

BAKERY HILL

URBAN RENEWAL PLAN

RENEWED

BALLARAT CITY COUNCIL



OCTOBER 2019

CITY OF
BALLARAT



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CONCEPT ONLY FOR ILLUSTRATIVE PURPOSES

Falk 18

BAKERY HILL VISION STATEMENT

“Bakery Hill will be the new destination for Ballarat – a cosy quarter within Ballarat’s grand historic CBD - setting a standard for urban renewal which fully embraces the unique heritage canvas.

It will be a place where people can experience the wonders of the city’s past and enjoy meandering through the streets brimming with heritage buildings and features; a place of creativity and intrigue, showcasing the artistic talents of the city and offering places to explore.

With its proximity to the Ballarat Railway Station and the broader Ballarat CBD, the precinct is ideally located to be a place that incorporates a well-connected series of laneways and a continuous experience for pedestrians. It will be a highly walkable, highly accessible, and sought after for its premium location and connectivity.

The precinct will become a pivotal economic hub and clever city, forward-thinking and drawing on the energy of the broader Ballarat CBD. Through thriving day and night time activities, the precinct will be a base for employment in progressive, innovative and high-tech industries, as well a place for nurturing traditional trades. Within a city which is growing, changing and maturing, this area will offer a unique diversity not found in the remainder of the CBD.

It will remain a proud retail area but will become an experience for its customers. It will be different - in a good way. This will be the place for buying local wares, local produce, meeting and partnering with local movers and shakers – being visible, but somehow feeling hidden in the laneways, buildings, and unique, smaller businesses in the area.

It’s more than just retail - a complete community for people to live, work and enjoy themselves. It will have the things people need - green spaces and parks to play in, a sunny spot to sit and read, a shady spot to lay and relax, and a variety of quality food and coffee choices.

Bakery Hill will be at the forefront of sustainable living, embracing new ways to live, learn, work and travel. The Yarrowee Parkland will become a destination – a place for retreat from the hustle and bustle of the city – designed around the stories of indigenous cultural heritage, waterways and biodiversity. The waterway will provide the missing link in an important north-south trail through the city.

Partnerships and a shared energy for Ballarat will deliver the key priorities in this plan for renewal. Success depends on all levels of government, community, private sectors and the wider Ballarat community believing in this area and having the confidence to embrace its potential and strive for change. ”



ARTIST IMPRESSION OF LITTLE BRIDGE STREET
VIEWED TO THE WEST BY GEOFFREY FALK

WHY RENEW BAKERY HILL?

Bakery Hill and Bridge Mall Urban Renewal Precinct (the Precinct) plays an important commercial role within the Ballarat CBD, is important as a primary entry point from the east, and is part of an historic precinct of national significance. Bakery Hill is where mass protests were held and the Eureka Flag was unfurled for the first time in the lead up to the Eureka Stockade of 1854. The Precinct is strategically located within the CBD to have close access to the Ballarat Railway Station, and is surrounded by naturally and historically significant waterways and open spaces. However, at present the Precinct is being affected by significant changes in the retail sector, and hasn't yet found a way to capitalise on its many positive assets – including its cultural and heritage buildings, features and identity.

The Bakery Hill Urban Renewal Plan (the Plan) seeks to address a decline in economic activity within the Precinct and a shared concern amongst the community that the Bridge Mall has lost focus and requires revitalisation and intervention through the private sector and all levels of government. At times, the prospect of intervention and change creates divided opinion and anxiety. During the consultation process however, the community and the traders have welcomed the conversation about the need to intervene.

In this context it is important to acknowledge that what is unusual about preparation of the Bakery Hill Plan is that there is:

- ☆ An appetite for change
- ☆ A shared sense of optimism; and
- ☆ A significant opportunity for improvement.

The question of why to renew Bakery Hill brings into focus a broader question about why we value places that have evolved over time and why they are important to our future.

Traditional places, such as Bakery Hill that have activated main streets and other buildings and sites of historical and cultural importance tell the community's stories about who they are and who they were and how the past has shaped them.

Traditional places and main streets are places where people come together to work and live and engage with one another.

As the City grows outward, where greater affordability of housing and convenience-based retail centres are delivered, functional places are more important than ever.

Bakery Hill offers authentic character that cannot be reproduced and a place where the independent spirit of entrepreneurship and innovation can thrive.

A plan owned by all

Preparation of this Urban Renewal Plan was initiated and funded by the City of Ballarat and the Victorian Planning Authority (VPA). However, this plan will require coordinated action by all stakeholders to achieve the collective vision of the Urban Renewal Plan.

The State Government, private sector and community groups will each play a role in realising this collective vision.

The Plan is the first step in an ongoing process of urban renewal - harnessing community and government leadership and action to progressively restore Bakery Hill to its role as a thriving heart and gateway to Ballarat; with a distinctive character and a connected community.

The Plan seeks to respond to these and other challenges by defining an urban renewal framework and identifying key projects and actions to attract investment, stimulate the local economy and create a unique place that will attract residents, visitors and activity. The Plan identifies a number of key projects that can be undertaken in the short term to catalyse renewal, and a broader list of initiatives and specific actions that can be pursued over the medium and long term to support the renewal process.

The Plan was developed by the City of Ballarat in conjunction with a consultant team, with input from a community reference group and the broader community through two previous phases of consultation.

The Plan builds on previous strategic work undertaken by the City of Ballarat, particularly *The CBD Strategy: Making Ballarat Central* (May 2010) and *The Ballarat Strategy: Our Vision for 2040* (July 2015), as well as *Ballarat Imagine* which was the largest open discussion run by the City of Ballarat in 2013.

Bakery Hill area consists of:

- ☆ Shopping
- ☆ Offices
- ☆ Restaurants
- ☆ Community uses; and
- ☆ Residential

BAKERY HILL
70 HECTARES

Bridge Mall area consists of:

- ☆ Pedestrianised mall spanning approx. 250m in length
- ☆ Small-scale shops with small building footprints, narrow frontages and access laneways
- ☆ Buildings with heritage significance
- ☆ Large format convenience shopping including large retailers such as Coles, Big W, Woolworths and Cheap as Chips.

BRIDGE MALL
17.8 HECTARES



Figure 1: Bakery Hill Precinct and the Bridge Mall area



FRAMEWORK FOR URBAN RENEWAL

Before preparing an urban renewal plan, it is important to establish a framework to guide the approach, methodology and key areas of investigation. The framework used to prepare the Bakery Hill Urban Renewal Plan includes a combination of *Strategic Policy*; for example, current strategic documents that are relevant to the Precinct and *Planning Principles*; for example, approaches and methodologies that are adopted by Council and reflect best practice.

The *Strategic Policy Framework* for the Plan comprises the Ballarat Council Plan 2017-2021, the Ballarat Strategy and the CBD Strategy. These strategies are specifically relevant to Bakery Hill, and include a number of policies and actions that have informed and given direction to the Plan.

The *Planning Principles Framework* is based upon the UNESCO Historic Urban Landscape approach and well as established approaches to Main Street urban renewal. These approaches have established the broad set of principles that have been used to frame the Bakery Hill methodology, as well as the approach to initiatives and actions.

COUNCIL PLAN 2017-2021

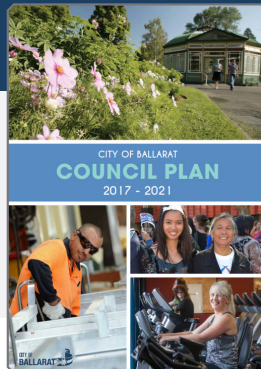
The Council Plan sets out what the City of Ballarat will do to achieve Council's and the community's vision as a proud city that is bold, vibrant and thriving. It is underpinned by the Ballarat Strategy and has four main goals.

The four main goals of the Council Plan:

- ☆ **Liveability** Improve the quality of life for our community
- ☆ **Prosperity** Advance our economic position as the capital of Western Victoria
- ☆ **Sustainability** Protect, maintain and enhance our built and natural assets
- ☆ **Accountability** Provide strong and decisive leadership, and transparent governance

Council Plan 2017-2021

Preparation of the Bakery Hill Urban Renewal Plan is driven by these goals, particularly the goal of prosperity, which seeks to deliver activities and projects that will advance Ballarat's economic position as the capital of Western Victoria. The Council Plan, with the support of several strategic documents recognises the potential of Bakery Hill as an urban renewal opportunity.



BALLARAT STRATEGY

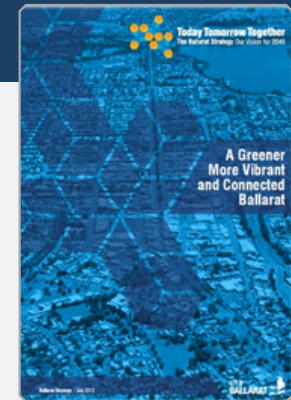
The Ballarat Strategy: Our Vision for 2040 (July 2015) identifies three priority renewal areas across the city – Bakery Hill being one. The Strategy adopts the Ten Minute City and the Complete Neighbourhoods models as a framework for guiding growth and change in Ballarat over the next 20+ years.

Despite the many benefits and opportunities offered by Bakery Hill in terms of location, character, infrastructure and services, the Precinct has not been embraced by the community as a 'complete neighbourhood'. This Plan seeks to change that perception; to recast Bakery Hill as a complete neighbourhood - a desirable place to live, work and engage in social and community life; a genuine 10 Minute City.

10 Minute City and Complete Neighbourhoods

The '10 Minute City' concept in Ballarat reflects community aspirations to maintain existing levels of access to destinations and services as the City grows over time.

It supports the ability for all residents of Ballarat to be able to do more of their day to day shopping, accessing of services and business in local neighbourhood centres. It also promotes the improvement of walking and cycling connections in local neighbourhoods, so residents find it easier to move around and reduce the need to use the car for short journeys.



THE CBD STRATEGY: MAKING BALLARAT CENTRAL

The Bakery Hill Urban Renewal Plan seeks to redefine and build on the ideas and actions set out in *The CBD Strategy: Making Ballarat Central (May 2010)*.

The Plan seeks to realise a key action identified in The CBD Strategy, which is to:

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.



The CBD Strategy sets out a long-term vision for the Central Business District (CBD) that is underpinned by five city-wide themes: Commercial and Cultural Capital, Connections, Places for People, Building Quality and Strong Leadership and Governance.

UNESCO HISTORIC URBAN LANDSCAPES



UNESCO's Historic Urban Landscape (HUL) approach is about using a detailed, rich and localised understanding of a place to drive sustainable outcomes for cities and their communities. It is designed to help cities manage change while retaining what is distinct and valued about their identity, culture and environment.

This approach has been adopted by Ballarat City Council, in a partnership with UNESCO, as a means of tackling challenges facing the City through development, whilst also keeping the aspect of the City that local people value.

In Bakery Hill, this approach was used to inform the background analysis, where a layered understanding of the history of the site and current conditions was used.



SOURCE: JEREMY DILLON FOR CITY OF BALLARAT

MAIN STREET URBAN RENEWAL

When buildings or places are under utilised or experience decline (either economic decline, or decline in their appearance), we often say that they need to be renewed. But what does urban renewal mean in the context of Bakery Hill?

Renewal in Bakery Hill means working with the strengths of the Precinct in an inclusive way. To catalyse change and future proof the Precinct – to simplify the street structure to make it more inviting to all users; to adapt and reuse important heritage places to build a strong sense of identity and to facilitate a shift to new uses and economies that will attract visitors, tourist and residents, whilst promoting sustainability and utilising digital technologies to assist the development of a renewed Bakery Hill Precinct.

Through this Plan we have referred to these changes under the integrating themes of **Thriving**, **Connected** and **Distinctive**.

Urban renewal is rarely ever a 'quick fix'. The success of the Bakery Hill Urban Renewal Plan requires ongoing commitment and investment, in the form of physical works, which can act as catalyst projects, and leadership and participation at all levels, including traders, landholders, the community and government.

WHAT IS UNIQUE ABOUT BAKERY HILL AND WHAT IS ITS FUTURE ROLE?

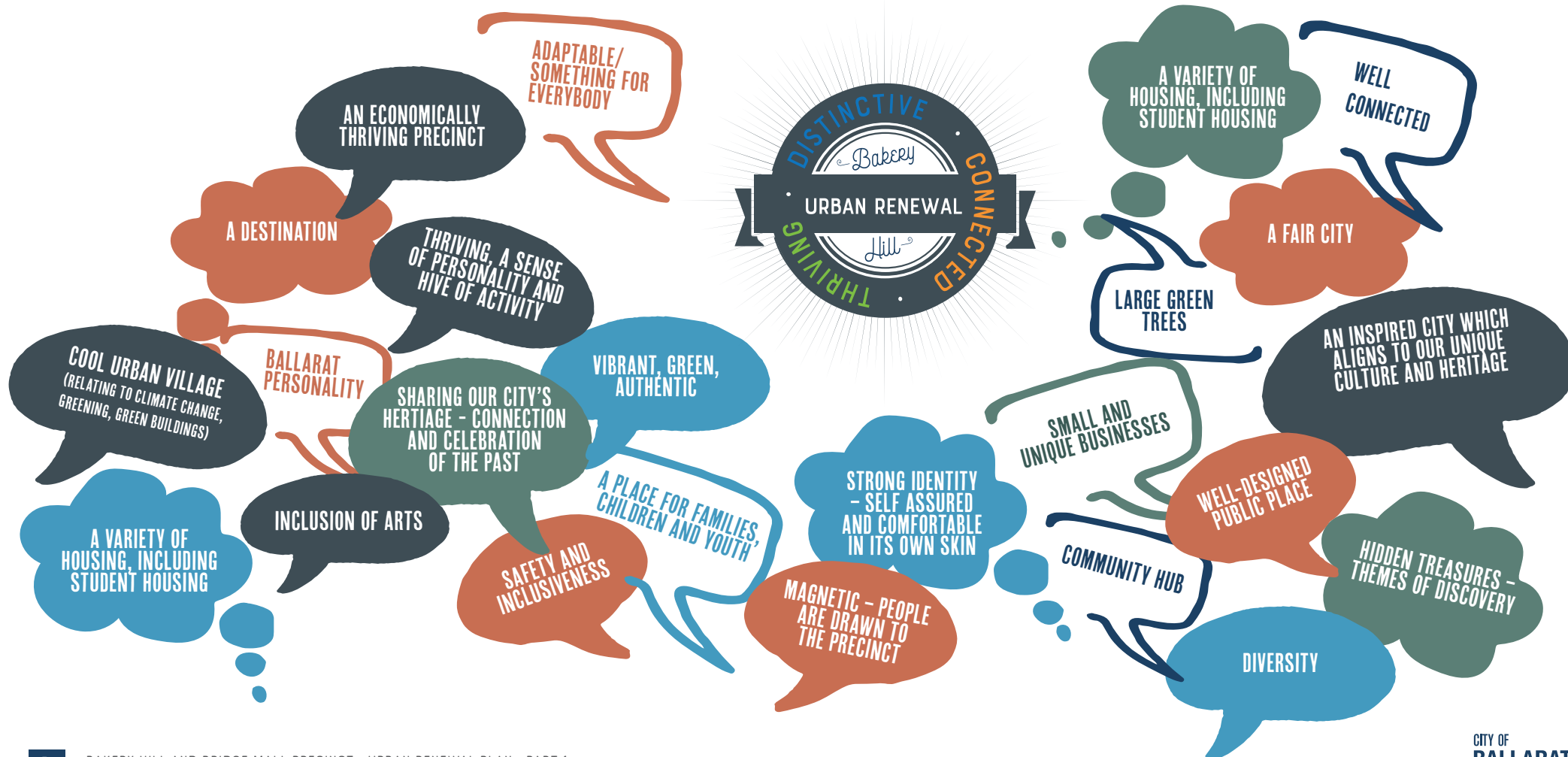
PART

1

The Bakery Hill and Bridge Mall Precinct occupies a strategic location at the eastern gateway to the Ballarat CBD. The rich history of the precinct, the heritage buildings and places, proximity to the railway station, relationship to surrounding tourist destinations such as Sovereign Hill, and redevelopment opportunities are just some of the strategic advantages that the precinct possesses.

When viewed within the context of the remainder of the CBD and the long-term growth potential of the City, the true value and role of the Bakery Hill Precinct becomes apparent. As the City continues to mature as a desirable housing and employment destination, there is likely to be interest and demand from residents, entrepreneurs, employers and visitors to experience unique and authentic places that are not present in emerging parts of the City.

Words and statements that were used by members of the community during the process of preparing the Urban Renewal Plan capture the desirable components or essence of the place that Bakery Hill has the potential to become.





ARTIST IMPRESSION ONLY - ACTUAL CONFIGURATION AND DESIGN WILL BE SUBJECT TO DETAILED DESIGN PROCESS AND CONSULTATION
BY GEOFFREY FALK

HOW THE PLAN WAS PREPARED

The Bakery Hill and Bridge Mall Urban Renewal Plan was prepared in a collaborative manner with a range of technical and community stakeholders, adopting the HUL methodology. A staged approach was adopted, with regular involvement of the community, traders and technical stakeholders.

The process involved three key phases (refer to Figure 2), with the following stakeholders involved throughout:

- ☆ City of Ballarat
- ☆ Community reference group – comprising local architects, traders, local residents from different walks of life, as well as representatives from the Bridge Mall Trader's Association, Victoria Police, and Federation University.
- ☆ Local community – traders, landowners, residents
- ☆ Broader community
- ☆ Victorian Planning Authority
- ☆ Project consultants.

During the **information gathering and analysis phase**, an Enquiry by Design workshop was held, which provided technical and community stakeholders the space to explore the historical and current features of the Precinct, using the HUL layered analysis methodology. The outputs of this phase resulted in preparation of a number of background reports that explored key areas of investigation and opportunity.

During this phase, broader community consultation was also undertaken, which sought feedback in relation to emerging principles, key targets and the general approach toward renewal of Bakery Hill.

Consultation Responses

Consultation responses that were gathered during the process were used in conjunction with the background analysis, to inform preparation of the Urban Renewal Plan and identification of the potential key projects.

A variety of feedback was received through face to face forums, online engagement tools, pop-up-shop and Community Reference Group (CRG) meetings.

Background Paper 4: Community Engagement Report provides a summary of the previous two consultation processes.

The key themes that were identified following review of the feedback were:

A strong appetite for change within the Precinct

There is a strong desire for change and improvement within the Precinct including the need for more eating and dining areas to encourage foot traffic and to create a night time economy, which in turn will create increased levels of safety throughout the Precinct. Furthermore, public and active transport options need to be addressed within the Precinct to provide opportunity for higher density residential development within the Precinct.

A stronger connection and celebration to the Precinct's history and story

Re-establishing a relationship with the Yarrowee River and linking this to Ballarat's Indigenous heritage along with the restoration and maintenance of Ballarat's celebrated historical buildings and architecture within the Precinct.

The Bridge Mall needs to be a return to its role as a key destination within Ballarat's CBD

A more diverse retail mix is needed to offer a point of difference to enclosed shopping centres (Stockland, Central Square) and surrounding big box retailers. This would allow opportunity for more independent shops for Ballarat's creative community. The Precinct also presents an opportunity to facilitate inclusive public open space and greening.

