved pedestrian access

Precinct 9

PRECINCT 10: High Density Residential

There are three areas of potential High Density Residential within the study area. While these areas each have a different character and mix of land uses, they all provide opportunities for increased residential within close proximity to the heart of the CBD.

Scott Parade

Sites on Scott Parade, west of Davies Street, comprise a netball court and surface car park. These sites are zoned Public Park and Recreation and form part of the Eastern Oval Master Plan. They are currently designated for car parking in that Plan. East of Davies Street is the Haymes Paint store and a cluster of single storey houses, all of which are included within a Business 1 Zone for retail use. The area is entirely included within the Heritage Overlay.

Anderson and Steinfeld Streets

This area includes the river corridors running alongside Anderson Street and Steinfeld Street. Land uses comprise residential, mostly single detached dwellings.

Victoria and East Streets

This area includes mostly residential land uses within single detached dwellings. There are also several commercial uses within this residential area. The area is entirely included within the Heritage Overlay.

Objectives

- Encourage higher density residential at the edges of the CBD that is in close proximity to the range of services and facilities within the core of CBD.

Strategies and Actions

10.1 Provide new opportunities for well designed residential development within these locations in proximity to the CBD.

10.2 Have regard to heritage and character issues in the design of new buildings.

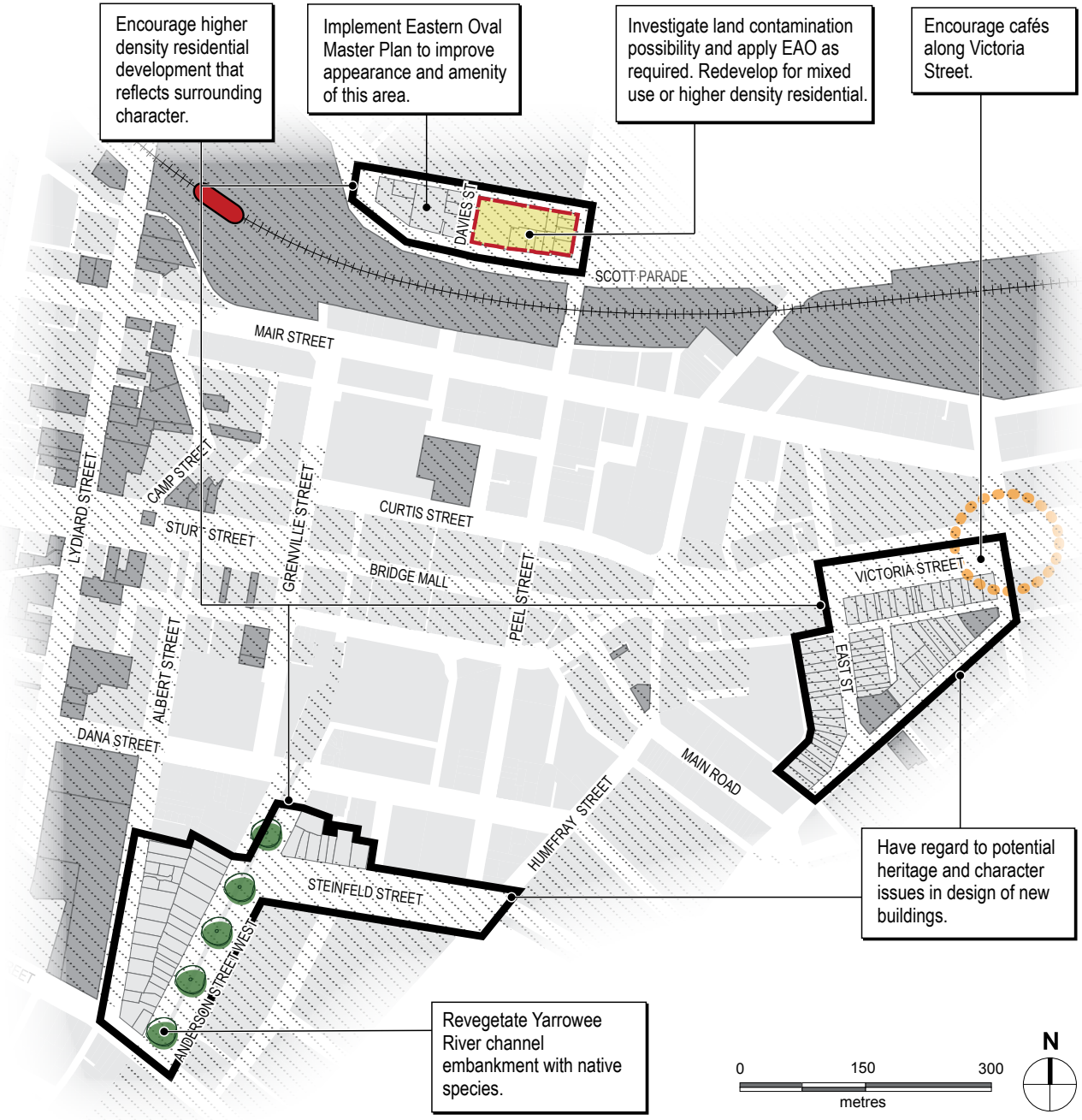
10.3 Re-vegetate the Yarrowee River channel embankment with native species.

10.4 Improve the appearance and amenity of sites on Scotts Parade as a part of the Eastern Oval Master Plan implementation.

10.5 Initiate discussion with the Haymes land owner to facilitate redevelopment of these Scott Parade sites.

10.6 Amend the Planning Scheme to replace the B1 Zone with Mixed Use or Residential Zoning.

10.7 Maintain the residential character of Victoria Street.



Legend

- Precinct boundary
- Property boundaries
- Site specific Heritage Overlay
- Heritage Overlay
- Potential site redevelopment
- Improved street landscaping
- Enhance CBD gateways

Precinct 10

5. IMPLEMENTATION

The Strategy will be implemented over a 25 year period. A detailed Implementation Plan has been prepared to accompany the Strategy, identifying the responsibilities for action and approximate timeframes.

Implementation of the CBD Strategy will require cooperative involvement from a number of government departments, agencies and organisations. The Ballarat Planning Scheme is the primary statutory tool to implement the recommendations of the Strategy, however it is not the only statutory mechanism that may be used by the Council. While most of the actions require some input from the Council in its various roles, some require direct input and management by others.

The Implementation Plan identifies the Council department that will be responsible for hosting the implementation of the action, or providing input, and it is anticipated that these actions will then be contained within the business plans for the relevant departments. Other responsible agencies or stakeholders that would be directly involved or consulted are listed in the second column. These organisations may provide funding, own relevant sites or manage related infrastructure, for example.

Implementation will be staged over the 25 year timeframe. The staging will be required as certain actions have to be completed before others can be commenced. In some cases the changes proposed are substantial and require incremental implementation, or accumulation of funds from a number of potential sources.

The timeline for implementation is classified as follows:

Immediate:	6 to 18 months
Short:	18 months to 5 years
Medium:	5 to 10 years
Long:	10 to 20 years
On-going:	throughout life of the Strategy

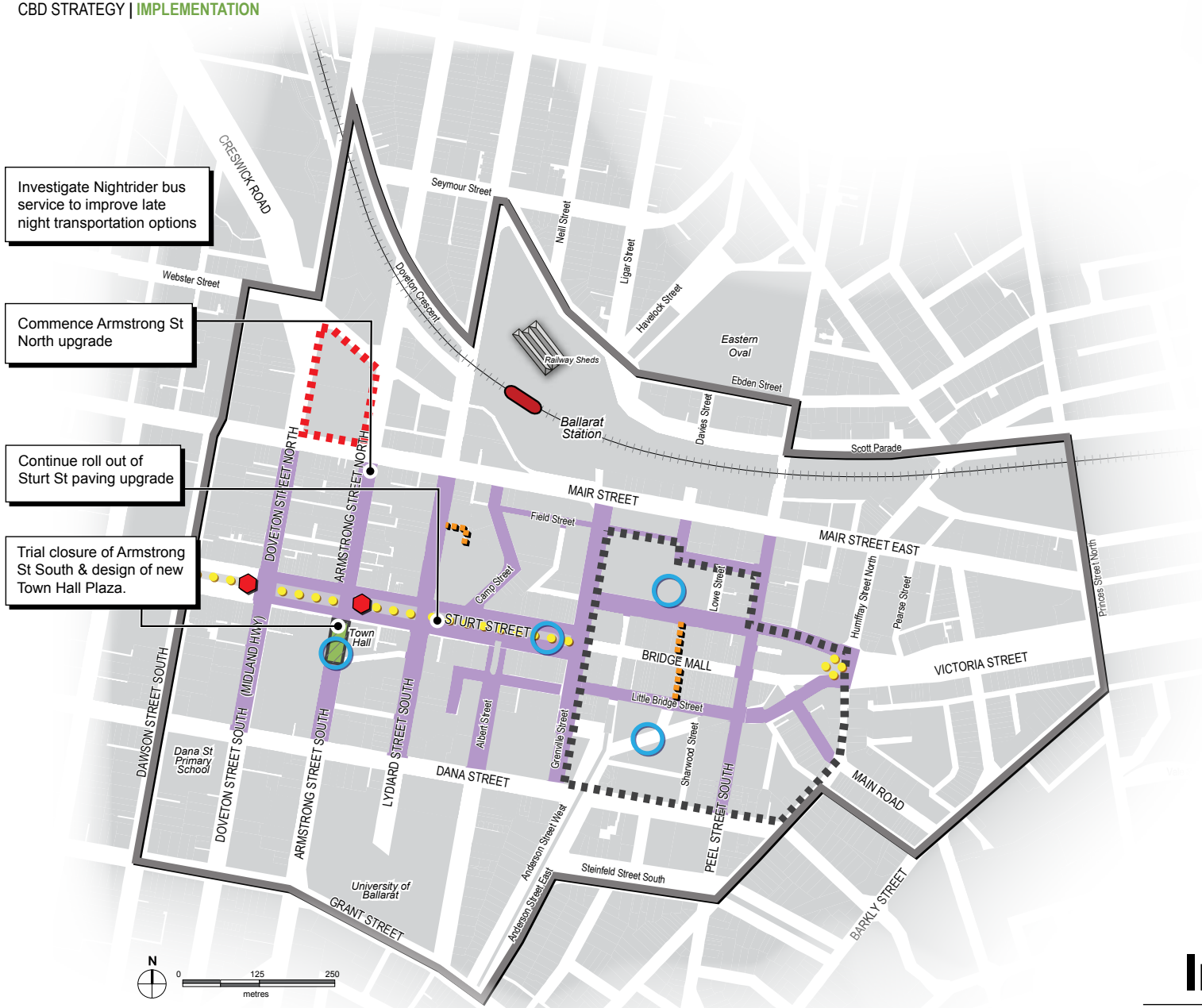
Some actions are also classified according to the method of their implementation as follows:

