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Date	Version Number	Details of Version	Modified by
10/12/2019	1	Development of Policy	Coordinator Community Safety and Amenity

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AUTHORISATIONS



For all authorisations a digital signature is required via the comments in the TRIM notes of this document number. This is also part of the document audit trail.

This document must remain in Microsoft Word format until finalised.

1. Purpose

This policy establishes a consistent and repeatable approach to enforcement activities undertaken by Council's compliance and enforcement units.

The policy aims to:

- Ensure that Council's compliance and enforcement functions are fair, consistent and without bias, in accordance with relevant legislation;
- Assist Authorised Officers to respond promptly, consistently and effectively to complaints of unlawful activity, and undertake proactive investigation of unlawful activity, in accordance with the relevant legislation;
- Ensure that the level of compliance and enforcement action undertaken is proportionate to the nature and seriousness of the offence;
- Provide information to all stakeholders as permitted by legislation about Council's position in relation to compliance and enforcement of legislation, including the circumstances which will be taken into account when assessing different compliance and enforcement options; and
- Ensure that Authorised Officers exercise their discretion in relation to unlawful activity in an appropriate manner, and that Council's resources to deal with unlawful activity are appropriately allocated and in a manner consistent with the public interest.

2. Scope

This policy applies to Council's Authorised Officers (including full time, part time, casual employees and agency staff) working in the areas of compliance and enforcement. Authorised Officers who deal with unlawful activity are responsible for implementing this policy and are given the appropriate delegation and authorisation in relation to unlawful activity.

This policy applies to the management of unlawful activity within the municipality relating to:

- Building enforcement
- Fire prevention
- Public and environmental health
- Planning enforcement
- Parking and traffic control
- Control of animals
- Food safety
- Local laws
- Litter management

This policy does not apply to matters where Council is not the responsible authority for an investigation and/or a compliance activity, e.g. matters being investigated under WorkCover legislation or by another statutory body.

3. Policy

Council is committed to operating within a consistent and transparent five-step framework when enforcing State Law and Local Legislation. The framework reflects a fair and just approach to compliance and enforcement within the municipality.

To support this commitment Council will:

Step 1 Educate

Council will use various means to increase the community's awareness of Council-administered and enforced legislation. A general level of familiarity across the community about applicable acts, regulations and local laws will enhance overall compliance levels and discourage specific breaches.

Step 2 Ask

When possible, in the first instance, Council will seek voluntary compliance. This will improve regulatory efficiency by reducing unnecessary enforcement and compliance costs associated with legal confrontation.

Step 3 Instruct

Council will advise community members how to rectify specific breaches and provide an appropriate period of time to comply. Consideration will be given to the level of risk to the community or any compliance time and actions mandated by the relevant legislation.

Step 4 Enforce

Council will take enforcement action where the objectives of the relevant legislation are not being achieved and/or within an appropriate timeframe.

Step 5 Prosecute

Council generally views prosecution as a last resort, however, legal proceedings or formal actions as prescribed by legislation are necessary if it can be demonstrated that it is the best and only way of achieving the aims and purpose of the legislation in the short and long term.

3.1. Investigating complaints

All complaints to Council regarding unlawful activity will be reviewed to determine whether the matter requires investigation. Council may also undertake proactive auditing to ensure compliance with relevant legislation.

Priority will be given to matters where there is an imminent threat to life, health, property or the environment.

Investigations will be conducted within the municipality, using the guiding principles of the Charter of Human Rights and Responsibilities Act 2006, as follows:

- Authorised Officers shall at all times fulfil the duty imposed upon them by law, by serving the community and by protecting all persons against illegal acts, consistent with the high degree of responsibility required by their profession.

- Officers shall not unlawfully discriminate on the basis of race, gender, religion, language, colour, political opinion, national origin, property, birth, or other status.
- No pressure, physical or mental, shall be exerted on suspects, witnesses, or victims in attempting to obtain information.
- Victims and witnesses are to be treated with compassion and consideration.
- Confidentiality, and care in the handling of sensitive information, is to be exercised at all times.
- Investigative activities shall be conducted only lawfully and with due cause.
- Investigations shall be competent, thorough, prompt, and impartial.

3.2 Prosecution Panel

Decisions to prosecute or enforce various orders of Council or take compliance, enforcement and prosecution action will be made in accordance with the relevant delegations and appointments. This would include unpaid infringements issued under State and local legislation or matter which do not require specialised legal advice or legal representation.

Where matters are outside this scope, the Authorised Officer is to prepare a Brief of Evidence with a recommendation on the enforcement action be taken. A prosecution or other proceeding (i.e. VCAT) must not be commenced until the brief of evidence has been reviewed by the Manager Development Services.

Should the matter be of an exceptional nature, to the extent it raises significant financial or reputation risk to Council, or where the penalty for the alleged offence has the potential to incur significant fines or imprisonment, prosecution must not proceed without the express approval of an internal Prosecution Panel. The Panel must comprise:

- The prosecuting Authorised Officer
- Director Infrastructure and Development
- Manager Development Services
- A Manager from another business unit within Council

The Prosecution Panel will review the brief of evidence and determine whether the recommendation enforcement action proceeds. Should the panel, for any reason, not be able to decide whether to prosecute a matter, the Director will refer the matter to the Chief Executive Officer for a decision.

4. Definitions of Abbreviations Used

A table of terms and their definitions as they relate to the policy

Term	Definition
Authorised Officer	Officer delegated under section 47(2) of the <i>Local Government Act 2020</i>
Council	Mount Alexander Shire Council
VCAT	Victorian Civil and Administrative Tribunal

5. Human Rights Statement

It is considered that this policy does not impact negatively on any rights identified in the *Charter of Human Rights and Responsibilities Act 2006*.

DRAFT

May 2020

PLAN HARCOURT



MOUNT ALEXANDER
SHIRE COUNCIL

Acknowledgement of Country

Mount Alexander Shire Council acknowledges the Dja Dja Wurrung as the traditional owners of the lands and waters of Harcourt and recognises all other indigenous people of the Shire and the vital role that the traditional owners play as custodians of the region.

Prepared by Mount Alexander Shire Council's Strategic Planning team with the assistance of:

- Sage Leaf Place (Strategic planning services)
- Hansen Partnership (Urban and graphic design services –graphical plans)
- Tin Box Design (Graphic design services – final document template and style)

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1 Why we need this plan and what it does

The towns of Mount Alexander Shire have a strong sense of place, which is the focus of significant community pride. Plan Harcourt is one step in Council's efforts to foster this sense of place and use this as a catalyst for future development.

Mount Alexander Shire is an attractive place to live for its heritage streetscapes, scenic natural landscapes, a strong and vibrant cultural life and a relaxed lifestyle. Located in Central Victoria, the Shire has good transport connections to other regional centres and Melbourne through the Calder Freeway and the Melbourne to Bendigo railway line.

Harcourt has been identified as a small town that can accommodate planned growth in the region. This is recognised in the Loddon Mallee South Regional Growth Plan 2014 and in the Mount Alexander Planning Scheme. However, this needs to be carefully planned to promote local character, recognise the highly productive agricultural operations around the town, ensure that there is adequate land supply and infrastructure to accommodate growth, and protect other natural and cultural features of the area.

Plan Harcourt is an overarching Council-led project that focuses on better integrating planning and local economic development with community aspirations and local identity. Plan Harcourt comprises of the Harcourt Framework Plan and Shine Harcourt Leanganook.

The Harcourt Framework Plan is a spatial plan that takes a township-wide approach to how land is used, to the town's look and feel, and to fostering the elements that contribute to the township's identity.

Each of the plan's actions are grouped into one of the following categories, which follows through to an implementation plan:

- Planning policy reforms that will lead to changes to the Mount Alexander Planning Scheme. This will inform future land use and development decisions in Harcourt.
- Urban design improvements that relate to how Harcourt looks, feels and works as a town.
- Advocacy priorities for both Council and the community to drive.

The plan will:

- Guide land use and development in Harcourt through planning policy reform, with a focus on fostering local character and landscape amenity, supporting a cohesive community and supporting primary production.
- Begin to identify ways to guide the look, feel and function of the town centre, by better linking and defining key public spaces and proposing improvements to the public realm.
- Build from studies such as the Harcourt Landscape Master Plan, Harcourt Town Centre Master Plan, planned upgrades to Stanley Park North and the potential return of passenger trains to Harcourt Railway Station to ensure these interventions are knitted into the town's fabric.

Shine Harcourt Leanganook is an economic growth plan that frames the further development of a localised economy with measures that can be community-led, incorporated into government strategy or become the focus of local advocacy. Where Shine Harcourt Leanganook includes elements that can be implemented spatially and led by Council, these are considered in the development of the Harcourt Framework Plan.

2 The place-based method and the Ecological Framework

The Harcourt Framework Plan takes a place-based approach, which aims to recognise and foster Harcourt's unique character and attributes into the future. This has involved listening to and engaging with community members who live, work and play in Harcourt to understand their needs and aspirations, and conducting deep observational research. It means working in partnership to capitalise on these assets to ensure that growth and change does not overwhelm the town's character or its fabric, but rather contributes to this distinct place.

An ecological framework underpins this place-based method. The framework recognises five interrelated factors that sit at the 'heart' of a place:

- ☐ Wellbeing
- ☐ Prosperity
- ☐ Place character
- ☐ Connectedness
- ☐ Resilience

Research activities conducted as part of the Harcourt Framework Plan include:

- ☐ Audit of current planning policies.
- ☐ Reviews of plans, written histories and archaeological documents.
- ☐ Quantitative data including ABS Census information and reviews of building permit data.
- ☐ Observational activity mapping in the town centre to better understand vehicle and pedestrian movement, built form, landscape, gateways to town and key activity nodes.

The Plan Harcourt Discussion Paper was released for community feedback in November 2018 to January 2019. The Plan Harcourt: What We Heard paper summarises the feedback that was received during that period. The draft Plan Harcourt was released for community feedback in November 2019 to January 2020.



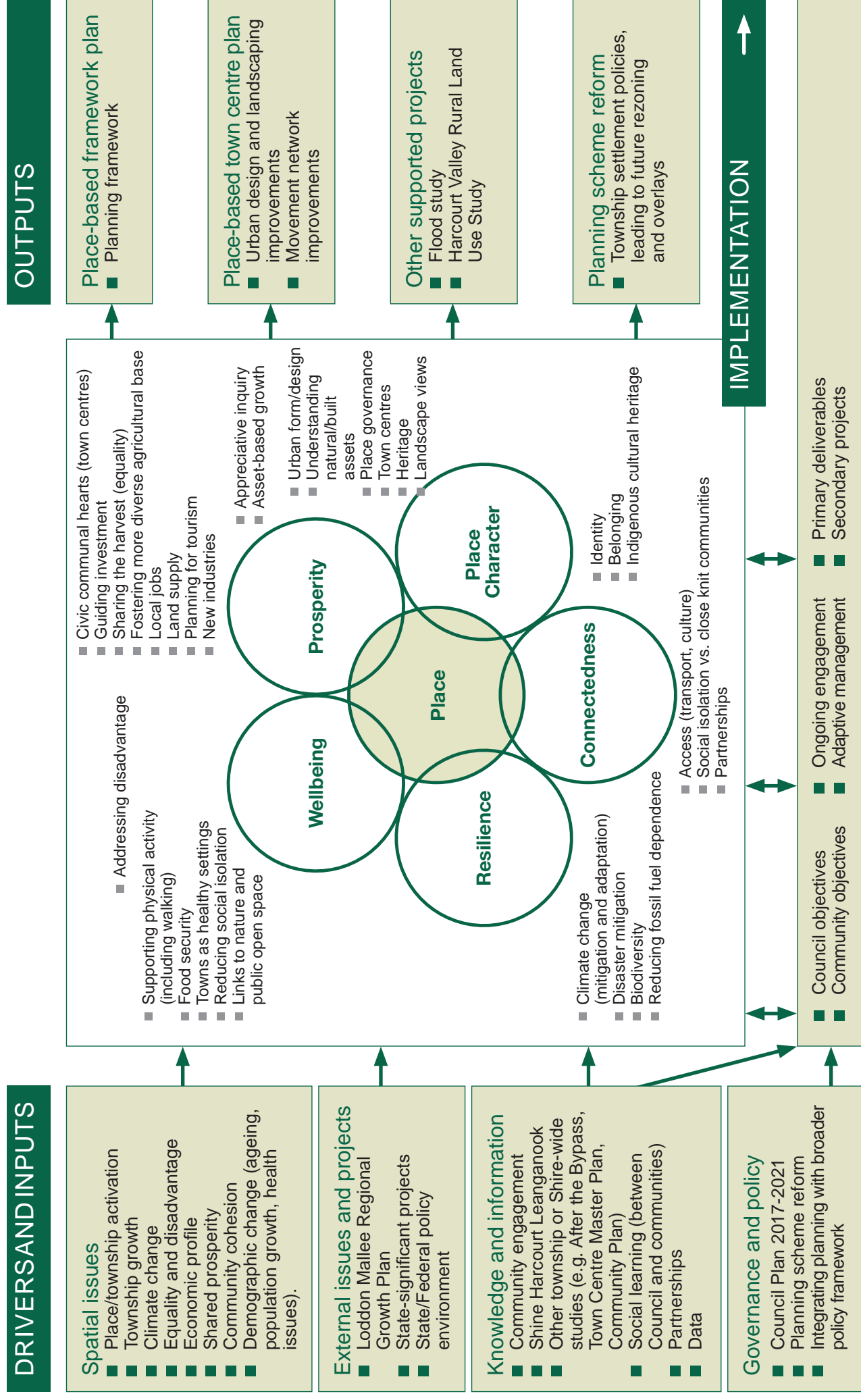
Community engagement activities informing the plan included:

- ☐ Consultation launch week information sessions
- ☐ Drop-in sessions (pop-up project offices)
- ☐ Surveys (online and hard copy)
- ☐ Online interactive map of Harcourt allowing for users to share their ideas for Harcourt spatially
- ☐ A workshop with grade 5/6 students of Harcourt Valley Primary School
- ☐ Meetings and conversations with community groups, government agencies, referral authorities and Council staff

The Plan Harcourt: What We Heard paper summarises the feedback that was received.

The Harcourt Framework Plan has also drawn insight from community engagement conducted as part of the Shine Harcourt economic stimulus process.

2 The place-based method and the Ecological Framework



3 The layers of Harcourt

3.1 A Story of Place

Mount Alexander Shire Council recognises the Dja Dja Wurrung people as the traditional owners of the lands and waters of Harcourt and recognises the vital role that they play as custodians of the region.

Nestled in rolling topography, on meandering creeklines and the foothills of 'Lianyuk', the mountain that gives our Shire its name, Harcourt is a town in a stunning setting. Harcourt is located on Barkers Creek and this waterway and its tributaries have played an important role to the local Dja Dja Wurrung people for many years. The Dja Dja Wurrung Country Plan emphasises the significance of waterways:

“They are places that are central to our creation stores, and many of our cultural heritage sites are associated with waterways –burial sites, birthing sites and middens. Our waterways are places that we connect with our ancestors and pass traditional knowledge on to our children and grandchildren”.

The nearby Mount Alexander, known to the Dja Dja Wurrung people as 'Lianyuk' (Leanganook), was significant as a sacred ceremonial ground (Carr, 2002). This mountain was named by Major Mitchell on his 1836 expedition after Alexander the Great, emperor of ancient Macedonia, and remains a prominent landmark in the area.

Dr William Barker was one of the first settlers in the Harcourt area who established the Mount Alexander Station in 1835. The township was surveyed in 1853, followed by the opening of a school (1859) a Methodist church (1864) and a railway station (1863) when the line was opened between Kyneton and Bendigo. While alluvial gold was discovered at Barkers Creek in 1851, the early settlement's role was more prominent in supplying agricultural produce to the Castlemaine goldfields.

The first apple orchard was planted in 1859 and the region soon became known as one of the state's major apple centres.

By the 1880s the main plantings were apples, pears and cherries. In 1881 a water-supply channel from the Coliban system for sluicing gold at Specimen Gully was tapped for irrigation of the

Harcourt orchards, and by 1868 a reservoir had been built north of Harcourt on Barkers Creek. Over the next several decades, the Harcourt Valley, between Mount Alexander and Bald Hills, became an apple orchard area which produced export quality crops, and much of the town's housing stock can be dated from that period. A co-operative fruit-drying company was formed in 1908 with an extension to the irrigation channels to service the northern and western areas in 1910. It was around this time that Harcourt experienced its greatest period of growth (Twigg and Jacobs, 1994) and the development of Stanley Park with its monuments and trees reflects the town's prosperity around this time.

During the late 19th century Harcourt became the largest supplier of granite in Victoria and this was used for buildings all over Australia, including Parliament House in Canberra, the John Flynn Memorial at Alice Springs and the pedestal of the Burke and Wills statue in Melbourne. Today, the town continues to be defined by its evocative landscape setting, the interaction of bushland, apple trees and wineries and places that hold a deep sense of attachment.

Harcourt has experienced significant change through the bypassing of the Calder Freeway in 2009, which resulted in approximately 9,000 less vehicles travelling through Harcourt per day. The former Calder Highway was renamed Harmony Way in 2012 after Henry 'Harmony' Nelson who was one of the 'apical' elders of the Dja Dja Wurrung clan of the late 19th century.

La Larr Ba Gauwa Park, located two kilometres east of Harcourt and adjacent to the Mount Alexander Regional Park was opened in March 2018. The Park includes 34 kilometres of mountain bike trails and is becoming a key tourism destination in the region. A miniature railway station currently under construction within the Harcourt township is also expected to attract future visitors. In August 2018 the State Government committed to starting to plan for the reopening of the Harcourt Train Station, which would have a significant influence on the town's growth.

3 The layers of Harcourt

3.2 Urban form

The layout of the Harcourt township has formed around the natural constraint of Barkers Creek to the west / northwest, the railway line to the west, native bushland, and the irrigation channel and productive agricultural land to the east. The town centre is dominated by the former Calder Highway, now Harmony Way. The old highway has led to development in the town centre that caters to motor vehicles, including a petrol station and motel, long frontages, lack of footpaths and roads designed for higher speeds. The linear layout of the town has three key nodes including:

- the James Park to Stanley Park precinct locally considered the centre of town;
- the primary school and recreation reserve to the south on Mills Road; and
- the recreation facilities on Bridge Street north of the town centre.

The town centre can be difficult for visitors to recognise as it lacks the typical features of a rural settlement such as a single main road and buildings and verandahs that face onto the street. The road network is also unusual: Both Harmony Way and High Street could act as the main road and rather than the streetscape being dominated by buildings, it is characterised by an abundance of green and vacant space including James Park, Stanley Park and the area around the café and motel buildings.

This spaciousness creates an open relaxed atmosphere that meshes well with the surrounding landscape, but also results in a large amount of space being given over to roadways and undermines the coherence of the town centre, particularly at points where buildings do not clearly face street frontages or paths.

The meandering road layout and topography around Harcourt's outskirts create a range of approach views and interactions with the landscape – particularly from the southern



approach. This layout and the lack of wayfinding can create disorientation, and there are opportunities to create clearer thresholds to mark out points of entry to the town and point to major destinations.

Residential development is generally concentrated in two areas being east of Harmony Way and south of the intersection of Victoria Road and Harmony Way. The street layout east of Harmony Way has a grid pattern with a mix of lot sizes ranging from 700 to 4,000 square metres. The southern residential area is formed around the curved roads of Coolstore Road and Bingham's Road.

Roads in Harcourt are a mix of sealed and unsealed with minimal formal drainage infrastructure. There is an inconsistency of nature strip widths however these are generally wide and in many cases contain large eucalyptus trees.

Most dwellings in Harcourt are located well setback from the front and side boundaries, often with open-styled fencing. This provides views between buildings. This is enhanced by a dominance of single storey dwellings, providing for views to significant landscapes including Mount Alexander and the ridgelines of the Barkers Creek locality. This sense of landscape openness is important in defining the town's character.

3 The layers of Harcourt

3.3 Heritage

Heritage buildings and sites of Harcourt have been documented in the Shire of Metcalfe Heritage Study (1994) and this has led to Heritage Overlays being applied to nine heritage places located in the Harcourt township, as well as other sites in the wider Harcourt locality, Harcourt North, Faraday and on Mount Alexander.

Barkers Creek and land 200 metres either side of the waterway are mapped as having potential Aboriginal cultural heritage sensitivity. No sites of Aboriginal cultural heritage significance are currently mapped under the Heritage Overlay, however sites in the town centre including the scar tree in Stanley Park have particular significance.

The town centre spine along Harmony Way and High Street from Victoria Road to Bridge Street contains the heritage buildings of Blume House & Bakery, Hampson House, the ANA Hall, the Harcourt Post Office and the Harcourt Hotel, which is now a private residence. Other heritage sites within this area include the remains of an early granite bridge on Bridge Street and Harmony Way and Stanley Park. The Metcalfe Heritage Study (1994: 27) states:



“Harcourt expressed its new found civic pride in the creation of a park – Stanley Park – located in the centre of the town and opened by the Governor of Victoria in 1914”.

Stanley Park today remains Harcourt’s focal point, and with the Scar Tree and memorial deciduous plantings, forms a unique repository for local stories.

The wider township area includes the heritage buildings of Harcourt Uniting Church and the former Harcourt Primary State School, as well as the Harcourt Church of Christ and Rechabite Hall on the Midland Highway.

The Heritage Overlay applies to two precincts associated with the railway, including the Symes Road railway bridge and the Blackjack Road railway bridge, which are both included on the Victorian Heritage Register.



There is potential for decommissioned irrigation infrastructure, including the concrete channel on the eastern edge of the township, to have cultural heritage significance. These assets could be adaptively reused to achieve broad community benefit.

4 Strategic context

4.1 Drivers of change

Proximity to Melbourne and Bendigo along the Calder transport corridor

Harcourt's proximity to Melbourne and Bendigo and the strong transport links of the Calder transport corridor are increasing the movement of people. This is allowing for more potential for commuter living, which would be accentuated with the potential future reinstatement of passenger rail services to Harcourt. Better connecting the railway station and surrounds into Harcourt's fabric would become an increasing focus of planning.

With transport links and Bendigo's growth, comes the increasing potential for peri-urban growth pressure around Harcourt. This highlights the need for future residential development to be carefully planned so as not to encroach on landscape character and the productivity of agricultural land.

Planning will need to focus on preserving the character of these non-urban breaks around Harcourt, particularly on ridge lines around the town.

Changing economic profile

Harcourt's economy is evolving and new businesses are emerging. In addition to the key tourism destination of La Larr Ba Gauwa Park, there is a drive to value add to existing primary production through processing, cider and wine production, and agritourism offerings that also draw on the local landscape. These economic opportunities depend on continuing to foster Harcourt's sense of place, while ensuring residential development does not encroach on agricultural production. While the Harcourt Framework Plan focuses on the town, it recognises an opportunity to review planning policies in the surrounding Harcourt Valley so that policy encourages primary production and supports value-adding activities like processing or agritourism.



Climate Change

Mount Alexander Shire is vulnerable to weather events that will be magnified by climate change. This includes prolonged droughts and fire seasons, heatwaves and widespread floods. The Shire's average temperatures will continue to increase in all seasons, with warmer days and fewer frosts projected. Less rainfall is also projected during the cool season (Climate Change Action Plan 2016-2020). These changes will have widespread implications on Harcourt and highlights the need to plan to respond to flooding, bushfire and extreme heat. There are also ways to reduce urban heat island temperatures through increasing the level of tree canopy cover in urban areas.

Changing demographic profile

Harcourt has a relatively young population compared to the Shire as a whole. The median age of Harcourt residents is 46, compared with a median age of 49 for the Mount Alexander Shire. While Harcourt's median age is much higher than the Victorian median age of 37, the town has a significantly lower portion of population aged over 75 than the state average. Harcourt also has a higher average people per household count at 2.5 persons compared with 2.2 persons for Mount Alexander shire, and a higher rate of couple families with children at 41.5 per cent compared with 35.3 per cent for the shire. This demographic profile may be a result of the potential for commuter living in Harcourt, combined with the lack of smaller, low maintenance housing for people to access as they age.

4 Strategic context

4.2 Policy context: Current policies and strategic directions

Mount Alexander Shire Council Plan 2017-2021

The Council Plan 2017-2021 includes a strategy based on ensuring sufficient residential land and protecting commercial, farming and industrial land, and in order to do so, Council plans to guide the revitalisation of Harcourt. A measure of success for this strategy is to complete the framework for the growth of Harcourt.

Harcourt Landscape Master Plan (2015)

The Landscape Master Plan outlines a landscape vision for the town centre. It identifies issues and potential opportunities to be addressed through the plan and includes an implementation plan. This has informed landscaping work undertaken by Council in Harcourt over the past several years, such as street tree planting.

Harcourt Community Plan (2013)

The Harcourt Community Plan is a community led plan that was initiated by Mount Alexander Shire Council as part of a series of community plans for towns within the Shire. The Community Plan focuses on five key themes that emerged from community feedback and identifies objectives and strategies for the community to drive. While some of the strategies are beyond the scope of this plan, there are others that have helped to inform this plan and can be supported through planning and urban design activities, including:

- Explore and develop ways to consolidate our town centre.
- Create a visual statement at the freeway exits and in the town centre to draw people into Harcourt through trees, landscape, sculpture.
- Identify and create an appropriate commercial zone.
- Consider the rezoning research undertaken by consultants through the Master Plan.
- Improve and protect the local landscape in and around Harcourt.

Urban Development Program Regional Residential Report Shire of Mount Alexander (2012)

The Urban Development Program for Regional Victoria provides an analysis of supply and demand for residential and industrial land across parts of regional Victoria. For the Shire, the analysis was undertaken to identify the location and associated lot yield of future residential land

stocks. The analysis noted that future residential land stocks are not zoned to support immediate 'normal' residential development, and rezoning and structure planning processes are required before normal residential development proceeds. Of approximately 1,055 lots that this plan identified as being potentially future residential areas, 600 of the lots were located in Harcourt.

Harcourt Town Centre Master Plan (2011)

The Town Centre Master Plan establishes a spatial masterplan for the Harcourt town centre and builds on the assessment of land needs in the Mount Alexander Residential Land Demand and Supply Analysis. Short term, medium term and long term strategies are identified with relevant implementation actions. This plan formulates strategic thinking surrounding the need to provide for more people living within easy access of a revitalised town centre, to make better use of the creek as a valued landscape asset, and to facilitate linkages between different parts of Harcourt, such as the school and the swimming pool. Many of the plan's recommendations align with the place activation activities detailed within the Harcourt Framework Plan.

Mount Alexander Residential Land Demand and Supply Analysis (2010)

The Mount Alexander Residential Land Demand and Supply Analysis was completed to allow the Shire and Council to make informed, evidence based decisions that will ensure that Council is meeting its statutory obligations relating to ensuring there is at least a 15 year supply of land available for development. The Analysis notes that a planning scheme amendment process was pending to establish a planning framework for Harcourt to manage future residential development and that in some cases land would be required to be zoned for residential purposes. This plan states there is approximately 20 hectares of relatively unconstrained land spread across four different sites in Harcourt already zoned for potential residential development. Since publication the amount of unconstrained land spread across these sites has been reduced to approximately seven hectares.

4 Strategic context

4.2 Policy context: Current policies and strategic directions

Harcourt; After the Bypass (2009)

After the Bypass is a strategic action plan developed for Harcourt, identifying opportunities for economic and community development, urban design, land use and planning policy.

Urban Living Strategy (2004)

The Urban Living Strategy and subsequent planning scheme amendments led to the current framework plan for Harcourt that sits within the planning scheme. This Strategy adopted a 1.4 per cent population growth rate for the Shire and proposed significant growth at Harcourt with estimates for the town population at 750 by 2011 (projecting an average annual population growth of 4.31 per cent over 2001 to 2011) and 1,100 by 2021 (projecting an average annual population growth of 3.18 per cent over 2011 to 2021). In reality, from 2001 to 2011 the Shire's average annual population growth was 0.82 per cent over this period, and while Harcourt's growth exceeded this at 1.09 per cent, this was still well below the estimates of the Urban Living Strategy. As a result, much of the land that has been identified for future residential expansion in the current framework plan has not been rezoned to residential or developed.

Other existing documents that are guiding this project include:

- Mount Alexander Early Years Plan 2018-2021
- Climate Change Action Plan 2016-2020
- Public Open Space Strategy (2016)
- Mount Alexander Environment Strategy 2015-2025
- Dhelkunya Dja (Dja Dja Wurrung Country Plan) 2014-2034
- Loddon Mallee South Regional Growth Plan (2014)
- Rural Land Study (2014)
- Mount Alexander Shire Council Walking & Cycling Strategy 2010-2020
- Rural Living Strategy (2006)
- Metcalfe Heritage Study (1994)

Documents and data informing the plan's development include:

- Current policies that influence local and regional land use planning in the Mount Alexander Planning Scheme (including Clauses 21.01, 21.02, 21.03, 21.12-6, 22.05).
- Bushfire Development Report (Terramatrix, 2019).
- REMPLAN population and demographic data.
- Planning Practice Notes.

4 Strategic context

4.3 Local economy and Shine Harcourt Leanganook

Plan Harcourt is a Council document that integrates two distinct but interrelated projects exploring spatial land use planning, town centre design and activation, and local economic development initiatives.

The two projects are the Harcourt Framework Plan, and Shine Harcourt Leanganook.

The Harcourt Framework Plan makes a series of specific, detailed policy recommendations that will be introduced into the Mount Alexander Planning Scheme to guide the future growth of the town. The Harcourt Framework Plan also makes recommendations for public realm projects in the town centre that will improve pedestrianisation, sense of place and connection to place, and boost local economic activity. These are to be further explored in a detailed Harcourt town centre urban design plan.

Shine Harcourt Leanganook focuses primarily on community-driven initiatives that will foster the local economic base through diversification of primary production and tourism, and local place-making initiatives that will drive visitation and local expenditure.

The two projects come together in Plan Harcourt. The Plan supports a direction of growth for the town that builds on important place attributes, and which emphasises landscape stories and local assets as a way to strengthen Harcourt's character and social and economic wellbeing.

The Relational Map within this document (at Appendix 2) integrates the objectives and recommendations of the Harcourt Framework Plan and Shine Harcourt Leanganook into a single visualisation. The Map clarifies that change in Harcourt will occur via:

- Planning policy reform, i.e. changes to the Planning Scheme to set an appropriate course for development;
- Town Centre Activation, i.e. public realm projects that will enhance the town for the benefit of residents and visitors; and
- Economic enabling initiatives, i.e. locally-led programs and projects to stimulate the economy.

The Map includes a selection of projects that are located along an axis according to Council's role (Lead, Partner, Advocate) and the level of certainty and stability inherent to each project. This does not include all projects recommended by the Plan and importantly, it is not an implementation plan (refer to the implementation plan at Appendix 3). Rather, the Relational Map is deliberately non-sequential and non-hierarchical and all projects shown on the map are considered equally valid and consequential to the community.



5 Analysis

5.1 Land Demand Assessment

Residential land supply at a municipal level

A Shire-wide Settlement Strategy is currently being prepared that will analyse existing and future population and housing needs and trends across the Shire. This responds to state planning policy that aims to ensure that orderly development of urban areas is facilitated by planning to accommodate projected population growth over at least a 15 year period and provide clear direction on locations where growth should occur.

As Harcourt is currently identified in regional and local planning policy as a town that can accommodate planned growth, it is anticipated that Harcourt will provide a large share of the residential land supply for the Shire over the next 15-30 years.

Residential land in Harcourt

An assessment of the projected demand for residential land in Harcourt has involved a review of the Victorian Government's Victoria in Future (VIF) 2019 project population and household growth in the Shire, Census data, and building permit data.

The VIF 2019 projects the population of the Shire to increase between 0.53 per cent and 0.91 per cent per year over 2016 to 2036. This is lower than what has occurred over recent years as 2016 Census data shows that the Shire's population increased by 1.25 per cent per year during the 2011 and 2016 period. Harcourt's population increased 2.19 per cent per year over that same period from 479 people in 2011 to 538 people in 2016. This is based on the Census data's Urban Centre and Locality boundary, which is similar to the extent of land zoned Township Zone in Harcourt. The population of the wider locality of Harcourt (including the surrounding rural areas) was 940 people.

Residential building permit data from 2013 to 2018 indicates that a total of 662 dwellings were constructed in the Shire over this period. Of these, a total of 33 houses were constructed in Harcourt, which represents an average of six dwellings per year (and six per cent of all dwelling approvals in the Shire over this period).

Given Harcourt's status as a town that can accommodate further growth in the region, its population growth is likely to increase above the VIF 2016 projections and greater than the actual population increase that occurred between 2011 and 2016 (2.19 per cent). It is important however that Harcourt's growth is managed in such a way that respects the village feel and responds to place values.

Low, medium and high growth scenarios have been prepared to understand the potential rate of growth, the extent of population growth, the demand for new dwellings and the amount of land necessary to cater for this growth. The low growth scenario is based on a similar growth rate to what has occurred over the past 8 years, the medium growth scenario is based on a growth rate that was projected at the time of the Urban Living Strategy (2004) and the high growth scenario is based on the population increasing at almost three times the existing growth rate. The reopening of the train station within Harcourt will significantly influence this rate of growth.

Harcourt: Growth scenarios over next 17 years

	Annual % growth rate	Estimated population at 2036*	Dwelling demand over next 16 years**
Low	2.5%	947	123
Medium	4%	1178	219
High	7%	1804	476

* Within the Harcourt Urban Centre and Locality boundary.

**Based on current household size of 2.5 persons per dwelling.

5 Analysis

5.1 Land Demand Assessment

Analysis of residential land supply and demand data:

There are infill development opportunities within the existing Township Zone area however due to land constraints such as the presence of waterways, flood and bushfire risk and steep topography, the potential lot yield is limited. This area would allow for approximately 188 lots averaging 650 square metres each, accommodating approximately 471 additional people (based on the current average household size of 2.5 people per household). This average lot size assumes that some land will be developed for medium density housing given the proximity to facilities and services within this area.

It is assumed that growth in Harcourt is to be higher than the low growth scenario given its status at a municipal and regional level as a town that can accommodate incremental growth into the future. The medium growth scenario is more likely, in which case additional land to the east and north, areas A and B, will need to be rezoned to accommodate this. Areas A and B are already located within the existing township boundary and have been identified for future residential expansion since 2004. There is the potential for approximately an additional 140 conventional-sized residential lots (averaging 1,000 square metres each) in these areas, which would accommodate approximately 351 additional people.

Land further north of this that is located in the current town boundary (Area C) will continue to be identified for potential township expansion, subject to flood investigations. This would provide for additional residential land supply if the rate of growth is more likely to follow the high growth scenario. Additional land to the northwest of the town between the railway line and Harmony Way that is located in the current town boundary (area D) will be identified for potential township expansion subject to further detailed investigations (previously identified as future Low Density Residential land).

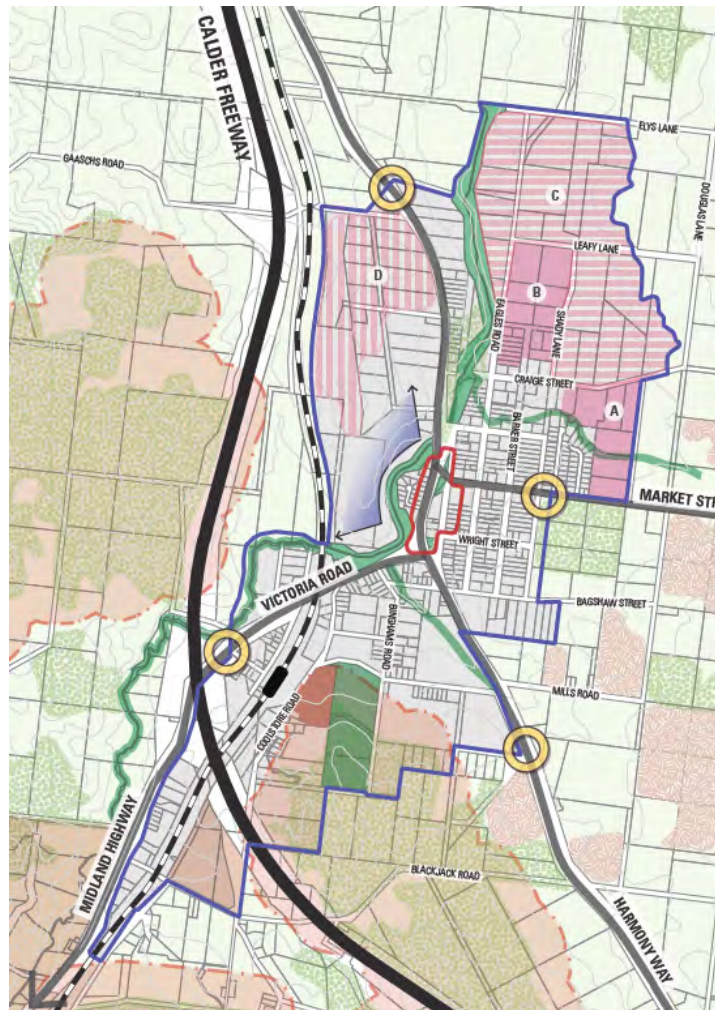


Figure 1: Excerpt of framework plan showing town expansion areas (refer to appendix 1 for details)

5 Analysis

5.1 Land Demand Assessment

Commercial land

As residential growth occurs, there will be increased demand and viability for a range of commercial and community services. It is therefore important that the Commercial 1 Zone is applied to land within the town centre to consolidate future commercial uses such as retail and other complementary commercial, entertainment and community uses.

The amount of commercial land required depends on the level of growth. To obtain an indication of the amount of retail floorspace required in the future, an analysis of other towns in Victoria with a similar sized population has been conducted.

Under a medium growth scenario (a town of approximately 1,000 people) the types of retail that may be supportable include:

- ❑ A food store of 300-500 square metres, such as a smaller supermarket or convenience store that can provide a significant food and grocery shopping presence but not with the range and depth of items available at larger supermarkets.
- ❑ A small number of speciality shops (up to 10) of around 100 square metres each, such as a bakery, takeaway food stores, a café and a pharmacy.
- ❑ Limited range of non-retail stores such as a bank and a real estate agent of around 150 square metres each.

Under a higher growth scenario (a town of approximately 2,000 people) the types of retail that may be supportable include:

- ❑ A small supermarket of 500-1,000 square metres.
- ❑ A small number of speciality shops, potentially around 15-20 stores, such as a bakery, a butcher, a convenience outlet, 2-3 takeaway food stores, 1-2 cafes, 1-2 restaurants, a newsagency, an opportunity shop, a hair-beauty salon, a hardware store and a pharmacy.
- ❑ A limited range of non-retail facilities, such as 1-2 hotels, a post office, a bank, a real estate agency, an antique store and a trade supply outlet.

Land within the town centre along High Street and Harmony Way between Market Street and Wright Street has been identified for rezoning to commercial. Depending on the level of growth, there is the potential to expand this zoning further south subject to further investigations. This would increase its proximity to the train station and could provide for greater integration between the station and town centre.

Industrial land

Presently the only industrial zoned land in Harcourt is located along Coolstore Road where the Industrial 3 Zone is applied to land currently used by the Harcourt Cooperative Cool Stores and a timber and pine store. This was rezoned in 2014 as part of Amendment C054 to the Mount Alexander Planning Scheme in order to support the existing cool stores and provide greater flexibility and incentive for business investment.

There are very few options for additional industrial use and development in and around Harcourt, despite its location close to key transport corridors. Land constraints include steep topography, waterways and the potential amenity impacts on nearby agricultural and rural residential land.

Further work is required to understand the industrial land supply and demand requirements at a Shire level, including those related to supporting primary production (such as value-adding) around Harcourt. It is important that this is located to take advantage of freight links via the Calder Freeway and to minimise impacts on landscape character and amenity.

Regionally, the City of Greater Bendigo is a major regional centre with over 20 industrial nodes and major strategies in plan. Given its proximity, industrial land supply issues in the Mount Alexander Shire will need to take into account the City of Greater Bendigo's industrial land use strategies.

5 Analysis

5.2 Strengths, weaknesses, opportunities and threats

The five interrelated factors of the ecological framework have formed the basis for understanding Harcourt's current opportunities and threats. These are further discussed and analysed within the context of each key principle in Section 6, and result in recommended actions to planning policy reform, urban design, place activation and advocacy.

	Strength / opportunity	Weakness / threat
Place character	Orchard history Viewlines to Mount Alexander and Barkers Creek bushland Interaction between native bushland and horticultural areas Open landscape and rolling topography	Old highway divide in town centre Rural residential development on land suitable for orchards Potential for development to encroach into non-urban breaks
Resilience	Community groups, including Harcourt Progress Association and sports clubs Potential for community gathering spaces and facilities to consolidate around the town centre	Many key services located in Bendigo or Castlemaine Flooding Bushfire (particularly to the south)
Economic prosperity	Opportunity to encourage expansion and diversification of agricultural enterprises (orchards, Harcourt Organic Farming Co-op) Farmgate sales Wineries Mountain bike park Miniature railway in future	Lack of commercial activity in town centre Challenges managing interface between horticulture and housing
Wellbeing	New play space in town centre Access to Mount Alexander Walking/bicycle paths to Mount Alexander Strong links to nature and landscape	Lack of constructed footpaths Dependence on surrounding communities for services Distance between key sites leads to car dependency
Connectedness	Opportunities to work with DELWP to develop open space corridor along Barkers Creek including walking trails Existing public transport link to Castlemaine and future reinstatement of passenger train services Primary school and preschool	Highway feel Lack of wayfinding Disorienting road network around town centre and approaches Dispersed public infrastructure Lack of well-defined, central community meeting places



6 Key principles for managing change

Five key themes have been identified through community engagement that form the basis of the framework plan. The themes are:

☐ Managing growth in a village setting

We heard that the rural village feel is important to Harcourt's sense of place. There is support for residential growth to be guided by desired design outcomes and other requirements to ensure that it respects and is in harmony with the existing town character.

☐ A defined town centre

We heard that there is a need for a more attractive and useable town centre. This includes a desire for more shops and food premises, a better play space (currently underway), a community hub or civic space where residents and groups can meet, and improvements to car parking, footpaths and street planting.

☐ A town based on growing, producing and making

We heard that Harcourt's horticultural history and existing orchards, vineyards and other niche food producers are highly valued. They contribute to the town's identity and attract tourism to the area.

☐ Open views and native trees

The open spaces, native trees and landscape views to rural land, including farmland and bushland contribute to Harcourt's sense of place. The views from within the valley are highly valued. They include views to Mount Alexander (Leanganook) to the east, hillslopes to the north and west, and vegetation within road reserves and alongside Barkers Creek.

☐ Transport, connection and movement

There are opportunities to improve rail, road, pedestrian and cycling connections within Harcourt and between Harcourt, Bendigo and Castlemaine. This includes support for the reopening of the Harcourt Railway Station as a means to help the town grow and reach its full potential as a tourism destination.

The next section of the plan provides further discussion around each of these themes and identifies actions from each that relate to planning policy and strategy, urban design improvements and advocacy.

These actions then flow through to an implementation plan. Appendix 1 provides further details on the proposed planning scheme changes, including changes to local planning policy, zones and overlays, and mapping.



6 Key principles for managing change

6.1 Managing growth in a village setting

Town boundary

Growth should be prioritised within a clear town boundary that provides at least 15 years of land supply. The current town boundary established in 2004 can cater for this growth, as the actual rate of growth was lower than forecasted. As a result, there is no need to expand this boundary to include additional undeveloped land for residential expansion at this stage. There is a need to realign the town boundary however to address anomalies, distances from horticultural uses and natural hazard risk. This realignment clearly articulates the limits for residential growth, minimises risks to bushfire, and protects horticultural uses and surrounding rural and natural landscapes.

Established township areas

There should be an emphasis on focusing growth close to the town centre to allow for walkability between home and key facilities and services. Infill development should therefore be encouraged in the established areas of Harcourt. This includes encouraging medium-density housing while preserving viewlines where possible. There would be support for an aged-care, retirement village or medium density housing development aimed at older people in this area, with good access to services given the current shortage of this type of housing within Harcourt.

Neighbourhood character: Established township areas (Refer to Appendix 5 Neighbourhood Character Analysis)

The rural village character ‘feel’ is important to Harcourt’s sense of place. It is important that this character is maintained as residential growth and infill development occurs over time. Key elements include single or double storey detached dwellings, sufficient side setbacks allowing for views between built form, front and rear gardens where canopy trees are common, and low or permeable front fencing.

The Township Zone is to be retained in the established residential areas (and replace land currently zoned General Residential Zone). The proposed schedule to the zone is to include preferred neighbourhood character objectives, which forms the basis for varying some residential development standards, and mandating a maximum building height of 9 metres.



6 Key principles for managing change

6.1 Managing growth in a village setting

Future town expansion areas A and B

While there are some larger, infill development opportunities within the existing Township Zone area the potential lot yield is limited due to land constraints such as the presence of waterways, flood and bushfire risk and steep topography. Some additional land to the east (area A) and north (area B) that is already located within the existing town boundary and has been identified for future residential expansion since 2004 will therefore need to be rezoned from Farming Zone to residential to accommodate future growth. Limiting residential growth to these areas at this point in time will help to ensure that development occurs in a sustainable way, is in keeping with the village feel of Harcourt and respects the existing place character.

Neighbourhood character: Future town expansion areas A and B

There is particular concern about how new development, particularly residential development, on the edge of the town would look and affect local landscape character. At the same time, it is important that future housing options are diverse and cater for a wide range of people. To ensure that this preferred village character is protected and enhanced, the Township Zone is to be applied with a schedule that specifies the preferred neighbourhood character objectives and variations to some residential development standards. These are based on those for the established township areas. The schedule will also mandate a maximum building height of 9 metres or two storeys, which is anticipated and favoured in Harcourt.

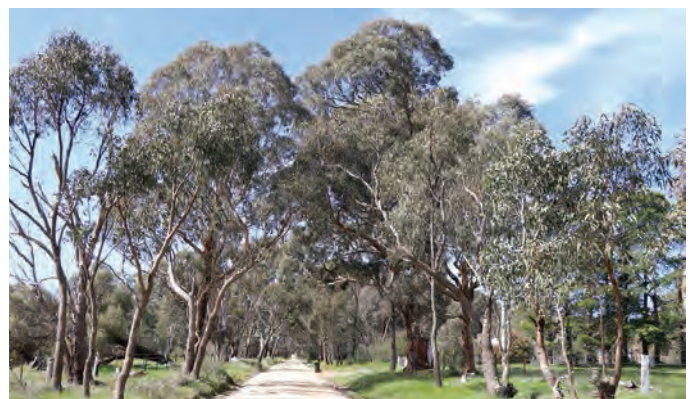
Development Plan requirements

It is important that the future town expansion areas are coordinated and planned with regard to risks of bushfire and flood, the protection of environmental assets, and the provision of open space, infrastructure (including community facilities where necessary), access and movement corridors, and adequate separation distances between horticultural uses and future sensitive development. The Development Plan Overlay is to be applied that requires a plan be prepared to address the desired development outcomes and constraints. This must be prepared prior to a planning permit being issued.

Future development should also contribute towards new or upgrades to critical local infrastructure. This would include infrastructure within and outside of the development plan area. A strategic infrastructure plan is currently being prepared for Harcourt. This is to identify the infrastructure requirements that will be required to support the town's growth. The plan will provide a strategic basis for collecting monetary contributions or works in kind for the delivery of planned infrastructure.

Potential future town expansion areas C and D

Should growth occur at a higher rate, additional land is identified for potential future town expansion. Both potential future town expansion areas C and D are located within the existing town boundary. Area C is identified within the current framework plan for residential expansion and infill, while area D is identified for potential low density residential development. Given the ability of area D to be serviced by infrastructure in the future over time, this could be considered for conventional density residential development. Any future rezoning process would include consideration of the Development Plan requirements as outlined above for the future town expansion areas, including infrastructure contributions. It is noted that uses other than residential may be justified for this area, subject to future work.



6 Key principles for managing change

6.1 Managing growth in a village setting

The Harcourt town centre

As residential growth occurs, there will be increased demand and viability for an increased range of commercial uses, including retail and other complementary commercial, entertainment and community uses. It is therefore important that the Commercial 1 Zone is applied to land within the town centre to consolidate these future uses.

There is the potential to further investigate the expansion of the commercial centre to include land further south along Harmony Way, including land on Victoria Road and the Harcourt Bowling Club, as identified as part of the Shine Harcourt process. It is important that if this were to proceed that it does not detrimentally affect the existing town centre and its functions.

Pop-up style trading in pockets of underused land in the town centre could also be trialled. This includes the consolidation of James Park as a marketplace and the potential use of road reserves around Harmony Way and on the eastern side of Stanley Park North for temporary trading linked with events, food and drink. This can support established businesses by promoting agglomeration or serve outside standard trading hours, or creative enterprises such as arts and crafts.

To guide the preferred character in the town centre, a Design and Development Overlay is proposed. This is to promote a high standard of urban design, including pedestrian-friendly active frontages along High Street and Harmony Way. More details are provided under the key principle 2: A defined town centre.



Community, sport and recreational facilities

As the population grows, it is important that community infrastructure requirements in Harcourt are identified and provided to ensure that the needs of the future community can be met. This includes education, community centres (providing early years, youth and aged services), sports and recreation facilities (such as those items envisioned within the Harcourt Recreation Reserve Master Plan [2011]), health services, emergency and judicial services, and arts and cultural activities. It is recommended that these types of facilities be co-located where possible.

Harcourt currently has a primary school and preschool with kindergarten programs. The Department of Education have indicated that there is sufficient capacity at the primary school to cater for the expected population growth and the anticipated number of primary school-aged children. The preschool is being relocated to co-locate at the primary school site in 2020.



6 Key principles for managing change

6.1 Managing growth in a village setting

Sport and recreational facilities within the town include the recreation reserve, the bowling club, the swimming pool and the BMX track. Recent recreational project work includes the design of female friendly change room facilities at the Harcourt Recreation Reserve (identified by the Harcourt Recreation Reserve Master Plan) and the design of a new play space at Stanley Park North, which is scheduled to commence construction in 2020.

Given Harcourt's proximity to health care providers in Castlemaine and Bendigo, the need for health care services within the town has not been identified at this stage.

The ANA Hall currently provides a space for the Harcourt Museum but this is also available for community groups as a meeting space. It is important that assets like the ANA Hall and the school/recreation precinct are leveraged to achieve more community benefit. This would also involve promoting closer connections between the Primary School and recreation reserve.

As part of the future town expansion and potential future town expansion areas, public open space and community infrastructure requirements must be met. It is also recommended that the future town expansion area B includes a play space and/or community centre given the distance to the town centre to provide opportunities for social interaction and social cohesion.

Industrial land

There is concern in the community about a proposed industrial zone on the southern edge of the township boundary, which is identified on an existing framework plan prepared in 2004. There are a range of issues including interfaces to residential areas and landscape constraints that mean this land is not suitable for industrial development. Instead, this land is recommended to be rezoned to Rural Living to create a transition within the town boundary to the Farming Zone land located outside of the town boundary.

The need for alternative industrial land in or around Harcourt has not been identified and there are very few options for suitable land. Further work is required to understand the industrial land supply and demand requirements at a Shire level, particularly given changes to fruit processing and packing activity and the value adding opportunities.

6 Key principles for managing change

6.1 Managing growth in a village setting

Strategies and Actions

Planning Policy Reform

Amend the framework plan at Clause 21.12-6 to improve clarity for land that will/can be rezoned to accommodate future residential growth by realigning the Township boundary:

- ❑ Realign township boundary to the southwest to capture a row of lots along Midland Highway that are currently zoned Township Zone.
- ❑ Realign township boundary to the south to exclude land covered by the Bushfire Management Overlay to ensure compliance with Clause 13.02-1S of the Mount Alexander Planning Scheme.
- ❑ Realign township boundary to the east so that it follows the open concrete channel, property boundaries, roads or the Township Zone to be consistent with best practice and provides for an adequate buffer from existing and potential horticultural uses.

Prepare local planning policy for Harcourt that aims to locate growth close to the centre of town and provides for housing diversity by:

- ❑ Continuing to discourage residential development outside of the township boundary.
- ❑ Encouraging medium-density housing within 400 metres of the town centre and shop-top style housing within the commercial area while protecting viewlines.
- ❑ Encouraging ageing in place accommodation within close proximity to key facilities and services.
- ❑ Where possible, encouraging community facilities to be co-located.

Rezone some land in Market Street from General Residential Zone to Township Zone.

Rezone future residential areas A and B from Farming Zone to Township Zone to accommodate future growth.

Insert a schedule to the Township Zone to set out the preferred neighbourhood character objectives, vary some residential development standards and set a maximum building height of 2 storeys or 9 metres.

Rezone some land along High Street and Harmony Way within the town centre from Township Zone to Commercial 1 Zone to consolidate future commercial uses.

Rezone a parcel of land to the south of the town on the corner of Coolstore Road and Blackjack Road from Township Zone to Rural Living Zone that removes the reference to future industrial.

Apply a Development Plan Overlay to land within future residential areas A and B to ensure it is coordinated and planned with regards to bushfire and flood risk, protects environmental assets, provides for open space, access and movement corridors and an agricultural buffer, and considers critical local infrastructure requirements.

Prepare a strategic infrastructure plan for Harcourt. This is to identify critical local infrastructure to accommodate future growth and provide a strategic basis for collecting monetary contributions or works in kind for its delivery.

Work with the North Central Catchment Management Authority (NCCMA) to complete a flood study to determine the extent of flood risk in areas earmarked for town expansion.

6 Key principles for managing change

6.1 Managing growth in a village setting

Urban Design and Place Activation

Fill gaps in the existing pathway network to connect key places of interest and promote walkability and cycling, particularly between the town centre, the southern precinct (primary school, recreation reserve and railway station), northern precinct (swimming pool and future Stanley Park North play space) and future town expansion areas.

Advocacy

Work with the Department of Education and Training and Department of Environment, Land, Water and Planning to better integrate the Primary School and Recreation Reserve.



6 Key principles for managing change

6.2 A defined town centre

Design and Development

It is recommended that a Design and Development Overlay is applied to land within the town centre that is proposed to be rezoned to Commercial 1 Zone. This is to ensure that future development displays outstanding urban design that is appropriate to the context and prominence of the site, aids the consolidation of the present town centre and promotes active street frontages and public safety. This includes the following requirements:

- Buildings to have a maximum height of 2 storeys or 9 metres.
- Buildings to be built to the front boundary and orientated towards the street (car parking to be avoided within front setback)
- Development to incorporate large ground floor windows/glazing and articulation that present to the public realm (avoiding blank walls). This includes verandahs and balconies to define the ground floor
- Development to incorporate natural materials (such as timber and brick) and neutral colours that reflect the character and natural setting of Harcourt.

A town centre urban design plan

The evolution of Harcourt's road network and subdivision pattern over time has contributed to the town lacking a well-defined centre, or focal point for the urban area. The interaction of Harmony Way and High Street in particular and the lack of clear definition at town centre entrance points means the town lacks a traditional main-street configuration that might be expected to form a focal point in a similarly sized town. While previous plans have proposed recommendations for improving Harcourt's town centre, challenges remain that should be further explored and addressed through an updated town centre urban design plan. To aid this, this Plan identifies potential design principles and initiatives for the town centre based on community feedback. These are to be further tested through the preparation of the town centre urban design plan.

Promoting the town centre as a gathering point

There is a significant opportunity to shape the town centre as a more defined gathering point that fits into Harcourt's rolling landscape. This includes providing opportunities for niche shops and food premises, a better play space (currently underway in Stanley Park North), and a community hub or civic spaces where residents can meet. There is also a need for improvements to planting, parking, shared paths, crossing points and good way finding signage to enhance connectivity between key nodes including the railway station to cater for the anticipated return of passenger rail services.

While the town centre's linear form poses challenges, the design with Stanley Park in the north and James Park in the south presents an opportunity to consolidate activity around two meeting places as focal points that serve different roles.

This may include opportunities for marketplace or street stall trading in defined locations around James Park and retail or mixed-use development along the edges of the main streets. It is important that these two focal points develop with different functions, so as to be complementary.

Stanley Park would remain the primary meeting space and a repository of local stories, told through the scar tree, vegetation plantings and memorials. Play space upgrades in Stanley Park North present the opportunity for a low-imprint meeting and performance space to be developed in Stanley Park (in place of the existing play space) to cater for an array of community events or arts activities. The creek-side environment presents opportunities for bush food plantings to tell stories of Country and complement the new play space as a sensory and educational experience.

6 Key principles for managing change

6.2 A defined town centre

Given its topography, James Park could include a rain garden or water sensitive urban design plantings at its lowest point to better integrate drainage infrastructure into its landscape and beautify its centre. The park around this area could then function as a marketplace, with opportunities for itinerant trading around the edges of the ANA Hall Carpark. A path along the side of the ANA Hall could also break down the long block between Harmony Way and High Street, and improve pedestrian access to this area from across Harmony Way. Seating could also be provided at the entrance to the ANA Hall Carpark in the road reserve, as a way of drawing activity towards the park and supporting nearby markets.

Harmony Way

Harmony Way, the former Calder Highway, retains the appearance of a highway and a high-speed traffic environment. The continued implementation of the Harcourt Landscape Masterplan, through a variety of plantings and outstands that will narrow the roadway, is vital in breaking down the scale of this road. Creating a pedestrian and bike friendly, visually attractive streetscape will redefine Harmony Way as the main commercial street and draw it into the heart of the town. Part of this involves threshold treatments at the town centre's northern entrance from the Barkers Creek bridge, and from the south around the intersection with Victoria Road. This could take the form of a sculptural installation to break down the scale of the area, complement tree planting and the surrounding landscape, and provide visual cues to slow traffic and promote a sense of arrival.

Barkers Creek

Barkers Creek forms a significant landscape asset along Harcourt's west and northern edge. Extending the creek trail and revitalising the natural landscape through revegetation works will promote better walkability and draw this natural asset into the town. The creek line near Stanley Park North could also be the site for community bush tucker plantings, as outlined in Shine Harcourt Leanganook.

6 Key principles for managing change

6.2 A defined town centre

Strategies and Actions

Planning Policy Reform

Rezone some land along High Street and Harmony Way within the town centre from Township Zone to Commercial 1 Zone to promote it as the centre of commercial and community activity.

In order to further promote its status as Harcourt's major gathering space, rezone Stanley Park and Stanley Park North to Public Park and Recreation Zone and reserve the park for public purposes.

Rezone James Park to Public Park and Recreation Zone and reserve the park for public purposes.

Apply a Design and Development Overlay to land in the town centre (all land to be rezoned to Commercial 1 Zone) to ensure that future development displays outstanding urban design that is appropriate to the context and prominence of the site, promotes active street frontages and public safety within and around the area and aids the consolidation of the present town centre. This should include:

- ☐ Buildings to have a maximum height of 2 storeys or 9 metres.
- ☐ Buildings to be built to the front boundary and orientated towards the street (car parking to be avoided within front setback).
- ☐ Development to incorporate large ground floor windows/glazing and articulation that present to the public realm (avoiding blank walls). This includes verandahs and balconies to define the ground floor.
- ☐ Development to incorporate natural materials (such as timber and brick) and neutral colours that reflect the character and natural setting of Harcourt.

Should future growth warrant more Commercial land provision, investigate the potential to expand the commercial centre to include land along Victoria Road and Harmony Way, including the Harcourt Bowling Club.

Urban Design and Place Activation

Prepare an urban design plan for Harcourt's town centre that addresses the following:

- ☐ Movement and access (including road layout, car parking, footpaths, pedestrian crossings)
- ☐ Landscaping and the public realm (including tree planting, water sensitive urban design, key views, public open space, street furniture and public art)
- ☐ Further detailed design guidelines for development in the town centre (e.g. signage, landscaping, fencing and/or vehicle access)

Refer to appendix 3 for a list of potential initiatives to consider.

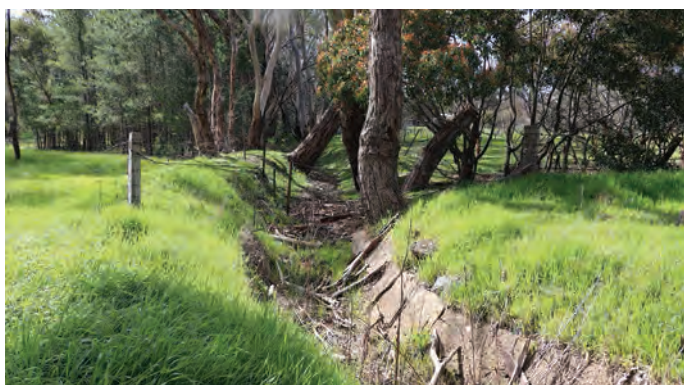
Partner with community groups to explore potential for pop-up trading around surplus road reserve land, James Park marketplace and the eastern edge of Stanley Park North. This would require integrated support across Council departments, and tactical urbanism measures to promote amenity including temporary plantings, seating and public art exhibitions.