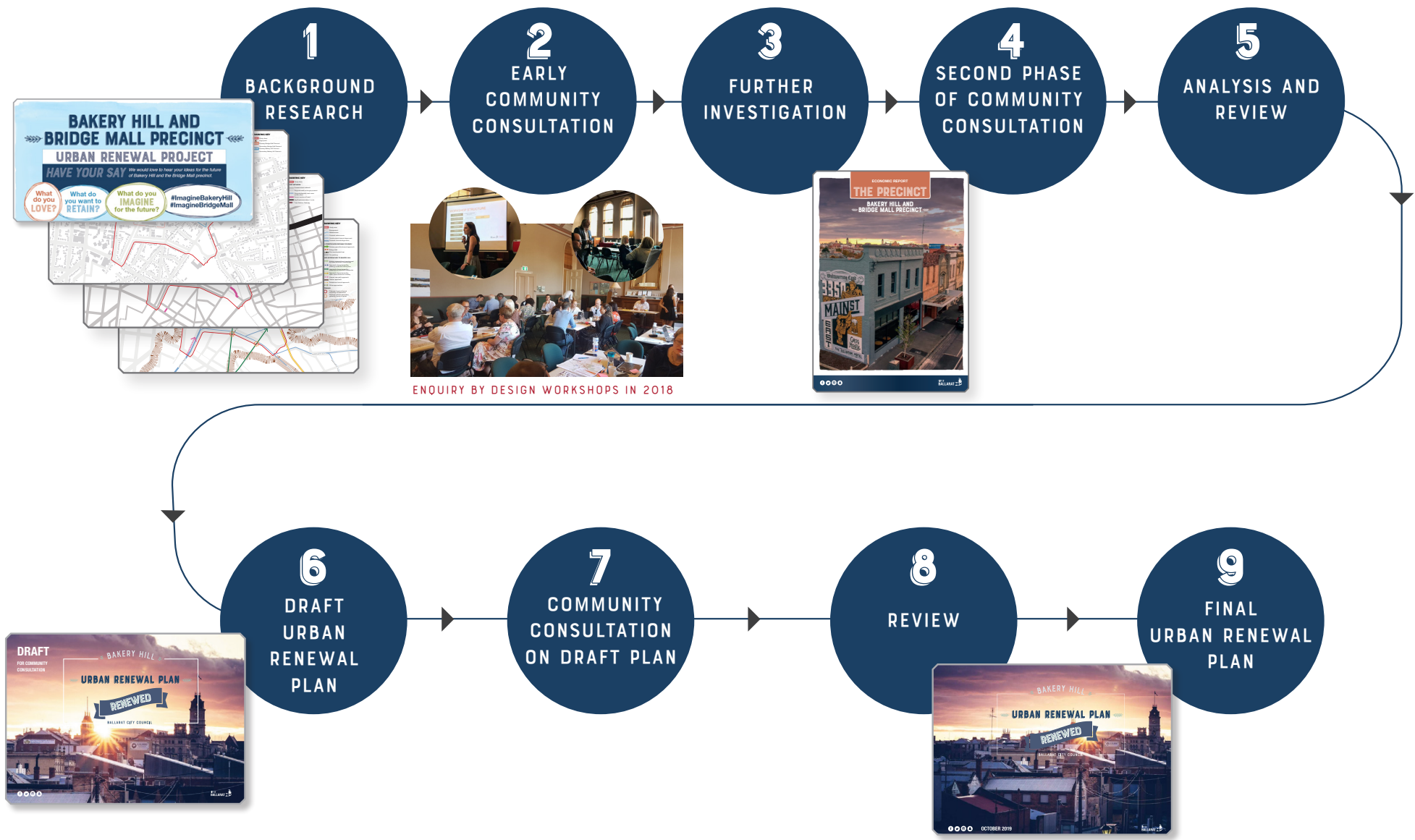
Facilitating movement within the Bridge Mall itself

The potential of opening the Bridge Mall to slow moving one or two-way car traffic, creating passive surveillance and incidental exposure to Bridge Mall's shops.

Background reports and other resources

1. Background Paper 1: Economic Report
2. Background Paper 2: Re-Discovering the Bakery Hill Legacy
3. Background Paper 3: Movement and Access Report
4. Background Paper 4: Community Engagement Report
5. Book of Maps

Figure 2: Bakery Hill Urban Renewal Process



STEPS TO THE URBAN RENEWAL PLAN

The Bakery Hill Urban Renewal Plan is structured in **5** parts

Introduction

PART **1**

Outlines why we need to renew Bakery Hill, how we have prepared the Plan, and what is needed for the Plan to succeed.

Bakery Hill's potential for renewal

PART **2**

Tells the story of Bakery Hill, starting with the Precinct's history, its current challenges and opportunities, as well as its potential as a thriving, connected and distinctive local neighbourhood in the future.

The Plan

PART **3**

Sets out:

VISION

A big picture statement for the desired future state of Bakery Hill. The vision is expressed in terms of three Integrating themes - “**Connected**, **Thriving** and **Distinctive**”

INTEGRATING THEMES

Connected, **Thriving** and **Distinctive** emerged throughout the project as individually important aspirations for Bakery Hill. When integrated, the themes evocatively express an holistic vision for the Bakery Hill Precinct. These themes have been used to broadly structure the objectives, initiatives and actions that will achieve the vision. However, it is important that they are read together to appreciate how elements overlap and link together.

OBJECTIVES

High level objectives are defined for each integrating theme. These objectives are aspirational statements – what we want Bakery Hill to be in the future.

INITIATIVES

Broad initiatives have been identified as positive interventions that can renew Bakery Hill. An initiative is a first step, or a catalyst toward achieving the desired vision – and not an end result. Each initiative will need to be ‘activated’ by stakeholders (the actions).

TARGETS FOR 2050

The key measurables we will use to check that we are on the right track.

Key Projects

PART 4

Identifies an initial set of projects from the Plan to get started. These projects have been identified as having potential to encourage positive change in the Precinct. They are presented as ideas only; to initiate a conversation within the community about the suitability of the priority action list and the possibilities for renewal.

Making it happen and checking it works

PART 5

Provides a clear action plan for Council and the community to follow. The actions identified are next steps that will give life to the initiatives. Actions may be future projects, desired partnerships or investment directions. Some actions will require physical changes to the Precinct – changes you will be able to see. Other actions will be less visible, but are just as important; for example, actions focused on strengthening community involvement in the Precinct. All actions will require active community participation in order to succeed.

Actions are generally categorised in the following classes that represent the integrated approach to urban renewal:

ECONOMIC DEVELOPMENT

For example, working with businesses, programming and promotion of Bakery Hill.

PHYSICAL WORKS

For example, structural, interventions, public realm works, developments etc. Includes planning, design and engagement associated with works. Works may be undertaken by government or private entities.

PLANNING + POLICY

For example, changes to planning schemes, development of policy etc

PARTNERSHIPS AND ADVOCACY

For example, establishing groups, partnerships and alliances within the community and government.

The intention is to ensure there is alignment on the collective actions that need to be pursued to successfully renew Bakery Hill. The measures of success (including the targets for 2050), are metrics that will be used to track progress; to determine if the plan is working.

THE STORY OF BAKERY HILL

Uncovering the history of Bakery Hill is important in understanding the Precinct's changing character and potential for renewal. Bakery Hill has a rich history, which dates back thousands of years before gold was discovered in Ballarat in the 1850s.

PRE 1800S

The Precinct is located within the traditional lands of the Wadawurrung people, who for thousands of years were sustained by Ballarat's (meaning 'resting place' in Wadawurrung language) landscape and imbued it with cultural meaning.

"The land on which Ballarat East stands is the land that for thousands of years sustained Wadawurrung people. It provided them with water, food, medicine and shelter. It harboured the animals and the birds during winter. It was a place where the surrounding hills protected the environment and all the creatures that lived there."

(Uncle Bryon Powell, Wadawurrung Elder)

POST 1800S

The story of Bakery Hill as a settlement and retail hub is one of rise and decline. The development of Bakery Hill as we know it began following the discovery of gold in the 1850s. The gold rush transformed Ballarat into a major settlement, during which time the east of Ballarat, particularly Main Road and Bridge Street, were established as one of the earliest commercial areas within Ballarat. This history can be seen in the many heritage buildings of varying eras, and the pattern and rhythm of the older shop fronts.

Bakery Hill (at the site of the current Victoria Street roundabout) is thought to be the site where the Eureka flag, and the Precinct in general is associated with the protests and monster meetings staged by miners in the lead up to the Eureka Stockade on 3 December, 1854. The changing landscape has made the exact locations of these events difficult to pin point and remains a subject of passionate debate.

Bridge Street was a bustling thoroughfare and gateway between east and west Ballarat. The horse drawn tram network was eventually electrified which eventually gave way to the car. However, the role of Bridge Street changed substantially in the 1980s when the street was closed to traffic and pedestrianised.

Since that time, changes to the economy, the way people shop, and the way people get around has contributed to a decline in activity within the Precinct.

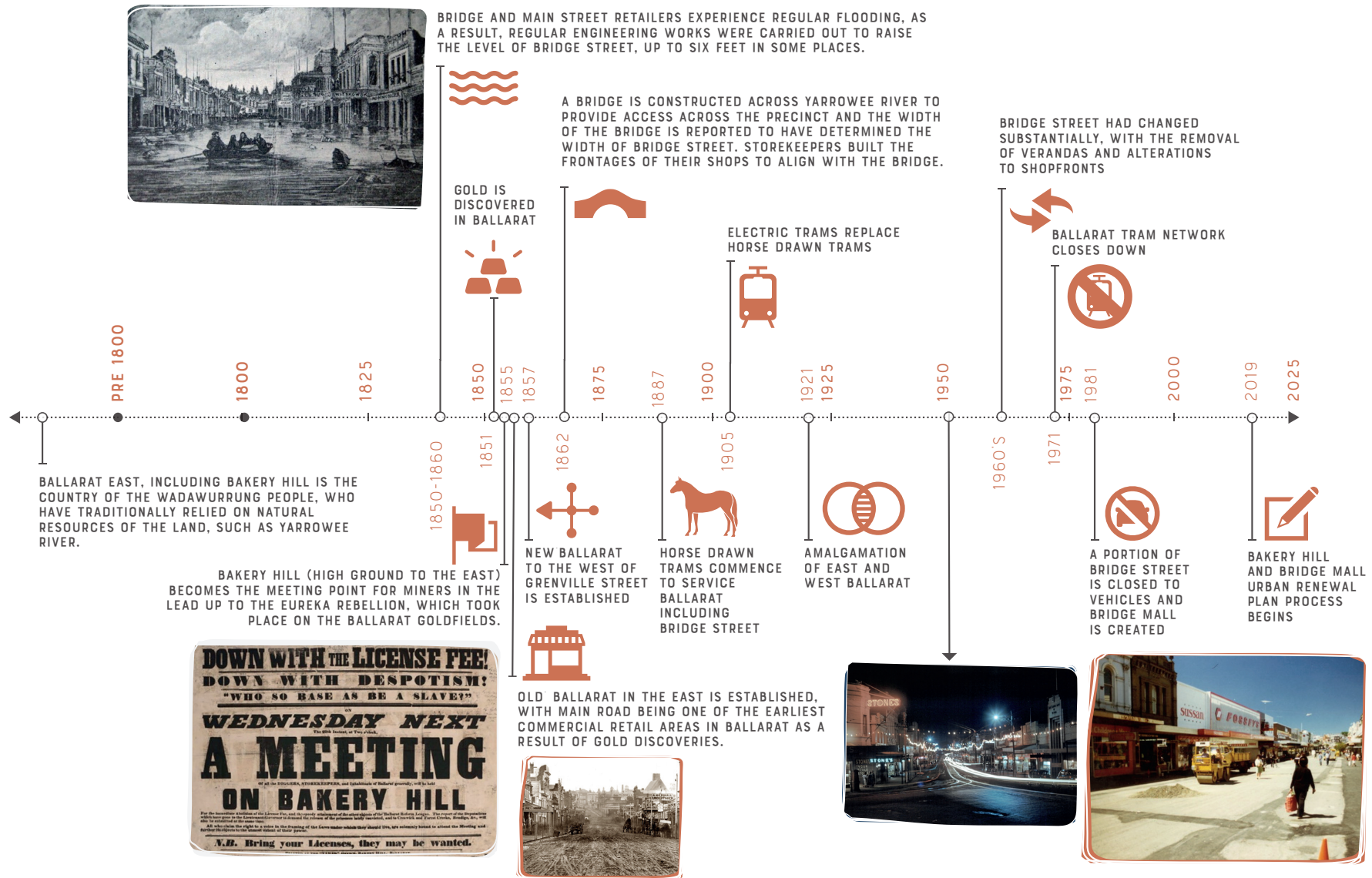
Now is the time to reflect on interventions that have been made in the past, define the features and stories of the Precinct that we value, and explore options for initiatives that can breathe life back into this once vibrant Precinct.

FURTHER READING

BACKGROUND PAPER 2:
REDISCOVERING THE BAKERY HILL
LEGACY

LOOKING EAST UP BRIDGE STREET 1860 (SOURCE: MAX HARRIS
PHOTOGRAPHY COLLECTION, BALLARAT MECHANICS' INSTITUTE)

Figure 3: Timeline of Bakery Hill's evolution



EVOLUTION OF BAKERY HILL

PART 2

Changes From Pre 1860s to 2019

The changes that have so far been identified suggest a pattern of change typical of many Victorian towns and suburbs, but distinguished by very early and rapid growth in association with the Gold Rush and then property boom.

From the pre 1860s:

Bakery Hill quickly became urbanised, developing greater complexity as new streets, blocks, properties, buildings and land uses established.

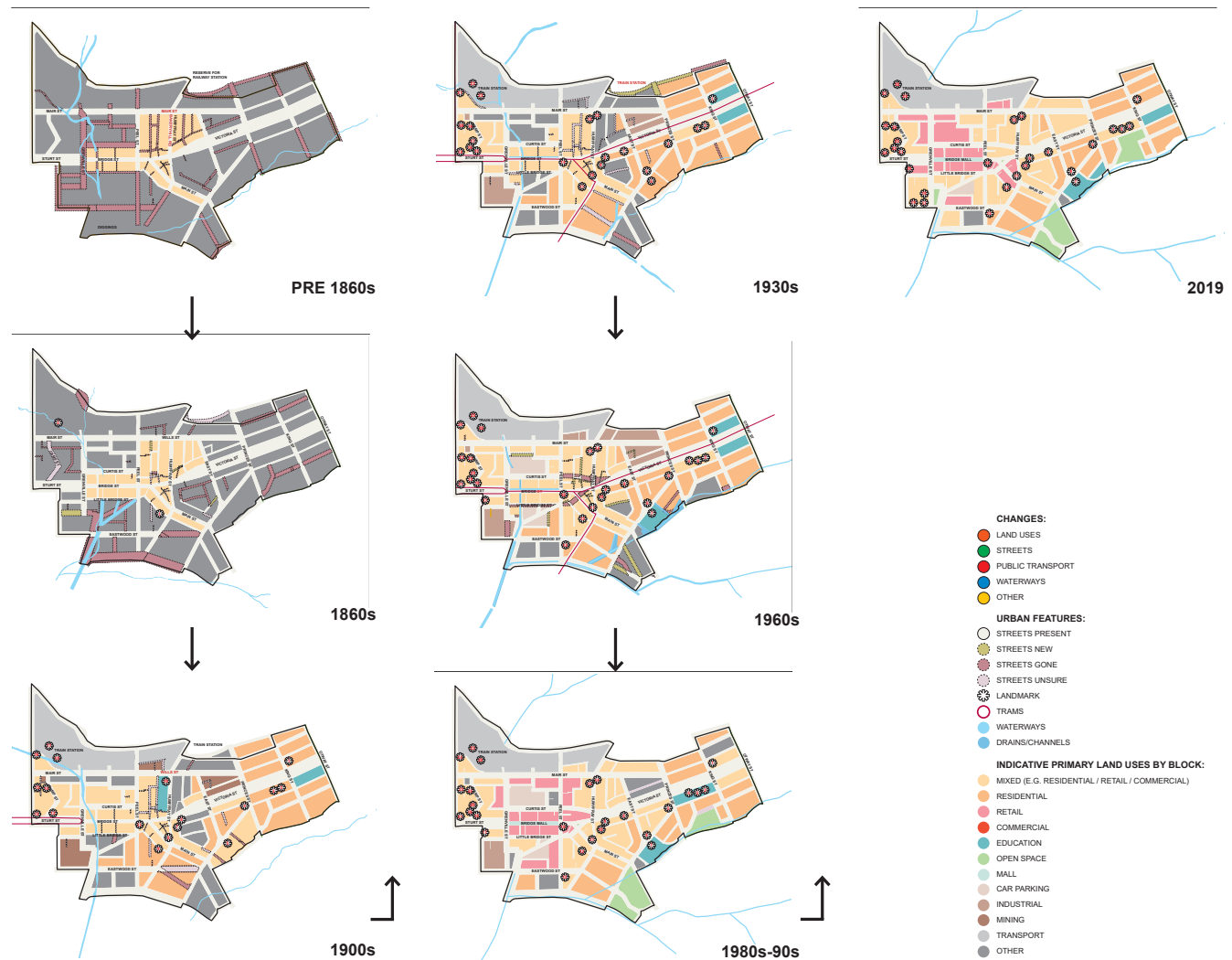
Bridge St, Main St and Humfray St emerged as the centre of the new township. Bridge St essentially remained unchanged in its functions and form until it was transformed into a retail mall in 1981.

Residences, shops, hotels/pubs, schools, and services established around the centre, spreading eastward and southwards with time.

From the 1960s, a different pattern in urban change started to occur, which prioritised the car and a more organised sub-urban rather than complex urban place. Properties were lost to road widening schemes, car parking appeared as a primary land use, and site consolidation removed fine-grained residential blocks to make way for big box retail and their car parks.

The tram network, which functioned as a fixed 'anchor' for investment, people and activities for decades, was decommissioned in 1972. It is thought that many locals continued to walk and ride bikes to access their daily needs, as car ownership was beyond typical household budgets. As Bakery Hill developed more district-scaled big box retail, it became more outwardly focused as a district destination to be accessed by car.

By the 1980s, Bridge Mall was closed to traffic and converted to an outdoor shopping centre, applying an urban design model used by other cities to address increasing traffic and competition from suburban shopping centres.



Note: This study area varies from that applied by other consultants and in other documents, in order to capture the Ballarat railway station, a part of the CBD for context, and a section further east identified by CoB planning and design officers as needing research and guidance.

BAKERY HILL AT A GLANCE

Identifying what we know about the Precinct is an important first step to understand the challenges and opportunities for renewal.

Figures 4 and 5 provide a summary of the spatial elements and measurable factors that are important considerations for the renewal of Bakery Hill.

The Precinct is strategically located within proximity of the Ballarat Railway Station, a range of open spaces and culturally and historically significant waterways, which have been transformed over the years to respond to flooding and accommodate development.

Other key features include:

- ☆ the movement network and road infrastructure which currently service a range of transport modes;
- ☆ built form is a key structural element that contributes to the Precinct's fabric and character; and
- ☆ publicly owned sites provide opportunities for key projects that support the renewal of Bakery Hill.
- ☆ These elements present a range of challenges and opportunities which are explored in the following pages.

