

connectivity
engagement collaboration
committee forum education
vision round table dinners for small business
investment leadership
insight membership
projects health
lbwr planning corporate
cfb business leaders
influence community thought leadership
executive members ballarat
region collective future focussed
progressive sustainability
strategy

Strategic Action Plan 2016-20

For Ballarat and the Region

Thinking Ahead

We use vision, strategy, engagement and influence to help create a better future for Ballarat and the Western Region.

- We tackle the social, economic and environmental issues of our time and envision innovative ways to address them.
- We employ intellectual rigour and strategic thinking to solve the problems we face now and into the future.
- We connect and engage with stakeholders and members, involving and informing the community and seeking expert advice.
- We use our influence and connections to guide and progress key projects and programs of that are of benefit to our region.

Our strategic long-term focus transcends short-term political cycles and our non-partisan position enables us to effectively advocate for sustainable, responsible and dynamic development in our region.

We work collaboratively to achieve our vision with the three tiers of government, key stakeholders from across the region and Committees for Cities & Regions.

Our Region

Ballarat region's population is currently around 170,000. This is projected to increase by 96,200 to 266,200 by 2051*.

*Source: Victoria in Future 2015.

Our work covers Ballarat and Western Region, extending north to include the Hepburn and Central Goldfields Shires, south to include the Golden Plains Shire, and west to include the Rural City of Ararat and the Pyrenees Shire.

The key industries in Ballarat driving economic growth are manufacturing, tourism, health and community services, education and retailing. Along with the banking/finance sector and government services, these industries are strengthening Ballarat's role as a regional service provider.

Chair's Message

As a region there has never been a better time to take advantage of our strengths and opportunities.

This calls for strong visionary leadership.

With a focus that goes well beyond political cycles, Committee for Ballarat has a critical role to play in leading the long-term thinking needed to address the big social, economic and environmental issues affecting our region. We are not in the business of delivering projects. Our role is to stimulate debate, envision innovative solutions and advocate essential long-term planning and commitment by all levels of government. We have an equally critical role to play in making sure those responsible for outcomes are supported and held accountable for their actions.

Our work has never been more important and we will be continuing to work collaboratively with government and others to encourage a positive culture in our region and build confidence about what can be achieved together. Some great work has already been done in this area but we need to make the most of a number of opportunities that are time critical.

This five year strategic action plan (2016 – 2020) provides the focus, framework and impetus for this work.

Our message to the three tiers of Government is clear as the capital of western Victoria, Ballarat offers a highly attractive lifestyle community and a diverse range of business and investment opportunities. Relocating government jobs to create sustainable employment, creating an environment that attracts business investment and innovation and improving road and rail connectivity are vital components of our region's future.

More than ever, "the moment is now" for Ballarat to be proud of its rich cultural heritage and work to preserve an enviable lifestyle while creating a positive legacy for future generations.

Janet Dore
Chair



Creating our agenda

Key Issues Process

This annual member engagement exercise ensures that our agenda is 100% driven by our members. Our annual Key Issues Workshop was held in May 2015 and we also conducted an online member survey, allowing all members to have input to our work.

Within the context of our region's projected significant population growth we asked our members to identify their top three issues, to prioritise actions to move these issues forward and to identify any gaps in our work.

A series of strategic reviews and workshops were subsequently undertaken by the Committee for Ballarat Board, which has led to the creation and ratification of this agenda.

Key issues identified by our members in 2015

- Job creation and aligning skills with industry needs
- Transport linkages
- Attracting and clustering new innovation investment
- Decentralising government departments
- CBD revitalisation
- Brave visionary leadership

Our Strategic Focus

Committee for Ballarat will influence economic and social agendas to stimulate investment, future-proof jobs and build dynamic, vibrant communities across our region.

Over the next five years we will seize opportunities that will:

Create jobs

We will continue to support regional developments such as the Ballarat West Employment Zone and relocation of a State Government department to Ballarat.

Align skills with industry needs

We will use our influence to facilitate the development of an innovative approach to learning and create new pathways to employment that address existing gaps.

Create better linkages across the region

We will support major transport infrastructure developments that will drive prosperity for our regional communities by improving productivity and business opportunities.

Attract investment in innovation

We will work with key partners to transition Ballarat and the region into a new economy based on new technologies, innovation clusters and creativity and to position our region with a competitive advantage in the bio-resources sector.