PS	Planning Scheme Policy or Control
IA	Internal Council Action
GP	General Council Policy
CW	Capital Works / Funding requirement

The proposed staging of key implementation actions is summarised on the following maps. The maps include physical works and actions that can be readily expressed graphically and these represent the major public works that are to be undertaken. Other changes to the CBD will be dependent on decisions made by private land owners or developers, and in this instance the Council's role will be to encourage and facilitate the appropriate changes. There are many more such actions that cannot be shown on a map, and to understand the extent of the changes envisaged it will be necessary to read the text, the Themes Maps and Precinct by Precinct list of actions. The Implementation Plan provides the full listing of all actions in the Strategy with a proposed timeframe.

An outline of the Implementation Plan is also provided in this chapter. This outline lists only the key strategies for implementation. The full Implementation Plan includes all key strategies and detailed actions. It should be noted that the listed department within Council responsible for each action may change in the future.

In April 2010, a CBD Place Manager was appointed. As per Action Item E1, the Manager's role is to begin the implementation of the CBD Strategy. Since this time, the Place Manager has lead the Community Reference Implementation Group which will include representation from all key departments across Council to ensure a collaborative process and to ensure the Strategy is embedded in Business Plans for all departments.



Investigate introduction of 40km/hr in retail core

Establish street barrows for coffee, newspapers, fruit etc. in Sturt St gardens

Commence demonstration laneway projects

Install lighting upgrades (Sturt St & Bakery Hill)

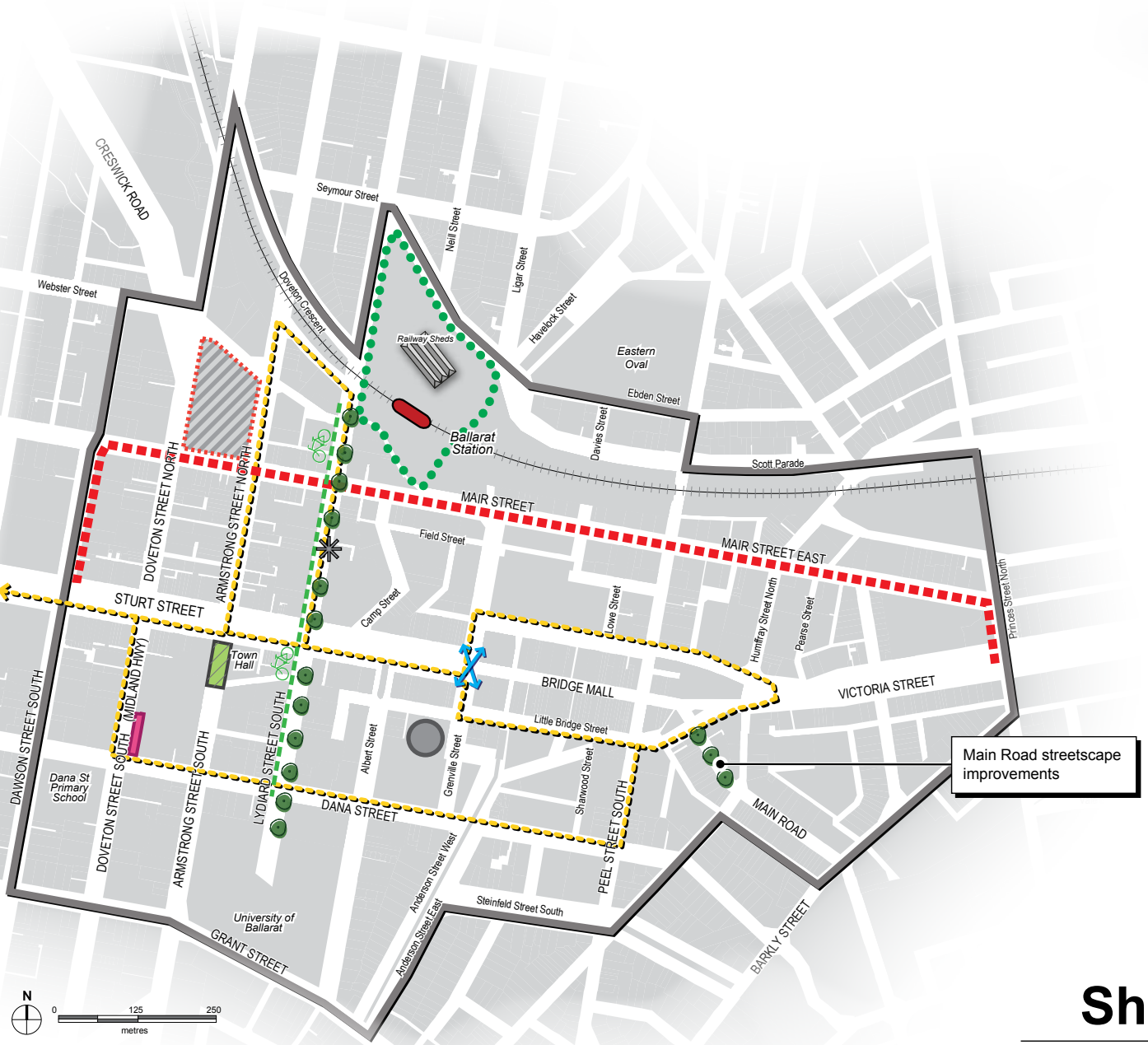
Undertake Civic Hall redevelopment feasability study

Prepare detailed master plan for Curtis St / Little Bridge St / Bridge Mall area

Investigate weekend markets in Sturt St, temporary Town Hall Plaza or supermarket carparks (e.g. Farmers, Art & Craft, Trash & Treasure)