6 Key principles for managing change

6.3 A town based on growing, producing and making

Harcourt's horticultural history and existing orchards, vineyards and other niche food producers are highly valued. They contribute to the town's identity, local economy and in attracting tourism to the area. These properties benefit from a pressurised piped irrigation system that replaced a concrete and earthen gravity channel system in 2016.



Harcourt's eastern town boundary is particularly important in ensuring the town's renowned orchards, vineyards and other agricultural activity is protected from residential encroachment. The Harcourt Valley's topography, soil and climatic conditions make it especially suitable for fruit growing and a strategically important agricultural asset.

For this reason, it is important that the eastern town boundary is strengthened as a buffered interface to protect agricultural activity from residential growth and ameliorate the impacts of spray drift on future residential development. This approach supports the objectives of State Planning Policy at Clause 14.01-1S around the need to protect strategically important agricultural land.

Configuration of the eastern town boundary, the agricultural buffer and the interface between agricultural and residential land uses

The current town boundary is drawn as an interface that incorporates areas of a now-decommissioned open concrete channel and topographic lines. It does not include a wider, formed buffer to development. The framework plan at present instead includes arrows located outside of the town boundary to the east that indicate the need to prevent conflict between residential and horticultural land uses, and for buffers to be provided within the township boundary. This

is supported by local planning policy relating to spray drift that is based on the importance of the horticultural industry in the Shire, particularly in Harcourt and the surrounding area. Within proximity to the town, horticultural land uses are predominantly located to the east along Reservoir Road and Danns Road, and therefore there is particular tension at the east and northeast where residential expansion areas are located adjacent to or in proximity to horticultural or other agricultural land uses.

It is important that this buffer is retained and strengthened to ensure that ongoing horticultural production or the potential to introduce other complementary forms of intensive primary production is not compromised by conflicting land uses, such as new dwellings. These conflicting land uses are described in the Mount Alexander Shire's Rural Land Study (2014):

It can reasonably be anticipated that it would be merely a matter of time before objections were registered against the noise of horticultural plant and equipment (eg: tractors, pumps, harvesting equipment, lighting, scare devices etc), the use of herbicide and pesticide sprays, the out-of-hours movement of trucks, mud or dust on roads, or operations of storage facilities and packing sheds. Conversely, objections could be expected from producers against matters such as roaming domestic animals.

The local planning policy relating to spray drift states that it is policy to maintain a minimum separate distance between dwellings and agricultural land of 300 metres but that this distance may be reduced or increased depending on the environmental and topographical features of land separating the dwelling from the agricultural land use. A review of state and other local provisions across Victoria has concluded that this is not a standard buffer distance across the state for horticultural uses. A fact sheet released by

6 Key principles for managing change

6.3 A town based on growing, producing and making

Agriculture Victoria addresses how spray drift can be reduced through buffer zones and vegetative barriers, and specifies the characteristics of effective vegetative barriers. This is useful when considering whether the separation distance could be reduced.

Rather than indicating a 300 metre buffer area from the town boundary on the framework plan, which creates uncertainty around the use of the land within the buffer area, the buffer can be addressed through a combination of measures:

- The town boundary should be retracted at certain locations to ensure that land cannot be rezoned to residential when it is located adjacent to an existing horticultural use. This is the case for land to the east between Craigie and Market Streets.
- Requirements for a buffer can be built into the Development Plan Overlay schedule to be applied to land rezoned for residential development. This could take form of:
 - A vegetative barrier planted (in accordance with Agriculture Victoria recommendations) between any future residential development and a horticultural use if the 300 metre separation distance cannot be met.
 - The land adjacent to the decommissioned open concrete channel be allocated as a green, public open space corridor. The channel, formerly used for irrigation, currently runs close to the existing town boundary along the east and northeast, and there are restrictions to how close new buildings can be constructed to the channel as enforced by Coliban Water. This presents an opportunity to use the channel as a physical edge to the town boundary and as the focus of an interface between future dwellings in this area and horticultural activities to the east and northeast of the town. This would provide for multiple benefits around biodiversity, health, pedestrian connectivity and adaptive reuse of the channel through revegetation, trails, and interpretative signage telling to the landscape and agricultural stories. This trail network could eventually link up around the north and south of town to future trails along Barkers Creek and through town centre. The channel's remains may have cultural heritage significance given their associations to Harcourt's agricultural



history. A perimeter road should also be built into this buffer to increase the resilience to bushfires within the potential future residential areas.

- Investigating ways to ensure that future land owners are made aware of the proximity to horticultural uses and the potential land use conflicts.

Agritourism opportunities

The local and regional tourism industry could benefit from tourism-based activities centred on Harcourt's food production, including the potential bush tucker industry as identified in Shine Harcourt Leanganook. This includes events on land used for food production to allow visitors to experience and learn about the variety of produce and landscapes, as well as short term accommodation such as farmstays and group accommodation. There are also opportunities within the town to support these industries and other local producers and makers. The existing cool stores site and its surrounds as the 'Cool Stores Quarter' could build on the existing operations of producers and makers and become a tourism hub centred on food and drink tastings and selling.

There is also a need to review rural land use arrangements outside Harcourt's town boundaries to ensure they support the needs of agriculture, agritourism and other potential value-adding activities in the area. This is particularly relevant for small lots that may have limited viability for large scale production but could be used for supporting enterprises, boutique horticulture or market gardening.

6 Key principles for managing change

6.3 A town based on growing, producing and making

Strategies and Actions

Planning Policy Reform

Amend the framework plan at Clause 21.12-6 by:

- ☐ Realigning the Township boundary to follow the old concrete channel in the northeast and to move westward to exclude land immediately adjacent to existing horticultural land uses.
- ☐ Include a policy statement relating to developing open space and biodiversity corridors to reinforce the eastern town boundary as a buffer between agricultural and residential land.

Amend Clause 22.05 to clearly define and strengthen the eastern town boundary as a buffered interface to protect agricultural activity from residential encroachment.

Prepare local planning policy for Harcourt that better supports tourism based on food production, including bush tucker and bush medicine (e.g. through amendments to Clause 21.09-3 Tourism and the decision guidelines in Clause 22.04 Use and Development of Land in the Farming Zone and Rural).

Apply a Development Plan Overlay to new residential land on the eastern fringes of Harcourt that requires a buffer to be incorporated into the design of future development.

Commission a strategy to define the land use zoning and policy opportunities for the Harcourt Valley that can better support agriculture, agritourism, food processing and other value-adding activities outside Harcourt's town boundaries. This would be particularly relevant to providing more productive and innovative land use opportunities on small lots below 20 hectares in the Farming Zone.

Review and if necessary strengthen existing planning overlays that protect the channel, with a view to ensuring it will form spine of an open space corridor separating horticultural areas from future residential development.

Urban Design and Place Activation

Prepare an urban design plan for Harcourt's town centre that addresses the public realm. This should explore the potential for:

- ☐ A program of wayfinding signage within and around the town to key destinations, including orchards and vineyards that are open to the public.
- ☐ Public art at key entrances and within the town centre that recognises horticultural significance.
- ☐ Public seating and infrastructure works incorporating design elements reflecting apple crates, agricultural machinery elements or locally sourced granite.

Advocacy

Work with Coliban Water to investigate potential environmental restoration works and open space upgrades around the decommissioned irrigation channel, with a view to this asset being secured as the focus of an interface buffer between horticultural and future residential areas.



6 Key principles for managing change

6.4 Open views and native trees

The open spaces, native trees and landscape views to rural land, including farmland and bushland contribute to Harcourt's sense of place.

Sense of openness

Harcourt has a distinctive sense of openness that has emerged as a result of the town's interaction with the landscape. This sense of openness arises from the abundance of public open spaces, including Stanley Park, James Park and the Barkers Creek corridor; and the way that buildings within the town, including those within the town centre are generally well set back from front and side boundaries and have minimal front fencing. This allows for extensive gardens and canopy trees that can be seen from the public realm. It is important that new development, both within the established town and in the residential expansion areas adopt similar setbacks to retain this feel.



Trees

Native and exotic trees are common both on public land within road reserves, most significantly at key town entrances and gateways and along Barkers Creek, and within private land. Tree plantings on public and private land should be encouraged to enhance this attribute. New residential development should also be designed to protect large old native trees. This can be achieved by designing subdivisions in such a way that significant trees are retained in future public reserves.

Increasing the extent of tree canopy cover in the town will also reduce the urban heat island effect and assist in dealing with and developing resistance to the hazards associated with climate change.

Landscape views

The views from within the valley are highly valued, including views to Mount Alexander (Leanganook), particularly from Victoria Road and Harmony Way upon arrival into the town, Bingham Road, Eagles Road and Market Street, and the hillslopes to the north and west from within the town centre.

The orchards and vineyards along Harmony Way, Reservoir Road and Blackjack Road also positively contribute to the distinctive landscape views from within and around Harcourt. Future development should therefore be designed to ensure that these views are protected where possible through height limits, orientation of lots and protection of viewlines.

Environmental Sustainable Design

Community feedback emphasised the importance of nature and environmental sustainable design (ESD). As Harcourt grows, future development should incorporate ESD measures that help to minimise the town's ecological footprint, as well as water and biodiversity sensitive urban design measures that contribute to the public realm and help manage stormwater without the need for heavy infrastructure. Renewable energy such as solar panels should also be encouraged.

Indigenous bush tucker garden and tourism to promote indigenous cultural heritage

The central role of nature links back to the Indigenous connection with the land and caring for Country. Community engagement and place-based analysis has revealed a high level of interest and potential for tourism initiatives that promote and celebrate indigenous cultural heritage and teachings. This can be supported through local planning policy, and making this the focus of urban design initiatives within the town through an indigenous bush tucker and bush medicine garden/farm. This also builds on the existing town setting where native trees dominate streetscapes and surrounding landscapes, and could integrate with the Stanley Park North play space to provide a supporting sensory element and draw on links with Barkers Creek. Plantings along Harmony Way could also incorporate indigenous creekfront vegetation to help soften the road edges and promote a sense of connection to Country. This can be further supported through local planning policy.

6 Key principles for managing change

6.4 Open views and native trees

Strategies and Actions

Planning Policy Reform

Prepare local planning policy for Harcourt that supports tourism based on promoting and celebrating indigenous cultural heritage and teachings.

Insert a schedule to the Township Zone to include neighbourhood character objectives, including maintaining a sense of openness and protecting views to significant landscape areas, and vary some residential development standards based on these preferred neighbourhood character objectives.

Amend the mapping of the Schedule 5 to the Environmental Significance Overlay so that it covers land located 200 metres both sides of Barkers Creek and other waterways that are currently covered by this overlay to protect native vegetation.

Undertake further work on the landscape significance of Mount Alexander, the ridgelines of Barkers Creek to the west and the hills surrounding the valley to inform any future Significant Landscape Overlay that may be applied to high points and ridge lines.

Undertake further work on how Environmental Sustainable Design (ESD) can be incorporated into future development. This could be developed as a community level, or through a Shire-wide strategy and design guidelines.

Urban Design and Place Activation

Encourage residents to plant native/indigenous shrubs and trees within their private property through making a brochure available on the preferred species and locations.

Plant appropriate native street trees as part of replacement street tree planting programs or within new residential areas.

Prepare an urban design plan for Harcourt's town centre that addresses landscaping. This should explore the potential for:

- ☐ A bush tucker garden within or close to the town centre.
- ☐ Public art based on horticultural history and Aboriginal culture.

Advocacy

Council to investigate and seek community feedback on returning the name Leanganook to Mount Alexander (from Shine Harcourt Leanganook).



6 Key principles for managing change

6.5 Transport, connection and movement

Harcourt's layout and street pattern, and the withdrawal of passenger rail services have constrained connectivity between the town centre, community assets, residential areas and surrounding centres of Castlemaine and Bendigo. There are opportunities to improve rail, road, pedestrian and cycling connections within Harcourt and to Bendigo and Castlemaine. This includes supporting the reopening of Harcourt Railway Station for passenger rail services, and taking measures to promote better access to the station and places of interest including alternatives to driving. Such steps can lead to a range of social, health, environmental and economic benefits for the Harcourt community.

There is also support for an integrated walking/cycling trail along Barkers Creek, and improving walking/cycling connectivity along Harmony Way to promote active lifestyles. This should form part of a pathway connection that joins recreation assets in the north of the town (including the swimming pool and the car parking area for La Larr Ba Gauwa Park) with Stanley Park, the town centre, James Park and the railway station, the primary school and recreation reserve in Harcourt's south, as well as to La Larr Ba Gauwa Park to the west of the town.



It is important that these connections are designed in such a way that addresses and reduces barriers to access for everyone, including young and old people and people with disabilities.

A key priority involves wayfinding signage to help promote better use of existing infrastructure. This could include approximate walking times to key destinations. Wayfinding can also be used as an opportunity to tell stories of landscape, particularly along Barkers Creek.

A new Harmony Way

The layout of Harmony Way largely reflects its role as the old Calder Highway, which forms a divide through the town. Pedestrian crossings near Stanley Park, further landscaping in the median and along the highway and threshold treatments including sculptures around the town centres can help break down this divide and reimagine Harmony Way as a lower speed environment that can be crossed more easily. Urban design actions put in place to consolidate Harcourt's town centre are important in this regard.

Further design work needs to be done to understand how best to address the challenges associated with Harmony Way and its current layout (e.g. a potential road realignment). In the meantime, tactical urbanism measures such as reclaiming space for pop-up interventions can help to break down the scale of Harmony Way. This could be supported through tests of pop-up retail/event infrastructure along the road's edges in partnership with community groups.

Public transport improvements

Harcourt currently has a bus service into Castlemaine, and Council should work with Public Transport Victoria (PTV) to trial extensions to this service to provide more frequent connections, with an additional bus stop along Harmony Way. Council can also advocate to PTV for bus timetables to be connected to passenger train times, should buses reconnect with the Harcourt Railway Station. Pedestrian paths should also link to bus stops to promote better access, and Council can work with PTV to promote urban design and tactical urbanism interventions to highlight bus stops as resting stops or seating pods along walking trails. Bus stops can also be supported with pedestrian crossings along Harmony Way where pedestrian sightlines are appropriate.

6 Key principles for managing change

6.5 Transport, connection and movement

Waterway trails

Barkers Creek forms a meandering corridor around Harcourt that should be expanded on by developing a pedestrian trail along the west and northern edge of town. This theme can also be replicated with a trail along the decommissioned irrigation channel along the eastern edge of the township, expanding on an open space network along the eastern and western edges of the township.

Both waterway trails also present important opportunities to tell landscape stories: Barkers Creek relating to connection to Country, and the decommissioned irrigation trail relating to horticulture.

Strategies and Actions

Planning Policy Reform

Focus short-term growth in locations that provide easy access to the town centre.

Apply the Development Plan Overlay in new growth areas to ensure that they have appropriate pedestrian and cycling links to important places such as the town centre, primary school, recreation reserve and the railway station.

Prepare a strategic infrastructure plan for Harcourt that identifies critical local infrastructure to accommodate future growth and provides a strategic basis for collecting monetary contributions or works in kind for its delivery.

Correct the zoning of roadways to and through Harcourt to ensure those that are no longer managed by VicRoads following the bypassing of Harcourt are no longer zoned Road Zone Category 1.

Urban Design and Place Activation

Prepare an urban design plan for Harcourt's town centre that addresses movement and access. This should explore:

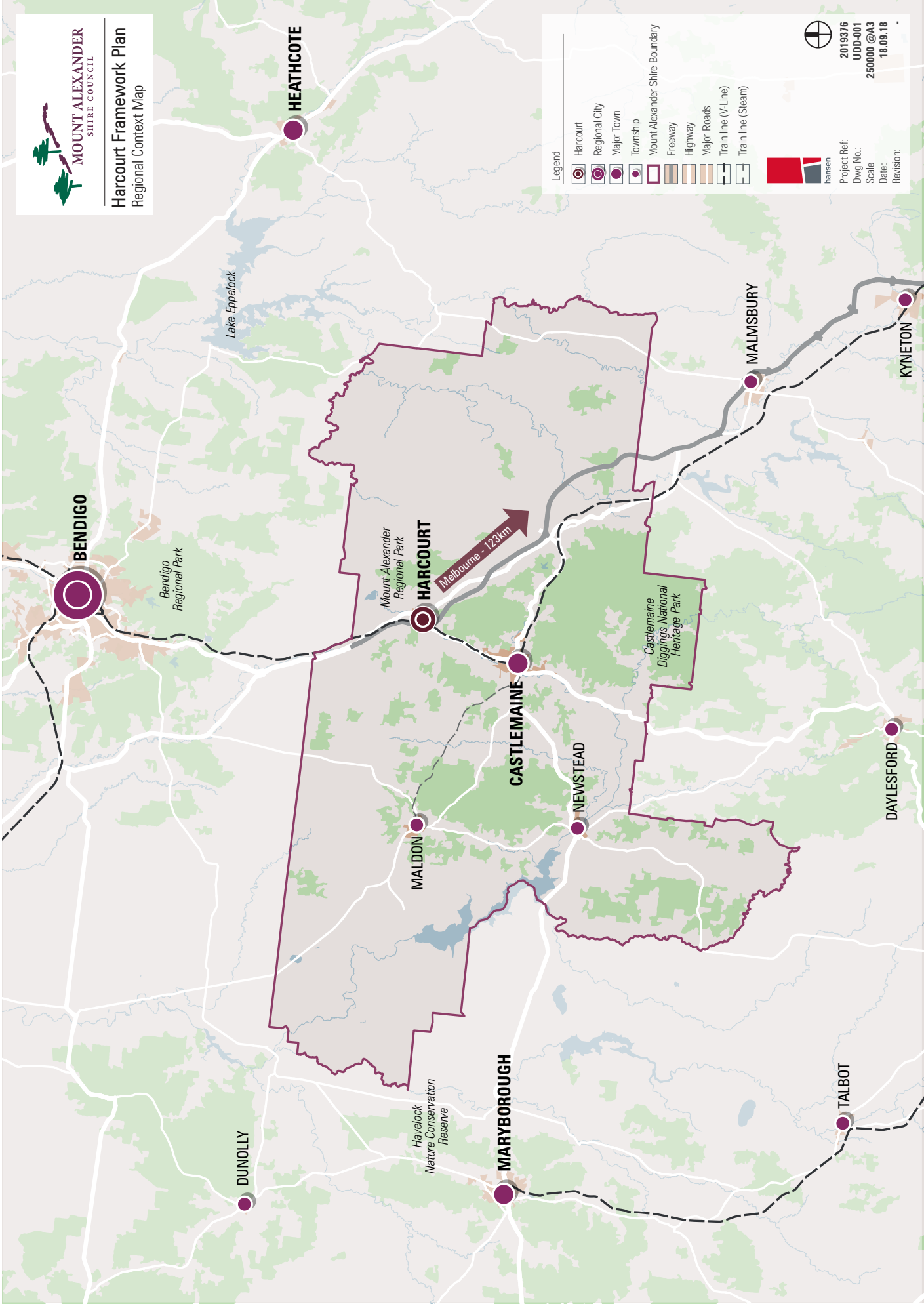
- Connecting the town centre, play space, swimming pool and BMX Park, recreation reserve, railway station and La Larr Ba Gauwa Park through improved wayfinding and pedestrian and cycling paths.
- Using wayfinding signage and threshold treatments at entry points to the town centre, including the Victoria Street-Harmony Way roundabout.
- Providing crossing points at key locations, including Market Street and Harmony Way, adjacent to Stanley Park and Victoria Road's connection with Bingham Street.
- How to address the challenges associated with the layout and size of Harmony Way.

Develop a landscape plan in consultation with Traditional Owners and community to regenerate the environment along Barkers Creek and provide pedestrian trails and interpretive signage relating to landscape and biodiversity elements.

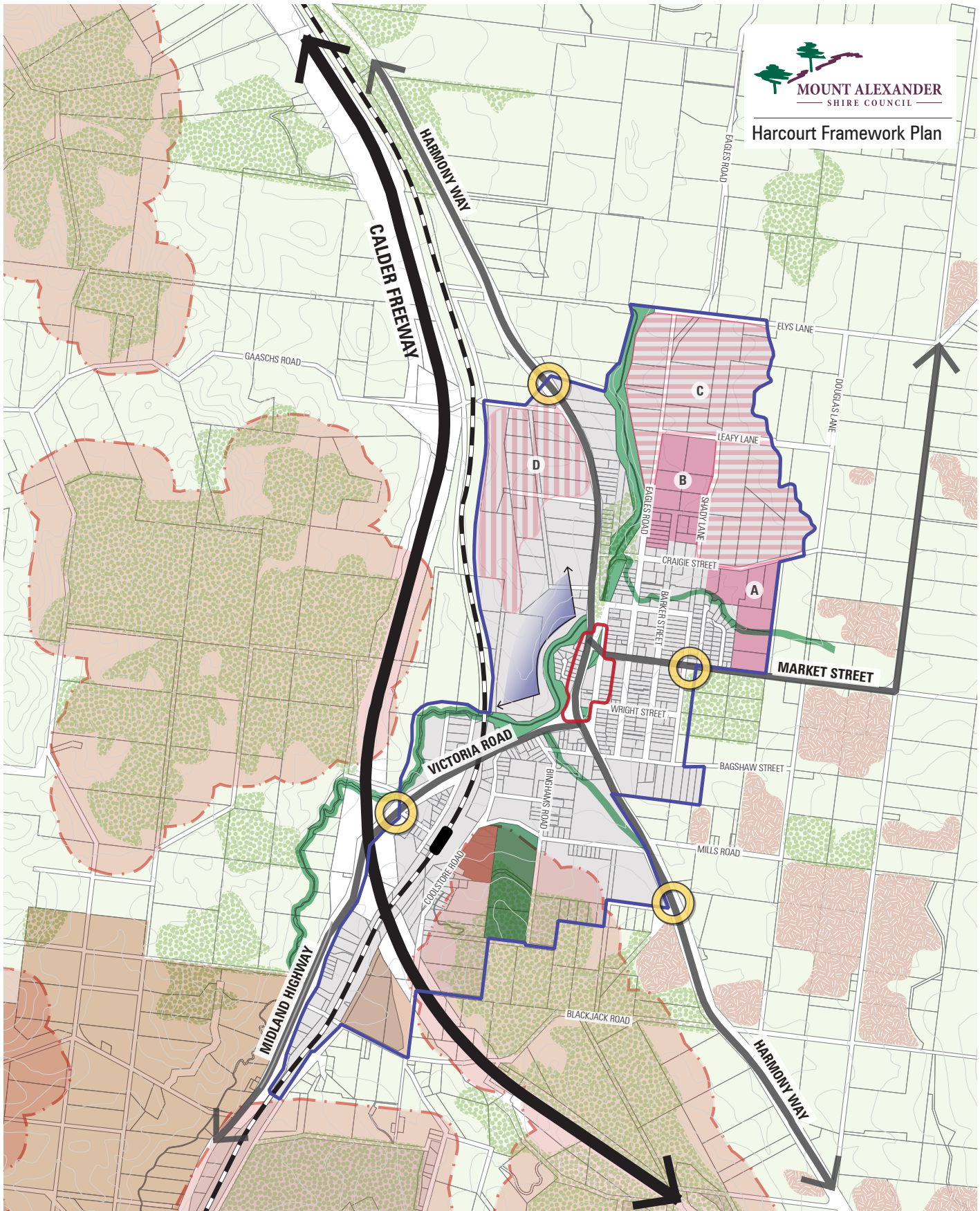
Advocacy

Continue to support advocacy efforts for the return of passenger train services to Harcourt, and advocate for further funding support for pathway, bus service and urban design improvements to better connect the station into the town's fabric.

Appendix 1: **Regional Context Map**



Appendix 1: Framework Plan



Legend

- Township Boundary
- Town Centre
- Freeway
- Main Roads
- Train Station
- Rail Corridor

- Township Entrance
- Retain hillslope and landscape background to Town Centre
- Rural Living Zone (RLZ)
- Industrial Land
- Public Open Space
- Bushfire Management Overlay

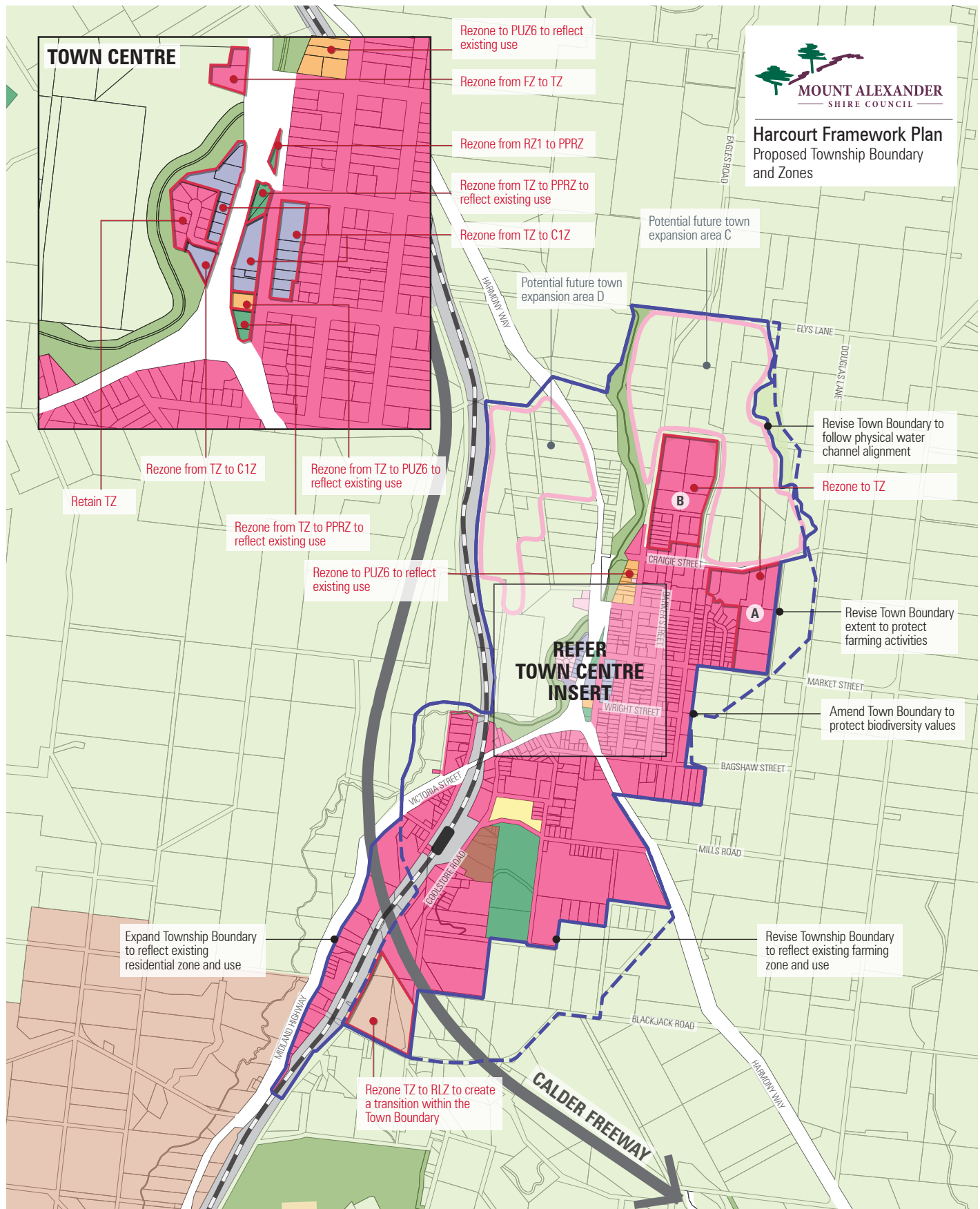
- Future Town Expansion Areas A and B
- Potential Future Town Expansion Area C
- Potential Future Town Expansion Area D
- Existing Canopy Vegetation
- Existing Horticultural Land



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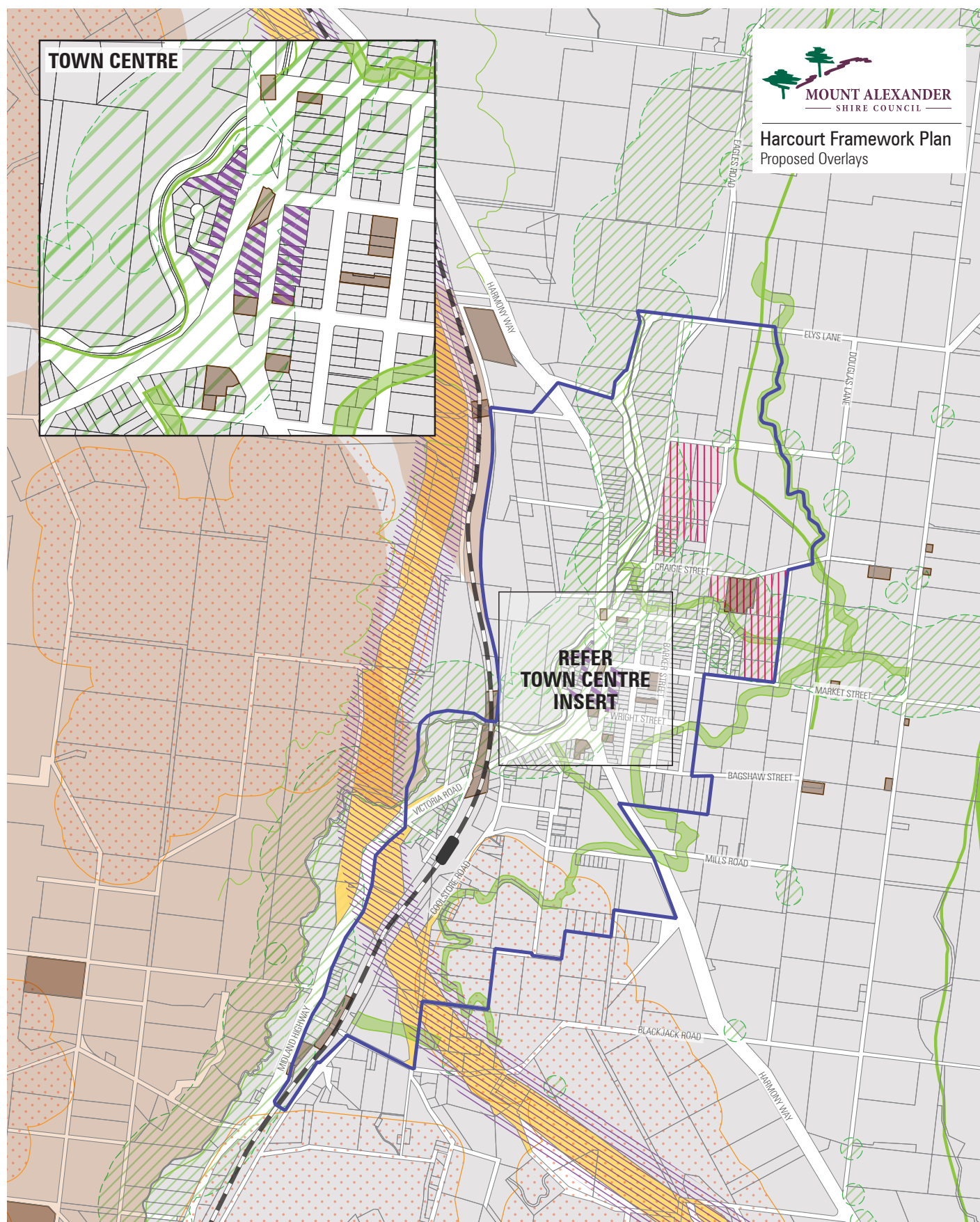
Appendix 1: Proposed town boundary and zones



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Appendix 1: Proposed overlays







MOUNT ALEXANDER
SHIRE COUNCIL

Harcourt Framework Plan
Proposed Overlays

Legend

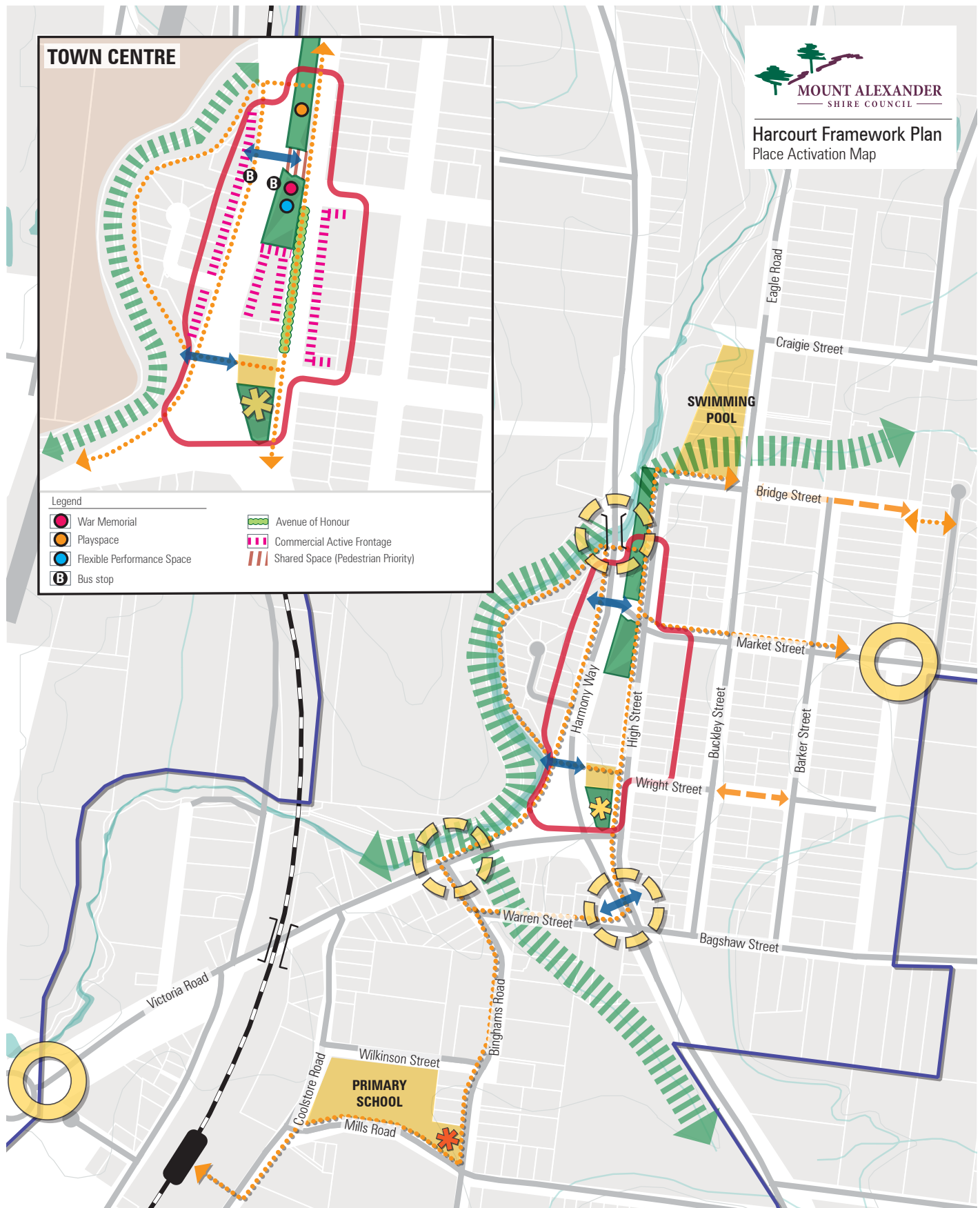
- | | |
|--|--|
|  Proposed Township Boundary |  Existing Design and Development Overlay (DD01) |
|  Existing Erosion Management Overlay (EMO) |  Proposed Design and Development Overlay (DDOX) |
|  Existing Bushfire Management Overlay (BMO) |  Proposed Development Plan Overlay (DPO) |
|  Existing Public Acquisition Overlay (PAO2) |  Areas of Cultural Heritage Sensitivity |
|  Existing Environmental Significance Overlay (ES05) |  Existing Heritage Overlay (HO) |
|  Investigate Potential Environmental Significance Overlay (ES0) | |



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Appendix 1: Town Centre Place Activation Plan



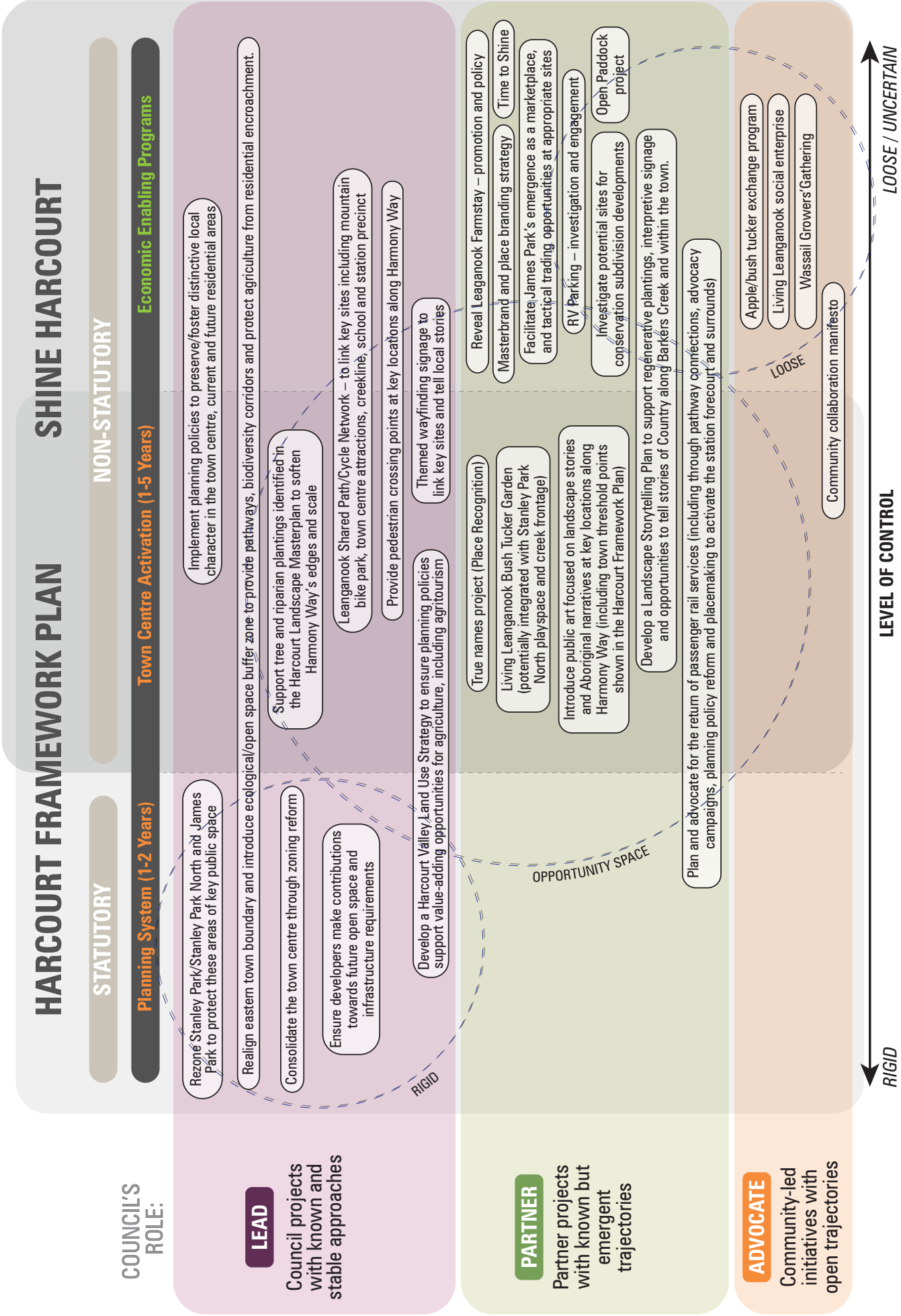
Legend

- Township Boundary
- Town Centre Boundary
- Township Entrance
- Township Threshold
- Train Corridor
- Bridge
- Shared Trail
- Potential Shared Trail Links
- Pedestrian Crossing
- Town Green (Flexible Market Space)
- Existing Public Open Space
- Linear Open Space Network
- Community Use
- Future Kindergarten



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** This map is not all-encompassing or all-seeing. It is a way of imagining the projects and the linkages between the more rigid spatial planning and more emergent local initiatives.

Appendix 3: Implementation Plan

Urban Design and Place Activation

Action	Lead Responsibility at Council for further investigation and implementation	Notes
Partner with community groups to explore potential for pop-up trading around surplus road reserve land, James Park marketplace and the eastern edge of Stanley Park North.	Development Services (including Planning and Public Safety & Amenity), Parks, Recreation & Community Facilities and Infrastructure	
Fill gaps in the existing pathway network to connect key places of interest and promote walkability, particularly between the town centre, the southern precinct (primary school, recreation reserve and railway station), northern precinct (swimming pool) and the new residential expansion areas.	Infrastructure and Parks, Recreation & Community Facilities	Council capital works
<p>Prepare an urban design plan for Harcourt's town centre that addresses the following:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Movement and access (road layout, car parking, footpaths, pedestrian crossings) <input type="checkbox"/> Landscaping (tree planting, water sensitive urban design) <input type="checkbox"/> The public realm (key views, public open space, street furniture and public art) 	<p>Strategic Planning (urban design)</p> <p>Key partners:</p> <p>Parks, Recreation & Community Facilities</p> <p>Infrastructure</p>	Grant and partnership opportunities and Council capital works
<p><u>Movement and access considerations for the town centre urban design plan</u></p> <p>Introduce a shared foot and bike path within the existing road reserve of Harmony Way to promote walkability and improve the scale of the street, with potential riparian plantings in Indigenous species to provide a physical separation from the road. This should form part of the pedestrian link between the BMX park, Stanley Park and James Park, potentially linking to the railway station.</p> <p>Link Stanley Park and Stanley Park North with pavement treatments and a pedestrian crossing to create a lower speed environment. Use temporary bollards to reduce the roadway to one-way (running towards the town entrance) at peak event times and consider trialling an ongoing closure.</p> <p>Further investigate how to address the challenges associated with the layout and size of Harmony Way.</p> <p><u>Landscaping considerations for the town centre urban design plan</u></p> <p>Soften the edges of Harmony Way through Indigenous riparian plantings along road edges, and further tree plantings.</p> <p>Develop a rain garden around the stormwater outlet in James Park to improve amenity and introduce a centrepiece defined by water sensitive urban design.</p> <p>Plant appropriate native street trees as part of replacement street tree planting programs or within new residential areas.</p> <p>Investigate the preferred location of a bush tucker garden within or close to the town centre.</p>		

Appendix 3: Implementation Plan

Urban Design and Place Activation

Action	Lead Responsibility at Council for further investigation and implementation	Notes
<p><u>Public realm considerations for the town centre urban design</u></p> <p>Earmark a site in the Harmony Way median at the northern entrance to Harcourt's town centre for a sculptural element, to be designed to be sympathetic to the scar tree and creekfront landscape.</p> <p>Develop a program of themed wayfinding signage that links connections to Leanganook, community facilities in the town centre, Barkers Creek Trail, Harcourt Recreation Reserve, the railway precinct and orchards and vineyards open to the public.</p> <p>Reduce curb width in sections of Harmony Way and along High Street by promoting a program of tactical urbanism including painted planter boxes (based on apple crates), seating and sculptural elements that reflect landscape and farming stories.</p> <p>Install a community noticeboard at the edge of the ANA Hall carpark.</p> <p>Develop a pocket park and seating node at the northern edge of the James Park/ ANA Hall car park in the road reserve, supported by plantings to promote a strong edge.</p> <p>Encourage public art based on horticultural history and Aboriginal culture.</p> <p>Recognition of horticultural significance through signage and public art at key entrances and within the town centre.</p> <p>Encourage public seating and infrastructure works to incorporate design elements reflecting apple crates, agricultural machinery elements or locally sourced granite.</p>		
Encourage residents to plant native/indigenous shrubs and trees within their private property through making a brochure available on the preferred species and locations.	Parks, Recreation & Community Facilities	
Develop a landscape plan in consultation with Traditional Owners and community to regenerate the environment along Barkers Creek and provide pedestrian trails and interpretive signage relating to landscape and biodiversity elements.	Parks, Recreation & Community Facilities and Strategic Planning (urban design)	Grant and partnership opportunities

Appendix 3: Implementation Plan

Further planning work

Action	Lead Responsibility at Council for further investigation and implementation	Notes
Prepare a strategic infrastructure plan for Harcourt that identifies critical local infrastructure to accommodate future growth and provides a strategic basis for collecting monetary contributions or works in kind for its delivery.	Strategic Planning and Infrastructure	Allocated funding in FY2019/20
Prepare and implement a planning scheme amendment to: <ul style="list-style-type: none"> <input type="checkbox"/> Introduce the new framework plan at Clause 21.12-6 and introduce the Harcourt Framework Plan as a reference document. <input type="checkbox"/> Applies various changes to local planning policy, zone and overlay provisions. 	Strategic Planning	Scheduled to commence in FY2019/20
Complete a flood study to determine the extent of flood risk in areas earmarked for future residential expansion.	Strategic Planning and Infrastructure	Work with North Central Catchment Management Authority
Further investigate the potential to expand the commercial centre to include land along Victoria Road and Harmony Way, including the Harcourt Bowling Club.	Strategic Planning and Infrastructure	Subject to future growth
Commission a strategy to define the land use zoning and policy opportunities for the Harcourt Valley that can better support agriculture, agritourism, food processing and other value-adding activities outside Harcourt's town boundaries.	Strategic Planning	Scheduled to commence in FY2020/21.
Review and if necessary strengthen existing planning overlays that protect the channel, with a view to ensuring it will form a spine of an open space corridor separating horticultural areas from future residential development.	Strategic Planning	Work with Coliban Water and North Central Catchment Management Authority
Undertake further work on the landscape significance of Mount Alexander, the ridgelines of Barkers Creek to the west and the hills surrounding the valley to inform any future Significant Landscape Overlay that may be applied to high points and ridge lines.	Strategic Planning	Not yet scheduled in Strategic Planning work program
Undertake further work on how Environmental Sustainable Design (ESD) can be incorporated into future development.	Strategic Planning and Infrastructure	Not yet scheduled in Strategic Planning work program

Appendix 3: **Implementation Plan**

Advocacy

Action	Notes
Work with Coliban Water to investigate potential environmental restoration works around the old channel, and for this land to be retained as part of a horticultural buffer.	
Investigate and seek community feedback on returning the name Leanganook to Mount Alexander.	See Shine Harcourt Leanganook
Continue to support advocacy efforts for the return of passenger train services to Harcourt, and advocate for further funding support for pathway, bus service and urban design improvements to better connect the station into the town's fabric.	



Appendix 4: List of recommended changes to the planning scheme

Proposed change
<p>Amend local planning policies to reflect the updated strategic directions for Harcourt, including policy that aims to locate growth close to the centre of town and provides for housing diversity by:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Continuing to discourage residential development outside of the town boundary. <input type="checkbox"/> Encouraging medium-density housing within close proximity to key facilities and services and shop-top style housing within the commercial area while protecting viewlines. <input type="checkbox"/> Encouraging ageing in place accommodation within close proximity to key facilities and services. <input type="checkbox"/> Where possible, encouraging community facilities to be co-located.
Amend Clause 21.09-3 (or equivalent after Planning Policy Framework (PPF) Translation) to better support tourism based on food production and to support tourism based on promoting and celebrating indigenous cultural heritage and teachings.
Replace the framework plan at Clause 21.12-6 (or equivalent after PPF Translation) with the updated framework plan.
Amend the decision guidelines in Clause 22.04 (Use and Development of Land in the Farming Zone and Rural) (or equivalent after PPF Translation) to support agritourism in the Harcourt Valley.
Amend Clause 22.05 (or equivalent after PPF Translation) to clearly define and strengthen the agricultural buffer between existing rural uses and dwellings.
Rezone land in Market Street from General Residential Zone to Township Zone.
Rezone future town expansion areas A and B from Farming Zone to Township Zone to accommodate future growth.
Insert a schedule to the Township Zone to include neighbourhood character objectives, vary some residential development standards and mandate a maximum building height of 9 metres.
Rezone some land along High Street and Harmony Way within the town centre from Township Zone to Commercial 1 Zone to consolidate future commercial uses, and to promote it as the centre of commercial and community activity.
Rezone 61 Coolstore Road from Township Zone to Rural Living Zone that removes the reference to future industrial and creates a transition within the town boundary.
Correct the zoning of roadways to and through Harcourt to ensure any no longer managed by VicRoads following the bypassing of Harcourt are no longer zoned Road Zone Category 1.
Rezone Stanley Park, Stanley Park North and James Park to Public Park and Recreation Zone and reserve the park for public purposes.
<p>Apply a Design and Development Overlay to land in the town centre (all land to be rezoned to Commercial 1 Zone) to ensure that future development displays outstanding urban design that is appropriate to the context and prominence of the site, promotes active street frontages and public safety within and around the area and aids the consolidation of the present town centre. This should include:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Buildings to have a maximum height of 2 storeys or 9 metres. <input type="checkbox"/> Buildings to be built to the front boundary and orientated towards the street (car parking to be avoided within front setback). <input type="checkbox"/> Development to incorporate large ground floor windows/glazing and articulation that present to the public realm (avoiding blank walls). This includes verandahs and balconies to define the ground floor. <input type="checkbox"/> Development to incorporate natural materials (such as timber and brick) and neutral colours that reflect the character and natural setting of Harcourt.

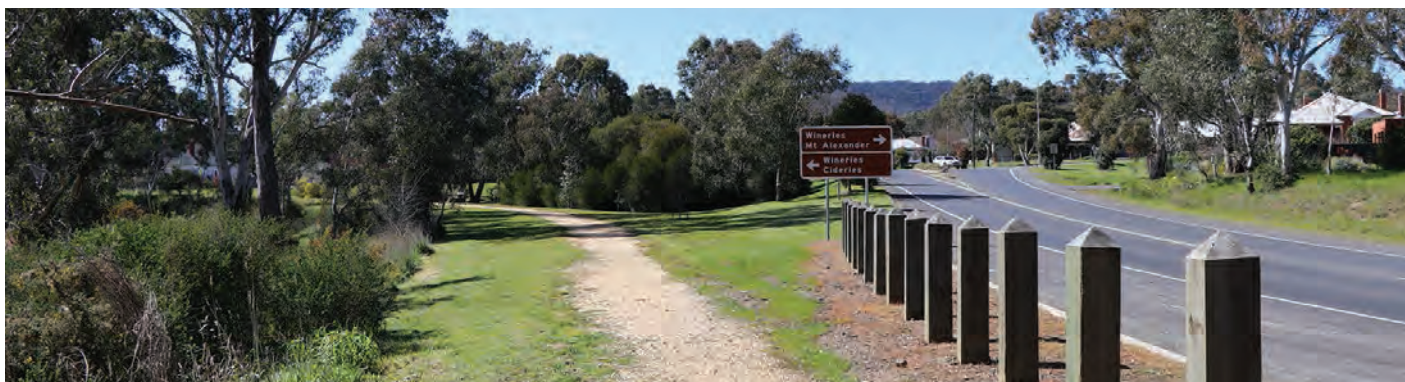
Appendix 4: List of recommended changes to the planning scheme

Proposed change

Apply a Development Plan Overlay to land within the future town expansion areas A and B to ensure it:

- ☐ Is managed, coordinated, has regard to an agricultural buffer and public open space and community infrastructure needs.
- ☐ Is planned with regard to risks of bushfire and flood.
- ☐ Protects environment assets, including the retention of significant, large old native trees.
- ☐ Has appropriate pedestrian and cycling links to important places such as the town centre, primary school, recreation reserve and the railway station.
- ☐ Considers critical local infrastructure requirements.

Amend the mapping of the Schedule 5 to the Environmental Significance Overlay so that it covers land located 200 metres both side of Barkers Creek and other waterways that are currently covered by this overlay to protect native vegetation.



Appendix 5: Neighbourhood character analysis

Background

A neighbourhood character analysis was carried out to understand the key features of Harcourt's neighbourhood character. This is summarised in Section 3 of the main document (Urban form).

Planning Practice Note 43 defined neighbourhood character as the following:

Neighbourhood character is essentially the combination of the public and private realms. Every property, public place or piece of infrastructure makes a contribution, whether great or small. It is the cumulative impact of all these contributions that establishes neighbourhood character.

The scope of this analysis includes all land currently zoned Township Zone.

The analysis focused on understanding the existing character elements, which was informed by community feedback, GIS aerial mapping and fieldwork. Five existing character areas were identified. This has formed the basis for developing the preferred neighbourhood character objectives and the design guidelines proposed through a schedule to the Township Zone and applying a Design and Development Overlay (for the proposed Commercial 1 Zone land).

The five areas are:

Area 1: The town centre

Area 2: East of town centre

Area 3: South of town centre

Area 4: North of Market Street

Areas 5a, b and c: Semi rural residential

These are shown in Figure 1.

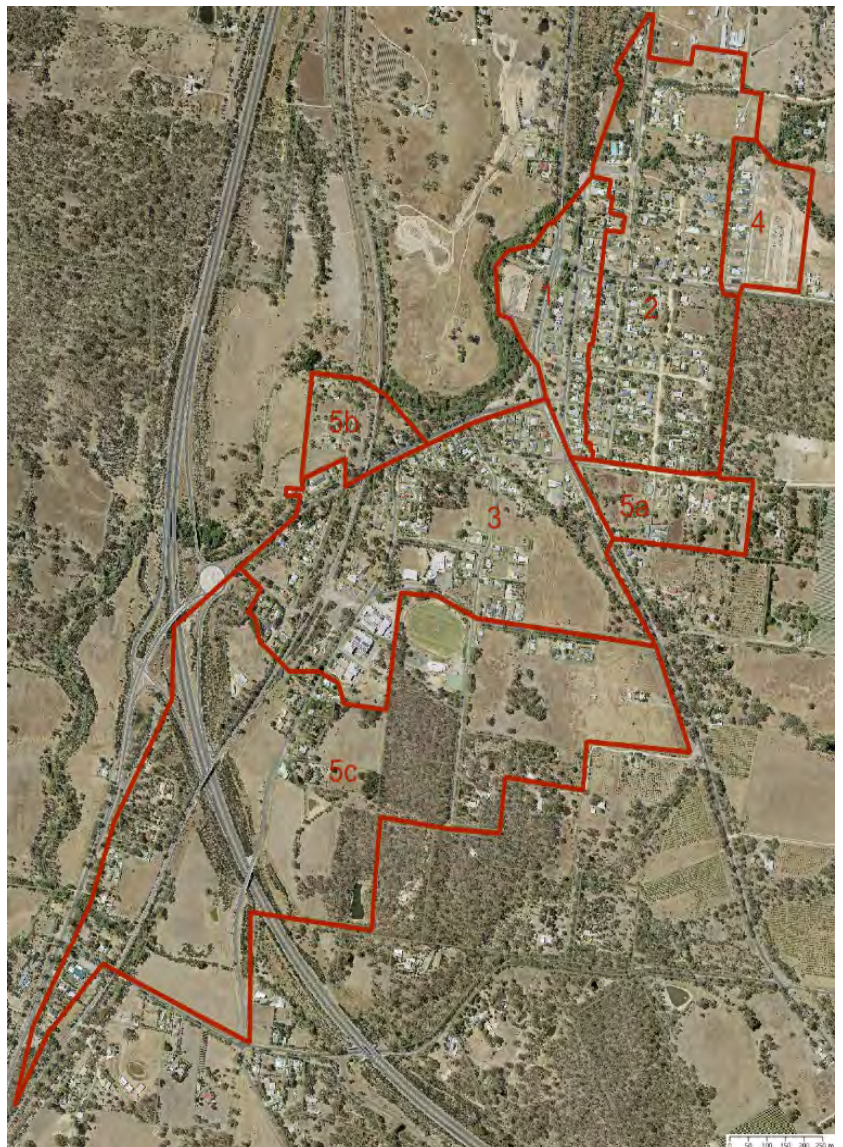


Figure 1: Neighbourhood character analysis areas

Appendix 5: Neighbourhood character analysis

Area 1: Town centre

General description	While this area includes the main commercial properties of Harcourt it is dominated by large amounts of public open space and established (and some new) residential development in a garden setting.
Topography	Gently undulating.
Road treatment and street frontage features	Sealed roads with curb and channel along most sections. Some informal pedestrian paths and packed asphalt formal paths. Sporadic changes between informal and formal nature strips.
Lot sizes	Range from 330sqm to 4820sqm. Average lot size 1000sqm. Residential lot frontages measure between 20-40 metres, with an average of 25 metres.
Pedestrian and vehicle access	Mix of sealed and unsealed gravel driveways. Irregular mix of formal/informal pedestrian pathways, egress and ingress options to buildings within commercial area.
Elements of buildings and structures	Residential buildings are mostly single storey with pitched roof forms of gable and hip. Cladding is a mix of weatherboard and brick and iron or tiled roofing. Dwellings are setback generally 6-10 metres from the front boundary. Side setbacks are generally at least 2-3 metres. Commercial buildings are single storey with a mix of cladding types (brick, render), low-slope tin or gable roofing. The post office is built to the front boundary on High Street and one commercial building on Harmony Way is also built to the boundary with a verandah to the street. Irregular setbacks and site coverage across commercial sites. Average site coverage for residential lots is approximately 30%.
Landscaping	Mostly established exotic trees in garden settings. Avenue of Honour on High St and within Stanley Park. Large native trees in James Park and Stanley Park North and on the western side of Harmony Way.
Fences	Not common. Some front fencing but this is generally permeable and a mix of timber posts and rails, picket fences, wire mesh.
Views to and from the site	Views to the bushland and hills in Barkers Creek to the west.



Appendix 5: Neighbourhood character analysis

Area 2: East of town centre

General description	This is a spacious residential area with a formal street pattern. Dwellings are located in either a garden setting (closer to the town centre) or bush setting (further from the town centre).
Topography	A mix of flat and gently undulating.
Road treatment and street frontage features	Most roads are sealed except for Barkers St and part of Wright St. Curb and channel on eastern side of Buckley Street but no curb and channel elsewhere. No formed footpaths except for on Market St. Nature strips are generally wide (8m-12m width).
Lot sizes	Range from 800sqm to over 12000sqm. Average lot size is 2000sqm. Most lot frontages are consistency 20 or 40 metres, however there are also some 60 metre frontages.
Vehicle access	Mostly via unsealed, gravel driveways.
Elements of buildings and structures (type, height, site coverage, front and side setbacks, materials and colours)	Mostly single storey dwellings of various styles. Predominately brick or weatherboard, with iron or tiled pitched roofs. Some flat roofing. Dwellings are setback 5-32 metres, depending on the size of the lot. Side setbacks are generally a minimum of 2-3 metres and increase the greater the lot size. Average site coverage is approximately 20%.
Landscaping	A mix of established exotic and native trees in garden and bush settings. Natives (some old and large) and exotics in road reserves, both well established and new.
Fences	Some low front fencing but usually open style with high permeability (such as timber posts and rails). Some solid steel side fencing.
Views to and from the site	Views to Barkers Creek's bushland and hills to the east. Views to large native and exotic trees in town centre to the east and along High Street. Mount Alexander can be seen from northern ed of precinct (Eagles Rd, Bridge Rd where breaks in large trees occur) but not visible from southern end except for at Barker St and Wright St intersection.



Appendix 5: Neighbourhood character analysis

Area 3: South of town centre

General description	This is a spacious residential area with both a modified grid pattern and curving streets. Dwellings are located in either a garden setting (closer to the town centre) or bush setting (further from the town centre).
Topography	A mix of flat and undulating.
Road treatment and street frontage features	Most roads are sealed but narrow with no curb and channel. Established footpaths along one side of Warren St and Bingham's Rd. Nature strips are generally not as wide as those to the east of the town centre.
Lot sizes	Range from 600sqm to 12,000sqm. Average lot size 1000sqm. Lot frontages are generally 20 metres.
Vehicle access	A mix of sealed and unsealed gravel driveway.
Elements of buildings and structures	Mostly single storey dwellings of various styles. Predominantly weatherboard or brick with iron or tiled roofing that is pitched, gable or hip. Front setbacks range from 3m to 21m. Side setbacks are generally 2-4 metres. Average site coverage is approximately 25%.
Landscaping	A mix of established exotic and native trees in garden and bush settings. Large and medium native trees are common on nature strips and dominate the streetscapes.
Fences	Front fences are common in some parts but this is mostly low, timber picket or post and wire. Colorbond or timber side fencing is common but not a dominant feature.
Views to and from the site	Mount Alexander can be seen from Mills Rd, Bingham's Rd and Warren St.



