# MINUTES

## COMMUNITY FOCUS COUNCIL MEETING

## TUESDAY 8 MAY 2018

## 7.00PM

**GEELONG HARNESS RACING CLUB**
**BECKLEY PARK**
**BRODERICK ROAD, CORIO**

**COUNCIL:**
**Cr B Harwood (Kardinia Ward)**
**Mayor**

**Cr S Asher (Bellarine Ward)**
**Cr J Mason (Bellarine Ward)**
**Cr T Sullivan (Bellarine Ward)**
**Cr E Kontelj (Brownbill Ward)**
**Cr S Mansfield (Brownbill Ward)**
**Cr P Murrihy (Brownbill Ward)**
**Cr R Nelson (Kardinia Ward)**
**Cr P Murnane (Kardinia Ward)**
**Cr A Aitken (Windermere Ward)**
**Cr K Grzybek (Windermere Ward)**

CITY OF GREATER GEELONG

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# MINUTES OF THE COMMUNITY FOCUS COUNCIL MEETING HELD AT THE GEELONG HARNESS RACING CLUB BECKLEY PARK, BRODERICK ROAD, CORIO TUESDAY, 8 MAY 2018 COMMENCING AT 7.00 PM

**PRESENT:** Cr B Harwood (Mayor), Crs A Aitken, K Grzybek, E Kontelj, S Mansfield, J Mason, P Murnane, P Murrihy, R Nelson, T Sullivan

**Also present:** B Luxford (Acting Chief Executive Officer), J Van Slageren (Acting Director Planning and Development), T Ellis (Acting Director Investment & Attraction), G Wilson-Browne (Director City Services), M Kuhn (Acting Director Community Life), P Anderson (Director Finance & Strategy), A Keen (Executive Manager People and Organisation Development), R Leonard (Executive Manager Governance and Legal Services)

**OPENING:** The Chair declared the meeting open at 7.00pm

## ACKNOWLEDGEMENTS:

Council acknowledged Wadawurrung Traditional Owners of this land and all Aboriginal and Torres Strait Islander People who are part of the Greater Geelong community today.

**APOLOGIES:** Cr S Asher

## CONFIRMATION OF MINUTES:

**Cr Mason moved, Cr Murrihy seconded –**

**That the Minutes of the Community Focus Council Meeting held on 10 April be confirmed.**

**Carried.**

## DECLARATIONS OF CONFLICTS OF INTEREST:

*Cr Kontelj declared a Conflict of Interest in Agenda Item 7 – Central Geelong Marketing – Annual Report to Council 2018-2019 in that he owns properties in the Central Geelong area.*

## QUESTION TIME:

*Question Time is an opportunity for questions to be addressed to the Committee and while the minutes record the general content, they do not purport to be a transcript of what was said by individuals. Likewise Councillor or Officer verbal responses are in summary form only. Views expressed may not be the views of Council.*

*Council's practice is to provide a separate document on its website setting out questions and responses including any more detailed written responses which may be provided subsequent to the meeting.*

Questions were submitted by Wayne Dixon, David Rutherford and Anne Cole prior to the meeting. As they were not in attendance at the meeting a written response will be forwarded.

**Barry White** addressed Council on behalf of the Lara Care Group as follows:

In July 2017 I directed a question to Council (Administrators) concerning traffic problems in and around Lara, with a request for a Council and community meeting to consider a traffic management plan for this region. This request came about following community representations to our group identifying a range of issues.

The following is a summary of some of the key concerns (these were listed in more detail at the July 2017 meeting):

- Increasing traffic congestion particularly at the Station Lake Rd and McClelland Ave roundabouts, particularly during peak periods;
- Traffic 'log-jam' at the McClelland Ave rail crossing compounded by increased rail services and population growth;
- Lara station car park use again exceeding capacity after three expansions;
- Increased heavy transport including gravel, grain and container trucks using McClelland Ave and Station Lake Rd through central Lara;
- The above compounded by the decision last year to install truck advisory route signs in McClelland Ave inviting trucks to transit central Lara to Bacchus Marsh Rd and Heales Rd industrial area.

In response we requested a community meeting to discuss these matters in more detail but it was proposed that a small community delegation should first meet with the Traffic Engineering Unit in September 2017 to discuss options. We subsequently considered this meeting a constructive discussion.