Immediate Actions

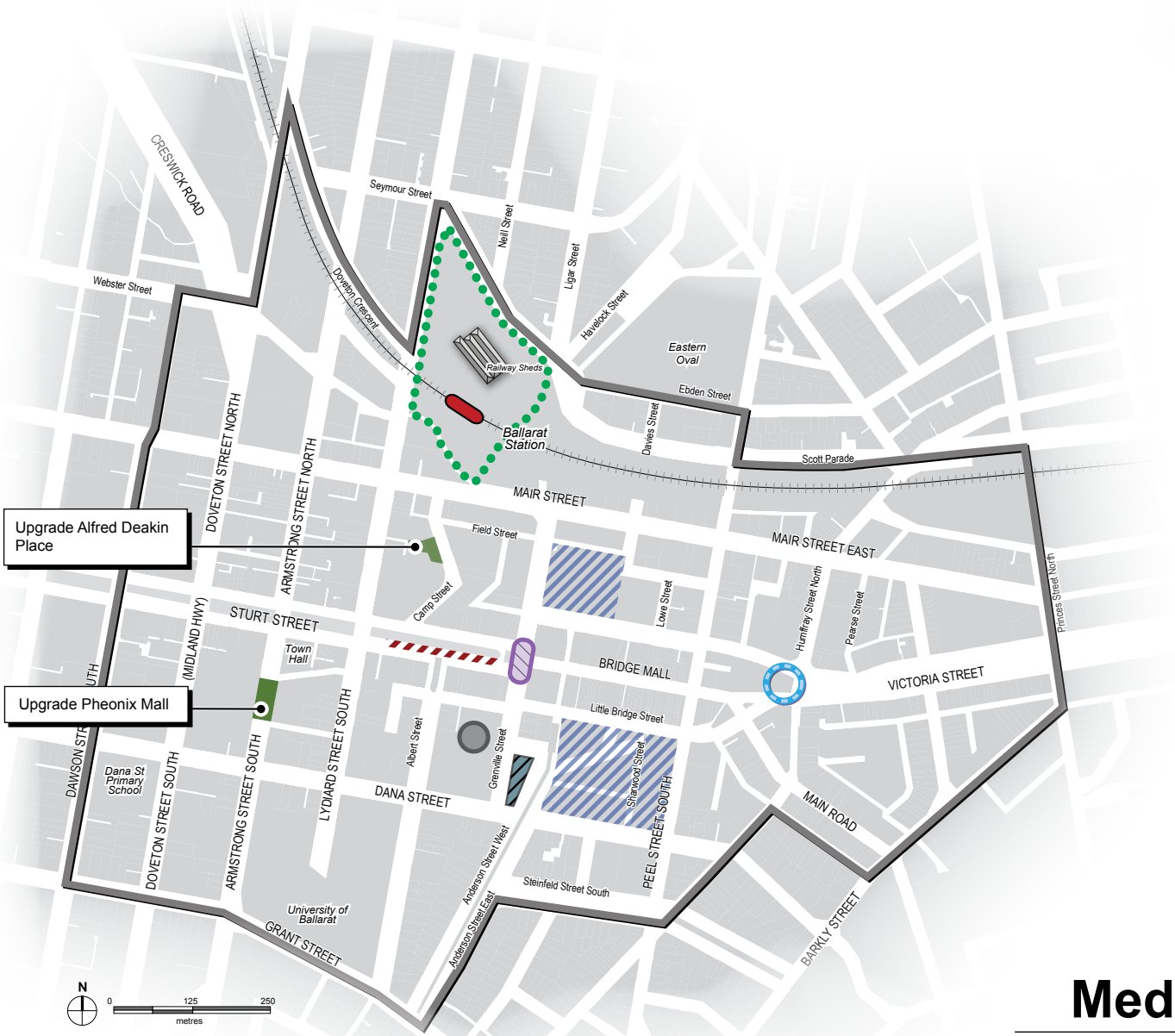
(6 - 18 months)



- Install Grenville Street scatter crossing
- Undertake Mair Street upgrade
- Develop Community / Arts space
- Commence Civic Hall site development
- Commence Town Hall plaza development
- Install streetscape works
- Install pedestrian crossing
- Create cycle lane
- Undertake landscape upgrades to Station Precinct & site master planning
- Investigate car parks at rear of Law Courts area
- Introduce a high frequency ‘Shopper Bus’

Short Term Actions

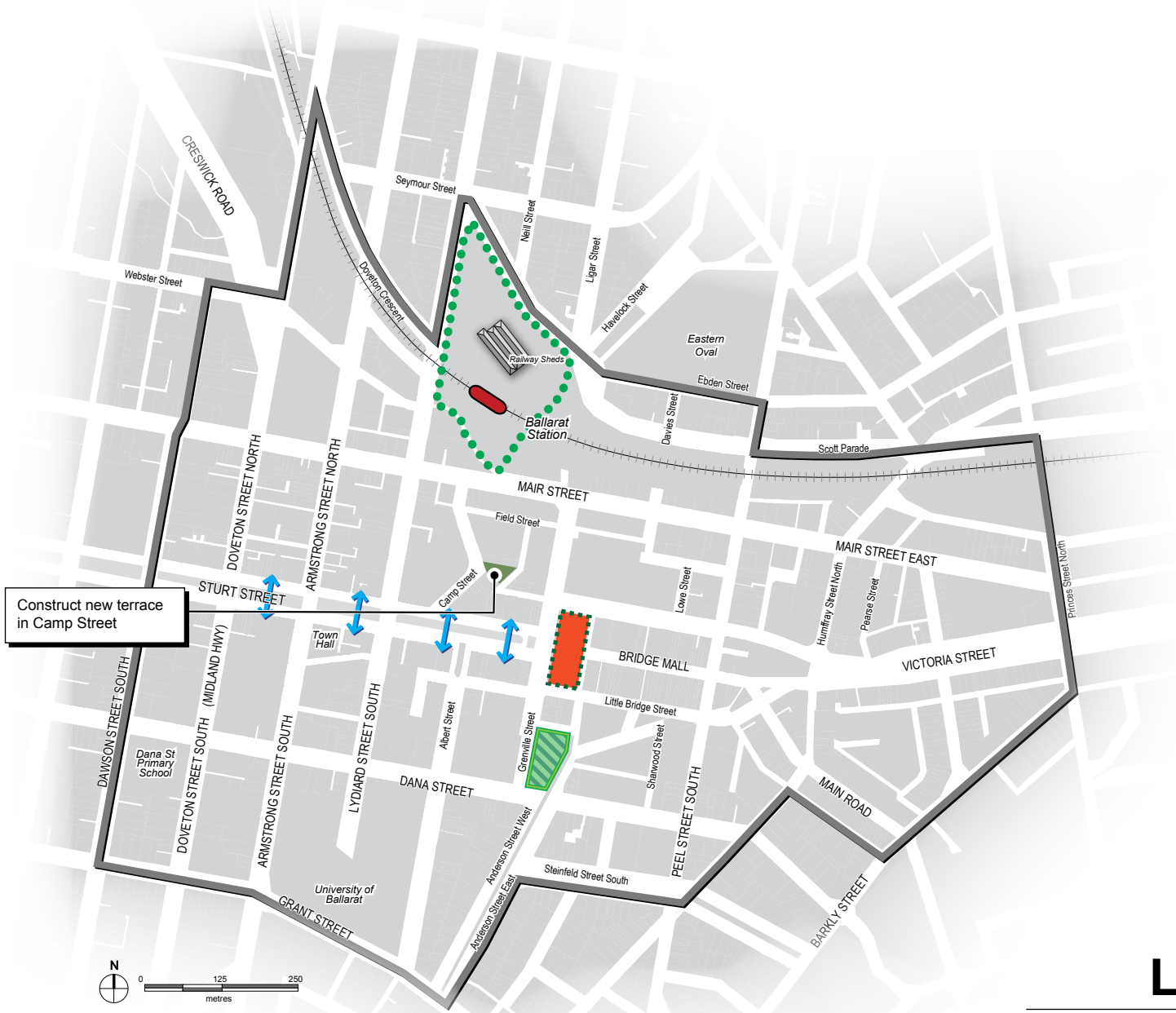
(18 months - 5 years)



- Remove angle car parking along Sturt St gardens
- Remodel and landscape entrance at Bakery Hill
- Open a temporary car park on site of Yarrowee Park to replace supermarket car parks
- Commence redevelopment of Coles / Safeway / Big W sites
- Construct new car parks at rear of Law Courts area
- Construct plateau in Grenville St between the Mall and Sturt St
- Continue Station precinct upgrade

Medium Term Actions

(5 - 10 years)



- Construct Yarrowee River Park
- Install Sturt St pedestrian crossings
- Redevelop buildings at western end of Mall
- Undertake Station precinct redevelopment

Long Term Actions

(10 - 25 years)

5. IMPLEMENTATION

Implementation Plan Outline

Strategy / Action	Type	Council Primary Implementation Responsibility	Other Responsible Agencies and Stakeholders	Timeline for Implementation
Commercial and Cultural Capital				
Regional Commercial Centre				
A1 Locate major office and retail development in the CBD.	PS	Growth & Development (Strategic Planning) Destinations & Connections	DPCD	Immediate
A2 Provide opportunity for expanded retail and office activities in the CBD.	PS IA	Growth & Development (Strategic Planning) Destinations & Connections (Economic Development)		Immediate and on-going
A3 Actively seek new businesses and development for the CBD.	PS IA	Destinations & Connections (Major Projects, Economic Development) Growth & Development (Statutory Planning & Building Services)		Immediate and on-going
A4 Encourage businesses with a sustainability focus.	IA	Destinations & Communications (Marketing & Strategic Communications) Destinations & Connections (Economic Development)		Immediate and on-going

Strategy / Action	Type	Council Primary Implementation Responsibility	Other Responsible Agencies and Stakeholders	Timeline for Implementation
Arts and Cultural Hub				
A5 Increase recognition of Ballarat's cultural diversity.	IA	Destinations & Connections (Arts & Culture)		Short and on-going
A6 Develop the CBD as an arts and culture centre of regional standing with a performing, creative and visual arts focus.	IA PS CW	Destinations & Connections (Arts & Culture) Destinations & Connections	State government Universities Educational institutions	Immediate and on-going
A7 Promote the heritage roots of the CBD and make heritage more accessible and understood.	IA GP PS CW	Growth & Development Destinations & Connections Destinations & Connections	Heritage groups	Immediate and on-going
A Great Place to Visit				
A8 Increase the number of visitors to the Ballarat CBD and the opportunities for additional visitor expenditure in accord with the Tourism Strategy and an Economic Development Strategy.	IA PS	Growth & Development / Destinations & Connections	Tourism Victoria Community Leadership Group	Short
A9 Increase the range of quality tourist accommodation establishments in the CBD.	IA PS	Growth & Development / Destinations & Connections		Immediate - medium
A10 Position the Ballarat CBD as the food and wine capital of the western region.	IA	Destinations & Connections Growth & Development People & Communities	Community Leadership Group	Short - medium
Living in the CBD				
A11 Undertake a major programme to encourage residential land use and development in the CBD, based on Melbourne City Council's 'Postcode 3000'.	IA	Destinations & Connections	Growth & Development	Immediate - medium