Figure 4: Existing Conditions Map

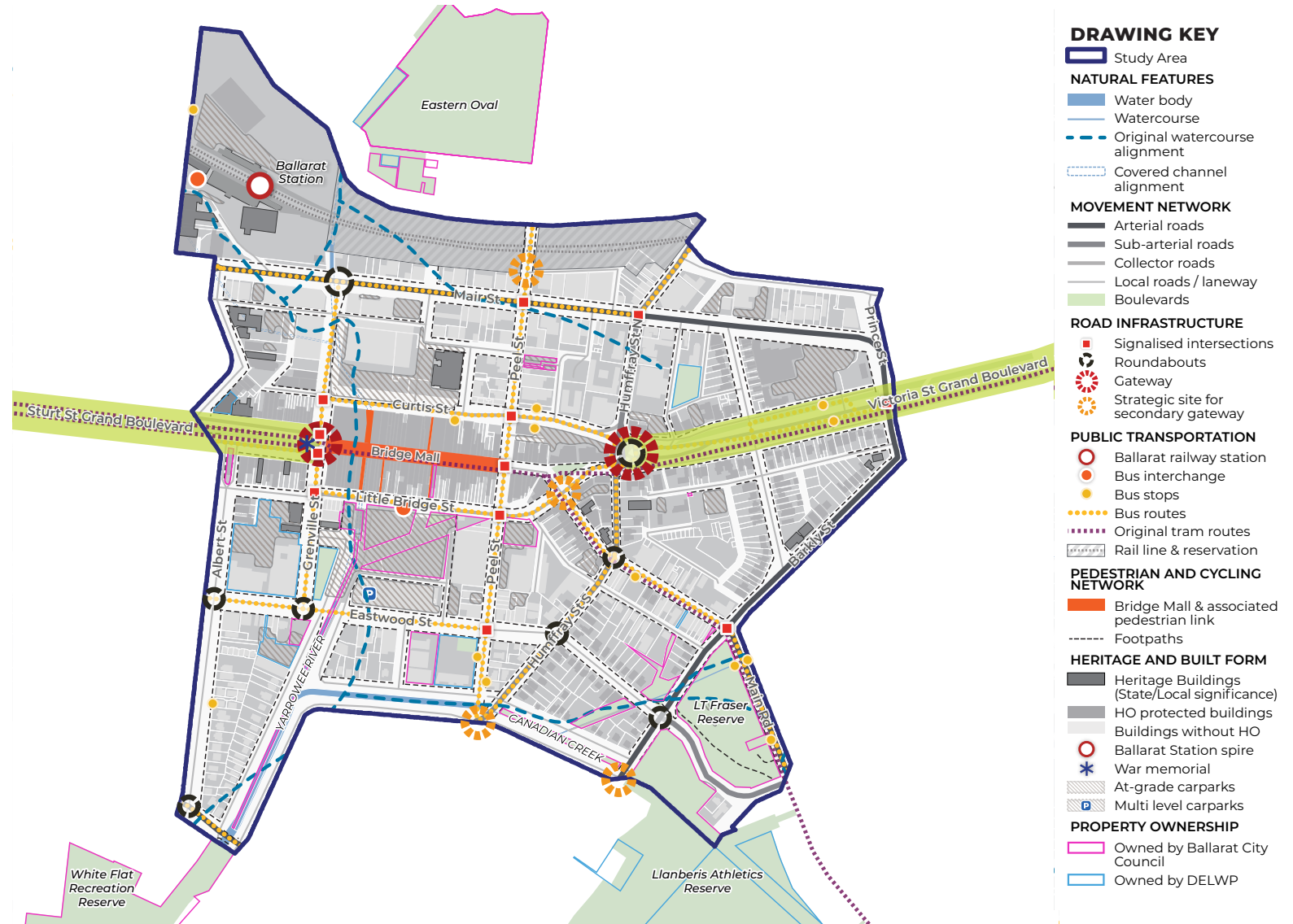


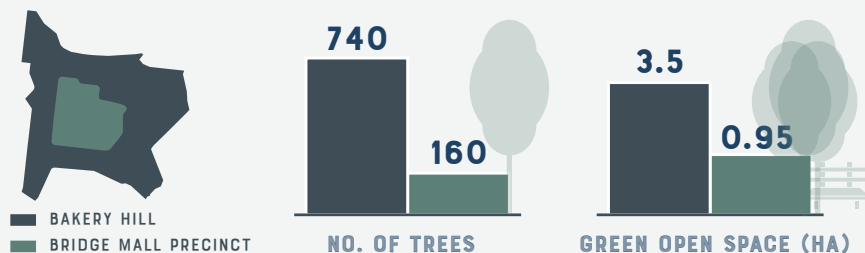
Figure 5: Summary Statistics

The statistics in Figure 5 are intended to assist in establishing benchmarks and measures of success by providing a summary of current measurable conditions.

Note: the Economic Background Report recommends further analysis be undertaken to include employment growth projections and floor space demand within the Bridge Mall Precinct.

NATURAL ASSETS

BAKERY HILL STUDY AREA

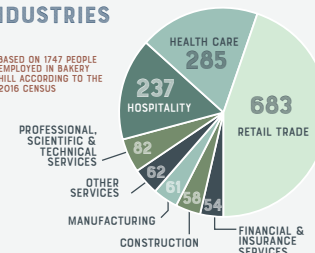


Bakery Hill and Bridge mall have the potential for increased tree cover and open spaces.

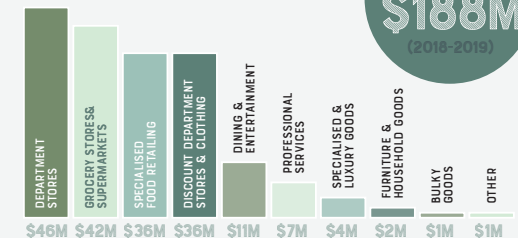
CURRENT ECONOMIC CONDITIONS

TOP EMPLOYING INDUSTRIES

* BASED ON 1747 PEOPLE EMPLOYED IN BAKERY HILL ACCORDING TO THE 2016 CENSUS



CONSUMER EXPENDITURE



TOTAL CONSUMER EXPENDITURE
\$188M
(2018-2019)

SOURCE: DATA REPUBLIC, AUSTRALIAN BUREAU OF STATISTICS

BRIDGE MALL STRIP PROFILE

119 RETAIL SITES
FLOOR AREA
~32,000M²

BRIDGE MALL PRECINCT

238 TOTAL RETAIL SITES

Bridge Mall's vacancy rates, almost tripled from 5.8% in January 2012 to 17.6% in January 2018. Generally, vacancy rates of less than 7% can still maintain a thriving economic Precinct according to studies undertaken by Knight Frank (2011).

HIGH VACANCY RATES



<7% TO MAINTAIN A THRIVING ECONOMIC PRECINCT

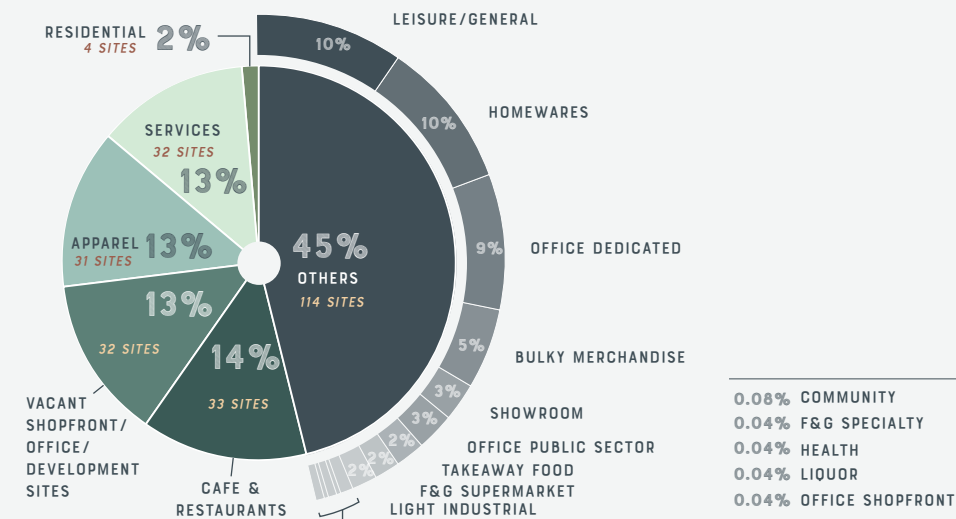
LIMITED RESIDENTIAL SUPPLY

(WITHIN BRIDGE MALL PRECINCT)



There are limited residential dwellings and types particularly within the Bridge Mall area.
There is potential to encourage a range of housing types, including affordable housing.

LAND USE WITHIN BRIDGE MALL PRECINCT



SOURCE: ESSENTIAL ECONOMICS 2019

INFORMATION AND DATA IS CORRECT AS OF SEPTEMBER 2019

CURRENT CHALLENGES AND POTENTIAL FOR RENEWAL

During the information gathering phase, key sources of information and analysis were utilised including:

ENQUIRY BY DESIGN
WORKSHOPS (EBD)

MAPPING OF ALL
AVAILABLE
INFORMATION

INTERNATIONAL AND
LOCAL RESEARCH

CONSULTATION
FINDINGS

SITE VISITS

The technical analysis findings (see background reports and book of plans) and the consultation findings were combined to refine three key challenges and potential for renewal.



CONSULTATION KEY THEMES

A STRONG APPETITE FOR CHANGE WITHIN THE PRECINCT

There is a strong desire for change and improvement within the Precinct including the need for more eating and dining areas to encourage foot traffic and to create a night time economy, which in turn will create increased levels of safety throughout the Precinct. Furthermore, public and active transport options need to be addressed within the Precinct to provide opportunity for higher density residential development within the Precinct.

A STRONGER CONNECTION AND CELEBRATION TO THE PRECINCT'S HISTORY AND STORY

Re-establishing a relationship with the Yarrowee River and linking this to Ballarat's Indigenous heritage along with the restoration and maintenance of Ballarat's celebrated historical buildings and architecture within the Precinct.

THE BRIDGE MALL NEEDS TO BE RETURNED TO ITS ROLE AS A KEY DESTINATION WITHIN BALLARAT'S CBD

A more diverse retail mix is needed to offer a point of difference to enclosed shopping centres (Stockland, Central Square) and surrounding big box retailers. This would allow opportunity for more independent shops for Ballarat's creative community. The Precinct also presents an opportunity to facilitate inclusive public open space and greening.

FACILITATING MOVEMENT WITHIN THE BRIDGE MALL ITSELF

The potential of opening the Bridge Mall to slow moving one or two-way car traffic, creating passive surveillance and incidental exposure to Bridge Mall's shops.

TECHNICAL ANALYSIS FINDINGS SUMMARY

- Movement network is disconnected and conflicting;
- Changes in the retail sector are affecting the retail mix and vacancy rates;
- Large format land uses have interrupted the fine grain land use and movement network;
- The gateways are under developed;
- The heritage buildings and places offer a significant point of difference;
- There is a lack of housing in the Precinct;
- There is a lack of well-located high-quality open space in the Precinct; and
- The Mall has a lack of exposure to visitors and passing trade.

CURRENT CHALLENGES AND POTENTIAL FOR RENEWAL

THE ROLE OF BAKERY HILL
AS A GATEWAY TO BALLARAT
AND DESTINATION WITHIN
THE CBD HAS BEEN LOST

DEVELOPMENT HAS
INTERRUPTED THE
STRUCTURE AND CHARACTER
OF THE PRECINCT

CHARACTER, HERITAGE AND
THE PUBLIC REALM IS VALUED
BUT NOT CELEBRATED

THE ROLE OF BAKERY HILL AS A DESTINATION WITHIN THE CBD NEEDS TO BE REDEFINED

Strengthen the economic role of the Precinct – as a hub for retail and commercial employment, and as the gateway to the central business district.

The Precinct now lacks diversity and vibrancy - retail shops dominate, there are a large number of vacant shops, upper levels of buildings are under utilised, large car parks have interrupted the appearance and functionality of spaces, and there is a lack of activity and energy, particularly at night.

Changes in the retail sector, such as how people shop, means that Bridge Mall has been presented with challenges including the need to compete with suburban shopping centres and online shopping. As a pedestrian mall, Bridge Mall is not well served by passing trade, and can feel 'out of the way' to visitors and tourists - it is no longer perceived as a destination or as a gateway to Ballarat.

While some people live in the Precinct, the type of housing does not best leverage the opportunities available - access to public transport, proximity to the CBD and availability of heritage character. Above ground floor level, many shops have unrealised potential - they are attractive, central and rich with heritage character. However, these spaces have been neglected for a range of reasons, including fire and access restrictions.

In order to adapt, there is potential to refocus the Precinct to attract other land uses – new creative industries and more traditional industries associated with the Gold Rush era as well as residential development. There is also potential to redevelop key sites, particularly on Council owned land, to catalyse change and reinstate Bakery Hill's role as a thriving, vibrant destination and historic gateway to Ballarat.

Figure 6 shows the physical elements that should be considered in response to this challenge.

"BRIDGE MALL HAS LOST ITS FOCUS. THERE ARE TOO MANY VACANT SHOPS, AND IT CAN FEEL **EMPTY** AND **UNSAFE**."

"TRADERS AND LANDHOLDERS ARE ENTHUSIASTIC ABOUT **FACILITATING CHANGE** - THEY WANT TO PLAY AN ACTIVE ROLE IN RENEWAL."

"THE LARGE CARPARKS ARE CONVENIENT FOR ACCESSING SHOPS BY CAR, BUT THEY ARE NOT ATTRACTIVE ENVIRONMENTS FOR PEDESTRIANS AND CYCLISTS, AND AT NIGHT THEY CAN FEEL **EMPTY** AND **UNSAFE**."

"THERE ARE OPPORTUNITIES TO USE THE RENEWAL PROCESS TO **SHOW LEADERSHIP** IN ENVIRONMENTAL SUSTAINABILITY."

HERITAGE
BUILDINGS FOR SALE WITHIN BAKERY HILL

PART **2**



Figure 6: Bakery Hill as a Gateway Destination



DRAWING KEY

- Historic gateways
- Bypass route around Bridge Mall
- Vacant shops/sites
- Council owned land

- Fine grain built form
- Large scale retail/built form
- At-grade carpark



WESTERN GATEWAY TO BRIDGE MALL FROM STURT STREET



A VACANT SHOP IN BRIDGE MALL



LARGE RETAILERS NORTH OF BRIDGE MALL



BLANK WALLS ALONG LITTLE BRIDGE STREET



COUNCIL-OWNED CAR PARKING ON LITTLE BRIDGE STREET

IMPROVE CONNECTIONS THROUGH THE PRECINCT

Improve connectivity and movement through the Precinct which will accommodate a diverse range of land uses.

The Precinct has been impacted by a number of historical structural changes - which includes creation of the Bridge Mall and introduction of large format retail uses, such as supermarkets and their associated car parks. These structural changes have changed the way people use the space, and how they move through it.

Direct vehicle links have been lost in favour of bypass routes, a pedestrian mall and one way vehicle movements (in Little Bridge Street and Curtis Street), limiting accessibility to the primary shopping district by car. Bridge Mall seems hidden – it lacks exposure to passing trade, and often visitors are unaware of it. Pedestrian and cycle linkages to the mall and other destinations are either unclear, indirect, missing and there is limited infrastructure (such as weather protection) to support walking and cycling as a transport option.

Access to public transport is challenging – the train station lacks prominence and visibility; bus stops are inconveniently located, and public transport modes are not well integrated with the pedestrian/cycle network.

As a central Precinct, there is opportunity to enhance the sense of connectedness – both in terms of physical connections by transport, but also social and business connections. Space for civic and community infrastructure will be important for the wellbeing of future residents and visitors, and enhanced technological infrastructure to attract businesses and visitors.

Figure 7 shows the physical elements that should be considered in response to this challenge.

"PEOPLE FIND IT **CONFUSING** AND **DIFFICULT** TO NAVIGATE AROUND THE BRIDGE MALL."

"BRIDGE MALL IS **HIDDEN** AND **DOESN'T** CONNECT WELL WITH TRANSPORT OPTIONS – PARTICULARLY **PEDESTRIAN** AND **CYCLE** NETWORKS."

"BUS STOPS ATTRACT **ANTI-SOCIAL** BEHAVIOUR, AND THERE IS A **LACK OF PROTECTION** FOR **PEDESTRIANS** AGAINST **WIND, RAIN** AND **HEAT**."



LANES AND WALKWAYS PROVIDE SOME DEGREE OF NORTH-SOUTH PEDESTRIAN ACCESS TO AND FROM BRIDGE MALL



LARGE CAR PARK SOUTH OF BRIDGE MALL TOWARDS YARROWEE RIVER

Figure 7: Bakery Hill's Structure



DRAWING KEY

- Bridge Mall
- Bypass route around Bridge Mall
- Large scale retail/built form
- At-grade carpark
- Blank walls & back of house presenting to the street
- One way roads
- Disconnected links
- Bus stop



ONE-WAY STREET ALONG CURTIS STREET



INTERSECTION AT PEEL STREET AND CURTIS STREET



CROSSING ON LITTLE BRIDGE STREET BETWEEN BRIDGE MALL AND THE COUNCIL-OWNED CAR PARK

ENHANCE THE PRECINCT'S CHARACTER, HERITAGE AND PUBLIC REALM

The character and quality of the built form within the Precinct is a key asset.

Buildings are generally of a comfortable human scale - mid-rise in height and fine-grain in width and depth. Heritage buildings and places tell the story of Bakery Hill and are important to the Precinct's identity.

Over time, however, the distinctive cohesiveness of the Precinct's architectural character have deteriorated. Building widths, depths and architectural styles have changed, larger format uses have been introduced, verandahs have been removed and inconsistent building materials and finishes have been used (particularly in Bridge Mall).

The indigenous and post-contact history of the Precinct, as well as the historical natural features, such as the path of the Yarrowee River (which previously passed through the Precinct), are not well understood or celebrated. The historical role of the Precinct is generally unknown to tourists, who bypass it on their way to other, more well-known destinations.

The Precinct lacks features, such as open spaces, street trees, weather protection, public furniture and art that encourage people to use and enjoy the public realm. What is there, including the streets and Mall, appear tired and run down. Recent renewal efforts have been made in isolated locations, including landscaping and façade improvements to shops – these are positive improvements that could be extended more broadly.

The Bridge Mall has been adopted as a de facto 'open space' (particularly around the small playground), however it is recognised that these spaces are not sufficient to properly support a thriving community. The deviation of the movement network around Bridge Mall has compromised the grandeur of Sturt Street and Victoria Street – landmark entry sites to the Precinct that should be celebrated.

Figure 8 shows the physical elements that should be considered in response to this challenge.

"THE **HERITAGE BUILDINGS** AND PLACES WITHIN THE PRECINCT ARE HIGHLY VALUED, HOWEVER, THE STORY OF BAKERY HILL'S ROLE IN THE EUREKA STOCKADE IS **NOT WELL KNOWN** OR REPRESENTED IN PUBLIC SPACES. HISTORICAL AND NATURAL FEATURES, SUCH AS THE YARROWEE RIVER HAVE BEEN LOST."

"TRADERS AND THE COMMUNITY **HIGHLY VALUE** FESTIVALS AND COMMUNITY EVENTS AS **WAYS OF ACTIVATING THE SPACE.**"

"THE **TREES** AND **SMALL PLAYGROUND** ARE IMPORTANT TO THE COMMUNITY, HOWEVER, THERE IS **NO ATTRACTIVE HEART** OR MEETING PLACE WITHIN THE PRECINCT."

"**LARGE CAR PARKS** HAVE INTERRUPTED THE **CHARACTER** AND **QUALITY** OF THE BUILT FORM, AND THE BRIDGE MALL APPEARS **TIERED** AND IS IN NEED OF MAINTENANCE."



TEMPORARY MARQUEES WITHIN BRIDGE MALL FOR USE DURING EVENTS



OPEN SPACE SOUTH OF BRIDGE MALL INTERFACING WITH CAR PARKING (VIEW FROM THE EAST)

Figure 8: Bakery Hill's Character, Heritage and Public Realm



BRIDGE MALL EVENT SPACE

BAKERY HILL: INTEGRATING THEMES

During the formulation of the vision, three key themes have emerged that have been used as a basis to give effect to the vision **Thriving**, **Connected** and **Distinctive**. They are themes that overlap and integrate, and as such, are called the Bakery Hill **Integrating Themes**.

Collectively, the integrating themes express the vision for what Bakery Hill will become.

A thriving economy, supporting an engaged and resilient community.

A community connected to people, place and local destinations.

A place with a distinctive identity and story to tell.

The integrating themes are used to frame objectives, initiatives and actions that will combine to achieve the Bakery Hill vision. The key projects identified in Part Four of The Plan demonstrate how the integrating themes are put into practice to contribute to the vision in an holistic way.





