



# **ATTACHMENTS**


**Ordinary Council Meeting  
Under Separate Cover  
Wednesday, 7 August 2024**



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Moorabool  
Shire Council

# Moorabool Shire Council

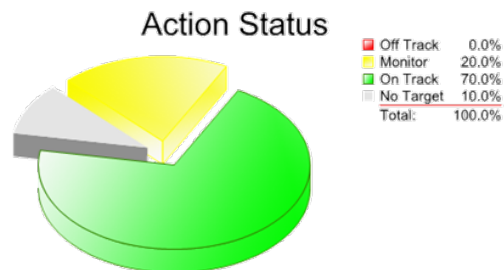
## *PREMIUM Action and Task Progress Report*

July 2017 - June 2021

Report Filters:  
Date From :01-07-2017  
Date To :30-06-2021  
Display Task : No  
Action Filter :Outstanding Council Plan Actions 2017/2021



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### Action Progress Against Targets



**Key Result Area: 1 Community Vision: We embrace our natural environment and lifestyle options to create an inspiring place for everyone to live, work and play**

**Objective: 1.4 Objective 4 - Objectives carried over from Council Plan 2017-2021**

**Priority:** 1.4.1 Carried over from Council Plan 2017-2021

Action	Action Status	Start Date	End Date	% Comp.	Target	% OnTarget
1.4.1.1 Undertake a Master Plan including concept and cost plan for a youth space at Rotary Park, including the Andy Arnold Facility	Completed	14/02/2020	30/12/2022	100%	100%	

Activity	Budget Type	Budget	YTD Budget	YTD Actual	YTD Variance
Youth Services	Recurrent				

**Linked action filters:** Outstanding Council Plan Actions 2017/2021,




**Action Progress Comments**

A draft master plan was developed in early 2022 and released for community consultation from April to July 2022. A consultation summary was released in November 2022. The master plan was revised in early 2023 and was adopted by Council May 3 2023.



A risk assessment of options for Youth space in Bacchus Marsh was undertaken resulting in a plan to pilot a drop in program at the Lerderderg Library in July 2023.

Last Updated - 28/06/2023



Moorabool Shire Council Action & Task Progress Report

Action	Action Status	Start Date	End Date	% Comp.	Target	% OnTarget
1.4.1.10 Facilitate and support existing and emerging arts and cultural development groups and activities across the municipality (2017-2021)	Completed	1/07/2020	30/06/2021	100%	100%	
<b>Activity</b> <b>Budget Type</b> <b>Budget</b> <b>YTD Budget</b> <b>YTD Actual</b> <b>YTD Variance</b>						
Economic Development		Recurrent				
<b>Linked action filters:</b> Outstanding Council Plan Actions 2017/2021, <b>Action Progress Comments</b> Councils first Arts & Culture Strategy has been endorsed at the August 7 OMC. Year 1 actions plans are now being delivered and ongoing support is being provided for local artists. Last Updated - 25/10/2021						
Action	Action Status	Start Date	End Date	% Comp.	Target	% OnTarget
1.4.1.2 Revise the Community Engagement Policy and Framework	Completed	1/10/2020	30/06/2021	100%	100%	
<b>Activity</b> <b>Budget Type</b> <b>Budget</b> <b>YTD Budget</b> <b>YTD Actual</b> <b>YTD Variance</b>						
Community Engagement		Recurrent				
<b>Linked action filters:</b> Outstanding Council Plan Actions 2017/2021, <b>Action Progress Comments</b> The Community Engagement Policy was adopted by Council at the Special Meeting of Council on 24 February 2021. A framework and toolkit to support the policy has been finalised and is currently being implemented. Last Updated - 21/12/2021						
Action	Action Status	Start Date	End Date	% Comp.	Target	% OnTarget
1.4.1.3 Develop an Enforcement Policy	Completed	1/07/2019	31/03/2023	100%	100%	
<b>Activity</b> <b>Budget Type</b> <b>Budget</b> <b>YTD Budget</b> <b>YTD Actual</b> <b>YTD Variance</b>						
Community Health and Safety		Recurrent				
<b>Linked action filters:</b> Outstanding Council Plan Actions 2017/2021, <b>Action Progress Comments</b> A draft policy was developed following internal consultation and undertaking a Gender Impact Assessment . The draft policy was presented to Councillors at a briefing session. Public consultation on the draft policy is due to commence in April 2022. 2/5/22. Final preparations being made for public consultation on the public consultation phase. 30/5/2022 Plan awaiting publication on the have you say site 30/6/22 The enforcement policy is currently out for public comment on our Have Your Say site 2/8/22 The external consultation through the have you say portal is completed. Draft enforcement policy being reviewed and report for Council is being developed. 22/8/22 Report programmed for the October OMC 2/11/22 Report booked in for Council briefing on 30 November 2022 30/12/22 Report re booked for council briefing in February 2023 4/4/2023 Enforcement policy adopted by Council at march Council meeting Last Updated - 04/04/2023						



Moorabool Shire Council							Action & Task Progress Report	
Action	Action Status	Start Date	End Date	% Comp.	Target	% OnTarget		
1.4.1.4 Incorporate flood mapping into the Planning Scheme and prepare an exhibit Moorabool Planning Scheme Amendment C91 (2017-2021)	Sarah Kernohan - Manager Growth & Development	Completed	21/12/2018	30/06/2021	100%	100%		
Activity	Budget Type	Budget	YTD Budget	YTD Actual	YTD Variance			
Strategic Planning	Recurrent							
<b>Linked action filters:</b> Outstanding Council Plan Actions 2017/2021,								
<b>Action Progress Comments</b>								
Amendment C91 seeks to introduce flood controls to the Moorabool Planning Scheme. Following the preparation of the flood study and mapping in conjunction with Melbourne Water , a report was presented to the Ordinary Meeting of Council in September 2019, where Councillors endorsed seeking authorisation from the Department of Environment, Land, Water and Planning (DELWP) and exhibiting the Amendment. Conditional authorisation was received from DELWP on 25 November 2019, to prepare and exhibit the amendment. On 13 February 2020, DELWP granted approval to commence exhibition. Exhibition formally commenced on the 12 March 2020 for a period of 8 weeks. Due to COVID-19, the exhibition period was extended until 18 August 2020. The planning scheme amendment was reported to Council on 3 March 2021. At this meeting the amendment was referred to a planning panel. A planing panel has been appointed and a hearing is scheduled for June 2021. A directions hearing was held on 20 April 2021. The panel hearing was held during the week of 15 June. The amendment went to the 6 October meeting of Council. When put to the vote, the motion was lost. The report was taken back to the 1 December 2021 where the amendment was adopted by Council. The amendment was submitted to the Minister for Planning on 3 December 2021. The Minister for Planning approved the amendment on 8 February 2022.								
Last Updated - 25/02/2022								
Action	Action Status	Start Date	End Date	% Comp.	Target	% OnTarget		
1.4.1.5 Develop and implement a policy on allocation, use and trading of water for Council water assets	Mitchell Cunningham - Manager Environment & Waste	In Progress	1/07/2017	30/06/2021	80%	100%		
Activity	Budget Type	Budget	YTD Budget	YTD Actual	YTD Variance			
Environmental Planning	Recurrent							
<b>Linked action filters:</b> Outstanding Council Plan Actions 2017/2021,								
<b>Action Progress Comments</b>								
A draft water trading policy has been developed, and the policy was provided to the consultants developing the Bacchus Marsh Integrated Water Management Strategy for inclusion in this document, however, due to the scale of the Integrated Water Strategy it was not incorporated. As a result, the trading water policy is still in draft form - it is expected that the policy will be completed in 2024. Following discussions with internal staff, the water trading policy is to be extended to include steps and objectives of what is to occur in drought as well. Kick-off meeting has been completed with relevant staff Members and a draft strategy for the internal workshop is expected to be circulated in Q 3. Action Completion date proposed to be extended to FY23/24.								
Last Updated - 24/06/2024								

Moorabool Shire Council Action & Task Progress Report

Action	Action Status	Start Date	End Date	% Comp.	Target	% OnTarget
1.4.1.6 Incorporate strategic documents into the Planning Scheme - West Moorabool Heritage Study (2017 - 2021)	Sarah Kernohan - Manager Growth & Development In Progress	1/07/2019	30/06/2021	70%	100%	 YELLOW
Activity	Budget Type	Budget	YTD Budget	YTD Actual	YTD Variance	
Strategic Planning	Recurrent					
<b>Linked action filters:</b> Outstanding Council Plan Actions 2017/2021,						
<b>Action Progress Comments</b>						
November - The planning scheme amendment documents have are completed. Councillors were briefed on amendment in September and October 2023 (three briefings). The amendment will be considered at the December 2023 OMC.						
December - The recommendation was carried at the December 2023 OMC. The amendment has been submitted to the Department of Transport and Planning for authorisation .						
February 2024 - Conditional authorisation was received from the Department of Transport and Planning on 28 February. Officers are working through the conditions .						
March 2024: Officers are working through addressing the conditions of authorisation .						
April 2024: Officers are continuing to work through the conditions of authorisation .						
May 2024: Officers are continuing to work through the conditions of authorisation .						
June 2024: Officers are continuing to work through the conditions of authorisation . This action will continue in the next Financial Year.						
Last Updated - 14/06/2024						
Action	Action Status	Start Date	End Date	% Comp.	Target	% OnTarget
1.4.1.7 Include the recommendations from the Planning Scheme Review report into the Planning Scheme	Sarah Kernohan - Manager Growth & Development Completed	11/08/2020	30/06/2021	100%	100%	 GREEN
Activity	Budget Type	Budget	YTD Budget	YTD Actual	YTD Variance	
Strategic Planning	Recurrent					
<b>Linked action filters:</b> Outstanding Council Plan Actions 2017/2021,						
<b>Action Progress Comments</b>						
A staged approach is being undertaken to progressively incorporate recommendations into the Planning Scheme . These recommendations are incorporated into actions that have been outlined in the Council Plan 2021-25 and are separately reported on in 2021-22. These actions include: Reviewing/ Developing an Investment Attraction Strategy, Visitor Strategy, Heritage Strategy, and Economic Development Strategy. Any further recommendations for action will be incorporated as new Council Plan Actions as required .						
Last Updated - 21/12/2021						



Moorabool Shire Council Action & Task Progress Report

Action	Action Status	Start Date	End Date	% Comp.	Target	% OnTarget
1.4.1.8 Adopt a revised Municipal Early Years Plan (MEYP) and Youth Strategy	Completed	1/07/2017	30/06/2021	100%	Not Set	
Rhona Pedretti - Manager Community Connections and Wellbeing						
Activity	Budget Type	Budget	YTD Budget	YTD Actual	YTD Variance	
Youth Services	Recurrent					
<b>Linked action filters:</b> Outstanding Council Plan Actions 2017/2021,						
<b>Action Progress Comments</b> A request for quotation specification has been developed in preparation for a procurement process to seek a suitable consultant to develop a combined early years and youth strategy . This strategy will be delivered in 2023-2024. This action is now marked completed as it has been joined with a new Council Plan action for the year 2023-2024 FY (Named: Develop a New Young Communities Strategy (which Combines the Municipal Early Years and Plan and Youth Strategy) Last Updated - 03/08/2023						
Action	Action Status	Start Date	End Date	% Comp.	Target	% OnTarget
1.4.1.9 Implement the Reserve Management Framework	Completed	1/07/2020	30/06/2021	100%	100%	
Shannon Maloney - Manager Community Place and Prosperity						
Activity	Budget Type	Budget	YTD Budget	YTD Actual	YTD Variance	
Recreation and Leisure	Recurrent					
<b>Linked action filters:</b> Outstanding Council Plan Actions 2017/2021,						
<b>Action Progress Comments</b> Due to the impacts of the COVID-19 pandemic and the impact on the financial sustainability of local sporting clubs and leagues, the final year of the Reserve Management Framework has not been implemented to the full extent as projected in the framework. As a separate action to review the existing Reserve Management Framework should be completed in 2022 to provide an updated and more robust framework for future years implementation. Last Updated - 21/12/2021						



Moorabool  
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# Moorabool Shire Council

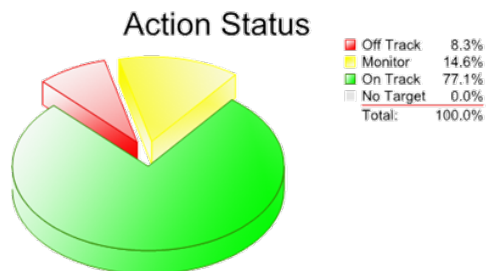
## *PREMIUM Action and Task Progress Report*

July 2023 - June 2024

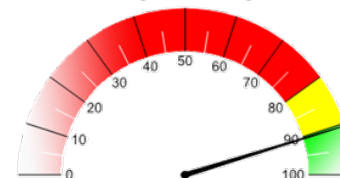
Report Filters:  
Date From :01-07-2023  
Date To :30-06-2024  
Display Task : No  
Action Filter :Council Plan



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### Action Progress Against Targets







- 48 Actions reported on
- 37 At least 90% of action target achieved
- 7 Between 60 and 90% of action target achieved
- 4 Less than 60% of action target achieved
- 0 Actions with no target set

**Key Result Area: 1 Community Vision: We embrace our natural environment and lifestyle options to create an inspiring place for everyone to live, work and play**


**Objective: 1.1 Objective 1 - Healthy, inclusive and connected neighbourhoods**

**Priority: 1.1.1 Improve the health and wellbeing of our community**


Action	Action Status	Start Date	End Date	% Comp.	Target	% OnTarget	
1.1.1.1 Review the Recreation and Leisure Strategy	In Progress	1/07/2021	30/06/2024	75%	100%		
<b>Activity</b> Sport and Active Recreation		<b>Budget Type</b> Recurrent		<b>Budget</b>	<b>YTD Budget</b>	<b>YTD Actual</b>	<b>YTD Variance</b>
<b>Action Progress Comments</b> This action was carried forward from 2021/22 financial year. The Recreation and Leisure Strategy and the Hike & Bike strategy have been reviewed. Outstanding items carried forward to the new draft. A Draft of the Recreation and Leisure Strategy has been developed and officers are now undertaking a re-drafting to ensure both previous strategies' outstanding deliverables are captured and a clear strategy is created. Required to be carried forward - anticipating Strategy will be presented in March 2025 for adoption. Last Updated - 09/07/2024							


Moorabool Shire Council		Action & Task Progress Report					
Action	Action Status	Start Date	End Date	% Comp.	Target	% OnTarget	
1.1.1.3 Implement the annual actions of the Health and Wellbeing Plan	Travis Kirwood - Manager Community Development and Activation	In Progress	1/07/2021	30/06/2025	90%	100%	 GREEN
Activity	Budget Type	Budget	YTD Budget	YTD Actual	YTD Variance		
Health & Wellbeing	Recurrent						
<b>Action Progress Comments</b>							
The quarterly Health and Wellbeing Advisory Committee meeting was held earlier in the FY . Tasks are tracked on time and health and wellbeing actions are being implemented . Any outstanding items of this year will carried forward into 24/25 FY							
Last Updated - 24/06/2024							
Action	Action Status	Start Date	End Date	% Comp.	Target	% OnTarget	
1.1.1.4 Implement the annual actions of the Age Well Live Well Strategy	Travis Kirwood - Manager Community Development and Activation	In Progress	1/07/2021	30/06/2025	95%	100%	 GREEN
Activity	Budget Type	Budget	YTD Budget	YTD Actual	YTD Variance		
Health Promotion	Recurrent						
<b>Action Progress Comments</b>							
Vacancies were a challenge for this action, two vacant positions managed to be filled in March 2024. Actions were reviewed and tracked to determine what has been completed as per the plan and what will need to be captured in the next iteration of this plan.							
Tasks are being tracked and the Age Well, Live Well strategy actions are being implemented. The seniors festivals were a great achievement from this year's actions.							
Any outstanding Items will be carried forward to 24/25 FY							
Last Updated - 09/07/2024							
Action	Action Status	Start Date	End Date	% Comp.	Target	% OnTarget	
1.1.1.5 Implement the annual actions of the Disability, Accessibility and Inclusion Plan	Travis Kirwood - Manager Community Development and Activation	Completed	1/07/2021	30/06/2025	100%	100%	 GREEN
Activity	Budget Type	Budget	YTD Budget	YTD Actual	YTD Variance		
Community Facilities Activation - (Access and Inclusion)	Recurrent						
<b>Action Progress Comments</b>							
Year 3 target completed. Community Development engaged individually with all Service Units assigned actions within this plan. We have updated the completed actions and provided support for future requirements. The disability action plan progressed well this year. In June 2024, we are in the final stages of delivering an all-abilities playground at the Bacchus Marsh Recreation Racecourse Reserve.							
Last Updated - 24/06/2024							

Moorabool Shire Council Action & Task Progress Report




Action	Action Status	Start Date	End Date	% Comp.	Target	% OnTarget	
1.1.1.50 Develop a New Young Communities Strategy (which Combines the Municipal Early years and plan and Youth Strategy)	Rhona Pedretti - Manager Community Connections and Wellbeing	Completed	1/07/2023	30/06/2024	100%	100%	
Activity	Budget Type	Budget	YTD Budget	YTD Actual	YTD Variance		
Child, Youth and Family	Recurrent						
<b>Action Progress Comments</b>							
Year 3 target completed. The Young Communities Strategy themes and actions were further refined by the team. The consultant sent the draft document to the graphic designer in February 2024. The draft of the Young Communities Strategy was presented to OMC on 3 April 2024. The Council resolved to publicly exhibit the draft Young Communities Strategy for a period of four weeks. It began public exhibition in May 2024. An accessible snapshot version of the Young Communities Strategy has been completed to enable children, young people, CALD community members and other community members a simple version of the document. Feedback was sourced through public exhibition period and implemented in the draft Young Communities Strategy. This was presented to the Exec team on 28/05/2024 and scheduled for OMC 03/07/2024. Last Updated - 24/06/2024							

**Priority:** 1.1.2 Improve access and opportunities for integrated transport

Action	Action Status	Start Date	End Date	% Comp.	Target	% OnTarget	
1.1.2.1 Complete Stage 1 construction of the Aqualink Cycle Corridor project in Bacchus Marsh	Corinne Jacobson - Manager of Major Projects	Completed	1/07/2021	30/06/2024	100%	100%	
Activity	Budget Type	Budget	YTD Budget	YTD Actual	YTD Variance		
Major Projects	Recurrent						
<b>Action Progress Comments</b>							
Construction of Aqualink Stage 1 (Lerderderg River to Holts Lane) shared pathway and road crossings are complete and was open to the public in April 2023.. Fencing on residential properties along the shared pathway has been installed. Landscaping works completed in December 2023. Stage 1 shared pathway is open for public use. Last Updated - 10/07/2024							

Action	Action Status	Start Date	End Date	% Comp.	Target	% OnTarget	
1.1.2.11 Develop a set of guiding principles to facilitate Placemaking	Shannon Maloney - Manager Community Place and Prosperity	In Progress	1/07/2022	30/06/2025	15%	50%	
Activity	Budget Type	Budget	YTD Budget	YTD Actual	YTD Variance		
Economic Development	Recurrent						
<b>Action Progress Comments</b>							
This action was carried forward from 2022/23 financial year. The scoping of the project commenced however was on hold until the Economic Development Strategy completion and adoption in October 2023. Place Making has been identified as a medium priority to be developed in the next 1-3 years subject to funding and available budget. Uncompleted items will be carried into 24/25 FY Last Updated - 24/06/2024							




Moorabool Shire Council								Action & Task Progress Report
Action	Action Status	Start Date	End Date	% Comp.	Target	% OnTarget		
1.1.2.2 Construct Stage 2 of the Aqualink Cycle Corridor project in Bacchus Marsh	Corinne Jacobson - Manager of Major Projects	Completed	1/07/2022	30/06/2024	100%	100%	 GREEN	
Activity	Budget Type	Budget	YTD Budget	YTD Actual	YTD Variance			
Major Projects	Recurrent							
<b>Action Progress Comments</b>								
Construction of a shared user path from the Freeway to Young Street/Masons Lane Reserve is complete. an was opened to the public in November 2024. Stage 2 shared pathway is open for public use.								
Last Updated - 10/07/2024								
Action	Action Status	Start Date	End Date	% Comp.	Target	% OnTarget		
1.1.2.3 Develop an Integrated Transport Plan for Growth Areas	Ewen Nevett - Manager Engineering Services	In Progress	1/07/2022	30/06/2025	70%	70%	 GREEN	
Activity	Budget Type	Budget	YTD Budget	YTD Actual	YTD Variance			
Infrastructure Subdivision Development	Recurrent							
<b>Action Progress Comments</b>								
Year 3 target completed. The technical background report for Ballan has been completed. Drafting of a Ballan Integrated Transport Plan (BITP) has commenced with public consultation now planned for 2024-2025 prior to finalisation in 24/25 FY								
Last Updated - 24/06/2024								
Action	Action Status	Start Date	End Date	% Comp.	Target	% OnTarget		
1.1.2.4 Implement the annual actions from the Road Safety Strategy	John Miller - Manager Asset Management	In Progress	1/07/2021	30/06/2025	75%	75%	 GREEN	
Activity	Budget Type	Budget	YTD Budget	YTD Actual	YTD Variance			
Asset Strategy	Recurrent							
<b>Action Progress Comments</b>								
Year 3 target completed, progress and activities include: Attendance of Road Safe Central Highlands Meetings. Installation of radar speed signage on Grey St, Darley School Crossings funded by Road Safe Central Highlands. The third workshop under the Safe Local Roads and Streets program was completed with a draft list of priority road safety projects currently being evaluated for funding. The 2023/2024 Capital Improvement Program has delivered numerous road safety upgrade projects. Safe Drive/Motorised Mobility Devices workshop held at Bellbrook Gardens Bacchus Marsh in May. Application for funding via the Transport Accident Commission to review and develop a new Road Safety Strategy for 2025-2028.								
Last Updated - 24/06/2024								

Moorabool Shire Council


Action & Task Progress Report

**Priority:** 1.1.3 Facilitate opportunities for the community to gather and celebrate

Action	Manager	Action Status	Start Date	End Date	% Comp.	Target	% OnTarget
1.1.3.14 Investigate opportunities to support volunteerism in the shire	Travis Kirwood - Manager Community Development and Activation	In Progress	17/07/2023	30/06/2025	50%	50%	

Activity	Budget Type	Budget	YTD Budget	YTD Actual	YTD Variance
Community Development and Participation	Recurrent				

**Action Progress Comments**  
 June 2024 - A volunteer page was created and launched on the corporate website to provide direction for anyone wishing to Volunteer for Moorabool Shire . We also hosted our first Volunteer week event in Bacchus Marsh , providing a BBQ to recognise the work of our volunteers, as well as promoting opportunities for potential new volunteers.  
 Last Updated - 09/07/2024

Action	Manager	Action Status	Start Date	End Date	% Comp.	Target	% OnTarget
1.1.3.2 Implement the annual actions of the Arts and Culture Strategy	Shannon Maloney - Manager Community Place and Prosperity	Completed	1/07/2022	30/06/2025	100%	100%	

Activity	Budget Type	Budget	YTD Budget	YTD Actual	YTD Variance
Economic Development	Recurrent				

**Action Progress Comments**  
 Within Year 3 (2023-2024 FY) achievements made include:  
 Activation of the MAPP up in Lights outdoor galleries in partnership with the Bacchus Marsh RSL and Ballan RSL . MAPP gallery exhibitions opened in November 2023.  
 A new Public Arts Officer commenced and made progress on the Bald Hill Sculpture Trail . First Artist Coffee Catch-up on 27 February 2024 at Ballan Art Space. Regional Arts Victoria held a forum in Ballan at the end of March and presented artists with opportunities and involvement in cultural tourism. An Artist coffee catch-up at Blackwood on 30 April 2024. The MAPP Gallery held exhibitions for ANZAC Day and Reconciliation and NAIDOC week . Initiated and assessed expression of Interest invitations to participate in the November 2024 Hide and Seek festival.  
 Last Updated - 24/06/2024



Moorabool Shire Council


Action & Task Progress Report

**Priority:** 1.1.4 Develop a vision and provide opportunities for rural communities

Action	Action Status	Start Date	End Date	% Comp.	Target	% OnTarget
1.1.4.1 Develop a Township Improvement plan for one small town annually	Mitchell Cunningham - Manager Environment & Waste In Progress	1/07/2021	30/06/2025	90%	100%	 GREEN


Activity	Budget Type	Budget	YTD Budget	YTD Actual	YTD Variance
Environmental Planning	Recurrent				

**Action Progress Comments**  
 This project is to complete a Township Improvement Plan for the township of Lal Lal sympathetic with the Civil Works Design currently underway for the township .  
 To date Round 1 of Have Your Say has been completed to determine the needs of the community . A Desktop Cultural Heritage Analysis has been undertaken to confirm no formal report is needed. An arborist report and investigation are completed and master planning of the Township and commencement of the concept designs for both the landscaping and civil elements are currently underway.  
 The next step, development of the civil and landscaping concepts, is currently underway which will then facilitate an update to the community prior to the tendering of the work.  
 The estimated design completion date is August 2024. Uncompleted items will be carried into 24/25 FY  
 Last Updated - 10/07/2024

Action	Action Status	Start Date	End Date	% Comp.	Target	% OnTarget
1.1.4.2 Implement Township Improvement plans in accordance with the annual budget.	Ewen Nevett - Manager Engineering Services Completed	1/07/2021	30/06/2025	100%	100%	 GREEN

Activity	Budget Type	Budget	YTD Budget	YTD Actual	YTD Variance
Capital Works	Recurrent				

**Action Progress Comments**  
 Year 3 target completed. A contract for the Blackwood Small Township Improvement Program (STIP) project was been awarded in early May 2024 and works have commenced on the ground.  
 Last Updated - 10/07/2024

Action	Action Status	Start Date	End Date	% Comp.	Target	% OnTarget
1.1.4.4 Complete design and commence construction for Ballan Library and Community Hub	Corinne Jacobson - Manager of Major Projects Completed	1/07/2022	30/06/2024	100%	100%	 GREEN


Activity	Budget Type	Budget	YTD Budget	YTD Actual	YTD Variance
Major Projects	Recurrent				

**Action Progress Comments**  
 An Expression of Interest for the construction was completed in October 2023 with six builders shortlisted. The select tender was sent out in November 2023 and closed in January 2024.  
 Following the evaluation of submissions, the contract to construct the new Ballan Library and Community Hub was awarded to AW Nicholson at the April Ordinary Meeting of Council .  
 Works commenced in late-May 2024 with completion anticipated mid-2025.  
 Last Updated - 24/06/2024







Moorabool Shire Council Action & Task Progress Report





Action	Action Status	Start Date	End Date	% Comp.	Target	% OnTarget	
1.1.4.5 Complete construction for Ballan Library and Community Hub	Corinne Jacobson - Manager of Major Projects	In Progress	1/07/2023	30/06/2025	10%	10%	 GREEN
Activity	Budget Type	Budget	YTD Budget	YTD Actual	YTD Variance		
Major Projects	Recurrent						
<b>Action Progress Comments</b>							
Action is on track. The construction of the new Ballan Library and community hub was awarded to AW Nicholson at the April 2024 Ordinary Meeting of Council. Demolition of the existing bank building was completed in June 2024. Site works for the new building have commenced and the project is scheduled for completion in October 2025.							
Last Updated - 24/06/2024							

**Priority:** 1.1.5 Provide access to services to improve community connection in the Shire


Action	Action Status	Start Date	End Date	% Comp.	Target	% OnTarget	
1.1.5.11 Construct Moorabool Aquatic and Recreation Centre (MARC) Stage 1 - Bacchus Marsh Indoor Sports Stadium	Corinne Jacobson - Manager of Major Projects	Completed	1/07/2022	30/06/2024	100%	100%	 GREEN
Activity	Budget Type	Budget	YTD Budget	YTD Actual	YTD Variance		
Major Projects	Recurrent						
<b>Action Progress Comments</b>							
The Indoor Sports stadium provides a range of amenities including a four-court indoor sports hall, meeting room, function room, and multipurpose spaces. The stadium has been in construction since March 2022 with construction completed in September 2023. The Certificate of Occupancy was issued in early October and final occupancy took place in late October 2023.							
Last Updated - 24/06/2024							

Action	Action Status	Start Date	End Date	% Comp.	Target	% OnTarget	
1.1.5.12 Implement the annual actions of the Female Friendly Sport and Recreation Participation and Facilities Strategy	Travis Kirwood - Manager Community Development and Activation	Completed	1/07/2021	30/06/2024	100%	100%	 GREEN
Activity	Budget Type	Budget	YTD Budget	YTD Actual	YTD Variance		
Sport and Active Recreation	Recurrent						
<b>Action Progress Comments</b>							
This Action was carried forward from the 2021/22 financial year. FY 2023-2024 works completed. This includes the completion of early design work for the Active Moorabool brand , and lighting audits at Maddingley Park, Mt Egerton Reserve, Mason's Lane Reserve and Ballan Reserve. Grant application for Gordon Rec Reserve Active Recreation was submitted in response to feedback from FFS . The Council adopted the Fair Access Policy in June 2024 and work continues on the planning for the Racecourse Recreation Reserve Pavilion, which will also feature a focus on female-friendly amenities.							
Last Updated - 24/06/2024							

Moorabool Shire Council Action & Task Progress Report

Action	Action Status	Start Date	End Date	% Comp.	Target	% OnTarget	
1.1.5.2 Complete construction of the West Maddingley Early Years & Community Hub (WMEYH)	Corinne Jacobson - Manager of Major Projects	Completed	1/07/2022	30/06/2024	100%	100%	 GREEN
<b>Activity</b>	<b>Budget Type</b>	<b>Budget</b>	<b>YTD Budget</b>	<b>YTD Actual</b>	<b>YTD Variance</b>		
Major Projects	Recurrent						
<b>Action Progress Comments</b>							
The development of the hub was identified as a priority project of Council. Construction works commenced in February 2023 and were completed in November 2023. A contract of landscaping was awarded in July and was completed in October 2023. An official opening was held in mid-December 2023.							
Last Updated - 24/06/2024							
Action	Action Status	Start Date	End Date	% Comp.	Target	% OnTarget	
1.1.5.4 Commence construction of the Regional Bowls Facility	Corinne Jacobson - Manager of Major Projects	Completed	1/07/2021	30/06/2024	100%	100%	 GREEN
<b>Activity</b>	<b>Budget Type</b>	<b>Budget</b>	<b>YTD Budget</b>	<b>YTD Actual</b>	<b>YTD Variance</b>		
Major Projects	Recurrent						
<b>Action Progress Comments</b>							
A construction tender for the new Bacchus Marsh Bowls facility was issued in April and closed in May 2024. Tender submissions are currently being evaluated.							
Last Updated - 10/07/2024							
Action	Action Status	Start Date	End Date	% Comp.	Target	% OnTarget	
1.1.5.5 Complete construction of the Regional Bowls Facility (external funding dependent)	Corinne Jacobson - Manager of Major Projects	In Progress	1/07/2022	30/06/2025	5%	0%	 GREEN
<b>Activity</b>	<b>Budget Type</b>	<b>Budget</b>	<b>YTD Budget</b>	<b>YTD Actual</b>	<b>YTD Variance</b>		
Major Projects	Recurrent						
<b>Action Progress Comments</b>							
A construction tender for the new Bacchus Marsh Bowls facility was issued in April and closed in May 2024. Tender submissions are currently being evaluated.							
Last Updated - 10/07/2024							
Action	Action Status	Start Date	End Date	% Comp.	Target	% OnTarget	
1.1.5.6 Construct Stage 2 of the Bacchus Marsh Racecourse Recreation Reserve (BMRRR)	Corinne Jacobson - Manager of Major Projects	Completed	1/07/2022	30/06/2024	100%	100%	 GREEN
<b>Activity</b>	<b>Budget Type</b>	<b>Budget</b>	<b>YTD Budget</b>	<b>YTD Actual</b>	<b>YTD Variance</b>		
Major Projects	Recurrent						
<b>Action Progress Comments</b>							
Project scope includes the construction of two sports ovals, hard courts, play space, access roads and car parking, service installations, and landscaping. Hard courts, access roads and services were completed in 2023. The sports ovals were sprigged in summer and are establishing turf. The play space was completed in 2024.							
Last Updated - 10/07/2024							






Moorabool Shire Council		Action & Task Progress Report					
Action		Action Status	Start Date	End Date	% Comp.	Target	% OnTarget
1.1.5.7 Seek funding for Stage 3 BMRRR (annually until successful)	Derek Madden - Chief Executive Officer	Completed	1/07/2021	30/06/2025	100%	100%	 GREEN
Activity	Budget Type	Budget	YTD Budget	YTD Actual	YTD Variance		
Chief Executive Officer	Recurrent						
<b>Action Progress Comments</b>							
Funding for various components of this project has been secured							
Last Updated - 13/04/2023							

Moorabool Shire Council


Action & Task Progress Report

Objective: 1.2 Objective 2 - Liveable and thriving environments


Priority: 1.2.1 Develop planning mechanisms to enhance liveability in the Shire


Action	Action Status	Start Date	End Date	% Comp.	Target	% OnTarget
1.2.1.10 Review and update the draft Urban Design Guidelines for new development, including sustainable subdivision principles	Mitchell Cunningham - Manager Environment & Waste In Progress	1/07/2021	30/06/2024	25%	100%	 RED
<b>Activity</b>	<b>Budget Type</b>	<b>Budget</b>	<b>YTD Budget</b>	<b>YTD Actual</b>	<b>YTD Variance</b>	
Environmental Planning	Recurrent					
<b>Action Progress Comments</b>						
This project involves a review of Council's existing Urban Design Guidelines to ensure it remains relevant for new developments in Moorabool. An initial review has been undertaken however, the project will carry forward into 2024/25 to be completed.						
Last Updated - 10/07/2024						
Action	Action Status	Start Date	End Date	% Comp.	Target	% OnTarget
1.2.1.4 Consult and complete Bacchus Marsh Town Centre Structure plan	Cliff Bostock - Coordinator Strategic Planning In Progress	1/07/2022	30/06/2024	85%	100%	 YELLOW
<b>Activity</b>	<b>Budget Type</b>	<b>Budget</b>	<b>YTD Budget</b>	<b>YTD Actual</b>	<b>YTD Variance</b>	
Strategic Planning	Recurrent					
<b>Action Progress Comments</b>						
2023-2024 FY activities and progress include: In January, a draft Structure Plan was reviewed and feedbacks were provided to the consultant in the following month. Consultant updated draft plan in line with feedback from Council officers and was finalised in April 2024. A draft plan was presented to Councillors in June and will go to the July meeting of the Council. Following this consultation on the plan would be undertaken. Action Completion date proposed to be extended to 24/25 FY.						
Last Updated - 12/07/2024						
Action	Action Status	Start Date	End Date	% Comp.	Target	% OnTarget
1.2.1.6 Consult and complete Bungaree and Wallace Structure plans	Cliff Bostock - Coordinator Strategic Planning In Progress	1/07/2022	30/06/2025	55%	80%	 YELLOW
<b>Activity</b>	<b>Budget Type</b>	<b>Budget</b>	<b>YTD Budget</b>	<b>YTD Actual</b>	<b>YTD Variance</b>	
Strategic Planning	Recurrent					
<b>Action Progress Comments</b>						
Within Year 3 (2023-2024 FY) progress and activities include: The consultation paper was uploaded to Council's Have Your Say Page in February 2024 and letters were sent to landowners, agencies and submitters. Officers evaluated submissions and revisited the investigation areas, and, met with CHW to discuss sewerage options in May 2024. Currently, Officers continue to refine the options. Action Completion date proposed to be extended to 24/25 FY.						
Last Updated - 12/07/2024						

Moorabool Shire Council Action & Task Progress Report




Action	Action Status	Start Date	End Date	% Comp.	Target	% OnTarget	
1.2.1.8 Consult and complete Rural Land Use strategy	Cliff Bostock - Coordinator Strategic Planning	In Progress	1/07/2023	30/06/2025	85%	80%	 GREEN
Activity	Budget Type	Budget	YTD Budget	YTD Actual	YTD Variance		
Strategic Planning	Recurrent						
<b>Action Progress Comments</b>							
Year 3 target completed. 2023-2024 FY activities include: The team received the RLUS draft and undertook an internal workshop regarding the RLUS draft. Feedback was finalised from an internal review to provide to the consultant and was sent to the consultant in March 2024. In May, officers have finalised a draft RLUS and are briefing Councillors on the draft RLUS in June. This project will resume in the 24/25 FY.							
Last Updated - 12/07/2024							

**Priority:** 1.2.2 Beautify our Shire including our parks, gardens, streetscapes, public and open spaces



Action	Action Status	Start Date	End Date	% Comp.	Target	% OnTarget	
1.2.2.1 Implement the planting program as per the Street Tree strategy	Tristan May - Manager Operations	Completed	1/07/2021	30/06/2025	100%	100%	 GREEN
Activity	Budget Type	Budget	YTD Budget	YTD Actual	YTD Variance		
Parks and Gardens	Recurrent						
<b>Action Progress Comments</b>							
Year 3 target completed. The tree planting program commenced in March planting a small number of trees initially at Riverbend Drive Reserve. The remainder of the tree planting commenced in late May and was finalised in late June. The program is derived through a combination of Customer Requests and the Street Tree Planting Strategy with this year's program planting over 260 trees spread across Maddingley, Darley, Gordon, Millbrook, Navigators & Ballan. This project will resume in the next 24/25 FY.							
Last Updated - 24/06/2024							

Action	Action Status	Start Date	End Date	% Comp.	Target	% OnTarget	
1.2.2.2 Develop the Gateway strategy	Mitchell Cunningham - Manager Environment & Waste	In Progress	1/07/2021	30/06/2024	95%	100%	 GREEN
Activity	Budget Type	Budget	YTD Budget	YTD Actual	YTD Variance		
Environmental Planning	Recurrent						
<b>Action Progress Comments</b>							
This project will result in a strategy to guide the development, upgrade and management of all gateways across Moorabool. This will be broken up into a hierarchy of gateways depending on the hierarchy of the towns and will guide upgrading, management and replacement. A draft strategy has been prepared and has completed a public exhibition. Council staff are currently working through the amendments to the strategy based on the outcomes of the public exhibition and Councilor briefing in late 2023. This Strategy is anticipated to be taken to the September 2024 Council meeting for adoption. Action Completion date proposed to be extended to 24/25 FY							
Last Updated - 24/06/2024							