Strategy / Action	Type	Council Primary Implementation Responsibility	Other Responsible Agencies and Stakeholders	Timeline for Implementation
A12 Promote the CBD to prospective residents, landowners and developers as a location for higher density residential development.	PS IA	Growth & Development Destinations & Connections	Universities, Community Leadership Group	Immediate - short
A13 Increase activity and the range of entertainment in the CBD at night and on weekends to improve resident amenity and safety.	PS IA	Growth & Development Destinations & Connections	Transport providers, developers, land owners Community Leadership Group / Retail groups	Immediate and on-going
A14 Ensure the provision of adequate, clean, family friendly and well-signed public toilet facilities throughout the CBD, particularly in the core retail areas around the Bridge Mall.	PS IA	Growth & Development		Immediate - short
A15 Encourage local food sourcing.	IA	Destinations & Connections	Community Leadership Group	Short - medium
A16 Establish community food programs (e.g. Stephanie Alexander style kitchen gardens at primary schools, communal gardens at universities and church sites).	IA	People & Communities	Community Leadership Group, Educational institutions, churches, community groups	Short
University City				
A17 Continue to integrate university activities with the activity of the CBD.	PS IA	Growth & Development	University of Ballarat	Immediate and on-going
A18 Encourage the universities to expand CBD operations into the general public sphere.	IA	Destinations & Connections People & Communities	University of Ballarat	On-going
A19 Investigate opportunities to utilise university facilities for accommodation, conference, short course and general community use during University holiday periods.	IA	Destinations & Connections	Universities	On-going

Strategy / Action	Type	Council Primary Implementation Responsibility	Other Responsible Agencies and Stakeholders	Timeline for Implementation
CBD Boundary				
A20 Substitute the CBA boundary as currently defined in the Ballarat Planning Scheme, to accord with the recommended CBD boundary in this Strategy.	PS	Growth & Development	Destinations & Connections	Immediate
A21 Define the CBD as the area where regional and city-wide activities and services are encouraged as per the Activities Map.	PS	Growth & Development	Destinations & Connections	Immediate

Strategy / Action	Type	Council Primary Implementation Responsibility	Other Responsible Agencies and Stakeholders	Timeline for Implementation
Connections				
Access for All				
B1 Ensure access for all levels of mobility and for all forms of travel.	GP IA	Growth & Development People & Communities	Transport providers	Immediate - short
Pedestrian Networks				
B2 Establish a network of key pedestrian routes though the CBD, as shown on the Connections map.	GP IA	Growth & Development		Short - medium
B3 Continue to implement the Pedestrian Wayfinding Strategy and expand as necessary.	IA	Growth & Development		Immediate
B4 Reduce the volume of through traffic in these key pedestrian areas and implement the recommended traffic management initiatives.	GP	Growth & Development		Short, medium, long
B5 Provide parking enforcement to ensure that parked vehicles do not obstruct pedestrian and cyclist paths.	IA	Growth & Development		On-going
B6 Install or upgrade pedestrian crossings at key locations to improve pedestrian route connectivity.	CW	Growth & Development	VicRoads	Short - medium
B7 Expand the CBD laneway network.	GP IA	Growth & Development		Immediate and on-going
B8 Improve the security of the railway pedestrian underpass at Mair Street-Scott Parade.	IA CW	Growth & Development	DOT, Victoria Police	Short
Cycling City				
B9 Develop the network of CBD cycle routes.	CW IA	Growth & Development		Immediate - long

Strategy / Action	Type	Council Primary Implementation Responsibility	Other Responsible Agencies and Stakeholders	Timeline for Implementation
B10 Improve cyclist amenities.	IA PS	Growth & Development	Developers, universities, centre owners	On-going and short
B11 Improve access to bicycles, particularly bicycles tailored to Ballarat's terrain.	IA	Destinations & Connections	Community Leadership Group	Short and on-going
B12 Introduce a system to regularly monitor bicycle and pedestrian use in the CBD similar to a 'Bicycle Account'.	IA	Destinations & Connections	Community Leadership Group	Short
Public Transport Networks				
B13 Enhance public transport networks in the CBD.	IA	Growth & Development	DoT	Immediate and on-going
B14 Continue the program of improvement to CBD public transport stops.	CW IA	Growth & Development	DoT	Short and on-going
B15 Improve the ease and access of short trips around the CBD by public transport by providing a free / low cost, high frequency loop bus service around the CBD for visitors and short trips.	IA CW	Growth & Development	Community Leadership Group, Trader groups, State government	Short and on-going
B16 Establish a 'public transport culture' for central Ballarat.	IA	Destinations & Connections Growth & Development	Community Leadership Group, Retail groups, DoT	Immediate - short
B17 Maintain Ballarat Station as the regional and local transport hub.	CW	Growth & Development	VicTrack / DoT	On-going
B18 Improve the environmental sustainability of the Ballarat public transport system and reduce emissions where possible.	IA	Growth & Development	DoT, Community Leadership Group, Retail groups	Short - medium

Strategy / Action	Type	Council Primary Implementation Responsibility	Other Responsible Agencies and Stakeholders	Timeline for Implementation
Balanced Traffic Management				
B19 Ensure a balance between through traffic movements, local traffic circulation and the requirements of other road transport.	GP	Growth & Development		On-going
B20 Organise traffic flows to favour cyclists and public transport over other vehicles.	CW IA	Growth & Development		Immediate - long
B21 Discourage heavy vehicle and through traffic (not visitor or local traffic) from travelling via the heart of the CBD by implementing the Mair Street Upgrade Project as a high priority.	GP	Growth & Development	VicRoads	Immediate
B22 Prioritise CBD through-routes and downgrade other connecting streets to encourage use by CBD destination traffic only.	CW GP IA	Growth & Development	VicRoads	Immediate and on-going
B23 Investigate options to determine priorities for alterations to traffic circulation to reduce through traffic and increase pedestrian focused street space.	CW	Growth & Development		Immediate - long
B24 Implement 40 km / hr zones in the key pedestrian areas of the CBD.	CW	Growth & Development		Immediate
B25 Implement educational and marketing programs to discourage commuters to the CBD from driving where suitable alternatives are available.	IA	Growth & Development	Community Leadership Group	Short
Car Parking				
B26 Improve / extend existing off-street public and private car park sites to increase capacity and efficiency.	IA PS CW GP	Growth & Development Destinations & Connections	Community Leadership Group	Short - on-going
B27 Provide short stay parking within core retail areas to ensure a higher turnover for shoppers.	GP	Growth & Development		Short
B28 Consider reduced car parking rates or parking permits for new residential development within the CBD to encourage inner city living.	IA PS	Growth & Development		Immediate

Strategy / Action	Type	Council Primary Implementation Responsibility	Other Responsible Agencies and Stakeholders	Timeline for Implementation
B29 Ensure that an adequate number of disabled car parking bays are provided throughout the CBD in convenient locations, and advocate for parking for shoppers with prams.	IA	Growth & Development		Short and on-going
B30 Improve the usability of car parking payment systems.	IA	Growth & Development		Long
B31 Allow for reduced on-street car parking in some areas, for the benefit of an improved pedestrian environment. This will be balanced by the provision of car parking elsewhere in the CBD and the benefits of increased street activity (with more people walking past and potentially dropping into shops, cafés etc.).	IA	Growth & Development	Community Leadership Group	Short
B32 Aim to reduce the demand for car parking in the longer term.	GP IA	Growth & Development	Community Leadership Group	On-going
CBD Entrances				
B33 Ensure signage at both east and west entrances welcomes visitors and encourages tourists to utilise Sturt Street as an access route.	CW	Growth & Development		Short
B34 Enhance all key CBD entrance points with site appropriate uses, buildings, landscaping and / or signage.	PS IA CW	Growth & Development		Immediate - short

Strategy / Action	Type	Council Primary Implementation Responsibility	Other Responsible Agencies and Stakeholders	Timeline for Implementation
Places For People				
Public Spaces Network				
C1 Develop a network of high quality public spaces located along key pedestrian routes that serve a number of different open space roles, with the Town Hall area as the 'civic heart' of the CBD'.	CW IA	Growth & Development	Community Leadership Group	Medium - long term
C2 Trial all new public spaces before fully redeveloping sites (e.g. close the street, install street furniture for weekend events).	IA	Destinations & Connections		On-going
C3 Consider options to strengthen connections between the CBD and the river (e.g. artwork, paving and interpretive signage to mark the river's watercourse).	IA	Growth & Development		Long term
C4 Ensure public spaces are well-maintained.	IA GP	Growth & Development		On-going
C5 Avoid permanent 'privatised' areas or structures in public spaces.	GP	Growth & Development		
C6 Introduce 'pause places' throughout the main retail areas of the CBD, with seating and landscaping or public art.	CW IA	Growth & Development		Short - medium term
C7 Promote outdoor dining to encourage more street activity.	IA	Growth & Development		Immediate - short term
High Quality Pedestrian Environment				
C8 Ensure a high quality pedestrian environment.	IA CW GP PS	Destinations & Connections Growth & Development		Immediate and Ongoing
C9 Develop a comprehensive suite of streetscape treatments that can be incrementally implemented and that assist in way finding and orientation within the different activity Precincts of the CBD.	GP CW	Growth & Development		Immediate and Ongoing