A **THRIVING** ECONOMY, SUPPORTING AN ENGAGED AND RESILIENT COMMUNITY



DIVERSE ECONOMY



ADAPTABLE AND RESILIENT



PLACE TO LIVE



COMMUNITY LED



A COMMUNITY **CONNECTED** TO PEOPLE, PLACE AND LOCAL DESTINATIONS



SIMPLIFIED STREETS



CONVENIENT ACCESS TO PUBLIC TRANSPORT



SAFE PATHWAYS



SERVICES AND INFRASTRUCTURE



A PLACE WITH A **DISTINCTIVE** IDENTITY AND STORY TO TELL



HERITAGE BUILDINGS & PLACES



GREEN STREETS & OPEN SPACES



GATEWAY TO BALLARAT



TOURIST DESTINATION

THRIVING TARGETS FOR 2050

- + HOST AN ADDITIONAL **600** NEW JOBS
- + ACCOMMODATE APPROX. **5,000** NEW RESIDENTS
- + MORE DIVERSE TENANCY MIX
- + A **DIVERSE** COMMUNITY
- + **5%** NEW DWELLINGS DELIVERED AS AFFORDABLE HOUSING
- + ZERO NET EMISSIONS
- + **100%** RENEWAL ENERGY

CONNECTED TARGETS FOR 2050

- + WALKABILITY SCORE OF **80%** FROM HOMES AND WORKPLACES
- + **20%** MODAL SHIFT FROM CARS TO PUBLIC TRANSPORT

DISTINCTIVE TARGETS FOR 2050

- + NEW BUILDINGS DEMONSTRATING **ARCHITECTURAL EXCELLENCE**
- + 1 HA OF **GREEN SPACE** ACROSS THE PRECINCT
- + LOCAL PARK WITHIN **400M** OF ALL HOUSES
- + **40%** CANOPY TREE COVER



A THRIVING ECONOMY, SUPPORTING AN ENGAGED AND RESILIENT COMMUNITY.

Bakery Hill will be a thriving mixed use hub- a key destination within Ballarat and a gateway to the Ballarat CBD. The Precinct will play an important role in Ballarat's economy and community life; it will be the centre of innovative and creative industries; an active and vibrant place during the day and night, and a sought after place to live for a diverse range of people.

Upgrades to and ultimately re-development of key sites will drive change and investment to create a great place to live, work and play, and to diversify the economy and add to the unique sense of place and community.

Bakery Hill will be an environmentally sustainable place and resilient community that limits the impact of climate change, and is adaptable to meet changing needs.

OBJECTIVES

- T1** Bakery Hill's renewal will be an ongoing **community led process**, that supports local leadership and private sector partnerships.
- T2** Bakery Hill will be reinvigorated with **diverse land uses**, including restaurants, creative industries, commercial uses and residential development.
- T3** Bakery Hill will be promoted as a **great place to live** for all people.
- T4** Bakery Hill will be positioned as a leader in **climate change adaptability and resilience**.

The sub-precincts identified in Figure 8 are derived from *Making Ballarat Central - The CBD Strategy* and modified to strengthen the core to become a mixed use Activity Hub that not only offers retail, but also residential, commercial and community uses.

PART 3



Figure 9: Urban Renewal Plan - Thriving

DRAWING KEY

- ★ Key redevelopment sites (Short-medium term)
- ★ Key redevelopment sites (Long term)
- Activity hub
- Local retail hub
- Residential hub
- Community hub
- CBD peripheral retail
- CBD retail
- Office
- Railway precinct

INITIATIVES

T1 Bakery Hill's renewal will be an ongoing **community led process**, that supports local leadership and partnerships.

T1.1 Undertake renewal projects in an open and collaborative way.

THE RENEWAL PROCESSES RECOGNISES

- ☆ Catalyst projects in the public realm are only one component of a broader revitalisation program
- ☆ Private development and investment will be critical to the ongoing vitality of the Precinct
- ☆ Community engagement, leadership and partnerships are essential to the successful delivery of all initiatives and actions in the Bakery Hill Urban Renewal Plan.
- ☆ The need to promote growth of businesses, including introducing co-working spaces.

T1.2 Use digital technologies to engage the community in the development process of the Precinct and its key projects.

T2 Bakery Hill will be re-invigorated with **diverse land uses**, including restaurants, creative industries, commercial uses and residential development.

T2.1 Prepare planning controls to give effect to this plan and consider the distinct role and purpose of each sub-precinct (refer to Figure 9) that will collectively contribute to a thriving community.

T2.2 Identify key redevelopment sites (refer to Figure 9) and collaboratively work with landholders, tenants and the broader community to determine short, medium and long-term outcomes which will contribute to a thriving and diverse community.

T2.3 Attract creative industries, including short-term/pop up style tenants, to locate within vacant shop fronts and in under utilised above-ground floorspace.

T2.4 Encourage a night-time economy by supporting use of tenancies (particularly within the Bakery Hill Activity Hub) for uses that generate activity outside of standard retail operating hours.

T2.5 Take a Place-Management approach to facilitating use and development that will positively contribute to the role and purpose of each sub-Precinct.

T3 Bakery Hill will be promoted as a **great place to live** for all people.

T3.1 Facilitate greater residential densities and diversity across the Precinct, including shop top housing, apartments, townhouses, student accommodation, hotel/serviced apartment accommodation and SOHO (Small Office/Home Office) development.

T3.2 Ensure there is housing to meet diverse needs – affordable housing, adaptable housing, and diverse tenure options.

T3.3 Design and facilitate buildings and spaces that can adapt to future technology and changes; and ensure that these places are safe at all times of the day for all people who visit the Precinct.

T4 Bakery Hill will be positioned as a leader in **climate change adaptability and resilience**.

T4.1 Demonstrate environmental sustainability leadership in all public and private investment – Bakery Hill to be a zero net emissions Precinct.

T4.2 Identify and support environmental champions in the community.

SETTING UP FOR SUCCESS

SHORT TERM

- ☆ Work collaboratively through early conversations with the private sector and create partnerships which will support a diverse and thriving community in the future.
- ☆ Develop partnerships with the private sector to support outcomes that will improve public realm amenity, safety, accessibility and design in the short-term.

MEDIUM TO LONG-TERM

- ☆ Redevelop the Yarrowee River corridor as new public open space area.
- ☆ Work in partnership with State Government, landowners, Coles and Woolworths to plan for a staged re-development of the car park site.
- ☆ Work in partnership with State Government, landowners and Big W to plan for a staged re-development of the car park site.
- ☆ Redevelop the Peel Street site, comprising an existing Council owned car park, as a residential demonstration project of affordable and medium density housing.



A THRIVING ECONOMY, SUPPORTING AN ENGAGED AND RESILIENT COMMUNITY.



A PLACE MANAGEMENT APPROACH WILL:

- ☆ Offer development facilitation and liaison services for investment and development proponents.
- ☆ Facilitate planning and other approvals required – ensuring a holistic Council response is provided in response to proposals.
- ☆ Provide assistance accessing Council, government and community services, advice and funding opportunities.
- ☆ Empower the community to lead activation initiatives.
- ☆ Engage and consult with the community on development and public works proposals.
- ☆ Co-ordinate ongoing learning and advice opportunities for businesses, landholders and traders.
- ☆ Identify opportunities for public/private partnerships that will contribute positively to the Precinct.





ARTIST'S IMPRESSION ONLY
BY GEOFFREY FALK



A COMMUNITY CONNECTED TO PEOPLE, PLACE AND LOCAL DESTINATIONS.

The community of Bakery Hill will be reconnected – the historical features of the movement network and Yarrowee River will be rediscovered; the street network will be simplified and beautified, and people will be able to get around easily and comfortably.

Spaces will be safe, inviting and connected; accessible by all users (pedestrian, cyclist, drivers, public transport users and mobility scooters) taking them to the places they want to go. The needs of an engaged and connected community will be met, with efficient and effective services, infrastructure and information.

OBJECTIVES

- C1** The urban structure will be **simplified** around Bridge Street, starting with the movement network.
- C2** Destinations within Bakery Hill and beyond will be connected by safe and attractive **pedestrian and cycle routes**.
- C3** **Public transport** will be a convenient and safe option for getting to and from Bakery Hill.
- C4** The Bakery Hill community will be engaged and connected to each other by **services, infrastructure and information**.



Figure 10: Urban Renewal Plan - Connected

DRAWING KEY

- ★ Key redevelopment sites (Short-medium term)
- ★ Key redevelopment sites (Long term)
- Bridge Street
- Investigate road functionality in the long term
- Formalised access way
- ... Pedestrian green link
- Off-road cycle path
- Upgrade cycle path
- ★ Pedestrian and cycle crossings
- B Bus stop
- 📶 Free Public Wifi

INITIATIVES



The urban structure will be **simplified** around Bridge Street, starting with the movement network.

- C1.1** Prepare a streetscape design upgrade for the Bridge Street Mall which provides opportunity for vehicle access.
- C1.2** Provide better physical and commercial linkages between Bridge Street and Main Road.
- C1.3** Take a strategic but staged approach to car parking across the Precinct.
- C1.4** Formalise internal car park accessways (refer to Figure 10) as legible, connected streets that are accessible to all users – pedestrians (including people with limited mobility) cyclists, and drivers.



Destinations within Bakery Hill and beyond will be connected by safe and attractive **pedestrian and cycle routes**.

- C2.1** Deliver an integrated network of dedicated bicycle and pedestrian paths and/or lanes that are safe and direct (refer to Figure 10).
- C2.2** Ensure safe pedestrian and cycle crossings are provided at key intersections and crossing points.
- C2.3** Deliver stronger pedestrian and cycle connections to Sovereign Hill.

PRIORITY LINKS

- ☆ Grenville Street – to access Ballarat Railway Station
- ☆ Yarrowee River and Canadian Creek off-road links
- ☆ Humffray Street
- ☆ Peel Street



Public transport will be a convenient and safe option for getting to and from Bakery Hill.

- C3.1** Improve connectivity and perceptions of accessibility between the Ballarat Railway Station and key destinations within Bakery Hill.
- C3.2** Upgrade and redesign, or potentially relocate the Bus stop in Little Bridge Street to ensure it is convenient and safe.
- C3.2** Improve public transport options for people to access and move through the Precinct.



The Bakery Hill community will be engaged and connected to each other by **services and infrastructure and information**.

- C4.1** Provide community services and infrastructure that will meet the needs of a future community.
- C4.2** Provide internet connectivity services that will enhance the attractiveness of Bakery Hill for doing business, and for people to be engaged.
- C4.3** Establish a 'Precinct Dashboard' to provide useful insight to the development of the Bakery Hill Precinct.
- C4.4** Improve and make use of digital infrastructure to gather real time information and share data.
- C4.5** Create high quality way-finding to, through and within the Precinct.
- C4.6** Use smart infrastructure to provide easy and accessible information for residents and visitors to move easily around the Precinct.

The identity of Bakery Hill will be informed by the rich history of the area; the stories the Wadawurrung people and of the gold-rush era, but will also look forward to its future.

Public places will be inviting, comfortable and safe; streetscapes will be attractive and green places to gather; heritage buildings and landmarks will be updated; and new development will be responsive to history and contemporary needs.

Bakery Hill will be revived as an essential destination on Ballarat's tourist route, where visitors can experience and enjoy a diversity of offerings that showcase and celebrate the history of Ballarat.

OBJECTIVES

- D1** The story of Bakery Hill and its **distinct identity** will be told through the historic and contemporary built form and public realm.
- D2** The heart of Bakery Hill will be its **linked green spaces** – its comfortable tree-lined streets, its inviting parks and its identifiable landmark sites.
- D3** The rich **Aboriginal and post-contact heritage** of Bakery Hill will be celebrated as a key part of Bakery Hill's identity.
- D4** A new narrative for Bakery Hill will emphasise its role as a thriving **destination for locals and tourists** at the gateway to Ballarat Central and historic Ballarat East.



Figure 11: Urban Renewal Plan - Distinctive

DRAWING KEY

- ✳ Key redevelopment sites (Short-medium term)
- ✳ Key redevelopment sites (Long term)
- HO171 Heritage precincts
- ✳ Heritage buildings
- Streetscape upgrade
- Heritage facade
- Active edges
- ✳ Norwich Plaza & surrounds landmark entry site
- ✳ Victoria St landmark entry site

INITIATIVES

D1 The story of Bakery Hill and its ***distinct legacy*** will be told through the historic and contemporary built form and public realm.

- D1.1** Protect and enhance heritage places and buildings, encourage active reuse of existing buildings and encourage sensitive integration of new buildings with high quality architecture.
- D1.2** Facilitate high-quality public realm design which complements the existing heritage and story of Bakery Hill.
- D1.3** Use creative and sustainable lighting techniques to create a distinct sense of place, and provide a safe and comfortable environment at night.

D2 The heart of Bakery Hill will be its ***linked green spaces*** – its comfortable tree-lined streets, inviting parks and identifiable landmark sites.

- D2.1** Rediscover the path of the Yarrowee River in the form of a multi-purpose open space node, that links with other green spaces.
- D2.2** Upgrade the quality of key streets (refer to Figure 11) to provide a green, tree-lined feel that is attractive, enhances the comfort of pedestrians and cyclists, and reinforces the identity of Bakery Hill.
- D2.3** Enhance landmark sites (refer to Figure 11) as inviting entrances to Bakery Hill – each with its own role and story.
- D2.4** Take a Place-management approach to facilitating use and development that will positively contribute to the role and purpose of each sub-Precinct.

D3 The rich ***Aboriginal and post-contact heritage*** of Bakery Hill will be celebrated as a key part of Bakery Hill's identity

- D3.1** Recognise the area and the Yarrowee River's important role in Wadawurrung people's culture and storytelling.
- D3.2** Facilitate high-quality architecture and public realm design, that complements the existing heritage and story of Bakery Hill.

D4 A new narrative for Bakery Hill will emphasise its role as a thriving ***destination for locals and tourists*** at the gateway to Ballarat Central.

- D4.1** Develop a new brand identity for Bakery Hill building on its story – capturing the old (heritage) and the new (a thriving community). The brand identity will be used as a common thread through all marketing, communications and physical streetscape works (e.g. public furniture, signage, wayfinding etc).
- D4.2** Establish Bridge Street and the future Yarrowee Park in Bakery Hill as key locations for events, festivals, art installations and street performances within Ballarat.
- D4.3** Establish Bridge Street and the future Yarrowee Park in Bakery Hill as key locations for events, which will increase tourism and visitation to Ballarat.

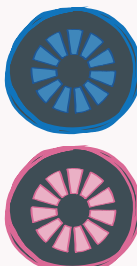
LANDMARK ENTRY

NORWICH PLAZA AND SURROUNDS LANDMARK SITE

- ☆ An entry node identifying a transition from the Ballarat CBD to the Bakery Hill Precinct.

VICTORIA STREET LANDMARK SITE

- ☆ Victoria Street Landmark Site – a civic space celebrating Ballarat's Gold Rush history.



What are the 10 key urban renewal projects, how were they selected and How do they relate to one another?

The 10 key urban renewal projects comprise a combination of overarching initiatives or programs and other specific physical urban renewal projects. The projects have been chosen as a result of their potential to catalyse change through greater activation of the Precinct.

- ☆ Economic and Business Support;
- ☆ Clever City Opportunities; and
- ☆ One Planet Living.

The specific physical urban renewal projects include:

- ☆ Bridge Mall Opening;
- ☆ Yarrowee River Parkland and Little Bridge Street Car Park Redevelopment;
- ☆ Victoria Street Landmark Entry;
- ☆ Grenville Street/ Sturt Street Intersection;
- ☆ Big W and Dan Murphys Redevelopment Site; and
- ☆ Peel Street Redevelopment Site.

The overarching initiatives or programs were selected to ensure that:

- ☆ Businesses within the precinct are supported throughout the renewal process;
- ☆ Opportunities are explored to embed digital infrastructure within the Precinct; and
- ☆ A sustainable approach to development is adopted throughout the Precinct.

The physical projects were identified to complement the overarching initiatives and in response to the key challenges and the vision for Bakery Hill as a combination of public sector works and private urban renewal sites that have the capacity to:

- ☆ Generate renewed interest and vitality within the Precinct;
- ☆ Simplify the movement network;
- ☆ Increase the amount and quality of open space;
- ☆ Promote redevelopment of heritage buildings for alternative uses;
- ☆ Improve the overall attractiveness of walking and cycling; Peel Street redevelopment site.
- ☆ Increase the delivery of new housing and mixed-use development outcomes; and
- ☆ Improve the quality and character of streets and other public places.

It is important to note that not all of the projects will be implemented immediately. Where some of the projects, such as opening of the Bridge Mall have been identified as catalyst projects that can be implemented by Council, other projects will require identification of alternative funding sources (such as the Coles car park redevelopment) and other sites will require private sector funding and delivery.

Where private sites (such as Big W and Dan Murphys and the Peel Street site) have been identified, the urban renewal plan does not anticipate short to medium term redevelopment but rather long-term redevelopment if the current uses become no longer viable.



LONG TERM BIG W REDEVELOPMENT SITE

- 1 STRENGTHEN CONNECTION TO BALLARAT STATION;
- 2 DIVERSE BOULEVARD STREETSCAPES;
- 3 PROVIDE RESIDENTIAL LIVING;
- 4 ENCOURAGE NEW COMMERCIAL SPACES FOR EMPLOYMENT; AND
- 5 PROTECT AND ENHANCE THE HERITAGE RANGER BARRACKS.

SHORT-TERM GRENVILLE /STURT STREET INTERSECTION

- 1 IMPROVE THE GRENVILLE ST INTERSECTION FOR BETTER PEDESTRIAN AND CYCLE CONNECTION;
- 2 CONNECT STURT ST SEAMLESSLY INTO BRIDGE MALL;
- 3 NEW ACTIVE LANDMARK BUILDINGS;
- 4 INNOVATIVELY INTERPRET STORY OF PLACE; AND
- 5 ENHANCE EXISTING CHARACTER.

SHORT TO LONG-TERM YARROWEE RIVER PARKLAND • LITTLE BRIDGE STREET CARPARK REDEVELOPMENT

- 1 NEW OPEN SPACE, PUBLIC PARK AND PLAYGROUND;
- 2 ENHANCED BICYCLE PATH CONNECTIONS;
- 3 PROVIDE RESIDENTIAL LIVING;
- 4 REPRESENT AND INTERPRET THE ORIGINAL ALIGNMENT OF THE YARROWEE RIVER; AND
- 5 INCREASE TREE CANOPY COVER.