Moorabool Shire Council Action & Task Progress Report

Action		Action Status	Start Date	End Date	% Comp.	Target	% OnTarget
1.2.2.3 Implement the Gateway strategy	Mitchell Cunningham - Manager Environment & Waste	Not Started	1/07/2023	30/06/2025	0%	0%	 GREEN
<b>Activity</b>	<b>Budget Type</b>	<b>Budget</b>	<b>YTD Budget</b>	<b>YTD Actual</b>	<b>YTD Variance</b>		
Environmental Planning	Recurrent						
<b>Action Progress Comments</b>							
The Gateway Strategy will result in several actions to be delivered across the strategy. The strategy is currently planned to be adopted in the September 2024 Council meeting and following this adoption, the yearly actions will be completed as required. This action is expected to begin in the 24/25 FY.							
Last Updated - 24/06/2024							
Action		Action Status	Start Date	End Date	% Comp.	Target	% OnTarget
1.2.2.4 Develop the Open Space strategy	Mitchell Cunningham - Manager Environment & Waste	In Progress	1/07/2021	30/06/2024	80%	100%	 YELLOW
<b>Activity</b>	<b>Budget Type</b>	<b>Budget</b>	<b>YTD Budget</b>	<b>YTD Actual</b>	<b>YTD Variance</b>		
Environmental Planning	Recurrent						
<b>Action Progress Comments</b>							
The development of an Open Space Strategy will guide the development of Open Space within Moorabool Shire. A draft strategy is currently being developed. Upon review, there are a number of changes that are required to the draft prior to consultation and Council staff are currently working through these. Following the changes being made, a Councillor briefing will be scheduled for the purpose of gaining approval for public exhibition at the next available Council meeting post Caretaker period. Action Item completion date proposed to be extended to 24/25 FY.							
Last Updated - 10/07/2024							
Action		Action Status	Start Date	End Date	% Comp.	Target	% OnTarget
1.2.2.5 Implement the Open Space Strategy	Mitchell Cunningham - Manager Environment & Waste	Not Started	1/07/2021	30/06/2024	0%	0%	 GREEN
<b>Activity</b>	<b>Budget Type</b>	<b>Budget</b>	<b>YTD Budget</b>	<b>YTD Actual</b>	<b>YTD Variance</b>		
Environmental Planning	Recurrent						
<b>Action Progress Comments</b>							
The Open Space Strategy will result in a number of actions to be delivered across the strategy. The strategy is currently planned to be adopted in the June 2025 Council meeting and following this adoption, the yearly actions will be completed as required. As the strategy has not been adopted there has not been any progression in satisfying the actions within the strategy. This action is expected to commence in the 24/25 FY.							
Last Updated - 24/06/2024							

Moorabool Shire Council Action & Task Progress Report

Action	Action Status	Start Date	End Date	% Comp.	Target	% OnTarget
1.2.2.6 Develop the Bacchus Marsh Avenue of Honour Management plan	Completed	1/07/2021	30/06/2024	100%	100%	
<b>Activity</b>						
Parks and Gardens	Recurrent					
<b>Action Progress Comments</b>						
Following extensive engagement and the development of the draft documentation, the Council adopted both the Bacchus Marsh Avenue of Honour Management Strategy and Preservation Plan at the November ordinary meeting of the Council. The plans have been endorsed by Heritage Victoria and have finalised the documents that outline Council's management requirements inclusive of recommended annual actions.						
Last Updated - 24/06/2024						
Action	Action Status	Start Date	End Date	% Comp.	Target	% OnTarget
1.2.2.7 Implement the annual actions of the Bacchus Marsh Avenue of Honour Management plan	Completed	1/07/2023	30/06/2025	100%	100%	
<b>Activity</b>						
Parks and Gardens	Recurrent					
<b>Action Progress Comments</b>						
Year 3 target completed. The Bacchus Marsh Avenue of Honour Management Strategy and Preservation Plan was adopted by Council in November 2023 with annual actions commencing in 2024. Endorsement of the Management Strategy and Preservation Plan has been received from Heritage Victoria , which covers the first ten years of tree replacements. Key stakeholder engagement was undertaken in March to provide an update on the start of the tree replacement program with the removal and replacement works occurring in late April/early May to finalise the first-year actions of the preservation plan. This project will resume in 24/25 FY.						
Last Updated - 24/06/2024						

**Priority:** 1.2.3 Enhance our natural environments

Action	Action Status	Start Date	End Date	% Comp.	Target	% OnTarget
1.2.3.19 Consult and finalise the Sustainable Environment Strategy	In Progress	1/07/2023	30/06/2025	75%	100%	
<b>Activity</b>						
Environmental Planning	Recurrent					
<b>Action Progress Comments</b>						
The Sustainable Environment Strategy has lapsed and a new strategy is being developed to guide Council's direction for the natural environment and the community and built environment.						
Round 1 of Have Your Say has been completed to check in with the community about the themes within the new strategy . A Councillor briefing was undertaken in May and Council staff are now working through the strategy based on the Councillor feedback. The draft strategy will be finalised by end September 2024 and will be presented at the next Council meeting following that to undertake Public Exhibition. It is anticipated that the strategy will be adopted in the 2024/2025 financial year.						
Last Updated - 10/07/2024						

Moorabool Shire Council Action & Task Progress Report

Action		Action Status	Start Date	End Date	% Comp.	Target	% OnTarget
1.2.3.5 Implement the Waste and Resource Recovery strategy	Mitchell Cunningham - Manager Environment & Waste	In Progress	1/07/2022	30/06/2025	90%	100%	

Activity	Budget Type	Budget	YTD Budget	YTD Actual	YTD Variance
Waste	Recurrent				


**Action Progress Comments**  
 Within the Waste and Resource Recovery Strategy, several actions were split across the 4 years. The strategy contained 15 actions of which 13 have been completed. Remaining actions will be carried forward into 2024/25 for action and completion and is currently on track to be completed.  
 Last Updated - 10/07/2024

Action		Action Status	Start Date	End Date	% Comp.	Target	% OnTarget
1.2.3.7 Develop a sustainable materials policy for infrastructure work	Mitchell Cunningham - Manager Environment & Waste	In Progress	1/07/2023	30/01/2025	50%	100%	

Activity	Budget Type	Budget	YTD Budget	YTD Actual	YTD Variance
Environmental Planning	Recurrent				

**Action Progress Comments**  
 This project will result in a sustainable materials policy being created for both Council projects and gifted assets. An initial review has found that Council already does a lot of this through its capital works and maintenance programs and this project will guide future works in this space. The project will be carried forward into 2024/25 for finalisation.  
 Last Updated - 10/07/2024

**Priority:** 1.2.4 Grow local employment and business investment

Action		Action Status	Start Date	End Date	% Comp.	Target	% OnTarget
1.2.4.2 Develop an Economic Development strategy and develop Action Plan	Shannon Maloney - Manager Community Place and Prosperity	Completed	1/07/2021	30/06/2024	100%	100%	

Activity	Budget Type	Budget	YTD Budget	YTD Actual	YTD Variance
Economic Development	Recurrent				

**Action Progress Comments**  
 The Economic Development Strategy was endorsed by Council at the Oct 4 Ordinary Meeting of Council. This action has been fully concluded.  
 Last Updated - 24/06/2024




Moorabool Shire Council Action & Task Progress Report

Action	Action Status	Start Date	End Date	% Comp.	Target	% OnTarget
1.2.4.3 Implement the annual action of the Economic Development Strategy	Completed	1/07/2022	30/06/2025	100%	100%	 GREEN

Activity	Budget Type	Budget	YTD Budget	YTD Actual	YTD Variance
Economic Development	Recurrent				

**Action Progress Comments**  
 The economic development strategy was adopted in October 2023, with its implementation commencing earlier than the previously predicted timeline in 24-25 FY. This year's target is completed. A scoping document was drafted for the Moorabool Business Association Feasibility Study . Consultant appointed for Moorabool Business Association Feasibility Study . EOI for consultant for Business Investment and Attraction Investment Strategy , Prospectus and Policy circulated. Business Coffee Catch-up held on 7 May 2024 in Bacchus Marsh with 12 local businesses attending. The annual Women in Business networking event was held on 30 May 2024 with 80 attendees. Officers attended the Ballan Chamber of Commerce meeting on 21 May 2024. Currently progressing on the Moorabool Business Association Feasibility Study . This project will resume in the 24/25 FY.

Last Updated - 24/06/2024


Action	Action Status	Start Date	End Date	% Comp.	Target	% OnTarget
1.2.4.4 Develop an Investment Attraction Prospectus (Strategy)	In Progress	1/07/2022	30/06/2025	55%	100%	 RED

Activity	Budget Type	Budget	YTD Budget	YTD Actual	YTD Variance
Economic Development	Recurrent				

**Action Progress Comments**  
 A project brief and scope were developed and were on hold until the completion of the Economic Development Strategy in October 2023. The project brief went to tender in May 2024 and internal assessments to appoint a consultant were undertaken. Assessments were completed in June 2024 and negotiations with the preferred consultant are underway. Uncompleted items will be carried into 24/25 FY.

Last Updated - 24/06/2024


**Priority:** 1.2.5 Create a viable offering to attract visitors, tourists and investment

Action	Action Status	Start Date	End Date	% Comp.	Target	% OnTarget
1.2.5.1 Develop a Visitor Strategy and Action Plan	Completed	1/07/2021	30/06/2024	100%	100%	 GREEN

Activity	Budget Type	Budget	YTD Budget	YTD Actual	YTD Variance
Economic Development	Recurrent				

**Action Progress Comments**  
 Completed. The draft strategy was adopted by Council in August 2023 at the Ordinary Meeting of the Council.

Last Updated - 24/06/2024



Moorabool Shire Council		Action & Task Progress Report					
Action	Action Status	Start Date	End Date	% Comp.	Target	% OnTarget	
1.2.5.2 Implement the Visitor Economy Action Plan	Shannon Maloney - Manager Community Place and Prosperity	Completed	1/07/2021	30/06/2024	100%	100%	 GREEN
Activity	Budget Type	Budget	YTD Budget	YTD Actual	YTD Variance		
Economic Development	Recurrent						
<b>Action Progress Comments</b>							
<p>Within Year 3 (2023-2024 FY), the Tourism Midwest Victoria Industry briefing for Autumn took place in Bacchus Marsh. Expressions of interest of the Hide and Seek Steering committee were circulated to events and tourism operators in the Shire. The development of an events policy progressed with internal consultation. An application was submitted to the Enabling Tourism Fund for an Audience Segmentation Study. The Council noted the TMV Sustainable Destination Management Plan and Moorabool Local Area Action Plan on 22 May 2024. The team is continuing and finalising the development of the tourism website.</p> <p>Last Updated - 24/06/2024</p>							

Moorabool Shire Council

Action & Task Progress Report

**Objective: 1.3 Objective 3 - A Council that listens and adapts to the needs of our evolving communities**

**Priority:** 1.3.1 Listen, analyse and understand community needs


Action	Action Status	Start Date	End Date	% Comp.	Target	% OnTarget
1.3.1.18 Review the Customer Experience Strategy	In Progress	1/07/2022	30/06/2024	60%	80%	 YELLOW
<b>Activity</b>		<b>Budget Type</b>	<b>Budget</b>	<b>YTD Budget</b>	<b>YTD Actual</b>	<b>YTD Variance</b>
Customer Experience		Recurrent				
<b>Action Progress Comments</b>						
<p>A customer survey was created with a timeline to be sent out in mid-January 2024. A change in scope has changed the timeline slightly. The CX strategy went on a "Have your say" route to ensure we are capturing as many residents's input as possible. This change resulted in the need to present to Exec, Councillors and OMC to approve the Have Your Say initiative. This went to Exec on 19th March 24, Council briefing on 27th March 24 and OMC on 2nd May 2024.</p> <p>Workshops were held in December 2023-February 2024 with each directorate. Internal workshops were completed and analysed - a review of the data will help gain valuable insights and drive what should be in the CX strategy over the next 3 years. Have Your Say launched on 2nd May and was closed on 31st May with 138 responses received. Analysis is underway to understand the results and present results back to Exec and Councillors. This is scheduled for 25th June 2024 Exec briefing, 10th July 2024 Cr Briefing and 7 th August 2024 OMC.</p> <p>Action completion date proposed to be extended to 24/25 FY.</p> <p>Last Updated - 24/06/2024</p>						
Action	Action Status	Start Date	End Date	% Comp.	Target	% OnTarget
1.3.1.2 Develop the ICT strategy	Completed	1/07/2021	30/06/2024	100%	100%	 GREEN
<b>Activity</b>		<b>Budget Type</b>	<b>Budget</b>	<b>YTD Budget</b>	<b>YTD Actual</b>	<b>YTD Variance</b>
ICT		Recurrent				
<b>Action Progress Comments</b>						
<p>This action was carried forward from 2021/22 financial year.</p> <p>Earlier in the 2023-2024 FY, vacancy led to delivery delays. A new Digital Futures Coordinator eventually commenced and workshops with the ICT Steering Committee for Draft ICT Strategy continued. The final ICT Strategy workshops were conducted in October 2023. ICT Strategy was presented to the ICT Steering Committee in April 2024. Datascape Project launched in May 2024. The ICT Strategy was fully endorsed by the ICT Steering Committee to go to the Executive in June 2024, concluding this action.</p> <p>Last Updated - 21/06/2024</p>						



Moorabool Shire Council


Action & Task Progress Report

**Priority:** 1.3.2 Align services to meet the needs of the community

Action	Action Status	Start Date	End Date	% Comp.	Target	% OnTarget
1.3.2.2 Implement the Service Planning Framework per the adopted services	Joshua Warner - Executive Manager People & Culture In Progress	1/07/2022	30/06/2025	85%	100%	 YELLOW

Activity	Budget Type	Budget	YTD Budget	YTD Actual	YTD Variance
Organisational Development	Recurrent				



**Action Progress Comments**  
 The Year 1 road map was reviewed in conjunction with the reformed PCG. The Service Planning Framework (and associated templates) was finalized and approved by the GM Customer and Corporate Services in October 2023. A coaching module was developed and rolled out to managers. The Statutory Planning service planning exercise has been completed and the recommendation report was approved and presented at Executive (12/12/23). The Kindergarten Enrolment service planning exercise commenced; the scope was approved at Executive on 12 December 2023, their recommendation report was approved in February 2024 and their implementation commenced in April 2024. The P&C team continued to investigate the development of a hybrid model to provide opportunities to undertake continuous improvement activities in lieu of service planning in defined circumstances. Two Service Planning under Operations commenced in May 2024 and the Fleet Services review has been completed. The Roadmap has continued to be adjusted during this period based on multiple internal and external factors however completion of all designated reviews remains on track. This project will resume in the 24/25 FY and uncompleted items will be carried forward.  
 Last Updated - 24/06/2024

Action	Action Status	Start Date	End Date	% Comp.	Target	% OnTarget
1.3.2.6 Develop Recreation Reserves Master Plan	Travis Kirwood - Manager Community Development and Activation In Progress	1/07/2021	30/06/2025	90%	100%	 GREEN

Activity	Budget Type	Budget	YTD Budget	YTD Actual	YTD Variance
Sport and Active Recreation	Recurrent				

**Action Progress Comments**  
 Within the 2023-2024 FY, Gordon Reserve MP was formally noted by Councillors in February 2024. Maddingley Park MP progresses with design work for a netball facility upgrade. Masons Lane MP progresses with design work for a dog park and relocation of the playground and supporting amenities. Wallace Reserve MP was presented to Councillors in March and presented at OMC in May 2024. This project will resume in the 24/25 FY.  
 Last Updated - 09/07/2024



Moorabool Shire Council		Action & Task Progress Report					
Action	Action Status	Start Date	End Date	% Comp.	Target	% OnTarget	
1.3.5.5 Implement the actions of the Brand Strategy	Leanne Manton - Manager Customer & Communications	Completed	1/07/2022	30/06/2025	100%	100%	 GREEN
Activity	Budget Type	Budget	YTD Budget	YTD Actual	YTD Variance		
Communications and Media	Recurrent						
<b>Action Progress Comments</b>							
<p>Within Year 3 (2023-2024 FY), new templates and signage featuring the new visual identity continue to be delivered. This includes:</p> <p>Pullup banners, gifts and other collateral featuring new visual identity facilitated. Branding on Greenlight and GrantGuru hub updated. Signage for lectern and Helping Moorabool Thrive corflute signage updated. Darley Park and Ballan Recreation Reserve pavilion signage installed. Corporate sub-brand for a new indoor stadium designed. Signage for Ballan and Gordon skate parks finalised.</p> <p>The design and installation of the fence wrap for the new Ballan Library site were finalised.</p> <p>Installation of new signage at the Ballan Recreation Reserve pavilion and West Maddingley Early Years and Community Hub were completed . Design of signage for McLean Reserve Ballan completed. Teardrop banners for promotional use distributed for use by staff. The delivery of a community celebration event for Ballan Library, and staging of the state funding announcement for Mason's Lane Recreation Reserve dog park.</p> <p>This action will resume in the 24/25 FY.</p> <p>Last Updated - 24/06/2024</p>							
Action	Action Status	Start Date	End Date	% Comp.	Target	% OnTarget	
1.3.5.6 Design and implement a planned annual advocacy approach that attracts funding and support for Council's priority projects	Leanne Manton - Manager Customer & Communications	Completed	1/07/2021	30/06/2025	100%	100%	 GREEN
Activity	Budget Type	Budget	YTD Budget	YTD Actual	YTD Variance		
Advocacy	Recurrent						
<b>Action Progress Comments</b>							
<p>Within Year 3 (2023-2024 FY), activities and targets achieved include:</p> <p>Successfully promoted community open day for MARC Stadium, updated advocacy priorities in preparation for Councillor workshop on February 28 2024.</p> <p>Councillor workshop completed. The Advocacy calendar of events/milestones for 2024 was updated.</p> <p>E-news sent to stakeholders. Prospectus and Advocacy calendar updated.</p> <p>The updated prospectus was presented to Executive in May 2024 for final approval the approved prospectus was uploaded to our website and circulated to stakeholders in June 2024.</p> <p>This action will resume in the 24/25 FY.</p> <p>Last Updated - 24/06/2024</p>							

# MOORABOOL SHIRE RETAIL STRATEGY

2024



BY TIM NOTT WITH HANSEN PARTNERSHIP  
FOR MOORABOOL SHIRE COUNCIL  
JUNE 2024

# REPORT DATA

Version	Date	Approved By	Sent to
Draft	2 June 2023	TN	Liam Prescott, Moorabool Shire Council
Consult Draft	10 October 2023	TN	Liam Prescott, Moorabool Shire Council
Final	18 June 2024	TN	Liam Prescott, Moorabool Shire Council

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For the purposes of this Strategy, retail activity includes the sale of food, groceries and liquor, clothing, household goods, recreational and other goods, cafés, restaurants and take-away food outlets and selected services such as hair-dressers, beauty parlours and household goods repairs. It does not include pubs, clubs and hotels, automotive sales or showrooms where most of the income is from wholesale sales.

Front cover image: Moorabool Shire Council

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# INTRODUCTION

*This Retail Strategy provides guidance for the development of retail activity centres in Moorabool Shire over the next 5-10 years.*

*The Retail Strategy builds on previous retail strategies and complements Council’s existing policies on economic development, tourism and land use planning.*

## 1. WHY HAVE A RETAIL STRATEGY?

Retailing is an important service and an economic activity that shapes our towns and villages. It is also an activity over which Council has a strong influence through its planning and economic development policies. Council influences where shops are located and how large our shopping and commercial activity centres can grow. Given this influence, it is appropriate to make sure that Council’s decisions in this sphere are consistent with broader policies and that they are equitable and sustainable. The location and scale of retail activity centres has a direct impact on the quality of life of our residents and the industry provides opportunities for small businesses and for employment. It is also a rapidly moving industry that can sometimes generate tensions with the static nature of activity centres.

**“ In 2021, the number of jobs in retailing, food and beverage service and personal services in Moorabool was 1,858, or 19% of all jobs in the Shire.**

**Retailing alone had a gross revenue estimated by REMPLAN to be \$88 million in 2021 (4% of the municipal total). There were 133 retail businesses that year, accounting for 4% of all local businesses (REMPLAN, 2022).**

There are a number of changes in the retail landscape that need to be taken into account in a Retail Strategy. These include:

- Ongoing changes in the forecast number of people who will live in the municipality and where they will live
- The consequences of the COVID-19 pandemic including the way this has encouraged population shifts and acceleration of growth in online sales
- Evolution of the retail offer in activity centres, with decline in non-food goods and growth in dining, entertainment and other services
- Changes in thinking about how bulky goods outlets can be accommodated within the Shire
- Ongoing change to the competitive environment, including expansion of centres outside the municipality that cater for Moorabool residents

These issues and more will be addressed in the Strategy.

## ABOUT THIS DOCUMENT

The Strategy provides:

- A vision for retailing in the Shire
- A purpose and description of each objective
- Principles for activity centre networks in growth areas
- Actions and an implementation program.

The Strategy is supported by a background report that provides information and analysis on which Council's action program is based, including:

- A summary of the relevant existing policy framework
- A description of the existing retail activity centre network and the hierarchy of activity centres, as well as the population catchment of those centres
- Potential population growth in each catchment and what this could mean for demand for retail goods and services
- Implications for planning policy.

## VISION AND OBJECTIVES

**Council Vision** Embracing our natural environment and lifestyle options to create an inspiring place for everyone to live, work and play.

(Moorabool Shire Council Plan, 2021 to 2025)

## Objectives

- Maintain and extend the hierarchy of retail activity centres
- Support the Bacchus Marsh town centre as the major retail centre within the Shire
- Support the Ballan town centre to maintain its character as it grows
- Ensure that new residential areas are well-served by the retail hierarchy
- Encourage appropriate retail expansion in the small towns and villages of the Shire
- Support the provision of a wider range of goods and services in the Shire
- Encourage improvement in the provision of retail services to visitors

These objectives are interconnected and support one another. Each objective is discussed in further detail in the following chapters, and include a set of corresponding actions.

**“ The overall purpose of the strategy is to grow and sustain a vibrant network of retail activity centres that offer the best possible range of goods and services to Moorabool residents and visitors, distributed in an equitable and efficient way.**

# 2

## SUPPORT THE RETAIL HIERARCHY



## 2. SUPPORT THE RETAIL HIERARCHY

### Purpose

Concentrating shops, offices and many community services into well-located activity centres will maintain and improve the accessibility, equity and sustainability of services. A planned hierarchy of activity centres provides guidance for investors and consumers about the anticipated level of service at each location.

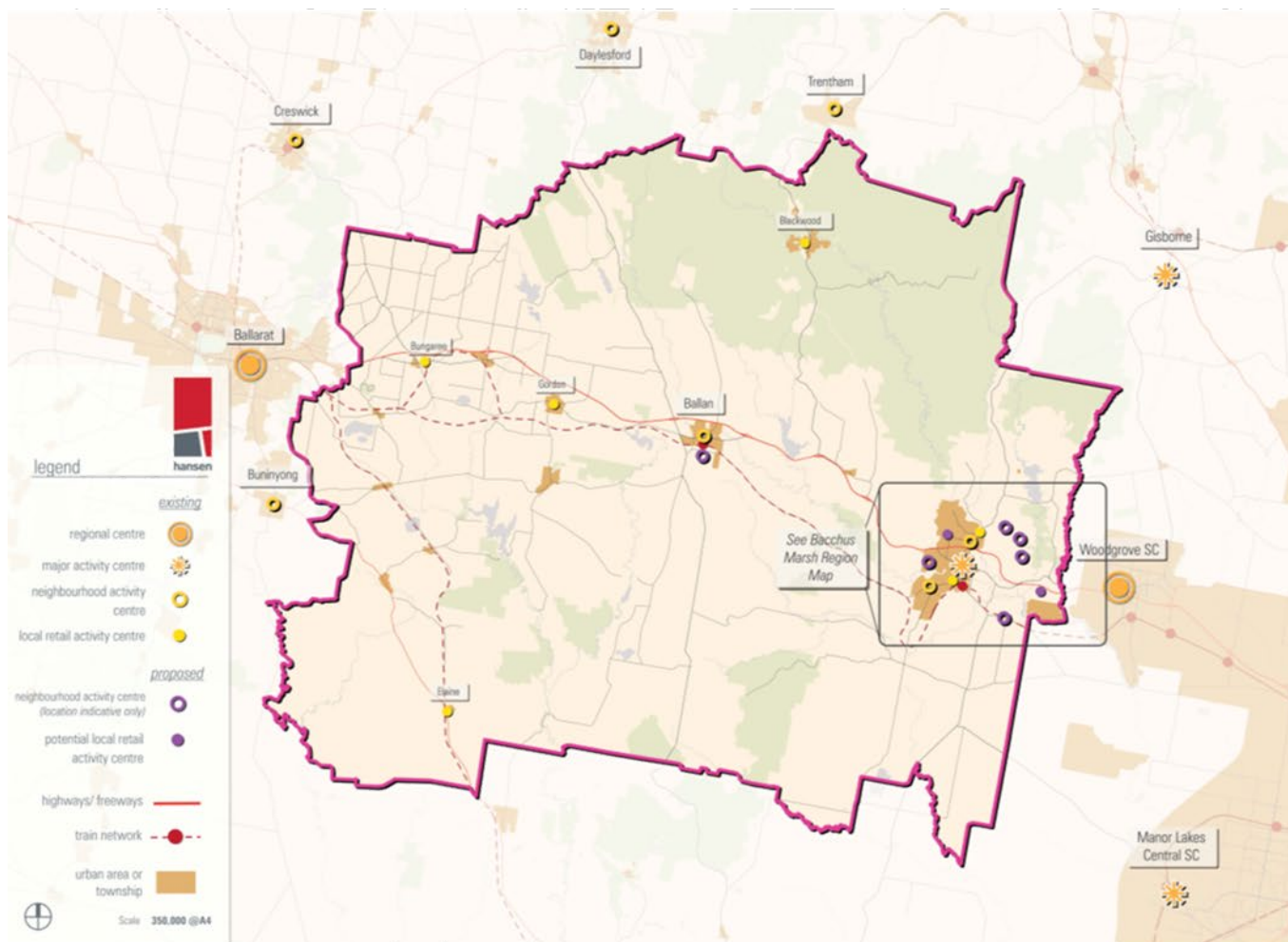
Moorabool has a hierarchy of centres and as the population grows, the network will need to expand to provide excellent levels of service and employment opportunities.

### Description

The network of existing and proposed activity centres, and expectations about their key features, is described in the following table. The location of the centres is shown in the maps on the following pages.

Table 2 -1: Existing and proposed activity centres in Moorabool

Centre type	Key features	Typical population served	Typical retail floorspace	Existing and proposed centres in Moorabool by 2060
Major activity centre or large town centre	Discount department store or similar, large array of routine comparison goods and services; significant employment, including civic services, night-time economy.	35,000 to 100,000	25,000 sqm+	<b>Existing</b> Bacchus Marsh
Neighbourhood activity centre or local town centre	Significant food and grocery provision and a selection of day-to-day goods and services as well as front-line medical and childcare services.  A small neighbourhood centre has a medium-sized supermarket or equivalent (typically 1,500 to 2,500 sqm of food and grocery provision). A neighbourhood centre has a larger supermarket (3,000+ sqm) or equivalent.	5,000 to 11,000	3,000 sqm to 7,000 sqm	<b>Existing</b> Ballan Darley Plaza Maddingley Village  <b>Potential future</b> Underbank town centre, Parwan Station town centre Merrimu 1 Merrimu 2 Merrimu 3 South Ballan (possible) Wallace (possible)
Local activity centre or village centre	Single general store or small collection of day-to-day goods and services or visitor outlets.	1,000 to 4,000	200 sqm to 1,000 sqm	<b>Existing</b> Blackwood Bungaree Albert St (Darley) Elaine Gordon Grant Street (Maddingley) Mt Egerton  <b>Potential future</b> Halletts Way Hopetoun Park North
Homemaker centre/ bulky goods precinct	Collection of large outlets selling furniture, hardware, recreational goods and a wide range of comparison goods	20,000+	10,000 sqm+	<b>Potential future</b> Bacchus Marsh homemaker centre (location to be determined)



**Figure 2-1: Location of existing and proposed activity centres, Moorabool**

Bacchus Marsh inset is shown in more detail on the following map.

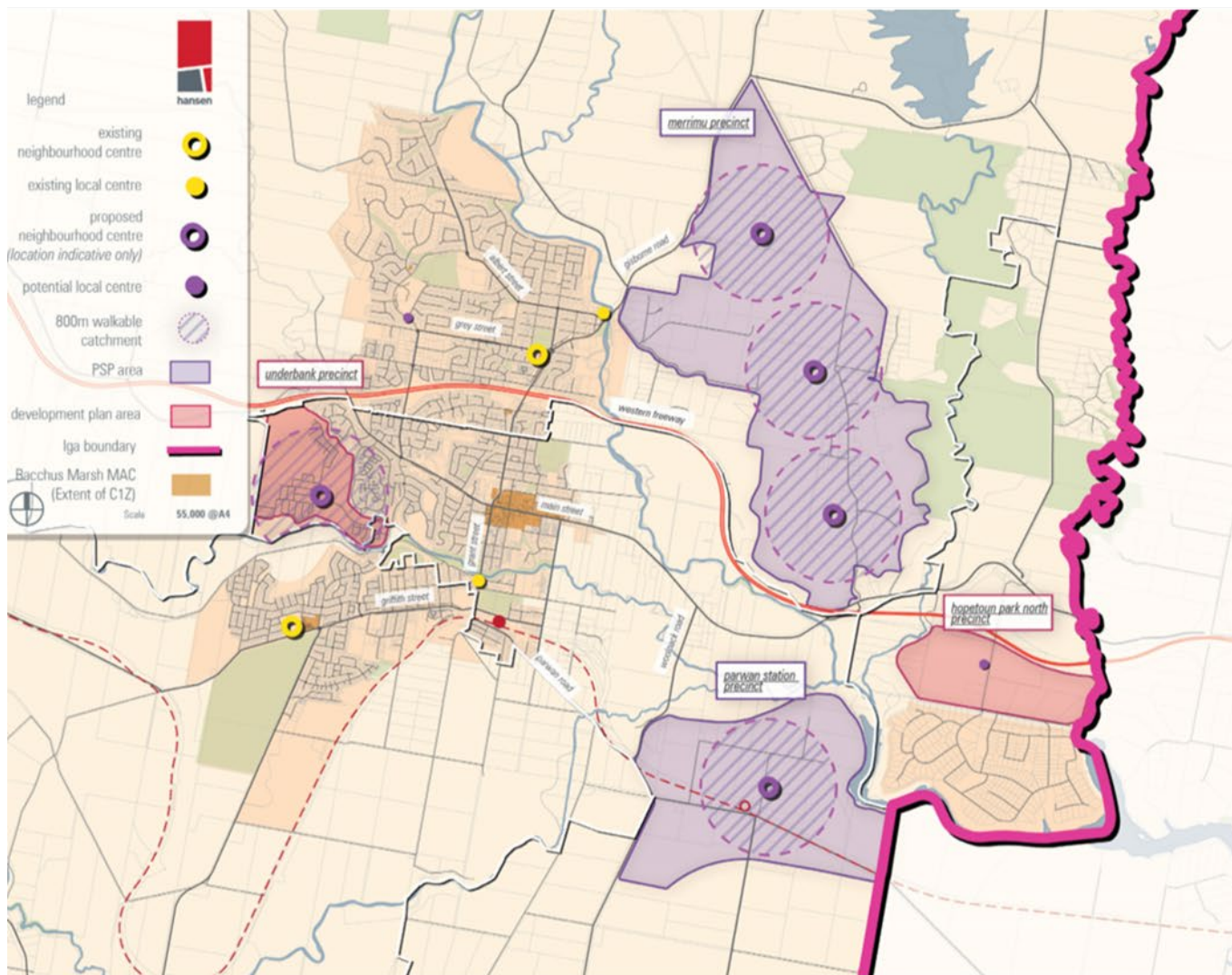


Figure 2-2: Existing and proposed activity centres, Bacchus Marsh district

**Actions**

1. Direct retail investment to the activity centres identified in Table 2 1.

This will provide accessible services for residents and certainty for investors as well as creating a more sustainable urban form. Exceptions to this should be few but may include:

- a. On-farm retailing directly associated with the farm production
- b. Retailing associated with a tourism enterprise where the floorspace amounts to no more than would be expected in a local centre
- c. Retail development in a village not listed but where it is viable, subject to the tests in point 3 below
- d. For the development of a new centre to serve an area which has had population growth that has been higher than anticipated in this strategy

2. Encourage investment types that are appropriate to the role of the centre, in order to maintain the retail hierarchy.

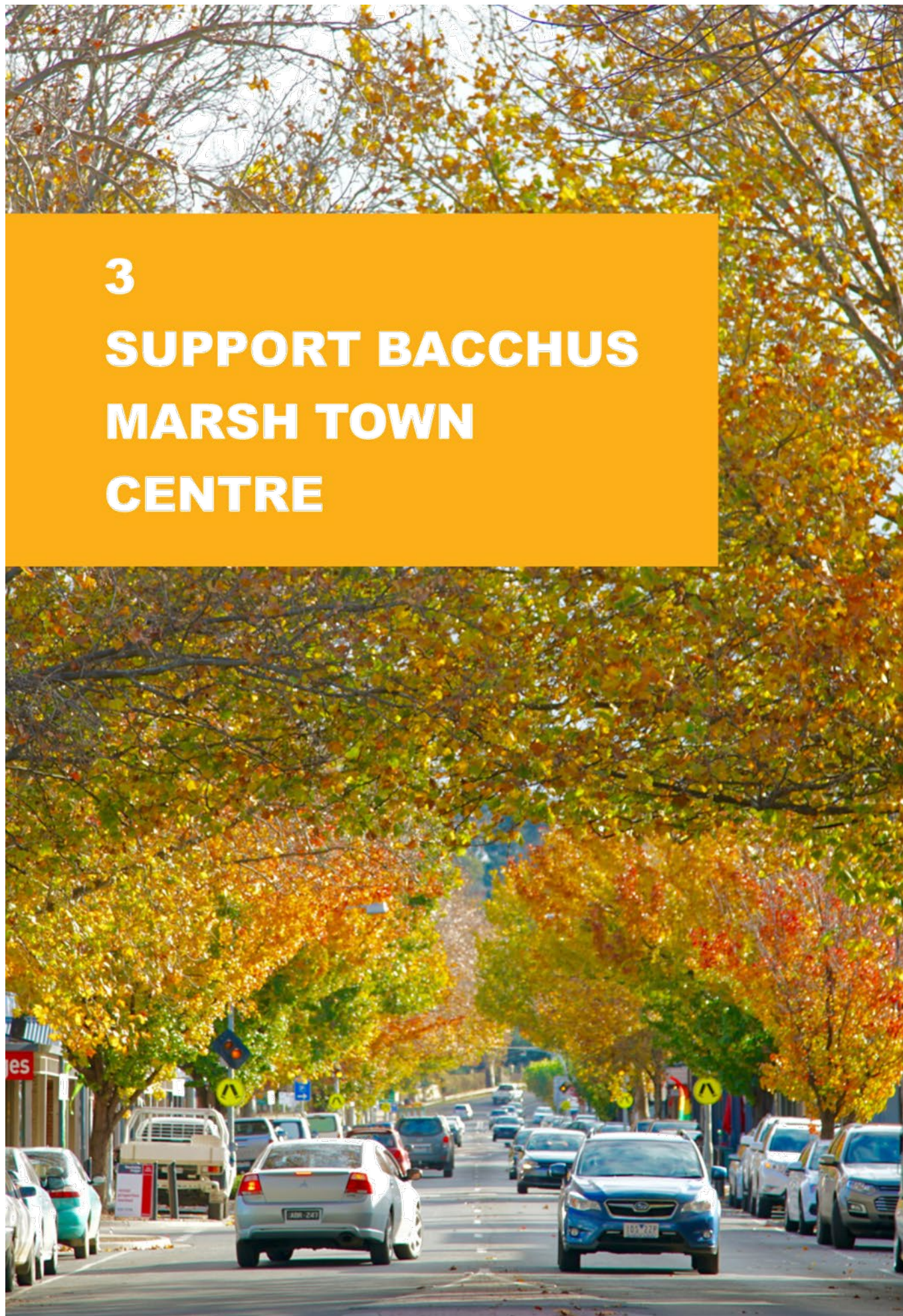
Substantial supermarkets should be located in Neighbourhood or Major centres. Large comparison goods stores (discount department stores, clothing, furniture, electronic goods shops etc) should be located in the Major Activity Centre, or in a homemaker/bulky goods precinct if appropriate.

3. Require out-of-centre retailing or change in the status of an activity centre to be justified at a level of detail commensurate with the scale of the development.

Development of a new general store in a small town or settlement which is currently without one would require a low level of justification. A proposed new neighbourhood centre would require a much higher level of justification. Justification would need to identify the net community benefit of the proposal including, at Council's discretion:

- a. Identification of the catchment to be served and how this affects the catchment of surrounding centres
- b. Retail supply and demand analysis
- c. Assessment of economic impact on other centres in the network and how this will affect their expected role
- d. Assessment of net impacts on sustainability, including social and employment changes brought about by the proposal





**3**  
**SUPPORT BACCHUS**  
**MARSH TOWN**  
**CENTRE**



### 3. SUPPORT BACCHUS MARSH TOWN CENTRE

#### Purpose

The Bacchus Marsh Town Centre, as the largest activity centre in the Shire, should be the focus of investment in higher order retailing and other services for the growing municipal community. Concentrating such investment will improve its accessibility, and encourage specialisation that will improve the diversity of goods and services and generate employment.

#### Description

The Bacchus Marsh Town Centre is the designated Major Activity Centre in the Shire and must grow as a focal point for services and employment if it is to meet the needs of the growing community. The role of the major activity centre in the hierarchy is to provide a wide range of routine comparison goods such as clothes, electronics, and hardware, as well as a strong offering of convenience goods and services i.e. food and groceries, personal services, cafés, restaurants and take-away food. In addition, major activity centres, especially town centres such as Bacchus Marsh, need to provide a wide range of non-retail activities - civic and community services, entertainment, professional services and visitor services.