Strategy / Action	Type	Council Primary Implementation Responsibility	Other Responsible Agencies and Stakeholders	Timeline for Implementation
C10 Ensure that pedestrian connections are clearly evident between the public spaces.	CW IA	Growth & Development Destinations & Connections		Short term
Boulevard City				
C11 Improve boulevard landscaping throughout the CBD, particularly along Sturt Street as well as Lydiard and Armstrong Streets.	CW	Growth & Development Destinations & Connections		Immediate - long term
Sustainable Spaces				
C12 Encourage the establishment of gardens and landscaping in new development to reduce the 'heat island effect' and add to the green amenity of the CBD.	IA	Growth & Development		On-going
C13 Reduce energy and water use in the public realm.	GP	Growth & Development		On-going
C14 Incorporate Water Sensitive Urban Design (WSUD) principles in street design and landscaping.	CW IA	Growth & Development		Short - long term
Managing Flooding				
C15 Develop long term strategies to manage flooding in the CBD.	PS CW GP	Growth & Development	CCMA	Short - medium term

Strategy / Action	Type	Council Primary Implementation Responsibility	Other Responsible Agencies and Stakeholders	Timeline for Implementation
Building Quality				
Ballarat's Heritage				
D1 Ensure landmark heritage buildings remain as the dominant features in the streetscape / vistas.	PS	Growth & Development		Ongoing
D2 Enhance the CBD's heritage buildings and streetscapes.	PS CW IA GP	Growth & Development Destinations & Connections	Community Leadership Group	Immediate and on-going
Excellence in New Architecture				
D3 Ensure new buildings in the CBD are of a high design standard as a part of its image as a contemporary and creative regional centre.	IA GP PS	Growth & Development Destinations & Connections	Community Leadership Group	Immediate and ongoing
D4 Retain, interpret and improve views and vistas from key locations (e.g. top of Bridge Mall, Camp Street, and Sturt Street).	GP	Growth & Development		Ongoing
D5 Emphasise important sites, such as key redevelopment sites, and those located on prominent corners or adjacent to public spaces, through the quality of architectural design.	PS	Growth & Development		Immediate
D6 Improve the appearance of existing non-heritage buildings where redevelopment occurs.	PS IA	Growth & Development		Immediate - long
Streetscape Image				
D7 Design buildings of an appropriate scale and form to occupy important landmark sites throughout the CBD whilst ensuring that existing heritage buildings retain their visual prominence.	PS	Growth & Development		Immediate
D8 Ensure that street façades in core retail areas are 'active'.	PS IA	Growth & Development		Immediate - short
D9 In all parts of the CBD, articulate new building façades through design treatments.	PS	Growth & Development		Immediate

Strategy / Action	Type	Council Primary Implementation Responsibility	Other Responsible Agencies and Stakeholders	Timeline for Implementation
D10 Maintain existing horizontal or vertical design rhythms in the streetscape, where these are dominant features, through design treatments.	PS	Growth & Development		Immediate
D11 Require that crossovers, garages or car park entrances are kept to a minimum width and do not dominate the street frontage of a building.	PS	Growth & Development		Immediate
D12 Provide continuous weather protection along retail streets / key pedestrian routes by providing verandahs or canopies that are consistent in form with those that already exist (i.e. awnings with poles along the gutter line, or as stipulated in Council's heritage guidelines).	PS	Growth & Development		Immediate
D13 Design new buildings with the ground floor at street level to avoid the need for ramp or staircase access.	PS	Growth & Development		Immediate
Height of New Buildings				
D14 Create a more consistent scale of buildings in the different parts of the centre, as appropriate to the precinct.	PS	Growth & Development	VicTrack / DoT	Immediate

Strategy / Action	Type	Council Primary Implementation Responsibility	Other Responsible Agencies and Stakeholders	Timeline for Implementation
D15 Encourage the use of ESD principles in the design of buildings and landscape. The use of these principles would cover issues such as: *Designing adaptable buildings that can be readily expanded or altered for alternate uses.* *Building orientation for solar access.* *Rainwater harvesting and use within the building.* *Generating own energy needs (e.g. incorporating solar energy collection and use).* *Achieving a level of energy rating in excess of the minimum requirements.* *Energy efficient fittings and appliances.* *Opportunities for natural ventilation.* *Natural lighting opportunities.* *Low water usage.* *Fitting three-pipe systems.* *Waste disposal.* *Sustainably sourced materials (i.e. with a low ecological footprint e.g. recycled, locally sourced).* *Construction management.*	PS IA	Growth & Development		Immediate - short
D16 Investigate long term initiatives to save water and develop emissions-free local energy sources.	GP CW	Growth & Development		Long
Sensitive Interfaces				
D17 Ensure that new development is designed to address specific design considerations of sensitive interfaces such as residential properties, heritage buildings or open spaces.	PS	Growth & Development		Immediate
Signage				
D18 Ensure a co-ordinated approach to the use of signage in the CBD to avoid clutter and confusion and ensure the amenity of streetscapes.	IA PS	Growth & Development	VicRoads	Short

Strategy / Action	Type	Council Primary Implementation Responsibility	Other Responsible Agencies and Stakeholders	Timeline for Implementation
Residential Development				
D19 Provide high quality residential development within the commercial areas.	PS	Growth & Development		Immediate
D20 Encourage sustainable residential development.	PS	Growth & Development		Immediate
D21 Ensure that the character and amenity of adjacent residential areas is maintained.	PS	Growth & Development		Immediate
Flooding				
D22 Develop strategies to manage the impacts of flooding in the CBD.	PS GP	Growth & Development		Short and on-going

Strategy / Action	Type	Council Primary Implementation Responsibility	Other Responsible Agencies and Stakeholders	Timeline for Implementation
Strong Leadership & Governance				
Leadership and Delivery Team				
E1 Establish a leadership structure to implement the strategy.	IA	Destinations & Connections, CEO		Immediate
E2 Ensure adequate resources are available to undertake the strategy.	IA	Growth & Development		Short
Marketing				
E3 Develop a marketing plan for the CBD Strategy that emphasises the benefits to all of the Strategy and engenders commitment and 'buy in' by all sectors.	IA	Consultants		Immediate
E4 Develop a city brand / logo and marketing strategy expressly for the CBD.	IA	Destinations & Connections	Community Leadership Group	Immediate
E5 Develop a launch campaign for the new CBD Brand (e.g. banners down Sturt St and the Mall).	IA	Destinations & Connections	Community Leadership Group	Immediate
Governance				
E6 Implement the CBD Strategy in the Planning Scheme through an amendment process.	IA	Growth & Development Consultants		Immediate
E7 Review regulatory processes to provide a streamlined and responsive organisational framework for implementation of the objectives of the Strategy.	IA	Growth & Development		On-going
E8 Investigate introduction of a Developer Contributions Plan to fund some CBD improvements.	IA	Growth & Development		Short
E9 Undertake a Parking Precinct Plan.	IA	Growth & Development		Short
E10 Identify all funding sources, including State and Federal government and make submissions to implement recommendations of the Strategy.	IA	Destinations & Connections		Immediate and on-going

Strategy / Action	Type	Council Primary Implementation Responsibility	Other Responsible Agencies and Stakeholders	Timeline for Implementation
Stakeholder Involvement				
E11 Establish new, innovative governance structures (e.g. cross-sectoral CBD Strategy Implementation Committee) with a role that: *Actively engages and involves key stakeholders in implementing the Strategy.* *Encourages developers, landowners and business operators to invest in the CBD.* *Resources the implementation from a variety of sources.*	IA			Immediate
E12 Host regular events with interested community members to keep them involved and informed as the project develops.	IA			On-going

Strategy / Action	Type	Council Primary Implementation Responsibility	Other Responsible Agencies and Stakeholders	Timeline for Implementation
Precincts				
Precinct 1: Sturt Street Core Retail				
1.1 Create a lively, active streetscape along Sturt Street that encourages walking between Armstrong Street and Bridge Mall through active frontages, traffic management and streetscape design.	GP / PS			Immediate and on-going
1.2 Work with landowners to reinstate heritage building façades, in particular upper level façades and verandahs, along Sturt Street, Lydiard and Armstrong Streets.	GP			On-going
1.3 Encourage residential and tourist accommodation use in upper levels of new and existing buildings.				
1.4 Enhance the role of the Precinct as an arts and entertainment hub through ongoing development of its facilities.	GP PS	Destinations & Connections Destinations & Connections		Immediate and on-going
Sturt Street Boulevard				
1.5 Develop Sturt Street as the principal boulevard for the CBD, increasing amenity, safety and access particularly for pedestrians and cyclists.	GP CW IA	Growth & Development Destinations & Connections Destinations & Connections	DoT	Immediate and on-going
Lydiard and Armstrong Streets				
1.6 Develop Lydiard Street and Armstrong Street North as key extensions of Sturt Street boulevard.	GP CW IA	Growth & Development		Short and ongoing