Our Strategic Drivers

Build more liveable communities

We will be relentless in our support of initiatives that improve the physical and social health and wellbeing of residents and that foster vibrant, diverse, connected and inclusive communities.

Revitalise the Ballarat CBD

We will advocate developments that will generate social and economic vibrancy in the heart of the city through major projects such as the redevelopment of the Civic Hall site and the Ballarat Station Precinct.

Brave visionary leadership

We will continue to push for strong and visionary leadership by the three levels of government with a focus on long-term strategic development across our region.

The key issues identified by our members will provide the focus areas for our work over the next three years under our realigned Strategic Drivers.



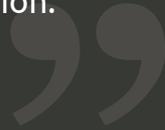
**Jobs &
Connectivity**

**Sustainability
& Innovation**

**Community
& Health**

Jobs & Connectivity

Better connectivity will improve productivity, create sustainable jobs, drive prosperity and build better communities across our region.



Jobs &
Connectivity

Our Focus

- 1 Promoting regional developments that will stimulate investment and business opportunities.
- 2 Advocating better physical and virtual connectivity that will stimulate investment and business opportunities particularly for our regional and rural communities.
- 3 Working with key partners to transition to an innovative approach to pathways to employment.

Key Issues

The Issue	Our Vision
15,000 new jobs are needed in our region by 2030 to support our region's projected population increase.	We need to lock in sustainable employment in the Ballarat West Employment Zone (BWEZ) and the relocation of a major State Government department to Ballarat's CBD.
Our current transport infrastructure does not support High Performance Freight Vehicles (HPV) for increased productivity.	We need an integrated approach to transport planning that will deliver better transport infrastructure and connectivity.
Freight costs are already a major barrier for business attraction and retention and they are projected to double by 2030.	The BWEZ is strategically located to host major commercial hubs that service the entire state of Victoria.
There are gaps in our current education offerings due to the changing nature of industry and jobs.	We need to think differently and create new pathways to employment with skills aligned to business needs.
There is a lack of meaningful high level career pathways for our youth.	We need to adopt an innovative approach with partnerships established between schools and industry.
More and more people are commuting by rail to Melbourne for business, social and recreational connections. However, there are significant gaps in our rail service.	We need to future proof our rail services to match projected population growth through early planning and staged investment by successive State Governments.
Mobile black spots in our regional and rural communities are significant barriers to growth and development.	We need to fund mobile towers to improve mobile coverage and deliver a more reliable service across our region.

Committee for Ballarat Projects

- Ballarat West Growth Zone
- FastTrack Ballarat

Sustainability & Innovation

Innovative solutions to environmental challenges will encourage sustainable growth to support economic and social wellbeing across our region.



Sustainability
& Innovation

Our Focus

- 1 Promoting sustainable development that meets the needs of the present generation without compromising the liveability of future generations.
- 2 Working with key partners to promote innovation across all sectors and transition Ballarat into a new economy based on new technologies, innovation and creativity.
- 3 Positioning Ballarat with a competitive advantage in bio-resources sector.
- 4 Supporting and encouraging business diversity for existing and new investment opportunities.
- 5 Inspiring our community to live sustainably.

Key Issues

The Issue	Our Vision
Water resources in our region are limited and will be further stretched as our population grows.	We need a secure and sustainable water strategy for our region to support growth and investment.
Our energy needs are growing and, with significant environmental challenges related to carbon emissions, fossil fuel is not a sustainable option.	We want to position Ballarat as a leader in sustainable energy solutions and to achieve funding to evaluate alternative renewable energy sources such as bioenergy, wind and solar.
Our region is facing significant environmental challenges in the areas of waste management with our landfill facilities at capacity and not a sustainable option.	We need a sustainable solution to regional waste management by driving R&D and innovation through technology that will result in new industries, new jobs and new ways of living.
Regional economic drivers are changing; we need to capitalise on this opportunity.	We want to diversify the economy and support the transition to advanced new age manufacturing so we are ready for the future.
Our region is facing significant environmental challenges as a result of climate change.	We will communicate and strongly advocate on climate change initiatives that support sustainable environmental, social and economic growth in our region.
There is a lack of long-term planning for our significant projected population growth.	We need to ensure our civic leaders adopt long-term strategic planning processes that transcend political cycles.

A Committee for Ballarat Project

- Sustainable Living

Community & Health

Better health and wellbeing for all residents will build healthier and more liveable communities across our region.