However, little real progress in dealing with these matters is apparent. We were advised that a traffic monitoring program was undertaken prior to Xmas (although we haven't been advised of the results) and recently, 'keep the roundabout clear' signs were erected on the east side of the rail crossing roundabout but not on the roundabout on the west side of the rails crossing. Other actions do not appear to have progressed.

Perhaps of greatest concern was advice that quite a number of the issues were not Council's but VicRoads responsibility.

We feel that there is no point trying to address these issues when responsibility is being passed from one organisation to another. We need to have all of the major players at the table to ensure that we have a complete and coordinated approach to developing an effective plan and response to these matters.

I would therefore, ask that Council coordinate and convene a meeting (say, in July to give sufficient notice to ensure that all parties are available) with all relevant parties including Council representatives, Council traffic engineering, VicRoads and community representatives.

*The Mayor responded Council has been working to collect a large sample of traffic data throughout Lara and have also been working with Wyndham City Council in relation to data collection through and around Little River. Council is in the process of finishing this data collection and have been assessing outcomes throughout collection.*

*Council officers plan to meet with the Lara TLC broader community, business and stakeholders once the data has been analysed and any revision to heavy vehicle routes, traffic management plans and treatments have been drafted.*

**Barry White** asked the following on behalf of **Catriona Rowntree**:

1) What's been done to create a green wedge around our region to protect the green space, broad acre farming and prevent mass housing estates joining up around the region from Werribee to Geelong?

*The green break between Melbourne and Geelong is identified in state, regional and local policy. The draft Settlement Strategy being considered by Council tonight recommends permanent settlement boundaries to provide further emphasis on the green break between Melbourne and Geelong. The City is working with the Department of Land, Environment, Water and Planning and Wyndham City Council on the Avalon Corridor Study. An outcome of this project will be the strengthen of the significant landscape planning policies around the You Yangs.*

2) With Avalon Airport going international in October and around $1.8 million allocated towards tourism how is Lara benefitting? What is being done to beautify the path for tourists from the airport into the town of Lara and towards the You Yangs?

*There are a number of projects that have taken place over the last period, i.e. a visitor information signage strategy was rolled out over the past twelve months with a new information sign on the Lara Library wall, at the six ways intersection and a new sign connecting visitors back to Lara at the bottom car park of the You Yangs.*

*A destination brand project focused on the brand story of Lara and the You Yangs is currently being finalised. This has involved Tourism Greater Geelong and The Bellarine and Park Victoria.*

*Tourism Greater Geelong and The Bellarine has been in continued discussions with the Lara Community Network, Parks Victoria and Regional Development Victoria to develop a visitor experience strategy focused on the You Yangs Regional Park and Serendip Sanctuary.*

3) Will Elcho Park be sold to developers?

*Council has not resolved to signal its intention to sell or to enter into sale of the land in question. If there was any intention to sell land there is a legal process Council has to follow. This would involve advertising and invitation of public submissions before any final decision was made.*

**Snjezana Jalanski** asked the following:

I presented questions to you at the last Council meeting on 24 April, 2018 regarding the brick pavement in Corio Street outside the Westfield Shopping Centre entrance. I appreciate that some of the Councillors were sympathetic to my situation. Mayor Harwood noted the issue I had raised at the meeting and my intention to advocate for community awareness about the replacement of the road surface in Corio Street, held merit. At this Council meeting Mayor Harwood referred the matter to a Director, Mr Guy Wilson-Browne, who was in attendance. He said this matter was an "ongoing public liability claim". He did not comment on the matter any further and said the Risk Management Team would be sending me a response in the next few days.

Firstly, I have no idea of the alleged ongoing public liability claim and not too sure if he was actually referring to my matter in this instance? The last time I received any correspondence from the Council's Risk Management Services was on 23 January 2017. The letter stated, the relevant area was assessed to be below intervention levels specified in the Municipal Road Management Plan and that it has been reasonably maintained and managed, we intend to maintain the City's denial of your claim. So I want to ask my two questions again and anticipate a comprehensive response from the Council's Risk Management Services in a timely manner.

The service alleys to the left and right of Corio Street which lead to the delivery/despatch areas for Target and other businesses in the Westfield Shopping Centre and they have been resurfaced with bitumen. The constant traffic from trucks on the brick surface will continue to erode and crack the brick pavement in Corio Street.

1) Are there any other Council policies outside the Municipal Road Management Plan which would dictate for this work to be undertaken and under what circumstances?