Strategy / Action	Type	Council Primary Implementation Responsibility	Other Responsible Agencies and Stakeholders	Timeline for Implementation
Town Hall Area				
1.7 Strengthen the civic role role and historic presence of the Town Hall building in the CBD and establish new or upgraded adjoining civic spaces as an extension to the Sturt Street boulevard.	GP IA CW PS	Destinations & Connections Growth & Development Destinations & Connections	Community Leadership Group, Myer, Central Square, cafe operators, Phoenix Mall traders	Immediate - medium
Camp Street				
1.8 Develop the Camp Street Precinct as a vibrant enclave of the CBD and its arts and culture hub.	GP IA CW PS	Growth & Development Destinations & Connections Destinations & Connections	University of Ballarat	Immediate and on-going

Strategy / Action		Type	Council Primary Implementation Responsibility	Other Responsible Agencies and Stakeholders	Timeline for Implementation
Precinct 2: Bridge Mall Core Retail					
2.1	Develop the area as a vibrant mixed use retail area.	GP IA	Destinations & Connections		Immediate and on-going
2.2	Retain and develop the area as the core retail focus of Ballarat for local and regional functions, with a focus on supermarkets and discount department stores.	PS	Growth & Development		Immediate
2.3	Include commercial uses in upper levels.	PS	Growth & Development		Immediate
2.4	Provide replacement car parking within a deck structure. This could be an internal car park space sleeved with active uses at the building frontages. Alternatively, provide car parks in the upper levels of retail / commercial buildings.	IA CW	Growth & Development		Short - medium
2.5	Examine traffic management and circulation within Little Channel and Sharwood Streets and how they would be incorporated into new development.	IA	Growth & Development		Short
2.6	Provide active retail frontages and weather protection on all street façades.	PS	Growth & Development		Immediate
2.7	Allow buildings of up to four storeys, subject to heritage considerations.	PS	Growth & Development		Immediate
2.8	Retain Bridge Mall as a pedestrian space with no cars.	IA	Growth & Development		Immediate
2.9	Improve north-south pedestrian connections through laneway 'walk through' spaces.	GP	Growth & Development		On-going
2.10	Develop a new suite of contemporary paving treatments to apply to the whole area, different to the heritage based treatments for Sturt Street and surrounds, to reflect the new building styles in the Precinct while complementing the heritage elements of Bridge Mall.	IA	Growth & Development		Short
2.11	Rationalise signage in this Precinct to reduce visual clutter, particularly large scale advertising signage at CBD entry points.	GP	Growth & Development		Immediate and on-going

Strategy / Action	Type	Council Primary Implementation Responsibility	Other Responsible Agencies and Stakeholders	Timeline for Implementation
Curtis Street & Little Bridge Street				
2.12 Recreate the streetscapes of Curtis Street and Little Bridge Street by redeveloping surface car parks and single storey buildings with buildings of up to four storeys overall that contribute active frontages to the streets.	GP PS IA CW	Destinations & Connections Growth & Development People & Communities		Immediate and on-going
Grenville Street Concept				
2.13 Undertake a staged program of road treatments to Grenville Street at the intersection of Sturt Street and Bridge Mall.	CW	Growth & Development	VicRoads	Medium- long
Bakery Hill CBD Entrance				
2.14 Improve the Bakery Hill CBD entrance as the key entry point from the east and as a site of National historic significance	GP IA CW	Growth & Development	Community Leadership Group, Land owners, Bridge Mall traders	Immediate - medium
Yarrowee River Park				
2.15 Redevelop the area at the corner of Grenville and Dana Streets to create a wetlands park and expose the Yarrowee River.	IA CW	Growth & Development People & Communities		Medium - long
Main Road				
2.16 Foster the local, specialist retail and café role of Main Road.	IA PS CW GP	Growth & Development		Immediate and on-going

Strategy / Action	Type	Council Primary Implementation Responsibility	Other Responsible Agencies and Stakeholders	Timeline for Implementation
Precinct 3: Mair Street Corridor				
3.1 Encourage new development to maximise the available space in this area and introduce higher densities in close proximity to the CBD. *Buildings up to 6 storeys, east of Grenville Street.* *Buildings up to 4 storeys, west of Grenville Street.*	PS GP	Growth & Development		Immediate and on-going
3.2 Redevelop underused sites such as those occupied by surface car parking, car yards or low scale buildings.	IA PS GP	Growth & Development		Immediate and on-going
3.3 Actively promote the Mair Street corridor as a location for new development and investment.	IA	Destinations & Connections		Short and on-going
3.4 Require ground level uses to include a component of active frontages and to make a positive contribution to streetscape amenity.	PS	Growth & Development		Immediate
3.5 Improve pedestrian and cyclist linkages in the precinct, particularly from the CBD to the Station.	IA CW	Growth & Development		On-going
3.6 Investigate redevelopment of the State Government Offices building with an improved street frontage.	IA	Growth & Development	State government	Short - medium
3.7 Discuss redevelopment potential with the landowner of the site at the corner of Camp Street (43 Mair Street) to ensure the opportunity for a landmark building is embraced. New development on this site must respect the heritage setting of both Mair and Camp Streets.	IA	Growth & Development		Immediate
3.8 Upgrade Mair Street to improve traffic management and reduce the amount of through-traffic within the CBD.	IA CW	Growth & Development	VicRoads	Short
3.9 Improve the streetscape quality of Mair Street.	IA CW	Growth & Development	VicRoads	Short - medium
3.10 Enhance the amenity of Bakery Hill, particularly along Victoria Street.	GP PS	Growth & Development		Immediate and on-going

Strategy / Action	Type	Council Primary Implementation Responsibility	Other Responsible Agencies and Stakeholders	Timeline for Implementation
Civic Hall Site				
3.11 Comprehensively redevelop the Civic Hall site to stimulate development in the CBD.	IA GP PS	Destinations & Connections Growth & Development	State government	Immediate

Strategy / Action	Type	Council Primary Implementation Responsibility	Other Responsible Agencies and Stakeholders	Timeline for Implementation
Precinct 4: Peripheral Retail & Office				
4.1 Encourage small scale retail uses that complement the core CBD retail functions, business, education and consultancy services and other office uses.	PS	Growth & Development		Immediate
4.2 Support the reuse and refurbishment of upper level of older and heritage buildings for office, accommodation and residential use.	PS	Growth & Development		Immediate
4.3 Ensure new buildings front the street and provide active frontages and weather protection along key pedestrian routes.	PS	Growth & Development		Immediate
4.4 Ensure new buildings are designed to reflect the form and scale of nearby heritage buildings.	PS	Growth & Development		Immediate
4.5 Encourage redevelopment of surface car parking for deck car parking structures to provide additional parking, or for new active land uses that include car parking within.	PS IA	Growth & Development		Immediate
4.6 Provide additional street planting: *Lydiard St: install median strips and kerb outstands with planting.* *Doveton St: planting in existing median, may need to be low level to not obscure drivers' sight lines.* *Albert St: street planting with scope for kerb outstands.* *Grenville St :street planting with scope for kerb outstands.*	CW	Growth & Development		Medium

Strategy / Action		Type	Council Primary Implementation Responsibility	Other Responsible Agencies and Stakeholders	Timeline for Implementation
Precinct 5: Local Retail					
5.1	Amend the planning scheme to exclude this Precinct from the designated CBD.	PS	Growth & Development		Immediate
5.2	Implement the Victoria Street Gardens - Development and Management Plan (2009) for improvements to the Victoria Street environs.	IA CW	Growth & Development		Immediate and on-going
5.3	Implement the changes to traffic management required at the Princes Street / Victoria Street intersection to enact the Mair Street upgrade.	CW	Growth & Development		Short
5.4	Install the streetscape works proposed to Princes Street and Mair Street to improve the appearance of these streets and manage traffic effectively.	CW	Growth & Development		Short
5.5	Implement design guidelines that state a maximum of 2-3 storey buildings with high quality design, particularly fronting Mair and Victoria Streets.	PS	Growth & Development		Immediate
5.6	Encourage medium-high density residential development whether as part of a mixed use development or stand-alone, particularly in locations removed from high volumes of vehicular traffic and adjacent to Lakeland Square Reserve.	PS	Growth & Development		Immediate
5.7	Investigate improvements to Lakeland Square Reserve to encourage greater use by local residents and workers.	IA	Growth & Development		Medium