Community
& Health

Our Focus

- 1 Promoting and celebrating active and responsive citizenship.
- 2 Strengthening regional leadership.
- 3 Working with key partners to improve the physical and social health of all residents.
- 4 Promoting Ballarat as a vibrant and progressive regional city and region and a great place to live, work and invest.

Key Issues

The Issue	Our Vision
Our community is facing increasing gaps in social health with growing levels of joblessness, youth disengagement, homelessness and a lack of affordable housing.	We need to contribute to initiatives that foster vibrant, diverse, connected and inclusive communities.
Our CBD does not meet the needs of today's generation: it is lacking in vibrancy. Our buildings and spaces are underdeveloped; and there is a lack of Grade A office space.	We need redevelopments that capture the uniqueness and heritage of our existing buildings but present a city that is progressive and vibrant.
There is a lack of coordination between key players in master planning processes.	We need an integrated approach to master planning that involves key players and delivers the best possible overall outcomes for the wider community.
The demand on our existing health infrastructure and services is growing and will only get worse as our regional population increases.	We need to find innovative ways to deliver quality health services to our growing regional community with a focus on technology that will enable greater levels of in-home care and reducing dependency on existing infrastructure and services.

Committee for Ballarat Projects

- Revitalising the ACU-Hospitals-Lake Wendouree Precinct
- Maximising eHealth Technology
- Ballarat CBD

Supported by Committee for Ballarat

- Destination Ballarat

Committee for Ballarat Initiative

- Leadership Ballarat and Western Region

Committee for Ballarat Members

As at April 2016

Executive

Alstom, Ballarat Health Services, Central Highlands Water, City of Ballarat, Federation University Australia, Mars Chocolate Australia, Sovereign Hill, St John of God Ballarat Hospital

Corporate Gold: Ballarat Community Health, Bank Australia, BGT Employment, H Troon Pty Ltd, Harwood Andrews Lawyers, J G King Building Group, McDonald's Family Restaurant, Mercure Ballarat, Selkirk Group of Companies, SkillsPlus & BRACE, Western Bulldogs **Corporate:** Adroit Insurance Group, Ararat Rural City Council, Australian Catholic University, Avis Ballarat, Ballarat Basketball Association Inc, Ballarat Clarendon College, Ballarat Grammar, Ballarat Holden, Ballarat Oncology & Haematology Services, Ballarat Regional Tourism, Ballarat Turf Club, Bank of Melbourne, Bendigo Bank, BJT Legal, Bolton's Office National, Castlemaine Goldfields Ltd, CE Bartlett Pty Ltd, CDC Ballarat Pty Ltd, Colliers International, Craig's Royal Hotel, Eclipse Ford, Eureka Concrete, Findlay Engineering, FMP Group, G Gay & Co Home Hardware, Goldacres Trading, Golden Plains Shire Council, Haymes Paint, Heinz & Partners, Hepburn Shire Council, Hip Pocket Workwear & Safety, Integra Land, JK Personnel, Lake Imaging, McCain Foods (Aust) Pty Ltd, M.A.D.E, Mass Motion, MaxiTrans Australia Pty Ltd, Mulcahy & Co Accounting Services, National Australia Bank, Nicholson Construction, North Ballarat Football Club, People @ Work & Gforce, Pipecon Pty Ltd, Powercor Australia, PRD Jens Gaunt, Pyrenees Shire Council,

Radio Ballarat, Ray White Ballarat, Red Lion Hotel, RSM Australia Pty Ltd, Sargeant Transport Pty Ltd, SED Consulting, 61 Design, Telstra Country Wide, Telstra Shop, TGM Group, The Courier, The Forge Pizzeria, Toll Express, UFS Dispensaries, UGL Rail, WDEA Employment, WM Flynn Pty Ltd, Western Vic Primary Health Network, YMCA Ballarat Inc

Small Business: AICD*, Australian Industry Group*, Appleseed Consulting Pty Ltd, Ballarat Agricultural & Pastoral Society, Bold Communication, Commerce Ballarat*, Cultivate Agribusiness*, Elmstone Property Group, Inspire HQ, Kaufmann Property Consultants, ODP Associates, VECCI*, Vicwest Community Telco **Community:** Tony Chew, Peta Clark, Samantha Davies, Janet Dore, Robert Hook, Doug Lloyd, Jen Pollard, Scott Williams

Honorary: Prof David James, Judy Verlin AM

*Associate

Membership provides the opportunity to make a real difference in our community.

Members are given a voice in helping shape the future of Ballarat and the region to secure sustainable prosperity and leave a proud legacy for the generations to follow.