LONG-TERM VICTORIA STREET LANDMARK ENTRY

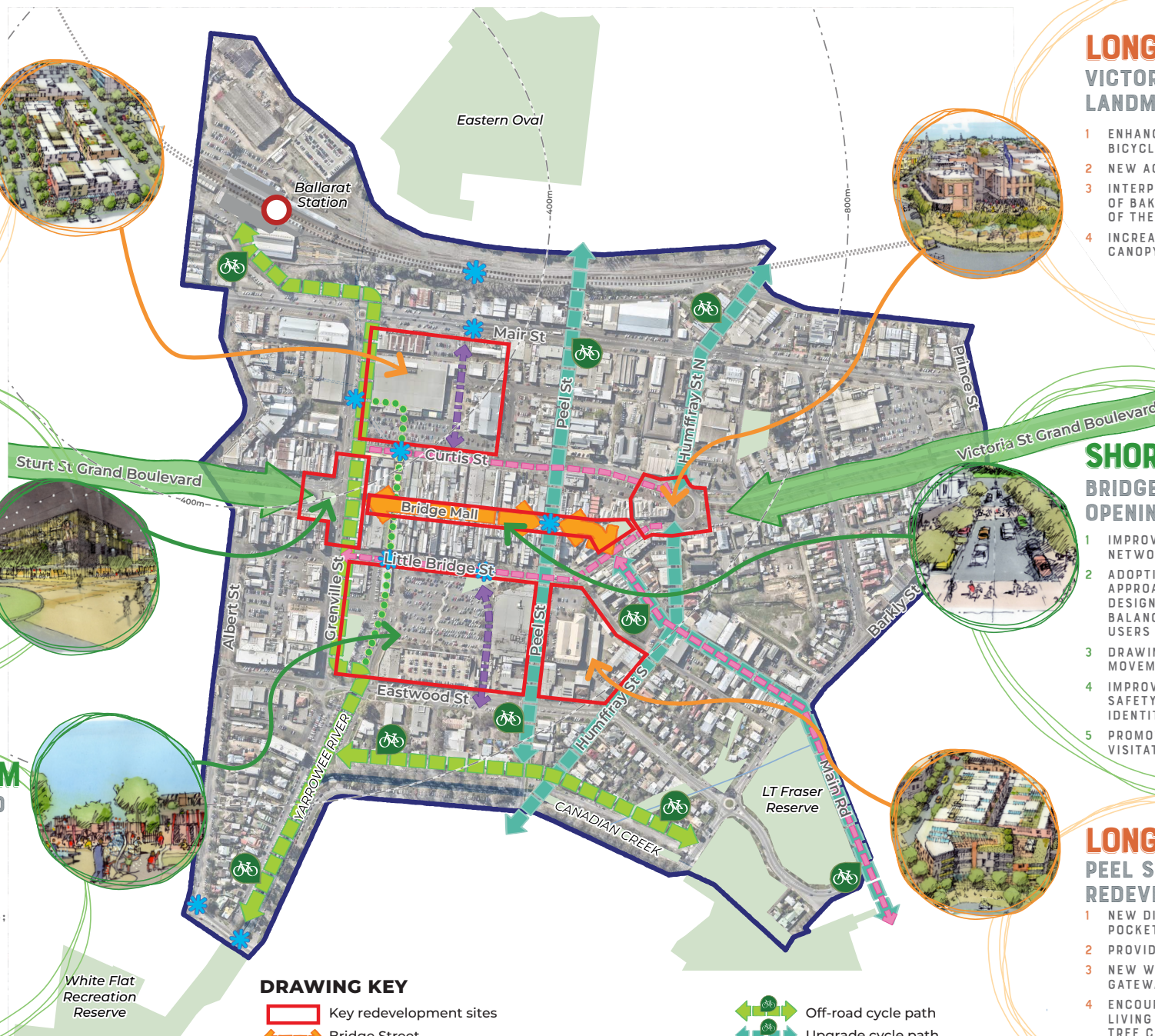
- 1 ENHANCE PEDESTRIAN AND BICYCLE CONNECTIONS;
- 2 NEW ACTIVATED OPEN SPACE;
- 3 INTERPRET THE HISTORY OF BAKERY HILL AS PART OF THE GATEWAY; AND
- 4 INCREASE TREE CANOPY COVER.

SHORT-TERM BRIDGE MALL OPENING

- 1 IMPROVE THE MOVEMENT NETWORK;
- 2 ADOPTING AN INCLUSIONARY APPROACH TOWARD DESIGN OF THE STREET TO BALANCE THE NEEDS OF ALL USERS OF THE SPACE;
- 3 DRAWING ACTIVITY AND MOVEMENT INTO THE STREET;
- 4 IMPROVING THE AMENITY, SAFETY, SENSE OF PLACE AND IDENTITY IN THE STREET; AND
- 5 PROMOTING AWARENESS AND VISITATION TO THE STREET.

LONG-TERM PEEL STREET REDEVELOPMENT

- 1 NEW DIVERSE URBAN POCKET PARKS;
- 2 PROVIDE RESIDENTIAL LIVING;
- 3 NEW WESTERN ENTRY GATEWAY BUILDING; AND
- 4 ENCOURAGE SUSTAINABLE LIVING AND PLANT NEW TREE CANOPY COVER.



DRAWING KEY

- Key redevelopment sites
- Bridge Street
- Investigate road functionality in the long term
- Formalised access way
- Pedestrian green link

- Off-road cycle path
- Upgrade cycle path
- Pedestrian and cycle crossings
- Free Public Wifi

Figure 12: Bakery Hill Urban Renewal Plan

ECONOMIC AND BUSINESS SUPPORT

WHAT IS THE PROJECT AND WHY IS IT IMPORTANT?

This project involves proactively supporting business and economic activity across the Precinct through promoting the ongoing programming of events and festivals, facilitating a vibrant night time economy, and encouraging a variety of uses that will better support and attract new businesses to the area.

Retailers globally are currently facing issues around changes to consumer preferences and behaviour, digital replacement and the rise of online shopping. From an urban economics perspective, the project outcomes are centred around unlocking the development potential of the Precinct, identifying under-utilised sites which can better contribute to the functionality and vibrancy of the Precinct by incentivising private sector investment, identifying and prioritising ways to stimulate economic urban renewal within the Precinct, and to create a place which will attract more people to work, live and shop within the Ballarat CBD.



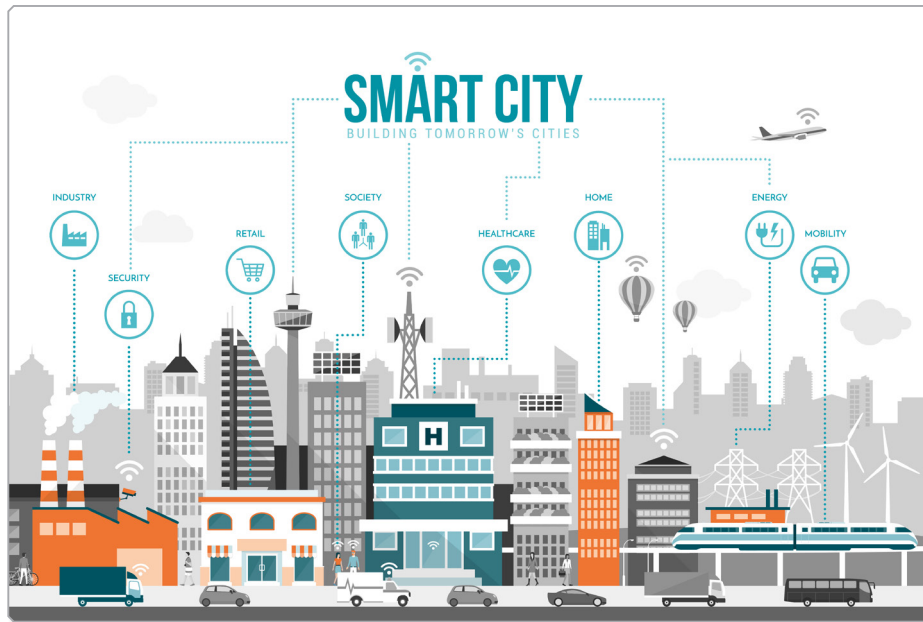
There are many ways in which commercial activity and business support can be enhanced within the Precinct, and acknowledges that a coordinated approach between government and the private sector is necessary to achieve an ultimate vision. Actions include:

- 1. Delivering activities and experiences** which are unique and distinct from the larger national retailers located in the CBD and surrounding shopping centres such as Stockland's Wendouree. The Bridge Mall needs a unique and distinctive identity.
- 2. Proactively attract 'anchors' and 'attractors'** which could focus on supporting unique players, businesses or enterprises and uses that will catalyse transformation of the Precinct. This could include expanding the already successful local artisan/ trade-based enterprises and expanding the hospitality offer, including hawker food market concepts.
- 3. Encourage stronger partnerships and links with Sovereign Hill** and strengthen the physical and retail links between the Precinct and Sovereign Hill. Physical links could include a dedicated and safe pedestrian/cycle path between the Ballarat Railway Station, passing through the Precinct's retail core, heading towards Sovereign Hill. Retail links could include encouraging the retail presence of makers and artisans, who might have a similar link to trades from the past. Investigate opportunity to provide a tram connection to Sovereign Hill.
- 4. Create a vibrant mixed-use precinct** by encouraging opportunities to deliver different forms of residential housing or accommodation in the Precinct, including student housing, hotels/short-term accommodation or affordable housing.
- 5. Attract arts, culture, entertainment or educational uses** which will stimulate urban activity and create a sense of a destination where people want to live, work or visit – enhancing the Precinct's point of difference and unique offering.
- 6. Improve the amenity of the area** through design-led streetscape upgrades to gain commercial confidence and provide a comfortable and attractive public realm within the area.

CLEVER CITY OPPORTUNITIES

This project involves the strategic and timely implementation of technology-based solutions that are innovative and foster opportunities for collaboration and partnerships.

Clever City is about sharing knowledge and connecting the community through technology. The City of Ballarat defines a Clever City as one that leverages wireless networks, sensors, real time information, online services, mobile applications, big data collection and analysis, innovation programs, citizen-centric design and digital connectivity to create a community that is liveable, prosperous, sustainable, transparent and accountable (Commerce Ballarat, 2019).



DIGITAL INFRASTRUCTURE

Household access to internet

In the 2016 census, 76.8% of households in Ballarat, and 80.4% of households in the Ballarat Central – Bakery Hill – Lake Wendouree (South) – Newington areas had access to an Internet connection, compared to the Victorian average of 79.6% and Australian average of 78.8% (ProfileID - Ballarat, n.d.). Increasingly households rely on and are required to have connection to the internet to access local services and entertainment amongst other items.

With an aim of an extra 5000 residents in the Bakery Hill Precinct- each will require connection to the internet.

Business access to internet

Businesses can now take advantage of emerging digital technologies and trends through high bandwidth communications such as data analytics, artificial intelligence and smart retail. Currently NBN Fibre to the Premises (FTTP) is available within the Bakery Hill and Bridge Mall Precinct.

Strong access to communications networks can also attract business and entrepreneurs to the Precinct. Examples of Local Government providing leadership in the access of business grade service include the City of Adelaide with its 'Ten Gigabit Adelaide' – providing business within the City of Adelaide access to 10gbps fibre optic connection (Ten Gig Adelaide, n.d.).

Public access to internet

Free Public WiFi is currently offered by the Victorian Government within the Bridge Mall Precinct (Victoria's free public wi-fi network, n.d.). This pilot will run until April 2022. Public WiFi not only allows internet access to visitors, but also to disadvantaged residents, bridging the digital divide within the broader region.

Other opportunities exist in the attraction of University students into the Bakery Hill and Bridge Mall Precinct by partnering with Federation University to deploy EduRoam WiFi connectivity through the Precinct.

CLEVER CITY OPPORTUNITIES

DIGITAL INFRASTRUCTURE

Smart Infrastructure

Opportunities exist to ensure that digital infrastructure is integrated across the Precinct.

Smart lighting provides the opportunity to improve the safety of our public areas. Smart lighting can identify movement, and light to the necessary levels to provide safer access to users of the Precinct during periods of less light. Lighting also has the opportunity to hold other digital infrastructure such as WiFi and sensors, enabling this technology to be applied thoughtfully within a heritage precinct.

Data & Measurements

Collection of data throughout the Precinct can help to inform further planning, development, housing and traffic management decisions.

A Precinct dashboard can relay live data back to residents, businesses and visitors, displaying the 'health' of the Precinct. This data can be made freely available under open licence for use, for example, cafes would have access to data informing them of the times they are most likely to have foot traffic.

Digital Engagement

Opportunities exist to integrate digital technology into the Precinct, particularly through Tourism, History, Wayfinding and through the clever use of Design.

Relevant Initiatives and Actions

T1.2

C4.3

D3.4

C4.4

SMART INFRASTRUCTURE OPPORTUNITIES



- ☆ Align with any actions emerging from the upcoming Central Highlands Regional Partnership Digital Plan
- ☆ Access to fixed and mobile communication networks for households, such as NBN and 4G/5G;
- ☆ Provide access to business grade fixed and/or wireless communications (100+mbps);
- ☆ The opportunity for access to EduRoam WiFi network, attracting University students to the Precinct who will be able to connect autonomously to their student network;
- ☆ Provide Free Public WiFi at any Council owned or operated facility within the Bakery Hill Precinct;
- ☆ Advocate Bakery Hill as an earlier adopter of 5G technology;
- ☆ Use smart digital infrastructure to monitor usage within the Precinct, such as cycling activity, pedestrian movement, waste generation and collection, using low powered community accessible networks.

DATA & MEASUREMENTS OPPORTUNITIES



- ☆ Bakery Hill and Bridge Mall live data dashboard;
- ☆ Collect new data, and open the data to inform strategic decisions in the Precinct;
- ☆ Data points could include:
 - Energy creation and usage;
 - Traffic & transport;
 - Active transport such as cycling and pedestrian movement;
 - Economic data points such as spend between different types of users of the Precinct;
 - Housing availability, planning and building permits issued;
 - Jobs and job breakdown;
 - Urban forest canopy, urban heat, temperature and sustainability factors.

DIGITAL ENGAGEMENT OPPORTUNITIES



- ☆ Use digital technology such as Augmented Reality for the interpretation of Heritage through the Precinct;
- ☆ Digital Wayfinding throughout the Precinct. Digital Wayfinding could also be used to interpret heritage, inform of current and upcoming events, and to be used as a promotional tool for the City;
- ☆ Explore potential of Smart Retail for the Bridge Mall. This could include a smart phone application for businesses to publish offerings to visitors of the Precinct;
- ☆ The use of smart parking, in alignment with Ballarat's Smarter Parking Plan;
- ☆ Encourage Co-working space in the Precinct, particularly for early stage Creatives, Startups and Entrepreneurs, to ensure the Precinct is accessible and attractive for those working in the gig and sharing economies.

ONE PLANET LIVING

As a future thriving, connected and distinctive mixed-use community, this project seeks to integrate sustainability through the use of the One Planet Living principles.

The One Planet Living Framework sets a vision which makes it easier to live happily and more sustainably through:

- ☆ Putting people first – its grounded in the reality of how people live their lives rather than box ticking
- ☆ Holistic – nothing drops through the gaps with application of the ten principles
- ☆ It's about true sustainability
- ☆ It's about change – the One Planet Living is used to inspire people across the world to get involved in sustainable change.

The objective is to use the One Planet framework to scope sustainability opportunities for this project. In addition, each of the key actions arising through this project will integrate the ten core principles (where applicable) which address the environmental, social and economic aspects of sustainability.

Based on a background analysis and an opportunity scan, the following preliminary opportunities have been identified:

Key opportunity 1: Yarrowee River – the biogeographic location of the precinct is dominated by the headwaters of the Yarrowee River. The Yarrowee trail continues to the north-east of the precinct and there is an opportunity to physically connect the River through the precinct. This connection can enable a physical connection to landscape and environment, and can increase urban public spaces as a way to create a healthier and more active community.

Key opportunity 2: Food culture and history – the Precinct has a long history of food. For many years the area has also been home to the Bridge Mall Farmers' Market, and the Yarrowee River would have been a magnet for Indigenous people to harvest food. Council has clear strategies and ambitions to provide community leadership around promoting food that is local, sustainable and is a leader in waste management. A focus on food culture can activate and drive community connectedness and participation, for improved health and happiness.

Key opportunity 3: Leading environmental planning standards – Redevelopment of the precinct provides an opportunity for Council to establish leading standards around the construction and design practices for all developments.

	Health and happiness	Encouraging active, social, meaningful lives to promote good health and wellbeing
	Equity and local economy	Creating safe, equitable places to live and work which support local prosperity and international fair trade
	Culture and community	Nurturing local identity and heritage, empowering communities and promoting a culture of sustainable living
	Land and nature	Protecting and restoring land for the benefit of people and wildlife
	Sustainable water	Using water efficiently, protecting local water resources and reducing flooding and drought
	Local and sustainable food	Promoting sustainable humane farming and healthy diets high in local, seasonal organic food and vegetable protein
	Travel and transport	Reducing the need to travel, encouraging walking, cycling and low carbon transport
	Materials and products	Using materials from sustainable sources and promoting products which help people reduce consumption.
	Zero waste	Reducing consumption, re-using and recycling to achieve zero waste and zero pollution
	Zero carbon energy	Making buildings and manufacturing energy efficient and supplying all energy with renewables

SOURCE: ONE PLANET LIVING



BRIDGE MALL OPENING

This project involves opening the Bridge Mall to traffic and other users of the space to improve the movement network and restore its purpose as a key ‘main street’ destination within the Precinct and gateway to the City. Opening the mall is a very important project as a way to increase movement through the Precinct. It will however require upgrades to intersections at Grenville Street and Peel Street in the short-term, and Victoria Street in the longer-term.

The objective is to adopt a more inclusionary approach toward design of the new street so that it functions as a complete street where:

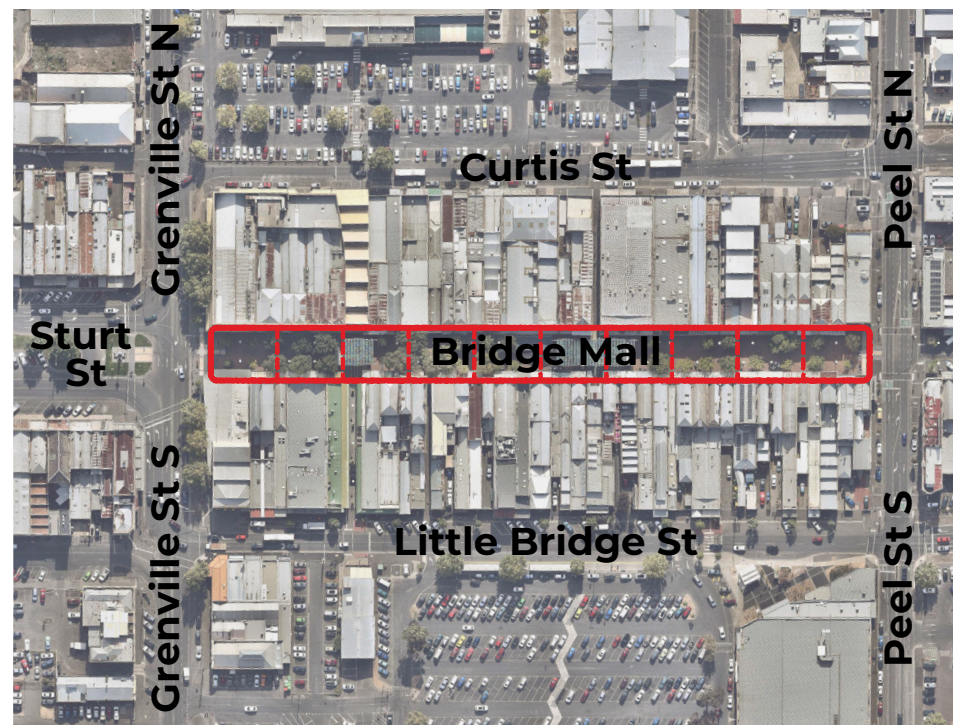
- ☆ There are more people moving through the area at all times of day;
- ☆ The needs of a range of users of the space are incorporated and balanced with one another;
- ☆ Retail and other uses will gain the benefit of exposure to movement;
- ☆ Pedestrian and cycle access is prioritised but shared with private vehicles in a very low speed environment where there are regular pedestrian crossings;
- ☆ Convenience based car parking is available;
- ☆ The design of the street is inviting and welcoming, promotes social interaction and embeds the story of Bakery Hill; and
- ☆ There is day and night time activity and surveillance.

Community and trader feedback in response to the draft plan has favoured implementation of a unique and distinctive street. There is a desire in this context to ensure that the street is inviting, balancing access objectives with amenity objectives. In terms of transport objectives, initial feedback supports one-way travel for private vehicles with possibly potential for two-way public transport such as a trackless tram.

Once a preferred concept is selected and detailed design is completed, it is expected that the mall would be opened between Peel Street and Grenville Street and thereafter between Peel Street and Little Bridge Street/Main Road. The design of a new street will be required to meet the vision and functional outcomes desired by the community and businesses. Staged opening of the street will enable the impact on traders, existing traffic signals and the balance of the movement network to be appropriately managed.