**“ A new Bacchus Marsh Town Centre Structure Plan (BMT Structure Plan) is currently being prepared to guide future land uses and development.**

Bacchus Marsh town centre lost its Council offices some years ago, although Council has several sites in the town centre, which could provide for a future council office. The town centre has also lost some key retailers, including Target Country. Residents consulted for the BMT Structure Plan identified a lack of clothing stores as a key reason for visiting centres outside the Shire. As the population grows, there is potential for the reintroduction of a discount department store into the centre as well as a wider range of mini-majors (larger comparison goods stores) and a more extensive set of clothing stores. To compete effectively with internet shopping, the offering of the centre will need to focus on drawing people into the shopping experience, clustering

like activities, providing entertainment, and developing attractive and authentic surroundings. The urban design of the centre should reflect this by providing interconnected spaces, beautiful buildings and an engaging public realm.

Previous structure plans for the Bacchus Marsh Town Centre have all identified the importance of improved traffic management and accessibility for the centre. Population growth will generate pressures on the access arrangements in and around the town centre, including roads, footpaths, cycleways, carparking and intersection treatments. Grant Street is an arterial road through the town centre carrying significant truck traffic. This degrades the pedestrian amenity of the centre and creates congestion. A preferred alignment for the Eastern Link Road bypass of the town centre has been determined by State Government, and this project should reduce congestion in the long term. In the meantime, the intersection between Grant Street and Main Street is to be signalised, with positive impacts on pedestrian amenity, although impacts on congestion remain to be seen. The impact of carparking on the town centre, including the amount of space it consumes and its visual impact, needs to be considered. Opportunities to maximise the use of active transport within and around the centre should be evaluated.

Demand modelling for this retail strategy (see Background Report section 4.9) suggests that the town centre may need to accommodate a further 10,800 sqm of retail floorspace by 2041 and a similar area of floorspace for non-retail commercial and community services. The notional land requirement to accommodate this growth was approximately 4.9 hectares. In 2021, the demand was matched by a supply of approximately 5.0 hectares in vacant sites and developable land. This land has already begun to be developed to accommodate the demand. However, these calculations do not take into account the potential for higher density housing.

There are a range of solutions for accommodating the expected growth including:

- Take-up of existing vacant buildings – although this currently at only 2% of the floorspace or around 1,500 sqm
- Improved efficiency in the use of existing commercial buildings by, for example, encouraging activities into more appropriately sized premises
- Redevelopment of existing buildings to make better use of sites; there may be potential to increase the number of floors that are allowed in town centre buildings

- Reduction in the carparking requirement for individual new buildings and the provision of collective multi-storey car parking structures that have a smaller footprint
- Removal of the office and retail floorspace caps on land that was formerly zoned Business 2 at the eastern and western ends of the town centre

Expansion of the Commercial 1 Zone within the town centre is likely to be required over the longer term, as the currently vacant land is developed, particularly considering that on the forecasts for this Strategy, a further 4 to 5 hectares of land may be required to accommodate growth over the period 2041 to 2061.

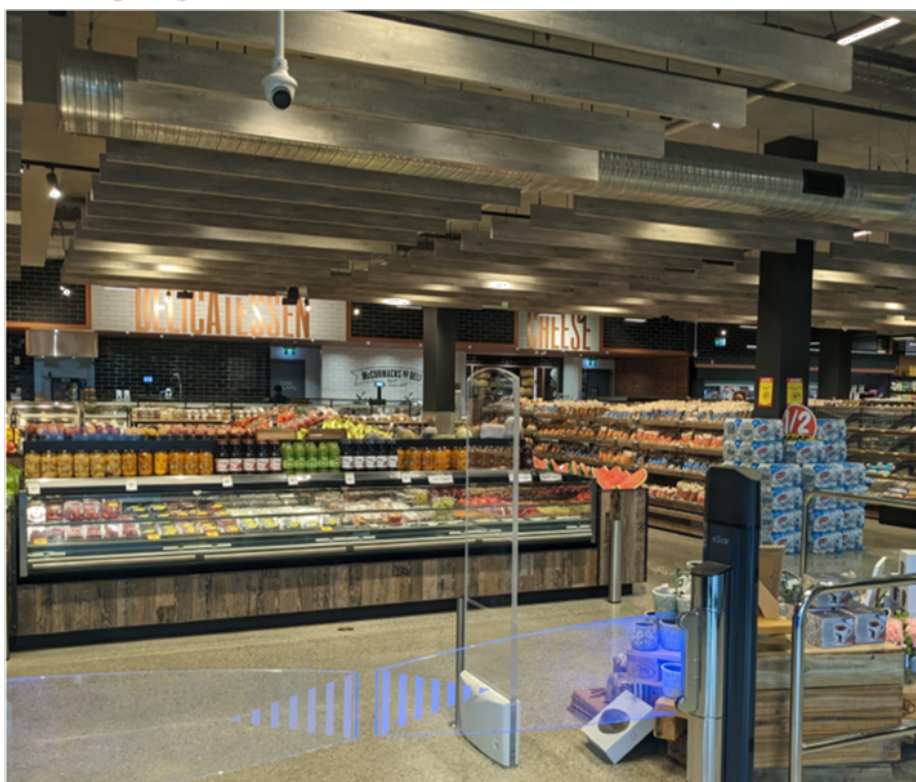
In looking at the total demand for land, it is also instructive to understand the types of activities that may require space in the town centre.

Some uses, such as significant supermarkets and discount department stores, both of which are likely prospects for the town centre, require large floorplates and extensive carparking. Sites to accommodate such uses are very limited.

In the preparation of the BMTC Structure Plan, recommendations in this Retail Strategy can be included in the town centre work to address the need to maintain and improve a vibrant commercial precinct that has sufficient space to cater to the needs of the growing community.

**Actions**

4. Implement the key findings and recommendations from this Strategy relating to the Bacchus Marsh Major Activity Centre through the Bacchus Marsh Town Centre Structure Plan.
5. Work with stakeholders to encourage higher order retail goods and services as well as non-retail activity such as offices, community services, entertainment, arts and culture and accommodation.
6. Ensure that the town centre is a key focal point of Council investment, including the location of appropriate Council services.
7. Encourage larger vacant sites to accommodate large-scale uses.
8. Encourage new retail buildings and streetscapes to contribute to the overall attraction of this centre as the heart of the Moorabool community by developing urban design guidelines and ensuring Council buildings set high standards.
9. Remove existing floorspace caps in Bacchus Marsh Town Centre applying to C1Z areas previously zoned B2Z.



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**4**  
**SUPPORT BALLAN**  
**TOWN CENTRE**

## 4. SUPPORT BALLAN TOWN CENTRE

### Purpose

Ballan Town Centre is the thriving centre of the growing township of Ballan and serves both the town and surrounding district in the centre of Moorabool. The growing population will require additional services, many of which will best be provided in the town centre. Growth in the town centre needs to be managed to ensure appropriate spaces can be provided whilst ensuring that the attractive streetscapes and the overall liveability of the town can be maintained and enhanced.

### Description

In retail terms, Ballan Town Centre functions as a neighbourhood activity centre for the town and surrounding districts but, because of its historical development, it has a broader community and commercial role, hosting health and community services and a variety of commercial and visitor services. The town is connected to Melbourne and Ballarat by rail, with the station only 400m or five minutes' walk from the town centre.

The town centre has approximately 5,060 sqm of retail floorspace, with a further 12,300 sqm of space in health and community services, professional offices, automotive repairs and hospitality.

**“ The retail modelling for this Strategy suggests that there will be demand for at least a further 1,400 sqm by 2041.**

As the population grows, a larger supermarket will become viable. This will be an important milestone for the centre because a larger supermarket will reduce the escape spending from the catchment and begin to attract investment from a wider variety of retailers. While there are substantial vacant sites in the centre, site consolidation may be required to accommodate a large new entrant such as a supermarket.

With further growth, especially in Ballan South, a new small neighbourhood activity centre may become viable. Such a centre would need to be sequenced appropriately in order that the role and function of the

Ballan Town Centre is not unduly affected.

The population of Ballan township is anticipated to grow from 3,000 to 11,000 or more over time. This kind of growth will generate substantial extra pressures on the access arrangements in and around the town centre, including roads, footpaths, cycleways, carparking and intersection treatments. Emerging changes in transport technologies will have some impact on these demands (self-driving cars, transport as a service, new forms of mobility etc). The impact of carparking on the town centre, including the amount of space it consumes and its visual impact, may be reduced by catering to these emerging trends and by maximising opportunities for active transport. This would include dedicated cycleways and footpaths that connect Ballan's outer suburbs to its town centre. This aspect of town centre planning will be made more complex because of the need to cater adequately for visitors and those activities that generate income from tourism. Visitor parking and services will be important to the success of large part of the existing town centre.

Physical growth of the town centre brings the challenge of retaining and enhancing the charm of the streetscape. This will include protecting and recycling the various heritage buildings and ensuring that new buildings contribute to the attractiveness of the place, which is valued by visitors and residents.

### Actions

10. Undertake a structure plan/urban design framework for Ballan and its Town Centre that identifies how the centre will expand to accommodate new activities, link to the rest of the town and retain/improve its attractive streetscapes.
11. Identify how to reduce the need for carparking in the town centre including through planning for active transport from future growth areas.
12. Ensure that the sequencing of any new activity centre in Ballan South does not undermine the retail and community role of the Ballan Town Centre.

**5**  
**SERVICE NEW**  
**RESIDENTIAL AREAS**



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## 5. SERVICE NEW RESIDENTIAL AREAS

### Purpose

New residents of the housing growth areas around Bacchus Marsh and Ballan will require accessible services, including retailing. New retail-based activity centres will provide focal points for the developing communities and contribute to the State Government's policies to deliver 20 minute neighbourhoods. Residents of new communities should be within walking distance of comprehensive food and grocery provision as well as a range of other day-to-day goods and services.

If new residential growth fronts open elsewhere, the planning system should allow the expansion of accessible services to improve sustainability and the quality of life of residents.

### Description

The demand by Moorabool residents for higher order goods and services will be satisfied by the Bacchus Marsh Town Centre and by any future bulky goods precinct, as well as by large centres outside the municipality such as Melton and Ballarat. However, the intent of the retail hierarchy is to deliver services as close to the population as can be viably provided. This is especially important in residential growth areas where activity centres, along with local schools, act as the key focal points for new communities, assisting in community development.

Council expects that the great majority of residents of the growth areas will be within walking distance of a neighbourhood centre anchored by a supermarket (or equivalent) that has a comprehensive food and grocery offering as well as a range of day-to-day goods and services, including dining/take-away food, front-line health services and childcare.

The concentration of activity in centres makes it easier to undertake multi-purpose trips and enhances the ability of residents to walk or cycle to access services in their neighbourhood if they wish. This will improve the sustainability of urban development.

The number of neighbourhood centres in growth areas around Bacchus Marsh, Ballan and elsewhere will be strongly influenced by the density of development and the number of residents deemed necessary for a viable level of service. There is a tension between providing the highest level of service and keeping the catchment areas as small as possible to enable residents to walk. This is most apparent in the size of the supermarket that can be supported by the residents in the local catchment.

In the current market, a mid-sized supermarket, between 1,500 sqm to 2,500 sqm, can be supported by 5,000 to 8,000 residents; a large supermarket of 3,000+ sqm requires, broadly, 9,000 residents or more. In this Strategy, a neighbourhood centre with a mid-sized supermarket is designated a small neighbourhood centre. This describes the type of centre currently found at Darley Plaza or Maddingley Village.



Figure 5-1: Maddingley Village – a new small neighbourhood centre, with a mix of street-facing and internal spaces as well as a variety of retail and non-retail activity, with medium density housing clustered nearby.

The dwelling density will depend on the landform, on the policy expectations of Council and State Government, and on the housing market. The Victorian Planning Authority’s current target for dwelling density in precinct structure plans in Metropolitan Melbourne is,

*to increase density to an average of 30 dwellings per hectare around town centres and at key areas of amenity, and an average of 20 dwellings across the precinct moving toward 25 over time. (VPA, 2021)*

If applied to the Bacchus Marsh growth areas<sup>1</sup> this target suggests that there may be potential to accommodate a range of neighbourhood centres anchored by a mix of large and medium-sized supermarkets whilst ensuring that the great majority of residents are within walking distance.

The urban density required to have 9,000 people within 800m of an activity centre is, very broadly, around 25 to 30 dwellings per hectare. The density required to have an 800m catchment of 7,000 people is likely to be in the range of 20 to 25 dwellings per hectare.

<sup>1</sup>The dwelling density target may be adapted to be lower in regional areas.

**Principles**

This Strategy recommends the following principles for developing the activity centre network in growth areas:

- Encourage compact neighborhoods within 800m walking distance of an activity centre;
- This accessibility will enable each new neighbourhood centre to be anchored by a commercially viable supermarket (or equivalent service such as a market or a large collection of food and grocery stores) that can provide a food and grocery offering to residents. The exclusive catchment<sup>2</sup> of new neighbourhood centres would need to contain 5,000 to 11,000 residents. There may be scope to vary this where catchment populations approach this level; where residents would be significantly disadvantaged without the presence of a neighbourhood centre; and where operators can viably provide a centre without damaging the role of adjacent centres.
- Neighbourhood activity centres are multi-functional and should include retail, primary health care and childcare, as well as other cultural, community and commercial activities. This will enable multi-purpose trips, reducing the social and environmental costs of transport. Encouraging multi-functional centres will also create a variety of local employment opportunities, helping to reduce the need for long-distance commuting.

- Neighbourhood activity centres should be located at highly accessible points within their community; on collector roads or close to arterial roads, serviced by public transport and at the confluence of the local trail/active transport network.
- As far as possible, urban design of the growth areas should maximise the resident population within the walkable catchment of activity centres. It also suggests that higher density housing provision should be close to centres.
- Each centre should be unique to its setting, helping to create a sense of place for the new community through architectural and urban design features, responding to the local landscape and heritage. Centres should demonstrate environmental and social sustainability with shaded outdoor meeting and relaxation spaces and a significant street-based presence.

These principles have implications for the density of urban development, with a presumption that most new suburbs will be developed to cater for a demographically balanced set of households and not simply separate houses for families with children.

With these principles in mind, Table 5-1 identifies the expected number of new activity centres in growth areas.

Area	Population in catchment at full development*	Number of centres	Type of centres
Merrimu	20,100	3	1 neighbourhood activity centre, 2 small neighbourhood activity centres
Parwan Station	10,000 to 13,000	1-2	1 neighbourhood activity centre or two small neighbourhood activity centres
Hopetoun Park North	2,700	1	1 local activity centre
Underbank	4,400	1	1 small neighbourhood activity centre
Ballan	17,600	2	1 existing local town centre, 1 small neighbourhood activity centre

**Table 5-1: Expected new centres in growth areas**

Source: Tim Nott \*Refer to Background Report p.27

<sup>2</sup> Exclusive catchment in this context means the area around a centre which is closer to that centre than to any other centre of an equivalent or higher order in the retail hierarchy.



It is unlikely that all parts of growth precincts will fall within 800m of a neighbourhood activity centre simply because of the irregular shape of the areas. In places that remain beyond a comfortable walk to the nearest neighbourhood activity centre and where demand is sufficient, Council will encourage the provision of local activity centres. Such centres would provide a limited retail service, usually in the form of a general store or small supermarket, that may include services such as cafés, take-away food and hairdressing. The size of such local centres would generally be in the range 200 to 1,000 sqm, depending on the demand demonstrated by the local catchment.

**Size of new neighbourhood activity centres**

The total retail floorspace required in a neighbourhood activity centre is 0.55 sqm per person in the catchment, and in a small neighbourhood activity centre 0.45 sqm per person in the catchment. In addition, an allowance for non-retail space should be made. A common assumption for planning purposes is that non-retail space will account for 30% of the total building area of a neighbourhood activity centre. As an example, a catchment of 10,000 residents will generate a neighbourhood activity centre with 5,500 sqm of retail floorspace and 2,400 sqm of non-retail space (see Background Report, section 4.9.2).

While this estimate for commercial activity space is a guide for broad planning purposes, each centre should be individually designed to make the most of its position and to allow for connections to landscape features and the road and trail network as well as to enable the provision of facilities and housing that may be required by the local community. It is important that neighbourhood activity centres are individual and reflect their site and the nature of their community.

**Floorspace caps**

The activity centre network will be developed sequentially as the population grows. In designing the network for growing suburbs, a key aim is to ensure that the people moving into an area at the end of the period will have a similar level of service as those who moved in at the beginning. If the first centres grow so large that they eat into the catchment of later centres, those later centres may not be viable and their catchment residents will be disadvantaged by having to travel further for their goods and services. In addition, the important community building role played by activity centres in new residential areas would be lost.

To prevent this from happening, it is common for planning authorities to place floorspace caps on centres,

at least until full development of the growth area in question.

In this strategy, floorspace caps are recommended on the retail floorspace in neighbourhood activity centres. Floorspace caps are not recommended for:

- The Bacchus Marsh Town Centre; this is to encourage development of this major activity centre for the wider population, noting that there will be some natural restrictions on the town centre because of the growth of the neighbourhood activity centre network which will provide convenience goods from locations close to the growing population in the district
- Non-retail floorspace in neighbourhood activity centres; this will encourage a wider range of employment activities in local neighbourhoods
- Retail floorspace in other types of centres, assuming each application for new retail space is accompanied by a sufficiently detailed analysis of demand commensurate with the scale of the proposal

The recommended cap on shop floorspace for each person in the catchment is:

- 0.61 sqm in neighbourhood activity centres; or
- 0.50 sqm in small neighbourhood activity centres

This should be calculated to the nearest 100 sqm and enables the anticipated retail floorspace per person from the retail model plus a margin of 10% to allow for development flexibility. The catchment for each centre is defined as the area for which the centre is the quickest to get to compared with other centres providing a similar or higher level of service, and which does not overlap with any other catchment at that level in the hierarchy.

This limit on shop floorspace, rather than retail floorspace, will make it easier for planners to review proposals for development.

The indicative shop floorspace caps on proposed activity centre are shown in Table 5-2 below. The potential centres in Merrimu and Parwan Station are not shown since the population catchments are not fully known. As noted previously, it is appropriate to allow 30% of the commercial building area to be comprised of non-retail uses that may include medical facilities, child-care, gyms, real estate agents, professional offices etc. Table 5-2 also provides an indicative total floorspace for each centre for planning purposes.

Activity centre scale	Ballan South Small neighbourhood activity centre	Underbank Small neighbourhood activity centre	Example PSP Centre Neighbourhood activity centre	Explanation/source
Catchment population at full development* (no.)	5,700	4,400	10,000	From catchment population forecast*
Modelled retail floorspace demand (sqm)	2,600	2,000	5,500	From retail model - 0.45 sqm per person
Shop floorspace cap (sqm)	2,900	2,200	6,100	Retail floorspace plus 10% for flexibility
Indicative total retail and non-retail floorspace (sqm)	3,700	2,900	7,900	Retail floorspace =70% of total centre

**Table 5-2: Proposed caps on shop floorspace**

Source: Tim Nott, \*Refer to Background Report p.27

These proposed caps can be finalised once precinct planning is complete. Darley Plaza has an existing retail floorspace cap of 1,552 sqm. This will not be sufficient to allow the centre to grow to its potential. Given the projected population in its catchment, the cap on shop uses should be lifted to 5,900 sqm.

**Actions**

13. Use the principles in section 5 to position new activity centres to ensure that the great majority of growth area residents have walkable access to neighbourhood activity centres.
14. Use the principles in section 5 to assist in the planning of new activity centres in growth areas on the basis of the number of catchment residents, including use of floorspace caps to maintain the retail hierarchy.



6

**ENCOURAGE RETAIL  
EXPANSION IN SMALL  
TOWNS AND VILLAGES**

## 6. ENCOURAGE RETAIL EXPANSION IN SMALL TOWNS AND VILLAGES

### Purpose

While some small towns in the Shire have activity centres with some level of retail provision, there are many smaller communities throughout the Shire which lack immediate access to retail providers. While some rural residents are content to be remote from services, many in Moorabool's small towns would prefer easier access, especially to top-up food and groceries. Council will encourage the provision of such services in existing and former village centres. Where possible, retail activity will be clustered with existing services to create multi-functional activity centres, improving the viability and accessibility of all local services.

### Description

Some small towns including Bungaree, Gordon, Elaine and Mt. Egerton have small retail offerings but others, such as Dales Creek, Greendale, Lal Lal, Myrmiong and Wallace have significant populations but lack retail provision. In some cases, these towns have emerged as rural residential settlements without a clearly defined centre (this also applies to Hopetoun Park on the outskirts of Bacchus Marsh). Other towns are from the gold-rush era but have lost their retail provision, although some retain other town centre activities such as community halls and pubs or hospitality businesses.

Council can work with investors who find it viable to provide small scale retail services in these settlements, encouraging investment through measures such as supportive planning, and facilitation of infrastructure where appropriate.

In some cases, it may be possible for existing facilities such as pubs to expand into retail provision or to provide a space for more informal exchange of home produce; shelves and refrigerators for home gardeners to exchange their surplus, for example.

As identified in the previous section, existing village centres may grow, particularly as a result of the provision of new infrastructure. In the central western small towns of the Shire, the catchment population may grow organically over time. A centre located at Wallace would serve this area most effectively, being central to the catchment. Though it currently lacks retail provision, Wallace has an existing centre with a hotel and community facilities.

### Actions

15. Encourage investors to provide local retail services in settlements that currently lack them. This can be achieved through identification and appropriate planning of small town centres, along with supporting new investment through Council, such as assistance through local laws (footpath trading etc).
16. Provide small business assistance and advice through Council's economic development function to encourage small town retail investment.
17. Continue to monitor council engagement with small town communities, to identify shortfalls in retail provision, and connect with potential investors or providers.
18. Consider an appropriately zoned and scaled commercial centre located in Wallace if the central western catchment population increases.





## 7. SUPPORT PROVISION OF A WIDER RANGE OF GOODS AND SERVICES

### Purpose

There is scope for the provision of a wider range of retail goods and services in Moorabool. This applies to improved provision of clothing options in the Bacchus Marsh town centre but is especially relevant to the provision of bulky goods/homemaker wares. Council will encourage the provision of appropriately located bulky goods provision that can deliver an improved service to Moorabool residents and create local employment.

### Description

Currently there is no bulky goods floorspace in Moorabool, with the nearest centres located in activity centres in Melton and Ballarat.

In keeping with the principle of positioning services as close as possible to the population being served whilst maintaining viability, there is potential to locate that floorspace in Moorabool, particularly in Bacchus Marsh.

According to modelling undertaken for this Strategy, there is currently a shortfall of approximately 12,000 sqm of bulky goods floorspace in Moorabool which could rise to 24,000 sqm depending on future development scenarios (see section 4.7 of the Background Report).

This potential has been recognised by previous reports for Council (including Macroplan Dimasi, 2015 and Essential Economics, 2018). These previous reports have investigated a variety of sites that would be appropriate for bulky goods provision.

The modelled demand for bulky goods can only be approximate given the “lumpy” nature of provision. A typical Bunnings Warehouse store, for example, is 11,000 sqm (see Location IQ, 2023). In planning for a new bulky goods/homemaker precinct it would be prudent to allow for a site much larger than the anticipated demand. In this instance, an area of 10 to 12 hectares would allow for anticipated demand with a healthy margin for growth as well as car-parking and landscaping. This may be even larger if developed as part of a location for more general light industrial activity – warehousing, wholesale showrooms, small factories and the like.

Figure 7-1: Bulky goods precinct sites

In the short to medium term, the 3.7 hectare site on the corner of Geelong-Bacchus Marsh Road and Fisken Street would be a suitable location for bulky goods development. This site has been identified in previous studies. It is within the buffer for the Maddingley Waste Resource and Recovery Centre where residential development is not supported. A bulky goods and light industrial area would generate useful urban activity here that would provide jobs and services for the municipal population. The area would be readily accessible to the southern part of the Bacchus Marsh urban area, and with the advent of the Eastern Link Road, to the other growth areas around the town.

If this location is not available for development, other nearby locations on the Geelong-Bacchus Marsh Road may be suitable for bulky goods, subject to further investigation.

In the longer term, a location on the western edge of the Parwan Station PSP area would provide ample room for bulky goods development. This location has access to the main Geelong-Bacchus Marsh Road and to the proposed Eastern Link Road that will provide an improved connection between the northern and southern parts of Bacchus Marsh. This main road network should provide excellent access to the growing suburbs of Bacchus Marsh. In addition, this part of the Parwan Station PSP area falls within the buffer of the Maddingley Waste Resource and Recovery Centre, where residential development is unlikely to be supported.

Provision of improved non-food retail options in Bacchus Marsh Town Centre is also desired by the local community according to consultation undertaken for the BMTC Structure Plan. Such provision may arise naturally as the local market grows and retail development occurs. Council should update investors on demand for these services as part of its economic development work, and where appropriate, support development to satisfy that demand.

**Actions**

- 19. Identify a preferred area to accommodate a bulky goods retail (restricted retail) precinct in a location in Bacchus Marsh south of the railway line and with convenient access to the Geelong-Bacchus Marsh Road and the planned Eastern Link Road. The area identified should be able to readily deliver an efficiently serviced and well connected precinct with a total area of 10-12 hectares (approx.) allocated for bulky goods. The hectare figure is based on forecast population growth, and may be revised at a later date.



**8**  
**ENCOURAGE  
TOURISM  
RETAILING**





## 8. ENCOURAGE TOURISM RETAILING

### Purpose

Visitor spending supports activity centres throughout the municipality and is particularly important for small towns such as Blackwood and Gordon as well as for the farm gate produce outlets on the Avenue of Honour in Bacchus Marsh. There is potential to improve the offering of services to visitors, generating higher local incomes and employment. Bolstering the attractiveness of the offering to visitors will also help improve services for residents.

### Description

Tourism is an important aspect of the Moorabool local economy, with recent figures from SpendMapp (2021-22) indicating that visitors to the municipality spend around \$80 million per year on retail and other services (and this was during the pandemic when travel for many was restricted for part of the period).

Visitors to the municipality include:

- people who come for work or family reasons or for whom the activity centres are relatively close to where they live; the spending patterns of these people are similar to those of Moorabool residents
- people who are attracted to destination stores such as the fruit and vegetable outlets on the Bacchus Marsh Avenue of Honour, the Garden of St Erth nursery near Blackwood, or the Ballan Farmers' Market
- people who are travelling through Moorabool and break their journey at the freeway services or the towns along the Freeway and other through-routes
- people who are visiting the Shire for the natural and historic attractions, including Lerderderg and Werribee Gorges, Wombat forest, Kryal Castle and Lal Lal Falls

From observations for this Strategy, there may be scope to increase the provision of services for this latter group of visitors through:

- the more widespread offering of farmgate produce or provision of a regional produce store in Bacchus Marsh or Ballan
- development of a visitor precinct (cafés with visitor information, outdoor clothing stores, bicycle shops, hostel accommodation etc) at Bacchus Marsh for those visiting the gorges and forests

- art and craft outlets
- mobile food trucks to service visitor attractions in busy periods

The attraction of visitors is particularly important for services in the small towns of the Shire, where a local café or produce store may only be viable if it caters to visitors as well as residents.

Outdoor markets are popular attractions for residents and visitors. The Ballan Farmers Market attracts hundreds of visitors each month. Markets and market/festivals such as the Bacchus Marsh Strawberry and Cherry Festival are ways of showcasing local producers, creating new connections, and developing new products and outlets. Council supports these events as a way of assisting new business development, encouraging visitation, and boosting local incomes. Capturing some of the festival atmosphere will be important in helping activity centres to compete in the years ahead.

### Actions

20. Promote investment in tourism retailing as part of wider tourism development strategies for the municipality.
21. Ensure that tourism strategies recognise the importance of retail development in small towns as a means of servicing visitors and residents.
22. Encourage the development of a visitor precinct within the Bacchus Marsh town centre that would include appropriate visitor information, parking and outdoor spaces as well as stores and entertainment offerings and, potentially, accommodation.
23. Encourage Ballan town centre to encompass the needs of visitors (specialist parking, information, appropriate stores and other services).
24. Continue to support markets and festivals in the town centres of the Shire to assist new business development, encourage visitation and boost local incomes.

# 9

## PLANNING IMPLEMENTATION OF THE STRATEGY



## 9. PLANNING IMPLEMENTATION OF THE STRATEGY

The following Council actions will be required to implement the Moorabool Retail Strategy as set out in the previous sections. This includes ensuring the Strategy is incorporated into the Moorabool Planning Scheme and that its recommendations inform other strategic planning policies such as town and precinct structure plans.

### Actions

25. Facilitate a Planning Scheme Amendment to implement key recommendations of the Moorabool Retail Strategy, including:
  - a. Update of Clause 11.03-1L Activity Centres to ensure alignment with current retail hierarchy outlined within the Moorabool Retail Strategy.
  - b. Include a retail hierarchy map to Clause 11.03 - 1L Activity Centres.
  - c. Prepare a local level retail policy for inclusion within Clause 17 Economic Development, to include:
    - i. Key objectives and strategies as outlined within the Moorabool Retail Strategy relating to the retail hierarchy and the policy framework to guide decision making relating to retail and commercial land-use and development.
    - ii. A policy assessment framework for the consideration of commercial focused use and development applications, and rezoning requests for the provision of additional commercial land, including:
      - Strategic guidance on the appropriate locations for different types of retail and commercial uses.
      - Strategic guidance for the consideration of commercial rezoning requests to ensure the potential provision of additional commercial land is broadly in line with the retail floorspace projections of the Moorabool Retail Strategy.
      - Strategic guidance relating to limited opportunities for out of centre retail and commercial activity.
    - iii. Any detailed recommendations developed as part of the current Bacchus Marsh Town Centre Structure Plan process.
    - d. Remove existing floorspace caps on shops in Bacchus Marsh Town Centre applying to C1Z areas previously zoned B2Z.
26. Ensure the activity centre design principles set out in section 5 are embedded into the relevant growth areas planning controls and that a bulky goods precinct is considered in proximity to Bacchus Marsh.



## 10. MONITORING OF THE RETAIL STRATEGY

### Monitoring

Progress in achieving the objectives outline in this Strategy will be reported as data becomes available.

Council's planning and economic development officers will continue to:

- Monitor population growth by area, and the implications for retail demand
- Monitor retail floorspace growth by centre, how that compares with growth anticipated in this Strategy, and identify likely reasons if different
- Evaluate how the recommendations of the Strategy have been incorporated into the Moorabool Planning Scheme and other relevant planning policies
- Undertake discussions with retailers and the retail property development industry about the state of the market and key issues facing the sustainable development of the sector

After five years, a more comprehensive internal review will be undertaken to ensure that the Strategy remains relevant and that the population and demand assumptions are broadly on track.

There may be a need to adjust the policy settings for particular towns or precincts from time to time as new information and intelligence becomes available.

In any case, the Strategy will be comprehensively reviewed in 10 years, subject to Council resources.

### Actions

27. Record and monitor the current levels of available retail floorspace in all centres (existing and proposed and/or recently developed):
  - Compare floorspace against the projected floorspace requirements of each centre
  - Utilise the floorspace monitoring program to influence and inform the consideration of the new retail developments and the rezoning of additional commercial land as required
28. Record and monitor progression of actions and the retail environment.
29. Prepare a 5-year internal review to assess the continuing appropriateness of the Strategy.
30. Plan for a full review of the Strategy after 10 years.

### 11. CONSOLIDATED ACTION PROGRAM

Action no.	Action	Strategy section
1	Direct retail investment to one of the activity centres identified in Table 2 1.	Support the Retail Hierarchy
2	Encourage investment types that are appropriate to the role of the centre, in order to maintain the retail hierarchy.	Support the Retail Hierarchy
3	Require out-of-centre retailing or change in the status of an activity centre to be justified at a level of detail commensurate with the scale of the development.	Support the Retail Hierarchy
4	Implement the key findings and recommendations from this Strategy relating to the Bacchus Marsh Major Activity Centre through the Bacchus Marsh Town Centre Structure Plan.	Support Bacchus Marsh Town Centre
5	Work with stakeholders to encourage higher order retail goods and services as well as non-retail activity such as offices, community services, entertainment, arts and culture and accommodation.	Support Bacchus Marsh Town Centre
6	Ensure that the town centre is a key focal point of Council investment, including the location of appropriate Council services.	Support Bacchus Marsh Town Centre
7	Encourage larger vacant sites to accommodate large-scale uses.	Support Bacchus Marsh Town Centre
8	Encourage new retail buildings and streetscapes to contribute to the overall attraction of this centre as the heart of the Moorabool community by developing urban design guidelines and ensuring Council buildings set high standards.	Support Bacchus Marsh Town Centre
9	Remove existing floorspace caps in Bacchus Marsh Town Centre applying to C1Z areas previously zoned B2Z.	Support Bacchus Marsh Town Centre Planning Implementation
10	Undertake a structure plan/urban design framework for Ballan and its Town Centre that identifies how the centre will expand to accommodate new activities, link to the rest of the town and retain/improve its attractive streetscapes.	Support Ballan Town Centre
11	Identify how to reduce the need for carparking in the town centre including through planning for active transport from future growth areas.	Support Ballan Town Centre
12	Ensure that the sequencing of any new activity centre in Ballan South does not damage the retail and community role of the Ballan Town Centre.	Support Ballan Town Centre
13	Use the principles in section 5 to position new activity centres to ensure that the great majority of growth area residents have walkable access to neighbourhood activity centres.	Service new residential areas
14	Use the principles in section 5 to assist in the planning of new activity centres in growth areas on the basis of the number of catchment residents, including use of floorspace caps to maintain the retail hierarchy.	Service new residential areas

Action no.	Action	Strategy section
15	Encourage investors to provide local retail services in settlements that currently lack them. This can be achieved through identification, and appropriate zoning of small town centres and ensuring local laws (footpath trading etc) are amenable to new investment.	Encourage retail expansion in small towns
16	Provide small business assistance and advice through Council's economic development function to encourage small town retail investment.	Encourage retail expansion in small towns
17	Continue to monitor council engagement with small town communities, to identify shortfalls in retail provision, and connect with potential investors or providers.	Encourage retail expansion in small towns
18	Consider an appropriately zoned and scaled commercial centre located in Wallace if the central western catchment population increases.	Encourage retail expansion in small towns Service new residential areas
19	Identify a preferred area to accommodate a bulky goods retail (restricted retail) precinct in a location in Bacchus Marsh south of the railway line and with convenient access to the Geelong-Bacchus Marsh Road and the planned Eastern Link Road. The area identified should be able to readily deliver an efficiently serviced and well connected precinct with a total area of 10-12 hectares (approx.) allocated for bulky goods. The hectare figure is based on forecast population growth, and may be revised at a later date.	Support provision of a wider range of goods and services
20	Promote investment in tourism retailing as part of wider tourism development strategies for the municipality.	Encourage tourism retailing
21	Ensure that tourism strategies recognise the importance of retail development in small towns as a means of servicing visitors and residents.	Encourage tourism retailing
22	Encourage the development of a visitor precinct within the Bacchus Marsh town centre that would include appropriate visitor information, parking and outdoor spaces as well as stores and entertainment offerings and, potentially, accommodation.	Encourage tourism retailing Support Bacchus Marsh Town Centre
23	Encourage Ballan town centre to encompass the needs of visitors (specialist parking, information, appropriate stores and other services).	Encourage tourism retailing Support Ballan Town Centre
24	Continue to support markets and festivals in the town centres of the Shire to assist new business development, encourage visitation and boost local incomes.	Encourage tourism retailing
25	Facilitate a Planning Scheme Amendment to implement key recommendations of the Moorabool Retail Strategy.	Planning implementation
26	Actively engage with the Victorian Planning Authority (VPA) during PSP preparation to ensure the activity centre design principles set out in section 5 are embedded into the relevant PSPs and that a bulky goods precinct is considered for the Parwan Station PSP.	Planning implementation

Action no.	Action	Strategy section
27	<p>Record and monitor the current levels of available retail floorspace in all centres (existing and proposed and/or recently developed):</p> <p>a. Compare floorspace against the projected floorspace requirements of each centre</p> <p>b. Utilise the floorspace monitoring program to influence and inform the consideration of the new retail developments and the rezoning of additional commercial land as required</p> <p>Discuss retail demand and opportunities in the municipality with the business, developer and real-estate community, and work with the trader organisations and industry to secure investment.</p>	Monitoring
28	Record and monitor the progression of actions and the retail environment.	Monitoring
29	Prepare a 5-year internal review to assess the continuing appropriateness of the Strategy.	Monitoring
30	Plan for a full review of the Strategy after 10 years.	Monitoring

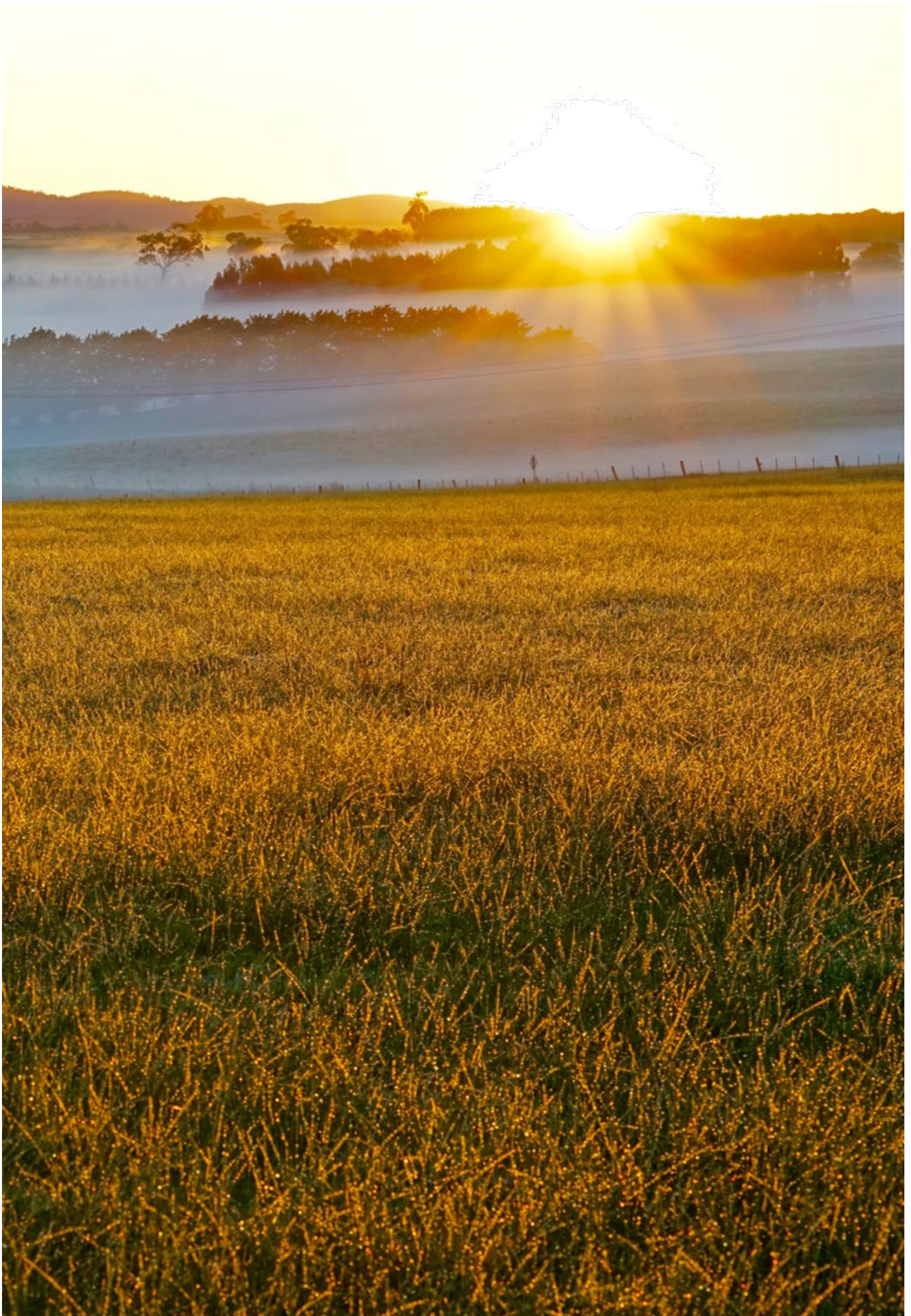


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### 13. GLOSSARY

Term	Definition
<b>Bulky goods floorspace/ homemaker centre</b>	Type of retail that typically sells hardware and homewares from large floor-plate outlets (500+sqm stores) and often collected together in a single location to share carparking. Usually requires good main road access and often serves an extensive catchment.
<b>Catchment population</b>	Population within a relevant catchment, as calculated and mapped in the Background Report Chapter 3.5
<b>Escape expenditure</b>	Spending that residents of an area make in shops outside their home catchment. Often associated with travel to a larger or more well-provided centre.
<b>Floorspace cap</b>	Specified in the Moorabool Planning Scheme - a limit on the amount of floorspace of a particular type that can be developed in a location. Proposed here to limit the area of shop floorspace that can be developed in neighbourhood activity centres in order to safeguard the equitable provision of services to new and future residents.
<b>Local activity centre</b>	Single shop or small group of shops and other activities providing limited services to a small catchment; includes small suburban centres and small town centres such as Gordon or Blackwood
<b>Major Activity Centre</b>	Large activity centre that has shops and other buildings that provide a wide range of goods and services. These centres usually have an extensive food and grocery offering, with several supermarkets, and a variety of routine non-food goods (clothing, household goods, electronics etc). MACs are often a focal point for other commercial, civic and community infrastructure (offices, libraries, clinics etc) and usually provide significant employment opportunities. Bacchus Marsh Town Centre is the only MAC in Moorabool.
<b>Neighbourhood Activity Centre</b>	Centre that has shops and other buildings that provide day-to-day or convenience goods and services, most notably food and groceries but often also take-away food, chemist, newsagent, hair-dresser, front-line health care and child-care. The characteristic retail form of a NAC is a substantial supermarket, usually of 3,000 sqm or more. In a suburban context, most catchment residents should be able to walk to their nearest NAC.
<b>Non-retail space</b>	Floorspace of buildings in an activity centre that is used for non-retail activity. This could include offices, civic and cultural buildings or shops that accommodate non-retail activity. This category excludes housing.
<b>Precinct Structure Plan (PSP)</b>	land use and infrastructure plan to guide the development of an area over time. It provides certainty for community members and developers by providing a long-term vision for how an area will develop in the future.
<b>Retail</b>	For the purposes of this Strategy, retail activity includes the sale of food, groceries and liquor, clothing, household goods, recreational and other goods, cafés, restaurants and take-away food outlets and selected services such as hair-dressers, beauty parlours and household goods repairs. It does not include pubs, clubs and hotels, automotive sales or showrooms where most of the income is from wholesale sales.
<b>Small Neighbourhood Activity Centre</b>	Neighbourhood centre with a mid-sized supermarket (1,000 to 2,500 sqm), the type of centre currently found at Darley Plaza or Maddingley Village.
	Small town and village are used interchangeably in this document to denote the smallest settlements in the Shire
<b>Small town or Village</b>	Use the principles in section 5.3 to position new activity centres to ensure that the great majority of growth area residents have walkable access to neighbourhood activity centres.