Appendix 5: Neighbourhood character analysis

Area 4: North of Market Street

General description	This is a newly-created residential subdivision with a court and curving street pattern. Dwellings are located in a garden setting.
Topography	Generally flat.
Road treatment and street frontage features	Sealed curb and channel, sealed driveways and sealed concrete footpath. Established footpath on both eastern and western side.
Lot sizes	Range from 720sqm to 2300sqm. Average lot size 800sqm. Lot frontages are consistently 20 metres.
Vehicle access	Where constructed, all driveways are sealed concrete.
Elements of buildings and structures	All single storey dwellings of contemporary style, constructed in the last five years. Brick cladding with pitched colourbond roofs. Front setbacks are approximately 2-4 metres. Side setbacks are generally between 1-5 metres. Average site coverage is approximately 35%. Less permeable surfaces on each lot than those in other areas.
Landscaping	Some young exotic trees in a garden setting but fewer compared to other areas. Young exotic trees also recently planted in nature strips. Several large native trees are located close to the waterway at the northern end of the court.
Fences	No front fences. Side and rear colorbond fences.
Views to and from the site	Views of Mount Alexander looking to the east. Larger farming lots and established orchards are found further east from the site.



Appendix 5: Neighbourhood character analysis

Areas 5a, b and c: Semi-rural residential areas

General description	These areas are dominated by the large trees located in both the private and public realm. Many dwellings are partly or entirely hidden from view as a result.
Topography	Gently undulating in all areas.
Road treatment and street frontage features	Bagshaw St is mostly unsealed, Coolstore Rd and the Midland Highway are sealed. Curb and channel along part of Coolstore Rd. No formed footpaths. Informal nature strips some with large trees.
Lot sizes	Range from 1700sqm to 15,000sqm. Average lot size is 5,000sqm. Average lot frontage is 50 metres.
Vehicle access	Unsealed, gravel driveways.
Elements of buildings and structures	Mostly single storey dwellings. Many are weatherboard or timber, with pitched roofing. Some examples of A-frame and mansard roofing along Symes Rd. Front setbacks differ depending on lot size and configuration. Some dwellings on Midland Highway have deep setbacks and others are built close to front boundary. Average site coverage is approximately 10 per cent.
Landscaping	Large established exotic and native trees in garden and bush settings.
Fences	Front fences are not common but some post and wire.
Views to and from the site	Views to the bushland and hills in Barkers Creek to the west from Symes Rd and Bagshaw St. Views to Mount Alexander from Mills Rd. Symes Rd properties also have views to heritage train bridge.



Design and development for the commercial centre (part of Area 1)

The Design and Development Overlay (DDO) promotes specific urban design outcomes for an area when a built form different from the existing character is sought. The DDO should be applied to the part of Area 1 proposed to be rezoned to Commercial 1 Zone (High Street and Harmony Way between Wright Street and Market Street). This is to ensure that future development displays outstanding urban design that is appropriate to the context and prominence of the site, aids the consolidation of the present town centre and promotes active street frontages and public safety. This includes the following requirements:

- Buildings to have a maximum height of 2 storeys or 9 metres.
- Buildings to be built to the front boundary and orientated towards the street (car parking to be avoided within front setback).
- Development to incorporate large ground floor windows/glazing and articulation that present to the public realm (avoiding blank walls). This includes verandahs and balconies to define the ground floor.
- Development to incorporate natural materials (such as timber and brick) and neutral colours that reflect the character and natural setting of Harcourt.

Preferred neighbourhood character for the established residential areas (part of Area 1 and Areas 2, 3, 4 and 5) and future town expansion areas

The schedule to the Township Zone can be used to specify neighbourhood character objectives, which then provide the basis for varying clause 54 and 55 standards (Rescode).

This neighbourhood character analysis has identified key character elements of these areas that should form the basis for preferred neighbourhood character objectives. These include:

- Promote development of single or double storey height that preserves view lines to Leanganook/ Mount Alexander and the hill slopes to the west of town.
- Promote buildings that are setback two metres from side and rear boundaries to allow for viewlines between built form.
- Encourage the retention of trees where possible and new canopy trees to the front, side and rear of buildings.
- Support low and permeable front fences to allow views of front gardens.

Recommended variations to residential development standards

General description	Established residential areas and future town expansion areas
Street setback	Standard A3 or B6
Site coverage (max)	40%
Permeability (max)	40%
Landscaping	Standard B13
Side and rear setbacks	2 metres
Walls on boundaries	Standard A11 or B18
Private open space	Standard A17 or B28
Front fences (max)	1.2 metre and min 50% permeability
Building height	9 metres

An aerial photograph of a rural landscape, featuring a large field, a small building, and a vintage car. The image is partially covered by a green triangular overlay on the left side.

SHINE HARCOURT LEANGANOOK

AN ECONOMIC STIMULUS PROJECT

We would like to
acknowledge the
Jaara Jaara people,
custodians and
caretakers of this land.

We thank them for
the care they have
taken of Country; the
rivers, mountains,
trees and animals.

We honour this Country,
the Elders of the past
and present as well
as the young proud
Aboriginal people.

chan in the to

"I believe in
ge. I believe
power it has
unite us and
ignite us."

- Uzo Aduba



From Shine Harcourt to Shine Harcourt Leanganook

This project was originally branded Shine Harcourt. One of the recommendations coming out of the Shine Harcourt Ideas Lab was to refer to the Harcourt Valley area as Harcourt Leanganook, to return the original name Leanganook to Mount Alexander and to take every opportunity to emphasise the relationship between the town and the mountain.

For this reason the project has been rebranded. All new activities, documents and activities that occur after the Ideas Lab, including this report, will be referred to Shine Harcourt Leanganook, while the original process leading up to the lab is referred to by the original name of Shine Harcourt.

Privacy and confidentiality

Hello City does from time to time collect personally identifiable and confidential information. We meet our responsibilities under the Victorian Privacy Act 1988 and comply with the Australian Privacy Principles 2014. Our professional practice is guided by the Australian Market Research Association Code of Conduct.

Consultation

Hello City takes all reasonable steps to ensure the accuracy and authenticity of the information provided. We take our responsibility to present the views of participants accurately seriously, however we cannot be accountable for the authenticity of information provided to us. Where there are gaps and omissions in the information provided we will work with you to fill or correct these within the scope of the project.

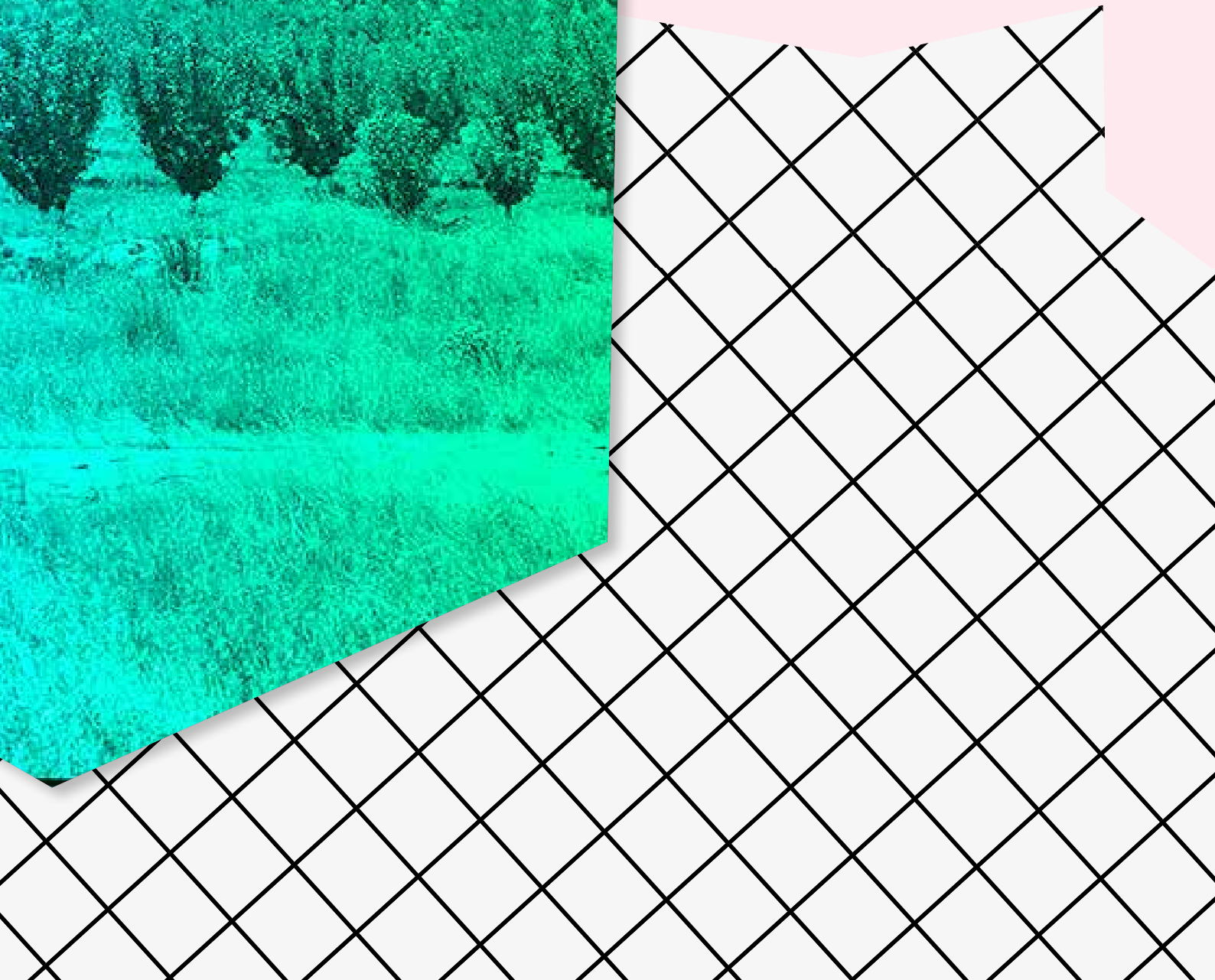


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in collaboration with **Mount Alexander Shire Council** on behalf of the **Shine Harcourt Leanganook Partnership**

September 2019



Photo credit: Royal Galas (Ideas-a-lthon Capture Challenge; Childhood memory)

Foreword

Change is coming to Harcourt. Our population is set to increase dramatically over the next 15 years, our existing economy is evolving and new enterprises are emerging. It is time to engage with the forces of change to make sure we end up with the kind of town we can be proud of, and that reaches its full potential. It's time for us to come together, roll up our sleeves and grab opportunities with both hands to create the economic future that we want. It's time for Harcourt to shine!

Shine Harcourt Leanganook¹ is our response to this challenge and opportunity. It is an economic stimulus project led by Mount Alexander Shire Council in collaboration with the Shine Harcourt Leanganook Partnership which sets out to define a clear economic direction for Harcourt that captures the imagination of the town and shines a light on the best way forward.

Shine Harcourt Leanganook aims to be a catalyst - harnessing the determination of the town to define effective strategies, both big and small that can mobilise and galvanise local entrepreneurship, confidence and investment in the local area.

Guided by creative urban strategists Hello City, over the past 6 months the Shine Harcourt Leanganook Partnership has come together with people of all ages and from all walks of life to dream and scheme together, to hear Harcourt's story and to uncover what it hopes to become.

What we found was a real desire for positive change combined with a deep understanding of what makes Harcourt, Harcourt, and of what kinds of ideas will work here and why.

In a single inspired evening at the Bowlo we gathered over 1000 ideas for our future, which, after being tested for suitability and sustainability have become the foundation of this report and our **5 big ambitions for Harcourt.**

Together we think these 5 ambitions have the power to guide us to the future we want. We invite the good people of Harcourt to take the ideas in this report and make them happen. Please feel free to tweak them or change them to make them your own, or find better ideas to achieve the ambitions than the ones included here. **See this document as a starting point and a framework to support you to do your thing for the good of Harcourt.**

You don't have to be a business owner, policy-maker, political leader, investor, or a creative genius to get involved (although you are welcome if you are) - all you need is a passion for this town and the desire to make Harcourt Shine!

- The Shine Harcourt Leanganook Partnership

¹ The first part of the project including the Ideas-a-thon and the Ideas Lab was called Shine Harcourt, the project was rebranding in response to key Ideas Lab findings and became known as Shine Harcourt Leanganook

"The Shine Harcourt process is an exemplar for community based and owned economic development, which will increasingly be fundamental to small town success and prosperity. It has built on and developed the locally specific knowledge and expertise of Harcourt residents, and further deepened relationships that will provide a platform for sustainable development,"

Patrick Fensham, SGS Economics and Planning
Principal and Partner

"Congratulations to all that contributed to the Shine Harcourt Ideas-a-thon. What a fantastic community event. A special thank-you to The Harcourt Progress Association Staff at Mount Alexander Shire and also the Bowling Club for hosting this important event. A big thank-you to the facilitators and also the panel of experts that have workshopped and developed our ideas into what will be a blueprint for the future of Harcourt.

I feel very fortunate to have grown up in Harcourt. One of the things I love about our community is our rich blend of our early pioneering families, our ancient history of earliest inhabitants and the newest members of our community.

The way we welcome strangers and the way we work together for the benefit of our community. There is a level of comfort in friendships that last for generations but there is also lots to be learned from new members of our community. Our fabulous rolling hills and our beautiful mountain of granite is like a magnet that continues to draw us back to our wonderful community.

Shine Harcourt encapsulates the goodness in our community so thank-you again for being involved.

I sincerely wish you all the very best for the future and hope you enjoy seeing our community develop in innovative ways building on our rich heritage."

Tony Cordy, Deputy Mayor Mount Alexander Shire Council

"What's good about this project is that it's giving us all a way to work together as a whole township, even if we don't necessarily all get along as individuals. The project is like a bus that's taking us in the right direction, and everyone is welcome to get on board!"

Donna McMahon,
Goldfields Track Cafe

"The timing for Shine Harcourt has been remarkable. There is incredible energy and enthusiasm in the community and Shine Harcourt has captured this and provided great momentum. It has encouraged people to come together and collaborate for an overall community benefit. Having outside support bring this about has validated the process and provided a level of independent advice and support which has been invaluable for the process. A spot of cabaret and some good times didn't go astray either! Who says you can't change the world and not have fun at the same time..."

Jacqueline Brodie-Hanns, Harcourt Progress
Association and Shedshaker Brewery

Introduction

“We do not need magic to change the world, we carry all the power we need inside ourselves already: we have the power to imagine better.”

- J.K. Rowling

In response to economic changes and emerging business opportunities Mount Alexander Shire Council saw a need for strategic thinking around ways to stimulate the economy, plot out the best economic future and build on the existing ideas and assets of the community. Instead of working with an economist to carry out the usual desktop process it was decided that it would be better to take a much more collaborative and community-led approach. The Shine Harcourt Leanganook process was designed to ensure that the economic strategies were built on sound local knowledge, on a clear understanding of what would stack up and responded to the values, ideas and characteristics that make Harcourt truly Harcourt.

After securing federal funding Council decided to use Hello City's tried-and-true process of creative community-led strategy development which started by establishing the Shine Harcourt Partnership, this partnership approved the project branding, methodology and objectives and kick-started the project in collaboration with Council.

Guiding and championing the project throughout, the partnership includes representatives from key local organisations including growers, Landcare, the Harcourt Progress Association, local business operators and consultants, Harcourt Cooperative Cool Stores, state government and Council.

Hello City has facilitated the process and provided strategic frameworks and direction to strengthen the creative thinking of the community and pull together an overarching strategic economic vision that reflects the energy, ideas, opinions and practical wisdom of the people of Harcourt.

The process we have used is very different to traditional strategy development techniques. We sought to engage in a more creative way and collaborate with people who would never show up to a public meeting or complete a dry, if worthy, survey. We wanted to hear the thoughts, ideas and aspirations of people from all walks of life - from grassroots community to senior government officers, from emerging artists to big landowners and everyone in between. Then we wanted them to think through their ideas and tell us what was really possible so that the process would result in a real way forward rather than a wishlist of undeliverable or unsupported ideas.

We were amazed by what they came up with. We hope you will be too.

Our ambition for Shine Harcourt Leanganook is that it is used as a tool by those among you who are making things happen in this town. To inform what you do and how you do it. To inform how and where you spend your resources and how you make your decisions. To inspire and crystallise your conversations, your passions and your work.

What do we mean by Harcourt? We didn't define a boundary for the project - we wanted the people of Harcourt Valley to tell us what Shine Harcourt meant to them.

The results are sometimes very specific to the town centre as the focal point and at other times broad & regional.

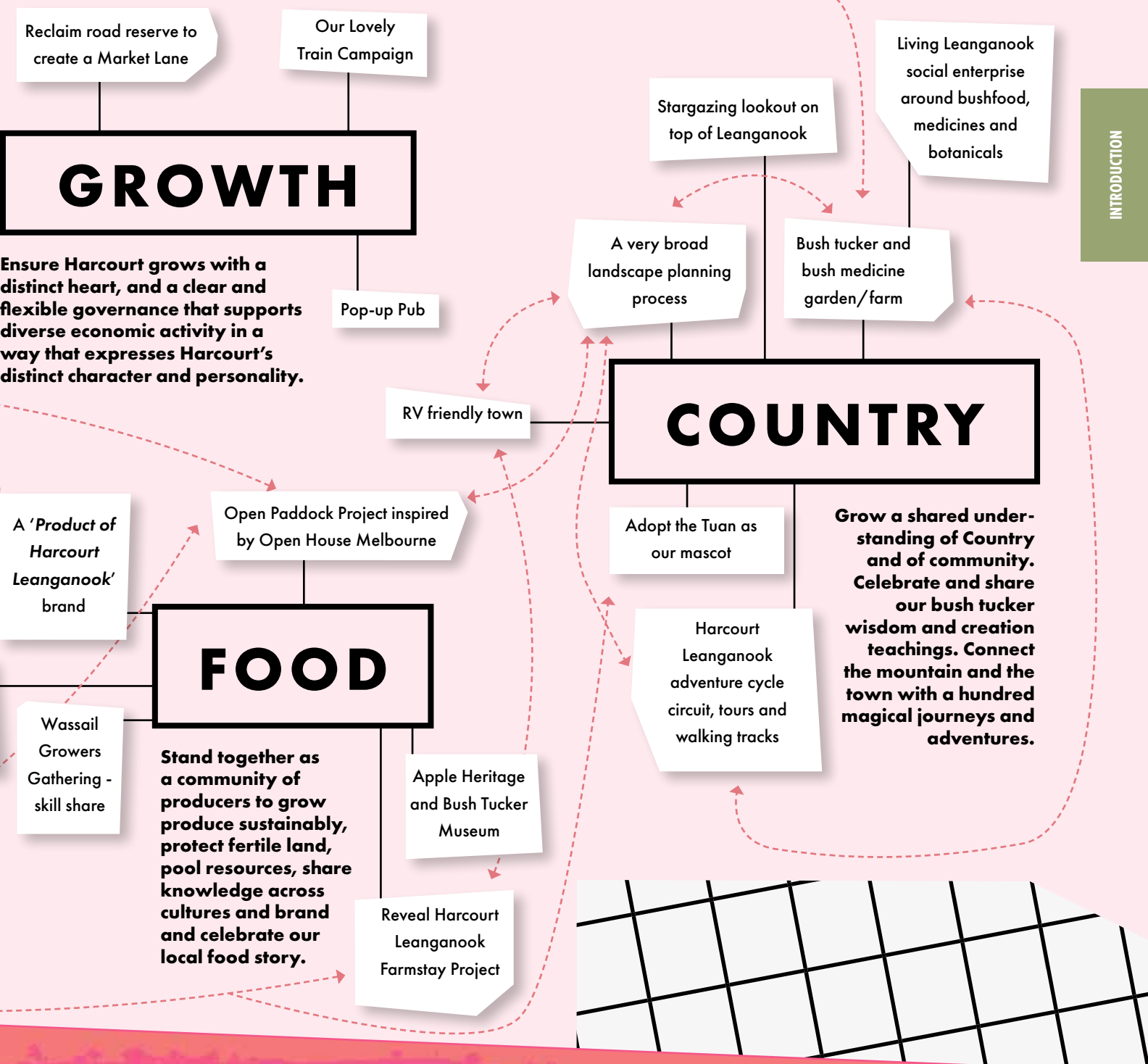
SHINE HARCOURT LEANGANOOK 5 AMBITIONS



The Shine Harcourt Le

The ambitions are the 5 big strategic directions for Harcourt. Considered together they form the basis of an economic vision for the future. Think of these as a guide and a touchstone for day-to-day decision making.

These 5 ambitions should hold true for the better part of the next decade, but other elements, such as arts and culture and sustainability may emerge strongly



Leanganook ambitions, delivery mechanisms, next steps and ideas

enough over the next couple of years to justify adding additional ambitions to the list.

The ambitions along with key projects are summarised above.

The delivery mechanisms are a collection of project ideas that have the potential to deliver each of the ambitions. These projects are ideas that have emerged directly from the community, or else are evolutions or alternatives of those

ideas developed during the Ideas Lab, or by Hello City. Each of the ideas and projects proposed in this section has been tested and refined and has high levels of support and ownership in the community.

Take care however not to ignore new ideas or other delivery mechanisms that may emerge or that haven't been included here; the projects explored in this report represent only one way of making the ambitions a reality - of course

there are countless other pathways that would be equally effective.

The next steps section outlines ways to get the ball rolling for each ambition. Think of these as starting points only. Next steps should be flexible and be able to change quickly in response to real world barriers and opportunities.

Ideas-a-thon ideas generated by the community during the Shine Harcourt Leanganook process are

shown throughout the document as if typed on small pieces of pink paper. Some of these ideas have been developed and have become recommended projects listed in the delivery mechanisms section. Many ideas of the ideas that have not yet been developed would also be fantastic, and have been shown in this document so that they remain on the table for consideration.

THE SHINE HARCOURT LEANGANOOK CONVERSATION

The process of defining the ambitions for Shine Harcourt Leanganook started early in 2019. We were after big ideas, fresh thinking, new connections and inspiration. At the same time we wanted this new thinking to build on what was already here, already proposed or already happening.

The Ideas-a-thon

In May the Shine Harcourt Leanganook team invited the people of Harcourt to come down to the local Bowlo on a Saturday night to compete in teams to generate ideas for the future of Harcourt and we were completely blown away by the response.

Not a seat was spare. More than 75 participants in 18 teams showed up including community members, families, government, small business, big business, university students, musicians and consultants.

Challenge One - Capture - was to take and upload photos of Harcourt in response to a series of 16 statements, such as "Wouldn't it be terrible if Harcourt more of this?", "This makes my heart sing" and "Change".

Challenge Two - Spark - was about quantity: coming up with as many ideas as humanly possible racing against the clock

Challenge Three - Hack - was about taking an idea, pulling it apart and putting it back together again. Participants brainstormed in groups through a set of questions such as "What would a 6 year old do with this idea?", "How would you deliver this idea if you only had 3 months and \$100?" and "How would you deliver this idea if it were the year 2100?".

A team of local luminaries including Mount Alexander Shire Council Deputy Mayor, a local business coach, an IT wiz and the local school principal gave feedback on the quality and diversity of the ideas and awarded prizes.

An incredible **1016 ideas** were produced along with **59 photos** capturing the hopes and aspirations for Harcourt, many of which illustrate this document.

We added to these with existing ideas gleaned from a review of existing strategies, programs, studies and community contributions, including the Plan Harcourt engagement outputs and preliminary documents, Dhelkunya Dja Country Plan and the Harcourt Community Plan. As we pored over this mass of ideas, clear themes started to emerge to set the scene for the next stage.

Ideas Lab

Less than a week later around 35 knowledgeable people with myriad backgrounds and expertise gathered for an Ideas Lab. We brought together people who were best placed to understand each theme from its different angles; people with intimate knowledge of the barriers, levers, politics and history around the ideas - and what it would take to bring them to fruition.

The Ideas Lab delegates were divided into groups around each ambition according to their skills and interests, and were asked to define frameworks that would allow the ideas to flourish. Participants explored the issues and forces shaping Harcourt today, and mapped out possible resources and barriers around each theme. They made hard judgement calls about the sweet spot between ambition and practicalities, and set defined goals before finally mapping what needs to happen to realise each goal. Not bad for a day's work.

This document attempts to capture all of this industriousness, thinking, dreaming and momentum in one place. Don't think of it as a strategy or a report. Think of it as a glimpse into the heads of the many people who have taken part so far and an insight into **what we collectively feel should happen next to create the most audacious future for Harcourt.**



Some of the genius
Shine Harcourt
Ideas-a-thon
participants



A tiny fraction of the hundreds of Ideas-a-thon ideas

Pop-up Twilight Cinema

Caravan park

Barefoot bowling for youngsters

Singing club or choir

Attract a top class chef and restaurateur

Treetop zipline course

Functioning railway station

Regenerative permaculture farm

Festival for central Victorian Brewers cider and Mead makers

Educational facility teaching self-sufficiency

Return land legally to Indigenous people native title

Re-open train station

Signage at Pollard Road and freeway for Bendigo scenic route via Harcourt

Walking track to Castlemaine

Bathroom and shower facilities in Oak Forest for camping

Awesome Harcourt sign think Hollywood

A ban on single use plastics

Set up twin town or sister city for Harcourt

More festivals and events

Regular social dances in Leisure Centre Supermarket

Harcourt sign at each end of town

Bonfire night with fireworks

Tours of historic locations in Harcourt + promote this!

A tourist route or scenic drive from Bendigo to Harcourt

New welcome to Harcourt sign

Focus on creating a town for kids
Concerts at local wineries

Incentivise retirement village to be built

Indigenous cultural perspectives trail
Indigenous cultural events around Reconciliation week

Open gardens

Community Hub/live music venue

Native title

Create an indigenous knowledge centre on Mount Alexander

Bubble park

An ATM

Low plantings and removal of rocks in roundabout

Solar farm

Landscape Barkers Creek waterway

Pagan festival in oak forest

Apple sculpture at roundabout

The Very Hungry Caterpillar eating through apples in a park or as children's sculpture

Observatory

Wayfinding signage for walker and bikers including indigenous Heritage information

mountain bike valet service

Ideas-a-thon teams: CNS, Diva Lovers, Donna & Dave, Gas Bottle Crew, Harcourt Lions Club, Harcourt Shiners, Hardcore Toil, Juicy Fruits, Not Just Cider, Teed Team, The ANA mob, The Bowlers, The Harcourt Producers, The Hongs, The Royal Galas, The Shiny Shiny Ponies, The VMRTians, Whoop Whoop Team.

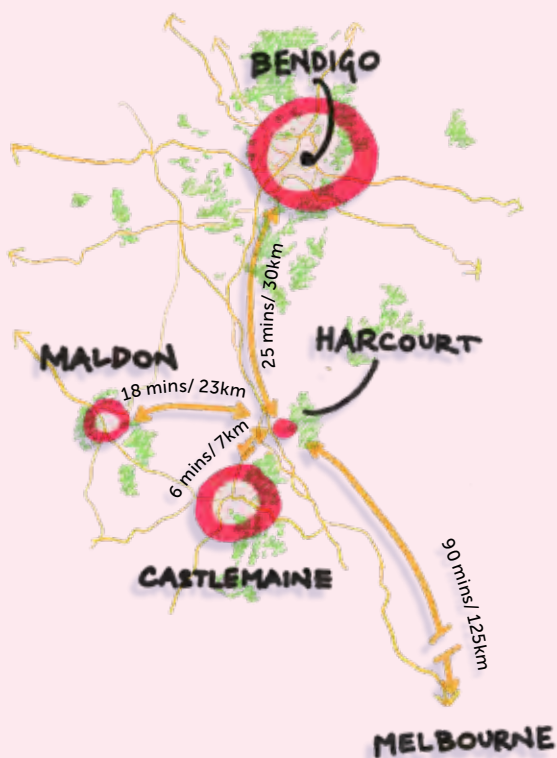


20 Fast Facts about Harcourt

1. Located in Victoria's Central Highlands at the foot of Mount Alexander, Harcourt Valley is within commuting and day-tripping distance of Melbourne and minutes from Castlemaine and Bendigo.
2. The Dja Dja Wurrung Clans are the traditional owners and custodians of Harcourt Valley and are a strong and creative presence in the community. DjaDjaWurrung Enterprises trading as Djandak provides a range of services including natural resource management, policy and strategic development. There is also an established and active Aboriginal community who have settled in the area over the last century and have powerful connections to the Harcourt Valley area.
3. Harcourt's population of less than 1000 people² is expected to balloon over the next 2 decades with a growth rate up to 4 times faster than previous years. Tourist visitation is estimated to jump to over 200,000 people annually following an even steeper increase.
4. Only 30km away from Bendigo, over the next decade Harcourt can be expected to be affected by Bendigo's predicted 30% growth..
5. Harcourt's location on the main north-south highway, and adjacent to the railway line (which remains decommissioned at this stage) make the town easily accessible from Bendigo and Melbourne. The re-elected Victorian Labor Government made a 2018 pre-election commitment to investigate re-opening the Harcourt Railway Station and undertake a design process.
6. Some growth scenarios in the Loddon Mallee South Regional Growth Plan and The Harcourt Framework Plan Review anticipate a town of up to 3000 people which would typically support a medium-sized supermarket, about 20 specialty shops and a range of non-retail businesses.³ Council has a strategic view that Harcourt is the township with the greatest growth potential in the Mount Alexander Shire.
7. Harcourt is relatively affluent compared to the rest of the Shire but shares the Shire's comparatively high unemployment rate of 6.5%. Of those in employment the great majority work in Castlemaine or Bendigo.
8. Despite this, Harcourt scores 1014 on the SEIFA index of disadvantage meaning that it has a relatively low level of disadvantage - with 1000 being the benchmark score. 38.2% of households in Harcourt earn over \$1000 per week and 14.5% earn less than \$350 per week (as compared to 17.6% in Regional Victoria).
9. Most Harcourtians own their home or are paying it off, with rental rates almost half that of regional Victoria.
10. Nalderun (meaning all together in language) is a highly active and effective organisation that provides services that support the Aboriginal Community and is led by Aboriginal people. The services include education around local Jaara Jaara knowledge integrated with the Australian curriculum, participating in an Indigenous Round Table with Mount Alexander Mayor, and the bush tucker catering service Murnong Mammis.
11. There are a number of other well established and long running not-for-profit groups in the area providing a range of services and activities including the Harcourt Progress Association, Harcourt Heritage (also known as Harcourt Valley Heritage and Tourist Centre Inc) and Landcare.
12. The Harcourt bypass completed in 2009 has resulted in a reduction of 9000 vehicle movements through the town daily and left a legacy of large areas of surplus road reserve and urban form that don't reflect the current or future needs of the community. The town centre is currently located beside the old highway and is not within walking distance of the existing railway line or (decommissioned) station.

² Current population numbers depend on where you draw the boundary, the population is recorded as 943 in the 2016 census

³ The Harcourt Framework Plan Review uses several population estimates including this one to understand the size and types of commercial uses



13. Harcourt boasts a range of award winning accommodation, retreats, local food producers, wineries, cideries and beautiful landscapes. In the township key businesses for visitors include Blume's Bakery, Goldfield's Track Cafe and the soon to be opened Harcourt Produce and General Store.
14. Despite its assets Harcourt is currently relatively unknown to visitors familiar with nearby Castlemaine and Maldon.
15. There are over 30 sites and building of heritage interest in the Harcourt valley including a fruit-packing shed (1940s), railway bridges, several houses, the former railway station and the unusual ANA Hall established by a pre-Federation friendly society.⁴
16. Harcourt is possibly best known for apples, producing 40% of the state's apples and renown for the quality of their Pink Ladies. Two of the countries largest growing groups Montague Fresh and Jeftomson Orchards call Harcourt home as does the Harcourt Coolstore Co-operative which goes beyond marketing of fruit to engage broadly with other products and enterprises – including cider, wine, juice and mineral water.
17. Harcourt has an established horticultural industry and is developing an excellent reputation as a wine and cider region, with beverage production now including craft beer and ginger beer and the well known Maidenaii vermouth made with native botanicals.
18. Queensland fruit fly has been found in Harcourt in March 2019 in home garden crops and the threat is actively monitored by local residents and farmers.
19. Quarrying granite has been an important source of employment since 1859. High quality Harcourt granite has been used all over Australia, including Parliament House in Canberra, the John Flynn Memorial at Alice Springs and the pedestal of the Burke and Wills statue in Melbourne.
20. There are two large tourist destinations in Harcourt. Harcourt Mountain Bike Trails at La Larr Ba Gauwa offers 34 kilometres of cross-country mountain bike trails with stunning views and unique rock features. Opened in February 2018 and funded by the Department of Environment, Land, Water and Planning, the park is expected to bring 70,000-90,000 visitors annually.⁵ Still under construction, the Victorian Miniature Railway project is forging innovative education and learning partnerships. Occupying a picturesque site on the hill, the railway is expected to attract about 2000 people to Harcourt each weekend.

Sources: Mount Alexander Shire Council Economic Development Strategy 2013-17, SEIFA, Mount Alexander Shire Council, Australian Bureau of Statistics, Harcourt - After the Bypass Report 2009, Dja Dja Wurrung Dhelkunya Dja Country Plan, Harcourt Town Centre Master Plan 2011, Loddon Mallee South Regional Growth Plan 2014, Plan 2014, Plan Harcourt Discussion Paper 2018, Harcourt Community Plan, Sydney Morning Herald, DELWP's Victoria in Future report.

⁴ Australian Natives Association was an historical benefit society for Australian-born men established as part of the Federation movement (1911)

⁵ The park out performed estimates of 25,000 visitors in the first year by attracting approximately 34,000 visitors



The Eachness of Harcourt

Where are we now, where do we want to get to?

We like to use the term Eachness, coined by William James in the 1800s to talk about those individual qualities of something that define it and make it unique. The Eachness of Harcourt captures those details and qualities that make it entirely itself.

Where are we? *How Harcourt is currently perceived*

quiet, peaceful, fragmented, beautiful,
community oriented, apples, cider,
gold, green, pocket of hidden wonders,
world class produce, warm, picturesque,
agricultural, emerging, fertile, growing,
bypassed, isolated, constrained,
unattractive, stagnant, safe, divisive,
unknown, no centre

Where do we want to get to? *What we hope for Harcourt's future*

fun, lively, growing, innovative,
vibrant, experiential, a sensory place,
known, green, connected to Country,
welcoming, sustainable, diverse,
surprising, destinational, profitable,
friendly, active, exporter, thriving,
leading, family friendly, grounded,
authentic, harmonious, bush tucker,
restorative, special, proud

**"GIVE ME A PLACE
TO STAND AND
A LEVER, AND I
SHALL MOVE THE
WORLD."**

— ARCHIMEDES



Our Ambitions

The results of the Shine Harcourt Leanganook process have been distilled into 5 ambitions for the town. Some are grand and optimistic, others suggest starting at grassroots level and growing over time. All have been suggested and developed because they get us closer to the future town that Harcourt says it wants. **Together they can transform this town for the better.**

Adventure tourism was a strong area of focus in the Shine Harcourt Leanganook process. In the report these ideas have been spread throughout the **Country, Brand** and **Food** ambitions to better address the challenges around adventure tourism including; the lack of integration of existing adventure tourism assets with the town, the narrow appeal of key experiences, the lack of a complete offer in Harcourt that is capable of attracting overnight visitors and of redirecting the economic benefits of adventure tourism back to the town. In this report ideas that address these issues have been prioritised over ideas for new adventure tourism infrastructure.

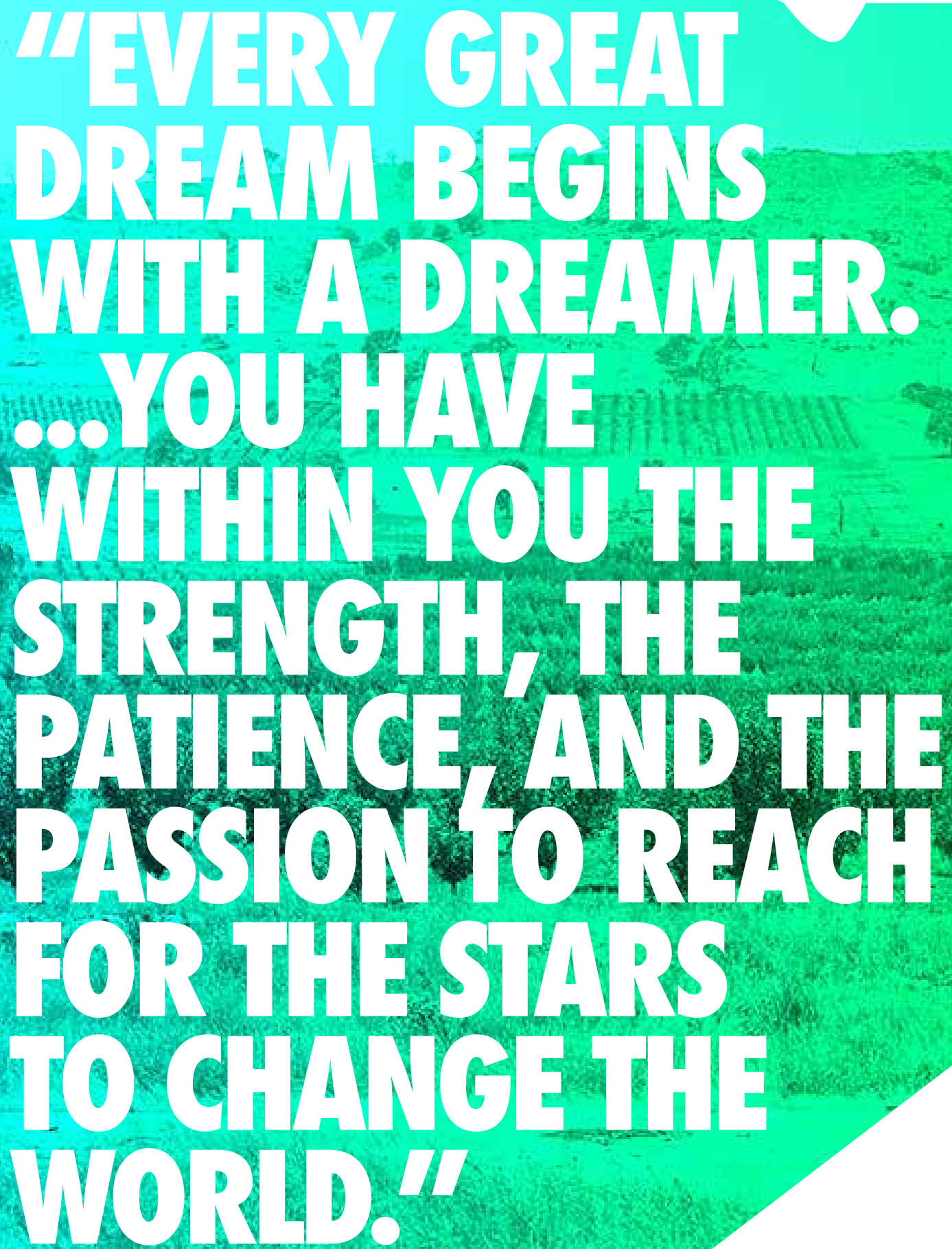
One of the things that struck us was the level of consensus across the community that the future vision and needs of Aboriginal and non-Aboriginal locals are very much aligned. There is a very clear sense that much more can be achieved in collaboration than would be possible separately, and that it is the right time to walk in courage to build the future we want, together.

In fact so many of the ideas generated by the ideas-a-thon process were about local Aboriginal and Torres Strait Islander people and their cultural perspectives that in the Ideas Lab one of only 6 tables was dedicated to exploring ideas around Dja Dja Wurrung and Country. In this final report those ideas have been spread evenly throughout each of the 5 ambitions. The objectives, values and principles of the Dja Dja Wurrung and Nalderun as articulated in the Nalderun Evaluation Snapshot and Dja Dja Wurrung Dhelkunya Dja Country Plan have served as a key framework for defining and articulating the ambitions.

The other thing that really struck us was the sense of building momentum; of positive change already happening and gathering speed.

The ambitions outlined in this document have been explored by the people who understand the issues surrounding them. It will take the continued commitment of those people to do all of the testing, feasibility studies and project planning that it will take to turn them into a reality. There is enormous value in each person, each business, each organisation that has taken part to date - giving us a powerful resource to do just that.





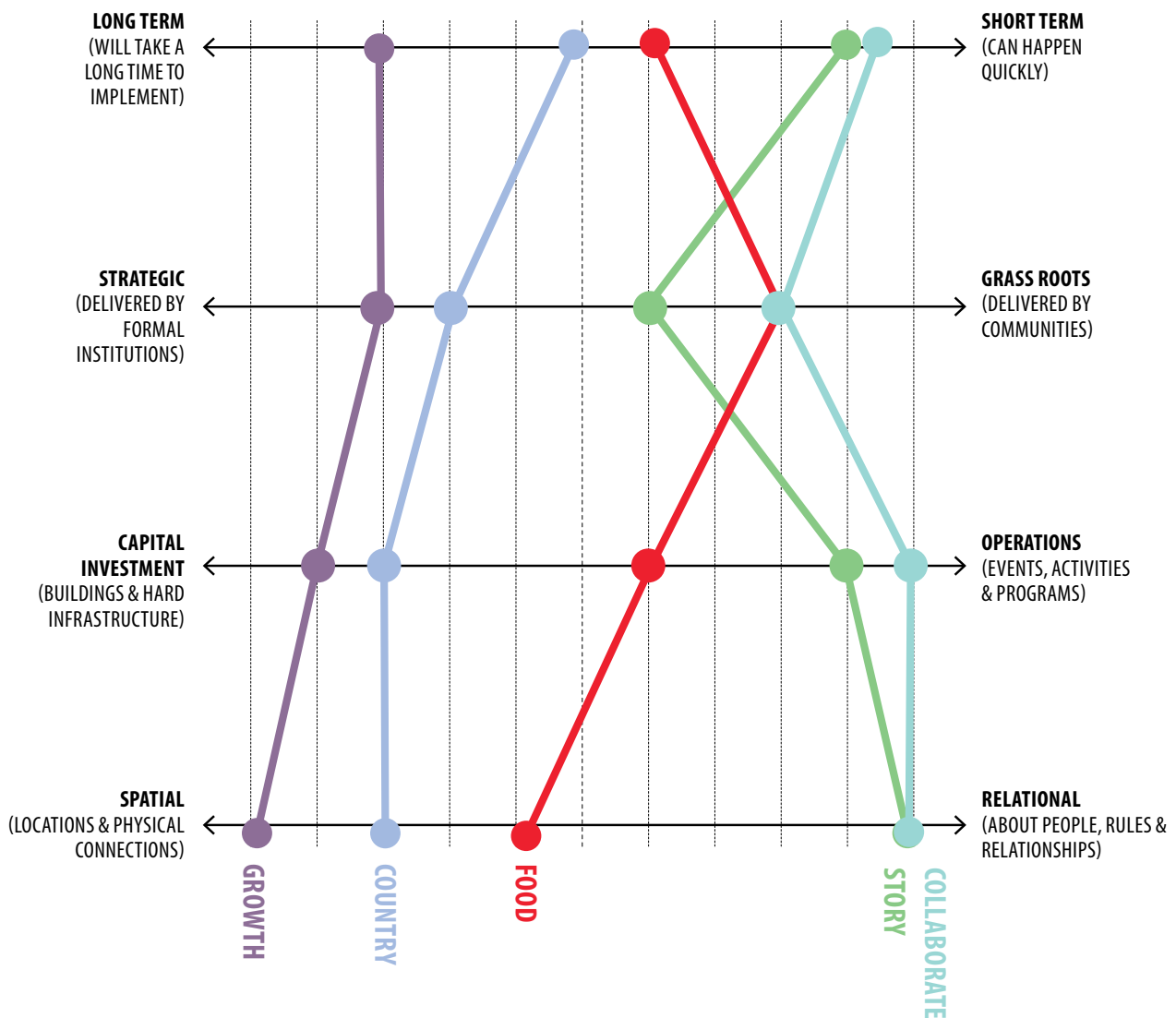
**"EVERY GREAT
DREAM BEGINS
WITH A DREAMER.
...YOU HAVE
WITHIN YOU THE
STRENGTH, THE
PATIENCE, AND THE
PASSION TO REACH
FOR THE STARS
TO CHANGE THE
WORLD."**

— HARRIET TUBMAN

AMBITIONS MAP

The ambitions that emerged from Shine Harcourt Leanganook were diverse in terms of their reach. Some were highly strategic, long-term and complex. Others suggested a gradual evolution from small beginnings. This diagram demonstrates the breadth of the ambitions when taken as a group, plotting each according to:

- How long it will take to make it happen
- Whether it is strategic or grassroots in nature
- Whether it focuses more on infrastructure or activity
- Whether it is more to do with the physical environment or relationships



A photograph of a person standing in a field at sunset, with large white text overlaid. The text reads: "MY GRANDFATHER SAID TO ME, 'YOU HAVE TO FIRST LOVE YOURSELF, AND SPREAD IT AROUND'." The background shows a person standing in a field with trees and a sunset sky.

**"MY
GRANDFATHER
SAID TO ME,
'YOU HAVE
TO FIRST LOVE
YOURSELF,
AND SPREAD
IT AROUND'."**

— MUM SHIRL

STORY

Weave together the two threads of the Harcourt Leanganook identity to create a place brand and tell a story that is true, inspiring and that brings us together.

First we tell ourselves stories about who we are, and then we tell them to others. These stories are the core of our brand and identity. Harcourt's stories include Dja Dja Wurrung and local Aboriginal and Torres Strait islander history and living culture, pioneering history, apple growing, and being a town nestled in the foothills of an ancient mountain. How we tell these stories, which ones we repeat, which stories we try to forget, which ones we take pride in and what we find in the stories to love about ourselves - all this becomes the brand and identity of our town.

As well as being embedded in these stories, the identity and brand of Harcourt is in how Harcourt looks and feels. It's also in the kinds of experiences that are possible, the values we hold, and in the overall sense of place.

The work of creating a brand is to look through all of these elements and to decide which of these true stories we want to tell, and which real experiences we want to share and expand. Then we need to tell those stories and build on those experiences in a way that is effective, consistent and compelling.

Good place brands can not be reduced down to logos or slogans. They're not simply about putting a themed sculpture in a park or putting up some signage. A good brand is about how the stories that we tell about places resonate with us emotionally.⁶ Good place brands make visible and knit together a range of powerful and authentic experiences of culture and of the place.

Harcourt's identity is layered, complex and made up of light and shadow. The trick is to not simplify the identity down to a caricature or to a one-liner, while also making the most of Harcourt's key strengths and the elements that really stand out

and provide the town with a clear point of difference in the region and in the state.

Truly effective place brands are layered and rich and invite exploration without trying to cram everything interesting about the place into a single slogan or image. Good brands use a clever trick of synecdoche to make the part stand in for the whole.

Harcourt is apples and granite and mountain bike riding, it's beautiful home gardens and apple orchards, it's the ancient power of Leanganook⁷ and over 40,000 years of Aboriginal continuous custodianship and living culture, it's the old-school Bowlo and the ANA Hall, it's cider and wine and vermouth made with bush botanicals. It's all of these. Of these elements, it's **apples and Leanganook** that provide the strongest point of difference for the town in the region. These two elements should become the core of Harcourt's master brand.

Use Apples and Leanganook as the two key organising elements of the overall brand identity. Think of the brand as being made up of two major threads; the Harcourt thread and the Leanganook thread. The Harcourt thread is about the township itself, and apple growing and orchards, farming, food, wineries and cider. The Leanganook thread is about the mountain, learning, community, wellbeing, bush tucker, bush medicine, landscape, culture, history and adventure. These two threads are already interwoven and have the potential to be even more closely knitted together as they grow to complement and support each other. The more creatively we weave these threads together, the stronger our appeal and point of different in the region will become.

⁶ Logos, sculptures and names are also important of course, but they are the surface signs or markers of the deeper elements of the brand experience. Think of logos and sculptures as the packaging, while experiences such as eating a freshly baked apple pie, or climbing the mountain to look at the views of the plains, are the product. These experiences are what is inside the box and what visitors really care about. Harcourt needs strengthen those experiences that provide it with a point of difference before it can focus on markers like logos. In other words; first work out what goes in the box, then go ahead and create the packaging.

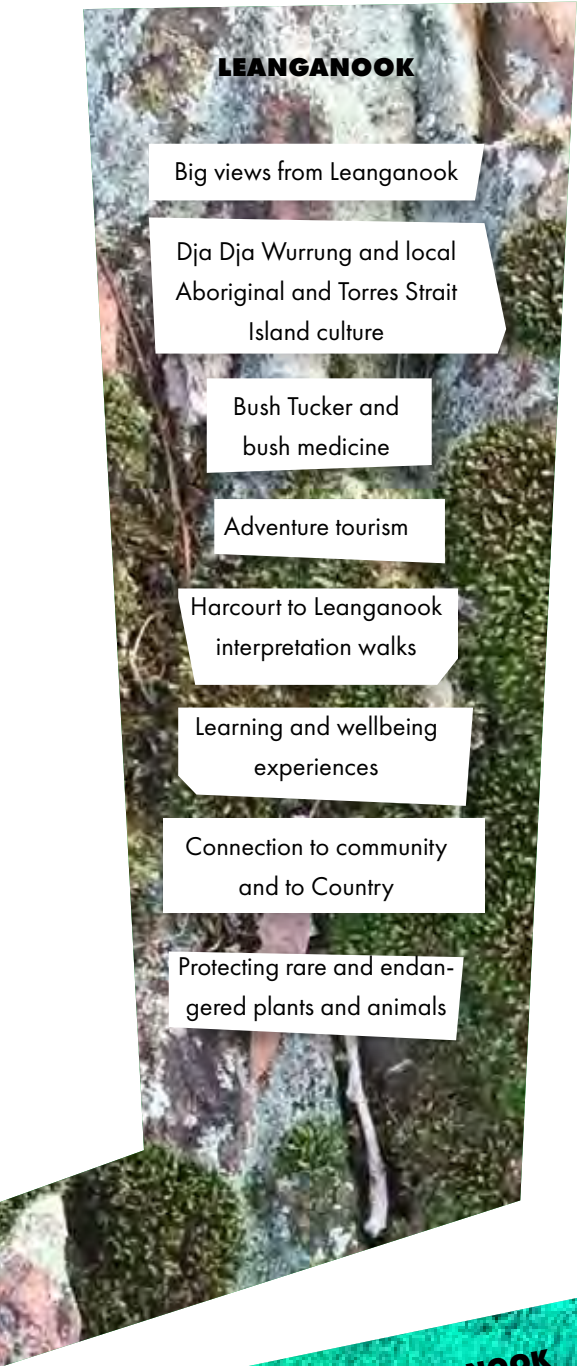
⁷ Leanganook (or Lanjanuc) is the original name of Mount Alexander. If advice from Dja Dja Wurrung Corporation indicates that either Lanjanuc or Leanganook can be used, go for Leanganook because it rolls off the tongue better and has a good graphic shape with the double oo and the k at the end. Until linguistic advice can be sought, we will use the Leanganook spelling in this document.

BRAND HIERARCHY



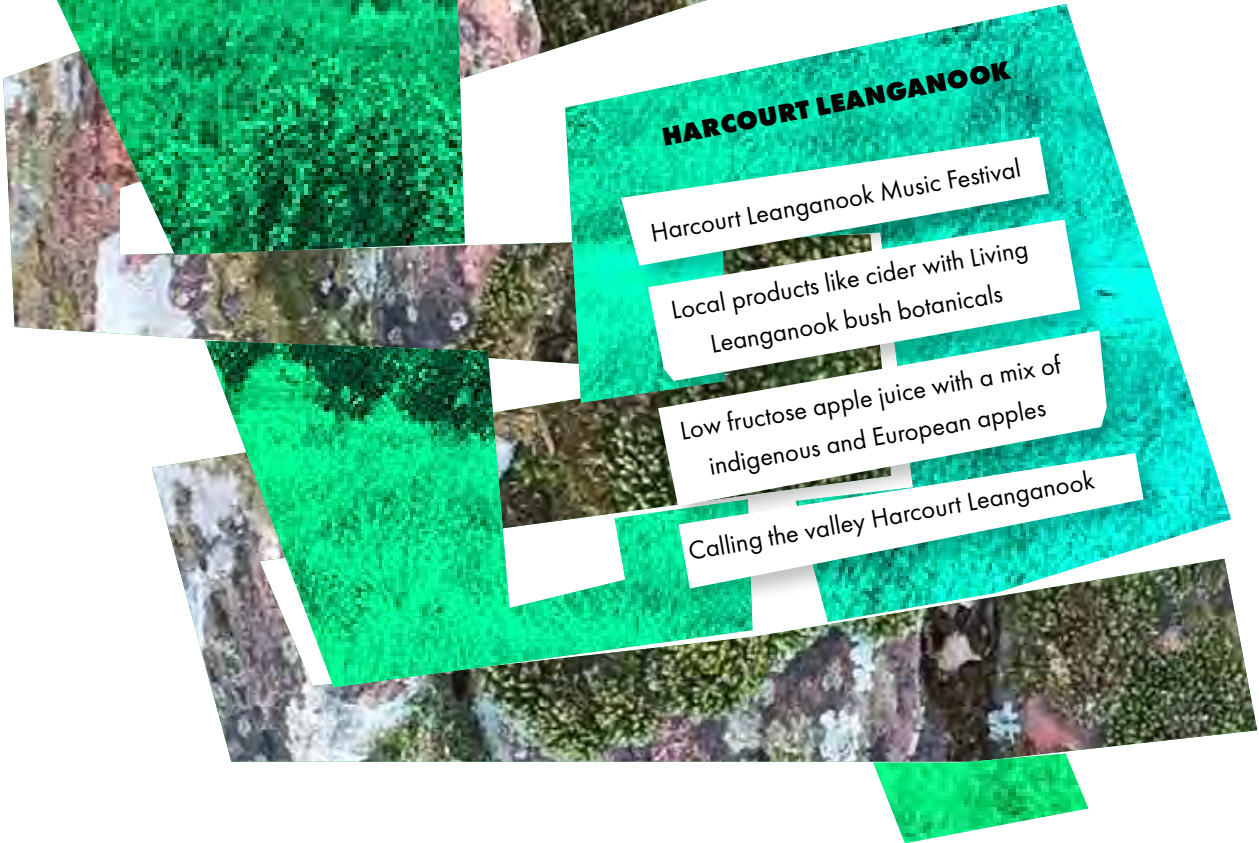
HARCOURT

- Apples - Apple Festival
- Local farming/food experiences
- Cideries and wineries
- Cellar door and orchard walks
- Food, cider and wine festivals
- Bakery, cafe, general store
- ANA hall, pioneer history
- The Bowlo
- Solstice Festivals - Wassailing
- Sustainable farming



LEANGANOOK

- Big views from Leanganook
- Dja Dja Wurrung and local Aboriginal and Torres Strait Island culture
- Bush Tucker and bush medicine
- Adventure tourism
- Harcourt to Leanganook interpretation walks
- Learning and wellbeing experiences
- Connection to community and to Country
- Protecting rare and endangered plants and animals



HARCOURT LEANGANOOK

- Harcourt Leanganook Music Festival
- Local products like cider with Living Leanganook bush botanicals
- Low fructose apple juice with a mix of indigenous and European apples
- Calling the valley Harcourt Leanganook

The place brand for Harcourt needs to deal with the following challenges:

- Harcourt's assets are hidden or co-opted by Castlemaine/Bendigo and the Harcourt Valley is not on people's radar and so there are few flow-on benefits from visitation to attractions to local businesses
- Harcourt is not associated with Mount Alexander more than any town in the goldfields. Many associate Mount Alexander with Castlemaine rather than with Harcourt. Visitors are unaware the town is in the foothills of the mountain and do not treat the town as a gateway for the range of experiences available on the mountain, including the mountain bike park
- Harcourt's international renown as an apple growing town and its reputation for quality is undersold and not easily experienced by visitors. Assets like the excellent juice, the interesting apple drying sheds, the orchards and cideries are all but invisible
- The lack of wayfinding, signage, critical mass in the town centre and defined pathways to catch people's eye or guide them to key experiences
- Harcourt's pioneering history, including assets like the ANA Hall are not very visible
- The powerful local Aboriginal, Torres Strait Islander and Dja Dja Wurrung story, culture, teachings, language and character is almost completely invisible to the wider community and to visitors

Our Ambition is to establish a compelling place brand for Harcourt that:

- Is professionally developed and delivered but strongly community-led
- Builds on a sense of place and local pride of residents first, and works as destination branding second. Tourists are attracted to places loved by locals. If the brand works for the people of the Harcourt Valley, it will also serve to drive and attract inward investment
- Supports the development of a complete offer for Harcourt with experiences offered from early to late that are suitable for families, for food lovers, for adventure seekers and everyone in between, and which can provide enough diversity and interest to reward a week-long visit
- Is inclusive and based on a broad consensus with strong buy-in and clear messages. It has a long term commitment and support from key partners
- Powerfully associates Harcourt with Mount Alexander in multiple ways. As a first step the name Mount Alexander should be discontinued to break the association between Mount Alexander and

Castlemaine and the broader goldfields region. Once that connection is broken the town should seek ways to strengthen the connection between Harcourt and Leanganook and build a strong mental image of Harcourt as a town set in the foothills of the mountain.

- Reveals both threads of the Harcourt Leanganook story equally and finds multiple, creative and inspiring ways to weave them together - such as products with both European apples and bush tucker apples; including native black apples and red apples, the indigenous kangaroo apple and common apple berry
- Presents and builds on the identity of Harcourt Leanganook as a strong community that works together in truth and with courage to make their place better for everyone
- Explores themes of growth, challenge, exploration, connection and learning in the context of good food, ancient living culture, beautiful views and Country. Positions Harcourt Leanganook as a place of rich experiences, a place to learn and expand on who you are as a person
- Embeds Dja Dja Wurrung and local Aboriginal and Torres Strait Islander values, ambitions and culture into the heart of the story of place
- Grabs every possible opportunity to use Dja Dja Wurrung language, markers and symbols
- Strongly positions Harcourt as the premier apple town of Australia that provides countless ways to enjoy apples and orchards for visitors. Joyfully learns from and exchanges ideas, recipes, traditions and experiences around the world, and presents them here with a local twist that makes them our own
- Takes an apples-plus approach. Makes apples the headline to pull people in, and supports and expands the headline with a rich range of food and wine experiences including farm-to-table, local producer stories and the full range of produce grown today
- Focuses on activities, events, experiences and stories before logos, slogans, sculptures and hard infrastructure. Prioritises elements that the audience can experience with their whole bodies. Once a foundation of strong experiences and events that capture the key elements of the place brand are in place then energy should be directed towards logos, sculptures and other signs and markers of brand experiences
- Provide funding support for businesses to create signage or provide experiences that directly support the brand of Harcourt specifically rather than the broader goldfields region. This should include supporting businesses to change their names or appearance to ones more closely aligned with apples, mountain tracks, the word Leanganook and/or bush foods

DELIVERY MECHANISM:

Develop a **master brand and place branding strategy** that is community led, but professionally developed, delivered and managed with a unique selling point and clear point of difference for both aspects of the Harcourt/Leanganook identity.

Firstly this master brand should clearly **claim the mountain as a key part of Harcourt's brand**. A key way to do this is to officially return the original name of Leanganook (just Leanganook, not Mt. Leanganook). This will allow businesses, events and organisations in the Harcourt Valley to use the term Harcourt Leanganook to refer to the valley area and effectively tie together the name of Harcourt with the mountain. The naming conventions should be extended to other initiatives that will link the mountain and the town, such as the tours and walking trails outlined in later sections of this report. While a range of names could be considered, e.g Mount Harcourt, returning the name Leanganook is more powerful from a branding perspective than creating a new name as it is an authentic name already in use and using it reveals and highlights key elements of Harcourt's overall brand identity.

Secondly the master brand should **define a clear brand hierarchy** that places adventurous mountain experiences, bush tucker and bush medicine and cultural learning at the top of the Leanganook thread, and places all things apples and local food/wine experiences at the top of the Harcourt thread.

As part of the place branding strategy a 3 year **calendar of events and activities** should be developed which includes: the Apple Festival, solstice festivals, a beer and cider festival and a Harcourt Leanganook music festival. This program should build on the existing successful events program including the Twilight Markets and Apple Festival. While remaining strongly community and volunteer-led, a role for a **professional event curator** who has proven experience delivering events locally or in similar local town contexts should be created, as volunteer resources around event management are at maximum capacity and can be expected to plateau or decline if not reinforced with targeted funding. Funding from developing bespoke programs for large-scale tour operators should be actively explored.

This event curator should also explore unique event venues for everything from weddings to large scale music festivals including sites like under the brick arches of Vick's Viaduct, the silk farm ruins, the Oak Forest, orchards and the oval and leisure centre. Over the next 3 to 5 years in particular, until more permanent attractions to complete Harcourt's offer can be built, the events strategy should be seen as a key way of delivering Harcourt's branding, destination and economic stimulus strategy and should be funded accordingly.