*Guy Wilson-Browne, Director City Services, apologised to Mrs Jalanski for addressing her questions incorrectly at the previous Council Meeting*

*Council undertakes works in response to hazards that have reached the Road Management Plan's relevant intervention levels. These hazards are identified by proactive inspections, the frequencies of which are defined in the Road Management Plan, or through customer requests. Council does also undertake works other than in response to Road Management Plan intervention levels. For instance, it undertakes major works, such as renewal or replacement of infrastructure, for asset management and amenity purposes. Council may also be called upon to remediate works due to utility company activities, which it does on a fee for service basis.*

2) Will the Council never repair a problem with the pavement unless it is dictated by the Municipal Road Management plan regardless of how many people may trip, fall and seriously injure themselves as a result of this uneven, undulating, cracked brick pavement in Corio Street?

*The Road Management Plan determines hazard intervention levels using a risk based approach to determine reasonable standards, as well as in consideration of the physical and financial resources that are available to respond to the service standards, given the existing competing demands for those resources. However, as stated in the answer to question one Council does conduct renewal works for asset management and amenity purposes. Community feedback with respect to the condition of the road is part of the amenity considerations.*

**Sally Nicholas** as the Secretary of the You Yangs Protection Group and a local resident I have grave concerns for the heavy quarry trucks that frequent our narrow country roads. These trucks that can carry 65 tonne if "mass managed" should never be allowed to travel through our towns.

Not only are they travelling over the Historic Bluestone Grants Bridge on You Yangs Road leading into the Little River township (there should be a weight limit on this bridge), but they are also now travelling through Lara and over the already congested McClelland Avenue Railway Crossing. These large vehicles should never be allowed to travel into the towns and cause the problems that they are doing.

With the increased tourism to the You Yangs Regional Park and with the trucks being able to travel past the entrance on Branch Road it is a concern to the members of the You Yangs Protection Group and generally to the people who use our beautiful park.

We were lucky last year with two incidents that occurred with a truck and trailer running off Farrars Road (east side of the park) and running into a ditch which was at its full weight of 65 tonne and four months later a second incident occurred on Sandy Creek Road (west side of the park), where a truck lost its trailer and ran through the fence line of the park, this truck's trailer was carrying 20 tonne. Both answers for weights came directly from the drivers. With both incidents no cars were involved thank goodness.

You Yangs Protection Group's proposal is for the Council to seal the remainder of Sandy Creek to Little River/Ripley Roads (which is 2.5km) and send the trucks onto Bacchus Marsh Road which is a VicRoads controlled road and off Council owned roads. T This would be a win-win situation as it would take the trucks out of the two towns and off Council roads with the cost of upkeep then incurred by the State Government and not the CoGG or City of Wyndham.

*Guy Wilson-Browne responded Council is in the process of analysing traffic data which will then be forward to VicRoads for their evaluation.*

**Peter Linaker** asked the following:

I am interested in the rights of the public and ratepayers.

The guidance notes handed out at the door inform on a number of negative things that are not to be done.

One of these states that question time is not an opportunity for the settling of disputes, for which formal methods should be used.

My question to the Mayor is then the following:

1) Does the Council have a process for the handling of complaints?

*Andrew Keen, Executive Manager People and Organisation Development, advised that Council does have a Complaints Procedure that is available on Council's website.*

2) How does that system work?

*The City has an effective complaint management system. Complaints can be registered in the following ways: Council's website www.geelongaustralia.com.au; Telephone (03)5272 5272 or by Post: Complaints Officer, City of Greater Geelong, P O Box 104, Geelong 3220.*

*Details of the Complaint Management Process can also be found on our website.*

3) Is it effective and successful?

*Yes, Council does have a fairly good rate of closing out complaints and are presently testing a new system to continually improve the service.*

**Tom Roe** asked questions in respect to the Draft Greater Geelong Settlement Plan. The land Settlement Plan, in theory, provides our community a critically important opportunity to:

- Shape our city and region;
- Create the enduring and well paid employment opportunities we all want for ourselves and our children, as well as the people that continue to join us in ever-increasing numbers in our special region;
- Provide a visionary framework to articulate sound arguments to State and Federal Governments for infrastructure funding; and
- Ensure we have affordable housing supply to help grow our economy and provide equity, fairness and opportunity in our society.

In my view, what has been released by Council into the public domain in the form of this draft land settlement strategy fails on multiple fronts.

Others will no doubt disagree with my view. That's fine and tonight is not the forum to debate. This draft is now available for community consultation, which I assume Council will facilitate in due course.