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# MOORABOOL SHIRE RETAIL STRATEGY

2024

## BACKGROUND REPORT

True Value Hardware

Hayes TRADE CENTRE

BY TIM NOTT WITH HANSEN PARTNERSHIP  
FOR MOORABOOL SHIRE COUNCIL  
JUNE 2024



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# REPORT DATA

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Draft	2 June 2023	TN	Liam Prescott, Moorabool Shire Council
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For the purposes of this Strategy, retail activity includes the sale of food, groceries and liquor, clothing, household goods, recreational and other goods, cafés, restaurants and take-away food outlets and selected services such as hair-dressers, beauty parlours and household goods repairs. It does not include pubs, clubs and hotels, automotive sales or showrooms where most of the income is from wholesale sales.

Front cover image: Moorabool Shire Council

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# INTRODUCTION

*This background report provides an information base, introduces key issues and aids in identifying policies that are most appropriate for the Moorabool community, both now and in the future.*

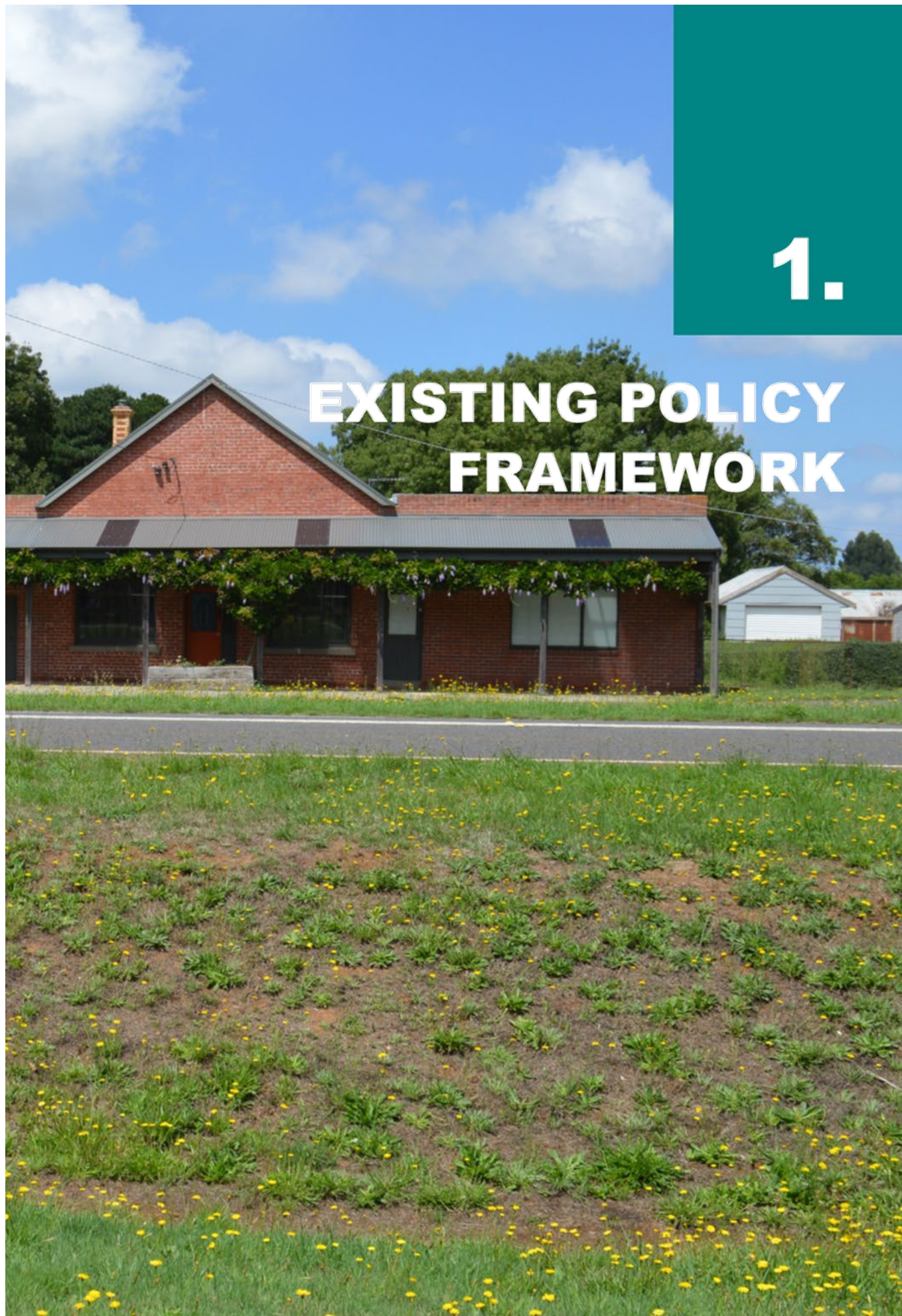
The report provides support for the accompanying Retail Strategy actions and implementation plans.

The report provides:

- A summary of the relevant existing policy framework
- A description of the existing retail activity centre network and the hierarchy of activity centres as well as the population catchment of those centres
- The expected population growth in each catchment and what this could mean for demand for retail goods and services
- Options for delivery of a retail network that will best serve the future population







## 1. EXISTING POLICY FRAMEWORK

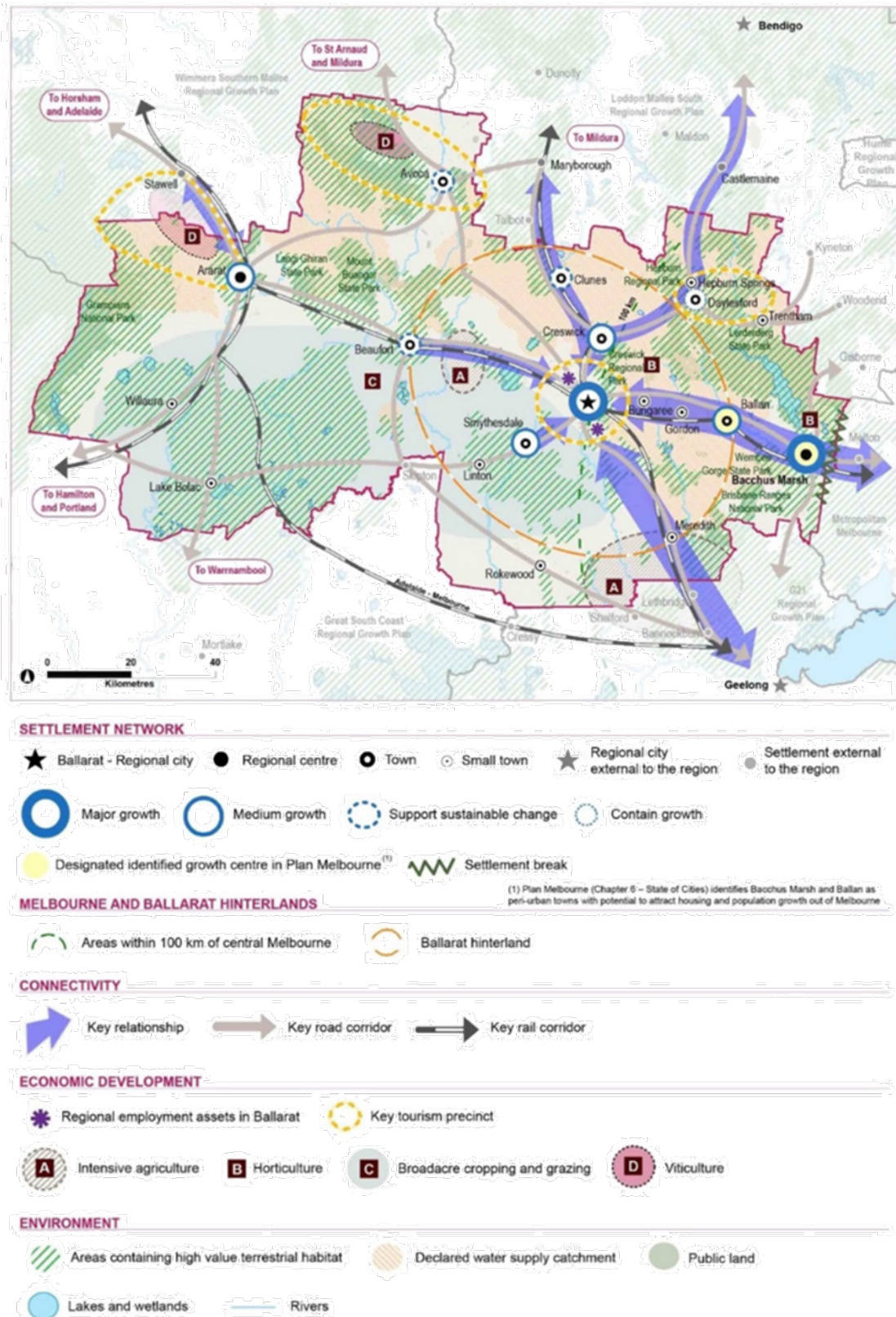
Key elements of the current policy framework relevant to the Retail Strategy are identified here.

### 1.1 General Land-Use Planning Policy

- Bacchus Marsh is recognised as a regional centre in Victoria’s settlement system, where growth is to be encouraged, with the town to be a key service centre for this part of the Central Highlands region (Moorabool Planning Scheme, 11.01-1R – see Figure 1-1)
- Ballan is recognised as a local/sub-regional service centre with an opportunity to accommodate some growth



Figure 1-1: Central Highlands Regional Growth Plan



Source: Moorabool Planning Scheme, 11.01.1R

The State planning policy framework expects that retail, commercial, administrative, entertainment and cultural developments will be concentrated into a network of activity centres that are accessible to the community (see the box below). The previous municipal

retail strategy (Macroplan Dimasi, 2015) has sensibly interpreted this to mean a network of centres organised in a hierarchy, with fewer, larger centres providing a wider range of activities and more smaller centres providing for day-to-day needs.

### ACTIVITY CENTRES

#### Objective

To encourage the concentration of major retail, residential, commercial, administrative, entertainment and cultural developments into activity centres that are highly accessible to the community.

#### Strategies

Build up activity centres as a focus for high-quality development, activity and living by developing a network of activity centres that:

- Comprises a range of centres that differ in size and function.
- Is a focus for business, shopping, working, leisure and community facilities.
- Provides different types of housing, including forms of higher density housing.
- Is connected by transport.
- Maximises choices in services, employment and social interaction.

Support the role and function of each centre in the context of its classification, the policies for housing intensification, and development of the public transport network.

Undertake strategic planning for the use and development of land in and around activity centres.

Give clear direction on preferred locations for investment.

Encourage a diversity of housing types at higher densities in and around activity centres.

Reduce the number of private motorised trips by concentrating activities that generate high numbers of (non-freight) trips in highly accessible activity centres.

Improve access by walking, cycling and public transport to services and facilities.

Support the continued growth and diversification of activity centres to give communities access to a wide range of goods and services, provide local employment and support local economies.

Encourage economic activity and business synergies.

Improve the social, economic and environmental performance and amenity of activity centres.

The Planning Policy Framework also has more specific strategies for retail development, including:

- Locate commercial facilities in existing or planned activity centres.
- Provide new convenience shopping facilities to provide for the needs of the local population in new residential areas and within, or immediately adjacent to, existing commercial centres.
- Provide small scale shopping opportunities that meet the needs of local residents and workers in convenient locations.
- Provide outlets of trade-related goods or services directly serving or ancillary to industry that have adequate on-site car parking.
- Create a network of mixed-use activity centres that are high quality, well designed and create a sense of place.
- Locate cinema based entertainment facilities within or on the periphery of existing or planned activity centres.

Existing local planning policy also identifies Bacchus Marsh and Ballan as the key municipal centres, whilst recognising the need for a range of lower order centres to meet local needs. A key reason for strong activity centres in Moorabool is to provide local jobs and reduce commuting, which imposes high costs on families and the community at large. The Planning Policy Framework advises to:

- Encourage a mix of commercial and residential land uses that complement the mixed-use function of activity centres.
- Reinforce the commercial hub role of Main Street through the intensification of a mix of retail, commercial and leisure land uses, within a walkable environment.
- Strengthen Grant Street as the secondary activity centre within Bacchus Marsh and the secondary location for complementary commercial land uses.
- Encourage civic and community uses on land west of Lord Street in the vicinity of the library and public hall.
- Encourage and facilitate the redevelopment and expansion of Darley Plaza as a modern, high amenity neighbourhood activity centre for local residents.
- Plan for an out-of-centre bulky goods retail (restricted retail) precinct in Bacchus Marsh, sufficient to accommodate the long term needs for such uses.
- Facilitate the relocation of home based business to commercial accommodation when demand arises.

In suburban metropolitan contexts, including Bacchus Marsh, State planning policy (DELWP, 2017) calls for 20 minute neighbourhoods, which are intended to encourage the concept of living locally, improving access to services and facilitating a more sustainable urban form. The hallmarks of 20-minute neighbourhoods are shown in the adjacent figure.

The local planning policy identifies a number of strategies to achieve the objectives outlined above, including the identification of a retail hierarchy, although this only applies to the centres in Bacchus Marsh and Ballan.

- Facilitate appropriate investment attraction and development of the core activity centres shown on the Bacchus Marsh Urban Growth Framework Plan and the Ballan Framework Plan in accordance with the following hierarchy:
- Major Activity Centre - Bacchus Marsh (Main Street)
- Neighbourhood Activity Centres – Ballan (Main Street), Darley Plaza, West Maddingley
- Local Activity Centres - Maddingley (Grant Street)
- Potential Activity Centres – Merrimu, Parwan Station
- Ensure that growth precinct planning delivers any new activity centres in the early stages. Ensure that new activity centres are co-located with community facilities.
- Encourage and facilitate the redevelopment and expansion of Darley Plaza as a modern, high amenity neighbourhood activity centre for local residents.
- Plan for an out-of-centre bulky goods retail (restricted retail) precinct in Bacchus Marsh, sufficient to accommodate the long term needs for such uses.
- Enhance the commercial centre streetscape as well as wider pedestrian movement, signs and landscaping.

In order to provide parity of consideration for all centres in the municipality, it would be an easy matter to extend the hierarchy to be universal, and this is discussed further in Section 2.

Figure 1-2: Hallmarks of 20-minute neighbourhoods



## 1.2 PLANNING FOR BACCHUS MARSH

Bacchus Marsh is a rapidly growing town on the outskirts of the western Melbourne growth corridor. The town has grown sufficiently to warrant two neighbourhood activity centres (Darley Plaza and Maddingley Village) in its suburbs as well as the main town centre.

Two existing growth areas (West Maddingley and Underbank) are at varying stages of development. The Urban Growth Framework has been developed by the Victorian Planning Authority (VPA) in conjunction with Council, and this guides the planning of Bacchus Marsh at a high level.

The Framework is shown in Figure 1-3. Three growth precincts have been identified for future urban growth to accommodate new residents over coming decades. One precinct is identified for non-residential (employment) purposes.

The VPA is currently preparing three Precinct Structure Plans (PSPs) around Bacchus Marsh – Merrimu, Parwan Station and Parwan Employment Precinct. Council is the responsible authority for the fourth growth precinct, Hopetoun Park North, where a Development Plan will be prepared. The shape and population capacity of the precincts will be affected by the location of the Eastern Link Road that will provide a north-south bypass of the Bacchus Marsh town centre and existing suburbs, connecting the Geelong Road to the Gisborne Road.

For this strategy, the following population capacities have been adopted for the growth precincts, based on population forecasts by .id consulting and preliminary planning work for Council and the VPA.

**Table 1-1: Growth precinct areas - estimated population at full development**

Growth Areas	Population at full development
Hopetoun Park North	1,800
Merrimu	20,160
Parwan Station	10,032*
All growth areas	32,742

Source: Urban Enterprise, 2023 (Hopetoun Park North); Moorabool Council, unpublished (Merrimu); HillPDA, 2021 (Parwan Station). \* Recent indications from the VPA (2022) suggest that the population at Parwan Station could be up to 13,000.

Strategic directions for Bacchus Marsh contained in the Municipal Planning Strategy (02.03-7) that are specifically retail related, include to:

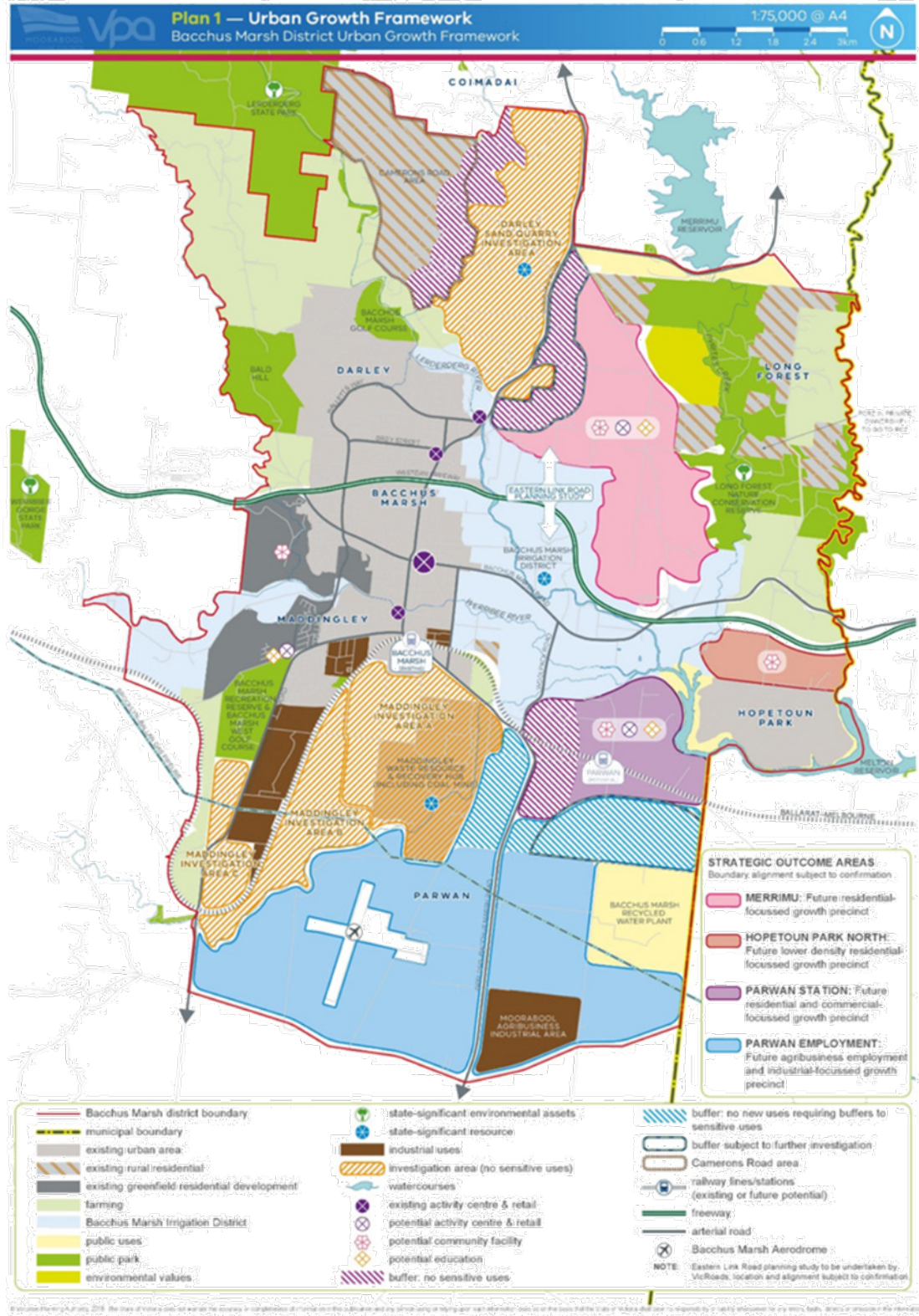
- Strengthen the local economy to improve local employment opportunities, meet the needs of residents and reduce escape expenditure by:
  - Providing a diverse range of retail and community services particularly in Bacchus Marsh as an identified regional service centre.
  - Facilitating a bulky goods (restricted retail) precinct that is convenient to the Bacchus Marsh community and able to accommodate large footprint retail uses.
- Reinforce the role of Bacchus Marsh and Ballan as regional centres for employment, shopping, tourism, industry, business, and cultural services.

And relating to Bacchus Marsh as an Activity Centre (11.03-1L):

- Encourage and facilitate the redevelopment and expansion of Darley Plaza as a modern, high amenity neighbourhood activity centre for local residents.
- Encourage a mix of commercial and residential land uses that complement the mixed-use function of activity centres.
- Reinforce the commercial hub role of Main Street through the intensification of a mix of retail, commercial and leisure land uses, within a walkable environment.
- Strengthen Grant Street as the secondary activity centre within Bacchus Marsh and the secondary location for complementary commercial land uses.



Figure 1-3: Bacchus Marsh Urban Growth Framework

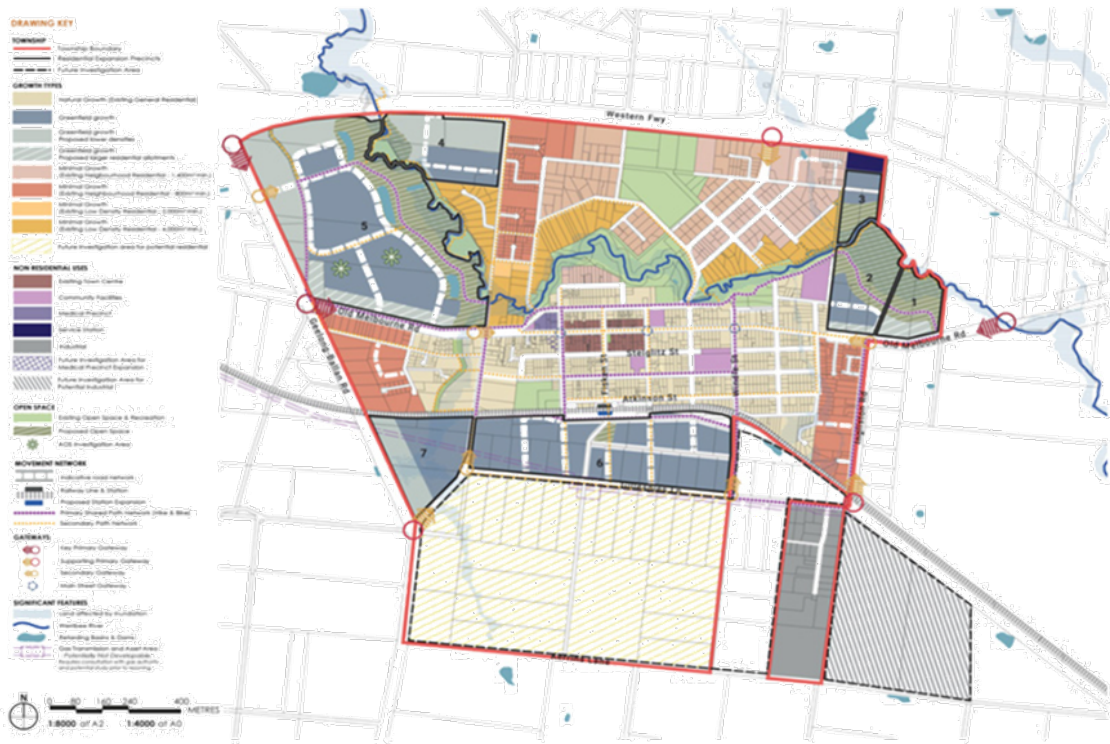




### 1.3 PLANNING FOR BALLAN

Ballan is also expected to grow significantly from its current size and planning for growth is already well-advanced.

Figure 1-4: Ballan Framework Plan



The planning framework for Ballan envisages that the population of the town will grow to 11,000+ from its current level of around 2,700. The framework plan retains “the town centre core as the main commercial and retail precinct with supporting non-residential uses”, with no other activity centres proposed. The framework plan shows a large area of land south of the railway line as a future residential investigation area.

Strategic directions for Ballan contained in the Municipal Planning Strategy (02.03-7) that are specifically retail related, include to:

- Strengthen the local economy to improve local employment opportunities, meet the needs of residents and reduce escape expenditure by:
  - Encourage commercial uses in Ballan oriented towards generating high activity, in combination with community facilities (including local level convenience retail facilities) within or proximal to the core.
  - Encourage the use of existing shops in the town centre of Ballan prior to the construction of new buildings on the fringe of the town centre.
- Reinforce the role of Bacchus Marsh and Ballan as regional centres for employment, shopping, tourism, industry, business, and cultural services

## 1.4 PLANNING FOR SMALL TOWNS

Strategic directions for small towns contained in the Municipal Planning Strategy (02.03-7) that are specifically retail related, include to:

- Support local business and encourage further development of industrial and agricultural businesses in small towns and settlements to generate activity and employment locally.

Gordon, the largest of the small towns, is expected to continue to see some limited growth as a result of infill subdivisions facilitated by connection to sewer. The town has a population of around 800 residents but also serves surrounding rural areas and small towns such as Mt Egerton. However, no recommendations are made for the location of retail and commercial activities, and direction should be provided, particularly as the town has a well-established Main Street with capacity to accommodate new activity.

The Moorabool Planning Scheme identifies the small towns with activity centres and in all cases expects that new retail and commercial development will be within the existing centres or adjacent to existing commercial activities:

- Blackwood, in proximity to existing commercial uses.
- Dunnstown, close to the main intersection.
- Elaine, in proximity to existing commercial uses.
- Greendale, in proximity to the existing hotel.
- Lal Lal, in proximity to the existing hotel.
- Mt Egerton, in proximity to the hall and former general store.
- Myrniong, in proximity to 'The Plough'.
- Wallace, in proximity to existing commercial or public buildings.

The development expectations for small towns in the municipality are further detailed in the Small Towns and Settlements Strategy (Moorabool Shire Council, 2016).

## 1.5 ECONOMIC DEVELOPMENT POLICY

Council's economic development strategy has recently been refreshed (Urban Enterprise, 2023). The Strategy recommends several themes and priority projects related to retail, including undertaking:

- Business Investment Attraction Prospectus
- Moorabool Retail Strategy
- Small Towns Placemaking and Activation Plan
- Bacchus Marsh Town Centre Improvement Program

These projects are intended to, "leverage population growth to facilitate economic development through attracting investment in key services, amenity and population-driven industry". The Strategy also has relevant themes related to activity centre development concerning the visitor economy, planning for sufficient commercial land and supporting local business associations.

## 1.6 EXISTING RETAIL STRATEGIES

*Moorabool Shire Council – Retail Strategy 2041, Macroplan Dimasi for Council, March 2016*

This retail strategy replaced the previous partial strategy for Council prepared by Essential Economics – a Strategy for retail business development in Bacchus Marsh town centre (2001). The Macroplan Dimasi retail strategy identifies Bacchus Marsh as the key centre for the municipality and recommends that Council focus on concentrating retail activity here. This requires identifying and planning for development sites, especially those that can accommodate larger footprint uses such as supermarkets and discount department stores. It also means improving access for residents and creating a "sense of place", improving amenity and developing a central focal point for the community.

The strategy points to the need for a wider range of services in and around the town centre as the local population grows. This includes a professional services precinct and an entertainment precinct. The strategy also recommends that out-of-centre retail development be allowed to accommodate neighbourhood activity centres in the growth areas (specifically in West Maddingley) and to enable provision of a bulky goods precinct for which there is insufficient space in the town centre.

***Bacchus Marsh Strategic Bulky Goods Assessment, by Essential Economics for Council, November 2018***

This report was undertaken as the 2016 Retail Strategy identified the need to find land for a bulky goods precinct outside the town centre. The assessment reviews the demand for bulky goods retailing in the Bacchus Marsh district and areas where such demand might be accommodated given the relevant planning policies and the presence of suitable sites. Demand for additional bulky goods (and ancillary) floorspace was estimated to reach 16,600 sqm by 2041. This floorspace is assumed to require a land area of up to 4.7 hectares.

The assessment reviewed a number of sites and concluded that, while all were imperfect, a location on Geelong-Bacchus Marsh Road near Fiskin Street was preferred at the time.

Noting that recent work by Council and the VPA has investigated other locations, the current Retail Strategy process identifies a different preferred site.

## **1.7 KEY ISSUES FROM EXISTING POLICY**

- Overall planning policy expects retailing to be located mainly in a network of activity centres, organised in a hierarchy to allow for efficient and equitable access.
- Bacchus Marsh is a rapidly growing town in Melbourne's west, with growth areas forecast to house a population of 33,000 or more, with additional residents expected in existing suburbs. These new residents will require new retail activity centres to serve everyday needs and to act as community focal points. They will also need a stronger town centre that meets more of their needs for employment and complex services.
- Ballan is also forecast to grow substantially, placing new demands on the existing town centre to provide convenient and comprehensive services.
- The smaller settlements of the municipality are served by a variety of local and village activity centres which generally provide top-up retailing but are often more important as community focal points.
- The municipality generally relies on bulky goods and home-maker centres that are outside Moorabool – in Ballarat, Melton or beyond. As the population grows, there will be scope to deliver more of this type of retailing within the municipality, especially in Bacchus Marsh. A site for these kinds of activities needs to be agreed.



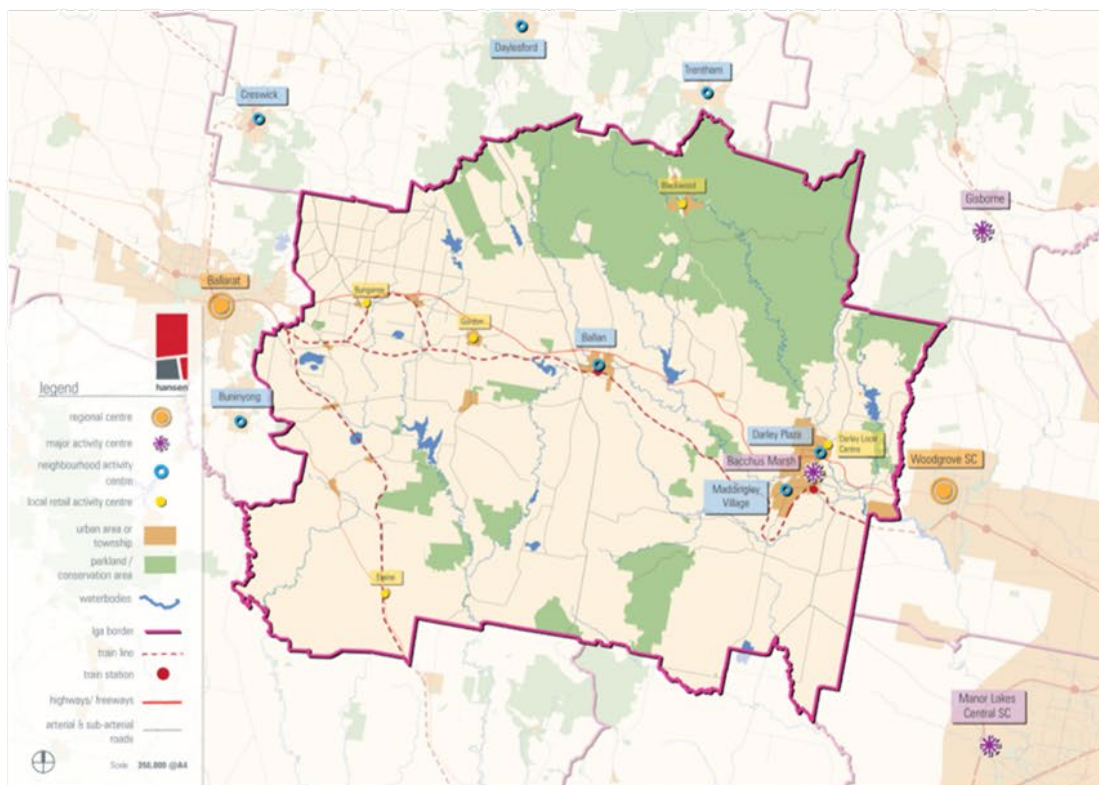
2.

# ACTIVITY CENTRE NETWORK

## 2.1 EXISTING RETAIL ACTIVITY CENTRE NETWORK

The following map shows the centres that contain retail activity in the Moorabool Shire<sup>1</sup>.

Figure 2-1: Moorabool existing retail activity centres



<sup>1</sup> Here "retail" activity is defined in the introduction to section 4 of this report. The definition excludes pubs and clubs which means that some village centres with only a hotel (Greendale, Mymiong, Wallace etc) are not listed.

The network of centres is organised, broadly, in a hierarchy: smaller, more numerous centres provide day-to-day goods and services to a small catchment; less numerous larger centres also provide more infrequent comparison goods and entertainment to a much larger catchment. The hierarchical arrangement of centres has several advantages for residents, traders and the wider community:

- Clustering services with a similar “reach” improves the viability of individual activities by increasing foot traffic and opportunities to share costs and marketing

- By placing services at the closest possible point to the consumer, travel costs are reduced and the sustainability of the urban system is improved
- Additions to the activity centre network can be made in a modular way so that current residents can be served without reducing the access to services of future residents

The hierarchy of centres in Moorabool conforms to a well-established standard, as set out in the following table.