Commission a **series of artworks to acknowledge local Aboriginal Elders** such as Mununggabun. Include a mosaic or ground mural artwork on Harmony Way to strengthen the association of the name to the Dja Dja Wurrung. Specific stories of, and memorials to local Aboriginal and Torres Strait islander soldiers should be included in the ANZAC display.

Dja Dja Wurrung Clever Man - Mununggabum was a resistance fighter who contracted smallpox twice and lived. When he was imprisoned for stealing two sheep 250 Dja Dja Wurrung marched on the lock up.

Encourage and support cafes, restaurants and food oriented businesses in town such as The Harcourt Produce and General Store, the Goldfield's Track Cafe and Blume's Bakery to **showcase local produce** in general with a particular focus on providing unique in-house apple and bush food experiences.

As part of this overall approach establish a knowledge exchange program around apples and bush tucker. **The Apples and Bush Tucker Exchange Program** will fund locals to visit apple growing and native plant cultivation regions all over the world to learn their secrets and bring them home to share. We will also host visitors in our homes to share our own wisdom, insights and recipes. The program might start by inviting a winemaker from Normandy to teach us how to make Calvados and their take on artisanal apple vinegar, by sending a representative to the annual Native Youth in Food and Agriculture Leadership Summit in Arkansas, or by heading to the Nagano region of Japan to learn the secrets of honey core apples, edible apple branding and their magical version of Baumkuchen which hides a whole apple in its centre.

Commission a poet to work with Dja Dja Wurrung Language expert and the broader community to return original names to places and to celebrate our community by creating new names together. The **True Names Project** project should honour the truth of the interwoven history, experiences and culture of pioneers and European settlers as well as Dja Dja Wurrung and local Aboriginal and Torres Strait islander communities. Community members should be able to nominate places and stories that have meaning for them for possible renaming, and all stakeholders should support the name before it becomes official. A marker of success will be to see hundreds of new signs in Language within the next two years alongside signs that make visible apple, food and wine stories and which celebrate the unique character and personality of our town.

While the True Names project may serve important objectives around cultural development and reconciliation it is proposed here as an

economic stimulus initiative, to this end the new names should be catchy, fit-for-purpose, intriguing, memorable, authentic, local, consistent with place identity and brand and work to strengthen Harcourt Leanganook's point of difference in the region. Dual naming protocols do not work well from a brand perspective as they come across as apologetic and wishy washy. For this reason places should have only one official name (it's not a problem if locals call a place by other names unofficially). Finally, this initiative is intended to enrich and expand history and identity, not to erase it.

A number of the ambitions and ideas outlined in this document provide strong concepts and experiences to support the brand:

- Food journeys and experiences (Ambition 4)
- Learning from and experiencing Dja Dja Wurrung, Aboriginal, Torres Strait culture (Ambition 3)
- Adventure tourism, learning, exploration (Ambition 3)
- Connecting to the landscape (Ambitions 3, 4)



Popular brand of local apple juice given pride of place in retail display in Nagano, Japan



A unique local take on Mille Feuille in Japan's largest apple growing region in Aomori Prefecture

Suggested Partners: Local, state and federal government, Nalderun, Dja Dja Wurrung Clans Aboriginal Corporation and local Aboriginal and Torres Strait Islander communities, Harcourt Progress Association, Harcourt Heritage Centre, Shedshaker Brewery, Come Together (local event management company), sporting clubs, Harcourt Lions Club, La Larr Ba Gauwa Park, Harcourt Primary School, Victorian Miniature Railway, tourism organisations, City of Greater Bendigo (UNESCO gastronomy city bid), key local or high profile producers/partners such as Henry of Harcourt, Maidenii, Bress, Blumes Bakery, The Harcourt Produce and General Store, Masons, Harcourt Honey, The Little Red Apple, Tellurian Fruit Gardens.

Paint murals on blank walls of packing sheds based on old fruit labels (The ANA Mob)

Large corporate mountain bike events (Not Just Cider)

Granite benches and tables in the reserve opposite the general store - (The Harcourt Producers)

Suggested next steps

1. Develop a community-led **Harcourt Leanganook master brand and place branding strategy** by reclaiming the mountain as a core element, inviting participation of local creatives, entrepreneurs and innovators alongside council and community leaders to help shape this future identity. The brand identity outlined in this report should be tested and formalised. Don't wait for the full master brand strategy to be in place before supporting the Harcourt Leanganook branding on local produce and on business signage and namings, build on the momentum that's in place and allow the brand identity to emerge as organically as possible.⁸
2. Council to investigate and articulate the possible benefits of returning the name Leanganook to Mount Alexander and carry out broad community consultation to assess the level of support within the community and stakeholders for the change.
3. Ensure that the Language elements of any projects are overseen by Dja Dja Wurrung Clans Aboriginal Corporation. Harley Dunolly-Lee is a linguist who specialises in Djadjawurrung.
4. Guided by the Harcourt Progress Association (HPA) events subcommittee and by Council, secure funding and appoint a professional events curator and event management subcontractor to develop and deliver a **3 year calendar of events** which includes; the Apple Festival, solstice festivals, **Open Paddock Project**, a beer and cider festival and a Harcourt Leanganook music festival. Aim to kick off the program with Christmas and New Year events and seek to begin delivery of program elements as outlined in this report in advance of the resolved branding strategy.⁹
5. Make use of local talent by funding existing community activity and supporting event management resources already active in the community. The point of this process is to transition the existing event management activity from a passionate amateur space into a professional one. Explore alternative funding for the event curator role, including establishing contracts with large international tour companies.
6. Consider framing the **True Names Project** as a collaborative arts project managed by Council and seek funding through Regional Creative Arts Victoria, Australia Council for the Arts and other arts funding bodies. This project would have an obvious appeal to poets and writers, but conceptual artists, human ecologists, participatory artists, anthropologists and historians may also be interested. Ensure that Aboriginal and Non-Aboriginal perspectives are addressed during the procurement process.
7. As part of the review and consultation process make sure the new names perform well from a branding perspective and are catchy, compelling and memorable. Ensure multiple communities and stories are represented. Look for possible confusing overlaps in names and missed branding opportunities. For example, if the Leanganook branding for the region and Mount Alexander is adopted, consider rebranding La Larr Ba Gauwa Park as 'Harcourt Leanganook Trails' or similar to strengthen the connection to the town and to the mountain.
8. Create a working group with representatives of the Harcourt Heritage Centre and local Aboriginal Elders and Council to find ways to include Aboriginal stories in Harcourt's ANZAC display with the aim to have new elements included for ANZAC Day 2021.

⁸ Laura Camilleri and Ben Grosz, Grosz Co Lab gave their time pro bono to develop the Shine Harcourt Leanganook branding strategies and are well placed to contribute to further brand strategy development

⁹ A number of participants in the Shine Harcourt Leanganook process have experience and/or are active in this area; Evan Read is an experienced band booker while Jacqueline Brodie-Hanns is currently co-ordinating a program of successful events in Harcourt including the Twilight Markets, Equinox festivals and the upcoming Books at the Bowlo

9. As part of the Indigenous Round Table develop a procurement process for artworks that celebrate and acknowledge local Aboriginal Elders and Aboriginal history and culture beginning with an artwork on Harmony Way. Ensure that both local Aboriginal and Dja Dja Wurrung voices lead the discussion working in collaboration with Council. Consider running this program as part of the artist in schools program in partnership with Harcourt Valley Primary School to involve young people and to access funding for the artworks via Creative Victoria's Creative Learning Partnerships¹⁰.
10. Create a small working group with a representative from Council and from the proposed events and tourism subcommittee of the Harcourt Progress Association to manage *The Apples and Bush Tucker Exchange Program*. Consider the benefits of a formal versus informal approach to programming and acquittal processes, partial versus complete funding and options such as asking applicants to match funding provided by finding funds from other organisations. Consider the value of managing funding for this project as part of *The Project Exchange*.



Rose Laki Rodrigues beside the lane named after her father as part of the The Laneway Naming Project in Toronto



*Yininmadyemi - Thou didst let fall', war memorial sculpture in Hyde Park, Sydney by Tony Albert

¹⁰ Alternatively the True Names Project could be run partnership with Harcourt Valley Primary School if it proves easier to find funding for the commemorative artworks through other avenues. As part of this process the school may consider renaming themselves Harcourt Leanganook Primary which would reinforce the town branding as well as forwarding reconciliation objectives



CASE STUDY

CASE STUDY: KEEP AUSTIN WEIRD CAMPAIGN, AUSTIN, TEXAS

Starting as a grassroots marketing campaign; Keep Austin Weird is the slogan developed by the Austin Independent Business Alliance to promote small businesses in Austin, Texas. The campaign successfully captured the eclectic, tolerant and progressive nature of the city, evolving from a protest slogan into the key positioning for the city. It has been so successful it has been copied by other cities around the world including Copenhagen and Portland, Oregon.

Why this project is successful: It focuses on Austin's clear point of difference in the conservative state of Texas, and speaks directly to the brand's core audience. It makes the most of local talents and personalities with a 'collaborative fission of coordinated individualism' that tells the stories of local producers, retailers and artists through the Austin Independent Business Alliance. It also has a very strong foundation in the true values of the community which gives the campaign authority and authenticity.

Strengths: Austin is a global centre for live music and creative pursuits of all kinds. By understanding the link between tolerance of difference and creativity, the Keep Austin Weird positioning has helped to celebrate and cement its creative role as a social and economic driver for the city. Rejecting expensive marketing campaigns in favour of a grassroots marketing and promotion; the campaign taps into the very heart of what people love about Austin. It has carefully walked the line between making the weird mainstream and staying original and unique.

Limitations: May not be attractive to the mainstream but also offers choice for people tired and bored with the same old, same old.

Applicability to Harcourt: Shows how you can take what is unique and authentic to Harcourt and make this the central focus of the brand. Different is good.

Photo credit: Al Mendelsohn

The Keep Austin Weird branding strategy inspires all kinds of informal creative expression

Historical map of families who lived in the area (Teed Team)

Virtual tour of Harcourt which includes tourism accommodation, history and recreation (Diva Lovers)

**“EVEN IF I KNEW
THAT TOMORROW
THE WORLD
WOULD GO TO
PIECES, I WOULD
STILL PLANT MY
APPLE TREE.”**

— MARTIN LUTHER

**"ALONE
WE CAN DO
SO LITTLE.
TOGETHER WE
CAN DO SO
MUCH."**

— HELEN KELLER

Photo credit: Royal Galas (Ideas-a-thon Capture Challenge; We need more of this)

AMBITION 2

COLLABORATE

Use a shared vision to unify our efforts and find creative ways to support each other and make the best use of volunteer time, energy and good will.

Harcourt has always been a strong community that punches well above its weight with a can-do attitude and willingness to roll up our sleeves and make things happen.

There is a lot of trust across different sectors of the community in Council leadership and management. Key groups within the community including Nalderun, Harcourt Progress Association, Dja Dja Wurrung Clans Aboriginal Corporation, Harcourt Lions Club, Harcourt Heritage and the local school all have good relationships and open lines of communication with Council. There are also established lines of communication between most organisations, but some could be strengthened, expanded and improved.

There is an opportunity to strengthen the relationships between Nalderun and the Dja Dja Wurrung Clans Aboriginal Corporation and the rest of the community sector. Both are active, well organised and impactful community-led groups. Stronger relationships across the sector will increase the local Aboriginal-led groups access to shared community resources while opening access of the broader community to the skills and knowledge held by Nalderun and by Dja Dja Wurrung groups around collaboration, mentoring and land management.

Through this process it has become apparent that there is a large overlap between the ambitions and objectives of Nalderun, Dja Dja Wurrung Clans Aboriginal Corporation and local Aboriginal groups and the Harcourt Progress Association, Lions Club, VMA and Landcare as well as other farming and community groups. Our ambition is to find better ways to join forces and to work together. The key areas of overlap include:

- Land management, weed control and remediation
- Ecological preservation, regeneration and research
- Place branding and telling the story of place
- Native food and medicine plant cultivation
- Creating and managing tourism destinations and programs

- Culture, artworks, events and celebrations
- Tangible and intangible historical and cultural preservation, interpretation, display
- Learning, education and community development
- Economic development and jobs
- Creating opportunities for youth, pathways to education and employment

All the community groups in Harcourt express a need for more community involvement particularly when it comes to getting projects done. Again this impacts local Aboriginal and Torres Strait Islander community groups particularly because on top of their day-to-day activities they also carry a disproportionate burden of participating in government-led engagement and consultation which is too often inefficient and repetitive and doesn't necessarily return meaningful outcomes for local Aboriginal communities or their initiatives.

Any collaboration processes that involve local Aboriginal communities needs to understand these constraints. They need to consider the opportunity cost of participation to local Aboriginal communities, and provide additional support including funding where necessary to enable equitable collaboration. Besides being funded, these processes need to be efficient and time-effective because most local Aboriginal community leaders are super busy and already working at capacity in their volunteer work.

Council is very keen to support businesses, particularly to find ways to incubate micro and emerging businesses in their early stages of growth and to support people who want to get their ideas off the ground. There is recognition that these businesses may need additional support to navigate planning processes and hurdles around the time and financial cost of compliance. Because of the specific combination of risks, resources and opportunity in Harcourt a number of small or emerging businesses are struggling to cope with the usual planning



Make Something Edmonton focuses on sharing ideas and generating projects of all kinds to make the city a better place

processes and have identified these as a threat to the viability of their enterprises, especially in the early stages of growth. One way to conceptualise the needs of Harcourt's economy is to think of it as being like growing a garden in poor soil. In this kind of garden properly adapted plants will thrive, but the usual gardening practices may need to be adjusted to nurture individual seedlings; rather than allowing natural attrition to occur like you might in richer soil, a little extra help and protection from the elements is needed.

This project will provide a much needed framework for these kinds of creative endeavours, and we also think it would be useful too for Council to work with entrepreneurial, community oriented, small and micro businesses to find ways to cut through red tape.

Collaboration and community participation in Harcourt is being impacted by the lack of a shared vision for the future. Over the last couple of decades, changes to the apple growing and granite industries, shifts in the economic profile of new residential subdivisions and the bypass have shifted Harcourt's sense of itself and created some sense of uncertainty about the future of the town. This is made worse by the lack of town centre or local pub; places where people can get together informally or bump into each other to exchange ideas.

Without a shared vision and a sense of a common goal it is difficult for the community to pull together to get things done. Also, without this shared vision, the economic and community benefits of collaboration may not outweigh the individual emotional costs, time or risks around competition and opportunity cost, particularly if community members have been investing time and money for a long time.

There are also some challenges around the culture of collaboration that has evolved in some quarters. In small communities where everyone knows each other, it's not unusual to find that over time a collection of armchair critics develop, not unlike the Muppets' cantankerous duo Statler and Waldorf. If the practice of criticising from the sidelines is allowed to go unchecked it can become a significant problem and have serious effects on levels of participation and overall community wellbeing. The best way to avoid this problem is to have a clearly defined shared vision and a set of defined shared values, principles and processes around collaboration, and constructive feedback that are well understood by the community and that set expectations.

Another typical scenario in small towns is that you have one or more super-doers who shoulder a lot of the community development work. These people, being very capable, tend to take on more and more because they feel like otherwise the work won't get done and because they often are the first ones asked to do something. As the old adage goes "if you want something done, ask a busy person". The problem of course is that these super-doers are more likely to burn out and drop away from involvement altogether. All too often the super-doers in this scenario feel unsupported and under-appreciated, while other community members may feel overpowered, underestimated or excluded from the process.

Besides the high social and emotional costs, the problem with this disproportionate distribution of volunteer labour and leadership is that when one person burns out they often drop out of their role so quickly there are few opportunities for handover, succession planning, sharing knowledge and insights or ongoing mentoring. Our ambition is to find ways to support the super-doers and to better distribute the workload, and to also steal an idea from the old boy networks and from surf lifesaving clubs and create our own version of a community alumni association that provides people with ongoing opportunities to provide guidance and mentoring after they step back from active community work and to formalise ways the community can celebrate and show appreciation for our volunteers and community leaders.

Although like any community there are divisions and disagreements there is a very strong consensus across the business community that our economic destiny is united and the success or failure of one business affects all of us. This is particularly true of businesses that are the public face of Harcourt such as Blume's Bakery, Bress Winery, Henry of Harcourt, The Goldfields' Track Cafe and The Harcourt Produce and General Store. In some cases there is a strong desire to collaborate closely together, but across the board there is a recognition of how important it is to promote each other and work together towards realising the same ambitions. One local business owner talks about this as making sure that we are all on the same bus and that it's going in the right direction. Another uses the Champagne Region in France as a model, where local winemakers will never have a bad word to say about other winemakers, whatever the local and interpersonal politics might be, and where all operators actively promote competing wineries and businesses.

Finally, one of the legacies of a long history of community activity is that there are a number of local organisations with duplicated activities or objectives, or that lack the people power to get things done. In order to reduce the administrative burden on organisations Harcourt should seek to share resources, bring in new blood and avoid duplication by:

- consolidating existing groups
- avoid creating new organisations unless necessary
- create focused subcommittees within existing organisations with high levels of independence and clear objectives



Photo credit: Juicy Fruits (Ideas-a-thon Capture Challenge)

A pioneering museum that shows the complete Harcourt's history and is developed in partnership (VMRians)

Incentive for agriculture to set up pop-up stores to sell their produce in town (The Hong's)

Buddy system to look out for the elderly/disabled (Teed team)

DELIVERY MECHANISMS

Starting with the Shine Harcourt Leanganook Partnership, conduct a broad community and stakeholder review of the ambitions outlined in this document. Assess if any additional visioning work is required to develop a cohesive vision for Harcourt that has broad support. Hold a **launch of the final Shine Harcourt Leanganook ambitions** and ensure that it is widely known and supported.

As a community, define a series of values and principles around working together and volunteering, a kind of **collaboration manifesto**. Include an Acknowledgement of Country that can be read by the chair of any formal meeting. This manifesto is less about governance and more about a set of shared values and ways of doing things, elements raised by community members during the Shine Harcourt Leanganook process include:

- Criticism should be rare, and should always be constructive
- If you think it's important to criticise make sure you do it from the centre of the action, not from the safety of the sidelines
- We know that making mistakes is a sign of healthy activity and growth, we learn from our mistakes and when we see someone fall down we help them back up with a smile
- We save some energy to celebrate our achievements and say thank you to each other
- We remember to take the time to help people to step back as well as to step up, we stay connected and help our community volunteers to pass on their experiences and knowledge

Expand the Harcourt Progress Association (HPA) into the **Harcourt Leanganook Progress Association (HLPA)** as a joint venture and/or partnership between the Dja Dja Wurrung Clans Aboriginal Corporation, HPA and Council involving key representatives from and other key primary producers and business organisations. The Harcourt Leanganook Progress Association would expand its functions to act more like a traders' association to deliver services to its fee-paying members. The organisation would be co-led by Dja Dja Wurrung representatives and deliver services that are in line with both the objectives of the Aboriginal Corporation and the broader association members' needs. It is expected that these would include, but not be restricted to: branding and marketing, weed control, land remediation and care, native farming techniques including fire stick farming, native honey and bush apple varieties, and delivery of cultural events and services such as Welcome to Country.

Create a quarterly program of pitch nights called **The Project Exchange**. Each event will be a great night out with food and music where individuals and community groups pitch their projects to the audience to win grants handed out in cash on the night with no acquittal processes, or to attract volunteers to sign up to deliver the projects for Harcourt.

We propose that a **community alumni program** be established which recognises and celebrates the contributions of volunteers in general as well as recognising the work of individuals. This program should track and celebrate accomplishments, hold events to thank volunteers, maintain a social network and ensure ongoing participation of community alumni and create opportunities for mentoring. This program could be completely informal or quite structured but it should cover all sorts of organisations in the town including the Lions Club, Nalderun, school groups, Harcourt Progress Association and the Harcourt Heritage Centre.

Establish a **Time to Shine! Business incubation project** working group focused on supporting micro and emerging businesses and entrepreneurial activities, and finding ways for businesses to collaborate and support each other. Target enterprises that are well aligned with the Shine Harcourt vision and which are either likely to have a significant impact on the economy (e.g. VMR), are providing a valued service and/or are vulnerable (e.g. KT's coffee cart).

Nalderun Upper Loddon run an extremely successful mentoring program and have established processes around managing succession, passing on knowledge, youth mentoring, teaching leadership skills and celebrating community achievement. We propose that a one-off **Altogether Nalderun collaboration skills share program** should be delivered to share the knowledge and skills held within Nalderun with the broader community, including techniques and processes around community development, mentoring and effective collaboration. This program would help local community groups through the proposed process of reorganisation and assist various groups to write the collaboration manifesto together.

Suggested Partners: Local residents, investors, Local, state and federal government, Nalderun (with Aunty Kath around community leadership and skills share in particular), Dja Dja Wurrung Clans Aboriginal Corporation and local Aboriginal and Torres Strait Islander communities and Elders (including Uncle Rick, Aunty Kath, Aunty Julie) and Harcourt Progress Association, Harcourt Heritage Centre, key landowners and producers including Henry of Harcourt, Bendigo Bank, Anglicare Victoria, Council, Harcourt Valley Primary School, Castlemaine Secondary College, Connecting Country, ANTAR, Weenthunga, HPA, Harcourt Coolstore, sporting clubs, Harcourt Lions Club and Victorian Miniature Railway, La Larr Ba Gauwa Park, Harcourt Primary School, Hardcore Harcourt Facebook group

Suggested Next Steps

1. At the next Indigenous Round Table investigate ways to fund the **Altogether Nalderun collaboration skills share program**. Include the HPA in discussions as a possible funding partner. Together define key learning outcomes and deliverables, how many workshops are needed, which community groups would benefit the most from participating, whether to bring multiple community groups together is one session or run separate sessions. This program should be timed to build on the momentum from the Shine Harcourt Leanganook process. Ideas and guidelines for **the community alumni program** and a draft of the **collaboration manifesto** should emerge from this process.
2. Create a working group to explore issues and opportunities around creating a new expanded **Harcourt Leanganook Progress Association (HLPA)**¹¹ which includes members from the Shine Harcourt Partnership, Harcourt Progress Association, Council, Aboriginal organisations and local farming and production representatives. Ensure this working group seeks guidance and key inputs from Aunty Julie, Aunty Kath, Jacqueline Brodie-Hanns, Grant Victor Gordon, Eva Parkin, David Leathlean, Katie Finlay and Michael Henry whose insights have shaped this proposal. Look to expand the capacity of the HLPA to include services associated with trader and business associations.
3. In the first meeting of this working group define two (or more) rates of pay to fund Aboriginal participation. Explore options like a lower pro-bono rate that just covers costs (including opportunity costs), with a higher rate for strategic or specific cultural advice around Aboriginal culture or economic initiatives. Likewise find ways to fund event management work, as volunteerism in both these areas is stretched to capacity and is at risk of collapsing if additional pressure is applied before financial and strategic support systems are in place.
4. Consider commissioning a governance expert with experience working with local communities including Aboriginal communities to assist¹² with the formalising new collaboration processes and changed governance structures to ensure that they are viable and effective.
5. Encourage local community groups to write their own **Acknowledgement of Country** together. Let the groups know that they shouldn't worry too much about particular rules or protocols while writing this; it's more important that it comes from the heart and represents the true values of each group. The draft Acknowledgement of Country texts should be reviewed as part of the Indigenous Round Table. Consult with Harley Dunolly-Lee and the Dja Dja Wurrung Clans Aboriginal Corporation about whether it's more appropriate to translate the **Acknowledgement of Country** to Language or leave them in English.

¹¹ Assume that activities assigned to Harcourt Progress Association (HPA) in the document will be taken over by the new Harcourt Leanganook Progress Association (HLPA) and subcommittees if this recommendation is embraced

¹² Janet Phillips has been recommended by a Shine Harcourt Leanganook participant as a governance expert who has previously worked with local Aboriginal groups in Mount Alexander Shire

6. The HPA events subcommittee should host quarterly events for **The Project Exchange** starting in the first quarter of 2020. These events may also be included in the professionally managed Harcourt Leanganook events calendar. The Project Exchange events can potentially field pitches and funding for The Apples and Bush Tucker Exchange Program and provide opportunities for events and celebrations related to the **Community Alumni Program**. Seek seed funding from HPA, Council, Bendigo Bank and local businesses and donations of volunteer hours from key organisations (do not include Aboriginal volunteer hours or time associated with event management in this process unless they are funded).
7. As part of the The Project Exchange and the Community Alumni Program establish a volunteer of the year award with a certificate and a prize of goods/services donated by local businesses. Include acknowledgements of key volunteers from the decades before (for example in 2020 acknowledge a volunteer from 2010, 2000 and 1990, and in 2021 look back to 2001, 2011, 1991 etc.)
8. Create a subcommittee of the HPA to work with Council to find ways to work in collaboration with emerging or marginal businesses to provide support and build frameworks and resources to cut through red tape and speed approvals processes. Consider creating specific **Time to Shine! Business incubation project** resources and providing a key contact person in Council. Build on resources provided by state government's Better Approvals program which has assisted Councils in this work (including supporting Glen Eira City Council to cut the waiting period for footpath trading permits down from 126 days to 11 days). This might best managed as part of a broader HPA-led Shine Harcourt subcommittee or working group which also addresses elements covered in the later Growth ambition.

Micro-business education and small business enterprise networking events (CNS)



Re-organise Harcourt Progress Association (The Bowlers)

Collaboration between local enterprises (Diva lovers)

Major events committee (Not Just Cider)

Photo credit: VMRians (Ideas-a-thon Capture Challenge; We need more of this)



CASE STUDY

POLAR BEAR PITCHING, FINLAND

Polar Bear Pitching (PBP) started in Oulu when people came together after the collapse of Nokia and other tech businesses in the region.

The project is created in the spirit of Finnish “talkoot”; a gathering of friends and neighbours to work together for the common good or to help someone in need, and is designed to provide funding for local tech startups. At the same time the project seeks to position Oulu as a kind of mini nordic silicon valley. The event is held outside, in winter, in a literal hole cut into the ice.

Why this project is successful: The project has a very clear understanding of its objectives, to raise funds for startups, to help technical specialists develop skills to pitch their ideas and to position Oulu as a place of creativity and innovation. Every decision from the eccentric location of the event, the language and visual imagery of their communications and their core principles of perseverance (sisu), bravery and playfulness support those objectives.

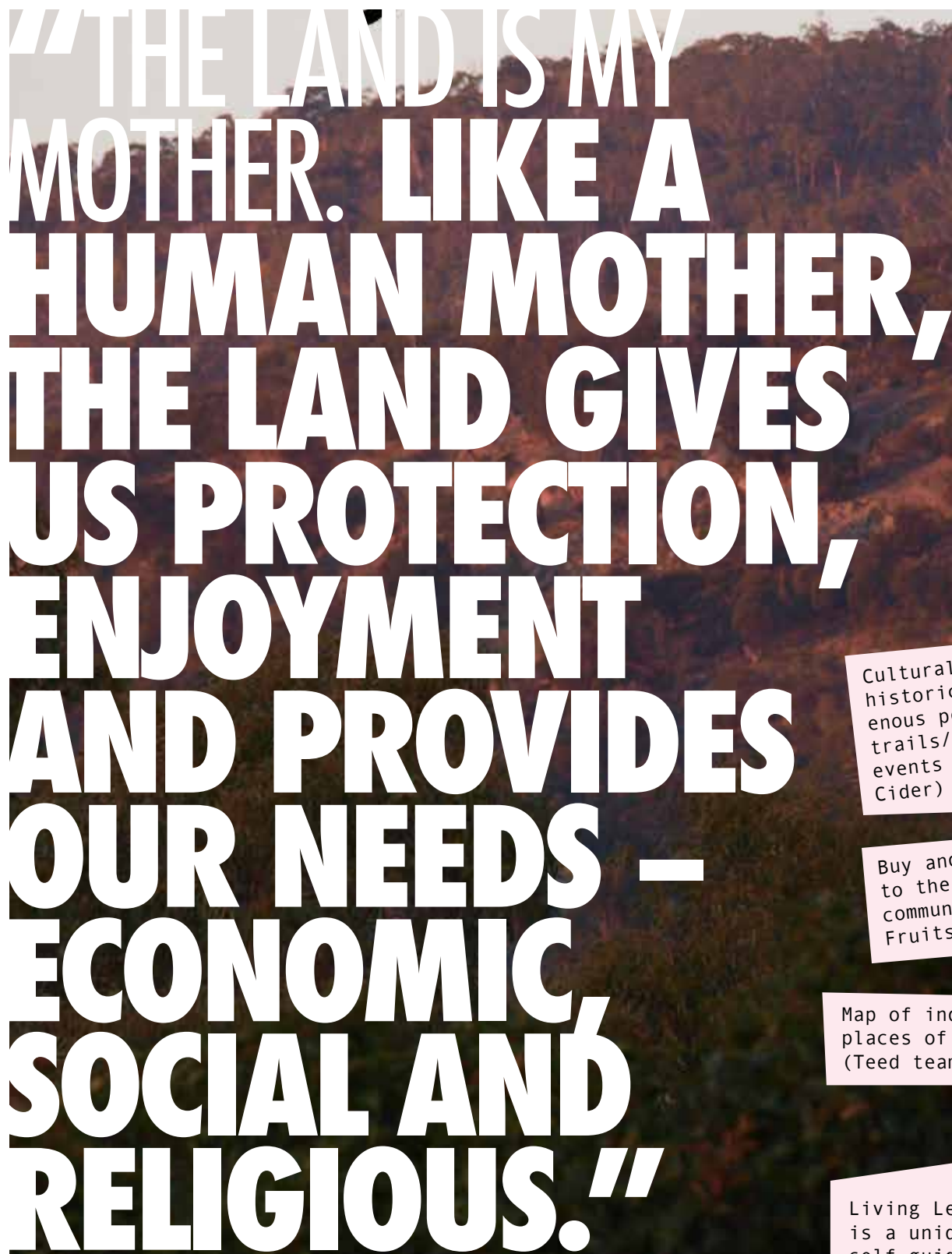
Strengths: PBP has kept the process rather open, the hierarchy low and the communication transparent to give the community a sense of ownership. The community decide what to put their energy and money behind which increases the sense of buzz and participation.

Limitations: The project was created during a time when low employment meant there was a surplus of workers and of talent, this model may not work so well without that surplus resource or in smaller communities.

Applicability to Harcourt: a model of open, equal collaboration where a community has found success by collaborating across silos and by generously giving their time and sharing resources to support their neighbours.

Photo credit: Polar Bear Pitching

Funding hopeful pitching his idea to judges from a hole in the ice in one of Oulu’s Polar Bear Pitching events



**"THE LAND IS MY
MOTHER. LIKE A
HUMAN MOTHER,
THE LAND GIVES
US PROTECTION,
ENJOYMENT
AND PROVIDES
OUR NEEDS –
ECONOMIC,
SOCIAL AND
RELIGIOUS."**

– DJINYINI GONDARRA

Photo credit: Royal Galas (Ideas-a-thon Capture Challenge; This makes my heart sing)

Cultural and historic indigenous perspectives trails/tours/events (Not Just Cider)

Buy and return land to the Aboriginal community (Juicy Fruits)

Map of indigenous places of significance (Teed team)

Living Leanganook is a unique virtual, self guided, Indigenous cultural tourism trail. Celebrating Jaara heritage and teachings, the trail features indigenous food, medicinal plants and sites of significance. (Harcro Toil)

AMBITION 3

COUNTRY

Grow a shared understanding of Country and of community. Celebrate and share our bush tucker wisdom and creation teachings. Connect the mountain and the town with a hundred magical journeys and adventures.

More than in the city, people who live in a rural community share a deep connection and relationship with the land. That relationship is not always sustainable, and it's not always simple or straightforward but it is always profound.

Throughout the Shine Harcourt Leanganook process it became clear that more and more members of the community are looking to local Aboriginal leaders for guidance on how to connect with land and live together in harmony with Country. There is a shared recognition that the land needs healing, that it's a living entity, not a resource to be exploited and that farming practices and land use need to work with the forces of nature rather than against them. There is a growing interest in understanding the properties of indigenous plants like lomandra, saltbush, nardoo, cumbuji, wattle, red gum and chocolate lilies and protecting endangered species like the Tuan (brush-tailed phascogale) and the world's only remaining patch of Southern shepherd's purse.

At the same time it's broadly recognised that the shared economic benefits of a healthy relationship with Country and stronger partnerships between traditional landowners, farmers and businesses are significant.

The key areas of economic opportunity are around cultivation of native plants for food and medicine, sharing knowledge around land remediation, sustainable farming and ecology, cultural tourism and place branding.

Bush tucker and bush medicine is an industry set to boom in Australia and around the world. Globally supply is not meeting demand for bush products and prices are skyrocketing as a result. In addition our preliminary market research indicates that is a gap in the market around providing credible advice and curatorial services around effective, healthy and culturally appropriate use of bush foods and medicines. We see this as

a key opportunity for Harcourt particularly if driven by local Aboriginal and Torres Strait Islander knowledge and insight.

Harcourt is well placed to take advantage of this opportunity with local expertise and a number of organisations and businesses already active in this area including Maidenii Vermouth which uses a combination of Australian native and traditional European botanicals, Murnong Mammals a Koorie catering business specialising in indigenous ingredients, and of course Aunty Julie McHale's well-known bush tucker garden which has conversations already underway around expansion.

Our ambition is to establish a bush medicine and bush tucker garden near the centre of town which shares the beauty, amenity and educational and tourism benefits of Cranbourne Botanical Garden, Penang's Tropical Spice Garden combined with the productivity of a commercial farming enterprise and the grassroots energy and personality of projects like Nek Chand's Rock Garden of Chandigarh.

Besides production, the garden would be dedicated to sharing knowledge, education and learning, providing employment and learning pathways, especially for local Aboriginal and Torres Strait young people. It would be a centre for ecological and commercial research, provide places to gather, and serve as the starting point for multiple interpretive walking tracks around Leanganook.

Harcourt Leanganook is full of beautiful and relatively unknown walking paths. We would like to see these upgraded and linked to form a broad network of trails that allow people to connect to Djandak (Country) and learn about the culture and heritage of the Dja Dja Wurrung and local Aboriginal communities. These paths should be curated to allow for different experiences including a day-trip product from Melbourne - however it is not necessary or desirable for these

Indigenous planting in city centre (The Shiny Shiny Ponies)

Miniature train driving training (VMRians)

trails to be focused on specific sites or artifacts which may be better left unvisited by the general public. The focus of the Leanganook walks is more on the plants, landscape, knowledge, language, values, perspectives and creation teachings of the Dja Dja Wurrung and local Aboriginal and Torres Strait Islander people, than specific locations or destinations.¹³

One of the key opportunities around adventure tourism is broadening the appeal of the mountain bike park which currently caters for a very specific and skilled part of the market. Any new tracks should seek to provide experiences for a wide range of cyclists. Parking should also be carefully considered and should balance convenience against the value of positioning parking in relation to a key anchor activity or destinations to encourage people to linger or walk through the town.

The network of trails should link all the key existing and planned destination nodes including the cafe, general store and bakery and, the mountain bike park as well as the Oak Forest, silkworm farm ruins, granite quarries, Vick's Viaduct, Harcourt's granite houses, Dog Rocks and Shepherd's Flat Lookout. In terms of creating infrastructure to support tourism, cycle and pedestrian parks are significantly less expensive than buildings and tend to deliver higher bang for buck. At this point in time it is felt that an investment in wayfinding and pathways is the most cost-effective way to complete the Harcourt Leanganook offer and to increase overnight visitation. The usefulness of built form infrastructure may be revisited down the track.

Where the paths connect with walks through orchards and farms, opportunities should be taken to spark discussion about the impacts of farming on Country, innovative ways to manage drought, firestick farming and the battles that were fought around settlement. Interpretation can take the form of artworks, landscape architectural interventions, augmented reality apps, maps and tours.



The super adorable brush-tailed phascogale (*Phascogale tapoatafa*), also known by its Australian Aboriginal name *tuan*. The species is considered very vulnerable to localised extinction.



Southern shepherd's purse (*Ballantinia antipoda*) was presumed extinct until it was rediscovered in Victoria in 1983. It is persisting at a single site, with threats from human disturbance, changed hydrology and projected climate change.

Suggested Partners: Mount Alexander Shire Council, state and federal government, Nalderun, Dja Dja Wurrung Clans Aboriginal Corporation and local Aboriginal and Torres Strait Islander communities, Harcourt Progress Association, Harcourt Heritage Centre, sporting clubs, Harcourt Lions Club, La Larr Ba Gauwa Park, tourism organisations, Connecting Country, ANTAR, HPA, Aunty Julie, Aunty Kath, Murnong Mamas, local food and beverage companies, UNESCO gastronomy city bid/City of Greater Bendigo, Ray Norris (CSIRO; Aboriginal Astronomy expert), Australian Native Food Botanicals (a peak body), Indigenous Business Australia (IBA) provides business and capital support to Indigenous Australians to acquire, establish and grow their business.

¹³ This idea was proposed in the Ideas-a-thon with the name Living Leanganook, but we've borrowed the name to use for the bush food and botanicals idea because we think they're a great match

Glamping in the Oak Forest (The Harcourt Producers)

story-telling nights (CNS)

Wilderness lodge or eco accommodation near La Lar Ba Gauwa (Not Just Cider)

Walkabout cider and wine tour (Not Just Cider)

DELIVERY MECHANISMS

Set up a **Living Leanganook company or social enterprise around bushfood, medicines and botanicals**. Partner with universities, TAFES, schools, the Australian Native Food and Botanical peak body (ANFAB), Melbourne Botanical Gardens, scientists, researchers, chefs and with local producers and makers to increase knowledge, awareness, education pathways and equity in the native food and medicine industry. This organisation should be strongly led by local Aboriginal and Torres Strait islander people who should be the primary benefactors in terms of financial and social returns. A key product/service of this organisation could be curated and branded botanical mixes for companies across the wine, spirits, cosmetics, health and food industries which come with the Living Leanganook seal of approval for quality, cultural appropriateness, authenticity and efficacy.¹⁴

Plant a **Living Leanganook bush tucker and bush medicine garden/farm**. Look into partnering with Aboriginal groups, Victorian Miniature Railway, Land Care, Lions Club and Council to secure land and find volunteers to plant the garden. Establish a strong educational program which provides employment and learning pathways for Aboriginal and Torres Strait islander people in tourism, horticulture, ecology, marketing, hospitality, education and natural resource management. Provide tours of the garden and of further afield to Leanganook and up to Lake Boort and places of interest in Dja Dja Wurrung Djandak.

Adopt the Tuan as the mascot of Harcourt Leanganook and promote carefully controlled and sustainable tourist visitation as a means of attracting funding for research, conservation and breeding programs for the endangered Brush-tailed Phascogale (*Phascogale tapoatafa*).

Create a **stargazing lookout** on Mount Alexander overlooking Harcourt. Initially this could be a simple platform lookout with interpretation material including information about aboriginal astronomy. Over time the area could evolve into a designated observatory with a permanent structure housing a telescope, and with a strong program of research, education or with tourist and community use.

Declare Harcourt a **RV friendly town**. Create a free dedicated parking area for self contained campers on surplus road reserve near the ANA Hall on Harmony Way within walking distance of local businesses. Inspired by the very successful Jugiong model partner with the HPA, the Goldfields' Track Cafe and the Harcourt Produce and General Store to ensure that breakfast, lunch and dinner and evening food is available for campers and that the facilities are maintained. Mark the RV camping area with ground murals that tell the story of Harcourt Leanganook. This town-centre RV area should complement other free parking spots in bush settings including Powell's Lost Quarry, Oak Forest and the Leanganook Camp Ground. Upgrade facilities and maintenance program to support 24 hour use of public toilets, the

existing public dump point and the shower facilities at the Harcourt Swimming Pool. Work with growers and producers to encourage self-contained campers to visit the wider area by providing parking areas and signage to points of interest. If demand increases for camping spots in the township consider expanding self contained camping spots or glamping areas to include the Harcourt Pony Club, the parking area of the Harcourt Bowling Club and areas behind Blume's Bakery and the Harcourt Produce and General Store.

Create **Harcourt Leanganook adventure cycle circuit, tours and walking tracks** which link La Lar Ba Gauwa Mountain bike park to the town centre and takes visitors through key tourist destinations including Dog Rocks, Shepherd's Flat Lookout, the proposed bush tucker garden and stargazing lookout and apple orchards. Make sure the route is family friendly with lots of places to stop and rest and that it caters to a broad range of ability levels. The route should be very clearly signposted and curated to provide insights into Country, ecological systems especially around waterways, creation teachings, and rare and endangered species. The route should be designed to have a clear appeal to adventure tourists.

Undertake a **landscape planning process** that takes an unusually broad approach to understanding Country. Local Aboriginal Elders should work with council to procure and appoint any consultants. Landscape elements should be considered as part of a broader Plan Harcourt Process where appropriate and guide land use planning, residential development, town centre master planning, key branding and tourism works and the design and location of the Living Leanganook Bush Tucker garden, the Adventure Cycle circuit and the stargazing lookout. Landscape planning works should include:

- Strategies to deliver branding objectives
- Key destination and nodes and wayfinding strategy and master plan that links them all
- Curated walking paths and circuits
- Remediation strategy e.g blackberries in Barker's Creek
- Mapping of view lines
- Incorporating data around rocky outcrop mapping along with significant sites to guide land use planning and creation of protection mechanisms
- Places of significance (some sites of significance to Dja Dja Wurrung communities should not be made public)
- Sites and tracts of land of strategic importance to protect endangered flora and fauna
- Develop both spatial and strategic recommendations and review the feasibility of key projects, including the Living Leanganook garden, playground, camping and RV infrastructure

¹⁴ Opportunities for collaboration between primary producers and Aboriginal land managers are explored in the ambition 4: Food

Suggested Next Steps

1. Host a working session for organisations and individuals already working in the native food space to work through possible organisational and business model for Living Leanganook and explore ideas, including locals like Aunty Julie, Aunty Kath and the Murnong Mammies, Sharlee Dunolly-Lee (who is making indigenous teas), Sonia Anthony from Masons, Grant Victor Gordon, Shaun Byne from Maidenii, and external experts like Melbourne Botanical gardens,¹⁵ the Australian Native Food Botanicals, a peak body representing the interests of the rapidly growing industry, tourism and agri-business experts and other partners including local chefs, cooks and bakers such as Annette Larsen, Jodie Pillinger and Donna McMahon and interested local primary producers.
2. Seek primary producer and land owner partners to work with Living Leanganook, particularly around lucrative enterprises such as native honey farming with Blue Banded bees.¹⁶ Work with Mount Alexander Fruit Growers, Harcourt Organic Growing Cooperative Coops and other growers organisations.
3. Set up a committee to drive the **Living Leanganook bush tucker and bush medicine garden/farm** and decide whether it can and should be managed under the Living Leanganook organisational structure. Seek seed funding.
4. Proprietors of the Harcourt General Store and Goldfield Track Cafe in partnership with Council, the HPA and the Lions Club should explore how to support the establishment of an RV camping area near the ANA Hall. This process might begin with a field trip out to Jugiong to look at the relationship between the Sir George, Long Track Pantry and the free RV park to see how self-contained campers have become the economic lifeblood of the town, and to understand how key local businesses and community groups have collaborated, and sometimes refused to collaborate in order to manage the RV camping area, overcome challenges and create opportunities together.
5. Find a central site for the **Living Leanganook bush tucker and bush medicine garden/farm**. The VMR site has already been proposed and has some magical potential around using the miniature trains to provide tours of the landscape and for practical farming uses to move produce. The site also offers potential to forge connections with the creek.
6. Begin **landscape planning process** by mapping recommended routes for the Leanganook Cycle Circuit and other paths and includes engagement and negotiation with both private and traditional landowners along with key stakeholders such as Landcare, the appropriate subcommittee of HPA, the mountain bike park, Mount Alexander Fruit Growers, Harcourt Organic Growing Cooperative Coops and other growers organisations, local Aboriginal Elders and the Dja Dja Wurrung Corporation.¹⁷
7. Set up a working group work with the new event curator role, local landowners and conservation groups to explore ways to develop a program of controlled tourist visitation of Tuan conservation sites. The objectives of this program is to raise funds and to increase awareness of Tuan-friendly land management practices including installing nest boxes and keeping pets in at night. This group should maintain partnerships with Council, Parks Victoria, DEPI, SWIFFT, Connecting Country and The Brush-tailed Phascogale Coordinating Group (BtPCG) along with local Aboriginal Elders, Dja Dja Wurrung Corporation, researchers¹⁸ and other Landcare and Friends of groups including Barkers Creek Landcare and Wildlife Group, Harcourt Valley Landcare, Field Naturalists Club of Victoria and Friends of the Box-Ironbark Forests.

¹⁵ Jude Mayall and her company Outback Chef has been recommended as a potential collaborator by a local producer who currently works with bush botanicals

¹⁶ Blue banded native honey is currently selling for \$180 per litre

¹⁷ Andrew Bos and Paula Ewing founders of Tread have contributed to the Shine Harcourt Leanganook process and can provide valuable insights around adventure tourism

¹⁸ Jess Lawton and William Terry are PHD Candidates at La Trobe University and Southern Cross University respectively who are researching Brush-tailed phascogales preservation in Victoria

CASE STUDY

THE ORANA FOUNDATION

Owner-chef of Adelaide's Restaurant Orana and founder of The Orana Foundation, Jock Zonfrillo has made it his mission to preserve the food heritage of Indigenous peoples, integrate native food into Australian produce and cooking, and ensure the benefits of the industry are returned to the Indigenous communities involved. The Orana Foundation works with Aboriginal communities, employs two foragers (one in northern Australia and one in Adelaide), and maintains an online database of native foods in partnership with the University of Adelaide. This project has been realised with the help of a \$1.25 million South Australian government grant.

Why this project is successful: The Orana Foundation has forged a strong partnership with the University of Adelaide to form a commercial-university model which has enabled it to access funding as well as to establish educational pathways

Strengths: Is focused on delivering a powerful shared resource as well as supporting economic growth in remote Aboriginal communities

Limitations: The foundation is not lead by Aboriginal people

Applicability to Harcourt: The right partnership with a university or within the private sector could provide access to significant funding and support other organisational objectives such as providing educational resources. The online database of native foods is a useful resource

Burial ground for natural burials on Mt Alexander (Diva Lovers)

An education program on the Phascogale marsupial. Includes a research program & breeding conservation program, the Phascogale becoming the icon/mascot of Harcourt (CNS)

Photo credit: Tourism NT



AMBITION 3: COUNTRY

The Orana Foundation is building a native food database in collaboration with South Australian Museum and Botanic Gardens of South Australia, conducting assessments of nutritional and bioactive characteristics with The Australian Bioactive Compounds Centre, and bringing chefs and food researchers together in collaboration with Adelaide's FOODplus Research Centre

Observatory on Mt. Alexander overlooking Harcourt. Tag line: "Harcourt; The Centre Of The Universe." (Juicy Fruits)

Community purchase of tract of land inside rural buffer to support protection of endangered flora and fauna. Ideal land is in Market St. (Royal Galas)

Penang's Tropical Spice Garden is a bio-diverse living museum of the spices and other tropical plants that have shaped global history

CASE STUDY TROPICAL SPICE GARDEN, PENANG

The Tropical Spice Garden is an eco-attraction tucked within a natural valley fronting the Straits of Malacca. Despite being outside the major tourism locations, this nature conservation area has become a must-do for day-trippers. The showcase garden houses over 500 species of herbs, spices and tropical plants. It offers multilingual self-guided or walking tours through trails and pathways that meander through undulating hills, jungles terraces and natural streams; meeting spaces, a gift shop and gallery, cooking classes, tearooms and a cafe featuring produce grown in the garden.

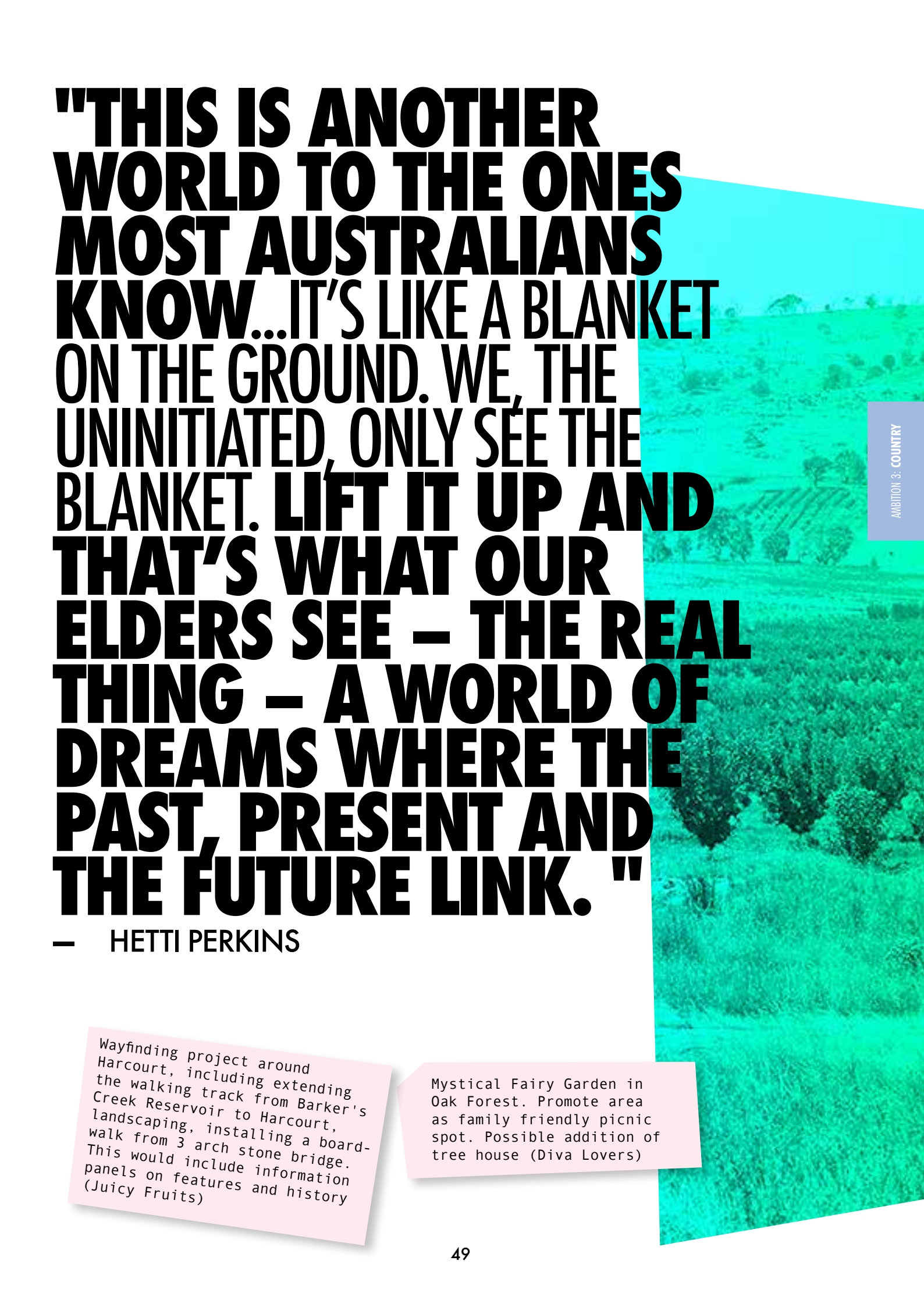
Why this project is successful: The garden not only provides powerful interpretative and educational experiences it is a treat for all the senses. Hours can be spent wandering the garden and discovering a secret nook, an intriguing fact about the history of spices or soaking up a heady scents of the garden

Strengths: This isn't your typical hands-off walk around a national park. The English-speaking guide goes into great detail about the trees and plants, often plucking a leaf and rubbing a seed pod on your wrist to allow you to smell the sweet aromas. The tour will even direct you to a lily pond, where you can dip your feet for a brief respite to the often oppressive Malaysian humidity. There, the guppies nibble your toes as part of your organic pedi-spa treatment

Limitations: Significant time and resources are required to upkeep a major tourism attraction like this

Applicability to Harcourt: Located outside of Georgetown the Tropical Spice Garden is the perfect day trip for visitors and is a key element of the local economy. Complete in itself, the garden is enough to justify the trip which can be followed up by a visit to local restaurants and markets





**"THIS IS ANOTHER
WORLD TO THE ONES
MOST AUSTRALIANS
KNOW...IT'S LIKE A BLANKET
ON THE GROUND. WE, THE
UNINITIATED, ONLY SEE THE
BLANKET. LIFT IT UP AND
THAT'S WHAT OUR
ELDERS SEE – THE REAL
THING – A WORLD OF
DREAMS WHERE THE
PAST, PRESENT AND
THE FUTURE LINK. "**

— HETTI PERKINS

Wayfinding project around Harcourt, including extending the walking track from Barker's Creek Reservoir to Harcourt, landscaping, installing a boardwalk from 3 arch stone bridge. This would include information panels on features and history (Juicy Fruits)

Mystical Fairy Garden in Oak Forest. Promote area as family friendly picnic spot. Possible addition of tree house (Diva Lovers)



**“HONOR THE
HANDS THAT
HARVEST YOUR
CROPS.”**

— DOLORES HUERTA

AMBITION 4

FOOD

Stand together as a community of producers to grow produce sustainably, protect fertile land, pool resources and share knowledge.

Food and farming is at the very heart Harcourt. Growing food and providing nourishment is not just what we do, it's at the core of who we are as a community.

There is an immense amount of pride and knowledge held in this town. From generations of working the land and evolving European farming practices to suit the seasons and ecology of the Australian landscape, to a millennia of traditional land management, custodianship and connection to Country.

Our ambition is to find ways to come together to share that knowledge with each other and the broader community, and to define a compelling story about the quality of our food and food experiences that gives people a sense of our values, our approach and the myriad ways they can explore our local food story.

We need a place brand that celebrates the quality of local produce and gives it a clear point of difference in the region to not only increase visitation but to also improve the value of these goods in the market¹⁹. Being grown in Harcourt should mean something in terms of the freshness, quality and general feel-goodness of the food.

We want to increase the efficiency, effectiveness and creativity around how we collaborate as growers, and develop a culture of learning and productivity that puts the health of the land and it's people first.

Harcourt is a town of growers, and that is what we want to remain. Urban sprawl is a global issue for all peri-urban agriculture and the Harcourt Leanganook region is no exception. While we want to see our town grow, and we welcome more people and more houses and all the shops, amenities, jobs and opportunities that come with them, we are very aware of the risks associated with residential growth to farming, to habitat and to the availability of arable land.

While strong controls around township zoning and rural buffers are a good start, we don't think it's enough long-term. Our ambition is to find multiple creative ways for people to live on acreage and embrace the rural tree-change lifestyle without further land fragmentation and the flow-on issues related to weed-management, land remediation, hobby farming and the critical mass needed to make farming operations viable.

Establish a micro-farming community (The ANA Mob)

Co-op/farm accommodation (Hardcore Toil)

Workshops in cider making and bottling (Gas Bottle Crew)

Local food/farm products sold in town (Donna & Dave)

Community garden (The Harcourt Producers)

¹⁹ See Ambition 1: Story for more information about place branding

DELIVERY MECHANISM

As part of the master brand and place branding strategy outlined in Ambition 1 we want to create a **'Product of Harcourt Leanganook' brand identity** built around clear values of tradition, sustainability and connection to country. Allow all aligned producers based in Harcourt Leanganook to make use of the brand.

Establish an **Apple Heritage and Bush Tucker Museum** in the coolstores precinct, at an expanded ANA Hall or as part of the Living Leanganook Bush Tucker Garden. This museum should take the broadest possible approach to exploring and celebrating multiple elements of Harcourt's history, traditions and primary production but should knit these disparate elements together using the two themes of apples and bush tucker. A playful and highly insta-worthy curatorial approach should be taken with plenty of opportunities to dress-up, touch and interact with the exhibits and sample local produce.



A large rustic barn surrounded by green pastures and old wooden outbuildings, Willie Smith's Apple Shed is an Apple Museum and the home of Willie Smith's Cider. It's a place to learn about the history of the Huon Valley and its apple industry, while enjoying food made from local and regional, seasonal and sustainable produce.

Create the **Harcourt Leanganook Open Paddock Project** inspired by Open House Melbourne. Create an evolving calendar of seasonal walks that allow visitors to walk from farm to farm at different times of the year to experience the variety of produce, landscapes and local producers. Like Open House, the program should provide walkers with opportunities to



Wassailling celebrations

meet the hosting farmers and producers, and get a glimpse into the back-of-house of a working farm, orchard and vineyards. The open paddock walks will change from month to month and sometimes week to week but should always connect in interesting ways to the permanent walks linking productive landscapes to the township and to the mountain.

To maximise the benefits of the Open Paddock Project hold a **Wassail Growers Gathering** once a quarter. Build on the ancient apple growing and farming traditions of wassailing and equinox celebrations as ways of bringing farmers together to share knowledge and resources, support each other through tough times and celebrate big harvests. Non-farming neighbours may be invited to join in, but these are proposed as event by growers for growers. Like the very successful seed savers program these informal gatherings should be hosted by a willing farmer or producer who will open their property to neighbours and host a discussion and shared meal. Growers might share strategies on dealing with fruit fly, native bee-keeping, pruning, permaculture, how to transition to organics, cider making, brewing, wine making, bushfood production or firestick farming.

This Growers Gathering may evolve into a stand-alone organisation that specifically provides services to members overtime, but for now we propose consolidating the existing organisations together or forming sub-committees of larger organisations like the *Harcourt Progress Association* to reduce overlaps and redundancies, and the burden of paperwork and compliance.



Suggested Partners: Producers, growers, wine and cider makers in the region, Mount Alexander Fruit Growers, Harcourt Organic Growing Cooperative Coops and other growers organisations, AirB&B, Happy Glampers, Flop House, Camplify, Camptoo, Hardcore Harcourt Facebook group, Bress, Blackjack and other producers, Mount Alexander Shire Council, Nalderun, Dja Dja Wurrung Clans Aboriginal Corporation, Harcourt Progress Association, other sub-committees, Connecting Country, UNESCO gastronomy city bid/City of Greater Bendigo, CSD-friendly developers, landowners, Trust for Nature



Pick your own farm produce at farm gate (The Harcourt Producers)

Melbourne food & wine festival long lunch in orchard (The Gas Bottle Crew)

College for Agriculture (Not Just Cider)

Suggested Next Steps

1. Incorporate the Mount Alexander Fruit Growers association into sub-committee of the HPA or the newly expanded Harcourt Leanganook Progress association (HPLA) and ensure growers hold positions on the new board and take part in collaborative initiatives such as Living Leanganook and bush food cultivation
2. Work with the events subcommittee of the HPA and with Mount Alexander Shire Council to establish the *Open Paddock Project*, *Reveal Leanganook Farmstay Project* and the quarterly *Wassail Growers Gathering*. Aim to kick off this program of events and activities in early 2020.
3. Create a map of Harcourt Leanganook's wineries, cideries and foodie venues and walking tracks and secret spots
4. Put up informal interpretive signage telling passersby what crops are growing and providing interesting information about the farming process
5. Invite a pop-up glamping company or via a #vanlife weekend to work within the calendar of event opportunities and test the appetite to grow the visitation experience at Harcourt
6. Run a workshop with landowners, Aboriginal elders, Landcare, Council's Strategic Planning team and an expert on conservation subdivision to explore possibilities, identify potential sites, develop a framework to encourage sustainable development and investigate possible future planning scheme amendments

CASE STUDY

INCREDIBLE EDIBLE

TODMORDEN

Incredible Edible Todmorden began as a community initiative to grow food on underused bits of public land including footpath verges and empty blocks with the ambition of providing free, fresh food to the town. The project started as a way to inspire people to use local produce and has now become a foodie cultural movement. The incredible edible model has inspired over 100 projects around the UK, 700 projects worldwide, and two spin-off social enterprises, which are all independent of the original entity.

Why this project is successful: This project makes the best possible strategic use of its underused resources and the energy of the community. It started small and expanded to follow the community's needs and aspirations. It is founded on local passions and has simple clear and heartfelt ambitions including building a stronger and kinder community.

Strengths: Community collaboration, transparency of intention And independence from statutory funding; the only income the project receives is from voluntary donations and fees for talks and tours

Limitations: This project relies on community labour and Harcourt's resources are already stretched in this area

Applicability to Harcourt: Harcourt could take a community development approach to a number of the projects outlined in this report including the bush tucker garden or the Open Paddock project. Both of which could develop more commercially oriented off-shoots like The Incredible Farm and The Incredible Aquagarden.

Left; the Stanthorpe Apple & Grape Harvest Festival is one of Queensland's longest running and most successful Festivals Right; Incredible Edible Todmorden started as a small community initiative and has grown into a international movement and tourism destination



AMBITION 4: FOOD

Harcourt's Centre of Excellence for organics, cider and wine (Not Just Cider)

Wine trail map & promotion of all wineries and cider producers in area (The Royal Galas)

**"AND THE DAY
CAME WHEN THE
RISK TO REMAIN
TIGHT IN A BUD
WAS MORE
PAINFUL THAN THE
RISK IT TOOK TO
BLOSSOM."**

— ANAÏS NIN

Photo credit: Juicy Fruits (Ideas-a-thon Capture Challenge: A sense of history)



AMBITION 5

GROWTH

Ensure Harcourt grows with a distinct heart, and a clear and flexible governance that supports diverse economic activity in a way that expresses Harcourt's distinct character and personality.