Strategy / Action		Type	Council Primary Implementation Responsibility	Other Responsible Agencies and Stakeholders	Timeline for Implementation
Precinct 6: Commercial & Service Business					
6.1	Investigate the option to develop the large commuter car park with a decked car park to increase capacity.	IA	Growth & Development	VicTrack	Medium
6.2	Encourage redevelopment of surface car parking for deck car parking structures to provide additional parking, or for new active land uses that include car parking within.	PS GP	Growth & Development		Immediate and on-going
6.3	Include floor area limitations on retail uses in the Planning Scheme.	PS	Growth & Development		Immediate
6.4	Develop detailed use and built form guidelines for the Camerons Metaland site in conjunction with the owners, and assist the owners in identifying an alternate site elsewhere near the CBD (e.g. adjacent to the railway line).	IA PS	Growth & Development	Land owners	Immediate-short
6.5	Encourage residential uses in upper floors of retail and office buildings.	PS	Growth & Development		

Strategy / Action		Type	Council Primary Implementation Responsibility	Other Responsible Agencies and Stakeholders	Timeline for Implementation
Precinct 7: Education					
7.1	Continue discussion with the University on the potential for expansion of facilities within the CBD.	IA	Destinations & Connections	University	Immediate
7.2	Ensure new University buildings and spaces are well integrated with the urban fabric and activity of the CBD.	PS	Growth & Development	University	Immediate
7.3	Investigate options for expanded community access education programs and cultural or recreational activity.	IA	People & Communities	University	On-going
7.4	Investigate the potential for redevelopment of the surface car parking areas for deck car parking structures to provide additional parking.	IA	Growth & Development	University	Medium
7.5	Investigate and encourage opportunities to involve students in CBD-based activities and for community activities to be held in conjunction with the school.	IA	People & Communities	University	On-going

Strategy / Action	Type	Council Primary Implementation Responsibility	Other Responsible Agencies and Stakeholders	Timeline for Implementation
Precinct 8: Railway Station Mixed Use				
8.1 Determine the future operational requirements of the precinct for transport services and the extent of land available for redevelopment.	IA	Destinations & Connections Growth & Development	DoT, VicTrack, VLine, bus operators, Heritage Victoria	Immediate-short
8.2 Develop a comprehensive Transport Hub Master Plan for the site with feasibility studies for proposed new uses and development, including the cost of addressing site constraints such as decontamination.	IA	Destinations & Connections / Growth & Development	DoT, VicTrack, VLine, bus operators, Heritage Victoria	Short
8.3 Improve landscaping of the site and pedestrian and cycle links.	CW IA	Growth & Development	VicTrack, DoT	Short and on-going
8.4 Improve car parking provision within and around the Station.	IA CW	Growth & Development	VicTrack, DoT, Heritage Victoria	Immediate - short
8.5 Continue to refurbish the Station building.	IA	Growth & Development	VicTrack, Heritage Victoria	Short and on-going
8.6 Investigate options to refurbish and adapt heritage buildings for new uses such as: *Platform 2 building: transport museum tourist related activity, access to heritage trains, gallery spaces etc.* *Carrier's Office: retail, small office or residential.* *Signal boxes: railway history centre that provides views of the precinct.* *Victorian Railways Institute Building: community use, meeting rooms.*	IA	Destinations & Connections Destinations & Connections	VicTrack	Short and on-going

Strategy / Action	Type	Council Primary Implementation Responsibility	Other Responsible Agencies and Stakeholders	Timeline for Implementation
8.7 Consider options for a range of new uses on surplus VicTrack land and buildings. *Bluestone sheds: markets, performance spaces, gallery, art workshops such as Melbourne's Meat Market, micro-brewery.* *Residential infill, offering a variety of dwelling types, styles and affordability.* *Community spaces such as meeting places, community centres or community gardens.* *Retail spaces that serve the residential population without competing with the retail role of the CBD.* *Cafés, dining and entertainment.* *Markets (art, food, antiques), performance and exhibition spaces.* *Art workshops or incubator spaces.* *Tourism opportunities such as a 'Rail Interpretive Centre' or history centre.* *Light industrial or service business uses.*	IA	Destinations & Connections / Growth & Development	DoT, VicTrack, VLine, bus operators, Heritage Victoria	Long
8.8 Open north-south and east-west circulation spines through the site.	IA	Growth & Development	VicTrack, DoT	Medium - long
8.9 Redevelop surface car parks with new buildings that include car parking within deck structures or under-ground to cater for CBD commuters as well as users of the Station precinct.	IA	Growth & Development	VicTrack, DoT	Medium
8.10 Consider the potential to reduce car parking requirements for new development, due to the site being part of a multi-modal transport hub in the heart of the CBD.	IA	Growth & Development	VicTrack, DoT	Medium - long
8.11 Include a range of open spaces throughout the site.	IA	Growth & Development	VicTrack, DoT	Medium - long
8.12 Provide new frontages to the adjoining residential streets that include transitional scale buildings and landscaping.	PS	Growth & Development	VicTrack, DoT	Medium - long
8.13 Introduce sustainability initiatives in the redevelopment options such as ESD in the design of all buildings and spaces, opportunities for energy production infrastructure and local food production.	PS	Growth & Development	VicTrack, DoT	Medium - long

Strategy / Action		Type	Council Primary Implementation Responsibility	Other Responsible Agencies and Stakeholders	Timeline for Implementation
Precinct 9: Mixed Use					
The northwest corner of the CBD, west of Doveton Street					
9.1	Encourage medical related uses and accommodation for these sites in close proximity to the medical precinct.	PS	Growth & Development		Immediate
9.2	Retain and enhance heritage sites.	PS	Growth & Development		Immediate
9.3	Improve the CBD entry point from Creswick Road, particularly at the intersection with Doveton Street.	PS CW IA	Growth & Development		Immediate - medium
9.4	Develop commercial or office uses that may include residential in upper levels.	PS	Growth & Development		Immediate
Sites at the corner of Doveton Street and Grant Street					
9.5	Provide a transition between commercial uses and the residential / school area.	PS	Growth & Development		Immediate
9.6	Encourage increased office or residential development in a manner that retains the heritage fabric of the buildings.	PS	Growth & Development		Immediate
9.7	Retain and enhance heritage sites.	PS	Growth & Development		Immediate
9.8	Require landscaping along the street frontage of all properties	PS	Growth & Development		Immediate
9.9	Ensure an appropriate interface with the Dana Street School in terms of building scale, design and land uses.	PS	Growth & Development		Immediate
Sites south of Dana and Victoria Streets					
9.10	Consider the opportunity for higher density residential with ground level commercial in the area.	PS	Growth & Development		Immediate
9.11	Encourage activities that support but do not compete with CBD core retail and office uses including community services and facilities, service business and retail, as well as residential.	PS	Growth & Development		Immediate

Strategy / Action		Type	Council Primary Implementation Responsibility	Other Responsible Agencies and Stakeholders	Timeline for Implementation
9.12	Retain and enhance heritage sites along Victoria Street.	PS	Growth & Development		Immediate
9.13	Revegetate Yarrowee River channel embankment with indigenous species.	CW	Growth & Development		Medium

Strategy / Action	Type	Council Primary Implementation Responsibility	Other Responsible Agencies and Stakeholders	Timeline for Implementation
Precinct 10: High Density Residential				
10.1 Provide new opportunities for well designed residential development within these locations in proximity to the CBD.	PS	Growth & Development		Immediate
10.2 Have regard to heritage and character issues in the design of new buildings.	PS	Growth & Development		Immediate
10.3 Re-vegetate the Yarrowee River channel embankment with native species.	CW	Growth & Development		Medium
10.4 Improve the appearance and amenity of sites on Scotts Parade as a part of the Eastern Oval Master Plan implementation.	IA	Growth & Development		Short
10.5 Initiate discussion with the Haymes land owner to facilitate redevelopment of these Scott Parade sites.	IA PS	Destinations & Connections / Growth & Development		Immediate
10.6 Amend the Planning Scheme to replace the B1 Zone with Mixed Use or Residential Zoning.	PS	Growth & Development		Immediate
10.7 Maintain the residential character of Victoria Street.	PS	Growth & Development		Immediate

A: Other Ideas Considered

In the preparation of the Strategy many different ideas about the future of the CBD were explored by the community and Council.

As can be expected, there was much debate about the merits of many of the Strategy's ideas and recommendations. Many very creative suggestions were offered during the preparation of the Strategy but ultimately not included due to concerns such as lack of trader or general community support, prohibitive cost or unclear net community benefit. While the Strategy aims to be a visionary document, it is also essential to present ideas that are achievable and for which funding can be sourced without jeopardising other priorities.

These ideas have been included as an appendix so that they are recorded for future reference in the event that they become feasible beyond, or even during, the life of this document.

CBD Park at Bridge Mall

The idea of creating a new city park within the heart of the CBD at the Grenville Street end of the Mall was supported by many people. This would involve acquisition and demolition of the Norwich Plaza and the buildings opposite on the southeast corner of the Mall and Grenville Street. Many people considered the Strategy a rare opportunity to introduce much needed greenspace into the CBD. The creation of this park might also have presented an opportunity to further expose the City's underlying landscape and the Yarrowee River at this historic location. A park in this location was considered by many to have the potential to increase activity and pedestrian amenity within the City's retail heart and provide further enhancement and linkage with the Sturt Street Gardens.