Table 2-1: Retail activity centre hierarchy for Moorabool

Centre type	Key features	Typical population served	Centres serving Moorabool
Regional centre	Department stores and a wide range of comparison goods*, services and entertainment. Substantial and varied employment	150,000+	Ballarat Woodgrove
Major activity centre or large town centre	Discount department store or similar, large array of routine comparison goods and services; significant employment, including civic services	35,000 to 100,000	Bacchus Marsh
Neighbourhood activity centre or local town centre	Significant food and grocery provision and a selection of convenience goods and services as well as front-line medical and childcare services	4,000 to 11,000	Ballan, Darley Plaza, Maddingley Village
Local activity centre or village centre	Single general store or small collection of convenience goods stores or visitor outlets	1,000 to 4,000	Blackwood, Albert St (Darley), Grant Street (Maddingley) Elaine, Gordon, Bungaree, Mt Egerton
Homemaker centre/ bulky goods precinct	Collection of large outlets selling furniture, hardware, recreational goods and a wide range of goods	varies	Melton homemaker precinct, Wendouree homemakers centre

\* Comparison goods include those for which shoppers often browse, including clothing, furniture, and recreational goods. Convenience goods and services comprise day-to-day purchases, including food and groceries, pharmacy, hairdressing and take-away food.

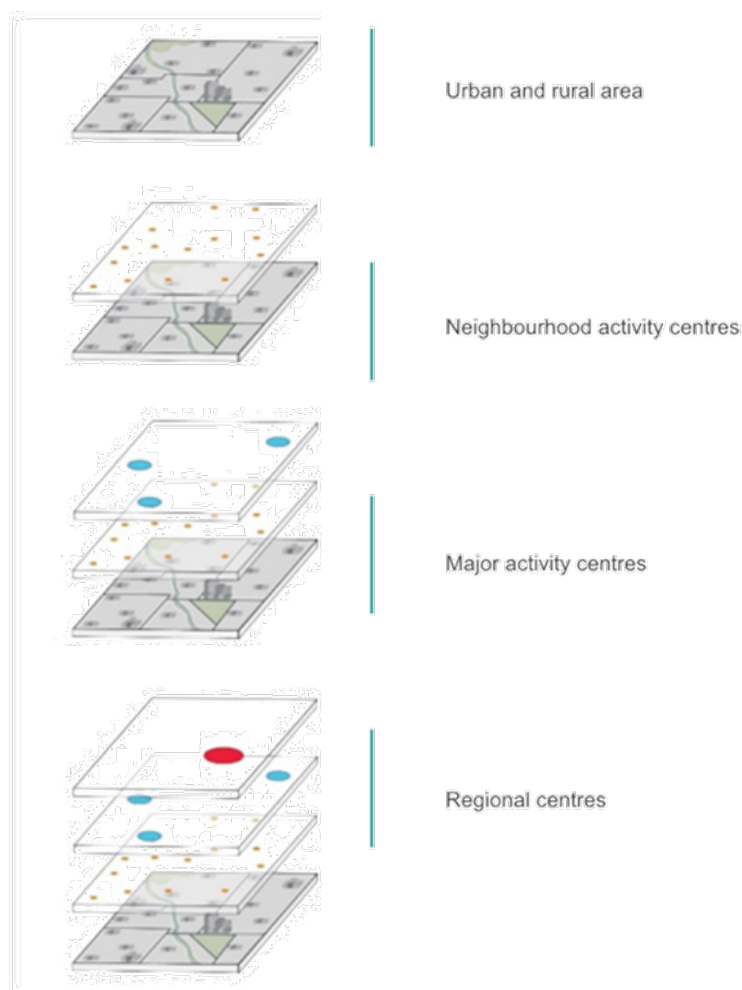
Everyone in the municipality is served by one or more of the three main levels in the retail hierarchy (see adjacent diagram). Each of the larger centres also delivers the same services as those in the smaller centres. There are no regional centres in Moorabool, although residents are served by the nearby regional centres of Ballarat and Woodgrove/Melton.

Local centres are useful in providing top-up groceries and services in areas that are beyond a comfortable walking distance to a larger centre. They also provide important focal points for villages and rural communities and can often provide visitor services in villages with a tourism role such as Blackwood or Gordon.

Some villages have previously had local retail centres, including Greenvale, Lal Lal, Mt Egerton, Myrmiong and Wallace. While the retail function has disappeared, these villages are often left with a hotel, school or community hall to act as the local focal point.

Moorabool currently has no homemaker or bulky goods precinct, although it does have some larger format stores (car sales, automotive parts etc) around the Bacchus Marsh town centre.

The following sections describe the key activity centres in Moorabool.

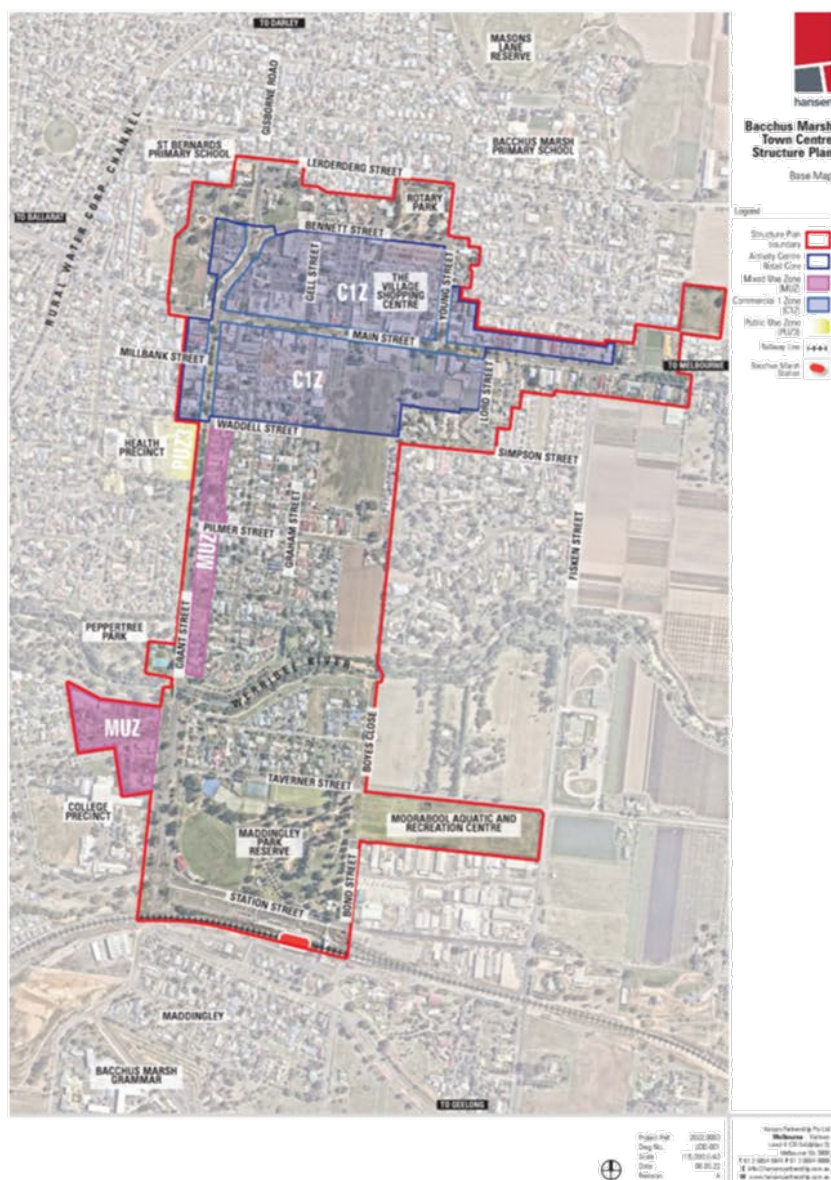


## 2.2 BACCHUS MARSH TOWN CENTRE

Bacchus Marsh town centre is a thriving retail, commercial and civic centre. It provides the closest full-line supermarket and significant comparison goods shopping for the eastern half of the Moorabool Shire and is by far the largest activity centre in the municipality.

The centre is shown in the diagram below. This diagram is taken from the Bacchus Marsh Town Centre Structure Plan, which is currently being completed.

Figure 2-2: Bacchus Marsh Town Centre





The key features of the centre include:

- The core retail precinct comprising the Main Street traditional shopping strip, complemented by an enclosed mall – The Village – which accommodates supermarkets (Coles and ALDI) and a range of non-food outlets (The Reject Shop, UFS Pharmacy, Specsavers, Millers Fashion, Just Jeans etc), as well as a large group of fast food and dining establishments, some of which contribute to the main street
- Retail and commercial activity extends into side streets – Gell Street, Young Street and Graham Street – with a secondary retail precinct that extends along Grant Street to Maddingley Park
- Civic, legal, medical and cultural facilities form an important part of the town centre, adding to its draw and providing a wide range of services and employment

There are a variety of significant issues and opportunities for the centre:

- The centre has a low vacancy rate of only 2% of floorspace (June 2022). Generally, a vacancy rate of 5-6% is the benchmark for a balance between retail floorspace supply and demand across a town centre such as Bacchus Marsh. The low vacancy rate indicates a limited supply of space for retail and commercial activities compared with demand.
- The owners of the Village Shopping Centre have applied for a permit to expand its floorspace by 2,714 sqm, and this may ease the demand for floorspace somewhat. Other potential extensions of the main shopping precinct include an extension to the west of the Grant Street intersection, on the north side of Main Street; and development of the vacant land to the east of Graham Street, south of Main Street.
- Grant Street is a major link road between Geelong to the south, and Gisborne and the Calder Highway to the north. It carries significant truck traffic as well as providing the main access to the town centre from the suburbs of Maddingley to the south and Darley to the north. The road is congested, providing a disincentive for suburban residents and making parts of the centre unpleasant for pedestrians. The proposed Eastern Link Road currently being planned by Regional Roads Victoria would provide an alternate route for much of the truck traffic and other through traffic. However, while an alignment has been determined, construction will be some years in the future.

In the meantime, the intersection between Main Street and Grant Street is proposed to be signalised and this would improve pedestrian safety and the pedestrian experience of the western end of the main shopping centre, although how it will affect congestion remains to be seen.

- Although Bacchus Marsh Town Centre is clearly the cultural and commercial heart of the district, the Council offices are located in a former school in Darley. Council is investigating returning a civic presence to the main street. The return of the Council's 200+ staff would inject new vibrancy and retail demand into the town centre.
- The closure of the Target store in the town centre during 2021 has significantly reduced the general non-food offering of the centre, although the space has not remained vacant.

The Bacchus Marsh town centre faces a unique competitive landscape. In comparison goods retailing, it competes with the internet and with the larger retail centres such as Woodgrove/Melton and Ballarat. For food and groceries and other convenience goods, it competes with those larger centres as well as the growing set of neighbourhood activity centres. Maddingley Village has recently opened with more centres planned as part of the urban growth precincts, as well as the popular roadside produce outlets in the irrigation district along Bacchus Marsh Road.

The town centre will need to respond to these ongoing competitive pressures by more strongly defining its roles. Those roles could include the following:

- The place for the widest range of retail goods and services in the Bacchus Marsh district
- The place to eat out and be entertained
- The centre for legal, financial, travel, property and business services
- The institutional heart of the emerging city of Bacchus Marsh
- A centre of cultural and visitor experiences

Some of these roles need further strengthening, especially the provision of entertainment and the development of cultural and visitor experiences. This includes ensuring that expansion of the town centre creates buildings and spaces that will attract residents and visitors.

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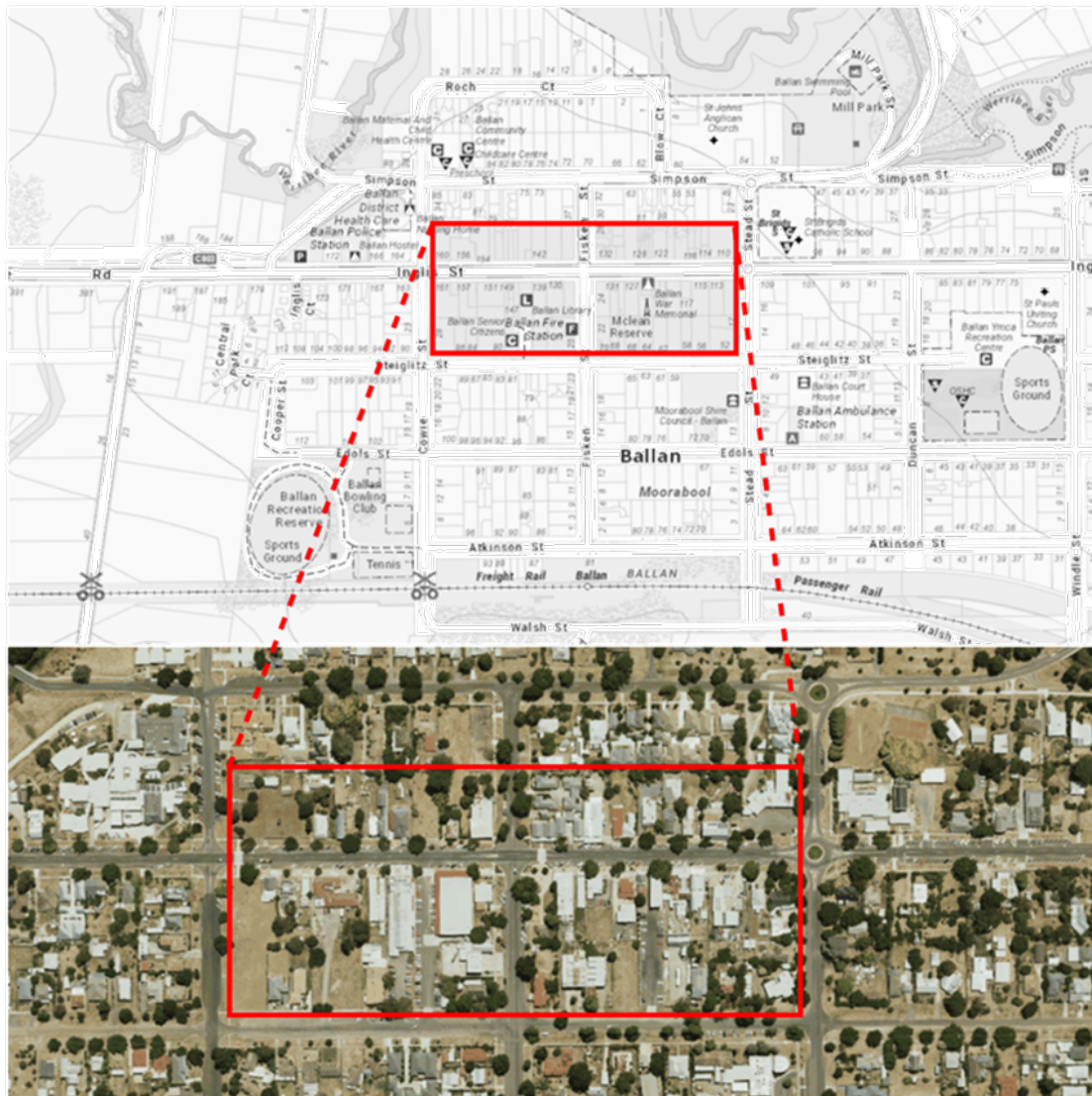
## 2.3 BALLAN TOWN CENTRE

Ballan town centre is the thriving centre of a growing town in the centre of Moorabool. In retail terms, it functions as a neighbourhood activity centre for the town and surrounding districts, but it has a broader community and commercial role, hosting health and community services and a variety of commercial and visitor services.

Key features of the centre include:

- The mid-sized IGA supermarket which provides a significant food and grocery outlet for the town and surrounds
  - The health services precinct at the western end of the commercial centre, providing residential aged care and other facilities
  - An attractive main street – Inglis Street – with a varied collection of buildings dating from the original settlement to the present
  - Several significant parcels of vacant land, including two large parcels at the western end of the commercial precinct (each of the order of 3,000 sqm) and land fronting Steiglitz Street which is under-utilised (see Figure 2-3 below)
- The centre has a tourism role with a number of galleries, cafes and specialty shops, as well as a successful monthly farmers' market, that attract visitors from beyond the catchment, including travellers on the Western Freeway
  - A new development on Fisken Street has extended the retail development off the main street, whilst also providing apartments above the shops, a progressive innovation in a country town where medium and high-density dwellings are few
  - Even with this new development, the centre has a low vacancy rate of less than 3% and this is likely a result of the return to local stores during the COVID-19 pandemic and because the growing local population is increasing demand creates buildings and spaces that will attract residents and visitors.

Figure 2-3: Ballan Town Centre



Source: base map/photo from VicPlan

The Ballan & District Chamber of Commerce (2022) has recently released its five-year Strategic Plan. This plan has five key directions:

- Increase membership of the organisation
- Support and develop events and promotions
- Undertake digital marketing and communications

- Lobby for streetscape improvements
- Develop the tourism role of the town

While the organisation represents businesses across the district, much of its effort is focussed on the Ballan Town Centre.

Key issues for the Ballan town centre include:

- As the town's population grows, additional space will need to be found in the town centre to accommodate more substantial services, including, potentially, a larger supermarket or an equivalent service. While there are vacant lots, some redevelopment may be required as well as extensions to the Commercial Zone. As an indication, full line supermarkets (3,000+sqm) currently require sites about three times as large as the building area in order to accommodate the necessary car-parking and circulation. Site consolidation will be required, with efforts likely to focus on the vacant sites at the western end of the existing centre.
- With growth comes the challenge of retaining and enhancing the charm of the main street. This will involve retaining the various heritage buildings whilst ensuring that new buildings contribute positively to the streetscape.
- As the population of Ballan grows from less than 3,000 to more than 11,000 over the coming decades, many more residents will be travelling to the centre by car. This will generate substantial extra pressures on the access arrangements in and around the town centre, including roads, footpaths, cycleways, car-parking and intersection treatments. Emerging changes in transport technologies will have some impact on these demands (self-driving cars, transport as a service, new forms of mobility etc). The impact of car-parking on the town centre including the amount of space it consumes and its visual impact, may be reduced by catering to these emerging trends and by maximising opportunities for active transport. This would include providing dedicated cycleways and footpaths that connect Ballan's outer suburbs to its town centre.
- Because of its position on the Western Freeway, Ballan does cater for casual visitors and there are opportunities to increase visitation through the provision of additional facilities in the town centre, including tourism retailing such as galleries, specialty food and dining as well as events and accommodation.
- Expansion of the town centre may require redevelopment of surrounding residential properties. The preferred direction of expansion should be towards the train station, to provide public transport access to the key activity centre. Such expansion along Fiskien Street may clash with the heritage buildings along the street. Other streets such as Cowie Street or Stead Street could provide the necessary commercial links.
- There may be potential as the town grows to develop new retail centres to service the population. The identified population capacity south of the railway line is around 5,700. This would be sufficient to support a small neighbourhood centre. Such a centre could reduce the viability of the town centre and would need to be introduced carefully in order to maximise the local provision of services to the Ballan community. It may also be possible to provide compatible commercial development around the train station.

## 2.4 SUBURBAN NEIGHBOURHOOD ACTIVITY CENTRES

### 2.4.1 Darley Plaza

Darley Plaza was built as a single-owner hard-top centre and accommodates a mid-sized IGA supermarket and a small collection of specialty stores as well as a petrol station.

This small neighbourhood centre, shown below, services the suburb of Darley, the area of Bacchus Marsh north of the Western Freeway.

Figure 2-4: Darley Plaza (including land-use zoning)

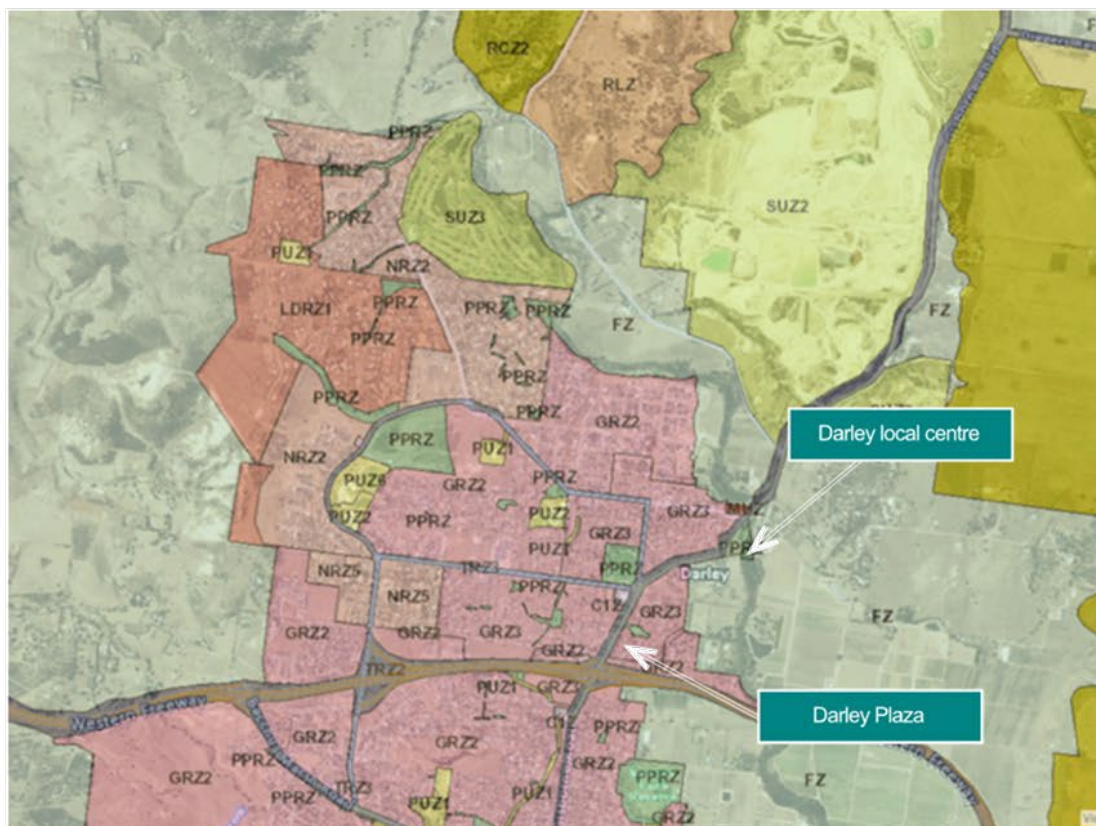


Source: VicPlan

Key issues for the centre include:

- Darley Plaza is a small neighbourhood centre, with a retail floorspace of approximately 1,810 sqm and a limited range of goods and services. The population of the Darley suburb is over 9,000 (2021) and this indicates the potential for a more substantial neighbourhood centre, although the services of Darley Plaza are supplemented by a local centre on the corner of Gisborne Road and Albert Street.
- The owner of Darley Plaza is currently developing a proposal to expand the centre on the existing site. Preliminary plans show an increase in the overall size of the centre to 3,763 sqm, including expanding the existing supermarket from 1,370 sqm to 2,630 sqm as well as providing a gym and office space.
- The location of Darley Plaza in relation to the suburb it serves is shown below. Whilst it is accessible to all who travel by car, it is not central to its catchment, being some 3.9 km from the north-western end of the suburb. There may be some scope for the provision of a further local centre to improve active transport access to services in the area. A permit for such a centre has been granted for a location on the corner of Halletts Way and Ramsey Crescent, although this has not yet been acted upon.

Figure 2-4: Darley Plaza (including land-use zoning)



Source: VicPlan

### 2.4.2 Maddingley Village

The Maddingley Village neighbourhood centre has recently been constructed on the corner of McCormacks Road and O’Leary Way in the rapidly growing suburb of Maddingley to the south of Bacchus Marsh. This centre has an IGA supermarket of 2,186 sqm plus a number of smaller tenancies including a gym, child-care centre, swim school, dental clinic and various other food and service retailers. The centre also incorporates 30 townhouses. The total commercial floorspace of the new centre is 6,700 sqm.

Maddingley Village is a neighbourhood activity centre serving the Maddingley suburb and surrounding areas.

The population of Maddingley is currently around 5,500 and is expected to grow to around 6,300 at full development. The suburb is also served by a local centre located on Grant Street.



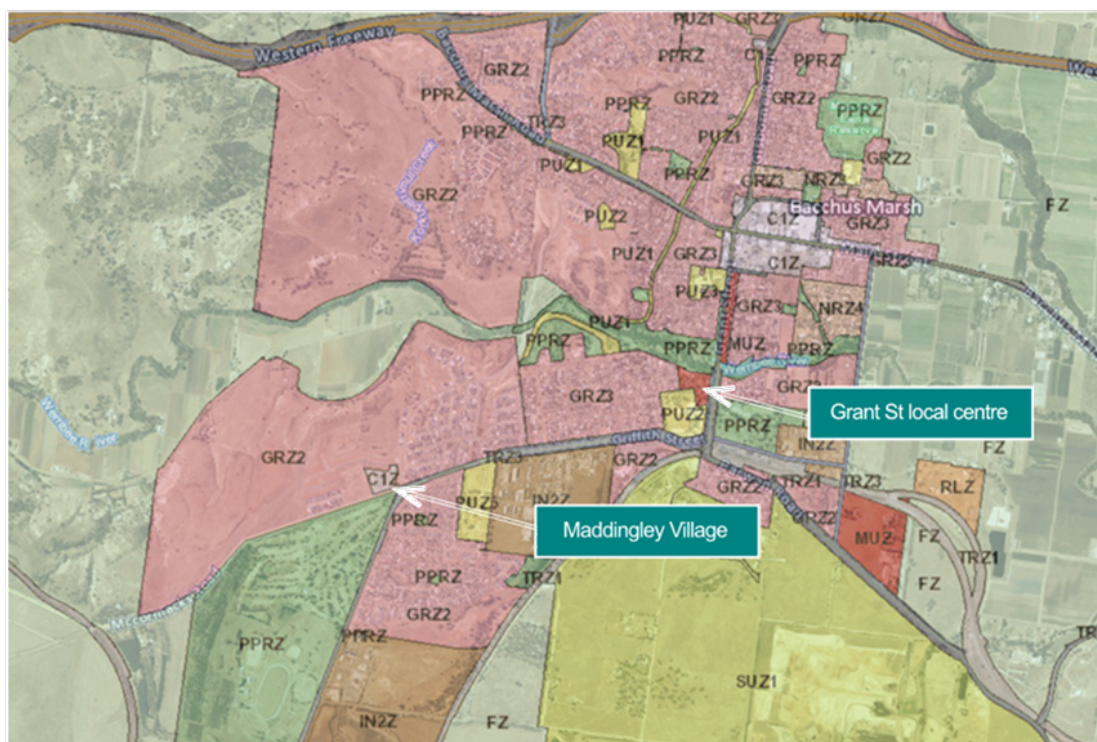
Figure 2-6: Maddingley Village

Source: empireproperties.com.au

A key issue for the centre will be the potential for competing activity centres at Underbank and elsewhere. However, Maddingley Village has the advantage of

being the first of these neighbourhood centres in the south of Bacchus Marsh and has the opportunity to establish a strong customer loyalty.

Figure 2-7: Maddingley Village in context



Source: VicPlan

## 2.5 LOCAL CENTRES

In a suburban context, Moorabool’s local centres provide services for residents who are beyond an easy walk to larger centres. In general, they provide outlets such as general stores, take-away food and hairdressing, as well as a collection of other activities that need a location but may not need to be in the town centres where rents are more expensive.

Bacchus Marsh has two local centres, each comprising a small selection of local shops and services:

- Grant Street, around the intersection with Labilliere Street
- Darley local centre, on Albert Street at the intersection of Gisborne Road

It is likely that new local centres will be required in order to improve accessibility to key services as the town of Bacchus Marsh expands. A new local centre has received a permit on Halletts Way, Darley.

## 2.6 SMALL TOWN CENTRES

Small town centres are the heart of many rural communities, providing the focal point and meeting places for the residents of small settlements and their surrounds. In Moorabool, a number of small town centres have lost their retail function and are left with community facilities and/or a hotel (Wallace, Myrning etc.). Other centres retain some retail function, usually a general store and post office, as well as take-away food. The following centres are those with a retail function.

- **Blackwood** contains several stores including a general store/café and a coffee roaster as well as a hotel and community hall. The centre caters for residents and visitors to the forests of Lerderderg State Park and the Wombat State Forest, including attractions such as the Blackwood Mineral Springs and the nearby St Erth Garden Centre.
- **Bungaree** has no recognisable centre but non-residential activities, including a general store/petrol station, are distributed along the Bungaree-Wallace Road.
- **Elaine** hosts a collection of activities spread out along the Midland Highway including a general store/café, a farmgate shop and an artist's gallery outlet as well as a hotel, farm supplies and community facilities.
- **Gordon** has the largest of the village centres and it is clear that the centre was once significantly larger. The main street has activities clustered at either end, with the hotel, general store and police station at one end and the café, farmgate market and post office at the other. This attractive centre is not far from the Western Freeway and does cater to visitors passing through and on excursion from the nearby regional city of Ballarat.

- **Mt Egerton** developed as a mining township following the discovery of gold nearby in 1853. The general store in the centre of the township has recently reopened following a period of closure.

In addition to these traditional village centres, the two freeway service centres outside Ballan provide an equivalent retail service to local centres, with small general stores and fast-food outlets. These centres serve local residents as well as travellers on the Western Freeway.

Council is currently investigating the potential for residential growth in Bungaree and Wallace. Subject to the provision of sewerage services, this could increase the population of these villages to 2,000 residents each. There may be opportunity to provide a local centre or small neighbourhood centre if growth were to occur. While such facilities could go in either village, Wallace has a more recognisable centre. The scale of the facilities would depend on the level of population but could range from a significant local centre to a small neighbourhood centre, with a small supermarket and a variety of specialty stores. This kind of centre could also serve residents of Gordon and surrounding communities.

Depending on population growth and on tourist potential, there may be capacity for small local retail facilities at other village centres where none currently exist. Such demands may be felt at villages such as Greendale, Lal Lal or Myrning, for example. Local centres comprising a general store or a few local shops are unlikely to disturb the retail hierarchy and, if viable, would improve services for rural and small town residents.





### 3. RETAIL SUPPLY AND DEMAND

The following assessment of retail supply and demand is intended to gauge the scope for additional retail floorspace given the spending of residents and visitors. The method used is as follows:

- Estimate retail floorspace using surveys of activity centres
- Estimate retail sales using industry data and information from SpendMapp (Geografia, 2022)
- Estimate spending of residents using information from MarketInfo (MDS Data Systems, various dates)
- Estimate spending of visitors using SpendMapp
- Compare sales and spending data to identify the amount of retail spending that flows out of the municipality and in which categories
- Using experience of retail forms, the activity centre hierarchy and other factors, estimate how much additional spending could be captured within Moorabool, if any
- Convert this additional spending to retail floorspace and identify the various types of retail activity that could be supported, if any

The information developed here is then used to help estimate future demand for retail floorspace, including the need for additional activity centres, given the growth in population and other changes in conditions affecting the local retail industry.

**For the purposes of this report, retail activity comprises the following categories:**

**Food, groceries and liquor**– supermarkets, general stores, liquor outlets, specialty food outlets (butchers, bakers, greengrocers etc)

**Non-food goods, comprising**

- **Clothing** – clothes, shoes, manchester
- **Household goods** – homeware, hardware, furniture, floor coverings, curtains and blinds, electronic goods etc
- **Recreational goods** – sporting goods, toys, bookshops, newsagents
- **Other goods** – chemists, florists, jewellers, second-hand goods etc

**Food catering** – cafes, restaurants and take-away food outlets

**Retail services** – hairdressers, beauty parlours, clothing and household goods repairs

### 3.1 RETAIL FLOORSPACE

Table 3-1 provides an estimate of retail floorspace in Moorabool's activity centres.

Table 3-1: Retail floorspace in Moorabool activity centres, June 2022

Location	Food groceries and liquor	Non-food goods	Food catering	Retail services	Total retailing	Share of total
Bacchus Marsh Town Centre	11,344	9,259	4,671	2,285	27,559	71%
Darley Neighbourhood Centre (Darley Plaza)	1,466	220	60	0	1,746	5%
Darley Local Centre (Albert St)	238	0	90	170	498	1%
Avenue of Honour	930		200		1,130	3%
<b>Bacchus Marsh District*</b>	<b>14,142</b>	<b>9,499</b>	<b>5,021</b>	<b>2,455</b>	<b>31,117</b>	<b>80%</b>
Ballan Town Centre	1,524	2,576	800	160	5,060	13%
Gordon	164	365	150	0	679	2%
Elaine	280	100	0	0	380	1%
Blackwood	150	0	233	0	383	1%
Other local centres*	710	0	400	0	1,110	3%
<b>Moorabool Shire*</b>	<b>16,970</b>	<b>12,540</b>	<b>6,604</b>	<b>2,615</b>	<b>38,729</b>	<b>100%</b>

Source: Tim Nott, surveys conducted June 2022

*\*Since the survey was conducted, the Maddingley Village shopping centre has opened as well as the general store in Mt Egerton. This has increased the total retail floorspace in the Shire to approximately 40,700 sqm.*

In June 2022, Moorabool had approximately 39,000 sqm of retail floorspace, 71% of which is in the Bacchus Marsh town centre.

The change in retail floorspace over recent years is instructive. The following table compares retail floorspace in Bacchus Marsh between 2008 and 2022.

Table 3-2: Change in retail floorspace, Bacchus Marsh town centre, 2008 to 2022

Activity	Floorspace in 2022	Floorspace in 2008	Change 2008 to 2022	Average annual rate of growth, 2008 to 2022
Food, groceries and liquor (FGL)	11,344	7,830	3,514	2.7%
Non-food goods	9,259	9,050	209	0.2%
Food catering	4,671	2,210	2,461	5.5%
Retail services	2,285	2,050	235	0.8%
<b>Total retailing</b>	<b>27,559</b>	<b>21,140</b>	<b>6,419</b>	<b>1.9%</b>

Source: Tim Nott

Note: the 2008 floorspace figures are from a survey undertaken by Tim Nott. They are consistent with the 2022 figures in categorisation and area covered.

The figures show that while the non-food floorspace in the town centre has grown hardly at all over the past 14 years, the food, groceries and liquor (FGL) and, especially, the food catering categories have grown strongly.

This is a common trend across the retail sector given the growing popularity of internet retailing, especially in non-food goods.

### 3.2 RETAIL SALES

An estimate of retail sales at each of the main centres is based here on industry standard sales data, varied to take account of local conditions. The estimate is compared, where possible, with the

data on sales provided by SpendMapp (Geografia, 2022), which uses banking data to provide estimates of sales in various categories.

Table 3-3: Estimate of retail sales, Moorabool, 2021

	Food groceries and liquor	Non-food goods	Food catering	Retail services	Total retailing
Floorspace (sqm)					
Bacchus Marsh Town Centre	11,344	9,259	4,671	2,285	27,559
Darley Plaza	1,466	220	60	0	1,746
Ballan Town Centre	1,524	2,576	800	160	5,060
Other Retailing	2,636	485	1,073	170	4,364
<b>Total Shire</b>	<b>16,970</b>	<b>12,540</b>	<b>6,604</b>	<b>2,615</b>	<b>38,729</b>
Retail sales per sqm					
Bacchus Marsh Town Centre	\$9,500	\$4,800	\$5,500	\$4,500	\$6,828
Darley Plaza	\$9,200	\$4,200	\$5,500	\$4,500	\$8,443
Ballan Town Centre	\$9,200	\$4,200	\$5,500	\$4,500	\$5,921
Other Retailing	\$6,500	\$4,200	\$5,500	\$4,500	\$5,921
<b>Total Shire</b>	<b>\$8,980</b>	<b>\$4,640</b>	<b>\$5,500</b>	<b>\$4,500</b>	<b>\$6,680</b>
Retail sales, \$m					
Bacchus Marsh Town Centre	\$107.8	\$44.4	\$25.7	\$10.3	\$188.2
Darley Plaza	\$13.5	\$0.9	\$0.3	\$0.0	\$14.7
Ballan Town Centre	\$14.0	\$10.8	\$4.4	\$0.7	\$30.0
Other Retailing	\$17.1	\$2.0	\$5.9	\$0.8	\$25.8
<b>Total Shire</b>	<b>\$152.4</b>	<b>\$58.2</b>	<b>\$36.3</b>	<b>\$11.8</b>	<b>\$258.7</b>

Source: Tim Nott

Note: Figures are approximate. They do not correspond to figures in SpendMapp as the categories are not precisely aligned.

Moorabool stores have a total retail turnover of an estimated \$259 million (in 2021).

### 3.3 RETAIL SPENDING

An estimate of retail spending by Moorabool residents is drawn from a variety of sources including Market Info (MDS Data Systems) and the ABS household expenditure survey.

Estimates are provided here for Moorabool Shire, the Bacchus Marsh District and Rest of Moorabool, including Ballan.

Table 3-4: Estimated retail sales, Moorabool, 2021

	Moorabool Shire		Bacchus Marsh and district		Rest of Moorabool		Greater Melbourne
Population, 2021	37,915		23,964		13,951		
	Annual spending per person (\$)	Total spending (\$m)	Annual spending per person (\$)	Total spending (\$m)	Annual spending per person (\$)	Total Spending (\$m)	Annual spending per person (\$)
Food, groceries and liquor	\$6,699	\$254	\$6,480	\$155	\$7,074	\$99	\$6,720
Non-food goods	\$5,243	\$199	\$5,226	\$125	\$5,272	\$74	\$5,522
Food catering	\$1,978	\$75	\$1,933	\$46	\$2,056	\$29	\$2,043
Retail services	\$503	\$19	\$508	\$12	\$494	\$7	\$537
<b>Total</b>	<b>\$14,423</b>	<b>\$547</b>	<b>\$14,147</b>	<b>\$339</b>	<b>\$14,896</b>	<b>\$208</b>	<b>\$14,822</b>

Source: Urban Enterprise 2019; Tim Nott

Total annual retail spending by Moorabool residents is estimated at \$547 million in 2021. Not all this is spent locally. A portion is spent with internet retailers – some of which are local but most of which are located elsewhere, including overseas. Some is spent at larger shopping centres outside

the municipality such as Ballarat, Woodgrove/ Melton and the Melbourne CBD, which have a wider range of goods and services than the centres within Moorabool. Residents also shop where they work or travel for health, education, family or recreational purposes.

### 3.4 OVERALL RETAIL SUPPLY AND DEMAND

An estimate of the overall balance between retail supply and demand in Moorabool is provided in the following table.