The people of Harcourt want 3 key things for the town. A proper town centre, the return of the train service and a pub. On top of that they want the town to grow up into itself in a way that is completely Harcourt. The very clear message throughout the Shine Harcourt Leanganook process has been; we don't want to become an outer suburb of Castlemaine and we don't want to become a generic regional node filled with ugly large format buildings and bland housing developments.

Historically the centre of Harcourt has been divided spatially, with part of the centre growing up around the railway station and the other part clustered around the highway near the intersection of Market Street. With the closure of the station almost 40 years ago and the construction of the bypass a decade ago, both centres have lost their primary reason for being in those locations. As a result many key local assets are hidden away or difficult to access and the town itself is without a clear heart.

There are two ways to think about where Harcourt's town centre is today, one is to focus on what is missing, the other is to see the opportunity. We feel that we have the opportunity to dream and scheme together now, before development really kicks off to make sure the right things are built, and the wrong things are blocked.

The township of Harcourt has grown up around granite and food production - at first the town exported fruit and vegetables to the gold fields, then to Melbourne and the world. Initially very much a tiny centre servicing surrounding farms, it is increasingly becoming a residential town with people commuting to work in Castlemaine, Bendigo and Melbourne. Growth projections indicate that the town can expect to grow dramatically over the next 15 years. The need for a regular train service and a properly laid out town centre has never been greater.

Without a train service and without a clearly defined centre that services residents' needs and provides employment, we know that even with strongly defined township growth boundaries there will be very little to stop Harcourt effectively functioning as a satellite suburb of Castlemaine or Bendigo. The very best way to combat this is to grow ourselves a strong, highly functioning town centre that reflects the true character and spirit of Harcourt and is the focus of local pride and activity.

Harcourt may have lost out to Castlemaine in the battle for the train station back in the day, but we used our influence to make sure we got an absolutely first class train station building. Now it's time to band together again and build on existing wins to do everything in our power to make sure that election promises lead to the return of an operational train station, located according to a well thought-through strategic approach to planning our town centre, and that this happens before the next election cycle.

Any decisions about the future layout of the town should be based on the assumption that at some point the trains will stop at Harcourt again. Ideally any future town centre will exist within a 400m radius of the railway station with most assets and amenities located on the eastern side of the tracks so that the centre is not divided by the rail-line.

As the existing town centre is over a kilometre away from the railway station, some decisions need to be made now before the train service reopens about how the town centre should grow and consolidate, and whether and where the station can move. Growth predictions indicate that Harcourt may expect to boast a medium-sized supermarket, about 20 specialty shops and a range of non-retail businesses over the next decade. We need to plan now to make sure this retail is consolidated to create an attractive two-sided main street and that parking and wayfinding is considered in order to maintain the attractiveness

of our town and to pack the most punch economically.

In the shorter term, the people of Harcourt strongly believe that it is now high time that we got ourselves a new local. It's been well over 100 years since Hugh Pope McLean bought the last pub in Harcourt and closed it down. We lost the Porcupine Inn in 1860, the Old Talbot Hotel in the early 1880s and then in 1912 we lost the Live and Let Live Hotel from nearby Black Jack Gully. In more recent years the bar area of the Tread Hotel evolved into the much-loved Goldfields Cafe.

A pub and a post office is pretty much the definition of a country town in Australia and its lack has become a problem for this town in a number of ways. Reopening a pub or perhaps more appropriately a cider & brew house would provide a place to gather, a place for the town to come together, a place to showcase local ciders, beers, wines and liquors and will provide a more complete experience for visitors.

Pubs don't need to be fancy to do this job, they don't even need to be housed in permanent buildings, but they do absolutely need to be open 5 days a week including weekends, they need to cater to a range of price points, they need to pour a good beer, provide comfortable places to gather and encourage large informal groupings, and they need to serve food.

The Harcourt Produce and General Store will shortly reopen and will serve food and alcohol which will go some way to closing the gap short term. Once a pub has opened the general store will help complete the offer of the town to visitors, but a pub is still a critical element of the township mix.

For many decades trade and energy and people flowed into the town via the Calder. Like many places with highway bypasses the under-used highway land now serves to drain energy and activity from the town, and encourages motorists

to speed past rather than slow down and linger. But we see all this disused land as a once-in-a-lifetime opportunity to create the missing elements of our centre on public land in a way that the community and Council can control, and which generates income for our township.

As the town grows and throughout the process of land use changes we recognise that there will need to be high levels of collaboration between Council and established businesses to work together to incubate and support small, micro and emerging enterprises until they become established. Costs and processes which are routine to larger or more established businesses can pose insurmountable barriers to businesses that are still finding their feet, especially businesses in small town and regional settings.

The reality of land use and economic development in rural areas is that people often need to work from home, and that they need to find opportunities where they live. Farming, after all, is the ultimate to live/work land use. At the same time controls are necessary to preserve the visual appeal, essential services and safety of the town. Through the Plan Harcourt process the Council's Strategic Planning team is currently working with the community and business to seek ways to strike this balance.

Zoning and planning overlays are relatively blunt tools that nevertheless are generally effective at managing the complex dynamics of changing land uses. We see the challenge as being finding the sweet spot between nurturing economic development and concentrating activity in the town centre.

We would like to see this longer term strategic thinking and town centre planning supported by a number of quick wins that can have an immediate impact, such as improvements to the entry experience to the town, wayfinding, simple infrastructure to be a RV friendly town and a pop-up pub.

Redevelop Cool Stores as a complementary venture to The Mill with affordable studio and workshop spaces for artists, makers, and local producers (The Diva Lovers)

Pop-up market in town in eco-friendly pods. The pods would encircle a community garden and open air theatre for community events. They will have a focus on produce grown by local farmers (The Hong's)

A pub, a retail precinct with yoga studio and an op shop and re-open the train station (The Harcourt Lions Club)

DELIVERY MECHANISM

Things are looking up recently on the train service front, but now is not the time to get complacent. These kinds of logistical and planning processes are long and involve multiple-agencies; many a slip can happen between cup and lip. We need to be ready to band together and create a witty, noisy and insistent **Our Lovely Train Campaign** that has Council, the community and State Government working together to make sure the planning process continues to build momentum and returns the best possible outcomes for Harcourt. Until we get our train service back we need to spread the good word about public transport and raise awareness of the issue throughout the region. We also need to make sure that the design process around the new train stop incorporates a town centre master planning process to ensure that we end up with a walkable town centre.

Establishing a complete town centre is not something that is going to happen overnight. To lay down the tone and function of our town centre quickly we'd like to approach it the same way townspeople have for centuries and start with activity, followed by provisional built form and finally with permanent buildings.

To do this we propose the **Harcourt Leanganook Market Lane** be established in the area identified as the location of the future main street. Activity should

start small with food and retail pop ups and the twilight market, then grow into a small permanent market housed in shipping containers that expands on weekends and for special events. Overtime, as the use, program and activity of the street is defined and the town grows larger, the street market will evolve into a traditional main street with small-grain permanent buildings and/or might elect to maintain elements of the flexible market form, as some towns do.

Our new pub should have pride of place on the market lane, and we should take a similar grassroots approach to its establishment. While we should actively encourage interested parties to build a bricks-and-mortar pub, in the meantime we will look for ways to make it happen right now with the resources currently available. We propose a **Pop-up Pub** which makes use of provisional and temporary options such as shipping containers, spiegel-tents and tiny mobile options like the little Irish Pub on wheels inspired by the tradition of unofficial and informal public houses - the Shebeen. An alternative approach is to hold regular pub nights at The Bowling Club where the club leases its facilities to another provider for food, service of alcohol and entertainment, the likes of which we enjoyed at Shine Harcourt Leanganook's Ideas a-thon. Whichever form it takes, the new pub should showcase apple products of all kinds, especially cider along with local beers, wines, liqueurs, bush tucker and local produce.



The very popular Tramyard precinct in Dalkey, Dublin shows how a small space can be a thriving retail precinct if it creates a great place for pedestrian, has small retail and is well designed.



Pubs don't have to be large or permanent; the Shebeen is a mobile pub created in converted caravan in Dublin that fits 10 people. The pub is complete with a fully functioning bar with two beers on tap.



Cambria in California features shopping areas with tiny shops and restaurants that are linked together by pedestrian-only paths that also encourage visitors to walk through backyards of businesses which are set up as courtyards and gardens; in Harcourt the cafe, bakery and general store all have generous spaces which could be used to create spaces for people to gather

Carry out a **Town Centre Strategic Process** that translates the ambitions of Shine Harcourt into Plan Harcourt along with a range of policies, programs and incentives to intensify the town centre and support activity.

This town centre strategic process should build on the 2011 Harcourt Town Centre Master Plan, much of which is still relevant.

However this key decisions should respond to the areas of previous plans that are now out of date, in particular the relationship of the centre to the train station, and include new ideas proposed in this report such as the Bush Tucker Garden and curated interpretive paths. To respond to the ambitions outlined in Shine Harcourt, Council's strategic planning team and the Plan Harcourt process should take a broad approach to also encompass programming, licensing, levies and ongoing management and maintenance. Decisions around the town centre should also strongly prioritise controls around the location, function and look and feel of commercial land in the town centre areas and ensure that commercial development stacks up economically and supports and expands Harcourt's identity.

The town centre strategic process should:

- Define the best way to grow and focus the town centre and the location of the train station
- Find ways to celebrate the creek and use it to provide amenity and pedestrian pathways as part of an open space network and links to the new playground while providing multiple informal and high quality places to play for kids of all ages

- Define neighbourhood precincts with different characters that support the place identity and economic functioning of the centre:
 - **The Creek Precinct** should embrace the creek and provide a gateway to the miniature railway as well as future initiatives such as the Leanganook Bush Tucker Garden. The landscape elements of this precinct should support the Harcourt Leanganook identity, celebrate the creek and provide a strong arrival experience to visitors. This precinct includes The Harcourt Produce and General Store, the Goldfields' Track cafe, Stanley Park, the petrol station, post office, the new subdivision and possible reclaimed land, the ANA Hall and James Park as the town square. The businesses and new developments on the northern side of Harmony Way should engage with the creek. New development in this area will need to be carefully managed so that it opens up access to the creek and provides an active street and unified frontage to Harmony Way. A supermarket, pharmacy and other medium-format retail outlets could work here if risks around built form, visual appeal and layout are able to be managed. Over time the historic building to the north of The Harcourt Produce and General Store could be repurposed to a complementary use
 - **The Market Lane Precinct²¹** should provide a vibrant retail heart within walking distance of the new train station. This precinct should be located near Victoria Road including James Park as the town square and within 400m of the new train stop location. This area would include Blume's Bakery, the Harcourt Bowling Club and the proposed fine grained two-sided retail lane on reclaimed road reserve including a local pub and small village green
 - **The Cool Stores** Precinct includes the old railway station buildings and the cool stores, this precinct should build on existing operations such as Maidenii Vermouth and honey producers and expand into a neighbourhood for local makers, producers and creative industries inspired by successful role models such as The Mill in Castle-maine. This location may be suitable for large format retail such as a supermarket

²¹ See Appendix A for sketch plans of possible spatial configurations of this precinct and the town centre

- Consider creating a town square next to the ANA Hall which showcases the ANA Hall as a key part of Harcourt's history and identity
- Identify possible development sites, including reclaiming land from road reserve of Harmony Way for commercial use and transferring ownership to Council to develop and lease, or sell with strict development controls
- Ensure that any planning and zoning changes do not negatively affect existing businesses and allow for existing businesses to expand in ways which support the delivery of the ambitions in this document. Find ways to support local businesses around compliance during periods of change and uncertainty particularly through rezoning processes. This is particularly important for the 3 existing food and beverage businesses in the town centre which together form the core of the visitor town centre experience, including Blume's Bakery, The Goldfields' Track Cafe and The Harcourt Produce and General Store
- Define areas with main street retail frontages
- Include diversity in housing, including affordable housing
- Explore maximising bang for buck by co-location of community assets and resources e.g. childcare centres and aged care
- Establish strict neighbourhood character overlays and design guidelines with real teeth to guide the design of built form, materials, fences, setbacks and look and feel of new developments in the town centre, particularly main street retail buildings to make sure Harcourt keeps a unique aesthetic. This is less about controls on temporary elements like signage or program and more about making sure that permanent and long term decisions support the visual appeal and economic function of the town centre. The new subdivision on Harmony Way opposite The Goldfields' Track Cafe is a cause of real concern in the community because of its size, prominence and strategic location and needs specific attention and strict controls
- Use rocky outcrop maps and other resources to protect local Aboriginal artifacts from development
- Ensure new developments provide amenities for new and existing residents and make an overall positive contribution to the town
- Identify and promote potential conservation subdivision development sites
- Develop innovative approaches to zoning and planning controls that prioritise the needs of small and micro businesses and recognises the necessity and long history of live/work arrangements in regional areas

New bespoke signage at towns entrance & exit (The Harcourt Producers)

Legislate for play space in each new subdivision (The ANA Mob)

Artisan gallery and retail space (The Bowlers)

A town square (The Royal Galas)

Co-located kinder and aged care facility; combining shared community facilities and a kitchen garden with support staff (Diva Lovers)



The tiny thriving village of Jugiong in NSW has managed to provide visitors with a complete offer despite consisting of only a pub, a cafe-provedore and a paddock set up to offer donation-only camping. Local business have capitalised on the stream of visitors by expanding; the pub has converted an historic stone stable into accomodation and built contemporary cabins, an expanded restaurant space and now a bakery, while Long Track Pantry has developed their own line of food products and opened an icecream shop next door.

Suggested Partners: Local, state and federal government, V/Line, Victrack, VicRoads, Regional Development Victoria, Public Transport Victoria, Shedshaker Brewing Company, Victorian Miniature Railway, key property owners including Blume's Bakery, Harcourt Bowling Club, Cool Stores business operators, The Mill Castlemaine and Hardcore Harcourt Facebook group and the Railpage online community.

- Map out a possible future town centre wifi strategy targeted to visitors including places to charge devices in public space
- Clarify NBN provision and other infrastructure limitations
- Find ways to support pop-up activities to enable compliance with licensing laws and insurance
- Find enabling mechanisms for fine grain and small scale events and programs in the town centre and the development of artist in residence programs, art and festivals, informal or pop-up events in public space
- Provide support and education in advance of new program and town centre development to ensure the needs of residents are balanced against the needs of other users, eg noise reduction
- Develop strategies to support small commercial, food and beverage operators, and small scale live music events and venues to interface with residential uses
- Support existing business to extend in ways that helps Harcourt provide a complete offer to visitors and which support the brand and ambitions in this report. For example provide in-principal support for extension of trading hours, liquor licensing, programs and events on private and public space
 - Support a broad range of home businesses
 - Support a broad range of pop-up businesses whether they be in caravans, shipping containers or market stalls
 - Strongly support footpath and outdoor dining
 - Define a wayfinding strategy including better signage from highway and at towns entry points
 - Define a program of quick wins including signage, landscaping and an attractive low-maintenance solution for the roundabout on Victoria Road

Suggested Next Steps

1. Create a community working group, possibly as part of HPA which is focussed on guiding development of the town centre, and creating a true heart for Harcourt. This group should drive the **Our Lovely Train Campaign**, advocate for the **Market Lane** and look for operators to run a **Pop-up Pub**, as well as a more permanent local. Working closely with Council's Economic Development and Strategic Planning team this group should also ensure that the ambitions and delivery mechanisms outlined in this report are translated into master planning and economic development strategies and that the holistic vision articulated through Shine Harcourt is not lost as planning and design processes become specialised and detailed.
2. Council's Strategic Planning team should conduct a detailed review process exploring the possible implications of the Shine Harcourt Leanganook ambitions and recommendations culminating in feedback to the community to provide insights around the complex issues involved, and outlining Council's position and proposed response.²²

²² Patrick Fensham and SGS Economics participated in the Shine Harcourt Leanganook process (pro bono) and are well placed to contribute economic advice to this review process. Likewise Steve Turner from colonysix gave his time to the Ideas Lab and may be able to provide useful advice around innovative development and retail models, as well as Council/developer partnerships and learnings from the similar Shaping Wollongong process.



CASE STUDY RE:START CHRISTCHURCH CONTAINER MALL

Christchurch created a temporary mall built entirely of shipping containers as a response to the 2011 earthquake, which destroyed most buildings in the city's mall and resulted in the central city being cordoned off from public access while buildings were being demolished. Initially considered a short-term response to the lack of permanent buildings, Re:START was popular with locals and tourists alike and remained open for business until January 2018.

Why this project is successful: The temporary nature allows retailers to be creative with minimal cost, which in turn created value and interest both customers and visitors.

Strengths: By suspending the usual rules of retail precincts and using quick low cost solutions retailers were able to more quickly rebuild and capitalise on opportunities.

Limitations: The proportions of the shipping containers limit the program, and maintenance may eventually become higher than the value of the structures.

Applicability to Harcourt: Containers are low cost, temporary, permeable, ad hoc and can be creatively branded for the community to test a new direction for the expansion of the town centre and new business initiatives. They are a way to quickly bring built form and activity to the town centre.



Great pub with good kids area (Hardcore Toitl)

Harcourt Eco-Living Habitat. 50 living spaces, promotes local attractions and produce. NFP model, with profits supporting homeless charities (Not Just Cider)

The Participants

Many of the consultants who took part in the Ideas Lab travelled from across the region, from Melbourne and even interstate to generously donate their time and expertise pro-bono to the Harcourt community. Very special thank you to Ben Grosz and Laura Camilleri from Branding and Marketing consultancy Grosz Co. Lab, to Patrick Fensham from economists SGS, community development and arts consultant Jane York, placemaking consultant Kesenya Baker, Steven Turner from colonysix and Chris Haywood, design anthropologist. Hello City has also delivered elements of this project pro-bono.

Thank you to local businesses who donated prizes to the Ideas-a-thon: Shedshaker Brewery, Victorian Miniature Railway, Goldfields Track Cafe, Granite House Bed and Breakfast, Larsen Produce, Liesl Malan Landscape Architects, Blue Elephant Beverage Company, The Taproom and Mount Alexander Shire Council.

fabulous ideas lab participants

Andrew Bos, Tread
Annette Larsen, Harcourt General Store
Aunty Julie, Aboriginal Elder
Ben Grosz, Grosz Co Lab
Brian Gould, CoGB
Dave Tripp, Regional Development Victoria
David Leatham, MASC
Eva Parkin, MASC
Evan Read, Juicy Fruit team rep
George Milford, investor/local
Jacqueline Brodie-Hanns Harcourt Progress Association/ business owner
Jane York, cultural development consultant
Katie Finlay, Harcourt Fruitgrowers' Assoc, organic co-op, Bendigo Bank
Kerry Anderson, author
Kesenya Moore, Placemaking Consultant
Laura Camilleri, Grosz Co Lab
Liesl Malan, Liesl Malan Landscape Architects
Michael Henry, Henry's Cidery
Nareena Bloomfield, Daylesford-Macedon Tourism
Patrick Fensham, SGS
Paul Henderson, Federal Government Aus Industries,
Paula Ewing, Tread
Robyn Miller, Harcourt Progress Association/ business owner
Scott Harrington, Blue Elephant Cidery
Sha Cordingley, Royal Galas team rep
Sharna Crosbie, MASC
Slade Beard, EcoThought
Sonia Anthony, Mason's at Bendigo & Food Fossickers Group,
Steve Turner, colonysix

fantastic ideas-a-thon teams

Colleen & Sharon (CNS)
Diva Lovers,
Donna & Dave,
Gas Bottle Crew,
Harcourt Toil,
Harcourt Lions Club,
Harcourt Shiners,
Juicy Fruits,
Not Just Cider,
The ANA Mob,
The Bowlers,
The Harcourt Producers,
The Hong's,
The Royal Galas,
The Shiny Shiny Ponies,
The Teed Team,
The VMRians,
Whoop Whoop Team

**Shine Harcourt
Partners**

**others to whom we are eternally
grateful for their support and advice**

Andrew Meirsch
Annette Larsen
Ben Rowbottom
Dave Tripp
David Leathem
Donna McMahon
Katie Finlay
Liesl Malan
Michael Henry
Robyn Miller
Scott Harrington

Aunty Julie
Aunty Kath
Chris Hayward
Jacqueline Brodie-Hanns
Jodi Pilinger
Kate Gamble
Paul Mizzi

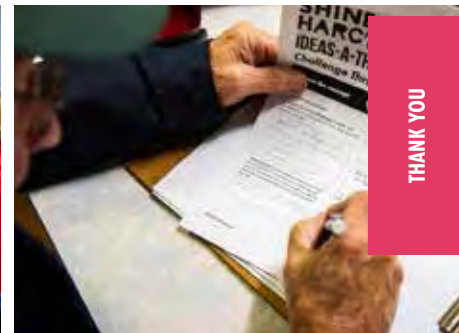
**"WE'RE ALL
GIFTED WITH THE
OPPORTUNITY
TO SUCCEED. BUT
YOU GET FURTHER
IF YOU EXTEND
THE HAND OF
FRIENDSHIP."**

— JIMMY LITTLE

THANK YOU

The ideas, thoughts and suggestions of Shine Harcourt Leanganook have only been possible because of the participation of such a diverse and committed group of people. We sincerely thank all of those who took part in the Ideas-a-thon, the Ideas Lab and in every step of this rewarding process. **We think you are amazing.**





A special thank you to the Harcourt Progress Association for hosting the Ideas-a-thon and providing food and entertainment for the evening. Thank you to our judges and to Paul Kunkler, Adrian Stewart, Meg Kunkler for volunteering on the night and especially to Jacqueline Brodie-Hanns for making sure everyone had a fantastic time. Thank you to Ozzie and Ricky Townsend of KT's Coffee cart for the delicious Thai feast and to the fabulously talented Tracey Candy for being the absolute life and soul of the party.

THANK YOU

**CHOOSE YOUR
DESTINY PATHWAYS
WITH DETERMINATION
BUT BE PREPARED TO
CHANGE COURSE IF
YOU HAVE CHOSEN THE
WRONG WAY TO GO."**

— KEN WYATT AM



WHAT'S NEXT?

The Shine Harcourt Leanganook Partnership is continuing the conversation about how to turn all of these ambitions into reality.

If you have been inspired to get involved, please get in touch! We'd love to hear your thoughts, ideas and suggestions about the enhancement of Harcourt and how you could play a role in making it happen.

Eva Parkin

Economic Development Officer

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Civic Centre, Corner Lyttleton and Lloyd Streets

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APPENDIX A

Town Centre Growth

How should the centre grow?

During the Shine Harcourt Leanganook process 3 possible ways for the town centre to grow were identified.

1. The first scenario is to focus it where it is now around the intersection of High, Wright and Market Streets. The benefits of this are that it reinforces the current centre, it is close to the swimming pool, the general store, ANA Hall, Stanley Park, open space used for markets, Tread Motel, the Goldfields track cafe and the post office. The disadvantages are that the main part of the centre would not be within optimal walking distance of the train station and it is unlikely to be feasible to reroute the track to change this.

There are also significant issues with land configuration and existing subdivisions which would make it difficult to allow the town to grow cohesively and create a two sided main street in this location.

2. The second possible growth area is near the existing railway station. The advantages of this position include proximity to the existing station, to the primary school, the recreation reserve and the cool stores. The key disadvantage being that over the last 4 decades any previous town centre amenities here have eroded or moved to the existing centre on the highway, which would split the energy of the centre in two.
3. The third possibility is to move the station further north along the track to near the intersection with Victoria Road and allow the centre to grow south to include its original location near the intersection of High Street and Harmony Way. This is the preferred scenario as it would have the advantages of linking the station area to the northern precinct, and maintaining proximity to the Tread Hotel, the General Store and Goldfield Track Cafe while linking in the Bowling Club and historic Blumes Bakery. It also has good potential to consolidate and intensify underused or fragmented land in a way that could create publicly owned retail land. Key benefits include consolidating existing assets and availability of land on Warren, Bagshaw and Buckley Streets suitable for higher density housing or commercial use. This scenario is explored in Ambition 5, Growth.

The sketches below show two possible ways to reimagine the new town centre within 5 minutes walk (400m) of the new train station and to create publicly commercial land for a town centre by reclaiming road reserve. This would support and extend existing town centre activities and businesses.



Figure 1: **The large area of road reserve on the old Calder Freeway presents an exciting opportunity for the creation of new retail spaces which are publicly owned** Figure 2: **Sketch showing how the existing centre can grow to take advantage of the disused road reserve**



Figure 3: **Harmony Lane Market Street** configuration extends the centre south to connect the existing centre to the railway line and creates an intense bustling market street on a human scale

Market Lane Precinct, Harmony

Lane: the first sketch shows a village-style approach linking the ANA open space to the Bowling Club with a pedestrian market street that includes a small village green in the centre near Blumes Bakery. The advantage of this approach is that nearly the whole site is reclaimed road reserve with minimal impact on adjacent properties. The small grain size and small pedestrian market street will allow for cheaper rents, and will maximise the sense of variety, bustle and intensity in a small overall retail area. The other advantage is that this super fine grain retail format is quite unusual in this part of Victoria and will give Harcourt a point of difference in the region. Detouring Harmony Way around the market street serves to slow traffic and provide glimpses into the Harmony Lane Market Street while providing a sheltered street market area away from traffic



Figure 4: **Harmony Way** configuration with more traditional retail layout

Market Lane Precinct, Harmony

Main Street: The second sketch shows a more traditional main street layout and produces a less unified retail frontage. Land would be reclaimed from both High Street and Harmony Way reducing both to the minimum size required for traffic flow. This scenario would have larger impacts on adjacent residential properties and would require changes in current land uses.

For both sketches retail areas shown on Victoria Road and Warren Street indicate possible sites for later retail development.



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Draft Plan Harcourt: Feedback summary

Theme	Details of feedback	Officer Response
Rezoning land from Farming Zone and Township Zone to residential or commercial	<p>What does the residential zone change achieve that cannot be achieved with the existing Township Zone (TZ) and a detailed policy/framework plan? See Planning Practice Note 91 for more information. (Department of Environment, Land, Water and Planning (DELWP) Planning)</p> <p>Farming Zone (FZ) not suitable due to small lot sizes, poor land quality, desire for property to be zoned RLZ (especially where sites are located close to or next to existing RLZ) or General Residential Zone (GRZ) instead.</p> <p>Requests to not alter the township boundary in some areas from where the current boundary is (east), and to increase the boundary in some areas (e.g. to the south) to allow more dwellings on site.</p> <p>Given the expected population growth, the extent of C1Z currently proposed is inadequate.</p>	<p>The TZ is now proposed to be retained for the established residential areas (rezoning a small section of land from GRZ to TZ), as well as for the future town expansion areas.</p> <p>The extent of rezoning proposed from FZ to TZ corresponds with the projected population growth in Harcourt. The bushfire risk to the south of the township, as well as the distance to orchards and vineyards, constrains the potential for further development in this area.</p> <p>Land outside of the town boundary has not been considered for rezoning (e.g. to Rural Living Zone) as it is outside of the scope of this project. Furthermore, this would require much more strategic work and analysis, and as a result would delay the finalisation of Plan Harcourt. The Strategic Planning work program includes undertaking a rural land strategy around Harcourt to better support agriculture, agritourism, food processing and other value-adding activities outside Harcourt's town boundaries. The work program also includes a Rural Living Strategy for the whole of the Shire, which may consider the potential for additional RLZ or Low Density Residential Zone land around Harcourt.</p> <p>As the TZ is now proposed to be retained, rezoning a strip of land currently in the TZ to FZ along Urquhart Street between Market and Bagshaw Streets is no longer required and the township boundary can follow this eastern edge of the TZ.</p>

		<p>It is anticipated that the amount of land proposed to be rezoned to C1Z will be sufficient to satisfy Harcourt's commercial land requirements for at least the next 15 years. Furthermore, some commercial uses such as retail premises and offices can occur in other parts of the town zoned TZ (subject to a planning permit). The use of these zones in this way helps to strike a balance between consolidating of commercial development in the town centre and providing greater flexibility for existing and/or potential commercial uses in other parts of the town in the TZ (and possibly IN3Z). As the town grows, additional land close to the town centre can be rezoned to C1Z if needed.</p>
Residential expansion areas	<p>Noting land as 'future residential expansion areas' will create an expectation that land will be used for such purposes in future (DELWP Planning).</p> <p>Plan Harcourt needs to clearly state that growth resulting in Harcourt becoming a dormitory / commuter suburb is not the intention of the document and will not be supported by the proposed planning scheme amendments.</p> <p>Conservation Subdivision Development should be actively encouraged in Plan Harcourt.</p>	<p>These future expansion areas have been renamed to 'Future town expansion areas' and 'Potential future town expansion areas'. This reflects the change from proposing GRZ for these area to TZ, which indicates that these areas could be developed for uses other than residential.</p> <p>The Strategic Planning team has investigated how Conservation Subdivision Development could be encouraged or facilitated through the Victorian Planning Provisions. This found that under the existing regime of planning controls, there is little in the way of planning barriers to undertaking such subdivision. In fact, the existing planning scheme actively promotes quality subdivision design outcomes that include environmental conservation or improvement.</p>
Residential character and design and	<p>The Design and Development Overlay (DDO) does not go far enough to promote outstanding design because of weak controls proposed under DDO.</p>	<p>DDOs are no longer required for land in the TZ. The schedule to TZ is now proposed to specify neighbourhood character objectives and some residential development standards of clause 54 and 55 are to be varied (e.g. front and side setbacks, fence requirements,</p>

development controls	<p>How will residential character be managed? (DELWP Planning)</p> <p>Concern of loss of existing Harcourt village/residential character as a result of poorly designed new subdivisions.</p> <p>Recommend the DDOs in the town centre be merged as they appear to cover the same thing. (DELWP Planning)</p>	<p>maximum building height). This is based on the neighbourhood character analysis work that now sits at Appendix 5 to the Plan.</p> <p>Rather than proposing two schedules to the DDO covering land in the town centre (one to Harmony Way and another to High Street), this has been consolidated into the one schedule as the general intent and desired outcome of the schedule is the same. This schedule to the DDO will provide strong direction to future development that will facilitate an active town centre, as well as reinforce and enhance the visual qualities of Harcourt.</p>
Amenity impacts from zone changes to residential	<p>Commercial zoning right next to residential land: land use conflict.</p> <p>Additional residential zoned land will cause more traffic and noise.</p> <p>Concern of loss of existing Harcourt village/residential character as a result of poorly designed new subdivisions.</p>	<p>Rezoning land does not in and of itself result in amenity impacts on existing residences/shops/parks etc. Amenity impacts occur as a result of development. It is considered that rezoning the 'town centre' of Harcourt to C1Z will result in positive amenity outcomes over time as such zoning will promote a defined town centre which may lead to urban activation of the area. Amenity impacts are best considered during the permit application stage where residents and/or shop owners are notified of a site-specific development application and can object if adverse amenity impacts are likely to occur.</p> <p>Plan Harcourt proposes a schedule to the TZ in order to promote the Harcourt village 'feel' of Harcourt. Retaining and enhancing this village feel and character is a key objective of Plan Harcourt. New subdivision will be subject to the neighbourhood character objectives outlined in this schedule that look to promote Harcourt's character.</p>
Transport and movement	<p>Desire for Train Station to be reopened and heritage buildings to be reused and activated;</p>	<p>Council will continue to correspond with the State Government and the Department of Transport (DOT) on future plans for the Harcourt Railway Station. Adaptive reuse of the Train Station is a worthwhile</p>

	<p>concern that growth areas will not be close enough (connected) to train station.</p> <p>Support the need for a walking and cycling strategy but would like to see it extended to include transport and connections more broadly (incorporating access for all abilities, shaded paths, cyclists on rural roads, agricultural transport needs and public transport connections).</p> <p>Cycling/walking path must be wide enough to accommodate growing foot and bike traffic in the future when the train station is operational (Department of Transport).</p>	<p>project to be taken under further consideration with the DOT, as well as the relevant Council departments. Place activation activities, including enhanced cycle/walking paths, are designed so as to improve the connection between the train station and the proposed growth areas.</p>
Physical works improvements/ Infrastructure	<p>Sewerage capacity concerns; inability to subdivide and infill due to sewer topography issue or presence of disused channel.</p>	<p>Coliban Water have been engaged throughout the process of preparing Plan Harcourt and will continue to be a key stakeholder throughout its implementation. These issues are to be further discussed with Coliban Water.</p>
Public open space	<p>Ideas on how to use public spaces, especially along waterways; disused channels and farming and orchard properties, safety concerns.</p> <p>Large, central trees are inappropriate; new landscape plan should be undertaken to direct and be focal point of future growth; any green spaces being considered? Several comments wanting green spaces included on Framework map</p>	<p>The proposed Development Plan Overlay (DPO) identifies opportunities for public open space, including along waterways. Development plans are to consider/address these so that these recommendations are built into future subdivision layouts. The location of future green spaces will be established at that time.</p> <p>Further exploration of how public open space is to be designed around the disused channels is to occur when the potential town expansion areas are considered for rezoning.</p>

		<p>As more development occurs in Harcourt, vehicular activity will be monitored and speeds can be controlled and reduced to improve safety and amenity outcomes for pedestrians and cyclists.</p> <p>A detailed town centre urban design plan is to consider opportunities for landscaping. Council's Parks, Recreation and Community Facilities unit will be a key partner in preparing this plan.</p>
Vegetation	<p>Seeks Council to consider a vegetation overlay or mandatory plantings controls.</p> <p>While the future residential areas are mostly cleared of native vegetation except for quality mature vegetation scattered within the private land, along road reserves and along water frontages, future development will need to be designed to avoid native vegetation removal in the first instance. (DELWP Environment)</p>	<p>The proposed schedule to TZ include a neighbourhood character objective to encourage the retention of trees where possible and new canopy trees to the front, side and rear of dwellings.</p> <p>The proposed DPO schedule proposed to be applied to the future residential areas is to require consideration of native vegetation (e.g. through requiring a flora and fauna report) and that development is to be designed to avoid native vegetation removal.</p>
Climate emergency and Environmental Sustainable Design (ESD)	<p>A street tree masterplan required.</p> <p>Respond to resource recovery and waste management initiatives proactively and flexibly.</p> <p>Sustainable design controls should be put in place; greater sustainable built form controls.</p>	<p>The town centre urban design plan identified as further work is to include landscaping and tree planting.</p> <p>Matters relating to resource recovery and waste management are to be further discussed with Council's Waste & Recycling Coordinator.</p> <p>The Plan continues to include a recommendation that further work on ESD is undertaken to understand how this can be incorporated into future development. DELWP Planning's submission indicated that State Government is currently investigating introducing ESD guidance into the Planning Policy Framework.</p>

Views	How are you protecting the hillslope and landscape background to the town centre? (DELWP)	This site has a permit for a miniature railway that is under construction. The plans for the railway line incorporate this land. The plans are such that it is considered no further protection controls are required. In addition, the proposed DDO on the town centre aims to protect the surrounding view lines including this hillslope.
Potential contamination of land and agricultural buffer	<p>Environmental Protection Authority (EPA) reminds Council to consider potential contamination from activities in the farming zone including agricultural spraying when considering rezoning to residential.</p> <p>Council should consider that the placement of industrial zones should have sufficient separation distances to residential zones to ensure industrial uses can operate without impacting on the amenity of residents. (EPA)</p> <p>Consider showing the buffer on the framework plan and consider specific map and strategy for inclusion under 13.07-1S Land use compatibility. (DELWP Planning)</p> <p>What is changing for surrounding farming zone; Is vineyard protection being considered?</p>	<p>No new industrial zone or general residential zoning is proposed as part of the final Plan Harcourt. The spray drift issue has been considered during the preparation of Plan Harcourt and is also considered as part of assessing a permit application, where applicable.</p> <p>Regarding the land use buffer, it cannot be represented accurately on any static map because the buffer will depend on where existing and future agricultural activity is located over time. It is to be assessed on a case by case basis at the planning permit stage.</p> <p>Vineyard protection (agricultural uses protection) was considered throughout the project. By retaining and, in some instances, realigning the township boundary, it is anticipated that these uses will be protected now and into the future.</p>
Strategic Drivers of Growth and growth scenarios	Further information should be provided in regards to previous strategic work in Harcourt to justify its growth.	Additional strategic background studies have been reviewed and included in the strategic context section of Plan Harcourt to assist in explaining the drivers of growth in Harcourt. External consultant, REMPLAN, has been engaged to carry out in-depth demographic

	<p>Greater justification for relying a medium or high growth rate will be required if Plan Harcourt is anticipated to be used as strategic justification for future residential expansion rezoning. (DELWP Planning)</p>	<p>forecasting and projections to understand population trends in Harcourt, and Shire wide.</p> <p>In light of DELWPs feedback, in conjunction with the new Planning Practice Notes 90 and 91 that provide new direction into the application of residential zones, GRZ is no longer proposed. TZ will remain as the zone for the established residential areas and is proposed for the future and potential future residential areas.</p>
Developer contributions and Development Contributions Plan (DCP)	<p>Disagrees that developer contributions should be imposed on their respective land.</p> <p>Considers that DCP should apply across all existing and future residential land. Should allow for 'works-in-kind'.</p>	<p>Council's ongoing work on a DCP has evolved since public consultation. Further investigation by the Strategic Planning team has concluded that the proposed DPO schedule can be used to require that a developer submit its own localised infrastructure plan to Council, which then forms the basis for a voluntary agreement to provide contributions. To help guide developers, a Harcourt Strategic Infrastructure Plan is currently prepared using the same methodology as a formal development contributions plan. This will allow for consideration of projects to be delivered as 'works in kind'.</p>
Affordable housing	<p>Providing higher densities in proximity to the station should be considered (in keeping with other State planning policies and directions including affordable housing) in these growth scenarios which may increase infill supply. (DELWP Planning)</p>	<p>The land supply analysis has been amended to reduce the average lot size from 1,000sqm to 650sqm for land already in TZ to demonstrate that medium density development is encouraged in the existing township, close to facilities and services like the Railway Station.</p>
Areas of cultural heritage sensitivity	<p>The graphical plans don't show areas of cultural heritage sensitivity.</p>	<p>Areas of cultural heritage sensitivity are now shown on the overlay graphical plan.</p>
Scope of Harcourt Valley land use	<p>The scope should be extended to include, not just agriculture and tourism, but also mapping and analysis of existing landscape assets,</p>	<p>The scope of this work is yet to be confirmed. This feedback will be considered in the preparation of this scope.</p>

strategy to be clarified	features and values. This would provide a brief for an integrated strategy to explore agricultural needs (now and in the future) as well as protection and enhancement of the natural environment. It should also incorporate opportunities to specifically help make small scale farming in our region more viable.	
Town centre urban design plan; street tree master plan	A professional urban design for the whole town centre precinct is needed. Street tree master plan needed. Make Harmony Way a one way street.	The Strategic Planning team agrees that a more detailed town centre urban design plan is important to guide future works and development. This is now clearly identified as further work to be undertaken by Council, led by the Strategic Planning team with key input from other Council units (including Parks, Recreation & Community Facilities) and the Harcourt community/ businesses through a community reference group and other forms of engagement.
Collaboration with the community and other stakeholders	Acknowledgement of Indigenous living culture and Connection to Country needs to be a core requirement of future projects, actively integrated in creative and respectful design solutions which bring everyone together.	The Strategic Planning team agrees that further collaboration with the community and other stakeholders should occur with a detailed town centre urban design plan. This is now clearly identified in Plan Harcourt (see comment above).
Develop a brand and place strategy to help inform public realm improvements	Shine Harcourt recommends developing a brand and place strategy to clearly articulate the identity of Harcourt. This should be developed before specifying colours, sculptures, wayfinding signage, etc.	This can be incorporated into the town centre urban design plan (further work).
General errors and lack of information	Plans need to provide more information and clarify proposed changes.	Minor corrections have been made to the graphical plans to improve readability.

Planning and Environment Act 1987

MOUNT ALEXANDER PLANNING SCHEME

AMENDMENT C94malx

INSTRUCTION SHEET

The planning authority for this amendment is the Mount Alexander Shire Council.

The Mount Alexander Planning Scheme is amended as follows:

Planning Scheme Maps

The Planning Scheme Maps are amended by a total of 9 attached map sheets.

Zoning Maps

1. Amend Planning Scheme Map Nos. 5ZN, 6ZN, 19ZN in the manner shown on the 3 attached maps marked "Mount Alexander Planning Scheme, Amendment C94malx".

Overlay Maps

2. Amend Planning Scheme Map Nos. 6DDO, 5ES05, 6ES05, 19ES05 in the manner shown on the 4 attached maps marked "Mount Alexander Planning Scheme, Amendment C94malx".
3. Insert new Planning Scheme Map Nos. 5DPO, 6DPO in the manner shown on the 2 attached maps marked "Mount Alexander Planning Scheme, Amendment C94malx".

Planning Scheme Ordinance

The Planning Scheme Ordinance is amended as follows:

4. In **Local Planning Policy Framework** – replace Clause 21.09 with a new Clause 21.09 in the form of the attached document.
5. In **Local Planning Policy Framework** - replace Clause 21.12 with a new Clause 21.12 in the form of the framework plan in the attached document.
6. In **Local Planning Policy Framework** – replace Clause 22.04 with a new Clause 22.04 in the form of the attached document.
7. In **Local Planning policy Framework** – replace Clause 22.05 with a new Clause 22.05 in the form of the attached document.
8. In **Zones** – Clause 32.05, insert a new Schedule 1 in the form of the attached document.
9. In **Zones** –Clause 32.05, insert a new Schedule 2 in the form of the attached document.

10. In **Overlays** – Clause 43.02, insert a new Schedule 16 in the form of the attached document.
11. In **Overlays** – Clause 43.04, insert a new Schedule 12 in the form of the attached document.
12. In **Operational Provisions** – Clause 72.03, replace the Schedule with a new Schedule in the form of the attached document.
13. In **Operational Provisions** – Clause 72.08, replace the Schedule with a new Schedule in the form of the attached document.

End of document

MOUNT ALEXANDER PLANNING SCHEME

AMENDMENT C94malx

EXPLANATORY REPORT (DRAFT)

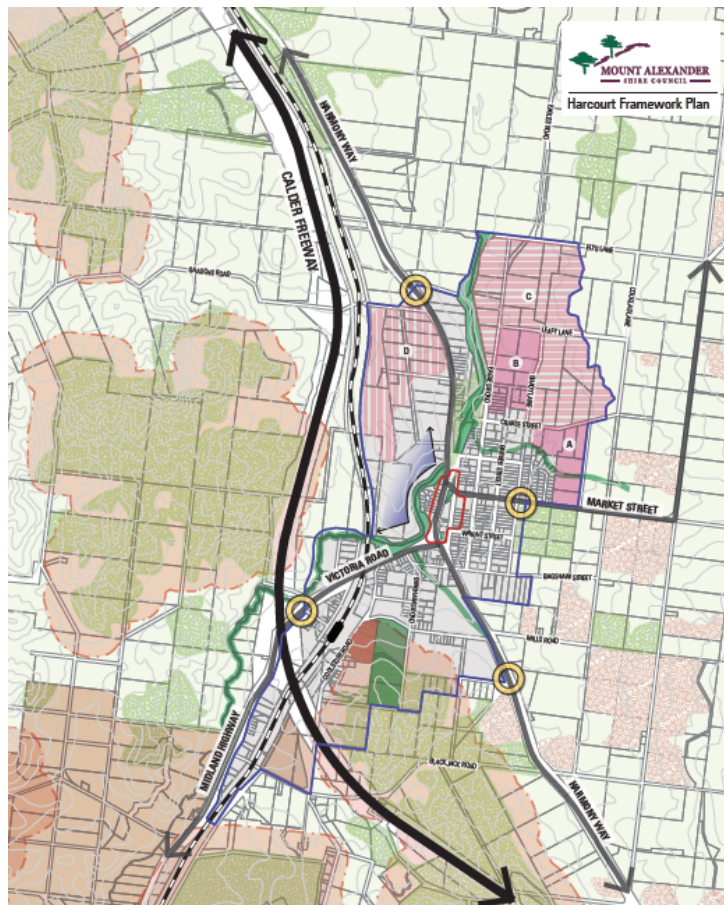
Who is the planning authority?

This amendment has been prepared by Mount Alexander Shire Council, which is the planning authority for this amendment.

The Amendment has been made at the request of Mount Alexander Shire Council.

Land affected by the amendment.

The Amendment applies to land noted as being within the Harcourt town and its immediate surrounds, as shown in the proposed new Framework Plan for Harcourt (see below).



Source: Plan Harcourt (Mount Alexander Shire Council 2020)

What the amendment does.

The proposed amendment (interchangeably referred to as 'Amendment C94' or 'Plan Harcourt' throughout this document) implements the key land-use planning directions of *Plan Harcourt* (Mount Alexander Shire Council 2020) into the Mount Alexander Planning Scheme.

The planning scheme amendment will ultimately guide future land use and development within Harcourt through planning policy reform.

Specifically, the Amendment proposes the following changes to the Mount Alexander Planning Scheme:

List of proposed changes to the planning scheme

Mapping:

- Amend, replace and delete a variety of maps to reflect the proposed zoning and overlay changes (refer Instruction Sheet for specific map amendments) as specified within *Plan Harcourt*.

Planning Policy Framework (Local):

- Replace Clause 21.09 Economic Development with a new Clause 21.09 to better support tourism based on food production.
- Replace Clause 21.12 Local Areas (specifically Clause 21.12-6) with a new Clause 21.12 to include an updated Framework Plan for Harcourt and to ensure the new objectives and strategies for Harcourt are included.
- Replace Clause 22.04 Use and Development of Land in the Farming Zone and Rural with a new Clause 22.04 to support agritourism in the Harcourt Valley.
- Replace Clause 22.05 Spray Drift with a new Clause 22.05 to clearly define and strengthen the agricultural buffer between existing rural uses and dwellings.

Zoning and Overlays:

- Clause 32.05 Township Zone, insert a new Schedule 1 in the form of the attached document.
- Clause 32.05 Township Zone, insert a new Schedule 2 in the form of the attached document (to accommodate future growth and introduce neighbourhood character objectives, new residential development standards and mandate a maximum building height of 9 metres).
- Clause 43.02 Design and Development Overlay, insert a new Schedule 16 in the form of the attached document (to ensure the area becomes the defined town centre area).
- Clause 43.04 Development Plan Overlay, insert a new Schedule 12 in the form of the attached document (to ensure a co-ordinated approach to future development).

Operational Provisions:

- Clause 72.03 What does this scheme consist of, replace the Schedule with a new Schedule in the form of the attached document (to ensure updated mapping is correctly reflected in the scheme).
- Clause 72.08 Background Documents, replace the Schedule with a new Schedule in the form of the attached document (to include *Plan Harcourt* as a background document to the planning scheme).

Strategic assessment of the amendment

Why is the amendment required?

The Amendment is required to implement the key land-use planning directions of *Plan Harcourt* into the Mount Alexander Planning Scheme. *Plan Harcourt* seeks to respond to the anticipated population growth in Harcourt, and aims to ensure that future development of land is managed in an appropriate, planned and respectful manner. More specifically, the amendment intends to make certain that further growth and development within Harcourt responds to and enhances established and existing local character and identity which is defined by a strong sense of place. It also takes into consideration the relevant environment, social and economic factors which may be impacted by development.

A strategic infrastructure plan for Harcourt will accompany and support the directions of *Plan Harcourt*. The infrastructure plan will identify critical local infrastructure to accommodate future growth and provides a strategic basis for collecting monetary contributions or works in kind for its delivery.

Plan Harcourt is a strategic document which is supported by a number of other strategic documents at the regional and local level. At the regional level, the *Loddon Mallee South Regional Growth Plan 2014* identifies Harcourt as a place to accommodate population growth.

In 2018, Council commenced the preparation of *Plan Harcourt*. It builds on the strategies and objectives of the following documents:

- *Mount Alexander Shire Council Plan 2017-2021*.
- *Harcourt Landscape Master Plan (2015)*.
- *Harcourt Community Plan (2013)*.
- *Urban Development Program Regional Residential Report Shire of Mount Alexander (2012)*.
- *Harcourt Town Centre Master Plan (2011)*.
- *Mount Alexander Residential Land Demand and Supply Analysis (2010)*.
- *Harcourt; After the Bypass (2009)*.
- *Urban Living Strategy (2004)*.

Documents/data which informed *Plan Harcourt's* development included:

- *Various policies within the Mount Alexander Planning Scheme which influence local and regional land use planning in the Shire (including but not limited to Clauses 21.01, 21.02, 21.03, 21.12-6, 22.05)*.
- *Bushfire Development Report (Terramatrix, 2019)*.
- *REMPPLAN population and demographic data*.
- *Planning Practice Notes, including Planning Practice Notes 90 and 91*.
- *Mount Alexander Planning Scheme Review (Ethos Urban, 2019)*

Plan Harcourt integrates community feedback received through surveys, workshops, community drop-ins, Council stall pop-up events and submissions as well as the relevant supporting studies noted above.

Plan Harcourt considers changing demographics, changing economic profile, climate change, development pressures, transport and movement, environmental risks including flooding and bushfire, as well as the natural and built environments, landscapes and views, spatial behaviour patterns of the community, open space, community facilities, cultural and built heritage, commercial and industrial uses, agricultural uses and infrastructure upgrades required to service the continued growth of the township.

How does the amendment implement the objectives of planning in Victoria?

The amendment implements the objectives in Section 4 of the Planning and Environment Act 1987 (*the Act*), in particular:

- a) to provide for the fair, orderly, economic and sustainable use, and development of land;

The amendment will ensure that future development and use of land within Harcourt is managed in a fair, orderly, sustainable and economic manner, given it has considered the results of community participation and data demonstrating expected population growth, in addition to other important social, environmental and economic factors.

- b) to provide for the protection of natural and man-made resources and the maintenance of ecological processes and genetic diversity;

The amendment ensures that the existing and man-made resources and assets surrounding and within Harcourt are protected, through various approaches such as buffers and appropriate land use interfacing.

- c) to secure a pleasant, efficient and safe working, living and recreational environment;

The amendment aims to take advantage of the strong sense of place which is already established and thriving in Harcourt. The Harcourt Framework plan is supported by a variety of objectives which aim to protect and enhance the enjoyed aesthetic aspects of the town, as well as aiming to create a more defined town centre area. The plan seeks to create an efficient and safe functioning of the town, through the activation of commercial buildings within a defined town centre, prioritisation of pedestrian movement, and co-location of compatible uses to be located in close proximity to one another.

- d) to conserve and enhance those buildings, areas or other places which are of scientific, aesthetic, architectural or historical interest, or otherwise of special cultural value;

Existing buildings and places which are valued by the town and contribute to its character and identity will continue to be protected and enhanced through a number of measures including urban design principles, buffers and land use allocation. These places of significance will be celebrated through a number of community initiatives outlined within *Plan Harcourt*.

- e) to facilitate development in accordance with the objectives set out in paragraphs (a), (b), (c) and (d); and

Future use and development of land within Harcourt will be facilitated in an appropriate, manageable and co-ordinated manner guided by this planning scheme amendment, taking the objectives outlined above into thoughtful consideration.

- f) to balance the present and future interests of all Victorians.

The planning scheme amendment seeks to balance both current and future interests of all Victorians by protecting the existing character and amenity of Harcourt, and planning for its future growth.

How does the amendment address any environmental, social and economic effects?

Plan Harcourt defines a township boundary fairly consistent with that of the existing town boundary illustrated in the Framework Plan at Clause 21.12-6 of the Mount Alexander Planning Scheme. Some areas of the boundary have been realigned in order to protect

biodiversity assets, and to account for environmental constraints, potential land use conflict and bushfire planning policies that have become more stringent since the existing Framework Plan was prepared.

The amendment provides additional land to be developed that provides opportunities for housing diversity and housing affordability.

Harcourt's horticultural history and existing orchards, vineyards and other niche food producers are highly valued. They contribute to the town's identity, local economy and attract tourism to the area. Harcourt's eastern town boundary is particularly important in ensuring the town's renowned orchards, vineyards and other agricultural activity is protected from residential encroachment. The Harcourt Valley's topography, soil and climatic conditions make it especially suitable for fruit growing and a strategically important agricultural asset. For this reason, the amendment strengthens the eastern town boundary as a buffered interface to protect agricultural activity from residential growth and ameliorate the impacts of spray drift on future residential development.

The amendment rezones Stanley Park and Stanley Park North to Public Park and Recreation Zone, reserving these parks for recreational and social purposes. In addition, enhancements to green links and walking tracks are identified through the township as well as through future town expansion areas, which will connect environmental assets and promote active transport networks in the existing pathway network to connect key places of interest and promote walkability.

The amendment promotes the consolidation and growth of commercial activity in the defined town centre.

Does the amendment address relevant bushfire risk?

Plan Harcourt was prepared with consideration given to the objective of Clause 13.02 of the planning scheme, which seeks to strengthen the resilience of settlements and communities to bushfire through risk-based planning, and prioritising protection of human life. This was done through the preparation of a *Bushfire Development Report (Terramatrix, 2019)* for the township of Harcourt, given the town's location within a Bushfire Prone Area (BPA) and 15% of the town being affected by the Bushfire Management Overlay.

The assessment was undertaken in accordance with guidance provided in Planning Practice Note 46 – *Strategic Assessment Guidelines, May 2017*, Planning Practice Note 64 – *Local Planning for Bushfire Protection, September 2015*, Planning Practice Note 65 – *Preparing and Assessing a Planning Application under the Bushfire Provisions in Planning Schemes*, September 2014.

The assessment makes recommendations in response to the bushfire risks that are present in the broader area and concludes that:

It is considered that development can appropriately prioritise the protection of human life and meet the objectives of Clause 13.02, largely by ensuring future dwellings will not be exposed to radiant heat flux above 12.5kW/m², which is commensurate with a BAL-12.5 construction standard. This report identifies the required setbacks, based on the type of vegetation and effective slope that the development will be exposed to (Terramatrix 2019).

The findings of the *Bushfire Development Report* for Harcourt have been incorporated into *Plan Harcourt* and are considered to be adequate in addressing bushfire risk.

Does the amendment comply with the requirements of any Minister's Direction applicable to the amendment?

The Amendment is consistent with the Ministerial Direction on the *Form and Content of Planning Schemes* under section 7(5) of the *Planning and Environment Act 1987*. The

Amendment is also consistent with Ministerial Direction 15 *The Planning Scheme Amendment Process* and Ministerial Direction 11 *Strategic Assessment of Amendments*.

The amendment considers the Ministerial Direction 1 *Potentially Contaminated Land*. When Council considers the request to rezone land in Harcourt for area identified in the Framework Plan for commercial development, Council will consider if contamination is an issue through the planning scheming amendment process.

The amendment is considered to be accompanied by all of the information required by the relevant Minister's Directions.

How does the amendment support or implement the Planning Policy Framework and any adopted State policy?

The proposed amendment supports and implements a variety of other provisions within the State Planning Policy Framework, as follows:

Clause 11.01-1S Settlement by:

- Planning and responding to the changing needs of communities through providing for zoned and serviced land for housing, employment, recreation and open space.

Clause 11.01-1R Settlement – Loddon Mallee South by:

- Facilitating the sustainable growth and expansion of Harcourt in order to capitalise on its proximity to Bendigo.

Clause 11.02-1S Supply of urban land by:

- Ensuring sufficient land is available to meet forecast demand and accommodating projected population growth over at least a 15 year period with a clear direction on where growth should occur.

Clause 11.02-2S Structure Planning by:

- Implementing a framework plan that take into account the strategic and physical context of the location; provides the broad planning framework for an area; provides for sustainable and liveable areas in an integrated manner; assists the development of walkable neighbourhoods; facilitates logical and efficient provision of infrastructure; and facilitates the use of existing infrastructure and services.

Clause 11.02-3S Sequencing of development by:

- Managing the sequence of development in areas of growth so that services are available from early in the life of new communities.

Clause 11.03-6S Regional and local places by:

- Using a place-based approach, which recognises and fosters Harcourt's unique character and attributes into the future. This approach aims to ensure that growth and change does not overwhelm the town's character or its fabric, but rather contributes to it.

Clause 12.01-1S Protection of biodiversity by:

- Assisting in the identification, protection and management of important areas of biodiversity.

Clause 12.03-1S River corridors, waterways, lakes and wetlands by:

- Protecting the environmental, cultural and landscape values of waterways.

Clause 13.01-1S Natural hazards and climate change by:

- Considering the risks associated with climate change in planning and management decision making processes.

Clause 13.02-1S Bushfire planning

- Directing population growth and development to low risk locations.

Clause 14.01-1S Protection of agricultural land by:

- Protecting productive agricultural land from unplanned loss due to permanent changes in land use.
- Preventing inappropriately dispersed urban activities in rural areas.
- Limiting new housing in rural areas by directing new housing growth into existing settlements.

Clause 15 Built Environment and Heritage by:

- Ensuring development responds to its context and reinforces a sense of place and the valued features and characteristics of the local environment and place.
- Ensuring development is designed to protect and enhance valued landmarks, views and vistas.
- Ensuring development provides safe access and egress for pedestrians, cyclists and vehicles.
- Encouraging development to retain existing vegetation.

Clause 16 Housing by:

- Increasing the supply of housing in existing urban areas by facilitating increased housing yield in appropriate locations.
- Ensuring housing developments are integrated with infrastructure and services.
- Facilitating diverse housing that offers choice and meets changing household needs.
- Encouraging the development of well-designed medium-density housing.
- Improving housing affordability by ensuring land supply continues to be sufficient to meet demand and promoting good housing and urban design to minimise negative environmental impacts.

Clause 17 Economic Development by:

- Encouraging commercial, tourism, retail and service industries within the existing activity centre.

Clause 18 Transport by:

- Creating an integrated, sustainable and safe transport system and enhancing active transport links in and across Harcourt.

Clause 19 Infrastructure by:

- Ensuring the provision of infrastructure and services with a logical sequence of development that access services.
- Establishing, managing and improving open space that meets the needs of the community.
- Considering demographic trends, existing and future demand requirements and the integration of facilities in planning for the location of education and early childhood facilities.

How does the Amendment support or implement the Local Planning Policy Framework, and specifically the Municipal Strategic Statement?

The proposed amendment supports the policies set out within the LPPF by implementing an updated framework plan for Harcourt and associated policy.

This includes the following:

- Clause 21.02-3 Township role and identity: Identifies Harcourt as a local community centre. The policy acknowledges that Harcourt has local convenience shopping and community facilities and that its physical identity is influenced by the town's location on important road and rail routes, proximity to the Mount Alexander Regional Park and stands of native vegetation.
- Clause 21.03-1 Urban Settlement: Indicates a preferred settlement pattern based on the Cluster Connect and Consolidation model. This model includes Harcourt as an area planned for growth given its location within the 'Calder Corridor'.
- Clause 21.04-1 Biodiversity: Notes Harcourt as having high-value biodiversity assets.
- Clause 21.05 Environmental Risks: Recognises the impacts of climate change to biodiversity values, as well as flooding, bushfire, catchment management and waterways and the role of planning in increasing the Shire's resilience.
- Clause 21.09-3 Tourism: Recognises the role of tourism in Harcourt based on wineries and cideries located in the Harcourt Valley and supported by several annual events that celebrate the area's local produce.
- Clause 21.12-6 Harcourt: Includes the existing Framework Plan for Harcourt and associated policy.
- Clause 22.04 Use and development of land in the Farming Zone and Rural Living Zone: Builds upon the Municipal Strategic Statement objectives in Clauses 21.03 and 21.06 to ensure the fragmentation of quality agricultural land as a result of inappropriate subdivision is avoided.
- Clause 22.05 Spray Drift: builds upon the Municipal Strategic Statement objectives in Clause 21.06 to minimise potential amenity impacts between rural agricultural uses and rural lifestyle or other sensitive uses.

Does the amendment make proper use of the Victoria Planning Provisions?

The amendment reflects the findings of the strategic document *Plan Harcourt* prepared by Mount Alexander Shire Council. The most appropriate tool for including the new land use directions and policies for Harcourt in the Mount Alexander Planning Scheme is to update the Local Planning Policy Framework at Clause 21.12-6 Harcourt, in addition to the introduction of updated schedules to a number of zones and overlays to reflect the new Harcourt Framework Plan.

Consideration has been given to the Planning Practice Note 91 (PPN91) 'Reforms to the Residential Zones' released in December 2019. PPN91 introduces a new suite of considerations when applying residential zones and states that the Township Zone (TZ) is to be applied to small towns with no specific structure of residential, commercial and industrial land uses. While the Plan's high-growth scenario projects that the population may reach just over 1,600 by 2036 and the amendment seeks to establish a defined commercial town centre, Harcourt will remain a small settlement. The TZ is now the most appropriate zone for managing residential growth and is proposed to be retained for established residential areas and applied to the future town expansion areas (rezoning from Farming Zone).