Relevant Initiatives and Actions				
D2.1	D4.2			
C1.1	C1.3	C2.1	C2.2	C3.2
T1.1	T2.1	T2.4	T3.2	



The objective in opening the Mall is to apply the integrated themes of Connected, Thriving and Distinctive by:

- ☆ Improve the movement network;
- ☆ Adopting an inclusionary approach toward design of the street to balance the needs of all users of the space;
- ☆ Drawing activity into and encouraging more movement through the street;
- ☆ Improving the amenity, safety, sense of place and identity in the street;
- ☆ Promoting awareness and visitation to the street;
- ☆ Increase activation at all times of the day and night; and
- ☆ Enhance weather protection to provide greater comfort for all users of the space.

The next step in the process will be to prepare a new streetscape design for the Bridge Mall. Any future design will be required to be informed by the design requirements.

The Bridge Mall is approximately 250m long between Grenville Street and Peel Street and has a consistent width of 20m. 20m is a common width of many 'main streets' that accommodate a range of elements including private and public transport, landscaping, pedestrian spaces and car parking.

Opening the Bridge Mall offers the opportunity to arrange these components in a variety of ways that best accommodate the needs of all users of the space.

Design Statement:

Create a distinctive identity that responds to the opportunities and constraints of the Precinct and reinforces the personality of Bakery Hill by reflecting a thriving, connected and distinctive community.

Key Design Requirements:

- 1. Pedestrians:** The final design outcome must prioritise the pedestrian experience. People should be able to move through the space feeling safe, confident and comfortable at any time of day. Vehicles may be present, but their influence should be limited.
- 2. Activation and Play:** Spaces must be flexible, adaptable, equitable and maximise opportunities for activation through play, outdoor dining, events and festivals.
- 3. Resilience:** Materials should be of high quality and finish selected to be adaptable, robust, sustainable in origin and resilient in a changing climate. This will include maximising green space and reclaiming some asphalted surfaces as green space.
- 4. Vibrant:** The spaces should be attractive, magnetic, stimulating and well connected to other destinations in Ballarat's tourist network.
- 5. Urban Forest:** The design outcome will maximise tree planting for shade, habitat and amenity within the space and within adjacent streets for a net gain within the precinct.
- 6. Local Heritage:** The design outcomes should reflect the heritage architecture and Aboriginal cultural heritage by utilising the Historic Urban Landscape (HUL) approach for site analysis, synthesis and design development.

YARROWEE RIVER PARKLAND + LITTLE BRIDGE STREET CAR PARK REDEVELOPMENT

This project involves redeveloping the existing car parking and access ways to create a parkland along the general alignment of the Yarrowee River between Eastwood Street and Little Bridge Street. Through private sector partnerships, the public realm will be upgraded and the car park redeveloped through a staged approach.

The parkland along the Yarrowee could accommodate:

- ☆ A substantial, accessible playground/ playspace;
- ☆ A large programmable space for festivals and community events;
- ☆ Space for a potential stage and viewing area;
- ☆ Safe and well-designed pedestrian and cycling connections between Eastwood Street and Little Bridge Street; and
- ☆ Redevelopment of some of the private land on the south-east corner of Grenville Street and Little Bridge Street incorporating retention of existing heritage buildings.

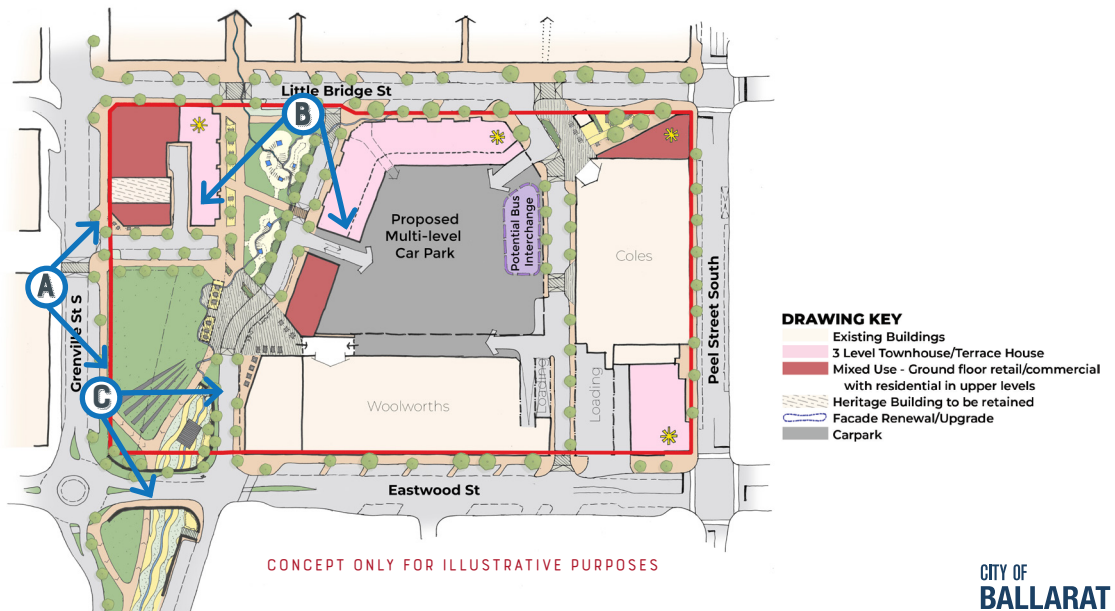
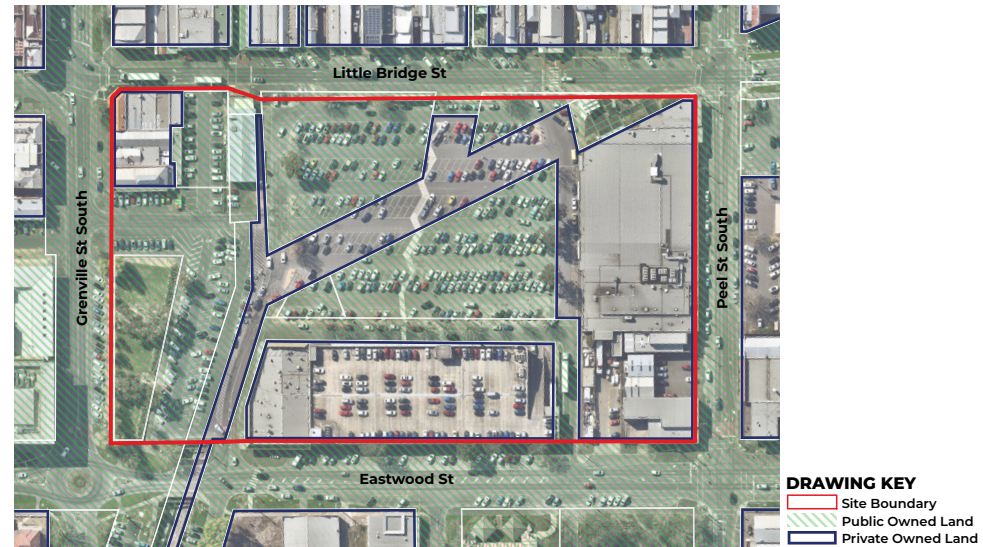
State Government and Private Sector Investment

In the medium to longer-term, redeveloping the existing at-grade car park provides a significant opportunity to facilitate more efficient use of the land by accommodating an integrated mixed-use development within the core of the Precinct in addition to providing car parking. Redevelopment of the land could further leverage existing Ballarat businesses and institutions (such as medical or higher education institutions) to attract an increased diversity of users and residents.

In the shorter-term however, there is still significant opportunity to leverage State Government and private sector investment to improve safety and pedestrian movement through the precinct.

This project is important as it makes more efficient use of publicly owned land through redevelopment. It has the potential to incentivise further private sector investment across the Precinct. It also creates opportunity to improve and enhance public spaces.

It is acknowledged that this project will require private sector and State Government partnerships for short, medium and longer-term outcomes.



A



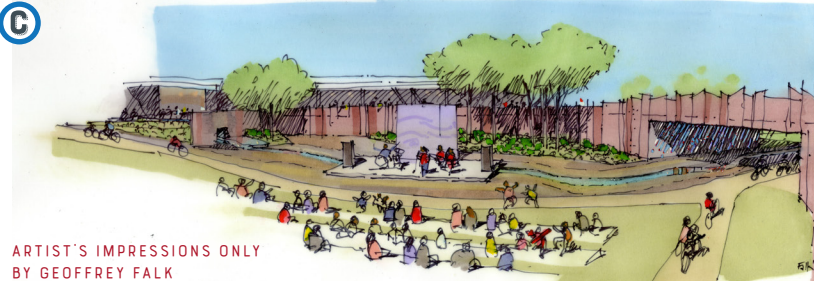
Relevant Initiatives and Actions

- T1.1 C1.3 D2.1
- T2.2 C2.1 D3.1
- T3.1 C2.2 D4.2
- C3.2

B



C



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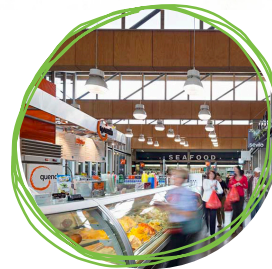
1 NEW PUBLIC PARK
AND PLAYSACE



2 ENHANCED BICYCLE PATH
CONNECTION FROM YARROWEE
RIVER TO BRIDGE MALL



3 PROVIDE RESIDENTIAL LIVING



4 RENEWED FOOD AND
GROCERIES RETAIL PRECINCT



5 REVEAL AND INTERPRET
THE YARROWEE RIVER



6 INCREASE TREE CANOPY COVER

VICTORIA STREET LANDMARK ENTRY

This project involves redesign of the existing roundabout at the intersection of Victoria Street, Humffray Street, Curtis Street and Little Bridge Street to create a more formal and distinctive entry to the CBD and the Bakery Hill Precinct.

Review the existing functionality of the roundabout to offer the following benefits:

- ☆ Improve the existing movement network;
- ☆ Improve safety and priority for pedestrians and cyclists;
- ☆ Increase civic/public open space;
- ☆ Delivery of a structure or art installation that announces arrival to the CBD and celebrates the history of the Eureka Stockade;

Long-term vision:

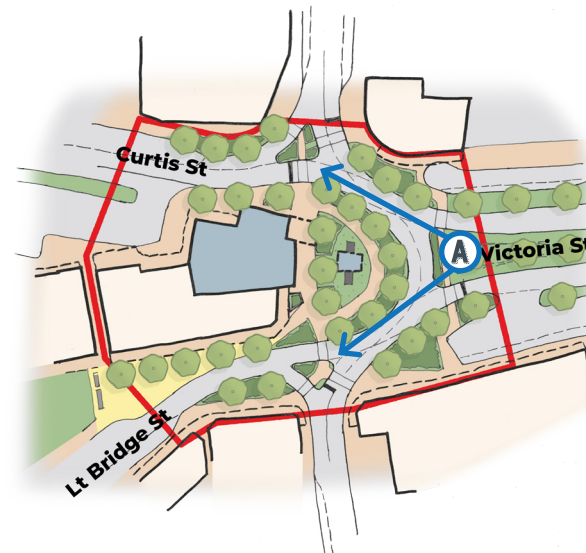
- ☆ Contributes toward a complete arrival experience for visitors with a landmark entry as an extension to the character and quality of Victoria Street and creates a sense of entry to the CBD via the Bakery Hill Precinct.

This project is very important because it will complement the grandeur of Victoria Street, and will announce arrival to the CBD in a more positive and distinctive way that will promote visitation to Bakery Hill and the CBD.

It must be acknowledged however, that delivery of this project will ultimately require part investment by the private sector.



DRAWING KEY
 Site Boundary
 Public Owned Land
 Private Owned Land



DRAWING KEY
 Existing Buildings
 Landmark Building

CONCEPT ONLY FOR ILLUSTRATIVE PURPOSES



Relevant Initiatives and Actions

T1.1

C1.3

D2.1

T2.2

C2.1

D3.1

T3.1

C2.2

D4.2

C3.2



ARTIST'S IMPRESSION ONLY
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1 ENHANCE PEDESTRIAN AND
BICYCLE CONNECTION



2 INCREASE OPEN SPACE



3 INTERPRET THE RICH
HISTORY OF BAKERY HILL AS
PART OF THE GATEWAY



4 INCREASE TREE CANOPY COVER

GRENVILLE/STURT STREET INTERSECTION

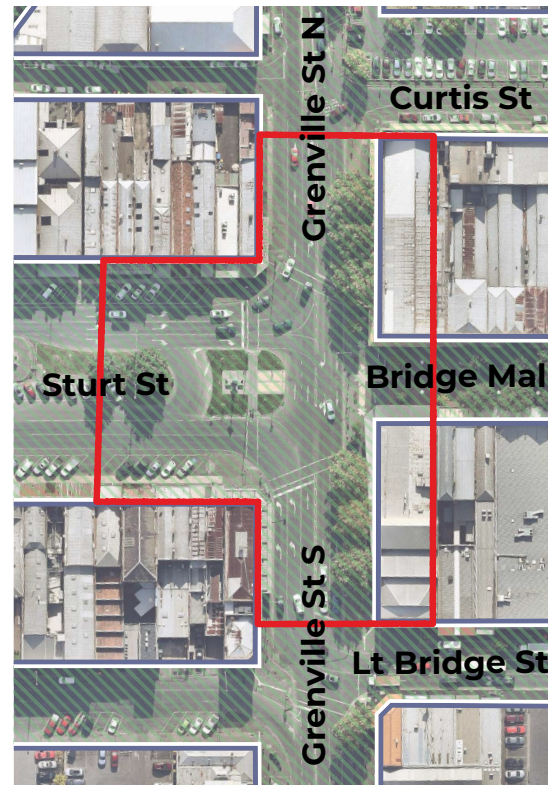
This project involves upgrading the Grenville and Sturt Street intersection to ensure the efficient and safe movement of pedestrians, cyclists and vehicles.

Norwich Plaza and the Pharmacy are key buildings as they are the bookend to Sturt Street. The buildings are visually prominent when travelling eastbound and they also provide an important interface with Grenville Street and the Bridge Mall. Council will need to work collaboratively and in partnership with land and business owners to improve this interface over time. This includes the opportunity to deliver a more inviting, active edge to Grenville Street and entry to Bridge Street.

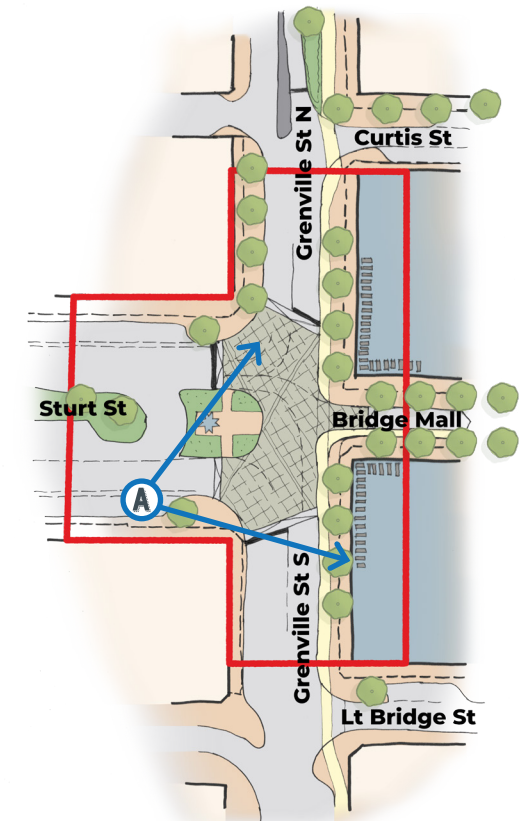
Works to the buildings and public realm will need to be completed through a combination of private investment and public funding, with an emphasis on:

- ☆ Improving the Grenville Street intersection to create a safe and seamless path of travel for pedestrians and cyclists, and to provide safe and efficient flow for vehicles;
- ☆ Including public art or imagery reflective of the history of Bakery Hill;
- ☆ Working collaboratively with landowners to reactivate the street interfaces of Grenville Street and Bridge Mall in the short term. In the longer term, support and encourage redevelopment of the buildings which provide high quality architecture and integrate well with the Precinct;
- ☆ Creating a sense of arrival into the retail precinct, inclusive of creative lighting, signage and/or iconic art;

The project is very important because it will better facilitate the safe movement of pedestrians and cyclists between the Bridge Mall commercial area and Sturt Street Gardens, and the creative hub of the CBD. It will also promote private sector investment and renewal within the broader Precinct. The project also highlights the importance of the corner lots at the intersection and the positive contribution they could make to the street edges.



DRAWING KEY
 Site Boundary
 Public Owned Land
 Private Owned Land



CONCEPT ONLY FOR ILLUSTRATIVE PURPOSES

DRAWING KEY
 Existing Buildings
 Landmark Building



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Relevant Initiatives and Actions

T1.1

C2.1

D1.3

C2.2

D2.3



1 CONNECT STURT ST SEAMLESSLY
INTO BRIDGE MALL



3 NEW ACTIVE LANDMARK
BUILDINGS



5 INNOVATIVELY INTERPRET
HISTORY THROUGH PLACE MAKING



6 PROTECT THE EXISTING
CHARACTER OF STURT ST

BIG W AND DAN MURPHYS

This project ultimately involves redeveloping the land for a mix of commercial and residential uses. In the short term, it is assumed that the current use of the land will remain, however there are significant opportunities to enhance safety through lighting, improve pedestrian and cycle access through the site and to deliver streetscape upgrades.

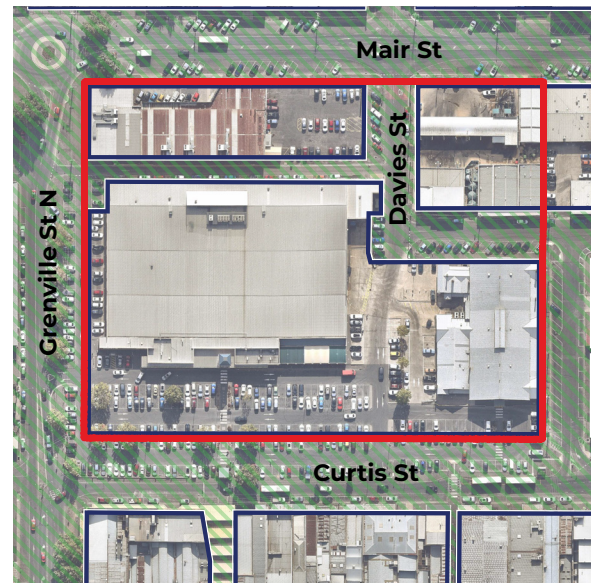
Short-term upgrades and projects include:

- ☆ Develop a program around improved social behaviours and perceptions of public safety in partnership with property and business owners, and State Government agencies.
- ☆ Deliver stronger and safer pedestrian links and movement through the site (including pedestrian and cycle movement)
- ☆ Deliver new pedestrian crossings at Grenville and Curtis Street in addition to enhancing pedestrian links to Bridge Mall;
- ☆ Formalise the extension of Davies Street between Mair Street and Curtis Street as a street with defined edges, footpaths and street tree planting. Delivery of this requires cooperation and partnership with the landowner;
- ☆ Deliver streetscape improvement works to Curtis Street to create pedestrian spaces and improved amenity;
- ☆ Deliver streetscape upgrade works to Grenville Street North and South, including dedicated bicycle lanes;
- ☆ Convert surplus roadway and car park areas to create more CBD green space;

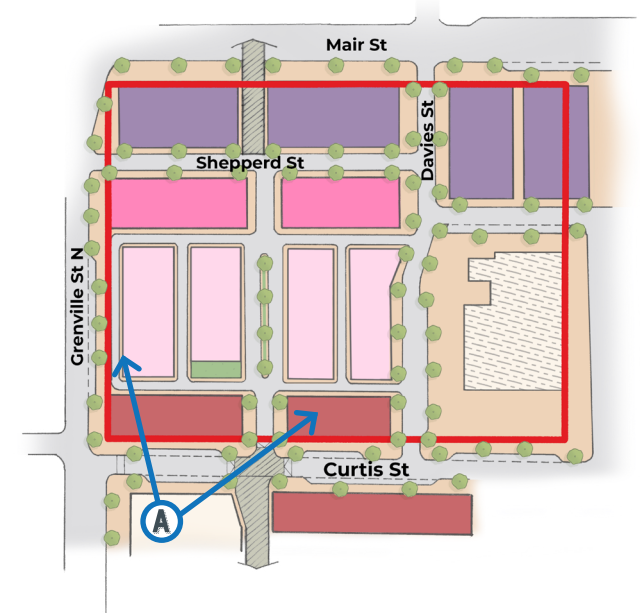
Medium to longer-term upgrades and projects include:

- ☆ Encourage sustainable outcomes across any redevelopment of the land.
- ☆ Deliver a mixed-use Precinct which is supported by built form guidelines, incorporates high-quality public spaces and formalised streets that provide clear connections north/south and east/west.