Table 3-5: Retail supply and demand, Moorabool, 2021

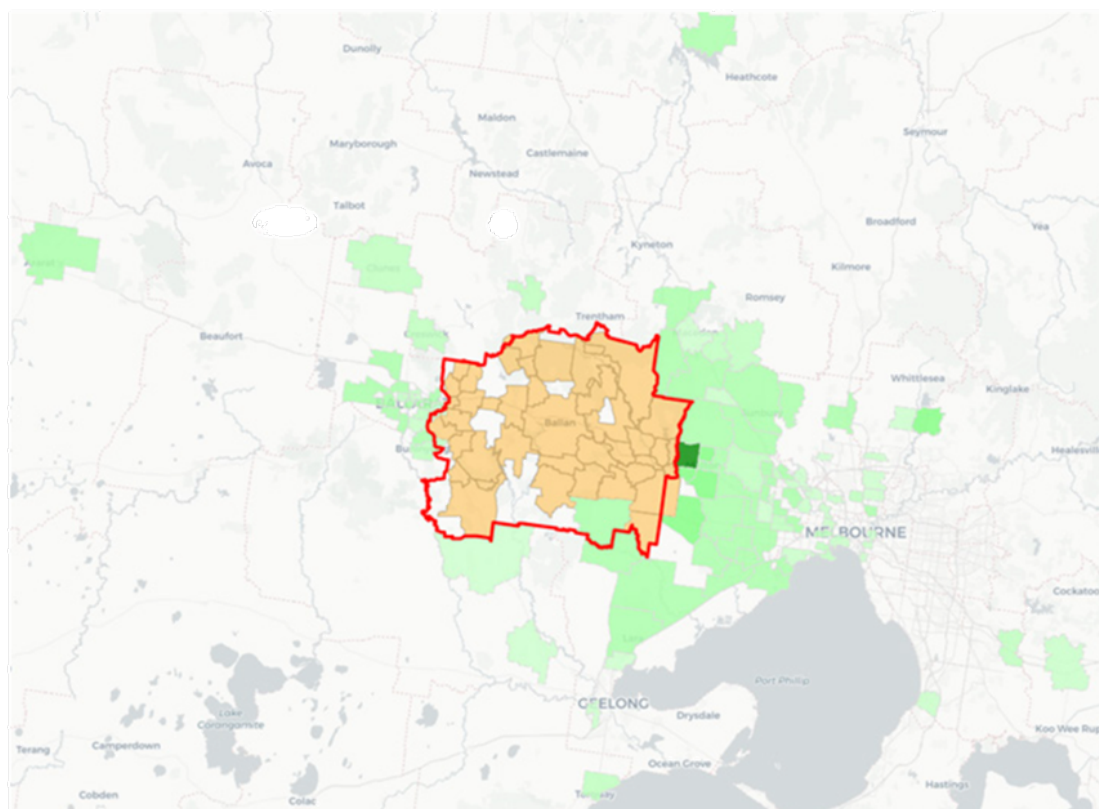
	Local sales	Sales to visitors		Sales to residents	Total resident spending	Escape spending	
		\$m	%	\$m	\$m	\$m	%
Food, groceries and liquor	\$152	\$31	20%	\$122	\$254	\$132	52%
Non-food goods	\$58	\$11	19%	\$47	\$199	\$152	76%
Food catering	\$36	\$17	46%	\$20	\$75	\$55	74%
Retail services	\$12	\$5	41%	\$7	\$19	\$12	64%
<b>Total</b>	<b>\$259</b>	<b>\$63</b>	<b>25%</b>	<b>\$195</b>	<b>\$547</b>	<b>\$352</b>	<b>64%</b>

Source: Tim Nott

The table shows that visitors to the municipality contribute approximately 25% of local sales. This estimate is informed by data from SpendMapp (Geografia, 2022).

The following map illustrates broadly where the visitors' spending money in Moorabool come from (noting this is not just retail spending as defined here but includes a variety of services).

Figure 3-1: Origin of visitor spending in Moorabool (June 2021 to June 2022) - top 100 visitor suburbs



Source: Geografia, 2022

*Note: Includes all consumer spending. The fawn coloured areas within Moorabool or intersecting with its boundary is the area to which visitor spending is directed. The green coloured areas are the areas from which the spending comes. The darker the shade of green, the higher the level of spending received.*

Around 64% of spending by residents is spent either online or at shops outside Moorabool. Key external locations are shown in the Figure 3 2. This is a high level of escape spending but is understandable given:

- Moorabool has no regional activity centre, with residents travelling to Woodgrove/Melton and Ballarat for these services
- Large parts of the municipality are closer to major activity centres outside Moorabool, most prominently

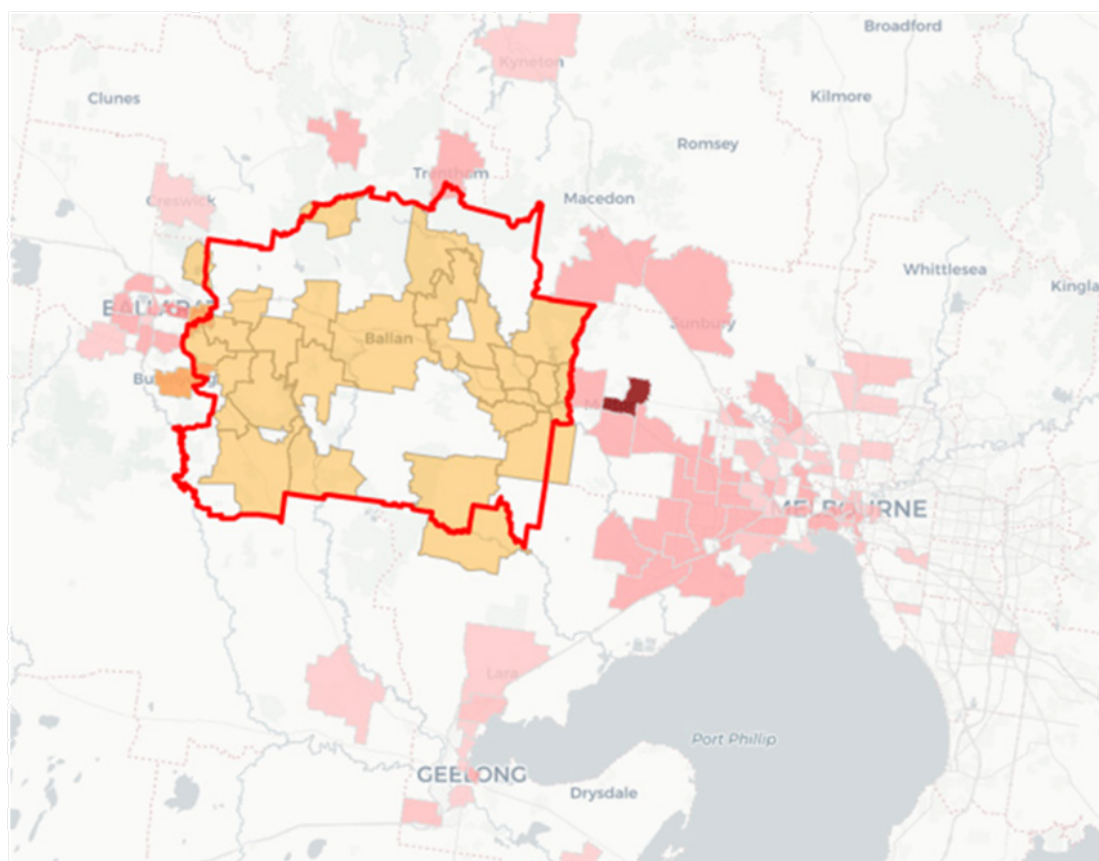
Ballarat (see subsequent sections of this report)

- Some parts of the municipality are served by neighbourhood activity centres (or centres that provide an extensive food and grocery service) that are outside Moorabool

In addition, retail development in Moorabool has not always kept pace with the rapid population growth in the municipality.



Figure 3-2: Escape spend distribution (Jan 2022 to Dec 2022) - top 100 escape suburbs



Source: Geografia, 2022

*Note: Includes all consumer spending. Fawn coloured areas within Moorabool or intersecting with its boundary are the areas from which spending escapes. The pink coloured areas are the areas to which the spending escapes. The darker the shade of pink, the higher the level of spending received.*

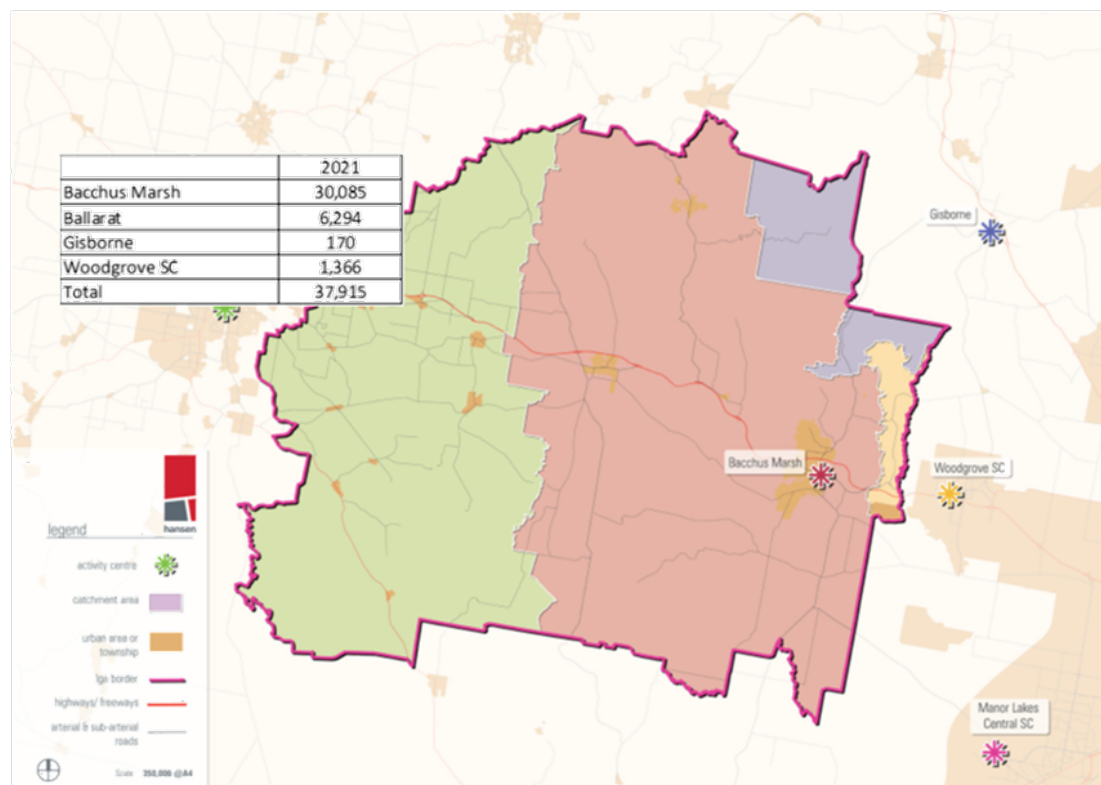
### 3.5 RETAIL CATCHMENTS

A review of the retail catchments of the activity centres in Moorabool demonstrate how parts of the municipality are served by external centres. In this case, the retail catchment for a centre is defined as the area for which the centre is the quickest to get to compared with other centres providing a similar or higher level of service. So, for example, at the major activity centre level of the retail hierarchy, residents are served by a set of centres that offer sub-regional

retail services or higher, with complete and non-overlapping coverage of the municipality.

Figure 3-3 provides an approximation of the major activity centre catchments serving Moorabool. The catchments have been created from ABS mesh blocks, the smallest statistical geography for which resident population estimates are available.

Figure 3-3: Major activity centres and their catchment populations in Moorabool, 2021



Source: Hansen Partnership; Tim Nott

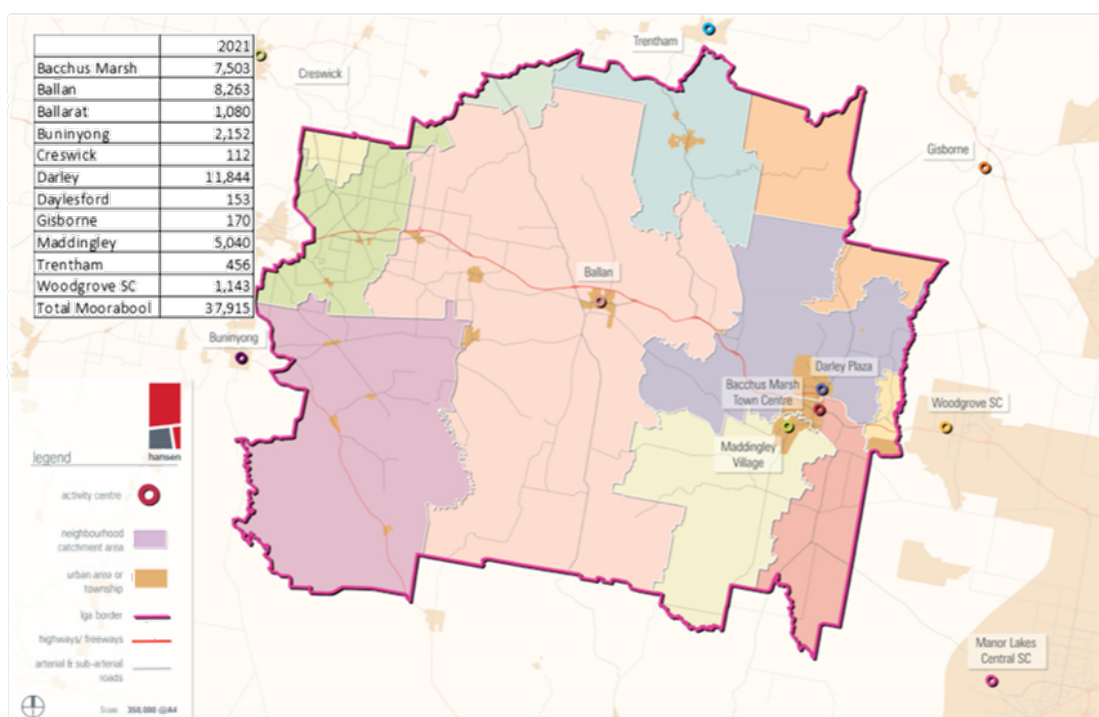
Bacchus Marsh town centre is the closest major activity centre to approximately 30,100 Moorabool residents.

Another 7,800 residents, around 21% of the total, live closer to other major activity centres outside the municipality.

The following maps show the neighbourhood level catchments and catchment populations, relative to the closest neighbourhood level or higher centre. So that the later analysis is most useful, the

Maddingley Village neighbourhood catchment has been included, even though the centre was not opened until 2023.

Figure 3-4: Neighbourhood retail catchments and their population in Moorabool, 2021



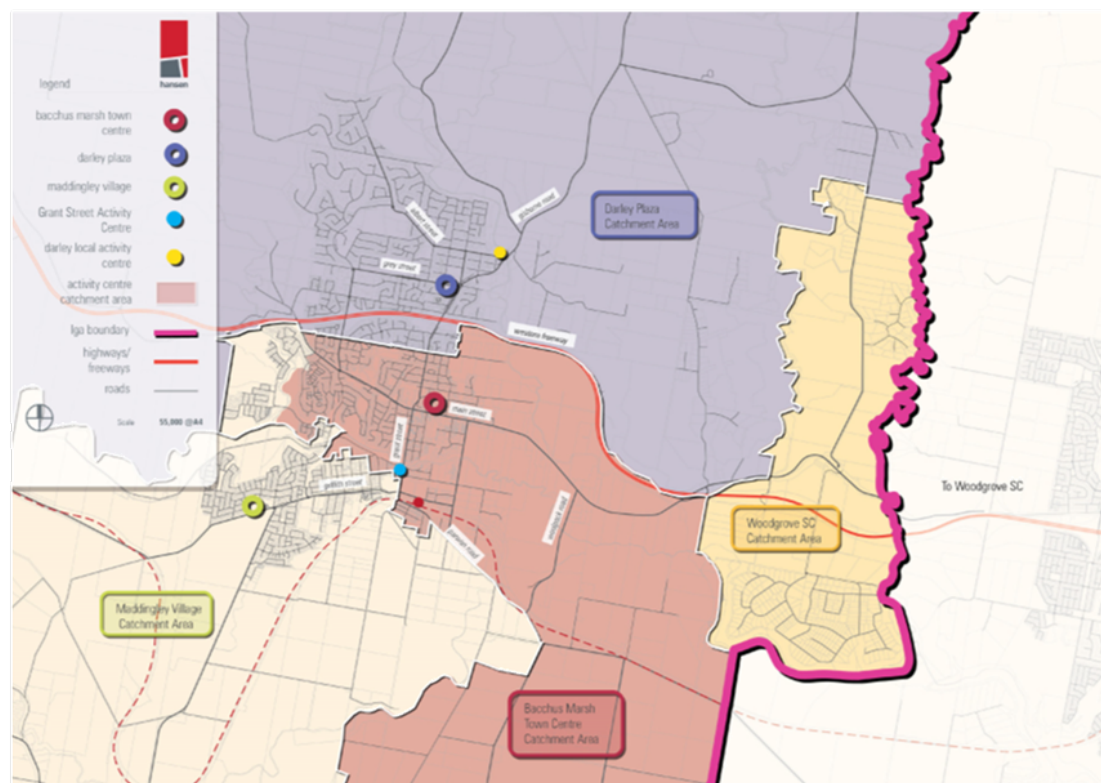
Source: Hansen Partnership; Tim Nott

See overleaf for more detail of the catchments around Bacchus Marsh.

Around 14% of residents are served by neighbourhood centres outside Moorabool.

The figure on the following page provides a close-up of the Bacchus Marsh district.

Figure 3-5: Neighbourhood catchments, Bacchus Marsh district, 2021



Source: Hansen Partnership; Tim Nott

Notes: Although it is a major activity centre, Bacchus Marsh town centre also has a neighbourhood catchment for which it is the closest centre providing neighbourhood level services such as a supermarket.

In order to assist later analysis, the neighbourhood catchment of Maddingley Village has been shown here, even though the centre was not opened until 2023.

Identification of the catchments for these centres does not imply that all residents do or should visit their nearest centre for the goods and services that they require. The SpendMapp data (Geografia, 2022) makes plain that residents travel to many centres and that visitors to the municipality also contribute a significant share of local retail turnover. The value in identifying the centre catchments in this way is that centre sizes can be planned to deliver the appropriate level of service depending on the catchment population. In this way, residents can choose to visit their nearest centre for the types of

goods that they need, reducing their individual travel costs and improving the overall sustainability of urban development. Appropriately sized centres can also provide a more attractive community focal point for newly developing urban areas.

The catchment analysis can also identify gaps in the current level of provision. Darley Plaza, for example, provides a much smaller level of service than would normally be warranted by the numbers of people in its catchment. There are more than 11,000 residents for whom Darley Plaza is the closest neighbourhood centre. Normally this number of

people would warrant a large supermarket of 3,000 sqm or more, plus a range of 10-20 specialty stores. If provided, this would deliver a more comprehensive service to Darley residents, allowing them to travel shorter distances to undertake grocery shopping and reducing congestion in the Bacchus Marsh town centre.

The catchment analysis can also provide an understanding of the demands on the network of centres as the population grows. Future population growth is one of the key influences on the retail development of the municipality and is one of the factors discussed in the following section.





#### 4. FUTURE DEVELOPMENT

There are many factors affecting the development of the retail industry and the scale of retail provision. These include:

- Population growth fuelling growing demand
- Change in real incomes
- Changes in the types of goods and services that are required or which can be provided
- Technological changes that affect the way retail goods and services are delivered, including the rise of internet shopping and the introduction of automated purchasing and stock control
- Changes in management and logistical techniques that alter the viability of stores of different sizes
- Changes in transport technologies and management that may significantly alter the area of car-parking required to support activity centres, with car parking often taking up substantial shares of activity centre space
- The capacity and willingness of developers to deliver viable property solutions in appropriate locations

These factors are explored in this section, with a forecast of demand for additional retail floorspace provided at the end. Given that there are so many factors affecting the retail development outcome, the forecast is given as a best estimate. However, the reader is reminded that retailing is a rapidly changing industry and that any forecast will need to be revisited regularly and policy adjusted accordingly.

##### 4.1 POPULATION GROWTH

The population of Moorabool is growing rapidly in parts, especially around Bacchus Marsh and, to a lesser extent, around Ballan. More people, other things being equal, will generate more demand for shops. The scale and timing of the population

growth will depend on a range of factors including the attractiveness of Moorabool compared with residential growth areas elsewhere on the western fringes of Melbourne. Forecasts for growth have been provided by .id consulting for Council and for the precinct structure plan (PSP) areas by the VPA. Each of these is somewhat uncertain, considering the changes induced by the response to the COVID-19 pandemic. Nevertheless, these sources, along with the latest population estimates from the Census of Population and Housing (ABS, 2022), form the basis of the forecasts in this report.

A forecast for catchment populations has been developed using the 2021 estimates identified in section 3.5 as a base. These have been projected forward to 2041 using the growth rates predicted by .id consulting (2022) which take into account the expected development of the various precinct structure plan areas as well as the growth expected in the Ballan Framework Plan. The growth rates have been applied to the relevant mesh blocks in each catchment area.

The population estimates have been further projected to 2061, which is assumed to be full development. The growth in this later period comes from completing the development of the precinct structure plan areas and assuming modest infill and rural growth elsewhere. In some cases, the number of people in growth precincts has been calculated from the number of houses expected. The following household sizes have been adopted, based on experience from elsewhere and considering the information provided by .id consulting, Council and the VPA:

- Hopetoun Park – 3 persons per household
- Merrimu and Parwan Station – 2.8 persons per household
- Ballan – 2.7 persons per household

The results are shown in the following table.

Table 4-1: Forecast population growth by retail catchment area, Moorabool, 2021 to 2061

Major Activity Centre	Major activity centre catchment populations (from within Moorabool)			Average annual growth rate	
	2021	2041	2061	2021 to 2041	2041 to 2061
Bacchus Marsh	30,085	55,425	76,421	3.1%	1.6%
Ballarat	6,294	7,015	7,750	0.5%	0.5%
Gisborne	170	187	207	0.5%	0.5%
Woodgrove SC	1,366	2,594	3,863	3.3%	2.0%
<b>Total (Moorabool population within catchments)</b>	<b>37,915</b>	<b>65,221</b>	<b>88,241</b>	<b>2.7%</b>	<b>1.5%</b>
Neighbourhood Activity Centre	Neighbourhood catchment populations (from within Moorabool)			Average annual growth rate	
	2021	2041	2061	2021 to 2041	2041 to 2061
Bacchus Marsh	7,503	17,876	23,265	4.4%	1.3%
Ballan	8,263	12,957	17,635	2.3%	1.6%
Ballarat	1,080	1,204	1,330	0.5%	0.5%
Buninyong	2,152	2,398	2,650	0.5%	0.5%
Creswick	112	125	138	0.5%	0.5%
Darley	11,844	21,182	32,291	2.9%	2.1%
Daylesford	153	170	188	0.5%	0.5%
Gisborne	170	187	207	0.5%	0.5%
Maddingley	5,040	6,257	6,363	1.1%	0.1%
Trentham	456	503	556	0.5%	0.5%
Woodgrove SC	1,143	2,361	3,619	3.7%	2.2%
<b>Total (Moorabool population within catchments)</b>	<b>37,915</b>	<b>65,221</b>	<b>88,241</b>	<b>2.7%</b>	<b>1.5%</b>

Source: Tim Nott

Note: See the maps in section 3.5 for the catchment areas. Catchment areas extend beyond the named suburb/town

This table shows:

- The overall population of Moorabool is expected to grow from 37,915 in 2021 to 65,221 in 2041 and 88,241 by 2061.
- The population of the Bacchus Marsh town centre catchment is forecast to grow from 30,085 in 2021 to 77,421 in 2061. Considering the typical catchment populations outlined in Table 2 1, this is sufficient to support a very strong major activity centre but not sufficient for a regional centre.
- Several of the neighbourhood catchments are forecast to grow well beyond the typical population catchment of a single neighbourhood centre. These include the catchments of Bacchus Marsh and Darley which will contain PSP areas, as well as Ballan. This means that further neighbourhood centres are possible, even required, to serve these areas.

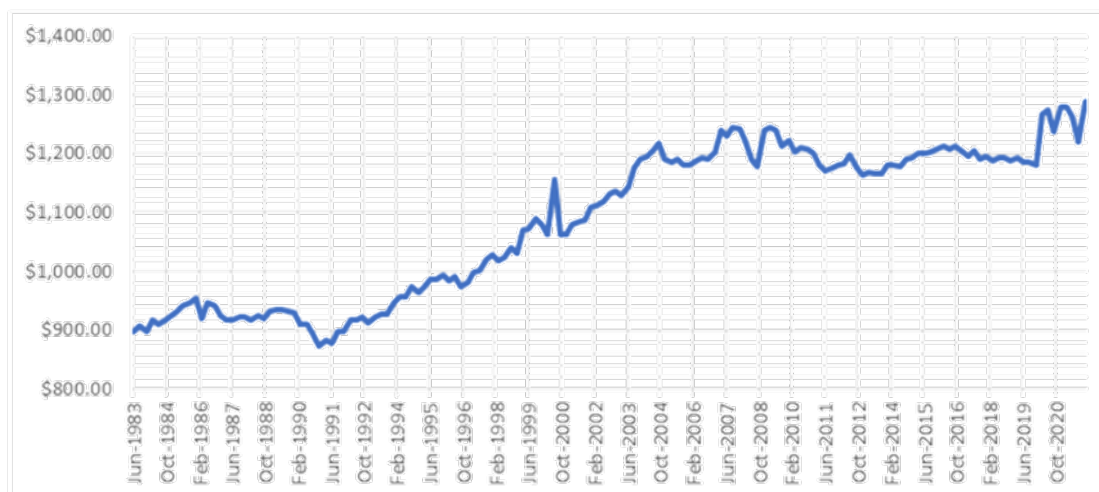


## 4.2 CHANGE IN RETAIL SPENDING

In preparing a forecast for retail demand, it is necessary to anticipate changes in retail spending. It has been customary in retail analysis to allow for real retail spending, that is spending after adjusting for inflation, to rise every year.

However, this assumption is no longer valid. Real change, i.e. adjusting for inflation, in retail spending per person is shown in the following chart.

Figure 4-1: Real monthly retail spending per person, Australia, Jun 1982 to Dec 2021

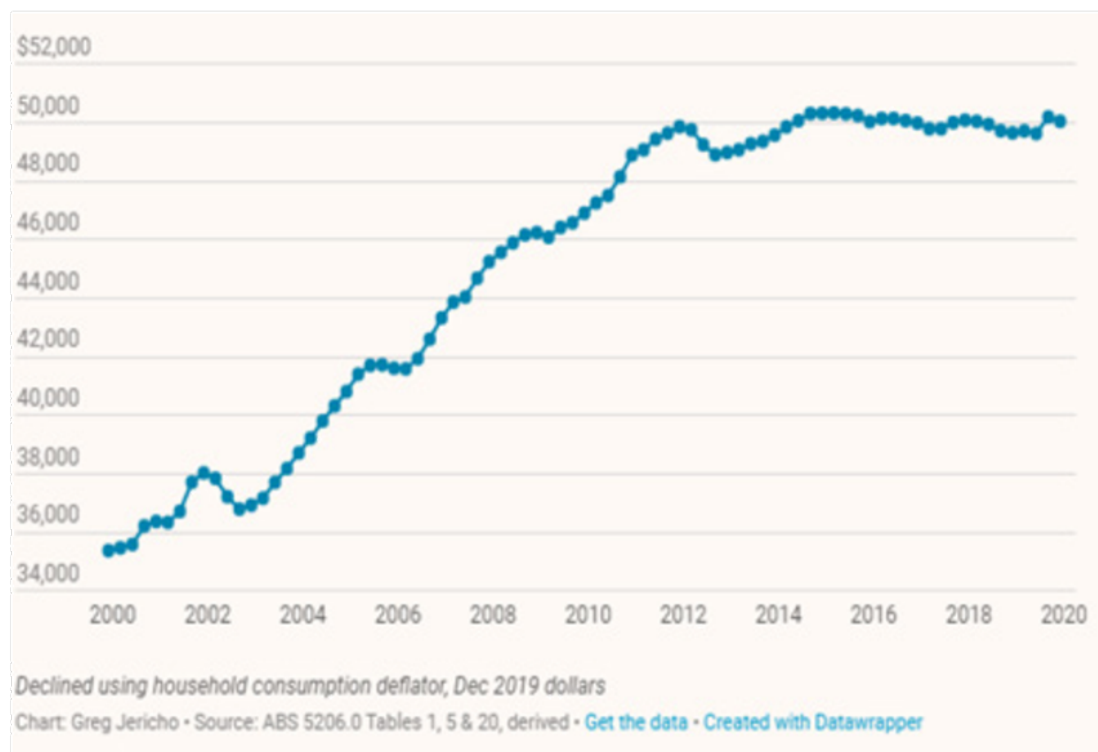


Source: ABS, 2022a and 2022b; Tim Nott (values in 2021 dollars)

The chart shows that there was no real growth in spending per person over the ten year period prior to the COVID-19 pandemic. This reflects several factors including:

- the stagnation of real disposable income, as shown in the adjacent chart (Note: National income has continued to grow during the period; higher shares have been diverted to housing and to company income.)
- The displacement of some retail goods by non-retail services with, for example, physical music media replaced by Spotify and the like; and DVDs by internet streaming services
- Food purchase has been replaced or supplemented for some households through the meal delivery services, with these increasing in popularity during the COVID years
- There is a trend in some parts of the community towards a more sustainable lifestyle, involving fewer commodities and more emphasis on recycling existing goods rather than purchasing new

Figure 4-2: Real household disposable income per person, 2000 to 2020



For these reasons, the forecast model used here does not assume that real retail spending per person will rise each year but that it will remain broadly at the same level as it was immediately prior to COVID-19 over the long term. In addition, in the absence of good data to the contrary, the balance of spending between the various retail categories is also assumed to remain the same.

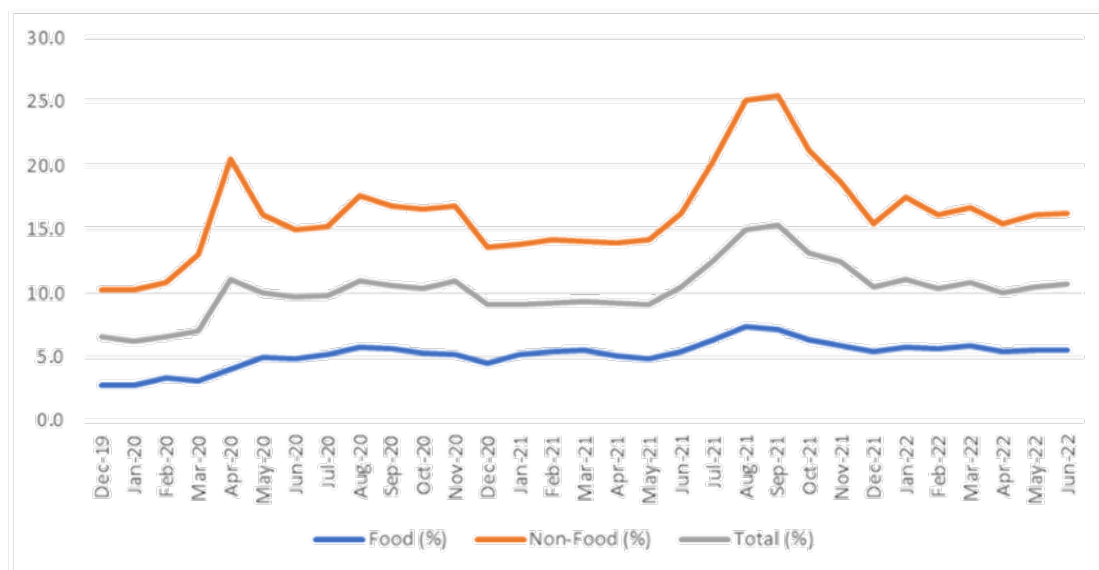
### 4.3 INTERNET RETAILING

Internet retailing has been one of the major disruptors of the retail industry in the post-second world war period. There has been a noticeable shift in the types of shops in activity centres, with fewer shops providing non-food goods because these have been better suited to online sales. Those non-food goods stores which have been displaced have been replaced to some extent by services and food catering outlets.

According to the ABS, in June 2022, online sales in Australia amounted to \$3.6 billion (seasonally adjusted), up from \$1.6 billion in December 2019, just prior to the COVID-19 pandemic. This constituted a growth in share from 6.6% to 10.7% of all retail spending over the period. However, the pandemic appears to have been a temporary interruption to an established rate of growth in the share of internet retailing that was already underway.

The share of total retail spending taken by internet spending has been growing at around 20% per year from December 2015 to June 2022. Many pundits have speculated about how high the share of retail spending via the internet will get. Several have suggested that around 24% of global retail sales will be via online channels in 2025, up from 20%-21% in 2022 (see Coppola, 2022; and Oberlo, 2022). The share held by internet retailing in Australia is somewhat lower than these global averages, as shown in the figure below.

Figure 4-3: Internet retailing as a share of all retail spending, Australia, Dec2019 to Jun2022



Source: ABS, 2022a

The experience during the pandemic shows that Australia can already deliver 25% of all non-food spending via ecommerce and more than 7% of food retailing. Although shares have dipped since those heights in September 2021, they appear to have resumed their previous rate of growth. And this is before the next wave of technological innovations that will normalise internet shopping, using artificial intelligence that remembers and predicts grocery orders; creation of online communities in which shopping is seemingly a by-product (the Metaverse, etc); continual improvements in order fulfillment through the use of AI and purpose-built fulfillment centres; and so on. In the end, there is no hard limit to the share of the market that internet retailing can capture.

The key factors in favour of real shops are:

- The experience of touching, trying on, smelling and seeing the goods; it is still difficult – yet – to reproduce the smell of freshly baked bread on the internet
- The opportunities to meet friends and neighbours in real life for casual conversations and community building
- Some people, older people especially, are not accustomed to internet shopping and may have difficulty in finding the goods and services they require

- For those who live close by, it may still be quicker and more convenient to access real shops than to go online
- Shops may be able to serve as face-to-face outlets and provide online order fulfillment – and this is happening in many supermarkets and other shops currently

The internet giants are working to overcome these factors and real-life retail activity centres may change beyond recognition within the lifetime of the forecast period contemplated here, that is, the period to 2061. Nevertheless, for the purposes of this modelling exercise, it has been assumed that the following rates of spending via the internet will occur by 2041 and be maintained until 2061:

- Food, groceries and liquor: 10%
- Non-food goods: 25%
- Food catering: 10%
- Retail services: 10%

The reader should bear in mind the potential for wide variation in these numbers; and this factor should be a key area of study in future retail strategies. It should be noted that retail activity floorspace developed now could

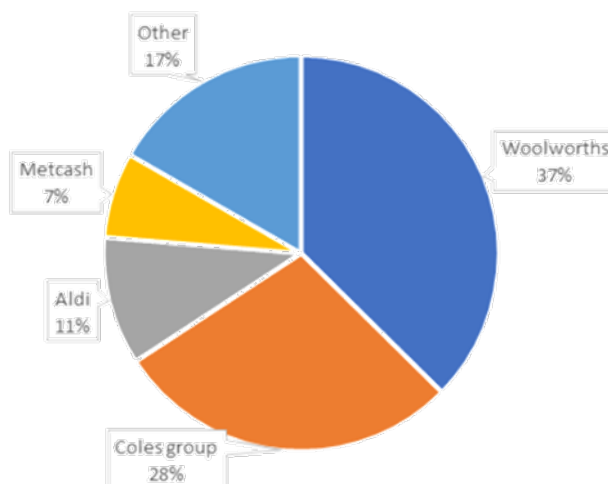
have a second life providing space for a wide variety of other activities in the future; and given alternative uses, the decline of real-life retailing need not necessarily mean the decline of the activity centre.

#### 4.4 OTHER INDUSTRY CHANGES

Retailing is a dynamic industry. There are continual changes in the way the industry is organised – from the rise of single-owner shopping centres to the advent of big box “category killers”; from the introduction of point-of-sale ordering to the incredibly complex procurement and logistical infrastructure that has built up around supermarkets and department stores. This dynamism is driven by competition, by social trends, by the availability of new products and technologies, and by the skills of business owners and workers that make up 16% of the workforce in Moorabool.

It is true that the market power of firms in some retail sectors is very strong. The following chart shows the market share of firms in the supermarket sector

Figure 4-4: Market share of supermarkets in Australia, 2022



Woolworths and Coles have around two thirds of the grocery market between them, although this share has been eroding as a result of the introduction of ALDI and the online grocery providers. This market power has enabled the supermarkets to keep the cost of produce relatively low and has ensured that the great majority of Australians have access to a wide variety of grocery products. Their market power has also enabled the large supermarket chains to determine the size of supermarkets that will minimise their costs and maximise their turnover. This influences the catchment size of single-supermarket neighbourhood activity centres and constrains the ability of many neighbourhood centres to meet the policy goal of the 20-minute city.

Until recently, the large supermarket operators have been pushing to increase the standard size of stores to 4,000 sqm and beyond. However, there are signs that a more tailored approach may be coming, with smaller, limited-offering stores in some locations, and increasing competition from the operators of smaller stores such as ALDI and IGA.