How does the amendment address the views of any relevant agency?

Consultation with relevant agencies was undertaken during the preparation of *Plan Harcourt* and feedback has been considered and incorporated. Agency views will be further considered after the amendment exhibition period as appropriate.

Does the amendment address relevant requirements of the Transport Integration Act 2010?

There are no significant impacts on the transport system defined by the Transport Integration Act as a result of this proposed amendment.

Resource and administrative costs

- **What impact will the new planning provisions have on the resource and administrative costs of the responsible authority?**

Throughout the process of preparing this planning scheme amendment, the potential cost implications as a result of implementing and administering the new planning scheme provisions have been taken into account. It is considered that Council will have adequate resourcing to respond to any effects this scheme amendment might result in, such as increased planning applications.

Further, the proposed amendment provides improved clarity and certainty for the community on where development can occur in Harcourt, which therefore reduces the time Council's planning department spends on responding to rezoning requests.

There will also be urban design and place activation projects to come out of the *Plan Harcourt* project that will become Council-owned assets, and some may require ongoing maintenance by Council. This has been taken into account throughout the process and is not expected to have a detrimental impact on Council in terms of resourcing.

NOTE: Planning Policy Framework Translation

The Planning Policy Framework (PPF) translation of the Mount Alexander Planning Scheme is currently underway, which will result in changes to the policy numbers of policies proposed to be amended from this amendment. It is expected that this result in minor changes to this explanatory report.

Where you may inspect this Amendment

The amendment is available for public inspection, free of charge, during office hours at the following places.

Mount Alexander Shire Council Civic Centre, Cnr Lyttleton and Lloyd Streets, Castlemaine 3450, Victoria.

The amendment can also be inspected free of charge at the Department of Environment, Land, Water and Planning web site at www.dtpli.vic.gov.au/publicinspection.

Any person who may be affected by the Amendment may make a submission to the planning authority. Submissions about the Amendment must be received by **INSERT DATE.**

A submission must be sent to:

Attention: Strategic Planning

Mount Alexander Shire Council

PO Box 185 Castlemaine Vic 3450

By email to: strategicplanning@mountalexander.vic.gov.au

CONDITION ACTION PLAN (based on recommendations from Chewton Pool Condition Assessment and Investigation Report, Aquatic Engineering Consultants Pty Ltd, July 2010) with updated status information April 2020.

Of nine actions detailed below seven have been fully completed. Of the remaining two, one relating to management of water quality is mostly complete with current actions ensuring safe operational management of the pool water. The other outstanding action identified a need for structural changes to provide accessibility and access consistent with current standards and regulations. This is not feasible without significant funds to complete structural alterations to the pool shell and buildings. When this issue was last considered by Council in 2017 the degree to which the actions had been completed by the CPI was deemed sufficient to support safe use and management of the facility. It is advised that this remains the case.

	Condition Item	Risk Level	Action Required	Timeframe	Status	Notes/Actions required
1.	Disability and access (the swimming pool does not have disability ramp access and would not comply with current design and legislative standards in relation to disability and access).	Low	Pool should be made compliant with present legislative and standards regime.	2-5 years	In progress	<p>Long term plan to update changerooms for access.</p> <p>Successful funding through the State Government has been granted for the installation of disability hoist. Though not a preferred pool entry option funding was obtained through a community member connected to MASDAG.</p> <p>Further funding required for additional accessibility upgrades.</p>

	Condition Item	Risk Level	Action Required	Timeframe	Status	Notes/Actions required
2.	Water quality (the swimming pool requires a major upgrade to its water treatment plant, including its water filtration and chemical dosing unit, in the interests of properly protecting public health and wellbeing (in particular, the condition report commissioned by Council recommends that “the provision of a chemical delivery bund, bunded chemical storage, new chemical dosing facilities be coordinated with a new plant room that incorporates pumps, filters, dosing equipment and chemical storage in a portioned building”).	Medium	Water quality issues must be regularly monitored.	Immediate water quality monitoring requirements. Immediate upgrade to the water treatment plant and equipment.	Ongoing Completed	Cells in the controller unit were replaced in 2012.
			a. upgrade to water filtration		Completed	Two sand filters had their filter media replaced in 2015.
			b. upgrade to chemical dosing unit		Completed	Pulsar unit dosing pump was upgraded in December 2015.
			c. provision of a chemical delivery bund		N/A	Not required as no liquid chlorine onsite.
			d. bunded chemical storage		N/A	Not required as no liquid chlorine onsite.
			e. new chemical dosing facilities be coordinated with a new plant room that incorporates pumps, filters, dosing equipment and chemical storage in a portioned building		Not completed	Funding required.

	Condition Item	Risk Level	Action Required	Timeframe	Status	Notes/Actions required
3.	External physical surround for the swimming pool to avoid tripping and improve lifeguard access	High	a. Improvements to concourse	Immediate	Completed	New concourse has been installed.
			b. Drainage improvements		Completed	A die was placed into the pool and no leaks were found. There was a pool leak at the outlet valve but filled and fixed.
4.	Internal swimming pool structure pertaining to the walls and gutters of the swimming pool (sections of the concrete internal swimming pool walls have, and are continuing to, crack, crumble, flake and generally break away, and pieces of structural steel reinforcement have become exposed and are corroding, which in turn is beginning to flake and decompose; rust marks are leaching into the paint work of the swimming pool; further there is evidence of cracked, spalling and broken scum gutters around the swimming pool surrounds).	High	Repairs and maintenance as required, with, in particular, safe rendering of exposed steel reinforcing on inside of swimming pool.	Immediate	Completed	Completed in 2011.
			repair of scum gutters		Completed	Scum gutters were repaired in 2011
5.	Issues in relation to the plant room of the swimming pool and its change room and toilet facilities (these require upgrade	Low	a. Minor repairs, maintenance and improvements to change rooms	2-5 years	Ongoing	Painting has been undertaken. A kiosk upgrade has been undertaken.

	Condition Item	Risk Level	Action Required	Timeframe	Status	Notes/Actions required
	or significant improvement to bring them into line with contemporary standards).		b. Minor repairs, maintenance and improvements to plant room	2-5 years	Ongoing	Painting has been undertaken.
			c. Minor repairs, maintenance and improvements to toilet facilities	2-5 years	Ongoing	painting has been undertaken
6.	Issues in relation to the floor and steps of the swimming pool (sections of the bottom of the swimming pool and the steps leading into the swimming pool have become cracked, several of which are quite large and can be seen at both the deep and the shallow ends of the pool).	High	a. Repairs and maintenance of steps into the pool to remove cracks	Immediate	Completed	Undertaken in 2011
			b. Repairs and maintenance of pool floor to remove cracks	Immediate	Completed	Undertaken in 2011

	Condition Item	Risk Level	Action Required	Timeframe	Status	Notes/Actions required
7.	Issues in relation to the reinforcing that has been used on the swimming pool walls (in particular, it is identified in the condition report commissioned by Council that there is a section where there is no horizontal or vertical reinforcing, with the view being expressed that "this is of serious concern for the structure").	Medium	Further evidence to be obtained from aquatic structural engineers in relation to this issue.	To be obtained before consideration is given as to whether the swimming pool should be reopened to public use.	Evidence obtained	Core samples were taken. There is an RJ Ball report completed in 2010. A five year life span was given for the facility. In 2016 RJ Ball inspected the pool and wrote that the pool tank remains safe for public use for another 5 years. New report from the committee required in 2021.
8.	Issues in relation the lack of any or proper reinforcing in the floor of the swimming pool ("sections where no reinforcing could be identified are clearly not compliant with current requirements", with the result that "[this] raises further concerns of the structure's capacity to remain as a water retaining structure into the future" and "cement content is below minimum standard and this may impact on strength of the pool shell").	Medium	Further evidence to be obtained from aquatic structural engineers in relation to this issue.	To be obtained before consideration is given as to whether the swimming pool should be reopened to public use.	Evidence obtained	There is an RJ Ball report completed in 2010. A five year life span was given for the facility. DOC/16/2162 In 2016 RJ Ball inspected the pool and wrote that the pool tank remains safe for public use for another 5 years. It is also feasible for further years subject to appropriate ongoing maintenance of the structure.

	Condition Item	Risk Level	Action Required	Timeframe	Status	Notes/Actions required
9.	Issues in relation to non-compliance with relevant legislation, including regulations, codes and standards .Without seeking to be exhaustive about this position, reference is made to the <i>Building Act</i> 1993, the <i>Occupational Health and Safety Act</i> 2004, the <i>Environment Protection Act</i> 1970 and the <i>Disability Act</i> 2004.	Medium	An audit and analysis of relevant legislation, including Acts, regulations, codes and standards should be undertaken.	Immediate	Completed	RLSSV audit undertaken in 2012/2013. Chewton is as compliant as possible for a small pool. DOC/16/2162



Infrastructure Asset Management Plan

Part B – Pathways

June 2020

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A thriving community working together to create a sustainable and vibrant future

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1 Overview

The Asset Management Plan (AMP) encompasses all the assets under Council's control and connects the investment of community wealth with service outcomes. The Pathway Asset Management Plan aims to enable the provision of agreed levels of service throughout the entire pathway asset lifecycle within financial, resource and risk constraints.

The AMP should not be confused with the Road Management Plan (RMP) which is a statutory plan under the Road Management Act 2004 that sets out inspection and hazard maintenance regimes for assets within public road reserves.

1.1 Alignment with Council Plan

The development of AMPs incorporating service level assessments for all asset classes is a key strategic direction in the Council Plan 2017-21 (pg. 27). Table 1 below outlines the organisational Strategic Objectives and Strategies directly addressed by this AMP.

Table 1 - Alignment with Council Plan Strategic Objectives

Strategic Objective	Strategies
Improved Health and Wellbeing	Improve health through the use of our public spaces and trails
Well Managed Assets for Now and into the Future	Improve streetscapes and town entrances Review, maintain, renew and expand the assets of our community
An Innovative and Sustainable Organisation	Facilitate and support a transparent and innovative culture Maintain financial sustainability to deliver the Council Plan

1.2 Relevant Council Strategies

Asset Management Strategy - October 2015

Cycling Walking Strategy 2010- 2020

1.3 Relevant Legislation

Key requirements relating to the management of bridges considered in the development of this AMP can be found in the following legislation and regulatory frameworks:

- Disability Discrimination Act (DDA) 1992
- Local Government Act 1989
- Local Government Act 2020
- Local Government Finance and reporting Regulations 2004
- National Asset Management Framework Legislation 2010
- Native Title Act 1993

- Occupational Health and Safety Act 2004
- Occupational Health and Safety Regulations 2007
- Planning and Environment Act 1987
- Road Management Act 2004
- Road Safety Act 1986
- Road Safety Regulations 2009
- Transport Act 1983
- Victorian Local Government Act 2020
- Workplace Health & Safety Act 2011

2 Review Date

The AMP will be reviewed and updated periodically (minimum 5 yearly) taking into account changes with the Council plan and budget.

Review date 30 April 2025.

3 Stakeholders

Council Stakeholders in the lifecycle management of pathways are detailed in Table 2 below.

Table 2 - Council Stakeholders in the Lifecycle Management of Pathways

Owner	Director Infrastructure and Development
Client	Executive Manager Infrastructure
Planning Renewal	Engineering Coordinator
Design	Engineering Coordinator
Construction	Engineering Coordinator
Operation	Works Coordinator
Maintenance	Works Coordinator
Asset Accounting	Asset Management Coordinator
Acquisition Disposal	Director Infrastructure and Development

4 Asset planning

4.1 Asset Types

Council pathways are broken up into three categories based on function and location:

- Footpaths
- Trails (Shared Use Paths)
- Recreation Reserve Paths.

4.2 Asset Hierarchy

In addition to the above, pathways are grouped into two levels of criticality based on pedestrian activity as described below in Table 3.

Table 3 – Pathway Hierarchy Descriptions

Criticality	Description	Pedestrian Activity Level
1	Footpaths in Castlemaine and Maldon town/commercial centres (defined in the Mount Alexander Planning Scheme).	High Traffic
2	Pathways in residential and other areas	Low Traffic

4.3 Asset Composition and Lifecycle Management

The composition of pathway assets within Council's asset register (as of March 2020) is summarised in Table 4, Table 5 and Table 6 below.

Table 4 – Pathway Network Dimensions by Hierarchy

Hierarchy	Length (km)	Area (m ²)
1 - High Pedestrian Activity	33.2	62,159
2 - Low Pedestrian Activity	55.2	127,340
Total	88.4	189,499

Table 5 – Pathway Network Dimensions by Type

Asset Type	Length (km)	Area (m ²)
Footpath	55.7	96,091
Reserve	6.6	14,675
Trail	26.1	78,733
Total	88.4	189,499

Table 6 – Pathway Network Dimensions by Material

Surface Material	Length (km)	Area (m ²)
Asphalt	24.2	53,039
Concrete	25.4	37,618
Sawn stone paving	1.5	2,923
Gravel	37.3	95,919
Total	88.4	189,499

Asset Value and Useful Lives

Pathways are valued on a regular basis, most recently in 2017. Table 7 below summarises the financial details for Council's pathways.

Table 7 – Pathway Network Value

Asset class	Replacement Value (as of 2017)	Written Down Value (as of 2017)	Annual Depreciation Expense
Footpath	\$6,745,296.30	\$4,751,075.99	\$208,306.11
Reserve	\$589,187.45	\$443,251.12	\$16,767.01
Trail	\$1,843,542.73	\$1,207,274.53	\$68,956.89
TOTAL	\$9,178,026.48	\$6,401,601.64	\$294,030.01

The next condition audit is scheduled for 2021/22. Revaluation will occur at this time if it is not deemed necessary to be completed earlier.

Council's standard useful lives for pathways is shown below in Table 8.

Table 8 – Pathway Useful Lives

Surface Material	Standard Useful Life (Years)
Asphalt	25
Bitumen	25
Concrete	50
Pavers	40
Unsealed	25

4.4 Condition

Council assesses the condition of its pathway infrastructure assets to evaluate network performance and inform future investment decisions on a five-yearly schedule. Pathways are assessed on a 0-6 condition scale at regular intervals in line with industry standards. Each segment is then given an overall condition score based on the average sub-segment rating.

General definitions for each condition rating are provided in Table 9 below.

Table 9 - General Definitions of Condition Ratings (0-6)

Score	Condition	Description
0	New	Asset is newly constructed. Schedule routine maintenance is required.
1	Excellent	Asset is 'as new' condition with no defects or signs of use. Scheduled routine maintenance is required.
2	Good	Asset is in sound condition with occasional defects and minor signs of use. Scheduled routine maintenance is required. Occasional unplanned maintenance is required.
3	Fair	Asset is in acceptable condition with obvious signs of use and defects occurring regularly. Scheduled routine maintenance is required. Unplanned maintenance is required. Early asset renewal may be warranted for the highest priority assets.
4	Poor	Asset is in a degraded condition which is reducing the level of service it is providing. Increased scheduled routine maintenance is required. High levels of unplanned maintenance are required. Planned asset renewal is required for all but the lowest priority assets.
5	Very Poor	Asset is in a severely degraded condition which is limiting the level of service it is able to provide. Increased scheduled routine maintenance is required. High levels of unplanned maintenance are required. Planned asset renewal is required for the lowest priority assets and overdue for all other assets.
6	End of Life	Asset is no longer providing a service and may be unsafe. Scheduled routine maintenance is no longer required as it provides no benefit. Unplanned maintenance is required to manage risk exposure. Asset should be closed and or demolished.

Council's most recent pathway condition audit was undertaken in 2017. The current distribution of pathway conditions is summarised below in Figure 1.

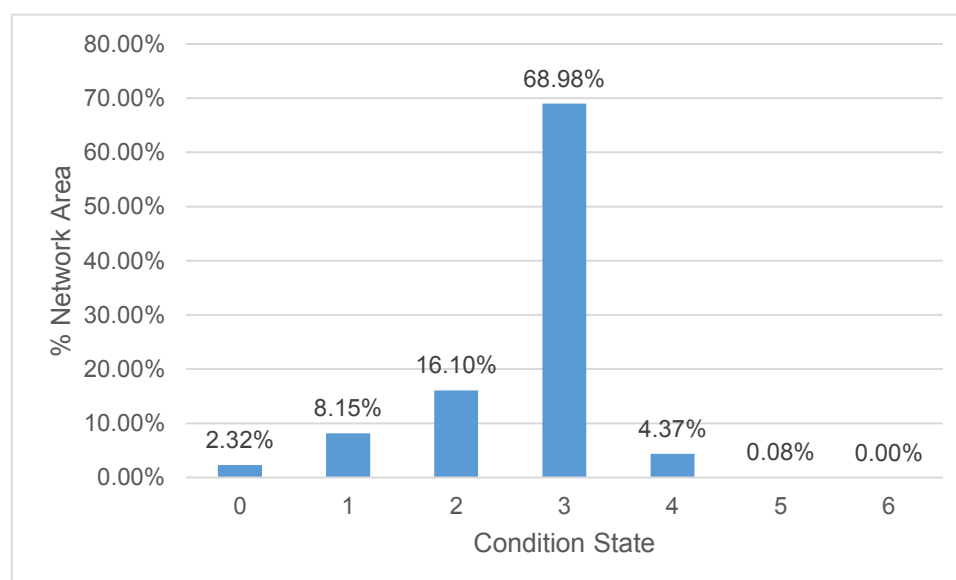


Figure 1 – Pathway Network Condition Distribution

Condition standards for pathway assets and required funding are discussed further in Sections 4.6 and 0 respectively.

4.5 Asset Capacity and Functionality

Asset capacity and functionality refers to the ability of physical infrastructure to meet service delivery and community needs. Capacity and functionality data inform demand management, upgrade, expansion and renewal and or disposal strategies.

Capacity

Pathway capacity is primarily dependent on width, as well as the pathway network being present where required. It can be influenced by environmental factors such as vegetation overhang. Council has identified 51 pedestrian desire lines caused by foot traffic, which will be evaluated as potential candidates for formal pathways.

Table 10 and Table 11 below describe the current distribution of pathway widths by type and hierarchy. Section 4.6 describes the desired capacity characteristics of Council's pathways.

Table 10 – Pathway Width Distribution by Type

Type	Length of Pathways (km) with Width				
	0-1m	1-1.2m	1.2-1.5m	1.5-2m	2m or more
Footpath	2.3	8.7	28.4	8.0	8.3
Reserve	0	0.4	2.8	0.7	2.8
Trail	0.1	0.2	0.5	5.7	19.6

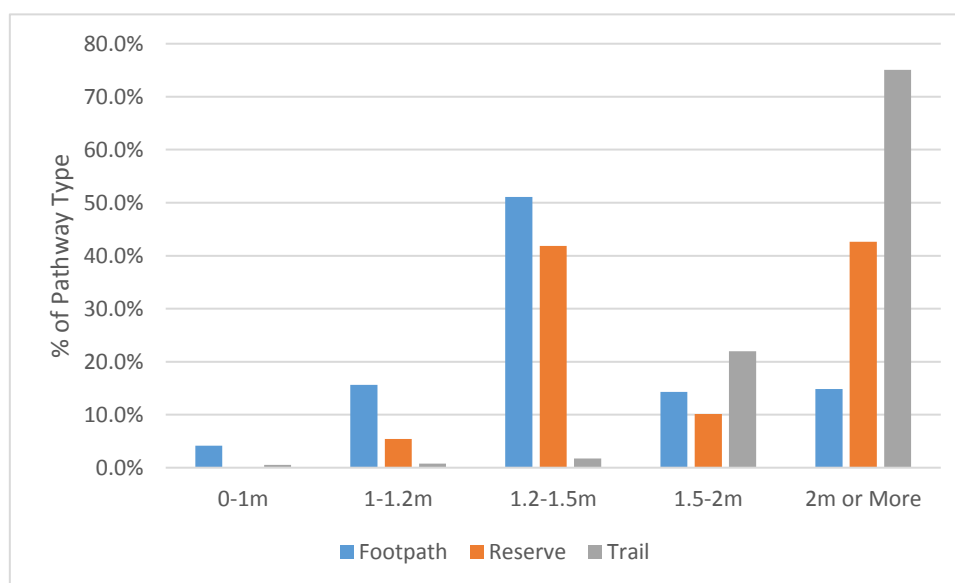


Figure 2 - Pathway Width Distribution by Type

Functionality

Pathway functionality may be influenced by material, the presence of accessibility features such as tactile pavers and suitable gradients. Council does not currently record details specifically relating to pathway functionality, or have a framework adopted for its assessment. The implementation of levels of service for pathway functionality is discussed further in Section 4.6.

Prioritisation principles

Council resources are limited, and works must therefore be prioritised. This occurs through consideration of:

- Council Strategies and Plans.
- Condition assessment.
- Maintainability (for existing assets).
- A combination of asset classification, physical location, frequency of use etc, which provide a risk profile for the asset.

4.6 Levels of service

Levels of service are the link between organisational goals and asset management objectives as well as detailed operational objectives. In effect, they define the target performance standards for assets of a given type.

The development and implementation of levels of service requires an on-going continuous improvement. Council does not currently possess the information required to assess its current performance for some proposed indicators. Improvement plan actions in Section 7 have been created to address these gaps in knowledge.

Community Levels of Service

Community levels of service focus on measuring how the customer receives the service offered by assets and is primarily measured via community feedback and requests logged in Council's customer request management system.

Draft community levels of service are detailed below in Table 11. Consultations with key stakeholders will be required before they can be finalised.

Table 11 - Draft Community Levels of Service for Pathways

Service Attribute	Objective	Target Performance	Current Performance
Function	Pathways meet the community's expectations.	Annual Community Satisfaction Survey results equal to or better than the average of other similar Councils for footpath and local streets condition.	Mount Alexander score of 49 versus large rural average score of 55.
Quality	Pathways meet the community's expectations.	Annual reduction in the number of customer service requests relating to existing pathways.	TBD
Function	Pathway compliance with DDA.	New and renewed footpaths meet compliance requirements.	N/A
Function	Complaints and requests are handled in a timely manner.	95% of customer service requests logged, investigated and customer notified of the outcome within 5 days.	TBD
Safety	Council's pathways are kept safe for users.	Annual reduction in the number of valid safety reports relating to pathways.	TBD

Technical Levels of Service

Technical levels of service are based on specific measurable criteria that demonstrate network performance.

Technical levels of service for pathways are detailed below in Table 12.

Table 12 – Technical Levels of Service for Pathways

Service Attribute	Objective	Target Performance	Current Performance
Capacity	Pathway widths are suitable for intended usage.	Upon renewal, paths are upgraded where possible to minimum widths: 2m for trails, 1.5m for footpaths.	Desired minimum widths currently met by 63% of footpaths, 75% of trails.
Capacity	Pathway network provision is in line with community expectations.	Council to construct new pathways where required through the capital works program.	TBD
Function	High traffic pathways are accessible.	At least six footpath road crossings made fully compliant each year.	TBD
Quality	Pathways are maintained adequately.	At least 80% of work orders are completed on time.	TBD
Quality	Council can make informed evidence-based decisions about its pathways.	Pathway condition assessments are undertaken at least every five years.	The most recent pathway condition assessment was undertaken in 2017.
Quality	Pathway conditions are maintained to agreed targets.	98% of pathway network area in condition state 4 or better ¹ .	99.92% of network area in condition state 4 or better.
Safety	Council's pathways are kept safe for users in accordance with legislative requirements	100% of RMP inspections undertaken on time and 100% of RMP hazards rectified on time.	TBD

Operational Levels of Service

Levels of service relating to specific maintenance defects on pathways within Council road reserves are defined in Council's RMP. Pathways outside of the road reserve are not covered by the RMP.

¹This is a long-term service level target achievable within Council's financial constraints based on modelling in Section 0.

5 Future Demand

5.1 Demand Drivers

Network demand can be influenced by factors such as population change, changes in demographics, technological changes, environmental awareness and new assets.

5.2 Demand Forecasts

Demand factor trends and impacts on service delivery are summarised in Table 13 below.

Table 13 - Demand Forecasts and Impact on Services

Demand factor	Present position	Projection	Impact on services
Population	19,514 in 2018, up from 17,585 in 2008 (11% increase). ²	Increase of approximately 1.4% per year ²	Increased pathway utilisation and potentially growth in network resulting long-term in greater increased renewal liability.
Demographics – Ageing Population	32% of the population aged 60 or greater ³	Population age expected to rise ²	Increased need for consideration of pathway accessibility.
Community Expectations	N/A	Increasing	Community expectations relating to transparency and justification of expenditure within local governments are increasing, resulting in a greater need for decisions to be evidence-based.
Legislation	N/A	N/A	Local Government Act 2020 mandates 10-year asset plans
Engineering Standards	N/A	N/A	Introduction of new design standards over time (e.g. AS 1428.1-2009) mean older assets generally do not meet modern service standards.

5.3 Demand Management Plan

Opportunities identified to date for demand management are shown in Table 14. Further opportunities will be determined in future revisions of this AMP.

² Mount Alexander Urban Growth Strategy Background Paper, February 2016
(https://www.mountalexander.vic.gov.au/Files/Strategic_Planning/Mount_Alexander_Urban_Growth_Strategy_-_Background_Paper.pdf)

³ <https://www.communityprofile.com.au/mountalexander/population/age#!bar-chart;i=0>

Table 14 – Demand Management Opportunities

Service Activity	Demand Management Plan
Pathway Network Growth	Increasing population results in new paths being handed over to Council and increased capacity requirements in activity centres. New paths to be monitored through entry into Council's asset register and inclusion in regular condition audits. These paths will increase Council's renewal and maintenance liability as they age in the longer term. Issues with pathway capacity in activity centres to be monitored through community satisfaction surveys.
Capital/Maintenance Expenditure	Ageing assets, community expectations relating to the quality of pathways network increases pressure for asset upgrades. Monitor community expectations and communicate service levels and financial capacity with the community.
Land Development	Additional infrastructure required due to development will require continuous monitoring and management of development controls and infrastructure planning.
Capital Works Planning	Long-term capital works plan to be scheduled in accordance with regulatory requirements. Implementation of levels of service and improved modelling will produce more effective, evidence-based programs.

6 Financial Sustainability Strategy

6.1 Maintenance

Council has an operating budget to maintain its pathway network. The budget was \$62,250 in 2019/20 and has historically remained stable from year to year. It is primarily used for activities such as:

- Grinding or placing asphalt wedges to mitigate trip hazards on concrete paths
- Crack sealing and patching of asphalt paths
- Topping up unsealed paths.

6.2 Capital

The Financial Sustainability Strategy (FSS) holds planned allocations for budget towards new, renewal, upgrade and expansion of pathway assets.

Historical funding and allocated future budgets are shown in Table 15 below.

Table 15 – Historical and Planned Capital Expenditure

Financial Year	Renewal Expenditure	New Expenditure	Total
16/17	\$941,056	\$0	\$941,056
17/18	\$0	\$364,532	\$364,532
18/19	\$369,586	\$253,000	\$622,586
19/20*	\$230,000	\$568,528	\$798,528
20/21	\$200,000	\$150,000	\$350,000
21/22	\$200,000	\$150,000	\$350,000
22/23	\$200,000	\$150,000	\$350,000
23/24	\$200,000	\$150,000	\$350,000
24/25	\$200,000	\$150,000	\$350,000

6.3 Financial Forecasting

Council forecasts the financial requirements of its infrastructure assets using Assetic Predictor. The software enables Council to evaluate the long-term impact of any funding scenario on its infrastructure.

As part of the development of this AMP, three 25-year funding scenarios were investigated for Council's pathways:

1. Funding based on Current Planned Expenditure
2. Optimised Funding to achieve condition service level objectives
3. Unlimited Funding

The trigger points for when pathways are considered candidates for renewal in Predictor are based on hierarchy and type. For high traffic footpaths and trails the trigger point for renewal is condition 4, whereas for low traffic and reserve pathways it is condition 5.

Note that all financial figures in this section are present value.

Scenario 1 – Current Planned Expenditure

The Current Planned Expenditure scenario assumed a spend of \$200,000 per year over the next 25 years. Figure 3 and Figure 4 depict the scenario funding profile and impact on condition over time respectively.

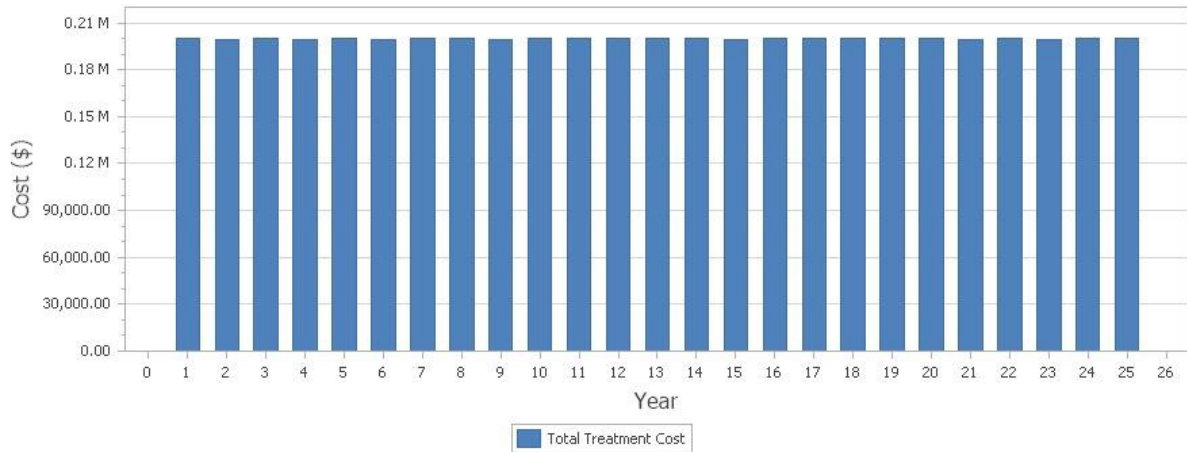


Figure 3 – Scenario 1 Funding Profile

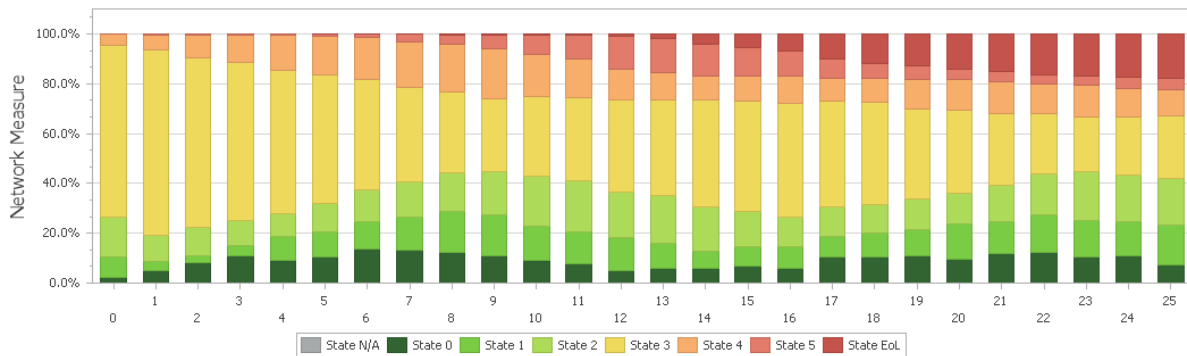


Figure 4 – Scenario 1 Long-Term Network Condition

Council's pathway network under this scenario would remain in adequate condition over the short to medium-term but begin deteriorating after ten years. By year 25 approximately 18% of the network is predicted to have failed.

Scenario 2 – Optimised Funding

The Optimised Funding scenario aims to create a forecast that can realistically be implemented by Council that will prevent pathways from reaching end of life. Figure 5 and Figure 6 depict the scenario funding profile and impact on condition over time respectively.

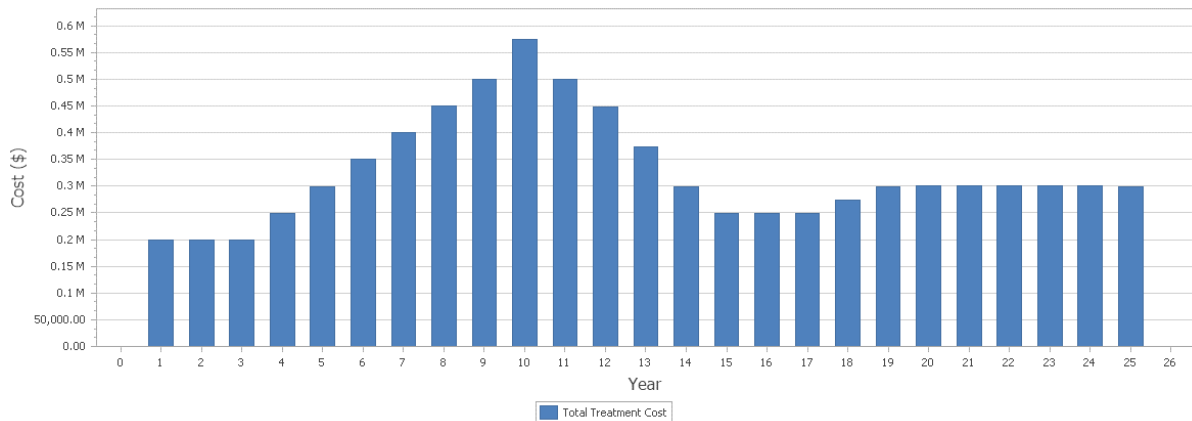


Figure 5 - Scenario 2 Funding Profile

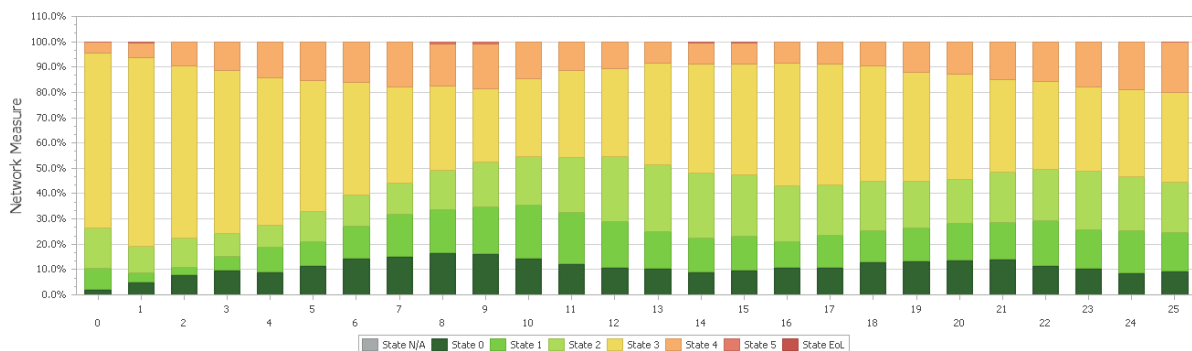


Figure 6 - Scenario 2 Long-Term Network Condition

Council's pathway network under this scenario would meet condition service levels in the long-term, but funding would need to gradually increase until year 10 with a peak of \$575,000 to arrest all the backlog of work.

Scenario 3 – Unlimited Funding

The Unlimited Funding scenario demonstrates the maximum that could be expended with the current model configuration. It is useful as a benchmark for comparison with other scenarios. Figure 7 and Figure 8 depict the scenario funding profile and impact on condition over time respectively.

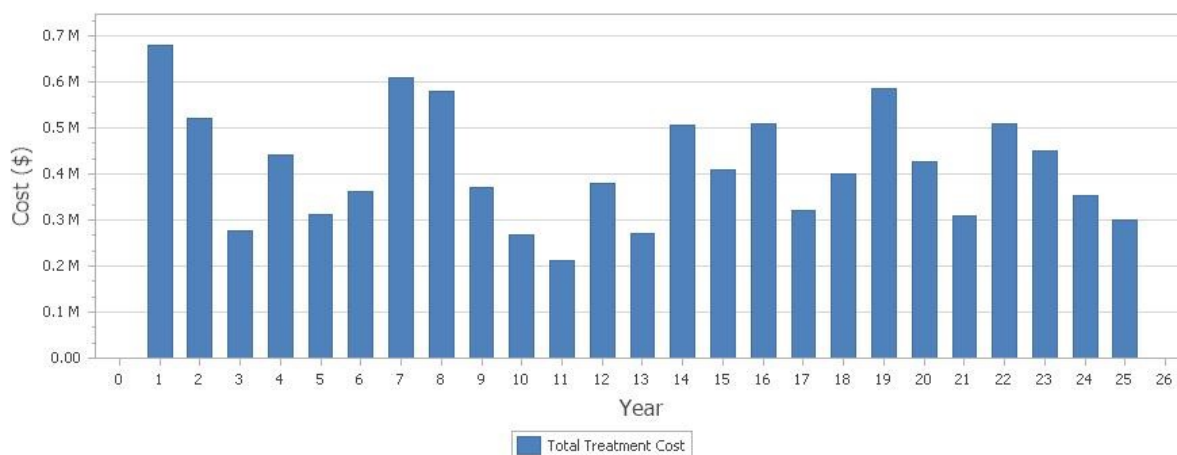


Figure 7 - Scenario 3 Funding Profile

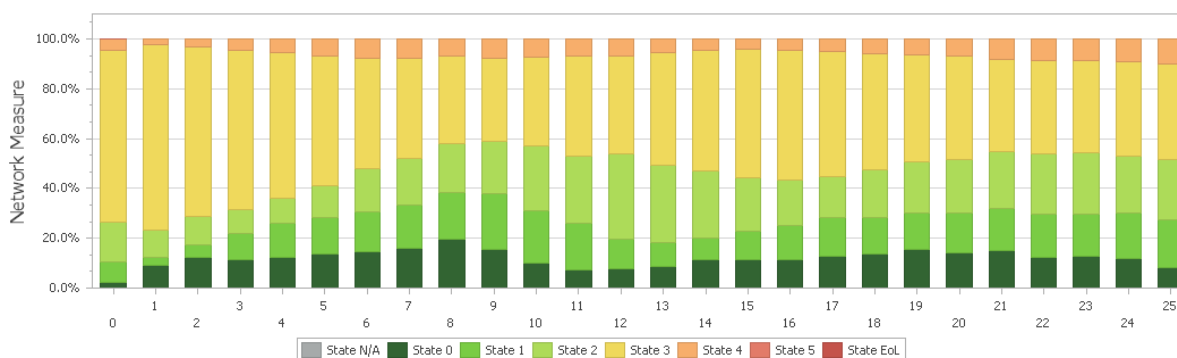


Figure 8 - Scenario 3 Long-Term Network Condition

Council's pathway network would consistently be kept at agreed standards under this scenario. However, the high variance in resource requirements makes it unfeasible from operational and financial perspectives.

Improved Use of Predictor

The modelling contained in this section will be improved as Council documents its business processes and gains access to additional knowledge.

In future iterations of this AMP, the use of Assetic Predictor could be improved by:

- Incorporating maintenance costs to improve lifecycle modelling
- Using levels of service to assist in determining when treatments other than like-for-like renewal are appropriate
- Ensuring asset register fields are populated, up to date and kept in a consistent format
- Further embedding Council's prioritisation principles in the model to improve works programs.

6.4 Renewal Backlog

The renewal backlog defines how much it would cost to renew all assets that exceed Council's condition service level. It will increase when annual expenditure is insufficient and decrease when annual requirements are exceeded.

Pathways in condition 5 or above are considered renewal backlog in accordance with the levels of service established in Section 4.6.

Figure 9 below depicts a 10-year forecast of renewal backlog under Council's current funding strategy.

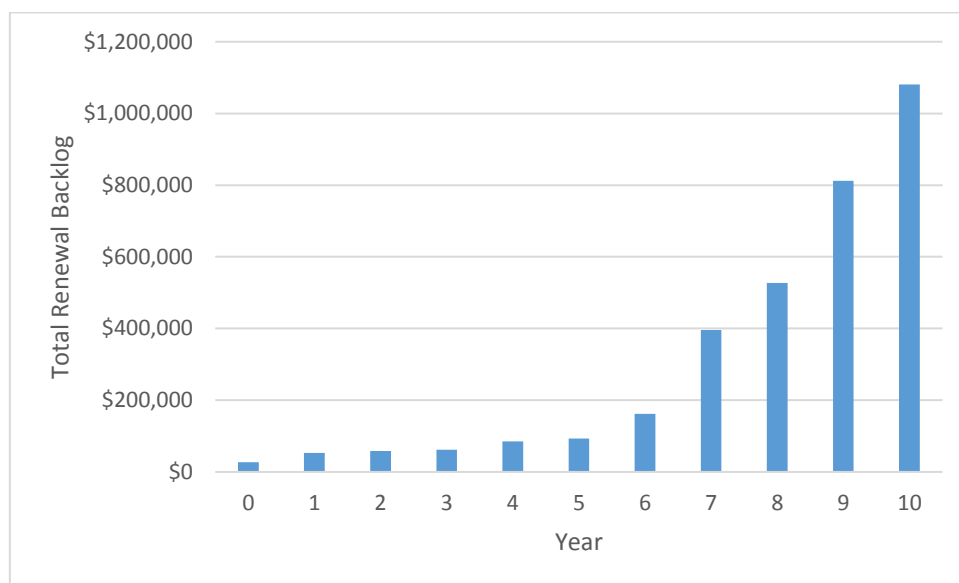


Figure 9 - Pathways Renewal Backlog Forecast based on Current Funding

The backlog is projected to increase rapidly after Year 5, demonstrating that current planned expenditure will be inadequate after the short-term. A recommended funding profile to meet Council's condition service level is discussed below in Section 6.3.

Council will regularly monitor renewal backlog forecasts which may change through modelling updates and the acquisition of new data.

6.5 Recommended Funding

Recommended Renewal Funding

Scenario 2 presents the optimum balance between Council's service level aspirations for pathways and sustainable expenditure levels.

Table 16 below presents currently recommended forecasting levels against the actual FSS over the next ten financial years. Attachment 1 contains an indicative renewal works program for the recommended funding strategy. It will be considered in accordance with the prioritisation principles during the development of an annual works program. The pathway condition audit scheduled for 2022 will verify the need for increased expenditure in the later years.

Table 16 –Current Planned Expenditure against Recommend Renewal Expenditure (Present Value)

Financial Year	Current Renewal Budget	Recommended Renewal Budget (Scenario 2)
20/21	\$200,000	\$200,000
21/22	\$200,000	\$200,000
22/23	\$200,000	\$200,000
23/24	\$200,000	\$250,000
24/25	\$200,000	\$300,000
25/26	\$200,000	\$350,000
26/27	\$200,000	\$400,000
27/28	\$200,000	\$450,000
28/29	\$200,000	\$500,000
29/30	\$200,000	\$575,000

Council is currently undertaking a holistic review of asset renewal funding which will inform the FSS. The review aims to determine how Council's limited finances can be distributed between asset classes to best meet level of service aspirations.

Recommended Maintenance Funding

Further investigation is needed to forecast maintenance requirements based on the recommended budget. Maintenance forecasting has been included as an improvement action in Section 7.

Recommended Capital Upgrade/New Funding

Further analysis based on agreed levels of service is required to determine funding requirements for capital upgrade and new.

Once Council develops a set of criteria to define when a pathway should be sealed, it can identify all existing unsealed pathways that meet that criteria. A target year can then be set for the upgrade of these pathways through stakeholder consultation. Annual funding requirements are then determined by the chosen timeframe.

For example, if there are 15,000m² of eligible unsealed pathways and Council has set a target date for completion of 2030, 1,500m² would need to be upgraded each year on average.

Similar analysis could be undertaken for the creation of new pathways along existing pedestrian desire lines.

7 Improvement Plan

Council will continue to seek improvement in the management of its pathways. A five-year improvement plan is detailed below in Table 17.

Table 17 – Improvement Plan

Action ID	Description	Responsibility	Action Year(s)
1	Ensure asset register is up to date, with mandatory fields such as hierarchy and owner populated for all pathways.	AMSC	1
2	Introduce additional request categories (such as request for a new pathway) in the Customer Request System.	WC	1
3	Develop a process for evaluating pedestrian desire lines as candidates for new pathways and introduce an annual program.	EC/AMSC	1-2
4	Implement levels of service and address current knowledge gaps.	AMSC	1-5
5	Improve criteria for determining when pathways should be sealed, identify eligible pathways and introduce an annual program.	AMSC	2-3
6	Improve the use of Predictor by using levels of service to assess asset functionality and capacity so that treatments other than like-for-like renewal can be programmed. Also incorporate maintenance forecasting into the model.	AMSC	2-3

Attachment 1 – Predictor 10-Year Works Indicative Works Program

The Predictor 10-Year works program is indicative in nature and will be refined/ used as a guide during the development of annual works programs. Later years will be less accurate because they are based on assumed deterioration.

The indicative works program will change with the acquisition of new condition data or revision of modelling assumptions. The actual works program will consider all of Council's priorities, not just those built into the Predictor model.

Note Year 1 refers to 2020/21.

Year	Asset ID	Asset Name	Type	Pathway Material	Est. Cost (\$)	OSI
1	FP003362	Barker St Nth Bound - From Forest To Mostyn	Footpath	Asphalt	7,142	5
1	FP003372	Barker St Nth Bound - From Campbell To End Div Rd	Footpath	Concrete	4,862	4
1	FP003398	Berkeley St - From Kennedy St To Barker	Footpath	Unsealed	350	4
1	FP003404	Binghams Rd - From Midland To Mills	Footpath	Asphalt	42,210	5
1	FP003471	Etty St East B C/W - From Nesbit To Maclise	Footpath	Asphalt	4,221	4
1	FP003492	Forest St South L - From Hargraves To End Div Rd	Footpath	Concrete	15,693	4
1	FP003543	Hargraves St - From Doveton To Berkeley	Footpath	Unsealed	1,477	4
1	FP003547	Hargraves St - From Berkeley To Bull	Footpath	Unsealed	1,391	5
1	FP003549	Hargraves St - From Berkeley To Bull	Footpath	Unsealed	1,201	4
1	FP003557	Hargraves St - From Parker To Wimble	Footpath	Unsealed	1,481	4
1	FP003602	Hunter St - From Barker To Hargraves	Footpath	Unsealed	1,868	5
1	FP003662	Lyttleton Av - From Mostyn St To Lyttleton	Footpath	Sawn Stone Pavers	1,953	4
1	FP003691	Main St - From Templeton St To Church St	Footpath	Unsealed	1,803	4
1	FP003695	Main St - From Seal Change To Seal Change	Footpath	Unsealed	364	4
1	FP003717	Mostyn St - From Kennedy St To Start K&C	Footpath	Asphalt	10,318	5
1	FP003757	Peel St - From Pyrenees To Canrobert	Footpath	Asphalt	10,412	5
1	FP003774	Ray St - From Roberts To Butterworth	Footpath	Asphalt	3,082	5
1	FP003834	Wheeler St - From Saint To Apeal	Footpath	Concrete	14,968	4
1	FP003837	Wheeler St - From Apeal To Bridge	Footpath	Concrete	7,548	4
1	FP003841	Wheeler St - From Bridge To Pleasant	Footpath	Concrete	6,269	4
1	FP016457	Castlemaine to Maldon Trail - From Chainage 1318 to Chainage 1518	Trail	Unsealed	6,472	4
1	FP016469	Castlemaine to Maldon Trail - From Chainage 3872 to Chainage 4072	Trail	Unsealed	6,472	4
1	FP016472	Trail - Happy Valley Road to North St - From Chainage 6681 to Intersecting trail	Trail	Unsealed	4,853	4
1	FP016489	Castlemaine to Maldon Trail - From Change of Material to Change of Material	Trail	Unsealed	2,415	4
1	FP016492	Castlemaine to Maldon Trail - From Chainage 14320 to Maldon Tip Rd	Trail	Unsealed	13,984	4
1	FP016524	Pathway - Botanic Gardens	Reserve	Unsealed	3,974	5
1	FP016536	Castlemaine to Maldon Trail - From Chainage 3472 to Chainage 3672	Trail	Unsealed	2,208	4
1	FP016541	Pathway - Castlemaine Camp Reserve	Reserve	Unsealed	828	5
1	FP016587	Castlemaine to Maldon Trail - From Chainage 10648 to Chainage 10848	Trail	Unsealed	5,492	4

Year	Asset ID	Asset Name	Type	Pathway Material	Est. Cost (\$)	OSI
1	FP016599	Pathway - Botanic Gardens	Reserve	Unsealed	3,919	5
1	FP016603	Castlemaine to Maldon Trail - From change of material to change of material	Trail	Unsealed	1,159	4
1	FP016636	Castlemaine to Maldon Trail - From Chainage 2318 to Chainage 2519	Trail	Unsealed	6,472	4
1	FP016654	Canrobert St - From Codrington to End	Footpath	Asphalt	1,709	5
2	FP003380	Barker St Nth Bound - From Bull To Hunter	Footpath	Concrete	2,269	4
2	FP003459	Duke St - From Montgomery Street To Murphy	Footpath	Asphalt	14,070	5
2	FP003462	Duke St - From Dick To Wallace	Footpath	Unsealed	972	4
2	FP003487	Forest St - From End Div Rd To Urquhart	Footpath	Asphalt	12,663	5
2	FP003490	Forest St South L - From Barker St To Hargraves	Footpath	Asphalt	11,732	5
2	FP003501	Frederick St - From Mostyn St To Lyttleton	Footpath	Asphalt	7,457	5
2	FP003520	Gingell St - From Edward To Thomas	Footpath	Asphalt	20,904	5
2	FP003556	Hargraves St - From Hunter To Parker	Footpath	Asphalt	2,064	4
2	FP003614	Johnstone St - From Gaulton To Maclise	Footpath	Concrete	5,117	4
2	FP003625	Johnstone St East C/W - From Elizabeth To End Div. Rd	Footpath	Unsealed	331	4
2	FP003629	Kennedy St - From Bull To Berkeley	Footpath	Concrete	10,951	4
2	FP003678	Maclise St - From Shadforth To Gainsborough	Footpath	Asphalt	11,913	4
2	FP003680	Maclise St - From Landseer To Lawrence	Footpath	Asphalt	11,162	5
2	FP003681	Maclise St - From Lawrence To Etty	Footpath	Asphalt	10,599	5
2	FP003692	Main St - From Church St To Seal Change	Footpath	Unsealed	1,209	4
2	FP003720	Mostyn St - From Start K&C To Barker	Footpath	Asphalt	22,432	5
2	FP003771	Pyrenees Hwy - From Pitman St To Mitchell St	Footpath	Unsealed	3,326	5
2	FP003853	Wright St - From Urquhart To Pyrenees Hwy	Footpath	Asphalt	5,896	5
2	FP016525	Castlemaine to Maldon Trail - From Chainage 15363 to Woodlocks lane	Trail	Unsealed	12,328	4
2	FP016535	Castlemaine to Maldon Trail - From Chainage 3672 to Chainage 3872	Trail	Unsealed	6,472	4
2	FP016546	Trail - Happy Valley Road to North St - From Colles Rd - From Farran-Murphy to Bridge to Chainage 3230	Trail	Unsealed	3,643	4
2	FP016606	Castlemaine to Maldon Trail - From Chainage 4878 to Chainage 5078	Trail	Unsealed	6,440	4
2	FP016616	Trail - Happy Valley Road to North St - From Chainage 2622 to Colles Rd - From Farran-Murphy to Bridge	Trail	Unsealed	4,807	4
2	FP016638	Castlemaine to Maldon Trail - From Chainage 13720 to Chainage 13920	Trail	Unsealed	5,520	4

Year	Asset ID	Asset Name	Type	Pathway Material	Est. Cost (\$)	OSI
2	FP016648	Castlemaine to Maldon Trail - From Chainage 8562 to Service Road	Trail	Unsealed	4,927	4
3	FP003412	High St - From Davy To Jackson	Footpath	Asphalt	6,432	5
3	FP003439	De La Beche St - From Calder Hwy To Lyell	Footpath	Unsealed	2,277	5
3	FP003449	Duke St - From Forest St To Andrew	Footpath	Unsealed	1,043	4
3	FP003456	Duke St - From Merson To Montgomery	Footpath	Asphalt	7,410	4
3	FP003476	Forest St - From Bowden To Gingell	Footpath	Unsealed	1,435	4
3	FP003491	Forest St South L - From Barker St To Hargraves	Footpath	Asphalt	25,561	4
3	FP003564	Hargraves St - From Turner To Halford	Footpath	Unsealed	1,794	4
3	FP003569	Hargraves St Extra F/P - From Lyttleton To Templeton	Footpath	Asphalt	10,653	5
3	FP003592	High St - From Market To Calder	Footpath	Asphalt	12,851	5
3	FP003676	Lyttleton St - From Urquhart To Andrew	Footpath	Concrete	21,800	4
3	FP003718	Mostyn St - From Kennedy St To Start K&C	Footpath	Asphalt	11,899	4
3	FP003719	Mostyn St - From Start K&C To Barker	Footpath	Asphalt	6,995	4
3	FP003753	Parker St - From Barker To Hargraves	Footpath	Unsealed	1,886	4
3	FP003760	Phoenix St - From Reef To Tobin	Footpath	Asphalt	6,097	4
3	FP003777	Richards Rd - From Walker To Gate	Footpath	Unsealed	3,130	4
3	FP003812	Thompson Ct - From Richards St To End Bowl	Footpath	Paving	7,644	5
3	FP003817	Urquhart St Pt 1 - From Forest St To Mostyn St	Footpath	Asphalt	10,955	4
3	FP003825	Walker St - From Doran Av To Edge Rly. X-ing	Footpath	Unsealed	3,322	4
3	FP016445	Pathway - Castlemaine Camp Reserve	Reserve	Asphalt	1,910	5
3	FP016449	Castlemaine to Maldon Trail - From Chainage 11648 to Chainage 11848	Trail	Unsealed	6,408	4
3	FP016506	Castlemaine to Maldon Trail - From Chainage 2719 to Chainage 2919	Trail	Unsealed	6,408	4
3	FP016519	Castlemaine to Maldon Trail - From change of material to change of material	Trail	Unsealed	2,125	4
3	FP016540	Campbells Creek Trail - From Change of Material to Change of Material	Trail	Unsealed	1,582	4
3	FP016542	Trail - Happy Valley Road to North St - From Chainage 3451 to Trail intersection	Trail	Unsealed	4,066	4
3	FP016573	Castlemaine to Maldon Trail - From Chainage 3271 to Chainage 3472	Trail	Unsealed	6,440	4
3	FP016592	Castlemaine to Maldon Trail - From Chainage 13120 to Chainage 13320	Trail	Unsealed	6,440	4
3	FP016608	Trail - Happy Valley Road to North St - From Happy Valley Rd to Chainage 200	Trail	Unsealed	4,531	4
3	FP016623	Castlemaine to Maldon Trail - From Chainage 2519 to Chainage 2719	Trail	Unsealed	6,472	4

Year	Asset ID	Asset Name	Type	Pathway Material	Est. Cost (\$)	OSI
3	FP016647	Castlemaine to Maldon Trail - From Chainage 6678 to Change of Material	Trail	Unsealed	9,757	4
4	FP003388	Barker St Nth Bound - From Parker To Wimble	Footpath	Asphalt	10,787	4
4	FP003420	Campbell St - From Barker To Hargraves	Footpath	Asphalt	20,603	4
4	FP003452	Duke St - From Happy Valley To Railway Ave	Footpath	Concrete	5,629	4
4	FP003466	Elizabeth St - From Johnstone St To End Conc.	Footpath	Unsealed	994	4
4	FP003509	Fryers St - From Ballarat St To Widen	Footpath	Asphalt	16,160	5
4	FP003517	Gingell St - From R.O.W. To Edward	Footpath	Unsealed	966	4
4	FP003539	Hargraves St - From Campbell To Doveton	Footpath	Unsealed	1,546	4
4	FP003560	Hargraves St - From Wimble To Hall	Footpath	Unsealed	1,766	4
4	FP003615	Johnstone St - From Gaulton To Maclise	Footpath	Paving	11,193	4
4	FP003665	Lyttleton St - From Kennedy St To Barker	Footpath	Asphalt	25,561	4
4	FP003670	Lyttleton St - From Barker To Frederick	Footpath	Asphalt	18,995	4
4	FP003683	Main St - From Garage Garden Bed To Dolphin St	Footpath	Sawn Stone Pavers	2,268	4
4	FP003721	Mostyn St - From Start K&C To Barker	Footpath	Sawn Stone Pavers	2,205	4
4	FP003724	Mostyn St - From Barker To Frederick	Footpath	Asphalt	27,577	4
4	FP003727	Mostyn St - From End Narrow Section To Hargraves	Footpath	Asphalt	22,512	4
4	FP003736	Mostyn St - From Urquhart To Andrew	Footpath	Asphalt	4,020	4
4	FP003749	Panmure St - From Seal change To Pyrenees	Footpath	Asphalt	5,327	5
4	FP003808	Templeton St - From Edward To Francis	Footpath	Unsealed	1,242	4
4	FP003821	Walker St - From Cornish To Doran Av	Footpath	Unsealed	455	4
4	FP016413	High St - From Market to Calder	Footpath	Asphalt	15,383	5
4	FP016422	Castlemaine to Maldon Trail - From Chainage 16122 to change of width	Trail	Unsealed	5,152	4
4	FP016424	Castlemaine to Maldon Trail - From Chainage 6478 to Chainage 6678	Trail	Unsealed	6,440	4
4	FP016441	Trail - Happy Valley Road to North St - From Bridge Start to Bridge End	Trail	Wood	2,144	4
4	FP016452	Trail - Happy Valley Road to North St - From Chainage 7392 to North St	Trail	Unsealed	2,300	4
4	FP016480	Castlemaine to Maldon Trail - From Chainage 10184 to donkey farm track	Trail	Unsealed	7,728	4
4	FP016484	Castlemaine to Maldon Trail - From change of material to change of material	Trail	Unsealed	708	4
4	FP016490	Castlemaine to Maldon Trail - From Chainage 11048 to Chainage 11248	Trail	Unsealed	5,520	4
4	FP016501	Castlemaine to Maldon Trail - From change of material to change of material	Trail	Unsealed	966	4

Year	Asset ID	Asset Name	Type	Pathway Material	Est. Cost (\$)	OSI
4	FP016548	Castlemaine to Maldon Trail - From Chainage 14120 to Chainage 14320	Trail	Unsealed	9,154	4
4	FP016551	Castlemaine to Maldon Trail - From Chainage 1518 to Chainage 1718	Trail	Unsealed	6,440	4
4	FP016571	Campbells Creek Trail - From Chainage 1235 to Johnstone St	Trail	Unsealed	2,263	4
4	FP016619	Castlemaine to Maldon Trail - From Chainage 12206 to Chainage 12406	Trail	Unsealed	5,520	4
5	FP003352	Adair St - From High To Templeton	Footpath	Asphalt	8,817	4
5	FP003368	Barker St Nth Bound - From Lyttleton To Templeton	Footpath	Asphalt	29,004	4
5	FP003401	Berkeley St - From Barker To Hargraves	Footpath	Asphalt	19,323	4
5	FP003421	Campbell St - From Hargraves To Urquhart	Footpath	Asphalt	16,402	4
5	FP003441	Dolphin St - From Main St To Francis	Footpath	Asphalt	2,546	4
5	FP003454	Duke St - From McGrath To Merson	Footpath	Asphalt	9,286	4
5	FP003497	Francis St - From High To Dolphin	Footpath	Asphalt	11,256	4
5	FP003504	Frederick St - From Lyttleton To Mechanics	Footpath	Asphalt	7,089	4
5	FP003538	Hargraves St - From Templeton To Campbell	Footpath	Unsealed	1,477	4
5	FP003550	Hargraves St - From Bull To Hunter	Footpath	Asphalt	2,251	4
5	FP003562	Hargraves St - From Hall To Turner	Footpath	Unsealed	1,697	4
5	FP003584	High St - From End of Parking Bay To Hospital St	Footpath	Asphalt	26,170	4
5	FP003594	Hilliers St - From Maldon To Pyrenees Hwy (Lyons St)	Footpath	Asphalt	7,785	5
5	FP003605	Hunter St - From Urquhart To Fletcher	Footpath	Unsealed	1,730	4
5	FP003628	Kennedy St - From Bull To Berkeley	Footpath	Asphalt	938	4
5	FP003640	Lake Augusta L - From Cornish St EKL To End	Footpath	Asphalt	1,769	4
5	FP003672	Lyttleton St - From Frederick To Hargraves	Footpath	Asphalt	29,547	4
5	FP003673	Lyttleton St - From Hargraves To Urquhart	Footpath	Asphalt	1,474	4
5	FP003729	Mostyn St - From End Narrow Section To Hargraves	Footpath	Asphalt	28,140	4
5	FP003818	Urquhart St Pt 1 - From Mostyn St To Lyttleton	Footpath	Asphalt	11,658	4
5	FP003840	Wheeler St - From Bridge To Pleasant	Footpath	Concrete	7,932	4
5	FP016433	Trail - Happy Valley Road to North St - From Bridge End to Chainage 1086	Trail	Unsealed	4,600	4
5	FP016439	Castlemaine to Maldon Trail - From Chainage 12920 to Chainage 13120	Trail	Unsealed	6,440	4
5	FP016453	Campbells Creek Trail - From Chainage 2798 to Change of Material	Trail	Unsealed	3,367	4
5	FP016465	Castlemaine to Maldon Trail - From Chainage 2919 to Sawmill Rd	Trail	Unsealed	4,959	4