This project is important as it makes more efficient use of land through redevelopment. It also has the potential to incentivise further private sector investment and encourage public/private partnerships across the Precinct. It also creates opportunity to improve and enhance public spaces.



DRAWING KEY
 Site Boundary
 Public Owned Land
 Private Owned Land



DRAWING KEY
 Existing Buildings
 Landmark Building

A



ARTIST'S IMPRESSION ONLY
BY GEOFFREY FALK



Relevant Initiatives and Actions

T1.1

C1.4

D1.2

T2.2

T3.1

T3.3

T4.1



1 STRENGTHEN CONNECTION
TO BALLARAT RAILWAY STATION



2 DIVERSE BOULEVARD
STREETSCAPES



3 PROVIDE RESIDENTIAL LIVING



4 ENCOURAGE NEW COMMERCIAL
SPACES FOR EMPLOYMENT



5 PROTECT AND ENHANCE THE
HERITAGE RANGER BARRACKS



6 ENCOURAGE SUSTAINABLE LIVING
AND INCREASE CANOPY TREE COVER

PEEL STREET REDEVELOPMENT

This site is strategically located and forms a key entry point to Ballarat through Little Bridge Street. In the longer term, this area could be a desirable place to work and live.

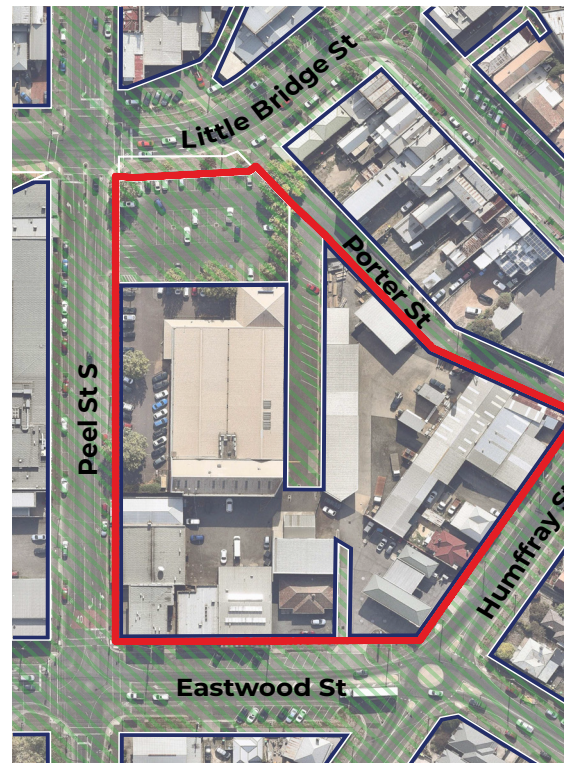
Short term upgrades and projects include:

- ☆ Improve interface with the public realm in order to create a desirable place for pedestrians and to help to increase business activity;
- ☆ Deliver street tree planting for improved amenity and canopy cover;
- ☆ Convert surplus roadway and car park areas to create more CBD green space;
- ☆ Rationalise existing car parking to create more efficient use of space;
- ☆ Improve existing laneways for improved connections and safety;
- ☆ Develop a way-finding strategy which reflects the evolving identity of the Precinct and creates a high quality public realm.

Longer-term upgrades and projects include:

- ☆ Encourage sustainable outcomes across any redevelopment of the land.
- ☆ Deliver a mixed-use Precinct which is supported by built form guidelines, incorporates high-quality public spaces and formalised streets and laneways.

This project is important as it makes more efficient use of land through redevelopment. It also has the potential to incentivise further private sector investment and encourage public/private partnerships across the Precinct. It also creates opportunity to improve and enhance public spaces and laneways.



DRAWING KEY

- Site Boundary
- Public Owned Land
- Private Owned Land



DRAWING KEY

- Existing Buildings
- 3 Level Townhouse/Terrace House
- 3-4 Level Affordable Housing Project/ Gateway Apartment Site



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Relevant Initiatives and Actions

T1.1

D1.2

T2.2

T3.1

T4.1



1 NEW DIVERSE URBAN
POCKET PARKS



2 DIVERSE BOULEVARD
STREETSCAPES



3 UP TO 300 NEW RESIDENTS



4 NEW WESTERN ENTRY
GATEWAY BUILDING



5 ENCOURAGE SUSTAINABLE LIVING
AND PLANT UP TO 70 NEW TREES

EVERYONE

This is a strategy for everyone, for both residents and visitors to Ballarat. Together we can achieve a 'Distinctive', 'Thriving' more 'Connected' Bakery Hill.

Here are some ways we can all contribute:

USE SOCIAL MEDIA TO SHARE YOUR FAVOURITE BAKERY HILL MOMENTS AND PLACES

APPRECIATE THE HISTORIC SIGNIFICANCE OF THE PRECINCT, INCLUDING BOTH THE ABORIGINAL AND EUROPEAN STORIES

IF YOU HAVE AN EVENT IDEA, TALK TO COUNCIL ABOUT HOW TO MAKE IT HAPPEN

GET INVOLVED AND HELP SHAPE THE IDENTITY OF OUR CBD

ENJOY THE MANY FOOD ESTABLISHMENTS WITHIN THE PRECINCT

IF YOU ARE AN ARTIST, TALK TO COUNCIL ABOUT HOW WE CAN INTEGRATE YOUR ARTWORK INTO THE PRECINCT

EXPLORE AND RE-DISCOVER WHAT THE PRECINCT HAS TO OFFER

SUPPORT YOUR LOCAL BUSINESSES AND YOUR LOCAL CREATIVES BY ENJOYING THE LANEWAY ART, ATTEND EXHIBITIONS AND SHOWS AND GO TO THE BRIDGE MALL FARMERS' MARKET

IF POSSIBLE, WALK OR CYCLE TO THE PRECINCT RATHER THAN DRIVE

BUY LOCAL!

BUSINESS OWNERS

We invite you, our business owners, to embrace and support the changes which will help to deliver a 'Distinctive', 'Thriving' and more 'Connected' Precinct.

Here are some ways we can all contribute:

OFFER A UNIQUE EXPERIENCE FOR YOUR CUSTOMERS

BE A BUSINESS LEADER WHO SHAPES THE IDENTITY OF THE PRECINCT

COLLABORATE AND SHARE YOUR EXPERIENCE REGARDING THE CHANGING NEEDS OF CUSTOMERS

OFFER LOCAL AND NICHE PRODUCTS AND SERVICES

ENCOURAGE NEW BUSINESSES WHICH ARE CONSIDERING OPENING UP IN THE BRIDGE MALL

EMBRACE SOCIAL MEDIA AND DIFFERENT WAYS TO COMMUNICATE AND MARKET YOUR BUSINESS

CONSIDER OPPORTUNITIES TO SHARE BUSINESS SPACE WITH OTHERS WHO CAN BRING A DIFFERENT CUSTOMER BASE TO THE AREA

LINK YOUR BUSINESS OFFERING AND TRADING HOURS TO
COMPLEMENT BALLARAT EVENTS AND MAXIMISE PASSING TRADE

PARTNER WITH COUNCIL AND STATE GOVERNMENT TO TAKE ADVANTAGE OF GRANTS AND OTHER INCENTIVES

REVIEW YOUR OPERATIONS TO MAXIMISE EXPOSURE TO ALL STREET FRONTAGES

CONSIDER SUB-LETTING UN-USED OR UNDER-UTILISED FLOOR SPACE TO COMPLEMENTARY BUSINESSES
(INCLUDING UPSTAIRS AREAS AND CURRENTLY UNDERUTILISED)

LANDOWNERS WITHIN THE PRECINCT

We invite landowners to embrace and actively pursue the vision for Bakery Hill and work collaboratively with business owners and council to contribute to the delivery of a 'Distinctive', 'Thriving' and more 'Connected' Precinct

Here are some ways we can all contribute:

PARTNER WITH OTHER INVESTORS OR LANDOWNERS TO REDEVELOP LAND IN THE SHORT TERM, WHICH WILL CATALYSE CHANGE AND LEVERAGE LONGER TERM REDEVELOPMENT OPPORTUNITIES IN THE FUTURE

REDUCE SHOP VACANCY DURATION BY USING SHORT TERM TENANCIES WHILST LONGER TENANCIES ARE BEING RESOLVED.

RESPOND TO MARKET SIGNALS: ADJUST RENTS TO ENCOURAGE SHOP OCCUPANCY

TO CREATE A GREATER RETURN ON INVESTMENT, BE PREPARED TO BE A CATALYST FOR CHANGE WHICH LIFTS THE OVERALL VALUE OF THE PRECINCT

PARTNER WITH COUNCIL TO IMPROVE YOUR PROPERTY FACADE, SHELTER AND MAKE OTHER PHYSICAL ALTERATIONS TO THE PRECINCT

PARTNER WITH YOUR TENANT TO CO-INVEST IN YOUR SHOP

DO YOU HAVE A HISTORIC BUILDING? RESTORE IT FOR THE ENJOYMENT OF EVERYONE INTO THE FUTURE

COUNCIL

The City of Ballarat can work proactively and in partnership with businesses, landowners, business owners, community and the State Government to deliver the actions of this Urban Renewal Plan.

Leveraging the significant investment capabilities and resources of partnerships, the City can continue to contribute in the following ways:

PROACTIVELY TAKE A LEADERSHIP ROLE TO DELIVER THE CHANGE WE WANT TO SEE IN BAKERY HILL

GIVE GREATER CERTAINTY TO THE DEVELOPERS BY PREPARING NEW PLANNING CONTROLS FOR THE PRECINCT

INVEST IN STREETScape UPGRADES TO ACHIEVE HIGH QUALITY PUBLIC SPACES AND DRIVE CHANGE AND INVESTMENT IN THE PRECINCT

CREATE AND DELIVER BUSINESS SUPPORT INCENTIVE PACKAGES

PARTNER WITH THE PRIVATE SECTOR TO DELIVER THE FASTEST WIFI POSSIBLE

FACILITATE PUBLIC AND PRIVATE PARTNERSHIPS TO ACCELERATE DEVELOPMENT AND IMPLEMENTATION OF THE PLAN

CONSULT AND ENGAGE WITH THE COMMUNITY ACROSS THE MANY IMPLEMENTATION ACTIONS

FACILITATE OR DELIVER AN INTEGRATED NETWORK OF PEDESTRIAN AND CYCLE NETWORKS TO AND THROUGH THE PRECINCT

ADVOCATE TO OTHER LEVELS OF GOVERNMENT FOR ADDITIONAL INVESTMENT IN THE PRECINCT OVER THE SHORT, MEDIUM AND LONG-TERM, INCLUDING POTENTIAL DECENTRALISATION OPPORTUNITIES

VICTORIAN GOVERNMENT AND INSTITUTIONS

The Victorian Government and large institutions (including hospitals and universities) across Ballarat can benefit greatly from being an active player in the growth and delivery of services across Ballarat. The Ballarat CBD, and in particular, Bakery Hill, plays a crucial role in accommodating the future growth of the City, and will thrive through the creation of a genuine mixed-use precinct.

Here are some of the ways the Victorian Government and large institutions can play a role:

VICTORIAN GOVERNMENT: PROVIDE FREQUENT AND RELIABLE PUBLIC TRANSPORT

**CONTINUE TO DECENTRALISE GOVERNMENT OFFICES
AND RELOCATE TO A BALLARAT CBD LOCATION**

HIGHER EDUCATION INSTITUTIONS: WORK WITH PARTNERS TO ESTABLISH INNOVATIVE TEACHING FACILITIES WITHIN THE CBD

**VICTORIAN GOVERNMENT: CONTINUE TO PROVIDE FUNDING AND SUPPORT FOR MAJOR EVENTS,
FESTIVALS, EXHIBITIONS AND TOURISM EXPERIENCES IN BALLARAT**

**CREATE LONG AND SHORT-TERM ACCOMMODATION WITHIN BAKERY HILL
TO CATER TO THE NEEDS OF VISITING PROFESSIONALS AND STUDENTS**

**VICTORIAN GOVERNMENT: FORGE STRONGER PARTNERSHIPS WITH COUNCIL
TO DELIVER ACTIONS OF THIS PLAN OVER THE SHORT, MEDIUM AND LONGER TERM**

**VICTORIAN GOVERNMENT AND HIGHER EDUCATION INSTITUTIONS: SUPPORT THE VISION FOR THIS PRECINCT
AS A CLEVER CITY PILOT AND INVEST ACCORDINGLY**

INVESTORS

We invite investors to embrace the vision and benefit from the renewal of this Precinct and work to contribute to the delivery of a 'Distinctive', 'Thriving' and more 'Connected' Precinct.

Here are some ways you can contribute:

CONSIDER THE BRIDGE MALL FOR YOUR NEXT BUSINESS VENTURE!

BE A BUSINESS LEADER WHO SHAPES THE IDENTITY OF THE PRECINCT

DO YOU HAVE A BUSINESS THAT COULD BE THE NEXT TO THRIVE IN THE PRECINCT?

TAKE ADVANTAGE OF ONE OF AUSTRALIA'S FASTEST GROWING REGIONAL CITIES.

**SHARE YOUR INVESTMENT SUCCESSES TO ENCOURAGE OTHERS
TO DO THE SAME**

OPEN HOSPITALITY VENUES WHICH DRAW PEOPLE TO THE PRECINCT, MORNING, DAY AND NIGHT

**PARTNER WITH ESTABLISHED INSTITUTIONS (INCLUDING HOSPITALS AND HIGHER EDUCATION FACILITIES), COUNCIL AND
BUSINESSES TO DEVELOP LAND OVER THE SHORT, MEDIUM AND LONG-TERM**

**APPROACH COUNCIL TO DISCUSS OPPORTUNITIES FOR PUBLIC/
PRIVATE PARTNERSHIPS**

MEASURES OF SUCCESS

The Plan is the first step to an ongoing process of urban renewal, which requires regular monitoring to check for progress towards a renewed Bakery Hill and Bridge Mall Precinct. To ensure the highest rate of success, continued maintenance, monitoring and feedback are required.

The following measures are intended to provide a criteria to assess how the urban renewal project is tracking. The findings from each progress check should be used as feedback to see where improvements can be made in the implementation approach and timing. In this way, measuring success should be an ongoing implementation action to ensure that we are on the right track.

The key projects identified in Part 4 of the Plan will play key roles in achieving urban renewal for the Precinct as these are identified as having potential to spark positive change by contributing to the key targets listed above. It should be noted that key projects are presented as options only to start conversation with and within the community about the suitability of the projects and associated actions.

MEASURES OF SUCCESS | TARGET BY 2050

- ☆ Lower **VACANCY RATE**
- ☆ Creating **JOBS** and more **DIVERSE** tenancy mix
- ☆ More **DIVERSE** housing
- ☆ More **AFFORDABLE** housing
- ☆ **REDUCED** greenhouse gas emissions
- ☆ Increased **TREE COVER** and green spaces
- ☆ **HIGHER ACCESS** to services and facilities
- ☆ **MORE** pedestrians, cyclists and public transport users
- ☆ **QUALITY** built form and amenities
- ☆ Below **7% VACANCY RATE** within the Bridge Mall Precinct
- ☆ Host an additional **600 NEW JOBS**
- ☆ Accommodate approx. **5000 NEW RESIDENTS** in various dwelling types to accommodate diverse needs
- ☆ **5% NEW DWELLINGS** delivered as affordable housing
- ☆ Zero net emissions – **100% RENEWABLE ENERGY**
- ☆ 1 ha of **GREEN SPACE** across the Precinct
- ☆ **WALKABILITY SCORE OF 80%** from homes and workplaces
- ☆ **LOCAL PARK WITHIN 400M** of all houses
- ☆ **20% MODAL SHIFT** from cars to public transport
- ☆ New buildings demonstrating **ARCHITECTURAL EXCELLENCE**

Table 1 Measures of success and targets



ARTIST'S IMPRESSION OF LITTLE BRIDGE STREET
VIEWED TO THE WEST BY GEOFFREY FALK

LIST OF ACTIONS AND INITIATIVES

PART 5

A THRIVING ECONOMY, SUPPORTING AN ENGAGED AND RESILIENT COMMUNITY.



T1 Bakery Hill's renewal will be an ongoing **community led process**, that supports local leadership and partnerships.