More widespread changes include:

- The possible introduction of automated checkouts which will reduce staff and store footprints. This kind of change has been trialled in the US and will likely be introduced throughout large stores in Australia within the forecast period (to 2061)
- The rise of "dark stores" or fulfilment centres for online sales. These may be located in existing stores or, more likely, will be on less expensive real estate in industrial areas
- The shift to more sustainable living is likely to be reflected in retail stores, with reduced packaging and more emphasis on energy efficiency in store design, as well as innovations including on-site food growing and production

#### 4.5 OTHER CHANGES AFFECTING ACTIVITY CENTRES

Other changes affecting or likely to affect activity centres apart from those generated by the retail industry include:

- Sustainability and responses to climate change will feature heavily in the design of new centres and individual buildings. This may have consequences for access within centres; design of outdoor commercial spaces; higher buildings costs and lower running costs; and more. There will be pressure to retrofit existing centres and for buildings to become more effective in a warming environment.
- The growth of health and fitness as a commercial activity, including the increasing presence of gyms, fitness studios and allied health services may help to take up redundant retail space in activity centres.
- Similarly, the diversification of entertainment uses has increased demand for indoor and outdoor spaces which are required to host a changing array of activities from laser tag to escape rooms, rock climbing to virtual art installations.
- It seems likely that there will be substantial changes to the way private transport is organised over the next 20-30 years. Electric cars will undoubtedly become more prevalent, to be the majority over the next 20 years or less<sup>2</sup>. These will require charging infrastructure as part of the car-parking arrangements, changing the shape and land-requirement of car parks. In a further development, the introduction of self-driving vehicles will also drastically change the demand for parking. Experts are divided on when autonomous vehicles will become prevalent, with predictions ranging from 10 to 40 years from now. All major car companies are investing in autonomous vehicles so, again, it appears very likely to happen. The consequences of self-driving cars for urban development are unclear. In an optimistic view, autonomous vehicles will usher in the era of transport as a service, in which more vehicles will be shared, with proportionately fewer on the road. The ability to summon a vehicle as required will greatly reduce the need for parking spaces in crowded urban spaces. On the other hand, if individual car ownership remains the predominant model, then increasing population will simply generate

<sup>2</sup> Many car-producing countries have legislated to ban petrol and diesel cars already – Norway by 2025, Denmark, India and Germany by 2030; Britain in 2035 and China and France in 2040. It is almost inevitable that Australia will do the same.

more vehicles and more congestion. The potential consequences of these changes have yet to be fully thought through, although Infrastructure Victoria (2018) has made a start. For Moorabool’s activity centres, the possible introduction of transport as a service via autonomous vehicles would greatly reduce the need for car-parking and will create more room for buildings, open space and for public and active transport infrastructure.

These issues point to the need for flexible building design that will allow a range of uses over the life of the building. The emerging trends and issues also highlight the need for activity centres to be attractive; to be beautiful, entertaining, exciting and accessible in order to draw people out of their homes and compete effectively with the internet.

## 4.6 FUTURE POTENTIAL DEVELOPMENTS

### 4.6.1 Bacchus Marsh Town Centre

As well as the proposed expansion of The Village shopping centre, two substantial vacant development sites exist in the town centre:

- A 7,800 sqm site to the west of Gisborne Road and north of Main Street. This site would need to be rezoned from General Residential 2 Zone to a Commercial zone if commercial and retail development were suitable.
- A vacant 1.9 ha site zoned Commercial 1 to the south of Main Street, between Council’s library car park and Graham Street (the Provenzano land).

These possible developments would strengthen the town centre as a retail destination, although the sites may need to offer something different to the emerging neighbourhood centre network or the competing large centres to be truly attractive. This might include entertainment (cinema, theatre etc), market, boutiques, hotel accommodation or larger commercial offices, for example.

### 4.6.2 Darley Plaza

As noted earlier, the owner of Darley Plaza is currently developing a proposal to expand the centre on the existing site. Preliminary plans show an increase in the overall size of the centre to 3,763 sqm, including expanding the existing supermarket from 1,370 sqm to 2,630 sqm as well as providing a gym and office space.

This will improve the scale of the neighbourhood retailing service to Darley residents but the suburb could support an even higher level of provision. Some additional space may be provided in the existing Albert Street local centre and the approved but yet-to-be-developed local centre at Halletts Way.

### 4.6.3 Underbank Town Centre

A new neighbourhood centre is being proposed by Kataland Investments as part of the Underbank housing development. The proponent is seeking to rezone a 1 hectare site, including historic stable buildings, to Commercial 1 zone to allow development of a town centre with retailing and associated uses such as a medical centre. The location of the proposed centre is shown in Figure 4-5.

A retail needs assessment has been conducted for the proponent by Macroplan Dimasi (2017) which estimated demand for approximately 2,200 sqm of retail floorspace by 2026. This would include a supermarket of 1,500 to 1,700 sqm and a range of specialty shops including food catering outlets. This centre would be required to cater for a primary catchment area with around 4,400 residents by 2026.

There has been some delay to the development of the Underbank estate but a centre does appear to be required to cater for the anticipated population. The proposed centre would provide a retail service within walking distance for most of the residents of Underbank, which is otherwise rather disconnected from the main town by the presence of the Korkuperrimul Creek and Werribee River and their associated escarpments.

Figure 4-5: Location of proposed Underbank town centre



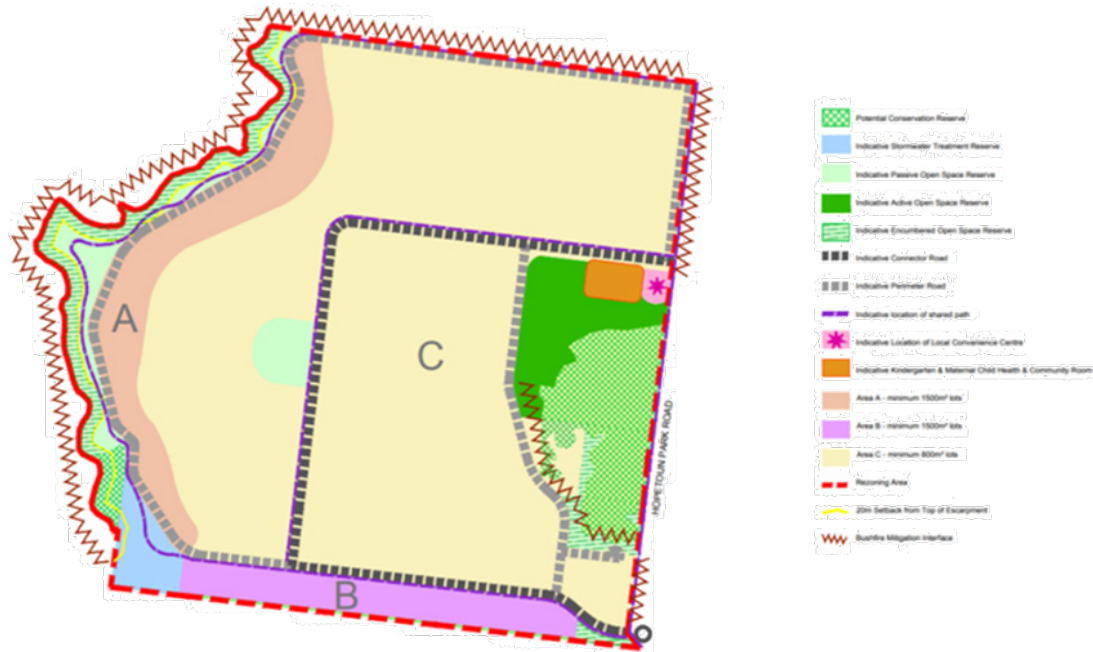
Source: Macroplan Dimasi, 2017

**4.6.4 Hopetoun Park**

The requested planning scheme amendment identifies a location for a local activity centre (local convenience centre) in Hopetoun Park North to service the expected population of 2700 residents in the Hopetoun Park area

(see Figure 4-6). Macroplan (2023) has since identified demand for retail floorspace of approximately 540 sqm at this centre, comprising a small grocery store and one or two other retail specialty stores.

**Figure 4-6: Hopetoun Park North Growth Area**



Source: DB Consulting, September 2023

**4.6.5 Parwan Station**

The retail and economic assessment for the Parwan Station PSP (HillPDA, 2021) envisages a neighbourhood centre that grows over time:

- A small neighbourhood centre in 2041 with 2,400 sqm of retail floorspace and 800sqm of office space
- A larger neighbourhood centre by the time of full development with 5,600 sqm of retailing and 1,700sqm of office space

This was predicated on an ultimate population of just over 10,000. However, if a larger population is achieved – up to 13,000 according to the VPA (2022) – a more substantial retail provision may be required,

potentially requiring two smaller neighbourhood centres, or one neighbourhood centre and one local centre to improve access to services.

In addition, the Parwan Station precinct has the potential, according to HillPDA (2021), to accommodate some of the demand for bulky goods floorspace to service the Bacchus Marsh district. This is expected to be 52,000 sqm at full development. The precinct includes an area which is a buffer to the Maddingley coal mine and cannot be used for sensitive uses such as housing but could be used for more dispersed retail uses. The buffer of 145 hectares would abut main roads and could be well placed to service the growing community in the PSP areas around Bacchus Marsh.



**4.6.6 Merrimu**

Merrimu PSP area, broadly to the northeast of the existing township, is a precinct of 1,230 hectares that has the potential to accommodate over 20,000 residents at full development, although the framework plan for the precinct has not yet been developed. At the time of writing, there is no detailed analysis of population or the retail supply and demand for the Merrimu precinct. However, there are likely to be three broad options for the activity centre network in the area:

- A. One neighbourhood centre and two small neighbourhood centres that provide accessible services to residents,
- B. Two neighbourhood centres, supplemented by local centres where necessary to provide accessible services

- C. One large town centre, equivalent to Bacchus Marsh town centre to service the whole precinct, with possible local centres to provide accessible services

In addition, there may be capacity to accommodate some of the bulky goods floorspace for the district on accessible main road locations.

The following table provides some benefits and disbenefits of the various suggested network configurations.



Network configuration	Benefits	Disbenefits
<p><b>Option A:</b> one neighbourhood centre and two small neighbourhood centres</p>	<ul style="list-style-type: none"> <li>Residents have good accessibility to food and groceries and other convenience goods</li> <li>Potential to provide a wider range of services at the larger neighbourhood centre but unlikely to compete with Bacchus Marsh town centre</li> <li>Best meets the 20 minute neighbourhood policies of government</li> </ul>	<ul style="list-style-type: none"> <li>Privileges some parts of the precinct over others in terms of access to services.</li> <li>Some potential for higher order retail spending to be lost to the municipality if Woodgrove/ Melton is easier and quicker to get to than Bacchus Marsh town centre</li> </ul>
<p><b>Option B:</b> Two neighbourhood centres, supplemented by local centres where necessary</p>	<ul style="list-style-type: none"> <li>Residents have good access to food and groceries and other convenience goods</li> <li>Will not compete for sub-regional retail role with Bacchus Marsh town centre</li> </ul>	<ul style="list-style-type: none"> <li>Given the shape of the precinct, some residents will remain beyond a short walk to a neighbourhood centre.</li> <li>Increased potential for higher order retail spending to be lost to the municipality if Woodgrove/ Melton is easier and quicker to get to than Bacchus Marsh town centre</li> </ul>
<p><b>Option C:</b> One large town centre, equivalent to Bacchus Marsh town centre to service the whole precinct, with possible local centres</p>	<ul style="list-style-type: none"> <li>Reduced potential for higher order retail spending to be lost to the municipality</li> </ul>	<ul style="list-style-type: none"> <li>Unlikely to meet the demands of the 20 minute neighbourhood as only part of the precinct will be well-served</li> <li>Would compete for sub-regional status with Bacchus Marsh town centre, potentially leading to lower service level overall</li> </ul>

To some extent, the most beneficial option will depend on the final population of the precinct and the location of major infrastructure elements such as the Eastern Link

Road. Nevertheless, Option A would be preferred from an existing policy perspective.

## 4.7 FORECAST DEMAND

### 4.7.1 Overall Retail Demand

A modelling exercise has been undertaken to identify the likely demand for retail floorspace in the Shire as a whole and in the various catchment areas.

The overall demand for retail floorspace generated by the growing Shire population is shown in Table 4-2.

Table 4-2: Modelling retail floorspace demand, Moorabool Shire, 2021 to 2041

Year	Population	Food groceries and liquor	Non-food goods	Food catering	Retail services	Bulky goods	Total
<b>Retail spending per person (\$)</b>							
		\$6,700	\$3,300	\$2,000	\$500	\$1,900	\$14,400
<b>Population</b>		<b>Retail spending (\$m)</b>					
2021	37,915	\$254.0	\$125.1	\$75.8	\$19.0	\$72.0	\$546.0
2041	65,221	\$437.0	\$215.2	\$130.4	\$32.6	\$123.9	\$939.2
2061	88,241	\$591.2	\$291.2	\$176.5	\$44.1	\$167.7	\$1,270.7
<b>Share of retail spending in shops (%)</b>							
2021		97%	88%	99%	99%	88%	94%
2041		90%	75%	90%	90%	75%	85%
2061		90%	75%	90%	90%	75%	85%
<b>Sales per square metre (\$/sqm)</b>							
		\$9,500	\$5,000	\$5,500	\$4,500	\$3,800	\$6,300
<b>Retail floorspace supported (sqm)</b>							
2021		25,900	22,000	13,600	4,200	16,700	82,400
2041		41,400	32,300	21,300	6,500	24,500	126,000
2061		56,000	43,700	28,900	8,800	33,100	170,500

Source: Tim Nott

The model estimates that demand for retail floorspace will grow by 44,000 sqm over the 20 years from 2021 to 2041 and by a total of 88,000 sqm from 2021 to 2061. Total retail floorspace per person is anticipated to decline from 2.17 sqm in 2021 to 1.93 sqm per person by 2041 as a result of a growing share of demand satisfied through online sales and fulfillment of orders in warehouses rather than shops.

The model relies on several important assumptions, including

- real spending per person will remain the same over the forecast period (see section 4.2)

- real sales per square metre of floorspace will remain the same
- internet retail sales will stabilise at around 15% of the total (see section 4.3) and that these sales orders will increasingly be fulfilled from large efficient warehouses rather than from retail stores

These assumptions should be regularly reviewed in future retail forecasting for the municipality.

#### 4.7.2 Retail Floorspace Supported in Moorabool

The demand for retail floorspace will be distributed across a wide range of activity centres, not all of which will be in the Shire. For the purposes of this strategy, a demand allocation model has been developed to assist in anticipating and planning the scale of growth in each

activity centre. The model is based broadly on shares of spending required to support characteristic retail forms at each level of the hierarchy. This is designed to create viable centres that deliver the required service to catchment residents.

Table 4-3: Retail floorspace allocation, Moorabool, 2021 to 2061

Centre type	Food groceries and liquor	Non-food goods	Food catering	Retail services	Bulky goods	Total
<b>Floorspace share (model)</b>						
Neighbourhood and local	55%	10%	20%	40%	0%	25%
Major activity centre	30%	40%	40%	40%	20%	33%
Regional centre and beyond	15%	40%	40%	20%	20%	27%
Bulky goods centre	0%	10%	0%	0%	60%	15%
<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>
<b>Floorspace allocation 2021</b>						
Neighbourhood and local	14,200	2,200	2,700	1,700	0	20,800
Major activity centre	7,800	8,800	5,500	1,700	3,300	27,100
Regional centre and beyond	3,900	8,800	5,500	800	3,300	22,300
Bulky goods centre	0	0	0	0	0	0
<b>Total</b>	<b>25,900</b>	<b>22,000</b>	<b>13,700</b>	<b>4,200</b>	<b>16,600</b>	<b>82,400</b>
<b>Floorspace allocation 2041</b>						
Neighbourhood and local	22,800	3,200	4,300	2,600	0	32,900
Major activity centre	12,400	12,900	8,500	2,600	4,900	41,300
Regional centre and beyond	6,200	12,900	8,500	1,300	4,900	33,800
Bulky goods centre	0	3,200	0	0	14,700	17,900
<b>Total</b>	<b>41,400</b>	<b>32,200</b>	<b>21,300</b>	<b>6,500</b>	<b>24,500</b>	<b>125,900</b>
<b>Floorspace allocation 2061</b>						
Neighbourhood and local	30,800	4,400	5,800	3,500	0	44,500
Major activity centre	16,800	17,500	11,600	3,500	6,600	56,000
Regional centre and beyond	8,400	17,500	11,600	1,800	6,600	45,900
Bulky goods centre	0	4,400	0	0	19,900	24,300
<b>Total</b>	<b>56,000</b>	<b>43,800</b>	<b>29,000</b>	<b>8,800</b>	<b>33,100</b>	<b>170,700</b>

Source: Tim Nott

Notes: several rounding differences are apparent in the totals when compared with Table 4 2. These are insignificant to the overall results.

### 4.7.3 Growth in Retail Floorspace by Catchment Area

Using these results, the anticipated growth in retail floorspace at each level of the activity centre hierarchy

has been allocated to the current catchments in Moorabool. This is shown in Table 4-4.

Table 4-4: Modelled growth of retail floorspace demand in Moorabool catchments, 2021 to 2061

Neighbourhood catchment area	Actual (sqm)	Modelled demand (sqm)			Growth (sqm)	
	2021	2021	2041	2061	Actual 2021 to forecast 2041	Actual 2021 to forecast 2061
Bacchus Marsh	28,700	25,500	44,100	60,200	15,400	31,500
Ballan	5,100	4,600	6,500	9,000	1,400	3,900
Darley	2,200	6,400	10,600	16,300	8,400	14,100
Maddingley	2,800	2,800	3,100	3,200	300	400
Other local centres	1,900	2,900	3,400	4,300	1,500	2,400
<b>Total Moorabool</b>	<b>40,700</b>	<b>42,200</b>	<b>67,700</b>	<b>93,000</b>	<b>27,000</b>	<b>52,300</b>
Potential bulky goods floorspace		12,200	17,900	24,300	17,900	24,300
Other floorspace supported outside Moorabool		28,000	40,300	53,400	-1,200	25,500
<b>Total floorspace supported by Moorabool residents</b>		<b>82,400</b>	<b>125,900</b>	<b>170,700</b>	<b>43,700</b>	<b>88,500</b>

Source: Tim Nott

Notes: for catchment areas see Figure 3-4 and Figure 3-5.

In this model, demand for retail floorspace has been allocated to each centre based on the share of the Shire's population in that centre's catchment and the total floorspace demand generated at the neighbourhood and local level of the hierarchy. Because of its larger role, Bacchus Marsh has a share of the demand from the major activity centre level as well as the neighbourhood level of the hierarchy. Maddingley Village neighbourhood centre was not opened until 2023 but has been included here to provide a clearer picture about the location of future growth.

Key points in this table are:

- The modelled retail floorspace in Moorabool is reasonably close to the actual retail floorspace as measured in surveys (within about 3%)
- The Bacchus Marsh catchment has significantly more actual floorspace than modelled. This is in part because of the under-provision of floorspace in the adjacent Darley area; that is, floorspace which could be provided in a neighbourhood centre in Darley is not present, with residents supporting an equivalent level of floorspace in the Bacchus Marsh town centre. In addition, floorspace in the Avenue of Honour does not rely solely on residents but attracts a significant number of visitors to the area.
- Growth in the Bacchus Marsh catchment is anticipated to generate a large share of the growth in retail floorspace. This will include the town centre but also new neighbourhood centres in the growing suburb of Underbank and the Parwan Station PSP area.
- The Darley catchment is also anticipated to grow significantly as a result of development of the Merrimu precinct.
- The potential bulky goods floorspace is also significant, although this will depend on the provision of a well-located precinct for large format retailers.

#### 4.7.4 Comparing Planned Floorspace with Demand

Some of the anticipated demand will be satisfied through developments that are already planned.

The following table shows the expected growth in the developments highlighted in section 4.6.

Table 4-5: Retail development proposals by neighbourhood

Development proposal by neighbourhood		Proposed retail floorspace (sqm)		
Location	Neighbourhood	2021 to 2041	2041 to 2061	Total expected increase in supply
Bacchus Marsh	Addition to the Village	2,700	0	2,700
	Underbank	2,200	0	2,200
	Parwan Station	2,400	3,200	5,600
	<b>Total Bacchus Marsh neighbourhood</b>	<b>7,300</b>	<b>3,200</b>	<b>10,500</b>
Darley	Expansion of Darley Plaza	1,200	0	1,200
	Halletts Way local centre	500	0	500
	<b>Total Darley Neighbourhood</b>	<b>1,700</b>	<b>0</b>	<b>1,700</b>
Other Areas	Maddingley	0	0	0
	Hopetoun Park North	600	0	600
	Ballan	0	0	0
<b>Total retail floorspace proposed</b>		<b>9,600</b>	<b>3,200</b>	<b>12,800</b>

Source: various documents provided by Moorabool Shire and the VPA

Table 4-6 on the following page provides a comparison of the existing and proposed supply of retail floorspace with the forecast demand.

The table shows:

- There is forecast to be a shortfall of around 17,000 sqm of retail floorspace in Moorabool by 2041, over and above the currently planned floorspace identified here. Around 8,000 sqm of this will be required in the Bacchus Marsh neighbourhood catchment, with most likely to be focused on the town centre.
- In the Darley catchment, after the proposed expansion of Darley Plaza, there will be a need for an additional 7,000 sqm of retail floorspace by 2041 and up to 13,000 sqm by 2061. This floorspace will be needed in the Merrimu PSP area and should support three new neighbourhood centres.
- With little further population growth forecast, the recently opened neighbourhood centre in Maddingley is expected to be sufficient, with only a little additional floorspace required over the forecast period.

- The Ballan catchment area is expected to require 1,000 to 2,000 sqm of additional retail space to serve new residents over the period to 2041. This will most likely be in the Ballan town centre, where there is some space to expand. In the longer term, a further 2,000 to 3,000 sqm will be required by 2061 and this may support the development of a small neighbourhood centre in the proposed growth areas to the south of the town.
- While there does appear to be a shortfall of retail floorspace in other catchment areas of the Shire apart from Bacchus Marsh and Ballan, the demand may be satisfied by the growth of centres outside Moorabool, in Ballarat, Hepburn and Melton municipalities. On the other hand, if growth in the small communities in the west of the Shire is sufficiently concentrated, this may support provision of further retailing.

Table 4-6: Shortfall in retail floorspace, Moorabool catchment areas, 2021 to 2061

Neighbourhood catchment area	Actual floorspace 2021	Modelled floorspace demand 2041	Growth required, 2021 to 2041	Proposed floorspace 2021 to 2041	Shortfall, 2021 to 2041	Modelled floorspace Demand by 2061	Growth required 2041 to 2061	Proposed floorspace 2041 to 2061	Total shortfall by 2061
Bacchus Marsh	28,700	44,100	15,400	7,300	8,100	60,100	16,000	3,200	20,900
Ballan	5,100	6,500	1,400	0	1,400	9,000	2,500	0	3,900
Darley	2,200	10,600	8,400	1,700	6,700	16,300	5,700	0	12,400
Maddingley	2,800	3,100	300	0	300	3,200	100	0	400
Other local centres	1,900	3,400	1,500	600	900	4,300	900	0	1,800
<b>Total Moorabool (ex bulky goods)</b>	<b>40,700</b>	<b>67,700</b>	<b>27,000</b>	<b>9,600</b>	<b>17,400</b>	<b>92,900</b>	<b>25,200</b>	<b>3,200</b>	<b>39,400</b>
<b>Potential bulky goods floorspace</b>	<b>12,200</b>	<b>17,900</b>			<b>17,900</b>	<b>24,300</b>	<b>6,400</b>	<b>0</b>	<b>24,300</b>

Source: Tim Nott

Notes: The modelled floorspace for the Bacchus Marsh neighbourhood catchment area comprises an allowance for demand for both neighbourhood retailing and for major activity centre retailing. This catchment area includes the Bacchus Marsh town centre, which acts as a neighbourhood centre for its immediate surrounds but also as a major activity centre for a much larger catchment.

Maddingley Village neighbourhood centre was not opened until 2023 but has been included here to provide a clearer picture about the location of future growth.

- Similarly, the demand for bulky goods floorspace may continue to be met outside the Shire. The provision of bulky goods retailing in Moorabool will depend on the designation and development of a site that is well-located to serve all the growing parts of the Bacchus Marsh district.

### 4.8 SUMMARY OF FORECAST REQUIREMENT FOR RETAIL DEVELOPMENT

The following table provides a summary of the forecast demand for retail space in Moorabool and notionally how it should be allocated to deliver a viable, fair and sustainable service to residents over the next period in the Shire's development.

Table 4-7: Forecast growth in retail floorspace by activity centre, Moorabool, 2021 to 2041 (sqm)

Location	Catchments and activity centres	Actual, 2021	Growth 2021 to 2041	Total by 2041	Growth 2041 to 2061	Total by 2061
Bacchus Marsh	Bacchus Marsh Town Centre	28,700	10,800	39,500	12,800	52,300
	Underbank neighbourhood centre	0	2,200	2,200	0	2,200
	Parwan Station neighbourhood centre	0	2,400	2,400	3,200	5,600
	<b>Total Bacchus Marsh</b>	<b>28,700</b>	<b>15,400</b>	<b>44,100</b>	<b>16,000</b>	<b>60,100</b>
Ballan	Ballan town centre	5,100	1,400	6,500	0	6,500
	South Ballan neighbourhood centre	0	0	0	2,500	2,500
	<b>Total Ballan</b>	<b>5,100</b>	<b>1,400</b>	<b>6,500</b>	<b>2,500</b>	<b>9,000</b>
Darley	Darley Plaza	2,200	1,200	3,400	0	3,400
	Halletts Way local centre	0	500	500	0	500
	Merrimu neighbourhood centre 1	0	4,500	4,500	1,500	6,000
	Merrimu neighbourhood centre 2	0	2,200	2,200	1,000	3,200
	Merrimu neighbourhood centre 3	0	0	0	3,200	3,200
	<b>Total Darley</b>	<b>2,200</b>	<b>8,400</b>	<b>10,600</b>	<b>5,700</b>	<b>16,300</b>
Maddingley	<b>Maddingley</b>	<b>2,800</b>	<b>300</b>	<b>3,100</b>	<b>100</b>	<b>3,200</b>
Other Moorabool	Possible neighbourhood centre at Wallace	0	1,500	1,500	900	2,400
	Local centres elsewhere	1,900	0	1,900	0	1,900
	<b>Total other Moorabool</b>	<b>1,900</b>	<b>1,500</b>	<b>3,400</b>	<b>900</b>	<b>4,300</b>
	<b>Potential bulky goods floorspace</b>	<b>0</b>	<b>17,900</b>	<b>17,900</b>	<b>6,400</b>	<b>24,300</b>
	<b>Total Moorabool</b>	<b>40,700</b>	<b>44,900</b>	<b>85,600</b>	<b>31,600</b>	<b>117,200</b>

Source: Tim Nott

Notes: Maddingley Village neighbourhood centre was not opened until 2023 but has been included here to provide a clearer picture about the location of future growth. Where the local population catchments are not yet known, the floorspace allocations to particular centres are notional, based on the population of the broader precinct. This is the case for the centres in the Merrimu PSP area; and the possible centre at Wallace, where additional population growth is not yet known.



## 4.9 PLANNING FOR ACTIVITY CENTRE GROWTH

Retail development is usually the largest single component of floorspace in activity centres but it is by no means the only component. In planning new and expanded centres, allowing for a range of activities beyond retailing is important to their success in serving the community. Activity centres with a wide range of activities can:

- Enable multi-purpose trips by residents, reducing their travel time and cost as well as reducing emissions
- Generate a larger set of employment activities, creating a more comprehensive local labour market
- Improve the viability of individual businesses by increasing foot traffic and reducing costs through sharing of infrastructure and marketing

Currently, the share of non-retail space in Bacchus Marsh and Ballan town centres is 60-70%, and this is typical of older, multi-functional town centres which have evolved over many years and incorporate many types of professional and civic activity. The share of non-retail space in newer, single-owner centres such as Darley Plaza is around 20%.

In planning for new activity centres, or the expansion of existing centres, unless there is known demand for particular types of non-retail space, it is common to allow:

- 30% of additional floorspace in neighbourhood centres to be for non-retail activity

- 50% of additional floorspace in major activity centres to be for non-retail activity

These ratios are useful in estimating how much land might be required to accommodate forecast development, especially for new centres. For existing centres, they can only provide a broad indication of how much additional space may be required for new activities.

### 4.9.1 Bacchus Marsh Town Centre

Table 4-8 identifies the notional requirement for land generated if the forecast demand for activity floorspace is to be satisfied in the town centre. Calculations in the table rest on a number of assumptions, including:

- Development is single storey.
- Development is efficient – that is, the size of lots used is commensurate with the size of the activity and there is no wasted space.
- The average car-parking rate is at the lower end of the range specified in the planning scheme, currently set at 3 spaces per 100 sqm for offices and 5 spaces per 100 sqm for supermarkets. This is in keeping with a developed town centre with extensive existing car-parking and where the Council is encouraging development.

Table 4-8: Notional land requirement for commercial activity in Bacchus Marsh town centre, 2021 to 2041

No	Item	Bacchus Marsh town centre	Notes
A	Retail floorspace growth	10,800	Modelled from population forecast
B	Non-retail share of total	50%	Estimated average for Major Activity Centres
C	Non-retail floorspace growth	10,800	C = A
D	Total floorspace growth	21,600	D = A + C
E	Car-parking rate (spaces/100sqm)	3	Estimated
F	Car parking space area	35	Estimated
G	Total parking area	22,700	G = D/100 x E x F
H	Building and parking area	44,300	H = D + G
I	Circulation and landscaping share of total	10%	Estimated
J	Circulation and landscaping	4,922	J = H * I
K	Area that needs to be found	49,222	K = H + J

Source: Tim Nott

Notionally, the land required for the expansion of activity in the town centre over the 20 years to 2041 is approximately 4.9 hectares. This is only an indication because the precise type of development to be accommodated – especially non-retail development – is not known. Nevertheless, the area of land actually required is likely to be between 3 hectares and 6 hectares.

The notional balance of supply and demand for land is shown in the table below.

Table 4-9: Notional balance of supply and demand for land, Bacchus Marsh town centre, 2021 to 2041

Item	Area (ha)
Notional demand for land	4.9
<b>Supply of vacant land</b>	
Expansion area for the Village SC	0.8
16 Graham St (C1Z half)	2.2
3 Graham St	0.4
Council site & Bowls Club next to library	1.6
<b>Total supply</b>	<b>5.0</b>
<b>Supply less demand</b>	<b>0.1</b>

Source: Tim Nott

*Note: Shown in this summary is the potential redevelopment of the bowling club site adjacent to the library which is currently being considered by Council and would add a further 0.6 hectares to the supply.*

This table shows an approximate balance between the expected demand and the supply of land in the town centre over the period to 2041. However, these calculations do not take into account the potential for higher density housing in the Town Centre, which will be increasingly likely as the town develops. Higher density housing may not take up ground floor sites directly but will generate a greater requirement for car parking.

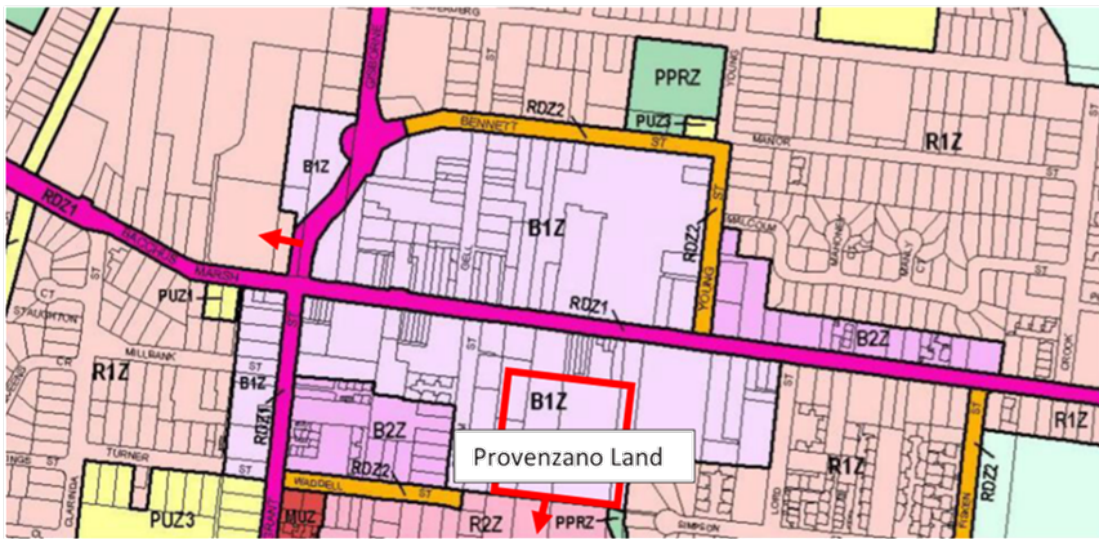
There are numerous ways of accommodating the requirement for additional land in the town centre including:

- Take-up of existing vacant buildings – although this currently at only 2% of the floorspace or around 1,500 sqm
- Improved efficiency in the use of existing commercial

buildings by, for example, encouraging activities into more appropriately sized premises

- Redevelopment of existing buildings to make better use of sites; there may be potential, for example, to increase the number of floors that are allowed in town centre buildings
- Reduction in the car-parking requirement for individual new buildings and the provision of collective multi-storey car parking structures that have a smaller footprint
- Removal of the restrictions on shop development on land that was formerly zoned Business 2 at the eastern and western ends of the town centre (see Figure 4-7)
- Expansion of the Commercial 1 Zone to grow the extent of the town centre

Figure 4-7: Areas with shop floorspace cap in Bacchus Marsh Town Centre, formerly zoned B2



Source: Moorabool Planning Scheme (c.2000)

In the future development of the town centre, the Provenzano (see Figure 4-7) land will be the key to creating a compact, walkable and well-designed centre while providing sufficient space for expansion. Development of this site should provide better access to residents in the south of the town.

If further land is required for town centre activities beyond the existing zoned land, several parcels may be suitable for the extension of the town centre, subject to

further investigation, including:

- Vacant land of 2.2 ha south of the extension of Waddell and Simpson Street (land which is also owned by the Provenzano family)
- 92-98 Main Street, a largely vacant parcel of 0.8 ha west of the intersection with Gisborne Road

These are indicated by arrows on Figure 4-7.

These parcels may well be required in the longer term, that is, beyond 2041, or if development rates are higher than forecast, or currently vacant land is not available for development.

Over the entire forecast period, from 2021 to 2061, the town centre may need to find 8 to 10 hectares of additional space for new activities.

#### 4.9.2 Neighbourhood Activity Centre Growth

New neighbourhood activity centres will be required in the growth areas of the Bacchus Marsh district and, potentially, at Ballan South and Wallace if population growth supports them.

This section identifies broadly how much land should be set aside for these centres based on population in the catchment.

The modelling for this strategy indicates that the total retail floorspace required in a neighbourhood centre is 0.55 sqm per person in the catchment and 0.45 sqm per person in a small neighbourhood centre. Based on this and an assumption that non-retail space will account for 30% of the total building area, Table 4 10 identifies broadly how much land will be required for commercial activities in a neighbourhood centre, based on the catchment population.

Table 4-10: Estimate of commercial land required for new neighbourhood centres

Item	Neighbourhood Activity Centre	Small neighbourhood centre
Catchment population (no.)	10,000	6,000
Retail floorspace (sqm)	5,500	2,700
Non-retail share of total (%)	30%	30%
Non-retail floorspace (sqm)	2,400	1,200
Total floorspace (sqm)	7,900	3,900
Car-parking rate (spaces/100sqm)	5	5
Car parking space area (sqm)	35	35
Total parking area (sqm)	13,800	6,800
Circulation and landscaping share of total (%)	10%	10%
Circulation and landscaping (sqm)	2,400	1,200
Total area (sqm)	24,100	11,900
Land area per person	2.4	2.0

Source: Tim Nott

The land requirement for commercial activities and associated car-parking in neighbourhood centres is approximately 2.4 sqm for each person in the catchment and 2.0 sqm for a small neighbourhood centre. This estimate does not include an allowance for housing within the centre.

While this estimate for commercial activity space is a guide, each centre should be individually designed

to make the most of its position and to allow for connections to landscape features and the road and trail network as well as to enable the provision of particular facilities and housing that may be required by the local community.

## 5. REFERENCES

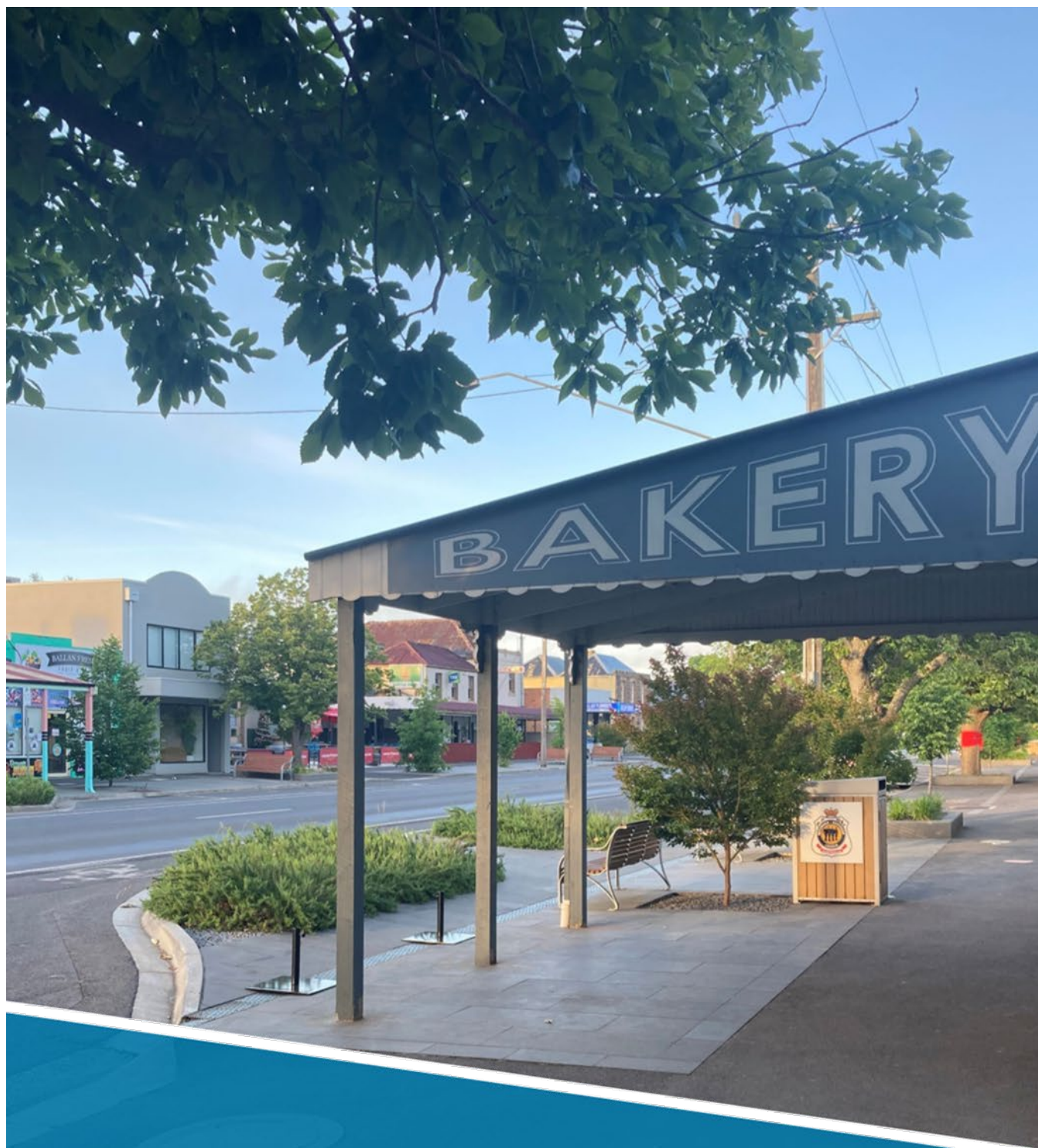
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FEBRUARY 2024

CONSULTATION SUMMARY

MOORABOOL SHIRE

RETAIL STRATEGY



## COMMUNITY ENGAGEMENT SNAPSHOT OF RESULTS

**Moorabool Shire Council invited the community and stakeholders to provide their feedback on the draft Retail Strategy and Background Report**

The aim of this community engagement was to ensure that the draft documents reflect the community needs and concerns around retail supply and locations in the shire.