Year	Asset ID	Asset Name	Type	Pathway Material	Est. Cost (\$)	OSI
5	FP016467	Castlemaine to Maldon Trail - From change of material to Chainage 9984	Trail	Unsealed	6,408	4
5	FP016470	Castlemaine to Maldon Trail - From Chainage 11248 to Chainage 11448	Trail	Unsealed	6,408	4
5	FP016479	Castlemaine to Maldon Trail - From Chainage 13320 to Chainage 13520	Trail	Unsealed	5,492	4
5	FP016507	Castlemaine to Maldon Trail - From Main St to Chainage 15363	Trail	Unsealed	9,200	4
5	FP016516	Campbells Creek Trail - From Chainage 2410 to Chainage 2610	Trail	Unsealed	3,643	4
5	FP016529	Trail - Happy Valley Road to North St - From Intersecting trail to Chainage 7290	Trail	Unsealed	4,623	4
5	FP016558	Castlemaine to Maldon Trail - From Chainage 7411 to Chainage 7610	Trail	Unsealed	6,376	4
5	FP016625	Campbells Creek Trail - From Change of Material to Lewis Dv	Trail	Unsealed	5,612	4
5	FP016633	Castlemaine to Maldon Trail - From Chainage 11448 to chg	Trail	Unsealed	5,520	4
6	FP003399	Berkeley St - From Kennedy St To Barker	Footpath	Unsealed	1,288	4
6	FP003446	Downes Rd - From Walker St To Change Seal	Footpath	Unsealed	1,159	4
6	FP003498	Francis St - From Dolphin To Templeton	Footpath	Asphalt	9,615	4
6	FP003508	French Ct - From Nesbit Ct To End Bowl	Footpath	Concrete	11,898	5
6	FP003521	Gingell St - From Thomas To Change Seal	Footpath	Asphalt	51,778	4
6	FP003530	Hargraves St - From Forest St To Mostyn	Footpath	Asphalt	24,857	4
6	FP003542	Hargraves St - From Doveton To Berkeley	Footpath	Unsealed	1,049	4
6	FP003555	Hargraves St - From Hunter To Parker	Footpath	Unsealed	1,365	4
6	FP003563	Hargraves St - From Turner To Halford	Footpath	Unsealed	1,455	4
6	FP003566	Hargraves St - From Halford To Myring	Footpath	Unsealed	1,623	4
6	FP003582	High St - From Francis St To End of Parking Bay	Footpath	Asphalt	6,332	4
6	FP003600	Hospital St - From Chapel To High	Footpath	Asphalt	13,132	4
6	FP003610	Johnstone St - From N.E. side of Rlwy Br. To Rowe	Footpath	Concrete	6,243	4
6	FP003626	Kennedy St - From Parker St To Hunter	Footpath	Concrete	10,747	4
6	FP003647	Lyons St - From Codrington To Wyndham	Footpath	Asphalt	2,291	5
6	FP003651	Lyons St - From Wyndham To Hillier	Footpath	Asphalt	2,064	5
6	FP003664	Lyttleton St - From Kennedy St To Barker	Footpath	Asphalt	9,749	4
6	FP003669	Lyttleton St - From Barker To Frederick	Footpath	Asphalt	7,035	4
6	FP003710	Midland Hwy - From Camb. Ck-Fry To Station St	Footpath	Asphalt	7,504	5
6	FP003723	Mostyn St - From Barker To Frederick	Footpath	Asphalt	21,708	4

Year	Asset ID	Asset Name	Type	Pathway Material	Est. Cost (\$)	OSI
6	FP003732	Mostyn St - From Hargraves To Lyttleton	Footpath	Asphalt	11,491	4
6	FP003735	Mostyn St - From Lyttleton To Urquhart	Footpath	Asphalt	14,171	4
6	FP003826	Warren St - From Calder Hwy To End of seal	Footpath	Asphalt	632	5
6	FP003852	Wright St - From Urquhart To Pyrenees Hwy	Footpath	Asphalt	4,080	5
6	FP016415	Castlemaine to Maldon Trail - From Chainage 7011 to Chainage 7211	Trail	Unsealed	6,408	4
6	FP016454	Pathway - Botanic Gardens	Reserve	Unsealed	883	5
6	FP016461	Forest Creek Trail - From Chainage 829 to Duke St	Trail	Unsealed	3,381	4
6	FP016462	Campbells Creek Trail - From Chainage 0 to Chainage 200	Trail	Unsealed	3,262	4
6	FP016464	Castlemaine to Maldon Trail - From Langslow St to Chainage 298	Trail	Unsealed	5,492	4
6	FP016473	Trail - Happy Valley Road to North St - From Chainage 6272 to Chainage 6472	Trail	Unsealed	4,600	4
6	FP016486	Castlemaine to Maldon Trail - From Woodlocks Lane to Chainage 15832	Trail	Unsealed	9,200	4
6	FP016491	Castlemaine to Maldon Trail - From change of material to Chainage 12920	Trail	Unsealed	6,472	4
6	FP016493	Trail - Happy Valley Road to North St - From Chainage 425 to Bridge Start	Trail	Unsealed	5,244	4
6	FP016494	Pathway - Botanic Gardens	Reserve	Unsealed	1,546	5
6	FP016496	Castlemaine to Maldon Trail - From change of material to change of material	Trail	Unsealed	5,313	4
6	FP016499	Trail - Happy Valley Road to North St - From Chainage 5072 to Chainage 5272	Trail	Unsealed	4,554	4
6	FP016509	Trail - Happy Valley Road to North St - From Chainage 5872 to Chainage 6072	Trail	Unsealed	4,600	4
6	FP016520	Castlemaine to Maldon Trail - From Chainage 4478 to Chainage 4678	Trail	Unsealed	6,408	4
6	FP016523	Pathway - Bill Woodfull Recreational Reserve	Reserve	Unsealed	152	5
6	FP016555	Trail - Happy Valley Road to North St - From Intersecting Trail to Chainage 4072	Trail	Unsealed	3,625	4
6	FP016556	Castlemaine to Maldon Trail - From Chainage 7211 to Chainage 7411	Trail	Unsealed	6,311	4
6	FP016557	Trail - Happy Valley Road to North St - From Chainage 1686 to Chainage 1886	Trail	Unsealed	3,662	4
6	FP016561	Castlemaine to Maldon Trail - From Chainage 11848 to change of material	Trail	Unsealed	8,887	4
6	FP016564	Castlemaine to Maldon Trail - From Chainage 1718 to Chainage 1918	Trail	Unsealed	6,440	4
6	FP016641	Castlemaine to Maldon Trail - From donkey farm track to Chainage 10648	Trail	Unsealed	5,492	4
6	FP016642	Castlemaine to Maldon Trail - From Chainage 13520 to Chainage 13720	Trail	Unsealed	5,492	4
6	FP016644	Castlemaine to Maldon Trail - From muckleford rd to Chainage 8362	Trail	Unsealed	6,408	4
6	FP016645	Castlemaine to Maldon Trail - From Chainage 13920 to Chainage 14120	Trail	Unsealed	8,239	4
6	FP016650	Trail - Happy Valley Road to North St - From Chainage 4672 to Chainage 4872	Trail	Unsealed	4,577	4

Year	Asset ID	Asset Name	Type	Pathway Material	Est. Cost (\$)	OSI
7	FP003356	Barker St Nth Bound - From Railway Bridge To Change Width	Footpath	Concrete	14,431	4
7	FP003361	Barker St Nth Bound - From Forest To Mostyn	Footpath	Asphalt	27,242	5
7	FP003364	Barker St Nth Bound - From Mostyn To Lyttleton	Footpath	Paving	4,788	4
7	FP003383	Barker St Nth Bound - From Hunter To Parker	Footpath	Asphalt	2,291	4
7	FP003384	Barker St Nth Bound - From Hunter To Parker	Footpath	Paving	14,364	4
7	FP003390	Barker St Nth Bound - From Parker To Wimble	Footpath	Concrete	8,444	4
7	FP003440	De La Beche St - From Lyell To Seal Change	Footpath	Unsealed	2,053	5
7	FP003472	Etty St West B C/W - From Wheeler St To St. Div. Rd	Footpath	Concrete	5,817	4
7	FP003488	Forest St - From Urquhart To Start of Island	Footpath	Concrete	9,135	4
7	FP003511	Fryers St - From Widen To Templeton	Footpath	Asphalt	4,322	5
7	FP003513	Fryers St - From Templeton To Width Change	Footpath	Asphalt	6,700	5
7	FP003522	Gingell St - From Change Seal To Change Seal	Footpath	Concrete	17,689	4
7	FP003527	Halford St - From Hargraves To Barker	Footpath	Asphalt	11,457	5
7	FP003529	Hargraves St - From Forest St To Mostyn	Footpath	Concrete	16,427	4
7	FP003558	Hargraves St - From Parker To Wimble	Footpath	Unsealed	1,587	4
7	FP003561	Hargraves St - From Hall To Turner	Footpath	Unsealed	1,546	4
7	FP003604	Hunter St - From Hargraves To Hargraves	Footpath	Concrete	580	4
7	FP003612	Johnstone St - From Rowe To Stewart	Footpath	Asphalt	6,037	4
7	FP003613	Johnstone St - From Stewart To Gaulton	Footpath	Paving	4,032	4
7	FP003658	Lyons St - From Panmure To End at Levy Bank	Footpath	Asphalt	5,126	5
7	FP003693	Main St - From Church St To Seal Change	Footpath	Unsealed	1,242	4
7	FP003722	Mostyn St - From Start K&C To Barker	Footpath	Asphalt	19,698	5
7	FP003730	Mostyn St - From Hargraves To Lyttleton	Footpath	Paving	5,236	4
7	FP003733	Mostyn St - From Lyttleton To Urquhart	Footpath	Asphalt	5,762	4
7	FP003763	Pyrenees Hwy - From Fryers To Church	Footpath	Asphalt	3,819	5
7	FP003773	Ray St - From Bdy No. 3/5 Ray St To Roberts	Footpath	Asphalt	4,020	4
7	FP003822	Walker St - From Doran Av To Edge Rly. X-ing	Footpath	Concrete	2,900	4
7	FP016417	Castlemaine to Maldon Trail - From Chainage 8914 to Change of Material	Trail	Unsealed	7,792	4
7	FP016438	Pathway - Campbells Creek Reserve	Reserve	Unsealed	872	5

Year	Asset ID	Asset Name	Type	Pathway Material	Est. Cost (\$)	OSI
7	FP016446	Pathway - Castlemaine Camp Reserve	Reserve	Asphalt	3,216	5
7	FP016447	Pathway - Castlemaine Camp Reserve	Reserve	Unsealed	1,270	5
7	FP016458	Castlemaine to Maldon Trail - From Change of Material to Chainage 4478	Trail	Unsealed	6,987	4
7	FP016512	Castlemaine to Maldon Trail - From Chainage 15832 to Bendigo Maldon Rd	Trail	Unsealed	13,294	4
7	FP016537	Campbells Creek Trail - From Johnstone St to Johnstone St pedestrian crossing	Trail	Unsealed	4,085	4
7	FP016547	Castlemaine to Maldon Trail - From Chainage 5478 to Chainage 5678	Trail	Unsealed	6,472	4
7	FP016550	Castlemaine to Maldon Trail - From End Martin St to Chainage 1318	Trail	Unsealed	6,440	4
7	FP016565	Castlemaine to Maldon Trail - From Chainage 14825 to Main St	Trail	Asphalt	112,895	4
7	FP016567	Castlemaine to Maldon Trail - From Chainage 12406 to change of material	Trail	Unsealed	6,486	4
7	FP016588	Castlemaine to Maldon Trail - From Chainage 9984 to Chainage 10184	Trail	Unsealed	6,408	4
7	FP016609	Castlemaine to Maldon Trail - From Service Road to Chainage 8914	Trail	Unsealed	6,440	4
7	FP016622	Campbells Creek Trail - From Johnstone St pedestrian crossing to Chainage 2210	Trail	Unsealed	3,680	4
7	FP016639	Castlemaine to Maldon Trail - From Chainage 7810 to Change of Material	Trail	Unsealed	6,054	4
7	FP016661	Templeton St	Footpath	Unsealed	842	5
8	FP003365	Barker St Nth Bound - From Mostyn To Lyttleton	Footpath	Asphalt	22,150	5
8	FP003378	Barker St Nth Bound - From Berkley To Bull	Footpath	Paving	13,965	4
8	FP003386	Barker St Nth Bound - From Hunter To Parker	Footpath	Concrete	8,085	4
8	FP003402	Berkeley St - From Hargraves To Urquhart	Footpath	Concrete	1,160	4
8	FP003405	Binghams Rd - From Mills To Road Rt	Footpath	Asphalt	4,121	5
8	FP003416	Campbell St - From Kennedy St To Barker	Footpath	Asphalt	19,135	5
8	FP003481	Forest St - From Kennedy To Start Div Rd	Footpath	Paving	11,375	4
8	FP003486	Forest St - From Hargraves To End Div Rd	Footpath	Asphalt	37,051	5
8	FP003503	Frederick St - From Lyttleton To Mechanics	Footpath	Paving	1,932	4
8	FP003559	Hargraves St - From Wimble To Hall	Footpath	Unsealed	1,674	4
8	FP003567	Hargraves St - From Halford To Myring	Footpath	Unsealed	1,725	4
8	FP003576	High St - From Spring St To Main St	Footpath	Sawn Stone Pavers	8,806	4
8	FP003580	High St - From Fountain To Francis St	Footpath	Asphalt	18,572	5
8	FP003609	Johnstone St - From N.E. side of Rlwy Br. To Rowe	Footpath	Concrete	4,913	4
8	FP003623	Johnstone St - From Change Pave Width To Lawrence	Footpath	Concrete	12,486	4

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8	FP003635	Kennedy St - From Templeton To Lyttleton	Footpath	Asphalt	7,189	5
8	FP003656	Lyons St - From Hillier To Panmure	Footpath	Asphalt	24,093	5
8	FP003657	Lyons St - From Panmure To End at Levy Bank	Footpath	Asphalt	17,259	5
8	FP003659	Lyons St - From Panmure To End at Levy Bank	Footpath	Asphalt	22,941	5
8	FP003661	Lyttleton Av - From Mostyn St To Lyttleton	Footpath	Asphalt	737	4
8	FP003688	Main St - From Dolphin St To Templeton St	Footpath	Asphalt	17,608	5
8	FP003696	Main St - From Seal Change To Seal Change	Footpath	Unsealed	1,027	4
8	FP003697	Main St - From Seal Change To Boundary Rd	Footpath	Unsealed	5,175	5
8	FP003700	Maldon Newstead Rd - From Gray St To Castlemaine Maldon Rd	Footpath	Asphalt	27,336	5
8	FP003740	Myring St - From Hargraves To Blakeley	Footpath	Asphalt	20,355	5
8	FP003764	Pyrenees Hwy - From Fryers To Church	Footpath	Unsealed	1,352	5
8	FP003769	Pyrenees Hwy - From Mount To Railway	Footpath	Unsealed	3,081	5
8	FP003770	Pyrenees Hwy - From Railway St To Pitman St	Footpath	Unsealed	4,278	5
8	FP003795	Templeton St - From Hargraves To End	Footpath	Asphalt	8,844	5
8	FP003859	Panmure St - From Pyrenees Hw to Canrobert St	Footpath	Asphalt	22,726	5
8	FP016426	Castlemaine to Maldon Trail - From Chainage 1918 to Chainage 2118	Trail	Unsealed	6,472	4
8	FP016429	Castlemaine to Maldon Trail - From Camp St to Reef St	Trail	Unsealed	3,128	4
8	FP016430	Castlemaine to Maldon Trail - From Reef St to Main St	Trail	Unsealed	612	4
8	FP016443	Forest Creek Trail - From Barker St to Wheeler St	Trail	Unsealed	3,662	4
8	FP016475	Trail - Happy Valley Road to North St - From Chainage 5472 to Chainage 5672	Trail	Unsealed	4,554	4
8	FP016505	Pathway - Campbells Creek Reserve	Reserve	Unsealed	254	5
8	FP016518	Pathway - Taradale Mineral Springs Reserve	Reserve	Unsealed	373	5
8	FP016531	Castlemaine to Maldon Trail - From Chainage 298 to Chainage 499	Trail	Unsealed	5,520	4
8	FP016539	Castlemaine to Maldon Trail - From change of width to Camp St	Trail	Unsealed	8,832	4
8	FP016544	Campbells Creek Trail - From Chainage 454 to Gaulton St Overpass	Trail	Unsealed	4,618	4
8	FP016568	Castlemaine to Maldon Trail - From Chainage 5678 to Chainage 5878	Trail	Unsealed	6,440	4
8	FP016570	Colles Rd Bicycle Route - From Change of Material to Change of Material	Trail	Unsealed	3,938	4
8	FP016577	Castlemaine to Maldon Trail - From Chainage 6278 to Chainage 6478	Trail	Unsealed	6,408	4
8	FP016581	Pathway - Botanic Gardens	Reserve	Unsealed	4,025	5

Year	Asset ID	Asset Name	Type	Pathway Material	Est. Cost (\$)	OSI
8	FP016593	Forest Creek Trail - From Wheeler St to Chainage 578	Trail	Unsealed	2,774	4
8	FP016597	Castlemaine to Maldon Trail - From Chainage 7610 to Chainage 7810	Trail	Unsealed	6,408	4
8	FP016607	Campbells Creek Trail - From Goulton St Overpass to Chainage 1108	Trail	Unsealed	3,680	4
8	FP016617	Castlemaine to Maldon Trail - From Chainage 10848 to Chainage 11048	Trail	Unsealed	5,520	4
8	FP016618	Castlemaine to Maldon Trail - From Chainage 8362 to Chainage 8562	Trail	Unsealed	6,440	4
8	FP016630	Castlemaine to Maldon Trail - From Chainage 6078 to Chainage 6278	Trail	Unsealed	6,440	4
8	FP016635	Pathway - Campbells Creek Reserve	Reserve	Unsealed	865	5
8	FP016643	Castlemaine to Maldon Trail - From Chainage 5878 to Chainage 6078	Trail	Unsealed	6,440	4
8	FP016653	Panmure St - From Canrobert to End	Footpath	Asphalt	1,206	5
9	FP003373	Barker St Nth Bound - From End Div. Rd To Doveton	Footpath	Paving	10,374	4
9	FP003375	Barker St Nth Bound - From Doveton To Berkley	Footpath	Concrete	13,851	4
9	FP003411	High St - From Davy To Jackson	Footpath	Asphalt	4,623	5
9	FP003417	Campbell St - From Kennedy St To Barker	Footpath	Unsealed	155	4
9	FP003422	Campbell St - From Hargraves To Urquhart	Footpath	Asphalt	24,482	5
9	FP003438	De La Beche St - From Calder Hwy To Lyell	Footpath	Asphalt	8,040	5
9	FP003444	Domain Dr - From Gaffney St To End of Roundabout	Footpath	Concrete	25,843	4
9	FP003445	Doveton St - From Hargraves To Urquhart	Footpath	Unsealed	1,582	4
9	FP003450	Duke St - From Andrew To Happy Valley	Footpath	Concrete	29,041	4
9	FP003461	Duke St - From Murphy To Dick	Footpath	Unsealed	2,907	4
9	FP003469	Etty St East B C/W - From Wilkie To Nesbit	Footpath	Asphalt	8,911	5
9	FP003484	Forest St - From Barker To Hargraves	Footpath	Paving	504	4
9	FP003495	Francis St - From Seal Change To High st	Footpath	Asphalt	12,100	5
9	FP003496	Francis St - From High To Dolphin	Footpath	Asphalt	7,638	5
9	FP003499	Francis St - From Dolphin To Templeton	Footpath	Asphalt	11,022	5
9	FP003531	Hargraves St - From Mostyn To Lyttleton	Footpath	Asphalt	24,375	5
9	FP003540	Hargraves St - From Campbell To Doveton	Footpath	Unsealed	1,049	4
9	FP003541	Hargraves St - From Doveton To Berkeley	Footpath	Asphalt	5,923	5
9	FP003546	Hargraves St - From Berkeley To Bull	Footpath	Asphalt	2,171	4
9	FP003551	Hargraves St - From Bull To Hunter	Footpath	Unsealed	1,394	4

Year	Asset ID	Asset Name	Type	Pathway Material	Est. Cost (\$)	OSI
9	FP003579	High St - From Main St To Fountain	Footpath	Asphalt	16,804	5
9	FP003586	High St - From End of Parking Bay To Hospital St	Footpath	Asphalt	30,150	5
9	FP003601	Hunter St - From Kennedy St To Barker	Footpath	Asphalt	14,110	5
9	FP003603	Hunter St - From Barker To Hargraves	Footpath	Unsealed	2,829	4
9	FP003617	Johnstone St - From Maclise To St. Div. Rd	Footpath	Concrete	17,092	4
9	FP003632	Kennedy St - From Doveton To Campbell	Footpath	Asphalt	402	4
9	FP003649	Lyons St - From Codrington To Wyndham	Footpath	Asphalt	1,688	5
9	FP003682	Maclise St - From Lawrence To Etty	Footpath	Unsealed	1,871	4
9	FP003726	Mostyn St - From Frederick To End Narrow Section	Footpath	Asphalt	12,985	5
9	FP003752	Parker St - From Railway Crossing To Barker	Footpath	Concrete	21,493	4
9	FP003765	Pyrenees Hwy - From Church To Angus	Footpath	Unsealed	580	5
9	FP003766	Pyrenees Hwy - From Church To Angus	Footpath	Asphalt	10,352	5
9	FP003815	Urquhart St Pt 1 - From Forest St To Mostyn St	Footpath	Asphalt	1,822	5
9	FP003830	Wheeler St - From Forest St To Greenhill	Footpath	Asphalt	13,367	5
9	FP003861	Canrobert St - From Hillers St to Wyndham St	Footpath	Asphalt	12,362	5
9	FP003863	Lyons St - Peel St to Codrington St	Footpath	Asphalt	21,708	5
9	FP016414	Pathway - Wesley Hill Recreation Reserve	Reserve	Unsealed	5,506	5
9	FP016474	Castlemaine to Maldon Trail - From Chainage 5078 to Chainage 5278	Trail	Unsealed	6,472	4
9	FP016498	Colles Rd Bicycle Route - From Change of Material to Change of Material	Trail	Unsealed	1,030	4
9	FP016511	Pathway - Victory Park	Reserve	Unsealed	2,070	5
9	FP016521	Trail - Happy Valley Road to North St - From Chainage 1286 to Chainage 1486	Trail	Unsealed	4,577	4
9	FP016543	Castlemaine to Maldon Trail - From Chainage 4072 to Change of Material	Trail	Unsealed	5,796	4
9	FP016549	Castlemaine to Maldon Trail - From Chainage 4678 to Chainage 4878	Trail	Unsealed	6,440	4
9	FP016591	Castlemaine to Maldon Trail - From Chainage 5278 to Chainage 5478	Trail	Unsealed	6,408	4
9	FP016602	Castlemaine to Maldon Trail - From Maldon Tip Rd to Chainage 14825	Trail	Asphalt	66,665	5
9	FP016612	Castlemaine to Maldon Trail - From Chainage 499 to Elizabeth St	Trail	Unsealed	4,168	4
9	FP016620	Castlemaine to Maldon Trail - From change of material to change of material	Trail	Unsealed	7,889	4
9	FP016628	Colles Rd Bicycle Route - From Pennyweight Flats Children's Cemetry to Change of Material	Trail	Unsealed	497	4
9	FP016632	Castlemaine to Maldon Trail - From Chainage 2118 to Chainage 2318	Trail	Unsealed	6,440	4

Year	Asset ID	Asset Name	Type	Pathway Material	Est. Cost (\$)	OSI
10	FP003358	Barker St Nth Bound - From Change Width To Forest	Footpath	Asphalt	2,908	5
10	FP003367	Barker St Nth Bound - From Lyttleton To Templeton	Footpath	Asphalt	28,006	5
10	FP003369	Barker St Nth Bound - From Templeton To Campbell	Footpath	Asphalt	28,006	5
10	FP003377	Barker St Nth Bound - From Berkley To Bull	Footpath	Asphalt	1,106	4
10	FP003385	Barker St Nth Bound - From Hunter To Parker	Footpath	Asphalt	7,638	5
10	FP003393	Barker St Nth Bound - From Hall To Turner	Footpath	Asphalt	3,564	5
10	FP003395	Barker St Nth Bound - From Turner To Halford	Footpath	Asphalt	1,072	5
10	FP003414	Camp St - From High To Templeton	Footpath	Asphalt	10,599	5
10	FP003415	Camp St - From Templeton To Church	Footpath	Asphalt	10,599	5
10	FP003442	Dolphin St - From Main St To Francis	Footpath	Asphalt	7,256	4
10	FP003451	Duke St - From Happy Valley To Railway Ave	Footpath	Concrete	6,397	4
10	FP003457	Duke St - From Merson To Montgomery	Footpath	Asphalt	5,226	5
10	FP003480	Forest St - From Change Width To Kennedy	Footpath	Asphalt	6,097	5
10	FP003485	Forest St - From Barker To Hargraves	Footpath	Concrete	35,165	4
10	FP003510	Fryers St - From Widen To Templeton	Footpath	Asphalt	2,144	5
10	FP003545	Hargraves St - From Berkeley To Berkeley	Footpath	Concrete	2,132	4
10	FP003548	Hargraves St - From Berkeley To Bull	Footpath	Asphalt	2,680	5
10	FP003552	Hargraves St - From Bull To Hunter	Footpath	Asphalt	2,358	5
10	FP003583	High St - From Francis St To End of Parking Bay	Footpath	Asphalt	5,601	5
10	FP003590	High St - From Parker St To Franklin St	Footpath	Asphalt	19,323	4
10	FP003597	Hitchcock St - From Prendergast To Fitzgeralds Cl	Footpath	Concrete	15,864	4
10	FP003599	Hospital St - From Caravan Park To Chapel	Footpath	Asphalt	6,097	4
10	FP003630	Kennedy St - From Berkeley To Doveton	Footpath	Asphalt	603	5
10	FP003646	Lyons St - From Peel To Codrington	Footpath	Asphalt	1,032	5
10	FP003653	Lyons St - From Wyndham To Hillier	Footpath	Asphalt	1,286	5
10	FP003663	Lyttleton Av - From Mostyn St To Lyttleton	Footpath	Asphalt	3,196	5
10	FP003666	Lyttleton St - From Kennedy St To Barker	Footpath	Asphalt	12,060	5
10	FP003667	Lyttleton St - From Kennedy St To Barker	Footpath	Asphalt	19,698	5
10	FP003671	Lyttleton St - From Frederick To Hargraves	Footpath	Asphalt	29,313	5

Year	Asset ID	Asset Name	Type	Pathway Material	Est. Cost (\$)	OSI
10	FP003684	Main St - From Garage Garden Bed To Dolphin St	Footpath	Asphalt	28,220	5
10	FP003686	Main St - From Garage Garden Bed To Dolphin St	Footpath	Asphalt	38,150	5
10	FP003690	Main St - From Templeton St To Church St	Footpath	Asphalt	8,945	4
10	FP003694	Main St - From Seal Change To Seal Change	Footpath	Unsealed	207	4
10	FP003731	Mostyn St - From Hargraves To Lyttleton	Footpath	Asphalt	8,429	5
10	FP003738	Myring St - From Barker St To Hargraves	Footpath	Asphalt	19,135	4
10	FP003750	Panmure St - From Seal change To Pyrenees	Footpath	Asphalt	8,040	5
10	FP003768	Pyrenees Hwy - From Baker To Mount	Footpath	Unsealed	1,159	5
10	FP003778	Richards Rd - From Gate To Change Seal	Footpath	Unsealed	1,987	5
10	FP003790	Templeton - From Kennedy St To Barker	Footpath	Asphalt	48,964	4
10	FP003803	Templeton St - From Narrow To Narrow	Footpath	Asphalt	1,005	5
10	FP003807	Templeton St - From Edward To Francis	Footpath	Asphalt	15,477	5
10	FP003810	Templeton St - From Francis To Main St	Footpath	Asphalt	9,615	5
10	FP003827	Warren St - From Calder Hwy To End of seal	Footpath	Asphalt	10,653	5
10	FP003836	Wheeler St - From Apeal To Bridge	Footpath	Concrete	7,548	4
10	FP003838	Wheeler St - From Bridge To Bridge	Footpath	Concrete	2,431	4
10	FP003862	Canrobert St - From Wyndham St to Codrington St	Footpath	Asphalt	12,563	5
10	FP015596	Lyttleton St - From Barker To Frederick	Footpath	Asphalt	4,456	4
10	FP015597	Lyttleton St - From Barker To Frederick	Footpath	Sawn Stone Pavers	5,670	4
10	FP016420	Pathway - Victory Park	Reserve	Unsealed	2,889	5
10	FP016448	Pathway - Castlemaine Camp Reserve	Reserve	Asphalt	12,663	5
10	FP016468	Pathway - Bill Woodfull Recreational Reserve	Reserve	Asphalt	3,317	5
10	FP016469	Castlemaine to Maldon Trail - From Chainage 3872 to Chainage 4072	Trail	Unsealed	6,472	4
10	FP016500	Pathway - Taradale Mineral Springs Reserve	Reserve	Unsealed	2,346	5
10	FP016510	Pathway - Taradale Mineral Springs Reserve	Reserve	Asphalt	18,593	5
10	FP016610	Pathway - Botanic Gardens	Reserve	Unsealed	1,987	5
10	FP016634	Pathway - Botanic Gardens	Reserve	Unsealed	2,889	5
10	FP016669	Pathway - Botanic Gardens	Reserve	Unsealed	13,524	5



Infrastructure Asset Management Plan

Part C – Bridges

June 2020

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A thriving community working together to create a sustainable and vibrant future

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1 Overview

The Asset Management Plan (AMP) encompasses all the assets under Council's control and connects the investment of community wealth with service outcomes. The Bridge Asset Management Plan aims to enable the provision of agreed levels of service throughout the entire bridge asset lifecycle within financial, resource and risk constraints.

The AMP should not be confused with the Road Management Plan (RMP) which is a statutory plan under the Road Management Act 2004 that sets out inspection and hazard maintenance regimes for assets within Council road reserves.

1.1 Alignment with Council Plan

The development of AMPs incorporating service level assessments for all asset classes is a key strategic direction in the Council Plan 2017-21 (pg. 27). Table 1 below outlines the organisational Strategic Objectives and Strategies directly addressed by this AMP.

Table 1 – Alignment with Council Plan Strategic Objectives

Strategic Objective	Strategies
Improved Health and Wellbeing	Improve health through the use of our public spaces and trails
Well Managed Assets for Now and into the Future	Improve streetscapes and town entrances Review, maintain, renew and expand the assets of our community
An Innovative and Sustainable Organisation	Facilitate and support a transparent and innovative culture Maintain financial sustainability to deliver the Council Plan

1.2 Relevant Council Strategies

The Asset Management Strategy was adopted by Council in October 2015.

1.3 Relevant Legislation

Key requirements relating to the management of bridges considered in the development of this AMP can be found in the following legislation and regulatory frameworks:

- Disability Discrimination Act (DDA) 1992
- Local Government Act 1989
- Local Government Act 2020
- Local Government Finance and reporting Regulations 2004
- National Asset Management Framework Legislation 2010
- Native Title Act 1993
- Occupational Health and Safety Act 2004
- Occupational Health and Safety Regulations 2007
- Planning and Environment Act 1987
- Road Management Act 2004
- Road Safety Act 1986

- Road Safety Regulations 2009
- Transport Act 1983
- Victorian Local Government Act 2020
- Workplace Health & Safety Act 2011

2 Review Date

This AMP will be reviewed and updated periodically (minimum 5 yearly) taking into account changes to the Council plan and budget.

Review date 30 April 2025.

3 Stakeholders

Council Stakeholders in the lifecycle management of bridges are detailed in Table 2 below.

Table 2 – Council Stakeholders in the Lifecycle Management of Bridges

Owner	Director Infrastructure and Development
Client	Executive Manager Infrastructure
Planning Renewal	Engineering Coordinator
Design	Engineering Coordinator
Construction	Engineering Coordinator
Operation	Works Coordinator
Maintenance	Works Coordinator
Asset Accounting	Asset Management Coordinator
Acquisition Disposal	Director Infrastructure and Development

4 Asset planning

4.1 Asset Composition and Value

There are 241 bridges in Council's asset register, each designated with a hierarchy based on criticality. Council's bridges hold significant economic value with a total replacement cost of approximately \$67.3M as of 2018. The breakdown of Council managed bridges according to hierarchy alongside value is shown in Table 3 below. Network growth in recent years has been negligible.

Table 3 – Bridge Hierarchy and Value

Criticality	Count (as of March 2020)	Replacement Cost (as of 2018)	Accumulated Depreciation (as of 2018)	Written Down Value (as of 2018)
Bridge	115	\$46,424,511	\$10,253,378	\$36,171,133
Major Culvert	113	\$20,486,381	\$3,595,378	\$16,891,003
Foot Bridge	13	\$2,062,793	\$570,671	\$1,492,122
Total	241	\$68,973,685	\$14,419,427	\$54,554,258

Five of the above bridges are marked as currently abandoned. Two of these bridges, BR003296 – Vaughan Tarilta Rd and BR003182 – Gaffney Street Foot Bridge, are planned for renewal in Council's Capital Works Plan in 2021/22 and 2023/24 respectively. The other bridges are described below in Table 4 and will be considered for potential disposal or renewal.

Table 4 – Abandoned Bridges without Investment Strategies

Asset ID	Bridge Name	Comment in Asset Register
BR003096	Archibolds Bridge	Very old timber Br. Repairs not warranted. Replace with culvert.
BR003154	Emberton Station Lane	Triple span bridge over old railway cutting - Could be filled in.
BR003235	Morgans Rd	Bridge over old railway cutting could be filled in. rep. with culvert.

Typical useful lives and unit rates for Council bridges are shown below in Table 5 but may vary slightly based on material and bridge type. The average annual depreciation of Council's bridges is approximately \$628,544.

Table 5 – Useful Lives and Unit Rates

Bridge Component Grouping	Useful Life	Unit Rate Replacement Cost (m2) as of 2018
Substructure	120 Years	\$1431.50
Superstructure	120 Years	\$2249.00
Surface	60 Years	\$409.00

The next condition audit is scheduled for 2023. Revaluation will occur at this time if it is not deemed necessary to be completed earlier.

Boundary Agreements

There are five bridges in the asset register that are subject to boundary agreements and primarily managed by other Councils. These bridges are listed below in Table 6 and have been excluded from financial forecasting in Section 6.3.

Table 6 – Bridges not Managed by Council

Asset ID	Asset Name	Asset Type	Responsibility
BR003242	Mullins Rd	B - Bridge	Central Goldfields Shire Council
BR003262	Rodborough Rd	MC - Major Culvert	Central Goldfields Shire Council
BR003314	Yandoit Ck Rd	MC - Major Culvert	Hepburn Shire Council
BR003315	Yandoit Ck Rd	MC - Major Culvert	Hepburn Shire Council
BR003194	Greenings Rd	B - Bridge	Shared - Shared Responsibility with Loddon Shire Council. Loddon to cover administrative and maintenance costs, while Mount Alexander Shire to contribute 25% towards capital upgrade and or renewal works.

4.2 Condition

Council routinely undertakes VicRoads Level 2 inspections of its bridge network to determine maintenance requirements and inform future investment decisions. Assessments were most recently undertaken in 2018 and 2014. These inspections involved rating individual bridge components on a 1-5 condition scale.

General definitions for each condition rating are provided in Table 7 below.

Table 7 – General Definitions of Condition Ratings (1-5)

Score	Condition	Description
1	Excellent	Asset is 'as new' condition with no defects or signs of use. Scheduled routine maintenance is required.
2	Good	Asset is in sound condition with occasional defects and minor signs of use. Scheduled routine maintenance is required. Occasional unplanned maintenance is required.
3	Fair	Asset is in acceptable condition with obvious signs of use and defects occurring regularly. Scheduled routine maintenance is required. Unplanned maintenance is required. Early asset renewal may be warranted for the highest priority assets.
4	Poor	Asset is in a degraded condition which is reducing the level of service it is providing. Increased scheduled routine maintenance is required. High levels of unplanned maintenance are required. Planned asset renewal is required for all but the lowest priority assets.
5	End of Life	Asset is no longer providing a service and may be unsafe. Scheduled routine maintenance is no longer required as it provides no benefit. Unplanned maintenance is required to manage risk exposure. Asset should be closed and or demolished.

The condition distribution of bridge components across Council's network over the last two condition audits is shown below in Figure 1. The improvement in condition between 2014 and 2019 suggests that most of the assets that are in condition 4 and 5 have been renewed over the last five years.

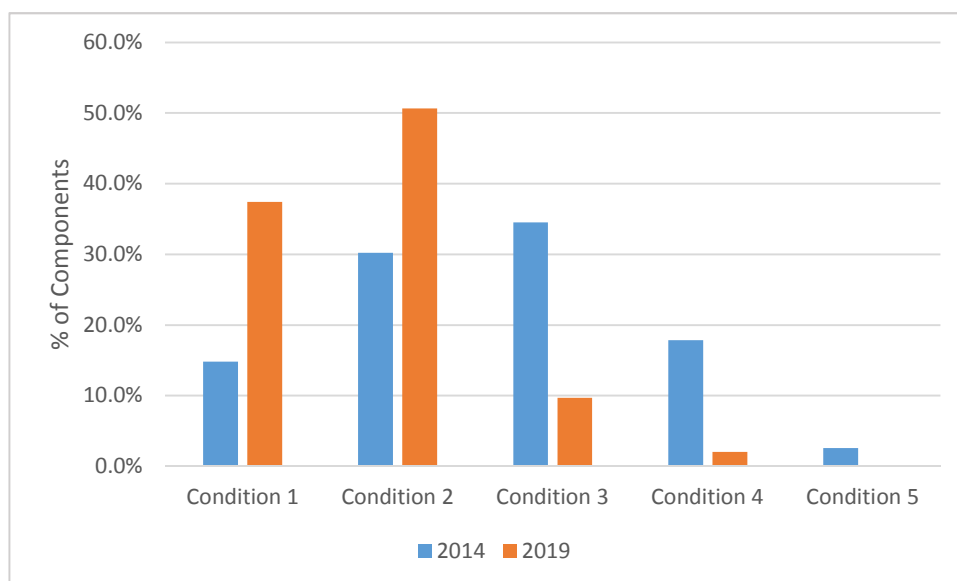


Figure 1 – Bridge Component Condition Distribution

Component conditions are grouped within Council's asset register. Each bridge is given a condition rating for Substructure, Superstructure and Surface. These ratings are determined using a weighted average of associated components based on their relative criticality. The component groupings have been used in Council's forecasting software Assetic Predictor, which is detailed further in Section 6.2.

Figure 2 below shows the distribution of component group conditions as they have been entered in Predictor.

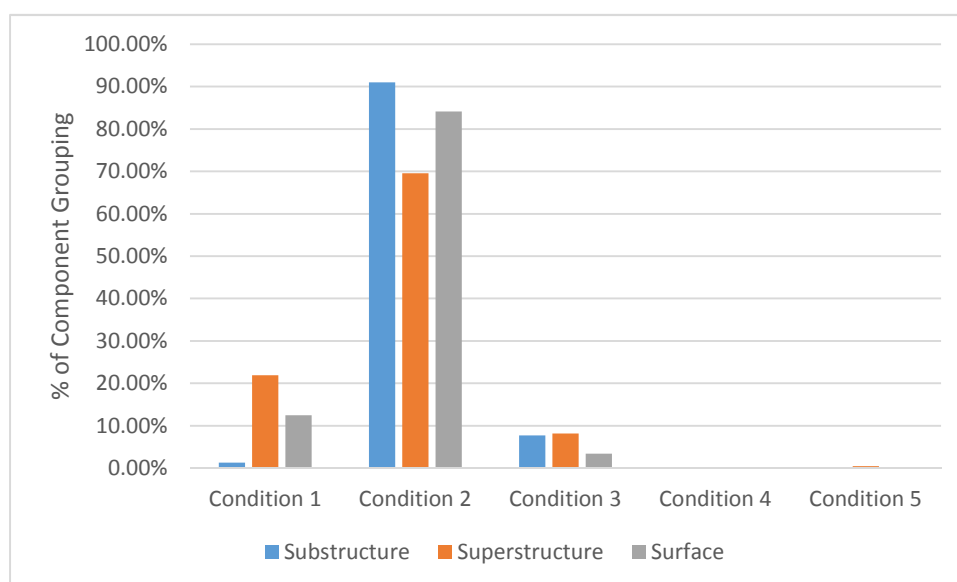


Figure 2 - Bridge Component Grouping Condition Distribution

4.3 Asset Capacity and Functionality

Asset capacity is the ability of infrastructure to meet demand. Capacity data informs demand management, upgrade, expansion and renewal and or disposal strategies. Section 5 discusses the drivers of demand currently impacting Council's bridge network.

Capacity

Assessment of bridge capacity is primarily related to trafficable width and load capacities. Council undertook an audit of current load limits in 2018, with results detailed below in Table 9.

Table 8 – Current Bridge Load Limits

Current Load Limit (tonnes)	Number of Bridges
30	9
25	13
20	13
15	7
12	2
10	4
2	5
Total number of assets	53

Council will investigate the suitability of the above load ratings in accordance with expert findings from the last audit. Once desired capacities have been identified, bridges deemed insufficient in this regard can be prioritised for upgrade.

Trafficable widths are also recorded in Council's asset register. Section 4.4 describes Council's proposed levels of service for trafficable widths.

Functionality

Asset functionality, otherwise known as fitness for purpose, is an asset's ability to meet service requirements and is usually defined using levels of service. Assets that are not currently fit for purpose are candidates for upgrade. Future assessment of bridge functionality is enabled through the definition of levels of service below.

Prioritisation principles

Council resources are limited, and works must therefore be prioritised. This occurs through consideration of:

- Council Strategies and Plans.
- Condition assessment.
- Maintainability (for existing assets).
- A combination of asset classification, physical location, frequency of use etc, which provide a risk profile for the asset.

4.4 Levels of Service

Levels of service are the link between organisational goals and asset management objectives as well as detailed operational objectives. In effect, they define the target performance standards for assets of a given type.

The development and implementation of levels of service requires an on-going continuous improvement. Council does not currently possess the information required to assess its current

performance for some proposed indicators. Improvement plan actions in Section 7 have been created to address these gaps in knowledge.

Community Levels of Service

Community levels of service focus on measuring how the customer receives the service offered by assets and is primarily measured via community feedback and requests logged in Council's customer request management system.

Draft community levels of service are detailed below in Table 9. Consultations with key stakeholders will be required before they can be finalised.

Table 9 – Draft Community Levels of Service for Bridges

Service Attribute	Objective	Target Performance	Current Performance
Quality	Bridges meet the community's expectations.	The number of customer service requests relating to bridges is less than 15.	Number of requests increased in 2018 = 18, and 2019 = 11.
Quality	Bridges are free from hazards and are in a condition appropriate for use.	Number of customer service requests relating to reported bridge hazards.	TBD
Function	Complaints and requests are handled in a timely manner.	95% of customer service requests logged, investigated and customer notified of the outcome within 5 days.	TBD
Safety	Council's bridges are kept safe for users.	Annual reduction in the number of valid safety reports relating to bridges.	TBD

Technical Levels of Service

Technical levels of service focus on technical criteria that demonstrates effective organisational performance and is measured primarily through inspections and undertaken in accordance with the Road Management Act (2004) and the VicRoads Road Structures Inspection Manual (2018). Technical levels of service are defined below in Table 10.

Table 10 – Technical Levels of Service for Bridges

Service Attribute	Objective	Target Performance	Current Performance
Capacity	Bridge widths are suitable for intended usage.	Desired trafficable width of vehicle bridges along link, collector and strategic roads at least equal to approaches. Desired trafficable width of footbridges along trails or high pedestrian footpaths at least equal to approaches (subject to heritage restriction).	50% of footbridges with width of at least 1.8m. Performance against other desired width characteristics TBD.
Function	Bridge materials and design are suitable for intended usage.	New bridges are constructed according to current standards and regulations, and with due consideration for climate change (notwithstanding heritage requirements).	TBD
Quality	Bridges are maintained adequately.	At least 80% of work orders are completed on time	TBD
Quality	Council can make informed evidence-based decisions about its bridges.	Bridge condition assessments are undertaken at least every five years.	Bridge condition assessments are undertaken every five years.
Quality	Bridge conditions are maintained to agreed targets.	90% of bridge components in condition 3 or better.	97.8% of components in condition 3 or better (based on 2018 level 2 audit).
Safety	Road Management Plan obligations are met.	100% Inspections undertaken on time and hazards rectified on time.	TBD
Safety	Bridges are safe for users.	New barriers/guardrails to meet AS5100.1.	TBD - barrier assessments to be undertaken at the next audit.

5 Future Demand

5.1 Demand Drivers

Network demand can be influenced by factors such as population change, changes in demographics, technological changes, environmental awareness and new assets.

5.2 Demand Forecasts

Demand factor trends and impacts on service delivery are summarised in Table 11 below.

Table 11 – Demand Forecasts and Impact on Services

Demand factor	Present position	Projection	Impact on services
Population	19,514 in 2018, up from 17,585 in 2008 (11% increase). ¹	Increase of approximately 1.4% per year ²	Slightly increased bridge utilisation and potentially growth in network resulting long-term in greater increased renewal liability.
Demographics – Ageing Population	32% of the population aged 60 or greater ²	Population age expected to rise ²	Increased need for consideration of bridge accessibility.
Community Expectations	N/A	Increasing	Community expectations relating to transparency and justification of expenditure within local governments are increasing, resulting in a greater need for decisions to be evidence-based.
Legislation	N/A	N/A	The Local Government Act 2020 mandates 10-year asset plans.
Engineering Standards	N/A	N/A	Introduction of new design standards over time mean older assets generally do not meet modern service standards (e.g. increasing design load).

5.3 Changes in Technology

Council is regularly monitoring new technologies that may be available to reduce lifecycle costs through the Level 2 inspection process and the engagement of consultants to produce bridge designs.

Technological factors also need to be assessed in determining the scoping requirements for maintenance works, renewal, upgrade and new. There will be changes to asset management technology, in particular, the monitoring and data collection roles. These upgrades in technology may require consideration of modifications to service levels as and when appropriate.

5.4 Demand Management Plan

Council is not facing any immediate issues concerning demand for its bridges at the network level. However, population growth means there will be increased demand in the long-term. Opportunities for managing demand will be developed in future revisions of this AMP.

¹ Mount Alexander Urban Growth Strategy Background Paper, February 2016
(https://www.mountalexander.vic.gov.au/Files/Strategic_Planning/Mount_Alexander_Urban_Growth_Strategy_-_Background_Paper.pdf)

² <https://www.communityprofile.com.au/mountalexander/population/age#!bar-chart;i=0>

6 Financial Sustainability Strategy

6.1 Maintenance

Council has an operational budget for preventative and reactive maintenance of its bridges. Preventative maintenance is determined through Level 2 inspections, while reactive maintenance is triggered by Level 1 and Level 2 inspections as well as customer requests.

Table 12 below details Council's current future budget allocations for bridge maintenance alongside recommended expenditure (based on the most recent Level 2 audit). Note that some discretionary budget is needed to resolve unforeseeable maintenance issues.

Table 12 – Recommended Future Maintenance Expenditure against Current Budget (Present Value)

Financial Year	Recommended Preventative Bridge Maintenance	Recommended Reactive Bridge Maintenance	Total Recommended Maintenance Expenditure	Current Long-Term Budget
20/21	\$114,268	\$168,148	\$282,416	\$65,819
21/22	\$366,632	\$176,936	\$543,568	\$65,819
22/23	\$300,930	\$139,047	\$439,977	\$65,819
23/24	\$319,200	\$106,293	\$425,493	\$65,819
24/25	\$250,964	\$70,097	\$321,061	\$65,819
25/26	\$394,394	\$152,236	\$546,630	\$65,819
26/27	\$99,008	\$76,069	\$175,077	\$65,819
27/28	\$122,556	\$6,734	\$129,290	\$65,819
28/29	\$142,800	\$2,541	\$145,341	\$65,819
29/30	\$129,780	\$518	\$130,298	\$65,819

Maintenance requirements in later years may change based on the outcomes of Council's next condition audit scheduled for 2023.

6.2 Capital

Capital Works Plan

Council's adopted Financial Sustainability Strategy (FSS) allocates funding to bridges specifying the value of works to be undertaken for new, renewal, upgrade and expansion.

The FSS is based on the Capital Works Plan, which is shown below in Table 13.

Table 13 – Current Capital Works Plan

Project	Bridge ID	2020/21	2021/22	2022/23	2023/24	2024/25
Major Culverts (Rural)	N/A	\$400,000			\$50,000	\$200,000
D & C Rural Bridge	N/A	\$400,000				
Vaughan Tarilta	BR003296		\$600,000			
Burgoyne Street	BR003123			\$950,000		
Gaffney Street Footbridge	BR003182		\$50,000		\$400,000	
Middletons Bridge	BR003150		\$50,000		\$600,000	
Greenhill Ave Footbridge	BR003191			\$50,000		\$400,000
Mitchells Lane	BR003233			\$30,000		\$300,000
Total FSS		\$800,000	\$700,000	\$1,030,000	\$1,050,000	\$900,000

Renewal Program

In addition to the capital budget allocation in the FSS, Council also has a works program for component renewals as a result of the 2018 audit. Annual cost estimates are shown below in Table 14. Note this program will be updated in 2023/24 following the next Level 2 network inspection.

Table 14 – Recommended Component Renewal Expenditure (as per 2018 audit)

Financial Year	Recommended Component Renewal Expenditure
20/21	\$55,941
21/22	\$61,954
22/23	\$144,507
23/24	\$15,475
24/25	\$77,651
25/26	\$22,120
26/27	\$34,020
27/28	\$8,260
28/29	\$1,960

6.3 Financial Forecasting

Council forecasts the financial requirements of its infrastructure assets using the modelling software Assetic Predictor. The software enables Council to evaluate the long-term impact of funding scenarios on its infrastructure

Bridge renewal funding requirements were modelled with each asset split into three component groupings: substructure, superstructure and surface. Bridges were considered candidates for renewal upon reaching Condition 4.

Council's current budget allocation (present value \$800,000 per year) in addition to the recommended component renewals discussed above were programmed in the model. A 25-year simulation was run with future expenditure kept at current rates. Figure 4 and Figure 3 below show the current funding strategy and resultant network condition distribution over time.

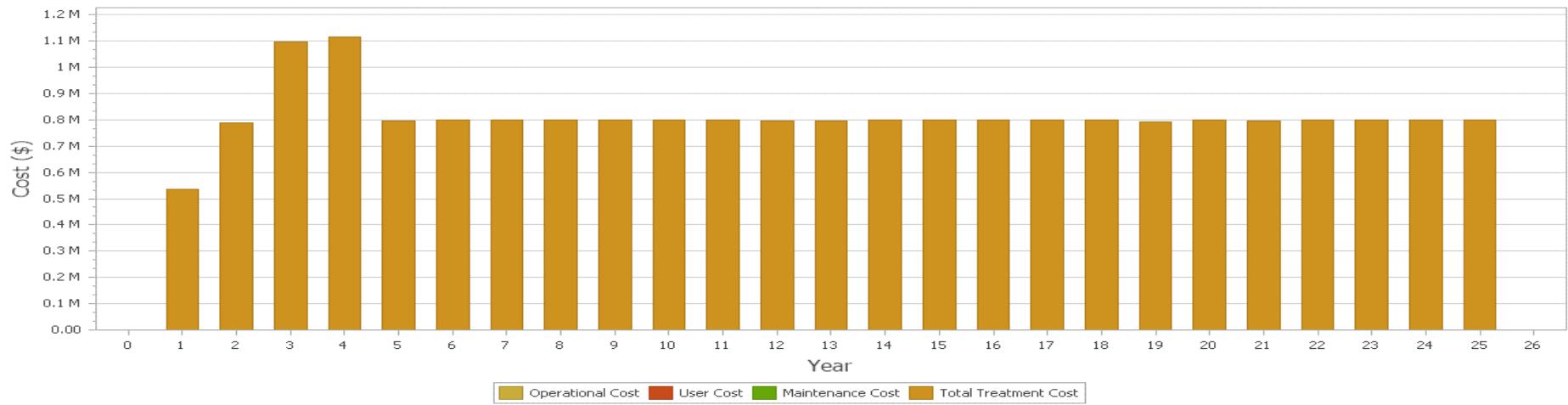


Figure 4 – Current Funding Strategy

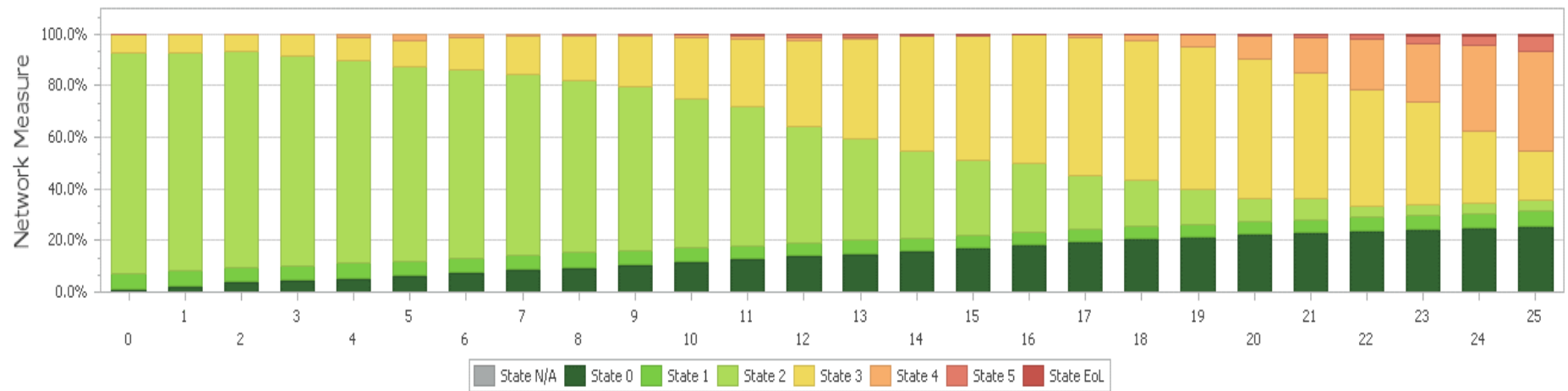


Figure 3 – Network Condition over time with Current Funding

Council's planned capital expenditure is sufficient to ensure bridges meet community standards in the medium-term. Future condition assessments will verify the need to increase expenditure in the long-term. Attachment 1 contains an indicative renewal works program for the recommended funding strategy. It will be considered in accordance with the prioritisation principles during the development of an annual works program.

Improved Use of Predictor

The modelling contained in this section will be improved as Council documents its business processes and gains access to additional knowledge.

In future iterations of this AMP, the use of Assetic Predictor could be improved by:

- Incorporating maintenance costs to improve lifecycle modelling
- Modelling at the component level (requires collection of component useful lives and replacement costs in the next audit)
- Using levels of service as indicators to determine when treatments other than like-for-like renewal are more appropriate
- Ensuring the Capital Works Plan is linked to asset identification numbers and expenditure types.
- Further embedding Council's prioritisation principles in the model to improve works programs.

6.4 Renewal Backlog

The renewal backlog defines how much it would cost to renew all assets that exceed Council's condition service level. It will increase when annual expenditure is insufficient and decrease when annual requirements are exceeded.

Bridges in condition 4 or above are considered renewal backlog in accordance with the levels of service established in Section 4.6.

Figure 5 below depicts a 10-year forecast of renewal backlog under Council's current funding strategy.

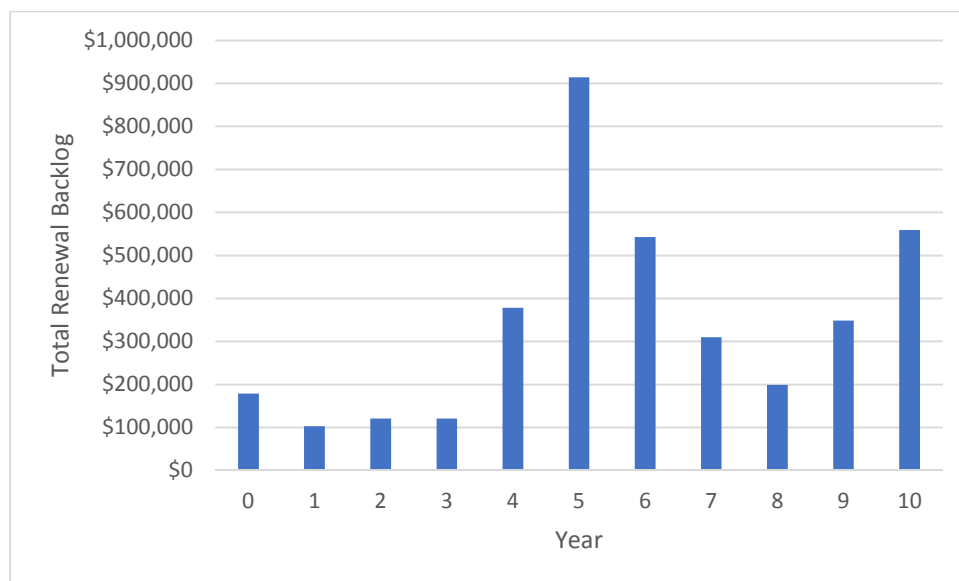


Figure 5 - Bridge Renewal Backlog Forecast based on Current Funding

This backlog represents a minor proportion of Council's \$69M bridge network and is not consistently increasing. A small amount of backlog is acceptable under Council's condition level of service for 90% of bridges to achieve condition 3 or greater.

Council will regularly monitor renewal backlog forecasts which may change through modelling updates and the acquisition of new data.

6.5 Funding Strategy

Recommended Capital Funding

Council's current Capital Works Plan comprising approximately \$800,000 of works each year is adequate in the medium-term. However, it should be amended to incorporate the component replacement schedule provided by the 2018 condition audit detailed in Table 14.

Table 15 below provides the recommended annual expenditure on capital works.

Table 15 – Recommended Capital Budget Allocation (Present Value)

Financial Year	Current Capital Works Plan (* indicates projection)	Recommended Component Renewal Budget (2018 audit)	Total Recommended Capital Budget
20/21	\$800,000	\$55,941	\$855,941
21/22	\$700,000	\$61,954	\$761,954
22/23	\$1,030,000	\$144,507	\$1,174,507
23/24	\$1,050,000	\$15,475	\$1,065,475
24/25	\$900,000	\$77,651	\$977,651
25/26	\$800,000*	\$22,120	\$822,120
26/27	\$800,000*	\$34,020	\$834,020
27/28	\$800,000*	\$8,260	\$808,260

28/29	\$800,000*	\$1,960	\$801,960
29/30	\$800,000*	\$0	\$800,000

The five-year capital works plan will be regularly reviewed as new knowledge is obtained. The development of levels of service enables Council to better assess the performance of its bridges and identify those most in need of renewal or upgrade. Undertaking Level 3 inspections as recommended may also result in changes to project priorities.

Council is currently undertaking a holistic review of asset renewal funding which will inform the FSS. The review aims to determine how Council's limited finances can be distributed between asset classes to best meet level of service aspirations.

Recommended Maintenance Funding

It is recommended that Council ensure its maintenance budget is adequate to undertake the reactive treatments recommended through the condition audit process. If this maintenance is not adequately funded there is likely to be significant increases in lifecycle costs and risk.

Recommended maintenance budget allocations are detailed below in Table 16. These figures will be updated in 2023/24 following the next Level 2 network inspection.

Table 16 – Recommended Maintenance Budget Allocation (Present Value)

Financial Year	Total Recommended Maintenance Budget (* indicates projection)
20/21	\$168,148
21/22	\$176,936
22/23	\$139,047
23/24	\$106,293
24/25	\$70,097
25/26	\$152,236
26/27	\$76,069
27/28	\$75,000*
28/29	\$75,000*
29/30	\$75,000*

It is acknowledged that some additional funding will be required to manage reactive maintenance from Level 1 inspections and customer complaints. However, these costs may be balanced by a portion of recommended maintenance being found unnecessary through deeper investigation.

Further analysis in Predictor is required to demonstrate the long-term relationship between renewal expenditure and maintenance costs.