The idea was not included in the Strategy due to the expense of purchasing the retail properties and concern at loss of retail space at this point in time.

Closure of Grenville Street at Bridge Mall

A staged treatment of the Grenville Street intersection with Bridge Mall and Sturt Street was proposed which would ultimately see Grenville Street closed to all through traffic except for buses, taxis and bicycles. The aim of this suggestion was to enhance pedestrian priority at this key location and to reduce the dominance of car traffic in the CBD. This idea was not included in the Strategy due to concerns about disruption to north-south traffic flow.

Reinstatement of CBD Tram

The reinstatement of a tram along Sturt Street was often suggested during consultation. The idea has merit from a heritage / tourism point of view, however, due to the expense of constructing fixed rail transport infrastructure and the inflexibility of such a system it has not been included in the Strategy. Recommendations for improving public transport are focussed on expanding the City's bus network which is a much more cost effective means of improving transport options over a broader area and to benefit more people.

Long Term Sustainability Initiatives

A wide range of sustainability initiatives were discussed during the preparation of the Strategy. Many of these have been incorporated, such as greening of the CBD, encouraging walking or cycling, improvements to public transport, water sensitive urban design and promoting a more compact urban form.

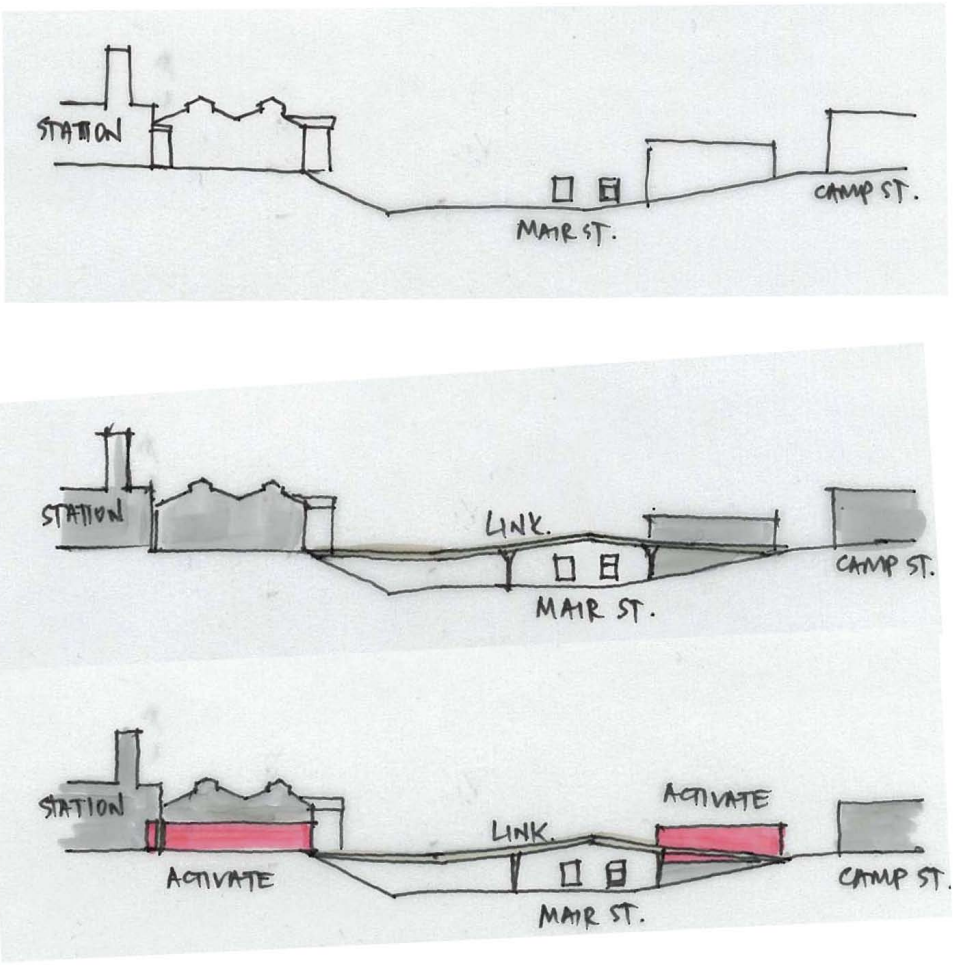
Other longer term initiatives were not included in the Strategy due to the current cost of the infrastructure that would be required and in some instances the need for substantial behaviour change. These initiatives, such as local energy production, sharing of food resources, intensive water recycling infrastructure and improved energy ratings for all buildings, will potentially become necessities into the future when the City is addressing issues of fuel, water or energy shortages, extremes of climate, food security etc. These initiatives are explored in more detail in the sub-consultant report prepared by the Victorian Eco-Innovation Lab (VEIL).

Mair Street Bridge

The possibility of creating a new pedestrian link from the Station to Camp Street by way of a pedestrian bridge over Mair Street was discussed. This bridge would provide a more direct link from the Station forecourt to the Camp Street Precinct. It would be designed as a functional piece of public art that enhances the Mair Street corridor. The suggestion was eliminated early in the process of Strategy development due to cost, need and practicality concerns.

Long term option for a new CBD park at the Grenville Street end of Bridge Mall

Mair Street Bridge Sketches



Sketches exploring the options for the Mair Street Bridge from the Station forecourt to Camp Street

B: List of Background Documents

General Strategies

Blueprint Ballarat (November, 2007)

Council Plan 2009-2013

Ballarat Strategy Plan (December, 1998)

Central Business Area Strategy Plan (November, 1995)

Urban Design & Open Space

Ballarat CBD Street Furniture Guidelines Version 1.0 (February, 2009)

Central Business Area Urban Design Framework (April, 2006)

Ballarat Entrances Strategy (August, 2006)

Bridge Mall Precinct Urban Design Framework - Draft (October, 2005)

Bridge Mall Master Plan (December, 2000)

Bridge Mall Precinct Urban Design Strategy (December, 1990)

Phoenix Mall Master Plan (March, 2006)

Environment Sustainability Strategy (September, 2007)

Sustainable Built and Natural Environments Fact Sheet (2006)

Ballarat Open Space Strategy (March, 2008)

Sturt Street Gardens Conservation and Management Plan (July, 2007)

Victoria Street Gardens Development and Management Plan (July, 2009)

Yarrowee River Landscape Masterplan and Land Management Plan (1995)

Eastern Oval Master Plan (August, 1995)

Ballarat West Local Structure Plan (April, 2007)

Landscape Guidelines for Development (September, 2000)

Economic Development and Tourism

Draft Commercial Strategy (in progress)

Economic Development Strategy (May, 2006)

Retail Development Strategy (2003)

Toward 2020 Tourism Strategy (2008)

City of Ballarat Investment Prospectus (2006)

Ballarat Brand Strategy (2006)

Ballarat Industrial Land Use Strategy (2005)

Transport

Railway North (May, 2009)

Ballarat Transit City Development Options (October, 2007)

Ballarat Bicycle Strategy (July, 2008)

Traffic Management Strategy (June, 2008)

Ballarat Road Transport Strategy (March, 2007)

Ballarat Central Area Bus Modelling Study (May, 2007)

CBA Car Parking Strategy – Draft (October, 2007)

Pedestrian Wayfinding Strategy (August, 2007)

Road Safety Strategy 2007-2012 (April, 2007)

Road Hierarchy Review (September, 2006)

Ballarat Railway Station Precinct Master Plan (June, 2002)

Ballarat Rail Corridor Precincts: Urban Design Study (2002)

Ballarat Intermodal Freight Hub Feasibility Study (2009)

Ballarat Aerodrome and West Common Land Use Concept Plan (2008)

Ballarat Intermodal Freight Hub Cost Benefit Analysis & Economic Impact Assessment (September, 2002)

Ballarat Intermodal Freight Hub Local and Regional Economic Benefits (June, 2002)

Ballarat Intermodal Freight Hub Feasibility Study (February, 2002)

Infrastructure

Powerline Improvement Strategy and Policy (March, 2007)

Heritage

Ballarat Heritage Review (July, 2003)

Ballarat Heritage Precincts (2006)

Analysis of the Value of Heritage to the City of Ballarat (2007)

ICOMOS Charter for the Conservation of Historic Towns and Urban Areas (The 'Washington Charter') (1987)

Housing

Ballarat Residential Infill Opportunities Study (in progress)

Health & Community

Community Safety Action Plan 2008-2013 - Draft (October, 2008)

Positive Ageing Strategy 2008-2013 - Draft (October, 2008)

Youth Strategy 2009-2014 (Volume 1 Action Plan) - Draft (October, 2008)

Social Infrastructure Plan - Draft Final Report (July, 2008)

MPHP: Health and Wellbeing Plan 2007-2009

Disability Action Plan (2006)

What Makes Us Healthy Fact Sheet (2006)

Healthy, Safe and Inclusive Communities Fact Sheet (2006)

Culturally Rich and Vibrant Communities Fact Sheet (2006)

Democratic and Engaged Communities Fact Sheet (2006)

History

Bate, Weston. Lucky City: The First Generation of Ballarat 1851-1901 (1978)