### ENGAGEMENT APPROACH

The second phase of engagement was launched February 2024 and ran for 4 weeks closing in early March 2024.



**29**

Number of days of engagement



**1,884**

Number of social media views



**77**

Total number of comments, messages, surveys and submissions



## ENGAGEMENT TOOLS AND TECHNIQUES



4 weeks of newspaper advertisements



1884 social media views and 56 link clicks



570 letters to landowners and residents



20+ emails to businesses and investors

A summary of the interactions through the engagement is provided below.



**47**

Online surveys completed



**11**

Written submissions received



**19**

Comments and messages on social media

The opportunity for the community to share their views on the draft strategy were promoted through a wide variety of channels in print, online, social media, and mailouts. This targeted a wide audience to encourage them to 'Have Their Say' on Council's online platform through a survey, or make a submission.

## HOW WE ENGAGED

**HAVE YOUR SAY** An online 'Have Your Say' (HYS) project page was designed to share relevant information to encourage community feedback. Community engagement opened on Friday February 2, 2024, and ran for four weeks closing on March 3, 2024

<https://moorabool.engagemethub.com.au/retail-strategy>

**SURVEY (ONLINE AND HARDCOPY)** The survey was available online and/or in hard copies if required. The online survey was the core feedback tool provided, targeting people with limited available time, and 47 surveys were completed. The survey contained one key question "Please provide your feedback on the Retail Strategy" along with demographic questions to understand the respondents

**NEWSPAPER ADS** 4 weeks of advertisements in Moorabool News (circulation 12500) inviting readers to review the documents or complete the online survey

**MAIL OUT** 570 letters mailed to landowners and businesses within the town centres of Bacchus Marsh, Ballan and to retailers in the small towns

**SOCIAL MEDIA** Targeted paid advertising to social media users within Moorabool

**EMAIL** An email was sent to people who had been engaged with earlier and provided contact details

# KEY THEMES FROM SURVEYS

The survey asked the community to provide feedback on the Retail Strategy.

The top three themes were:



### Increase retailer diversity

38% of responses related to requests for an improved range of retail and services in centres

*"We need more competition amongst retailers"*

*"We need more independent small, local shops in Bacchus Marsh, such as an independent bookshop, some boutique gift shops, to attract more tourists visiting the town"*

*"I'd suggest a small grocer to support the Gordon community, and Mount Egerton etc."*

*"Why do we need 3 nail salons in the centre and 3 \$2.00 shops."*

*Who shops in these stores? This is all that is left in Bacchus Marsh Central"*



### Transport and Access

38% of responses mention transport or accessibility related matters

*"All of these new developments should be easily accessible by public transport options for those who cannot drive or are too elderly to"*

*"Traffic is now horrendous and you do not come out during school pickup and the trucks need to be diverted away from Main Street and Gisborne Road"*

*"Pedestrianise as much of Bacchus Marsh as possible, and make it comfortable to ride bikes around for normal people as well as wheelchairs users"*



### Clothing retailers

50% of responses related to the need for clothing retail

*"There are very few places to buy clothes, nowhere to buy white goods, linen etc"*

*"Clothing my children is difficult in Moorabool, t shirts, shoes, anything they need for daycare, that they grow out of frequently, I am not able to just swing past anywhere on my way doing the shopping at the village."*

*"Bacchus Marsh needs clothing stores, Kmart cotton on/kids etc. Melton might only be an 15 minute drive but I would much prefer staying in Bacchus marsh."*

## Over 40 different issues and suggestions were raised



### Non-clothing retailers

45% of responses relate to other kinds of retail other than clothing

12% request more cafes and restaurants

29% request more supermarkets



### Getting around

12% mention traffic congestion

12% mention carparking concerns

7% suggest improving public transport

5% suggest improving walkability and pedestrianisation



### New attractions

A range of ways to attract customers, tourists were suggested:

Family parks, kids play areas, water parks

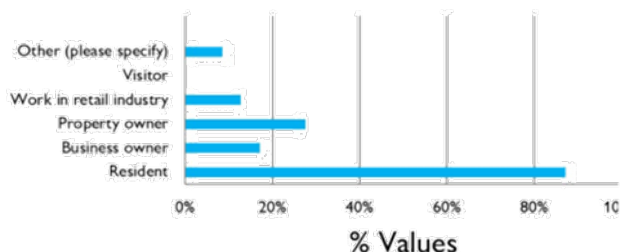
Outdoor attractions such as gardens and greenspaces

Breweries, cideries, wineries

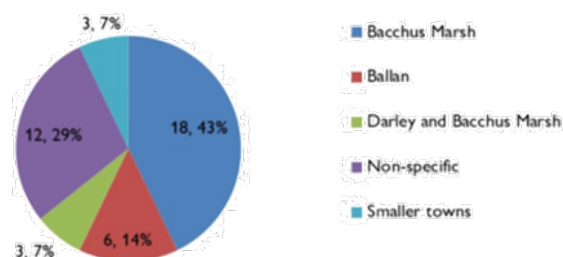
Pedestrianised /High Street style retail experience

# SURVEY RESPONSES - DEMOGRAPHICS

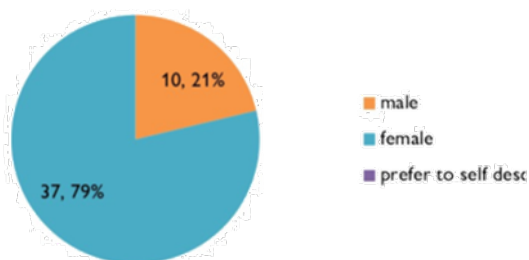
What is your connection to Moorabool Shire?



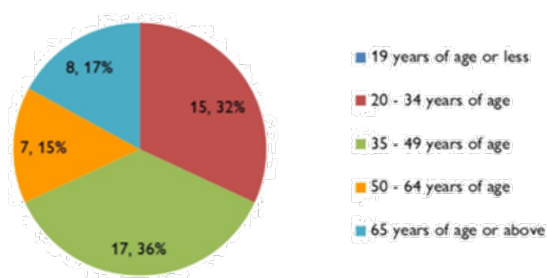
Responses mentioned retail in these areas



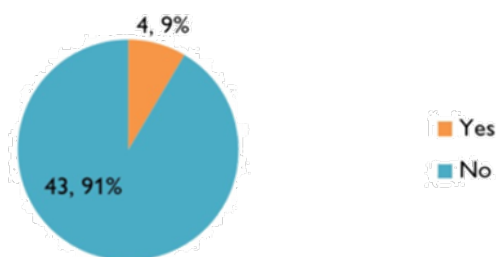
Which gender do you identify with?



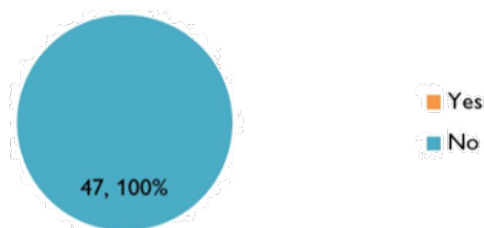
Which age group do you identify with?



Do you identify as a person with a disability or other chronic condition?



Do you identify as Aboriginal or Torres Strait Islander?



**Attachment 4: Summary of Submissions**  
**Retail strategy**

Submission Number	Subject Land	Submitter's Position	Submission Summary	Council Officer Comments
1	Kataland	Supports the strategy subject to changes	<ul style="list-style-type: none"> <li>The strategy impacts the future local town centre Kataland is planning to be located at the corner of Randwick Avenue and Adelong Way. The client is currently undertaking steps to rezone the land.</li> <li>The strategy identifies the Underbank town centre and being a 'neighbourhood activity centre or local town centre' category. Centres in this category are to provide a medium sized supermarket, as well as 'significant food and grocery provision and a selection of day-to-day goods and services.</li> <li>The future Underbank residents will be within an isolated walkable catchment, and therefore despite being lower than the 5000 person catchment for a local town centre, the 4,400 residents are expected to have a high demand for local goods and services.</li> <li>Generally supportive of the proposed shop floor cap (2,200m<sup>2</sup>, plus expected 700m<sup>2</sup> non retail). The rezoning will provide an 8000m<sup>2</sup> area of land for use as the town centre,</li> <li>The submission requests for a larger shop floor cap to allow for additional services for residents.</li> </ul>	<ul style="list-style-type: none"> <li>The Retail Strategy has been prepared with information provided from Kataland (Underbank), including their retail needs assessment prepared by MacroPlanDimasi.</li> <li>The MacroPlanDimasi analysis shows a total supportable retail floorspace of 2,188sqm at a time the catchment is approaching full population.</li> <li>The site requirements in this MacroPlanDimasi report indicate that to support that 2,188sqm of retail, and an estimated 300sqm of non-retail businesses, the total land area required for the buildings, amenities, circulation space and parking will be 7500sqm, resulting in only 500sqm of undeveloped land.</li> <li>The results of the Council analysis of catchments and demand shows a larger retail floor area would not be able to be supported by the projected population, meaning a larger retail floor area would either pull customers from other catchments or be unsustainable economically.</li> <li>The proposed floor area cap only limits the amount of shop floor area, and the size of non-shop uses are not controlled. If there is excess developable land (e.g. 500sqm), the submitter is free to apply for non-shop land use and development to provide services for residents. (office, childcare, gym etc.)</li> <li><u>No changes are recommended.</u></li> </ul>
2	Darley Plaza	Supports the strategy subject to changes	<ul style="list-style-type: none"> <li>Generally support the strategy and its recommendations in relation to clients sites.</li> <li>Do not support the statement that there could be an even higher level of retail provision in Darley than that envisaged through the plaza redevelopment.</li> <li>Do not support the suggestion that additional space could be developed at Albert St or Halletts Way, as it will lead to retail fragmentation. Advocate that any substantial retail development should be limited to Darley Plaza to support its role in the retail hierarchy.</li> <li>Agree that the Darley catchment is likely to grow significantly through Merrimu development and</li> </ul>	<ul style="list-style-type: none"> <li>Encouraging local retail needs to be delivered closer to residents is a core part of the strategy, and the commercial zoned land on Halletts Way and Albert Street provides services for areas of Darley located away from Darley Plaza.</li> <li>Halletts Way and Albert St are indicated as 'local centres' and in the retail hierarchy they are proposed to remain below Darley Plaza.</li> <li>The Strategy limits substantial retail development to Darley Plaza.</li> <li>The criteria for determining a small neighbourhood centre or a Neighbourhood Activity Centre is contained in the Strategy (Table 2-1) and further detail is in the background report.</li> <li><u>To address matters raised in this submission, changes have been made to the Strategy to provide a recommendation that the shop</u></li> </ul>

Submission Number	Subject Land	Submitter's Position	Submission Summary	Council Officer Comments
			<p>Darley Plaza will serve an important role prior to new activity centre developments.</p> <ul style="list-style-type: none"> <li>• Advocate for the development of smaller centres in Merrimu which would support IGA scale supermarkets rather than one to two larger centres.</li> <li>• Request clarification on whether the floorspace cap changes are proposed to remove existing caps on Maddingley Village and Plaza. If not the case, then request that the Plaza floorspace cap be expanded.</li> <li>• Query the differences in terminology regarding small neighbourhood activity centres (page 20) as table 2-1 does not list this as a centre type.</li> <li>• If floorspace caps are applied to Darley Plaza, they should also be applied to local centres such as Halletts Way. Request clarification from Council on this matter and may provide further comment.</li> <li>• Encourage Council to not determine floorspace requirements simply based on floorspace allocations as IGA and Aldi can provide models of full line or limited range retail on areas smaller than Coles/Woolworths. Request that this be incorporated into the strategy in some way, and potentially into a local policy.</li> </ul>	<p><u>floorspace cap which applies to Darley Plaza be lifted from 1,552sqm to 5,900sqm. This amount is consistent with the supportable floor area demand shown by specialist economic analysis at the core of the Strategy, and significantly larger than the existing floor area of Darley Plaza, enabling a significant increase in retail provisioning.</u></p>
3	10 East Maddingley Road	Seeks changes to the strategy	<ul style="list-style-type: none"> <li>• The draft strategy prematurely and inappropriately identifies an area on the western edge of the Parwan Station PSP as the preferred bulky goods retailing location.</li> <li>• The site 10 East Maddingley Road is the most appropriate location for the regions bulky goods retailing.</li> <li>• Previous strategic work does not undertake a comparative analysis/locational assessment of the various bulky goods site options.</li> <li>• In all previous strategic planning Council has nominated land in Maddingley as preferred location for out of centre bulky goods. Council has not justified the change of approach.</li> <li>• Makes points about the constraints affecting land in Parwan, including terrain, earless dragons and ELR</li> </ul>	<ul style="list-style-type: none"> <li>• The submitters site was one of six sites considered for bulky goods development in the Bacchus Marsh Bulky Goods Assessment (2017).</li> <li>• The Bulky Goods Assessment is outdated, prepared prior to the creation and adoption of the UGF, and was not updated to reflect the growth area populations. The assessment was not considered or adopted by Council, or implemented through the planning scheme.</li> <li>• The submitters site also falls within land being considered through the Maddingley Planning Study. The Maddingley Planning study will be further investigating the suitability of land uses within Maddingley and in proximity to the WRRH.</li> <li>• The UGF 2018 provides Council's adopted position on bulky goods as follows: <i>A bulky goods precinct would be best located beyond the town centre, on a site with good accessibility and of adequate size to cater for long term demand. Given bulky goods is not a sensitive use, it does not require separation from existing industrial uses with residual off-site emissions.</i></li> </ul>

Submission Number	Subject Land	Submitter's Position	Submission Summary	Council Officer Comments
			<p>timing, by comparison the subject site has been identified in previous documents.</p> <ul style="list-style-type: none"> <li>Submits the site is a superior location and should be identified as the preferred location for bulky goods.</li> <li>If council do not agree that the site be identified as the preferred location for bulky goods, request that the strategy recognise all nominated sites as potential options for bulky goods, and include locational criteria to guide decision making on future rezoning.</li> <li>The draft strategy underestimates the floorspace required for bulky goods and therefore the floorspace provided is too little.</li> </ul>	<p>Council is currently undertaking a strategic assessment to identify potential locations.</p> <p><i>This strategic assessment will be exhibited before deciding on a final location for the precinct.</i></p> <p>Some key principles for determining potential locations include:</p> <ul style="list-style-type: none"> <li>Preference for a single precinct.</li> <li>Site/s totalling around 5 ha in area.</li> <li>Arterial road frontage.</li> <li>Ready accessibility to local residents and residents in wider area.</li> <li>Relatively flat.</li> <li>Compatibility of bulky goods retailing within surrounding uses.</li> </ul> <ul style="list-style-type: none"> <li>The Retail Strategy 2024 will deliver the strategic guidance for the location of bulky goods which is set out in the UGF, by identifying an immediate supply of identified suitably zoned land for the 10 year timeframe.</li> <li><u>The land supply necessary for bulky goods is expected to be 10 to 12ha and can be expanded based on demand and growth in the Shire.</u></li> <li><u>No other changes to the Strategy are recommended.</u></li> </ul>
4	92-98 Main Street Bacchus Marsh	Seeks changes to the strategy	<ul style="list-style-type: none"> <li>The draft strategy underestimates the amount of floorspace that will be required in the town centre to accommodate future retail demand.</li> <li>Conservative assumptions are adopted, for per capita spending, online spending assumptions, and no growth in per capita spending.</li> <li>For comparison the HillPDA assessment suggests the town centre could double by size by 2041.</li> <li>Requests the review of the assumptions made in relation to floorspace requirements.</li> <li>The draft Strategy overestimates the capacity of the existing town centre to accommodate future retail requirements within the existing C1Z.</li> <li>The draft Strategy does not provide for any expansion of the BMTC C1Z zoned land, even though the subject site is one of two parcels identified as suitable for further investigation in the background report.</li> </ul>	<ul style="list-style-type: none"> <li>The Background Report indicates the 92-98 Main Street site as being a potential commercial expansion area in Figure 4-7.</li> <li>The Bacchus Marsh Town Centre Structure Plan includes a more detailed plan for the future development of Bacchus Marsh Town Centre and is the appropriate place to provide guidance on sites within Bacchus Marsh Town Centre. The Retail Strategy provides input into the Structure Plan in terms of economic analysis and floorspace requirements.</li> <li>The draft Bacchus Marsh Town Centre Structure Plan indicates the 92-98 Main Street site as an investigation area, subject to the resolution of specific matters relating to timing and demand for additional commercial land, site access, traffic movement, built form/interface and land use mix. Public consultation on the draft Structure plan is planned for mid-2024.</li> <li>The vacant and potential developable land assessment contained in the Strategy was updated to provide consistency with the Structure Plan</li> </ul>

Submission Number	Subject Land	Submitter's Position	Submission Summary	Council Officer Comments
			<ul style="list-style-type: none"> <li>• There is a strong economic argument for including the site in the C1Z as part of the implementation.</li> <li>• There is expected to be no disadvantage in terms of over-supply due to the otherwise conservative modelling.</li> <li>• The subject site forms a logical and necessary extension to the BMTC. The draft strategy should outline this and the required actions and implementation strategy to support the future rezoning of the land to the C1Z and its inclusion as part of the town centre.</li> </ul>	<ul style="list-style-type: none"> <li>• <u>Changes have been made to the Bacchus Marsh Structure Plan to further identify the submitter land as an investigation area, although subject to the resolution of several matters. Changes have been made to the Retail Strategy to ensure consistency between the documents. No additional changes to the Strategy are recommended.</u></li> </ul>
5	Not provided	Supports the strategy	<ul style="list-style-type: none"> <li>• Happy to hear that there is a strategy being prepared.</li> <li>• Concerns with the retail makeup and proximity of similar businesses in Bacchus Marsh.</li> <li>• Need for a Chemist Warehouse or Priceline, to increase competition and affordability of prescription.</li> <li>• Signalising grant street roundabout will not improve congestion.</li> <li>• Trucks on Gisborne Road are a significant and distressing issue.</li> <li>• An increase in the diversity of retail would be beneficial, as well as any efforts attracting larger retailers which are price competitive.</li> </ul>	<ul style="list-style-type: none"> <li>• These comments are consistent with the community feedback received through the survey.</li> <li>• The Retail Strategy will provide certainty to businesses and retail developers as to how Council will consider new applications. Alongside the Bacchus Marsh Town Centre Structure Plan, the Retail Strategy will support improvements to Bacchus Marsh Town Centre.</li> <li>• The Planning Scheme cannot control the type of shops that are established in a commercial premise if the use is as of right and a planning permit is not required.</li> <li>• <u>No changes to the Strategy are required.</u></li> </ul>
6	Not provided	Seeks changes to the strategy	<ul style="list-style-type: none"> <li>• There is a lack of supply of industrial, retail and mixed-use zoned land.</li> <li>• The retail core of Bacchus Marsh should be expanded on all interfaces.</li> <li>• Vast majority of businesses located on Main Street are not retail businesses.</li> <li>• Examples of businesses trying to locate in Moorabool who can't get in due to lack of options.</li> <li>• Retail zones should be extended to include the south side of Main Street from Lord Street to Fiskin, all of Bennett Street, and from 22 Young Street to the corner of Young and Main Street, large parts of Gisborne Road/Grant Street, all of the south side of Waddell Street, the old Inverloch site at 92-94 Main Street Bacchus Marsh.</li> </ul>	<ul style="list-style-type: none"> <li>• The Bacchus Marsh Town Centre Structure Plan includes a more detailed plan for the future development of Bacchus Marsh Town Centre and is the appropriate place to provide guidance on sites within Bacchus Marsh Town Centre. The Retail Strategy provides input into the Structure Plan in terms of economic analysis and floorspace requirements.</li> <li>• The Background Report indicates the 92-98 Main Street site (former Inverloch site) as being a potential commercial expansion area in Figure 4-7.</li> <li>• The draft Bacchus Marsh Town Centre Structure Plan indicates the 92-98 Main Street site as an investigation area, subject to the resolution of specific matters relating to timing and demand for additional commercial land, site access, traffic movement, built form/interface and land use mix. Public consultation on the draft Structure plan is planned for mid-2024.</li> </ul>

Submission Number	Subject Land	Submitter's Position	Submission Summary	Council Officer Comments
			<ul style="list-style-type: none"> <li>The Inverloch site is a significant opportunity and could compete with the Village.</li> <li>Don't need more townhouses on Main Street.</li> <li>Doubt the bulky goods precinct will eventuate in any serious form for another 15 years due to constraints.</li> <li>Zoning does not equal land supply.</li> <li>Provenzano land is similarly counted as retail land even though essentially undevelopable.</li> </ul>	<ul style="list-style-type: none"> <li>The draft Bacchus Marsh Town Centre Structure Plan includes measures to encourage redevelopment of existing sites and direct residential development to appropriate areas.</li> <li><u>Changes have been made to the Bacchus Marsh Structure Plan to further identify the submitter land as an investigation area, which is subject to the resolution of several matters. Changes have been made to the Retail Strategy to ensure consistency between the documents.</u></li> <li><u>No additional changes to the Strategy are recommended</u></li> </ul>
7	Not provided	Seeks changes to the strategy	<ul style="list-style-type: none"> <li>Consider retail and town centre accessibility for full range of disabilities.</li> <li>Accessibility in community and town centres is lacking for many disabled residents.</li> <li>This extends beyond provisions for disabled parking and ramps, to clear unobstructed pathways, sensory safe environments and provision of hearing/vision impaired individuals.</li> <li>There are approximately 1074 members of Moorabool community on NDIS.</li> <li>A retail strategy should respect the heritage and history of the Bacchus Marsh town centre, similar to proposed for Ballan.</li> <li>Bacchus Marsh has too many hair, nail salons and discount stores. Residents need to travel to buy clothes, homewares, and personal care items.</li> <li>There is little that is unique or artisanal that showcases local makers and creators.</li> <li>Supporting makers markets and pop-ups would add personality to retail precinct and support community.</li> </ul>	<ul style="list-style-type: none"> <li>The Bacchus Marsh Town Centre Structure Plan includes a more detailed plan for the future development of Bacchus Marsh Town Centre and is the appropriate place to provide guidance on accessibility and heritage within Bacchus Marsh Town Centre. The Retail Strategy provides input into the Structure Plan in terms of economic analysis and floorspace requirements.</li> <li>The Structure Plan recognises and places significant emphasis on accessibility and the preservation and celebration of heritage within the town.</li> <li>Public consultation on the draft Bacchus Marsh Town Centre Structure Plan is planned for mid-2024.</li> <li>The Retail Strategy will provide certainty to businesses and retail developers as to how council will consider new applications. Alongside the Bacchus Marsh Town Centre Structure Plan, the Retail Strategy will support improvements to Bacchus Marsh Town Centre</li> <li>The Planning Scheme cannot control the type of shops that are established in a commercial premise if the use is as of right and a planning permit is not required.</li> <li><u>No changes to the Strategy are recommended.</u></li> </ul>
8	Anglican Church Bacchus Marsh	Supports the strategy	<ul style="list-style-type: none"> <li>Support Bacchus Marsh being a commercial hub.</li> <li>Support collective multistorey car parking.</li> <li>Support walkways to create foot friendly centre.</li> <li>Retain historical facades in redevelopment.</li> <li>Support rezoning for more retail floor area.</li> <li>Want shops that support local community – clothes, local produce, cinema.</li> <li>Happy to discuss properties owned.</li> </ul>	<ul style="list-style-type: none"> <li><u>No changes to the Strategy are required.</u></li> </ul>

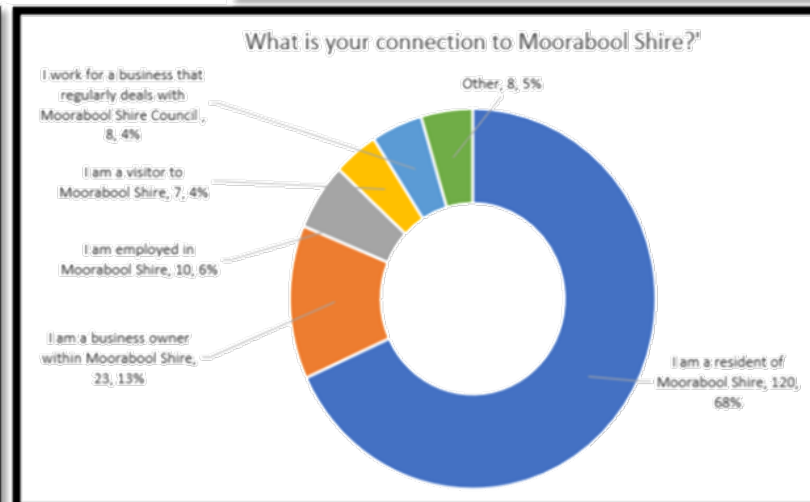
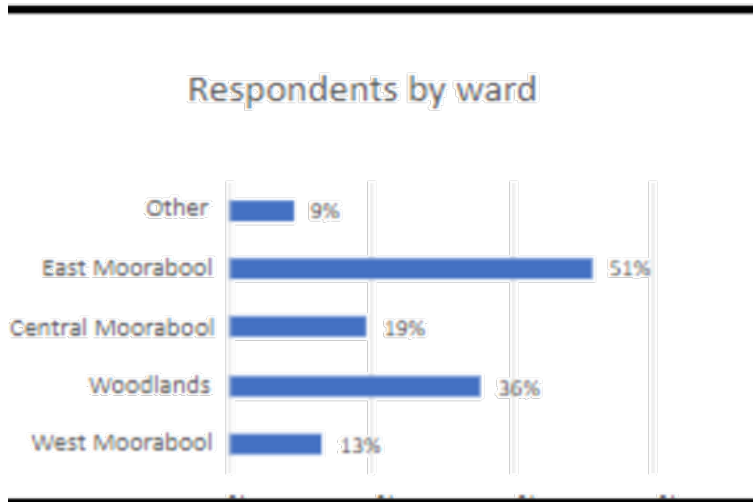
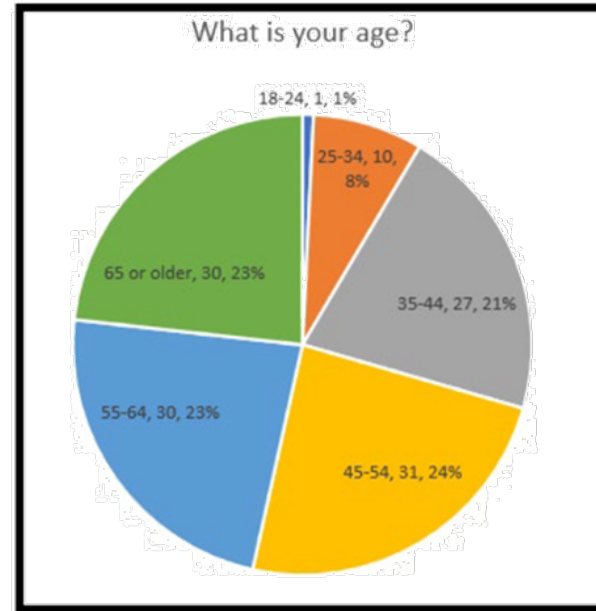


Submission Number	Subject Land	Submitter's Position	Submission Summary	Council Officer Comments
9	Not provided	Neutral	<ul style="list-style-type: none"> <li>Owns multiple properties in the Ballan commercial centre.</li> <li>Car parking: is the biggest constraint to developing additional buildings and businesses.</li> <li>Council owns land behind the post office which should be turned into car parking.</li> <li>Lack of car parking means more intensive development of existing properties is not possible.</li> <li>Continual opposition to car parking waivers is limiting investment and growth.</li> </ul>	<ul style="list-style-type: none"> <li>The Parking Strategy and Policy guide how Council plans for and considers car parking in Ballan.</li> <li>The Parking Strategy and Policy provide the ability to consider reductions to parking requirements where appropriate, particularly where there is a public/community benefit.</li> <li><u>No changes to the Strategy are recommended.</u></li> </ul>
10	30 Fisken St Maddingley	Supports the strategy subject to changes	<ul style="list-style-type: none"> <li>Generally supportive of the retail strategy and how it facilitates an increased provision of various retail offerings.</li> <li>There is an acknowledged and previously strategically identified demand for restricted retail/bulky goods.</li> <li>The site is strategically important and suitable to deliver restricted retail floorspace.</li> <li>The site needs to be specifically identified within the strategy in a preferred restricted retail precinct.</li> <li>Action plan item 19 seeks to 'identify an area of 10 hectares approx. to accommodate a bulky goods retail precinct...' the site meets a number of the criteria but not the size (10ha) threshold. The submitter request that the strategy be updated to clarify that the 10ha area can be achieved across a collection of sites in a precinct or via amalgamation of sites.</li> </ul>	<ul style="list-style-type: none"> <li>The submitters site, 30 Fisken Street, is outside land being considered through the Maddingley Planning Study.</li> <li>The submitters site is zoned Mixed Use Zone which allows bulky goods development and is located in the preferred area for bulky goods.</li> <li>The site is well positioned to deliver an immediate supply of bulky goods floorspace, and specifically identifying it in the Strategy will assist to provide development certainty and speed up the process.</li> <li><u>Changes have been made to the Strategy so that the submitters site has been identified as the preferred bulky goods site in the short to medium term. Other sites may be considered if the site is not developed. In the long term, larger areas of bulky goods will need to be identified and developed.</u></li> <li><u>No other changes to the Strategy are recommended.</u></li> </ul>
11	UMD (Ballan South PTY LTD)	Supports the strategy subject to changes	<ul style="list-style-type: none"> <li>Support the general principles and directions of the Moorabool Shire Retail Strategy.</li> <li>Supports the ongoing success and viability of the existing Ballan Town Centre, and notes Action 12 of section 4 of the strategy reflects this.</li> <li>The submitters proposed development plan already adopts the development principles set out in section 5 of the strategy.</li> <li>Request that the NAC be included in Figure 2-1 as the local activity centres in the Bacchus Marsh area have been.</li> </ul>	<ul style="list-style-type: none"> <li>Figure 2-1 has been modified to identify the Ballan South NAC, consistent with its recognition in the Strategy.</li> <li>References in the Strategy relating to PSP's specifically relate to Bacchus Marsh, and Council's role in their preparation alongside the responsible authority (VPA). Where appropriate, the Strategy uses the term 'growth areas' to indicate Ballan and Bacchus Marsh greenfield areas interchangeably.</li> <li><u>Figure 2-1 has been modified to identify Ballan South NAC, consistent with its recognition in the Strategy.</u></li> <li><u>No additional changes are recommended.</u></li> </ul>

Submission Number	Subject Land	Submitter's Position	Submission Summary	Council Officer Comments
			<ul style="list-style-type: none"> <li>The strategy refers to PSP's but not to developer led amendments which is what is occurring in Ballan and changes should be made to reflect this.</li> </ul>	

# Customer Experience Strategy Review: Community Engagement

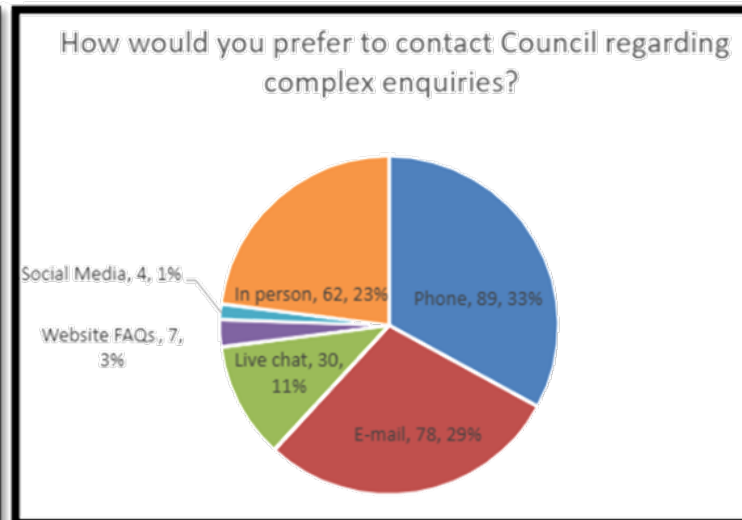
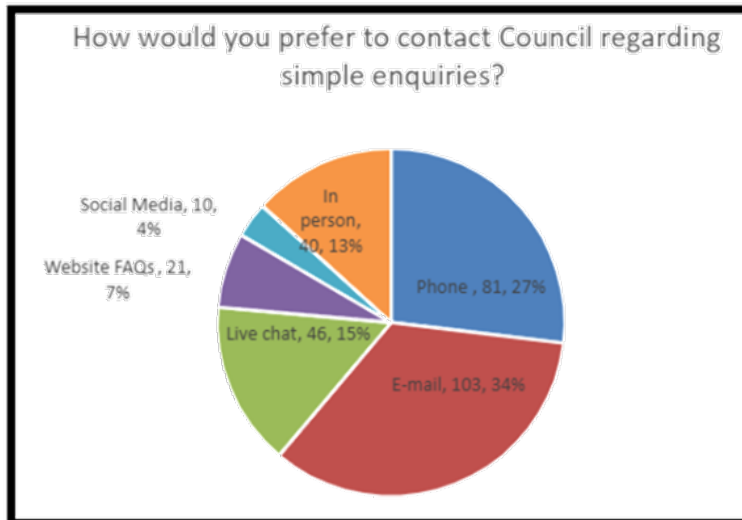
- The survey had 135 respondents
- Respondents represented a cross-section of ages and locations within Moorabool Shire Council.



# Customer Experience Strategy Review: Community Engagement

## Contact Channels

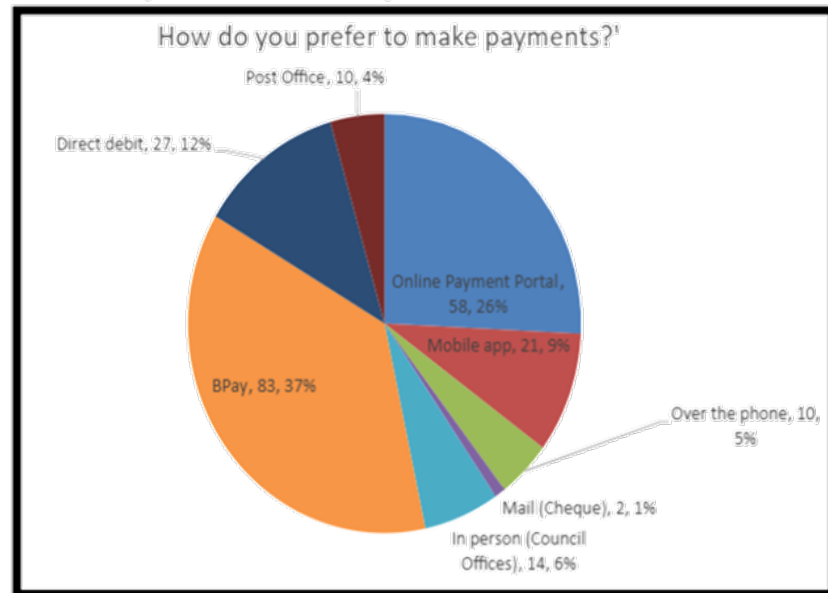
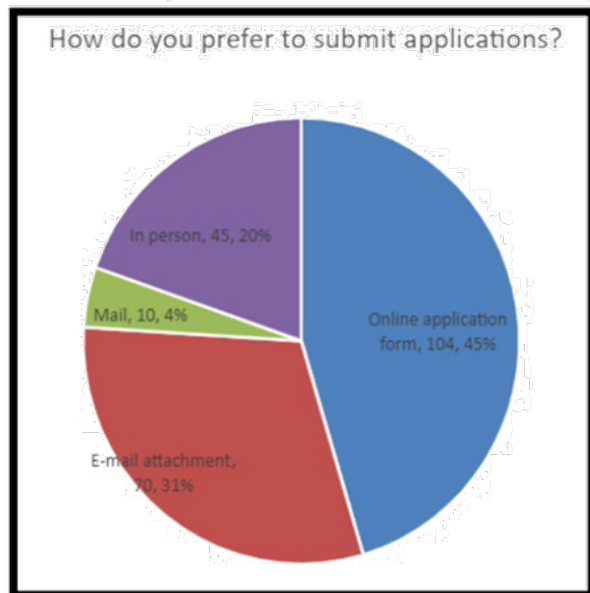
- In 2019, 35% of customers told us they would prefer to interact with Council online. In 2024, this has increased to 60%.
- However, when enquiries become more complex in nature, the preference is to call or discuss in person.



# Customer Experience Strategy Review: Community Engagement

## Payment and applications

- Almost 50% of respondents preferred to submit online forms when making an application.
- There was a significant preference for customers to pay via Bpay or an online payment portal.
- There is preference for traditional methods of payment such as cash and cheque, however this only makes up 7% of the preferred methods.



# Customer Experience Strategy Review: Community Engagement

## Customer Satisfaction

- 59% of respondents advised that they were either satisfied or extremely satisfied with Council, an increase since 2019
- 62% of respondents advised that they would speak positive about Council.