7 Improvement Plan

Council will continue to seek improvement in the management of its bridges. A five-year improvement plan is detailed below in Table 17.

Table 17 – Improvement Plan

Action	Responsibility	Action Year(s)
Investigate future options for abandoned bridges.	EC	1
Update FSS to include a budget for replacement of components and reactive maintenance activities as per 2018 Level 2 audit works program.	EMCS/EMI	1
Establish a standard for linemarking on single lane bridges.	WC	1
Conduct further investigation including Level 3 inspections based on recommendations from 2018 audit.	EC	1-2
Implement levels of service and address current knowledge gaps.	WC	1-5
Review the signage at bridges with load limits and determine desired minimum load capacities based on bridge hierarchy.	EC	2-3
Improve the use of Predictor by using levels of service to assess asset functionality and capacity so that treatments other than like-for-like renewal can be programmed. Also incorporate maintenance forecasting into the model.	AMSC	3-4
Improve condition rating consistency between audits and obtain details on the replacement cost and useful life of each bridge component.	AMSC	3-4

Attachment 1 – Predictor 10-Year Indicative Works Program

The Predictor 10-Year works program is indicative in nature and will be refined/ used as a guide during the development of annual works programs. Later years will be less accurate because they are based on assumed deterioration.

The indicative works program will change with the acquisition of new condition data or revision of modelling assumptions. The actual works program will consider all of Council's priorities, not just those built into the Predictor model.

Note Year 1 refers to 2020-21.

For more detail please refer to the 2018 JJ Ryan works program.

Year	Asset ID	Hierarchy	Asset Name	Treatment Name	Est Cost (\$)	OSI
1	BR016261	B - Bridge	White Quartz Rd Bridge	Surface Renewal - Major	35,700	4
1	BR003098	MC - Major Culvert	Baringhup Rd	Superstructure Renewal - Major	178,993	6
1	BR003098	MC - Major Culvert	Baringhup Rd	Surface Renewal - Major	25,080	4
1	BR003107	MC - Major Culvert	Bendigo Sutton Grange Rd	Substructure Renewal - Major	74,724	4
1	BR003107	MC - Major Culvert	Bendigo Sutton Grange Rd	Surface Renewal - Major	11,190	4
1	BR003184	FB - Foot Bridge	Sunderlands Bridge	Superstructure Renewal - Major	138,394	4
1	BR003230	B - Bridge	Todds Bridge	Superstructure Renewal - Minor	2,940	3
1	BR003230	B - Bridge	Todds Bridge	Surface Renewal - Major	51,073	4
1	BR003248	B - Bridge	Newstead Guildford Rd	Superstructure Renewal - Minor	840	2
1	BR003256	B - Bridge	Quails Lane	Superstructure Renewal - Major	12,180	3
1	BR003269	B - Bridge	Siddles Rd	Superstructure Renewal - Minor	560	2
1	BR003269	B - Bridge	Siddles Rd	Surface Renewal - Major	2,310	2
1	BR003299	B - Bridge	Warren St	Substructure Renewal - Minor	1,411	2
2	BR016261	B - Bridge	White Quartz Rd Bridge	Superstructure Renewal - Major	20,580	3
2	BR003097	B - Bridge	Baringhup Eddington Rd	Superstructure Renewal - Minor	1,120	2
2	BR003159	B - Bridge	Fishermans Rd	Superstructure Renewal - Minor	560	2
2	BR003162	B - Bridge	Fogartys Gap Rd	Superstructure Renewal - Minor	10,500	2
2	BR003168	B - Bridge	Froomes Rd Castlemaine	Substructure Renewal - Major	110,855	4
2	BR003181	MC - Major Culvert	Gaffney St Castlemaine	Superstructure Renewal - Minor	1,120	2
2	BR003183	B - Bridge	Sherrifs Bridge	Substructure Renewal - Minor	980	2
2	BR003183	B - Bridge	Sherrifs Bridge	Superstructure Renewal - Minor	2,100	2
2	BR003259	B - Bridge	Richards Rd Castlemaine	Superstructure Renewal - Minor	560	2
2	BR003267	B - Bridge	Shillidays Bridge	Surface Renewal - Major	18,061	4
2	BR003272	MC - Major Culvert	Smith's Lane	Substructure Renewal - Major	13,976	2
2	BR003297	MC - Major Culvert	Walker St Cast.	Superstructure Renewal - Minor	2,688	2
2	BR003317	MC - Major Culvert	Yandoit Sandon Rd	Substructure Renewal - Minor	4,410	2
2	BR003296	B - Bridge	Vaughan Tarilta Rd	Substructure Renewal - Major	200,000	3
2	BR003296	B - Bridge	Vaughan Tarilta Rd	Superstructure Renewal - Major	200,000	3
2	BR003296	B - Bridge	Vaughan Tarilta Rd	Surface Renewal - Major	200,000	5
3	BR003105	MC - Major Culvert	Piltchers Bridge	Surface Renewal - Major	5,130	2
3	BR003123	MC - Major Culvert	Burgoyne Rd	Substructure Renewal - Major	316,667	2

Year	Asset ID	Hierarchy	Asset Name	Treatment Name	Est Cost (\$)	OSI
3	BR003123	MC - Major Culvert	Burgoyne Rd	Superstructure Renewal - Major	316,667	1
3	BR003123	MC - Major Culvert	Burgoyne Rd	Surface Renewal - Major	316,667	1
3	BR003135	MC - Major Culvert	Coliban Park Rd	Substructure Renewal - Major	9,317	2
3	BR003140	B - Bridge	Coopers Rd	Superstructure Renewal - Minor	560	2
3	BR003146	B - Bridge	Deep Creek Rd	Superstructure Renewal - Major	42,420	2
3	BR003151	B - Bridge	Eagles Rd	Superstructure Renewal - Minor	1,960	4
3	BR003243	B - Bridge	James Creek Bridge	Superstructure Renewal - Major	42,000	2
3	BR003274	B - Bridge	Chewton Cemetery Bridge	Superstructure Renewal - Minor	1,120	2
3	BR003312	MC - Major Culvert	Woodbrook Rd	Substructure Renewal - Major	44,319	4
4	BR003104	B - Bridge	Barkers Ck School Rd	Superstructure Renewal - Minor	3,640	2
4	BR003119	B - Bridge	Bradford Hills Rd	Superstructure Renewal - Minor	840	2
4	BR003150	B - Bridge	Middletons Bridge - Drummond Vaughan Rd	Substructure Renewal - Major	216,667	4
4	BR003150	B - Bridge	Middletons Bridge - Drummond Vaughan Rd	Superstructure Renewal - Major	216,667	3
4	BR003150	B - Bridge	Middletons Bridge - Drummond Vaughan Rd	Surface Renewal - Major	216,667	4
4	BR003233	B - Bridge	Curly Bridge	Surface Renewal - Major	7,215	2
4	BR003273	MC - Major Culvert	South Perkins Reef Rd	Superstructure Renewal - Major	3,780	3
4	BR003182	FB - Foot Bridge	Gaffney St Castlemaine	Substructure Renewal - Major	150,000	4
4	BR003182	FB - Foot Bridge	Gaffney St Castlemaine	Superstructure Renewal - Major	150,000	3
4	BR003182	FB - Foot Bridge	Gaffney St Castlemaine	Surface Renewal - Major	150,000	4
5	BR003151	B - Bridge	Eagles Rd	Substructure Renewal - Major	48,914	4
5	BR003191	FB - Foot Bridge	Ten Foot Hill F/B	Substructure Renewal - Major	150,000	3
5	BR003191	FB - Foot Bridge	Ten Foot Hill F/B	Superstructure Renewal - Major	150,000	3
5	BR003191	FB - Foot Bridge	Ten Foot Hill F/B	Surface Renewal - Major	150,000	4
5	BR003210	B - Bridge	Lyell St Taradale	Superstructure Renewal - Major	10,500	3
5	BR003231	MC - Major Culvert	Metcalfe Taradale Rd	Substructure Renewal - Major	39,200	2
5	BR003233	B - Bridge	Curly Bridge	Substructure Renewal - Major	110,000	2
5	BR003233	B - Bridge	Curly Bridge	Superstructure Renewal - Major	110,000	3
5	BR003281	MC - Major Culvert	Sutton Grange Redesdale Rd	Substructure Renewal - Major	27,951	2
6	BR016261	B - Bridge	White Quartz Rd Bridge	Substructure Renewal - Major	45,021	4
6	BR003117	B - Bridge	Hodges Bridge	Superstructure Renewal - Major	382,245	4
6	BR003126	B - Bridge	Campbell Ck Fryers Rd	Superstructure Renewal - Major	64,246	4
6	BR003177	B - Bridge	Fryers Taradale Rd (Old Coach Rd)	Surface Renewal - Major	4,008	4
6	BR003178	B - Bridge	Fryers Taradale Rd (Old Coach Rd)	Superstructure Renewal - Major	39,771	4
6	BR003202	MC - Major Culvert	Jennings Hill Rd	Superstructure Renewal - Minor	1,960	2
6	BR003221	B - Bridge	Red Gum Bridge	Superstructure Renewal - Minor	2,940	2
6	BR003260	B - Bridge	Rilens Rd	Substructure Renewal - Major	82,254	4
6	BR003267	B - Bridge	Shillidays Bridge	Superstructure Renewal - Major	17,220	4
6	BR003295	B - Bridge	Vaughan Springs Rd	Substructure Renewal - Major	156,941	4
6	BR036085	FB - Foot Bridge	Gordon Bridge	Surface Renewal - Major	1,099	4
7	BR005024	FB - Foot Bridge	Campbells Creek Bike Path Footbridge	Surface Renewal - Major	7,658	4
7	BR003125	B - Bridge	Campbell Ck Fryers Rd	Superstructure Renewal - Major	53,538	4

Year	Asset ID	Hierarchy	Asset Name	Treatment Name	Est Cost (\$)	OSI
7	BR003177	B - Bridge	Fryers Taradale Rd (Old Coach Rd)	Superstructure Renewal - Major	30,863	4
7	BR003209	B - Bridge	Lyell St Taradale	Superstructure Renewal - Major	34,020	3
7	BR003249	B - Bridge	North St Bridge	Superstructure Renewal - Major	249,020	4
7	BR003320	B - Bridge	Yapeen Muckleford Rd	Substructure Renewal - Major	422,819	4
8	BR003107	MC - Major Culvert	Bendigo Sutton Grange Rd	Superstructure Renewal - Major	117,424	4
8	BR003119	B - Bridge	Bradford Hills Rd	Surface Renewal - Major	22,953	4
8	BR003144	MC - Major Culvert	Davis Rd	Substructure Renewal - Major	41,800	4
8	BR003151	B - Bridge	Eagles Rd	Superstructure Renewal - Major	76,865	4
8	BR003156	B - Bridge	Byrnes Bridge	Superstructure Renewal - Minor	1,120	2
8	BR003162	B - Bridge	Fogartys Gap Rd	Surface Renewal - Major	24,753	4
8	BR003175	B - Bridge	Fryers Taradale Rd (Old Coach Rd)	Surface Renewal - Major	7,853	4
8	BR003178	B - Bridge	Fryers Taradale Rd (Old Coach Rd)	Surface Renewal - Major	4,589	4
8	BR003212	MC - Major Culvert	Mary St Castlemaine	Superstructure Renewal - Minor	7,140	2
8	BR003230	B - Bridge	Todds Bridge	Substructure Renewal - Major	187,692	4
8	BR003241	MC - Major Culvert	Muckleford School Rd	Substructure Renewal - Major	32,066	4
8	BR003248	B - Bridge	Newstead Guildford Rd	Substructure Renewal - Major	36,990	4
8	BR003260	B - Bridge	Rilens Rd	Surface Renewal - Major	22,250	4
8	BR003267	B - Bridge	Shillidays Bridge	Substructure Renewal - Major	74,209	4
8	BR003271	MC - Major Culvert	Simmons Rd	Surface Renewal - Major	16,687	4
8	BR003284	MC - Major Culvert	Troys Rd	Substructure Renewal - Major	33,669	5
8	BR003286	B - Bridge	Vaughan Tarilta Rd	Substructure Renewal - Major	79,050	4
8	BR003309	FB - Foot Bridge	King Billy Bridge	Surface Renewal - Major	6,391	4
8	BR036087	B - Bridge	Carnochans Back Rd	Surface Renewal - Major	2,382	4
8	BR036088	MC - Major Culvert	Llewellyn Rd	Surface Renewal - Major	4,008	4
9	BR003099	B - Bridge	Baringhup Rd	Surface Renewal - Major	196,729	4
9	BR003106	MC - Major Culvert	Bendigo Sutton Grange Rd	Superstructure Renewal - Minor	1,960	2
9	BR003116	B - Bridge	Boundary Rd	Superstructure Renewal - Major	115,174	4
9	BR003137	B - Bridge	Zeal Bridge	Surface Renewal - Major	50,062	4
9	BR003139	MC - Major Culvert	Coolstore Rd	Surface Renewal - Major	19,141	4
9	BR003151	B - Bridge	Eagles Rd	Surface Renewal - Major	12,515	4
9	BR003161	B - Bridge	Fogartys Gap Rd	Surface Renewal - Major	26,340	4
9	BR003164	MC - Major Culvert	Fords Rd	Surface Renewal - Major	1,521	4
9	BR003200	MC - Major Culvert	Hokins Rd	Surface Renewal - Major	8,834	4
9	BR003205	B - Bridge	Kemps Bridge Rd	Surface Renewal - Major	96,589	4
9	BR003217	B - Bridge	Rogersons Bridge	Surface Renewal - Major	94,794	4
9	BR003234	MC - Major Culvert	Mitchell St Bridge	Surface Renewal - Major	6,773	4
9	BR003248	B - Bridge	Newstead Guildford Rd	Surface Renewal - Major	10,151	4
9	BR003275	B - Bridge	Spring Ck Rd	Surface Renewal - Major	110,524	4
9	BR003298	B - Bridge	Woodman Bridge	Surface Renewal - Major	47,902	4
10	BR003100	B - Bridge	Baringhup Rd	Surface Renewal - Major	20,753	4
10	BR003115	B - Bridge	Boundary Rd	Surface Renewal - Major	4,859	4
10	BR003130	B - Bridge	Cemetery Rd Camp. Ck	Surface Renewal - Major	93,976	4

Year	Asset ID	Hierarchy	Asset Name	Treatment Name	Est Cost (\$)	OSI
10	BR003132	B - Bridge	Cemetery Rd Newstead - Slees Bridge	Surface Renewal - Major	17,080	4
10	BR003145	B - Bridge	Cricket Ground Bridge	Surface Renewal - Major	20,709	4
10	BR003148	MC - Major Culvert	Drummond Vaughan Rd	Surface Renewal - Major	4,417	4
10	BR003157	B - Bridge	Faraday Sutton Grange Rd	Surface Renewal - Major	32,393	4
10	BR003174	B - Bridge	Fryers Taradale Rd (Old Coach Rd)	Surface Renewal - Major	5,751	4
10	BR003197	B - Bridge	High St Fryerstown	Surface Renewal - Major	16,436	4
10	BR003198	B - Bridge	High St Fryerstown	Surface Renewal - Major	8,687	4
10	BR003211	MC - Major Culvert	Maldon Shelbourne Rd	Surface Renewal - Major	13,906	4
10	BR003212	MC - Major Culvert	Mary St Castlemaine	Surface Renewal - Major	16,933	4
10	BR003216	B - Bridge	Finnings Bridge	Surface Renewal - Major	51,559	4
10	BR003219	MC - Major Culvert	Metcalfe Elphinstone Rd	Surface Renewal - Major	13,399	4
10	BR003220	MC - Major Culvert	Metcalfe Elphinstone Rd	Surface Renewal - Major	6,994	4
10	BR003221	B - Bridge	Red Gum Bridge	Surface Renewal - Major	266,873	4
10	BR003223	MC - Major Culvert	Metcalfe Kyneton Rd	Surface Renewal - Major	17,865	4
10	BR003226	MC - Major Culvert	Metcalfe Malmsbury Rd	Surface Renewal - Major	13,546	4
10	BR003231	MC - Major Culvert	Metcalfe Taradale Rd	Surface Renewal - Major	4,785	4
10	BR003240	MC - Major Culvert	Muckleford North Rd	Surface Renewal - Major	11,166	4
10	BR003270	MC - Major Culvert	Simmons Rd	Surface Renewal - Major	9,203	4
10	BR003277	MC - Major Culvert	Sutton Grange Redesdale Rd	Surface Renewal - Major	5,669	4
10	BR003279	MC - Major Culvert	Sutton Grange Redesdale Rd	Surface Renewal - Major	6,184	4
10	BR003293	MC - Major Culvert	Vaughan Springs Rd	Surface Renewal - Major	5,669	4
10	BR003295	B - Bridge	Vaughan Springs Rd	Surface Renewal - Major	42,781	4
10	BR003301	B - Bridge	Clarks Bridge	Surface Renewal - Major	58,749	4
10	BR003304	MC - Major Culvert	Wedge Gully Rd (Archbolds La)	Surface Renewal - Major	6,442	4
10	BR003319	B - Bridge	Yapeen Muckleford Rd	Surface Renewal - Major	22,778	4

Statutory and Discretionary Reserve Policy

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1. Purpose

This policy is to establish requirements around the creation of Reserves, transfer to Reserves and subsequent expenditure of funds from these Reserves. In addition, this policy serves to ensure that sufficient cash is available to fund Reserve projects.

2. Scope

This policy is applicable to both Discretionary and Statutory Financial Reserves of Council and includes creation of Reserves, transfers of funds to Reserves and subsequent use of funds from Reserves.

This policy excludes the Asset Revaluation Reserve that arises under the Australian Accounting Standards because it relates to the change in asset values rather than the collection of funds.

3. Policy

Council will maintain both Statutory and Discretionary Reserves that acknowledge the receipt of funds from particular sources to be applied on programs that are consistent with the purposes of that Reserve Fund.

For the purposes of efficient financial management it is acknowledged that in lieu of borrowings, Reserve Funds may be used to assist funding specific projects and are not designed to assist in the general operations of Council.

Reserves represent a record of future obligations, or aspirations of projects. To ensure prudent management of these funds, expenditure from these Reserves will form part of the Annual Budget program as approved by Council, or as resolved by Council, Chief Executive Officer or Directors from time to time.

As at 30 June each year the recorded cash balances will, as a minimum, be equivalent to the total of the Statutory and Discretionary Reserves balances. Appendix A is a listing of current Reserves.

3.1. Creation of Reserves

As a general rule, income and expenditure will be budgeted in the financial year in which it occurs and will not be set aside in Reserves for future use. However, Council will, in some instances, create Reserves where:

- It is anticipated that extensive works will require funding over a period of time.
- Funds are collected specifically for funding of capital works.
- There is a legal or legislative requirement.

Discretionary Reserves will not be created where it is expected that the balance of the Reserve will not reach \$25,000.

3.2. Transfers of Funds to Reserves

Amounts transferred to individual Discretionary and Statutory Reserves come from a variety of sources including:

- Developer contributions - 100% of developer contributions will be transferred to Reserves in the financial year that funding is received.
- Waste charges - the surplus from waste operations (including general waste charges) will be transferred to the Waste Reserve each year.
- Budget transfers - transfers determined as part of the budget process.
- Uncompleted Works - all capital, special and operational projects approved by Council for carry forward will be transferred to the Reserve each year and then reversed on 1 July.
- Unspent Grants - all grants identified as unspent and not tied to a carry forward project at year end, will be transferred to the Reserve and then reversed on 1 July, if there are acquittal requirements associated with those grant funds.
- Energy and Water Saving transfers - 100% of the annual energy and water savings generated from projects funded by the Reserve will be transferred to the Reserve. This process will be repeated over subsequent years until 125% of the initial cost of the project has been transferred to the Reserve. For example, if \$7,000 was spent on a solar energy system, the payback to the Reserve would be \$8,750. All assumptions about the payback period must be detailed in the Environmental Upgrade Agreement (EUA) that is endorsed for each specific project.

New Reserve amounts transferred to the Reserve must be from the sources outlined above.

3.3. Transfers of Funds from Reserves

All transfers of funds from a Reserve must be for the agreed purposes for which the Reserve was created. Reserve transfers will be reported as part of quarterly finance report presented to an Ordinary Meeting of Council.

Transfers approved as part of the budget process

- In most cases the transfer of funds from Reserves will be approved as part of the Annual Budget process. For example, Capital Works Projects need to include details of project funding, including any planned use of Reserves. Projects are then evaluated and submitted to Council for approval.

Transfers of funds in excess of approved budget

- In cases where a transfer of funds from a Reserve was approved in the budget but subsequently a higher level of funding is required from Reserves, approval must be sought before transfers are made:

- For transfers from Reserve which are less than 10% and \$20,000 variance to budget, a Directors approval is required.
- In cases where the difference to budget is more than 10% and \$20,000, the CEO must approve the transfer.

Transfers of funds not approved as part of the budget process

- In the instance where there may be a requirement to transfer funds from a Reserve for purposes not foreseen when the budget was developed, any such transfer from a Reserve for purposes outside of the budget must be approved by the CEO or a Council resolution.
 - For transfers from Reserve which are less than \$20,000 or relate to operational or developer contribution reserves that Council has previously approved expenditure from, the CEO must approve the transfer.
 - In cases where the transfer from Reserve is more than \$20,000 or do not relate to operational or developer contribution reserves that Council has previously approved expenditure from, transfers must be approved by Council resolution.

Transfer of funds due to an Environmental Upgrade Agreement (EUA)

- Funds can be transferred from the Energy and Water Savings Reserve if the Executive approves an Environmental Upgrade Agreement (EUA) to fund projects that reduce energy or water usage.

4. Definitions of Abbreviations Used

A table of terms and their definitions as they relate to the policy

Term	Definition
Reserves/Reserve Fund	Are funds that have been set aside from operating and capital incomes for future funding of projects. From an accounting perspective the value of these funds are recorded in equity balance sheet ledger accounts.
Statutory	The use of funds from Statutory Reserves is governed by legislation (or other legal requirements) and records Council's future expenditure commitments. Statutory Reserves also hold funds collected from developers or funding bodies that represent future obligations. These are separately accounted for to ensure sound financial management of future operations.
Discretionary	Discretionary Reserves are funds held by Council and segregated from general revenues, based on Council directions, to finance future expenditures or to provide for a specific project so as to ensure funds are available as required. Discretionary Reserves

	<p>may be varied from time to time where expenditure commitments may be created and retired.</p> <p>Council may also create program specific Reserves (e.g. Waste) where capital purchases occurring across multiple financial years are funded by operational surpluses generated by these assets.</p>
Asset Revaluation Reserve	Records the change in asset values (revaluations of land, buildings, drains, roads, footpaths, kerb and channel and bridges), rather than the collection of funds.
Environmental Upgrade Agreement (EUA)	An Environmental Upgrade Agreement (EUA) is an agreement to improve the environmental performance of a building.

5. Human Rights Statement

Human Rights Statement

It is considered that this policy does not impact negatively on any rights identified in the Charter of Human Rights and Responsibilities Act (2006).

Audit and Risk Advisory Committee Charter



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Date rescinded:	Click here to enter a date. OR <input type="checkbox"/> Not applicable		
Related legislation:	Local Government Act 2020		
Related strategic documents, policies, or procedures:	<ul style="list-style-type: none"> • Risk Management Policy • Risk Management Framework • Risk Management Procedure • Enterprise Risk Management Action Plan • Fraud and Corruption Prevention Policy • Fraud and Corruption Control Plan 		

Organisational documents are amended from time to time, therefore you should not rely on a printed copy being the current version. Please consult the policies on the Mount Alexander Shire Intranet, TRIM or the owner of the document to ensure that the version you are using is up to date.

Date	Version Number	Details of Version	Modified by
20/05/2020	1	Review of Charter under Local Government Act 2020	Executive Manager Organisational Capability

1. Preface

Section 53(1) of the Local Government Act 2020 (the Act) states that “a Council must establish an Audit and Risk Committee”. Section 54(1) of the Act states “a Council must prepare and approve an Audit and Risk Committee Charter.”

This Charter has been developed in response to the Act requirements. It has been developed with reference to the model Audit Charter provided by the Institute of Internal Auditors North America, as recommended in “*Audit Committees - A Guide to Good Practice for Local Government*” issued by Local Government Victoria in January 2011.

2. Introduction

The Audit and Risk Advisory Committee (Audit and Risk Committee) plays an important role in providing oversight of Mount Alexander Shire Council’s governance, risk management, and internal control practices. This oversight mechanism also serves to provide confidence in the integrity of these practices. The Committee performs its role by providing independent oversight to the governing board, the Council, in overseeing internal and external audit functions¹.

3. Background

The Committee’s previous Charter was reviewed and approved by Council on 12 June 2019. This Charter has been developed in accordance with the Section 54(7) of LG Act 2020, which states: *A Council must approve the first Audit and Risk Committee Charter and establish the first Audit and Risk Committee on or before 1 September 2020.*

4. Purpose

The purpose of the Audit and Risk Committee is to provide a structured, systematic oversight of Council’s governance, risk management and internal control practices. The Committee assists the Council and management by providing advice and guidance on the adequacy of initiatives for:

- Values and ethics
- Governance structure
- Risk management
- Internal control framework
- Oversight of the internal audit activity, external auditors and other providers of assurance
- Financial statements, performance and public accountability reporting.

In broad terms, the Committee reviews each of the items noted above and provides the Council with independent advice and guidance regarding the adequacy and effectiveness of management’s practices and potential improvements to those practices.

¹ Section 54(2)(d) of the Local Government Act 2020

5. Mandate

The Audit and Risk Committee has been established under Section 53 of the Local Government Act 2020 (and previously Section 139 of the Local Government Act 1989). The Act states that the Audit and Risk Committee is not a delegated committee.²

6. Authority

The Audit and Risk Committee Charter sets out the authority of the Audit and Risk Committee to carry out the responsibilities established for it by the Council as articulated within the Committee Charter.

In discharging its responsibilities the Audit and Risk Committee will be supported by the Executive Manager Organisational Capability, who can facilitate provision of relevant information, records data and reports it considers necessary to discharge its duties. Some information may be denied due to legal or confidentiality reasons.

The Audit and Risk Committee is entitled to receive any explanatory information that it deems necessary to discharge its responsibilities. The Executive Manager Organisational Capability will facilitate Committee requests.

The Committee may request engagement of counsel or other advisors it deems necessary to carry out its duties.

The Audit and Risk Committee is empowered to:

- Appoint and oversee all audit and non-audit services performed by the internal audit contractor. As the annual financial audit is undertaken by the Auditor-General Victoria or his/her appointed contractor the Audit and Risk Committee has no ability to appoint the external auditor.
- Resolve any disagreements between management and the internal auditor or external auditor regarding financial reporting and other matters.
- Preapprove all internal auditing services performed by the internal audit contractor.

The Audit and Risk Committee, through the Independent Committee Members, will assist the Executive Manager Organisational Capability in the:

Assessment of tenders for the internal audit contract recruitment process for new Independent Committee members.

The Committee will receive recommendation reports which after formal acceptance, will be provided to the Council. Only the Council can formally appoint Independent Committee Members and internal audit contractors, which will be subject to a resolution at a Council Meeting.

² Section 53(2) of the Local Government Act 2020

7. Composition of the Committee³

The Committee will be comprised of up to six members as follows:

- Two Councillors, one of which is Mayor;
- At least three independent members.

The Committee Members should collectively possess sufficient knowledge of audit, specific industry knowledge, IT, law, governance, and control. The Act has specific requirements about the Audit and Risk Committee collectively having expertise in financial management and risk⁴, experience in public sector management⁵, and precluding any person who is a member of Council staff of the Council⁶ from being a Committee Member.

Because the responsibilities of the Audit and Risk Committee evolve in response to regulatory, economic, and reporting developments, it is important to periodically reevaluate members' competencies and the overall balance of skills on the Audit and Risk Committee in response to emerging needs.

8. Chair of the Committee

The Chair of the Audit and Risk Committee must not be a Councillor of the Council.⁷ The whole Committee will recommend appointment of the Chair to the Council. Only the Council can formally appoint the Chair, which will be subject to a resolution at a Council Meeting.

The Committee may choose to recommend appointment of a Deputy Chair. Only the Council can formally appoint the Deputy Chair, which will be subject to a resolution at a Council Meeting.

9. Terms of Office

Councillors

Councillor Committee Members shall be appointed annually by the Council.

Independent Committee Members

Independent Committee Members shall be appointed for an initial term of up to three years. They have a right of reappointment after the first term, with a second term to be by application. The maximum term of an independent Committee Member is three terms or nine years.

The terms of each Independent Committee Member will be arranged so that there is an orderly rotation of membership and avoidance of more than two members returning at the same time. The terms of appointment shall be aligned with the beginning of Council's financial year. The current term schedule has been endorsed by the current Audit and Risk Committee to bring all current members back in line with the financial year requirement. Current terms of Independent Committee Members are as follows:

³ Section 53(3) of the Local Government Act 2020: An Audit and Risk Committee must— (a) include members who are Councillors of the Council; and (b) consist of a majority of members who are not Councillors of the Council

⁴ Section 53(3)(b)(i) of the Local Government Act 2020

⁵ Section 53(3)(b)(ii) of the Local Government Act 2020

⁶ Section 53(3)(c) of the Local Government Act 2020

⁷ Section 53(4) of the Local Government Act 2020: A chairperson of an Audit and Risk Committee must not be a Councillor of the Council.

Member	Initial appointment	End of current term	Proposed new term
John Watson	1 July 2020	30 June 2020	1 July 2020 to 30 June 2023
Nicole Cox	14 April 2015	31 March 2021	1 April 2021 to 30 June 2024
Glenn Sutherland	1 September 2016	17 September 2022	18 September 2022 to 30 June 2025
Linda McNeill	15 October 2019	14 October 2022	15 October 2022 to 30 June 2026

10. Quorum

A quorum of any meeting will be at least two independent members and at least one Councillor.

11. Operational Principles

Audit and Risk Committee Values

The Audit and Risk Committee will conduct itself in accordance with the code of values and ethics of the Council and in accordance with the Local Government Act 2020. The Audit and Risk Committee expects that management and staff will adhere to these requirements.

Communications

The Audit and Risk Committee expects that all communication with management and staff of the organisation as well as with any external assurance providers will be direct, open, and complete.

Work Plan⁸

The Audit and Risk Committee will collaborate with the Executive Manager Organisational Capability to establish a work plan to ensure that the responsibilities of the Audit and Risk Committee are scheduled and will be carried out.

Meeting Agenda

The Executive Manager Organisational Capability will establish agendas for Audit and Risk Committee Meetings in consultation with the Chair.

The Executive Manager Organisational Capability shall circulate the agenda and supporting documentation to members of the Committee a reasonable period in advance of each meeting (one week is the expected advance period).

Information Requirements

The Audit and Risk Committee will establish and communicate its requirements for information, which will include the nature, extent, and timing of information. Information that is scheduled on an agenda will be provided to the Audit and Risk Committee one week prior to each meeting. Information that is sought at a Committee Meeting will be provided at the next meeting.

⁸ Section 54(3) of the Local Government Act 2020

Preparation and Attendance

Audit and Risk Committee members are obligated to prepare for and participate in meetings. Participation can be in person, via teleconference or video conference.

Conflict of Interest, Misuse of Position and Confidential Information

Section 123 (misuse of position), 125 (confidential information) and Division 2 of Part 6 (conflict of interest) of the Act apply to a member of the Audit and Risk Committee who is not a Councillor as if the member were a member of a delegated committee.⁹

All Committee Members are expected to be aware of these provisions of the Local Government Act 2020. Failure to comply with the provisions of the Act may result in the Committee Member's appointment being terminated.

Conflict of Interest

Audit and Risk Committee Members must disclose any conflicts of interest to the **Chair of the** Audit and Risk Committee. Where the conflict is related to the Chair of the Audit and Risk Committee it must be disclosed to the Mayor.

Once a conflict of interest is identified the member of the Audit and Risk Committee must:

1. Disclose the conflict of interest immediately before the matter is considered in the meeting, including the:
 - a) Type of interest and class; and
 - b) The nature of the interest.
2. Notify the Chair that they are leaving the meeting.
3. Leave the room and vicinity while the matter is being considered and await the Chair's direction to return.
4. Notify the Chair prior to the meeting if they are not going to be present at the meeting.

If details are private in nature then the nature of the interest can be declared to the Chair in writing prior to the meeting and the disclosure will simply be the type of interest and class.

Disclosure of conflicts of interest must be documented in the meeting minutes.

Independent Committee Members of the Audit and Risk Advisory Committee will be required to sign an Initial Persons Interest Form upon commencement of their term, and a Biannual Personal Interests Return as required under the Local Government Act 2020.

Misuse of Position

Audit and Risk Committee Members must not intentionally misuse their position to gain or attempt to gain, directly or indirectly, an advantage for themselves or for any other person, or cause, or attempt to cause, determinant to council or another person.

⁹ Sections 53(5) of the Local Government Act 2020

Confidential Information

Audit and Risk Committee Members must not intentionally or recklessly disclose information that they know, or should reasonably know, is confidential information.

Independent Committee Members of the Audit and Risk Advisory Committee will be required to sign a Confidentiality Agreement upon commencement of their term.

Orientation and Training

Audit and Risk Committee Members will receive formal orientation training on the purpose and mandate of the Audit and Risk Committee and on the organisation's objectives. A process of continuing education will be established.

12. Operational Procedures

Meetings

Meetings shall be held not less than four times per annum and timing will be set to ensure that the Committee can properly discharge its responsibilities pursuant to this Charter. Members of the Audit and Risk Committee are expected to attend every meeting of the Committee.

Special meetings may be convened as required. The Executive Manager Organisational Capability will convene a meeting at the request of the Chairperson, a Committee Member, or the external and internal auditors.

Where a matter is required to be dealt with by the Audit and Risk Advisory Committee between meetings, it will be undertaken by circulating resolution. The report outlining the matter and a request to vote on the item will be sent via email.

Minutes

Minutes of the meeting will be prepared and provided in draft form within two weeks after the meeting. The minutes will be provided in a report summarising the meeting content to Council after each Committee Meeting.

Required Attendance

The Chief Executive Officer and Executive Manager Organisational Capability are required to attend every meeting. Officers who have authored reports will be required to attend to speak to their reports, but are not required to attend the whole meeting. Attendance can be in person, via teleconference or video conference.

Secretariat Services

Secretarial and administrative support will be provided to the Audit and Risk Committee by a member of the Governance Team.

Remuneration of Committee Members

Councillors Committee Members are not remunerated for their role on the Audit and Risk Committee.

Remuneration will be paid to each Independent Committee Member¹⁰. The Council sets the remuneration by resolution at a formal Council Meeting. At the Council Meeting held on 19 May 2020, the Council resolved that remuneration for the 2020/21 financial year will be:

- Chair: \$650 per meeting.
- Independent Committee Members: \$450 per meeting.
- Travel allowance of 90 cents per kilometre for Independent Committee Members who travel over 50km in total to attend each meeting.

All allowances will be subject to annual indexation on 1 July, in accordance with CPI Melbourne Index June to June quarter.

Responsibilities

It is the responsibility of the Audit and Risk Committee to provide Council with independent, objective advice on the adequacy of management's arrangements with respect to the following aspects of the management of the organisation:

Values and Ethics

To obtain reasonable assurance with respect to the organisation's values and ethics practices, the Audit and Risk Committee will:

- Review and assess the policies, procedures, and practices established to monitor conformance with the code of conduct and ethical policies by all managers and staff.
- Provide oversight of the mechanisms established by management to establish and maintain high ethical standards for all managers and staff.
- Review and provide advice on the systems and practices established by management to monitor compliance with laws, regulations, policies, and standards of ethical conduct and identify and deal with any legal or ethical violations.

Organisational Governance

To obtain reasonable assurance with respect to governance process, the Audit and Risk Committee will:

- Review and provide advice on the governance process established and maintained within the organisation and the procedures in place to ensure that they are operating as intended.
- Monitor compliance of policies and procedures with the overarching governance principles, the Local Government Act 2020, relevant regulations and any Ministerial directions¹¹.
- Monitor financial and performance reporting.¹²

Risk Management

To obtain reasonable assurance with respect to risk management practices, the Audit and Risk Committee will:

¹⁰ Section 53(6) of the Local Government Act 2020: A Council may pay a fee to a member of an Audit and Risk Committee who is not a Councillor of the Council.

¹¹ Section 54(2)(a)(i) and (ii) of the Local Government Act 2020

¹² Section 54(2)(b) of the Local Government Act 2020

- Provide oversight on significant strategic and operational risk exposures and control issues, including fraud and corruption risks, governance issues, and other matters needed or requested by senior management and the Council.
- Review and provide advice on the risk management processes established and maintained by management and the procedures in place to ensure that they are operating as intended.
- Annually review the risk profile.
- Obtain an annual report on management's implementation and maintenance of an appropriate enterprise wide risk management process.
- Provide oversight of the adequacy of the combined assurance being provided.

Fraud and corruption

To obtain reasonable assurance with respect to procedures for the prevention and detection of fraud, and corruption the Audit and Risk Committee will:

- Oversee management's arrangements for the prevention and deterrence of fraud and corruption.
- Ensure that appropriate action is taken against known perpetrators of fraud.
- Challenge management and internal and external auditors to ensure that appropriate anti-fraud and corruption programs and controls are in place to identify potential fraud and ensure that investigations are undertaken if fraud is detected.

Control

To obtain reasonable assurance with respect to the adequacy and effectiveness of controls in responding to risks within the governance, operations and information systems, the Audit and Risk Committee will:

- Consider the effectiveness of the control framework, including risk management, fraud prevention¹³, and information technology security and control.
- Review and provide advice on the control of the organisation as a whole and its individual units.
- Receive reports on all matters of significance arising from work performed by other providers of financial and internal control assurance to senior management and the Council.

Compliance

The Audit and Risk Committee will:

- Review the effectiveness of the system for monitoring compliance with laws and regulations and the results of management's investigation and follow up (including disciplinary action) of any instances of non-compliance.
- Review the observations and conclusions of internal and external auditors and the findings of any regulatory agencies.
- Review the process for communicating the code of conduct to staff and for monitoring compliance.
- Obtain regular updates from management regarding compliance matters.

¹³ Section 54(2)(c) of the Local Government Act 2020

Charter Review

This Charter will be reviewed by the Committee on an annual basis, and the Committee will provide a report to the Council recommending that the Council approve the Charter. Only the Council can approve the Charter at a formal Council Meeting.

13. Oversight of Internal Audit Activity and Other Assurance Providers

Internal Audit Activity

To obtain reasonable assurance with respect to work of the internal audit activity, the Audit and Risk Committee will provide oversight related to:

Internal Audit Charter and Resources

- Review and endorse the Internal Audit Charter at least annually to ensure that it accurately reflect the Audit and Risk Committee's purpose, authority, and responsibility.
- Provide the Committee Charter to the Council for approval at a Council Meeting.

Internal Audit Strategy and Plan

- Review and provide input on the internal audit activity's strategic plan, objectives, performance measures, and outcomes.
- Review and approve proposed risk-based internal audits and make recommendations concerning internal audit projects.
- Review and approve the internal audit plan and engagement work program, including reviewing internal audit resources necessary to achieve the plan.
- Review the internal audit activity's performance relative to its audit plan.

Internal Audit Engagement and Follow Up

- Review internal audit reports and other communications to management.
- Review and track management's action plans to address the results of internal audit engagements.
- Review and advise management on the results of any special investigations.
- Inquire of the Chief Executive Officer whether any internal audit engagements or non-audit engagements have been completed but not reported to the Audit and Risk Committee; if so, enquire whether any matters of significance arose from such work.
- Enquire of the Chief Executive Officer whether any evidence of fraud has been identified during internal audit engagements and evaluate what additional actions, if any, should be taken.

External Auditors

To obtain reasonable assurance with respect to work of the external assurance providers, the Audit and Risk Committee will meet with the external assurance providers during the planning phase of the engagement, the presentation of the audited financial statements, and the discussion of the results of engagements and recommendations for management.

The Audit and Risk Committee will:

- Review the external auditors' proposed audit scope and approach, including coordination of audit effort with the internal audit activity.
- Have exclusive meetings with external auditors and internal auditors to discuss sensitive matters.
- Monitor management's progress on action plans.

To obtain reasonable assurance that management has acted on the results and recommendations of internal and external audit engagements, the Audit and Risk Committee will regularly review reports on the progress of implementing approved management actions plans and audit recommendations resulting from completed audit engagements, internal and external.

Financial Statements and Public Accountability Reporting

The Audit and Risk Committee is responsible for oversight of the independent audit of the financial statements and performance statements, including but not limited to overseeing the resolution of audit findings in areas such as internal control, legal, regulatory compliance, and ethics.

The Audit and Risk Committee will:

- Review with management and the external auditors the results of audit engagements, including any difficulties encountered.
- Review significant accounting and reporting issues, concluding complex or unusual transactions and highly judgemental¹⁴ areas, and recent professional and regulatory pronouncements, and understand their impact on the financial statements.
- Review the annual financial statements and performance statement, and consider whether they are complete, consistent with information known to Committee Members, and reflect appropriate accounting Standards.
- Review with management and the external auditors all matters required to be communicated to the Audit and Risk Committee under generally accepted external auditing standards.
- Understand strategies, assumptions and estimates that management has made in preparing financial statements, budgets, and investment plans.
- Review interim financial reports with management and consider whether they are complete and consistent with the information known to Committee Members.

Other Responsibilities

In addition, the Audit and Risk Committee will:

- Perform other activities related to this Charter as requested by the Council.
- Institute and oversee special investigations as needed.
- On an annual basis undertake an assessment of its performance against the Charter and provide a copy of the annual assessment to the Chief Executive Officer for tabling at the next Council Meeting¹⁵.

¹⁴ Judgemental areas relates to the "increased use of principles-based financial reporting frameworks...which introduces subjectivity and judgement into financial reporting" (for example, fair value accounting), Becker Professional Education, Advanced Audit and Assurance (International) for Examinations from September 2017 to 2018, Accessed 3 June 2020

¹⁵ Section 54(4)(a) and (b) of the Local Government Act 2020

Reporting on Audit and Risk Committee Performance

The Audit and Risk Committee will prepare a biannual audit and risk report that describes the committee's activities and includes its findings and recommendations, and provide a copy of the biannual report to the Chief Executive Officer for tabling at the next Council Meeting¹⁶.

The report should include:

- A summary of the work the Audit and Risk Committee performed to fully discharge its responsibilities.
- A summary of management's progress in addressing the results of internal and external audit engagement reports.
- An overall assessment of management's risks, controls, and compliance processes, including details of any significant emerging risks or legislative changes impacting the organisation.
- Details of meetings, including the number of meetings held during the relevant period and the number of meetings each member attended.
- Provide information required, if any, by new or emerging corporate governance developments.

The Committee may report to the Council at any time regarding any other relevant matter it deems of sufficient importance.

Approval

Charter approved by Council	[date to be inserted]
Signed by the Chief Executive Officer	
Darren Fuzzard	[date to be inserted]

¹⁶ Section 54(5)(a) and (b) of the Local Government Act 2020



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REGISTERED BUILDING PRACTITIONER DPAD 19373
MEMBER OF BUILDING DESIGNERS ASSOCIATION OF VICTORIA

SHEET NAME	SHEET NUMBER
EXISTING SITE PLAN	01
SUBDIVISIONPLAN	02
PROPOSED SITE PLAN	03

GROUND LEVELS NOTE

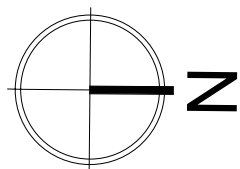
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OBTAIN SITE FALL AND DO NOT CONSTITUTE A FULL
SITE FEATURE SURVEY.

PETER RENFREW

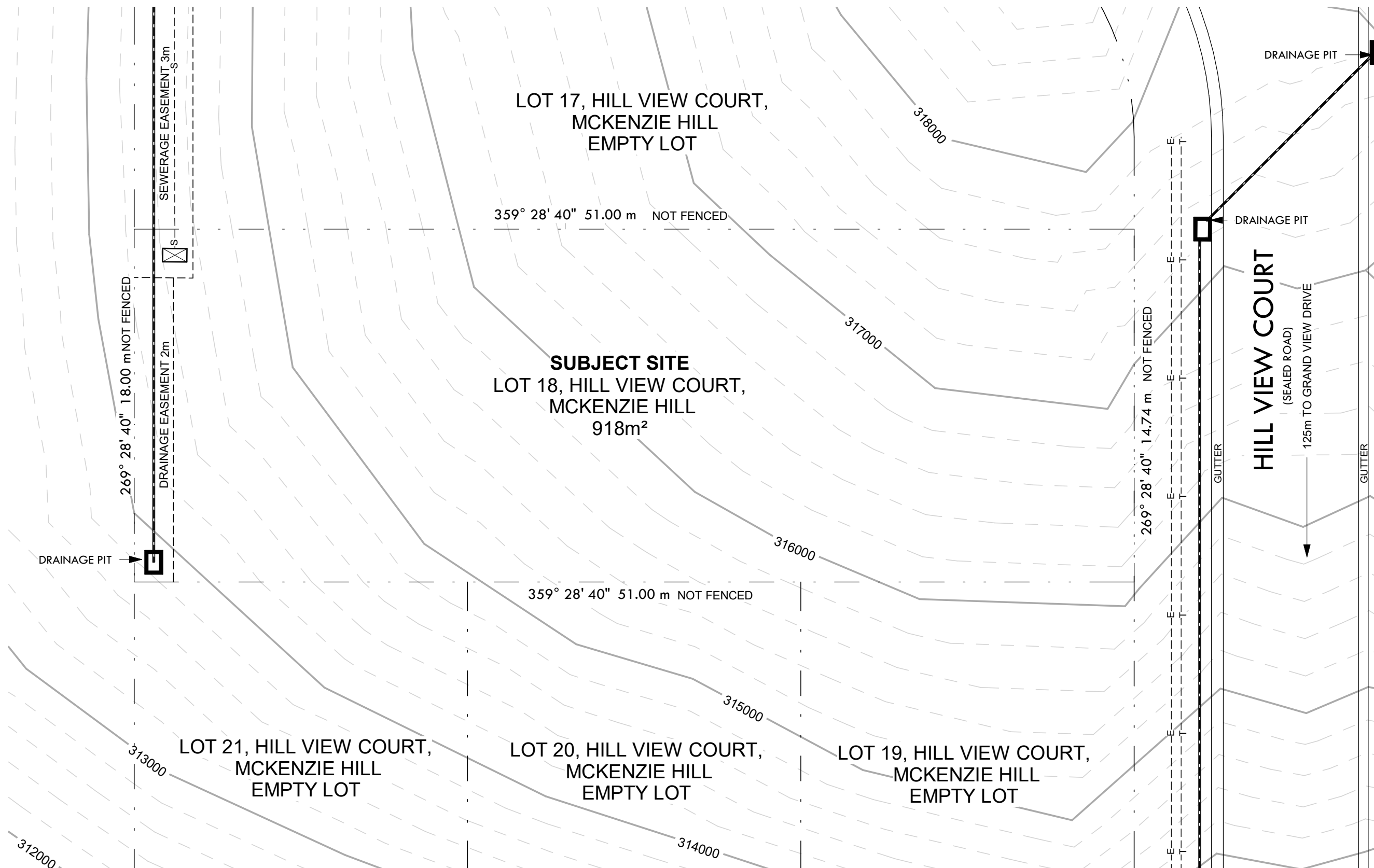
LOT 18 HILL VIEW COURT, CASTLEMAINE

18-798

PRELIMINARY TOWN PLANNING



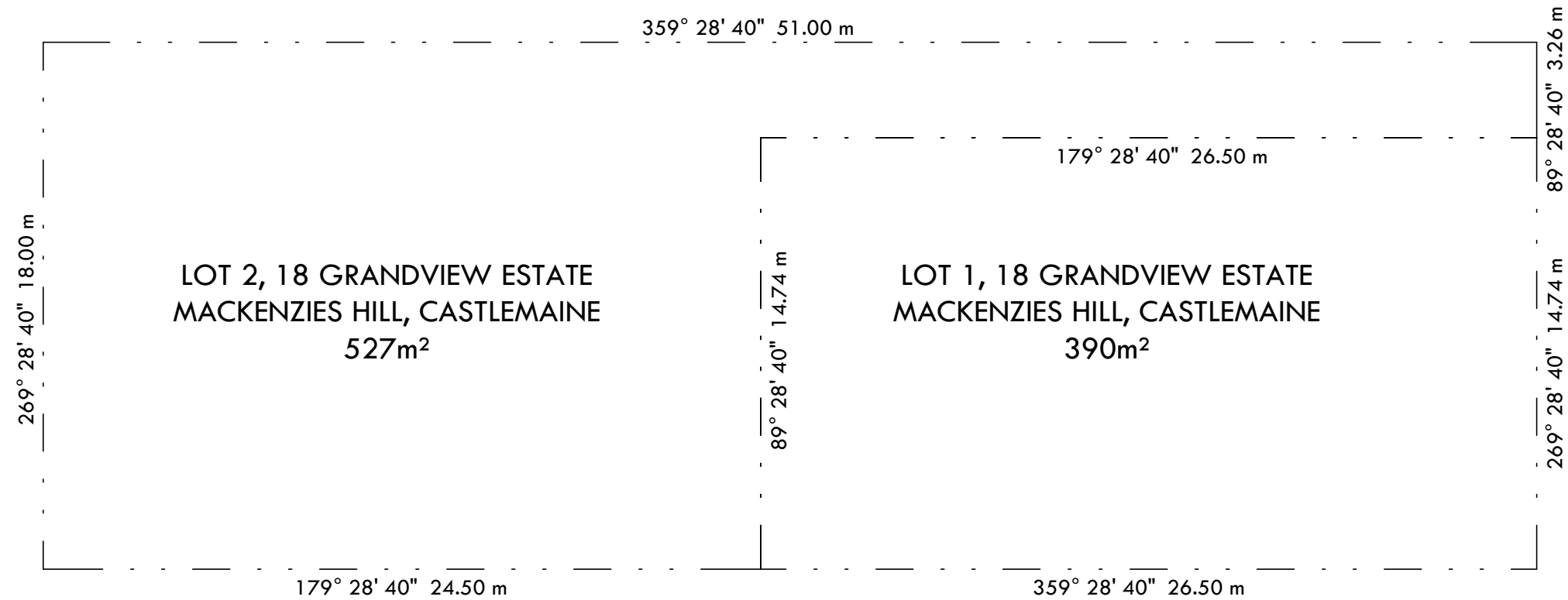
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GAS METER	G/M
HOTWATER SERVICE	H/W
WATER METER	W/M
GARDEN AREA	



1 EXISTING SITE PLAN
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PRELIMINARY TOWN PLANNING

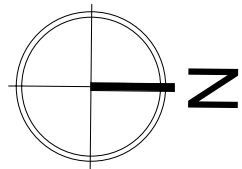
 First Floor, Office 15, 118 King Street, Bendigo Ph. (03) 5472 1324 or (03) 5441 7329 www.advantagedesigndraft.com.au	 Registered Building Practitioner DPAD 19373 © COPYRIGHT	CLIENT: PETER RENFREW		PROJECT: PROPOSED 2-LOT SUBDIVISION		DRAWN:	JTM
		ADDRESS: LOT 18 HILL VIEW COURT, CASTLEMAINE		CLIENT SIGN:		DATE:	MARCH 2020
		REV. DATE SKETCH B 01/02/19 PRELIM. TOWN PLANNING C 04/03/19 SUBDIVISION PLANNING D 30/20/19		BUILDER SIGN:		SHEET No:	01
		30/03/2020 11:36:00 AM				JOB No:	18-798



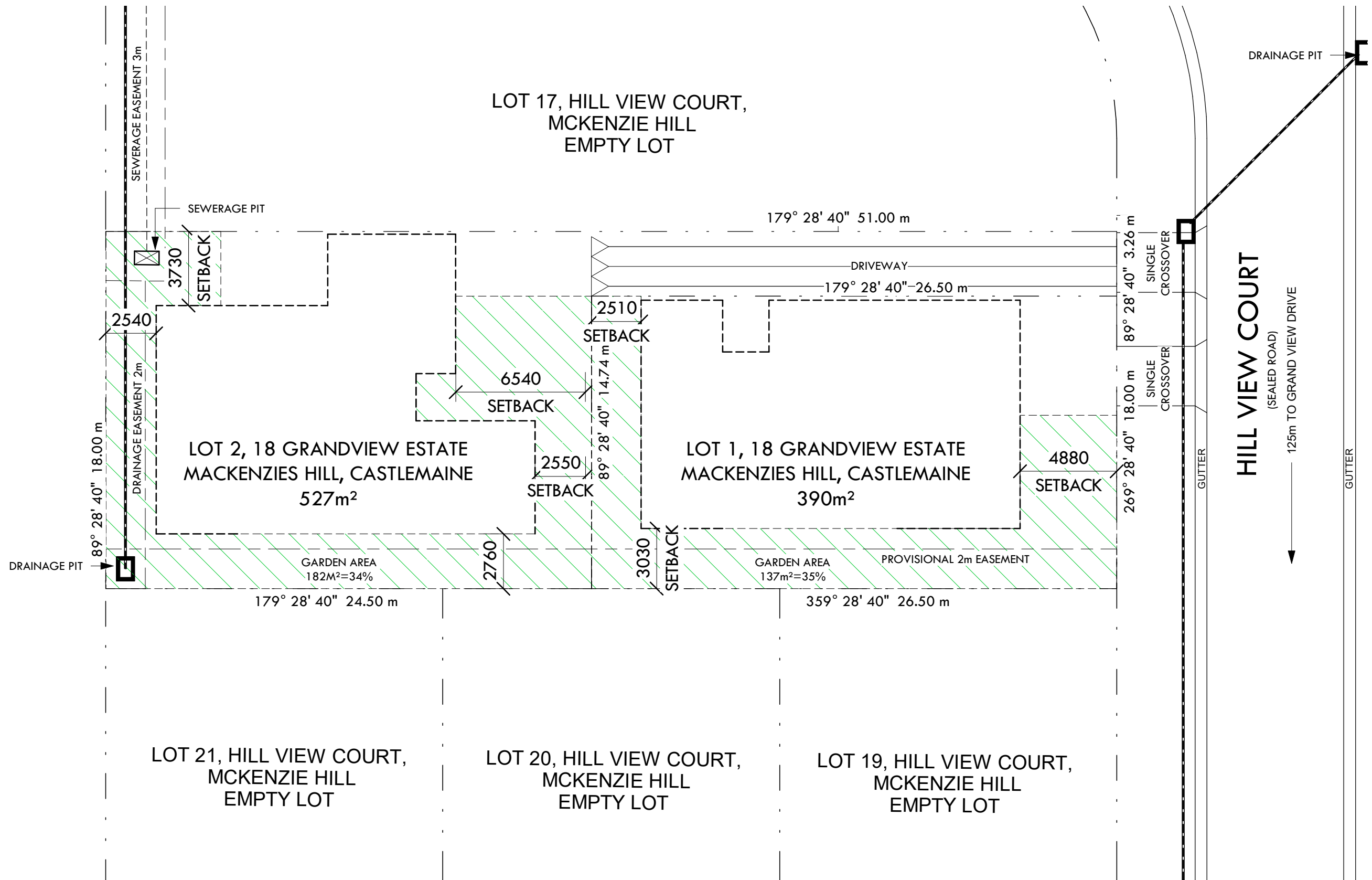
1 SUBDIVISION PLAN
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PRELIMINARY TOWN PLANNING

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		REV. DATE SKETCH		ADDRESS: LOT 18 HILL VIEW COURT, CASTLEMAINE	CLIENT SIGN:	DATE:	MARCH 2020
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		D 30/20/19 SUBDIVISION PLANNING					
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					JOB No:	18-798	
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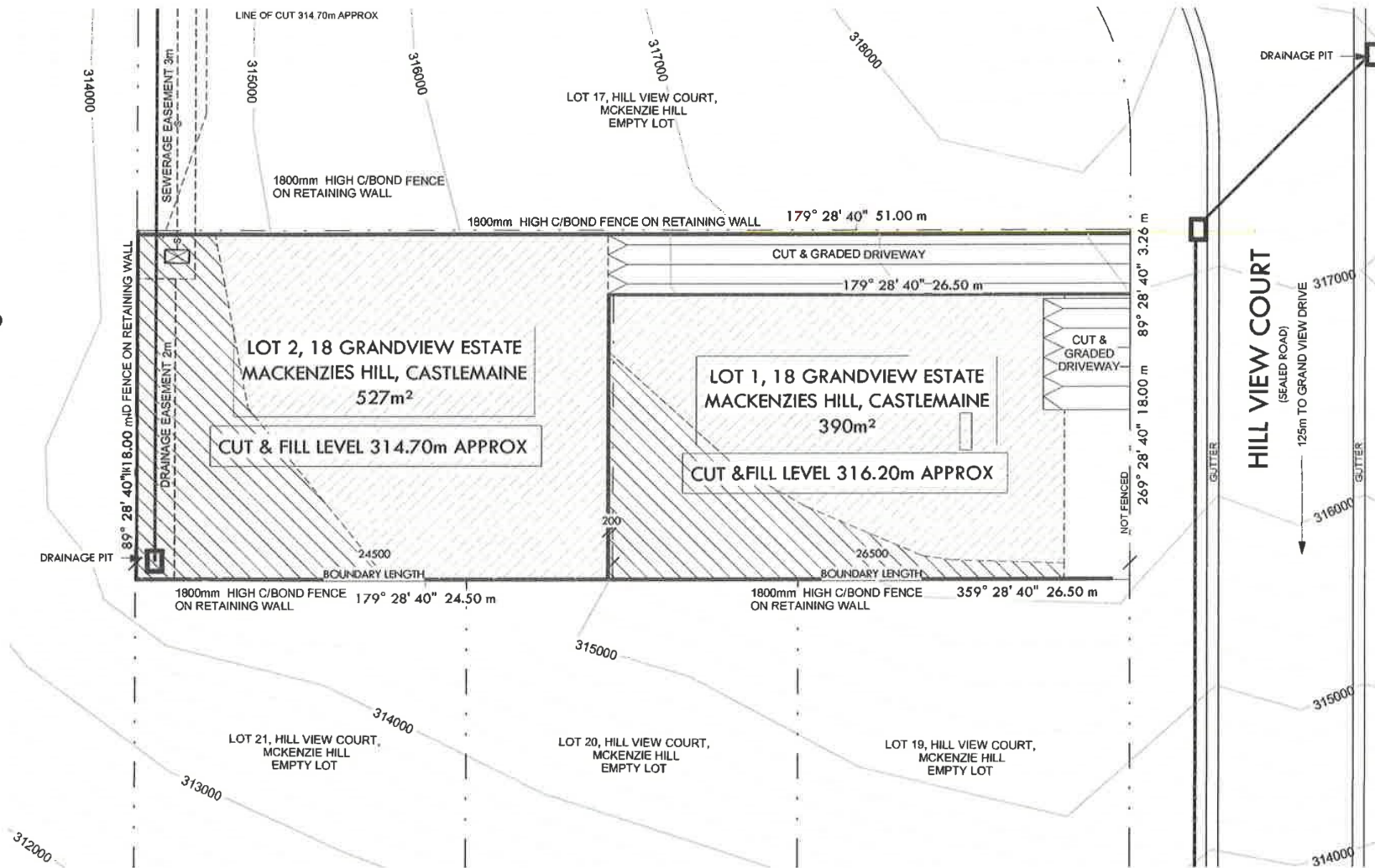
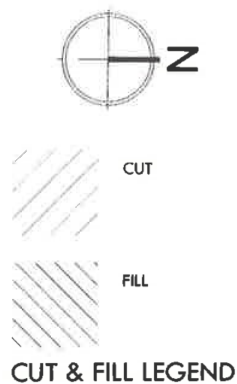
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WATER MAINS	---
SEWER	---S---
ELECTRICITY	---E---
TELEPHONE	---T---
METER BOX	M/B
DOWNPIPE	DP
GAS METER	G/M
HOTWATER SERVICE	H/W
WATER METER	W/M
GARDEN AREA	



1 PROPOSED SITE PLAN

1 : 200

PRELIMINARY TOWN PLANNING



1 PROPOSED CUT/FILL PLAN 1 : 200

TOWN PLANNING

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PH. (03) 5472 1324 or (03) 5441 7329
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CLIENT:		
PETER RENFREW		
REV.	DATE	PRJ. TOWN PLANNING
C	04/03/19	
D	29/04/19	TOWN PLANNING
02-May-19 11:25:06 AM		

PROJECT: PROPOSED 2-LOT SUBDIVISION + 2 NEW RESIDENCES

ADDRESS: LOT 18 HILL VIEW COURT, CASTLEMAINE

DRAWN:	JTM
DATE:	APRIL 2019
CLIENT SIGN:	
SHEET No:	02
BUILDER SIGN:	
JOB No:	18-798