Irrespective of our differing individual views on the draft, I strongly hold the view that the base data upon which the strategy draws its foundation should be accurate. Otherwise, how can we as a community, as well as you as our Councillors, and Council acting as the responsible planning authority, properly respond to the draft strategy and form a view in a considered manner.

In particular, I say that the base land lot or dwelling supply numbers for new housing upon which this draft strategy is predicted are fundamentally wrong. Council was told this early last year when the development industry was asked, via me, to meet, as a collective, with Council and your consultants, Spatial Economics.

Moreover, the UDIA (Urban Development Institute of Australia) presented a detailed submission to Council, at its invitation, in the third quarter of last year.

It seems that both the outcome of the consultation session and the detailed submission from the development industry have been completely ignored.

By way of example, the statement in the draft strategy that there is a 20 year supply of residential land on the Bellarine is profoundly wrong.

There isn't time to go into the detail tonight, but by way of evidence of my claim is the rate of growth in lot pricing on the Bellarine. One of the projects I am invested in is called Curlewis Parks, part of the Jetty Road growth area in Drysdale.

In only September last year, this project was selling a 448sq m lot for $167,000. Our latest release some seven months later is $222,000. This is madness in what should be, and was, one of the best value first home buyer precincts in the country. Sure, some growth is a good story, but 25% plus over six months is hyperinflation in a market that should be awash with competitive and enduring supply. But it's not – the price numbers don't lie.

This restriction is adding millions to our bottom line, so thank you, but it is an appalling outcome for our society and cuts right across the home affordability objective of this strategy.

I draw your attention to Figure 11 on Page 32 of the draft settlement strategy.

Why has Council drawn the base data from what it describes as "major land supply stocks by location as at 1 January 2-17", some 15 months ago?

This position even predates the development industry's consultation with Council in early last year. This data was wrong then, as Council was told. Some 15 months later, with a further 3,500 or so lots sold since, it is even more wrong today.

I ask you as Councillors that tonight you defer any decision on the draft settlement strategy until the supply numbers are appropriate reconciled with confidence, and we are all working on a validated set of base numbers?

*Joanne Van Slageren, Acting Director Planning and Strategy, responded that from Council's point of view we believe the figures are accurate, and if adopted this evening will go out for a second phase of community engagement.*

**Tom O'Connor** addressed Council in relation to the Drysdale Urban Design Framework – Drysdale Town Square as follows:

Specifically, what is the value to the township, to the community, and to the local business groups when there are two new supermarkets only 300 meters away and a further new Woolworth's supermarket only 2kms away in Curlewis?

Our concerns relate to:

- Current parking and associated traffic congestion, both during the off peak and more especially during the high seasonal peaks, and now even more so with the waiver of the required additional car parking spaces;
- The financial impacts to the existing adjacent property owners, traders and their families;
- The effects of new commercial growth along Murradoc Road, from this town square location through to the Bypass Road intersection;
- The necessity for Council to provide up to $1,000,000 for Stages 2 & 3 to "enhance" Woolworths expansion;
- The inconsistencies of this report's processes and outcomes with Council's endorsed Community Engagement Policy.

As such, we request that the report be withdrawn pending further consideration and discussion with the community.

*The Mayor thanked Mr O'Connor for his statement in relation to the Drysdale Urban Design Framework which is being considered this evening. A written response will be provided.*

**Lionel McWilliam** asked the following questions in relation to Austin Park, Lara:

1) When are the trees that have been vandalised going to be replaced and will they be protected this time by substantial tree guards?
2) The barbeque near the library: it's over three months since it was destroyed and nothing seems to be progressing about its replacement?
3) Isn't it time that security cameras were installed to help combat the ever increasing vandalism and graffiti in this area?

*Cr Grzybek responded that discussions have been held to bring the community together to discuss. The barbeque will be replaced as soon as possible and we are working towards developing an effective plan in relation to the graffiti and trees issue.*

*Police have just finished progressing a plan around the skate park. Discussions with police are being scheduled for this week to try and resolve a way forward..*

**Chris Larkins** asked what is the timeframe for the upgrade to Goldsworthy Reserve Little Athletics Track and when will it commence?

*Malcolm Kuhn responded that there is a process to go through, including ratifying Council's draft Budget at the end of June.*

**Marylyn Pettit** asked the following questions:

1) Why have Council not carried through with recommendations to reduce the speed limits on the roads surrounding the You Yangs Park?