INITIATIVES	ACTIONS	PROJECT LINKAGES	ACTION TYPE	ACTION OWNER & CONTRIBUTORS
T1.1 UNDERTAKE RENEWAL PROJECTS IN AN OPEN AND COLLABORATIVE WAY.	T1.1A Establish a Bakery Hill Implementation Action Group, comprising members of Council, community and service groups, landowners, traders etc. The terms of reference of the group will include overseeing implementation of the various actions contained within the Bakery Hill Urban Renewal Plan.	Smart City Framework	Partnerships + Advocacy	Council and Everyone
	T1.1B Promote the Bakery Hill Urban Renewal Plan through Government and Peak Body networks and meetings/conferences and through media.		Partnerships + Advocacy	Council and State Government
	T1.1C Actively seek external funding for initiatives, for example, through State and Federal Government agencies.		Partnerships + Advocacy	Businesses/ Institutions and Council
	T1.1D Explore a funding program to assist traders with business strategy, displays, retail offers, promotions and other means that will attract visitation.		Economic Development	Council and State Government

INITIATIVES	ACTIONS	PROJECT LINKAGES	ACTION TYPE	ACTION OWNER & CONTRIBUTOR
T2.1 PREPARE PLANNING CONTROLS TO GIVE EFFECT TO THIS PLAN AND CONSIDER THE DISTINCT ROLE AND PURPOSE OF EACH SUB-PRECINCT (REFER TO FIGURE 9) THAT WILL COLLECTIVELY CONTRIBUTE TO A THRIVING COMMUNITY.	T2.1A Prepare and develop a 'Structure Plan', 'Urban Design Guidelines for higher density development' and a 'Skyline Study' to inform and be translated into future planning controls.	Making Ballarat Central	Planning + Policy	Council and State Government
	T2.2A Prepare a land availability/capability assessment which identifies under utilised sites and considers appropriate uses, inclusive of both public and private land with a view to deliver urban renewal outcomes.		Economic Development	Council and Landowners
	T2.2B Explore opportunities for Public/Private Partnerships at key redevelopment or under utilised sites - particularly on Council owned land through preparing an Investment Prospectus.			Business owners
	T2.2C Explore co-investment opportunities with businesses to improve streetscapes, with a focus on facade and verandah upgrades.			Investors
T2.2 WORK COLLABORATIVELY WITH LANDOWNERS, TENANTS AND THE BROADER COMMUNITY TO DETERMINE PREFERRED REDEVELOPMENT OUTCOMES ON STRATEGIC SITES IN THE SHORT, MEDIUM AND LONG-TERM.	T2.2D Consult with the community and key landholders/tenants on preferred development outcomes at key priority sites: ☆ Yarrowee River Parkland + Little Bridge Street Carpark ☆ Big W and Dan Murphys ☆ Peel Street Redevelopment area ☆ South side of the Ballarat Railway Station ☆ Bridge Mall			Everyone
	T2.3A Investigate opportunities to support or offer subsidies for landowners that offer lower cost rent to preferred industries and lower the vacant building rate.		Economic Development	Council and Landowners
	T2.3B Work collaboratively with landlords to identify vacant and under utilised sites that present opportunities for lower-cost or free short-term/temporary space for creative or traditional industries/arts etc.	Ballarat's Creative City Strategy, Ballarat Evolve	Economic Development	Landowners and Private Sector
	T2.3C Explore opportunities for strategic acquisitions by Council of key sites/tenancies.		Physical works	Council, Investors and Landowners
T2.4 ENCOURAGE A NIGHT TIME ECONOMY BY SUPPORTING USE OF TENANCIES (PARTICULARLY WITHIN THE BAKERY HILL ACTIVITY HUB) FOR USES THAT GENERATE ACTIVITY OUTSIDE OF STANDARD RETAIL OPERATING HOURS.	T2.4A Work proactively with trader groups to encourage night time activation in the precinct	Outdoor Dinging and Trading Policy	Economic Development	Council, Investors, Landowners and Business owners
	T2.4B Prepare a business case through partnership arrangements to understand feasibility options or to create incentives for the conversion of upper floor spaces or under utilised buildings for useable spaces/activity.			Everyone
T2.5 TAKE A PLACE MANAGEMENT APPROACH TO FACILITATING USE AND DEVELOPMENT THAT WILL POSITIVELY CONTRIBUTE TO THE ROLE AND PURPOSE OF EACH SUB-PRECINCT.	T2.5A Establish a Place Management approach to proactively promote the Precinct and the broader CBD and to ensure that the initiatives and actions are delivered.	Making Ballarat Central		Council
	T2.5B Deliver creative and innovative concepts for key and strategic redevelopment sites.		Partnerships + Advocacy Physical works	Council
	T2.5C Work collaboratively with the landowners to support short, medium and longer-term activation of buildings.		Partnerships + Advocacy Physical works	Council and Landowners
	T2.5D Establish a system of performance monitoring, regularly reporting on: ☆ Range and number of businesses and service; ☆ Number and type of employees; ☆ Number and type of residential accommodation; ☆ Occupancy and vacancy rates;	☆ Modes of transport for Precinct residents, employees and visitors; ☆ Number of tourists; ☆ User satisfaction; and ☆ Spend data mapping.		Council

A THRIVING ECONOMY, SUPPORTING AN ENGAGED AND RESILIENT COMMUNITY.



PART 5

T3

Bakery Hill will be promoted as **great place to live** for all people.

INITIATIVES	ACTIONS	PROJECT LINKAGES	ACTION TYPE	ACTION OWNER & CONTRIBUTORS
T3.1 FACILITATE MORE INTENSIVE AND DIVERSE RESIDENTIAL DEVELOPMENT ACROSS THE PRECINCT, INCLUDING SHOP TOP HOUSING, APARTMENTS, TOWNHOUSES, STUDENT ACCOMMODATION, HOTEL/SERVICED APARTMENT ACCOMMODATION AND SOHO (SMALL OFFICE/HOME OFFICE) DEVELOPMENT.	T3.1A Investigate use of developer incentives to increase housing density and diversity. For example, car parking dispensations, affordable housing etc.		Planning + Policy	State Government, Council, Institutions and Investors
	T3.1B Establish a strategic alliance with Federation University, ACU and Notre Dame to explore potential student accommodation delivery in Bakery Hill.		Partnerships + Advocacy	Institutions, Council and Investors
	T3.1C Advocate to the State Government to assist in funding non-market housing or education uses.		Partnerships + Advocacy	State Government
	T3.1D Work with landlords and tenants to undertake an 'audit' of existing floorspace and identify works required to make spaces available for housing.		Partnerships + Advocacy	Council and Landowners
T3.2 ENSURE THERE IS HOUSING TO MEET DIVERSE NEEDS – AFFORDABLE HOUSING, ADAPTABLE HOUSING, AND DIVERSE TENURE OPTIONS.	T3.2A Prepare an Affordable Housing Strategy for the Bakery Hill Precinct – to achieve a target of 5% affordable housing across new dwellings.		Planning + Policy	Council, Investors and Landowners
	T3.2B Work with Housing Associations (providers of affordable and adaptable housing) to operate within Bakery Hill.		Planning + Policy	Affordable Housing Providers
T3.3 DESIGN AND FACILITATE BUILDINGS AND SPACES THAT CAN ADAPT TO FUTURE TECHNOLOGY AND CHANGES; AND ENSURE THAT THESE PLACES ARE SAFE AT ALL TIMES OF THE DAY FOR ALL PEOPLE WHO VISIT THE PRECINCT.	T3.3A Obtain architectural advice and undertake a pilot project to design an example adaptive reuse of an existing building – specifically addressing issues of fire and access.		Physical works	Council & Investors
	T3.3B Encourage inter disciplinary input and coordination (e.g. between researchers, referral authorities, reference planners and urban designers, architects and interior designers, engineers and developers) in the design process of key projects identified in the Plan.		Partnerships + Advocacy	Council, Investors, Landowners, State Government, Consultants and Researchers
	T3.3C Investigate local and international examples of adaptive reuse of buildings and spaces (e.g. heritage buildings and car parking spaces).		Research	Council

T4

Bakery Hill will be positioned as a leader in *climate change adaptability and resilience*.

INITIATIVES	ACTIONS	PROJECT LINKAGES	ACTION TYPE	ACTION OWNERS AND CONTRIBUTORS
T4.1 DEMONSTRATE ENVIRONMENTAL SUSTAINABILITY LEADERSHIP IN ALL PUBLIC AND PRIVATE INVESTMENT- BAKERY HILL TO BE A ZERO NET EMISSIONS PRECINCT.	T4.1A Use the One Planet Living framework and apply relevant controls into the planning scheme.		Planning + Policy	Council Investors Landowners
	T4.1B Adopt best practice green building standards in all new development.		Planning + Policy	Investors Landowners
	T4.1C Undertake a dedicated street tree planting program to achieve 40% canopy cover across the Precinct.		Physical works	Council State Government
T4.2 IDENTIFY AND SUPPORT ENVIRONMENTAL CHAMPIONS IN THE COMMUNITY.	T4.2A Establish a Bakery Hill Environmental Champion fund to provide small grants to community projects that demonstrate environmental leadership.		Partnerships + Advocacy	Council



A COMMUNITY CONNECTED TO PEOPLE, PLACE AND LOCAL DESTINATIONS.

5

PART

C1

The urban structure will be *simplified* around Bridge Street; starting with the movement network.

INITIATIVES	ACTIONS	PROJECT LINKAGES	ACTION TYPE	ACTION OWNER AND CONTRIBUTORS
C1.1 REDESIGN BRIDGE STREET TO BE FULLY ACCESSIBLE TO ALL USERS – PEDESTRIANS, CYCLISTS, PUBLIC TRANSPORT AND MOTOR VEHICLES	C1.1A Invest in progressive upgrades that will make Bridge Street accessible to all users.		Physical works	Council, Investors and State Government
	C1.1B Prepare a streetscape design upgrade for the Bridge Street Mall which provides opportunity for vehicle access.		Physical works	Council, Investors and State Government
	C1.1C Investigate the opportunities to simplify the vehicle movement network, to redesign critical intersections (particularly at Peel Street, Grenville Street intersections with Bridge Mall and at the roundabout at Humffray Street). And to convert redundant road space into green space.		Physical works	Council, Investors and State Government
C1.2 PROVIDE BETTER PHYSICAL AND COMMERCIAL LINKAGES BETWEEN BRIDGE STREET AND MAIN ROAD.	C1.2A Prepare a traffic audit and analysis to ensure there is efficient and safe movement of traffic throughout the precinct.	Ballarat Integrated Transport Plan	Physical works	Council and State Government
	C1.2B Prepare streetscape design upgrades for Little Bridge Street, Curtis Street and Eastwood Street.		Physical works	Council and State Government
C1.3 TAKE A STRATEGIC AND HOLISTIC APPROACH TO CAR PARKING ACROSS THE PRECINCT TO ATTRACT VISITORS WITHOUT COMPROMISING AMENITY AND SUSTAINABILITY OBJECTIVES.	C1.3A Provide for convenience parking in Bridge Street, as part of the Bridge Mall Opening Project		Physical works	Council and State Government
	C1.3B Investigate opportunities to reduce car parking over time as public transport and higher densities occur, including applying Car Parking Overlays or other provisions in the Ballarat Planning Scheme		Physical works	Council and State Government

C2 Destinations within Bakery Hill and beyond will be connected by safe and attractive *pedestrian and cycle routes*.

INITIATIVES	ACTIONS		PROJECT LINKAGES	ACTION TYPE	ACTION OWNER AND CONTRIBUTORS
C2.1 DELIVER AN INTEGRATED NETWORK OF DEDICATED BICYCLE AND PEDESTRIAN PATHS AND/OR LANES THAT ARE SAFE AND DIRECT	C2.1A	Develop a Pedestrian and Cycle Priority List to design and prioritise upgrade works.	Ballarat Integrated Transport Plan	Physical works	Council and State Government
	C2.1B	Deliver enhanced cycling facilities, including bike racks within Bridge Street.		Physical works	Council
	C2.1C	Identify and design upgrades and new intersections required to complement the pedestrian and cycle paths.	Ballarat Integrated Transport Plan	Physical works	Council

C3 *Public transport* will be a convenient and safe option for getting to and from Bakery Hill.

C3.1 PUBLIC TRANSPORT WILL BE AN CONVENIENT AND SAFE OPTION FOR GETTING TO AND FROM BAKERY HILL.	C3.1A	Prepare a Master Plan for the south side of the railway line as a way to integrate and support future development along Mair Street, and to enhance safe and convenient connections to the Precinct from the Railway Station.	Ballarat Integrated Transport Plan	Physical works	Council and Investors
	3.1B	Advocate to State Government to fully or partially fund public transport, including the potential to introduce a tram or other high frequency public transport from Lake Wendouree, along Sturt Street, through the Bridge Mall and towards Sovereign Hill.		Physical works	Council and Investors
	C3.1C	Investigate short-term opportunities to establish public transport links in accordance with C3.1B above through preparation of a business case or other cost benefit analysis.		Physical works	Council
	C3.1D	Prepare an integrated Wayfinding Strategy for connections between key destinations, including the Ballarat Railway Station.			
C3.2 UPGRADE, AND POTENTIALLY RELOCATE THE BUS STOP IN LITTLE BRIDGE STREET TO ENSURE IT IS CONVENIENT AND SAFE.	C3.2A	Work with Public Transport Victoria to upgrade the appearance and function of the Little Bridge Street bus stop in the short term.	Ballarat Integrated Transport Plan	Physical works	Council and State Government
	C3.2B	Investigate opportunities to relocate the Little Bridge Street bus stop to a more convenient location in the longer term.		Partnerships + Advocacy Physical works	Council and State Government

C4 The Bakery Hill community will be engaged and connected to each other by *services and infrastructure*.

C4.1 PROVIDE COMMUNITY SERVICES AND INFRASTRUCTURE THAT WILL MEET THE NEEDS OF THE FUTURE RESIDENTIAL COMMUNITY.	C4.1A	Undertake a Community Needs Analysis to understand and plan for provision of services and community infrastructure, including an accessibility audit.		Planning + Policy	Council
	C4.2A	Provide free public Wi-Fi within key streets.		Physical works	State Government



A PLACE WITH A DISTINCT IDENTITY AND STORY TO TELL

PART 5

D1 The story of Bakery Hill and its *distinct identity* will be told through the historic and contemporary built form and public realm.

INITIATIVES	ACTIONS	PROJECT LINKAGES	ACTION TYPE	ACTION OWNER AND CONTRIBUTORS
D1.1 PROTECT AND ENHANCE HERITAGE PLACES AND BUILDINGS, PARTICULARLY IN AREAS IDENTIFIED IN FIGURE 10, TO ENCOURAGE ACTIVE REUSE AND SENSITIVE INTEGRATION WITH HIGH-QUALITY ARCHITECTURE AND PUBLIC REALM DESIGN.	D1.1A Implement a shop front improvement plan that targets: <ul style="list-style-type: none"> ☆ Restoration of heritage facades and verandahs ☆ Improvement of signage – clutter and consistency ☆ Rear facades of buildings that could potentially be reactivated as active frontages. 	Ballarat Heritage Plan	Physical works	Council, State Government, Landowners and Investors
	D1.1B Provide heritage and architectural advice to property owners who are pursuing redevelopment or building improvements and investigate incentives (Grants programs)		Planning + Policy	Council
D1.2 FACILITATE HIGH-QUALITY ARCHITECTURE AND PUBLIC REALM DESIGN, THAT COMPLEMENTS THE EXISTING HERITAGE AND STORY OF BAKERY HILL.	D1.2A Prepare Bakery Hill Urban Design Guidelines, which provide guidance to development proponents about preferred architectural design approaches.	Ballarat Heritage Plan	Planning + Policy	Council and State Government
D1.3 USE CREATIVE LIGHTING TECHNIQUES TO CREATE A DISTINCT SENSE OF PLACE, AND PROVIDE A SAFE AND COMFORTABLE ENVIRONMENT AT NIGHT.	D1.3A Prepare a lighting audit and include a creative lighting scheme across the precinct		Physical works	Council, State Government, Investors and Building owners

INITIATIVES	ACTIONS	PROJECT LINKAGES	ACTION TYPE	ACTION OWNER AND CONTRIBUTORS
D2.1 REPRESENT THE PATH OF THE YARROWEE RIVER IN THE FORM OF A MULTI-PURPOSE OPEN SPACE NODE, THAT LINKS WITH OTHER GREEN SPACES.	D2.1A Work collaboratively with surrounding landowners and business owners to prepare a staged redevelopment of the car park site, to provide new green open space and better links along the Yarrowee River corridor.	Ballarat Open Space Strategy,	Physical works	Council, State Government, Landowners and Investors
	D2.1B Prepare a Landscape Master Plan for the Yarrowee parkland in a manner that reflects the distinct character, cultural, natural and historic values of Bakery Hill.		Physical works	Council, State Government, Landowners and Investors
D2.2 UPGRADE THE LANDSCAPE CHARACTER AND QUALITY OF KEY STREETS TO PROVIDE A GREEN, TREE-LINED FEEL THAT IS ATTRACTIVE, ENHANCES THE COMFORT OF PEDESTRIANS AND CYCLISTS, AND REINFORCES THE IDENTITY OF BAKERY HILL.	D2.2A Prepare a Streetscape Master Plan for key streets that includes a palette of street furniture, treatments and planting that reflect the distinct character and needs of the Bakery Hill community.		Physical works	Council, State Government, Landowners and Investors
	D2.2B Work collaboratively with Victoria Police during design phases of public spaces to ensure spaces are designed for safety and to avoid anti-social behaviour.	Community Safety Strategic Statement	Physical works	Council, State Government, Landowners, Investors and Business Owners
	D2.2C Provide public lighting and security systems for public spaces within the Precinct.		Physical works	
D2.3 ENHANCE LANDMARK SITES (REFER TO FIGURE 10) AS INVITING ENTRANCES TO BAKERY HILL – EACH WITH ITS OWN ROLE AND STORY.	D2.3A Collaborate with the community on upgrades and redevelopment of the Victoria Street landmark site		Physical works	Everyone



A PLACE WITH A DISTINCT IDENTITY AND STORY TO TELL

D3 The rich *Aboriginal and post-contact heritage* of Bakery Hill will be celebrated as a key part of Bakery Hill’s identity.

INITIATIVES	ACTIONS		PROJECT LINKAGES	ACTION TYPE	ACTION OWNER AND CONTRIBUTORS
D3.1 RECOGNISE THE YARROWEE RIVER'S IMPORTANT ROLE IN WADAWURRUNG PEOPLE'S HISTORY AND STORYTELLING.	D3.1A	Collaborate with the Wadawurrung people in designing the open space Master Plan for the new Yarrowee Park.	Innovate Reconciliation Action Plan	Physical works	Council, State Government, Wadawurrung and Everyone
D3.2 FACILITATE HIGH-QUALITY ARCHITECTURE AND PUBLIC REALM DESIGN, THAT COMPLEMENTS THE EXISTING HERITAGE AND STORY OF BAKERY HILL.	D3.2A	Engage with Creative Victoria and Ballarat Evolve to explore opportunities to establish art spaces and initiatives within Bakery Hill.	Public Art Policy, Ballarat Creative City Strategy, Ballarat Evolve	Economic Development	Council, State Government, Business owners and Landowners
	D3.2B	Establish an Interpretation Framework for Bakery Hill that draws out its key stories, opportunities to interpret them in the public realm and for businesses to link in to.			Council, State Government and Everyone
	D3.2C	Use digital technologies such as virtual reality to tell the rich history of Bakery Hill.			



A new narrative for Bakery Hill will emphasise its role as a thriving ***destination for locals and tourists*** at the gateway to Ballarat Central.

INITIATIVES	ACTIONS	PROJECT LINKAGES	ACTION TYPE	ACTION OWNERS AND CONTRIBUTORS
D4.1 DEVELOP A NEW BRAND IDENTITY FOR BAKERY HILL BUILDING ON ITS STORY – CAPTURING THE OLD (HERITAGE) AND THE NEW (A THRIVING COMMUNITY). THE BRAND IDENTITY WILL BE USED AS A COMMON THREAD THROUGH ALL MARKETING, COMMUNICATIONS AND PHYSICAL STREETSCAPE WORKS (E.G. PUBLIC FURNITURE, SIGNAGE, WAYFINDING ETC).	D4.1A Work collaboratively with the community to create a brand identity for the precinct.		Economic Development	Council, State Government and Everyone
	D4.2A Develop and implement an initial calendar of marketing and community events in association with traders and community groups.		Economic Development	Council, State Government, and Business owners.
	D4.2B Establish a Bakery Hill Community Festival fund that can be used to offer grants and subsidies to community-led events.	Ballarat Event Strategy	Economic Development	Council, State Government and Business owners
D4.2 ESTABLISH BRIDGE STREET AND THE YARROWEE PARK IN BAKERY HILL AS KEY LOCATIONS FOR EVENTS, FESTIVALS, ART INSTALLATIONS AND STREET PERFORMANCES WITHIN BALLARAT.	D4.2C Ensure that Bridge Street is designed as an adaptable space that can be closed for festivals and other community events.		Physical works	Business owners and Everyone
	D4.3A Establish a strategic alliance with Sovereign Hill to explore opportunities for Bakery Hill to form part of a great 'heritage trail'.		Economic Development	Council and State Government
	D4.3B Explore the possibility of a satellite visitor's centre within Bakery Hill.		Physical works	Council
D4.3 PUT BAKERY HILL ON THE TOURISM MAP - PROVIDE ASSOCIATED TOURISM FACILITIES AND PROMOTIONAL SUPPORT THAT BUILDS ON BAKERY HILL'S HERITAGE.	D4.3C Encourage traditional industries and trades to locate in Bakery Hill.		Economic Development	Council, State Government and Investors

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Acknowledgement of Ballarat's First Peoples

The City of Ballarat is proud to acknowledge the Traditional Owners of Country which includes Ballarat today, the Wadawurrung and Dja Dja Wurrung peoples and pays respect to all Elders, past, present and emerging, as well as Elders from other communities who reside here today. They hold the memories, traditions, culture and hope of Aboriginal and Torres Strait Islander people around Australia.