   Apart from a small section of Sandy Creek Road from the gates of the quarry to the north past Ford's Proving Ground and Kirks Bridge Road which is speed limited to 80km/h, the remainder of the roads surrounding the park in this recreational and tourist precinct which carry the bulk of heavy vehicle traffic are rates at 100km/h. The number of heavy gravel trucks and trailers and B-doubles carrying loads up to 68 tonne or more and car traffic has increased dramatically in the past two years driven by the opening of a second quarry, and an increase in employees at the Ford Proving Ground. Council has at its disposal figures gained in its recent survey confirming this increase in activity. Sandy Creek Road and Branch Road were never designed to carry these heavy volumes of truck traffic. Foundations and drainage cannot withstand the constant hammering truck traffic at speed and sections of the roads are continually breaking up causing loose material that shatters windscreens. The narrowness of the roads means traffic having to move off the bitumen to accommodate trucks creating uneven edges causing trucks and trailers to sway as they speed past. Large numbers of recreational users and tourists share these roads, speed limits need to be addressed urgently for the safety of all.

   *Guy Wilson-Browne responded Council have been working to collect a large sample of traffic data throughout Lara. We have also been working with Wyndham City Council in relation to data collection through and around Little River.*

   *We are in the process of finishing this data collection and have been assessing outcomes throughout collection.*

   *City officers plan to meet with the Lara TLC broader community, business and stakeholders once the data has been analysed and any revision to heavy vehicle routes, traffic management plans and treatments have been drafted.*

2) Is the Council considering selling community assets in north ward, in particular the Lara Golf Club and the Equestrian Centre as rumour has it and why?

*The Mayor responded Council has not resolved to signal its intention to sell or to enter into any sale of the land in question. If there was any intention to sell land there is a legal process Council has to follow. This would involve advertising and invitation of public submissions before any final decision was made.*

**Marina Kozul** asked the following:

1) Can Council please consider a pedestrian overpass until the level crossing removal occurs?

*The Mayor responded this is a State Government consideration and agreed a pedestrian overpass is valid and is needed. Council will keep the pressure on the State Government in relation to the issue.*

2) Can you please improve the community by adding more fenced off leash areas and providing the missing footpath links throughout old Lara and all of the new released estates?

*The Mayor responded that the recently adopted Domestic Animal Management Plan calls for a comprehensive strategy to be developed for the provision of more enclosed dog parks throughout the municipality.*

*Council currently has one enclosed dog park at Stead Park in Corio.*

## PETITIONS:

Cr Harwood presented a petition from Peter McColl in relation to the walkway between Rippleside and St Helens Parks.

# 1. DRYSDALE URBAN DESIGN FRAMEWORK - DRYSDALE TOWN SQUARE

| | |
|---|---|
| **Source:** | **Planning and Development** |
| **Acting Director:** | **Joanne van Slageren** |
| **Index Reference:** | **Drysdale Town Square Concept** |
| **Portfolio:** | **Sustainable Development** |

## Purpose

To seek endorsement of the Drysdale Town Square concept plan and to update Council on the progress of implementing the recommendations of the Drysdale Urban Design Framework (UDF).

## Background

Council adopted the Drysdale UDF in 2012. A number of recommendations from the UDF have been implemented and we are progressing the redevelopment of the Drysdale Town Square.

## Key Issues

- Council developed a UDF for the Drysdale Town Centre in 2012. The UDF identified 7 re-development sites, one of which was the Drysdale Town Square, as well zone changes and new overlay controls.
- A number of recommendations from the Drysdale UDF have been implemented including a new Design and Development Overlay which provide design controls for the town centre and restricted retail land.
- More recently Council officers have produced a concept to redevelop the Drysdale Town Square. The concept will consist of 3 stages, Stage 1 - Woolworths redevelopment; Stage 2 - alfresco dining space; Stage 3 - redevelopment of Wyndham Street and lawn area.
- The concept seeks to remove dilapidated infrastructure, improve pedestrian access and site level issues, and provide seating and space for community events. The concept will provide improved connections to the Woolworths supermarket, create shops fronting onto Wyndham Street as well as connections to the senior citizens building.
- The concept involves the sale of approximately 563 square metres of land within the square to Woolworths. The concept are at **Attachment 3**.
- Community consultation on the concept occurred in July 2016 and again in July 2017. A total of 80 submissions were received; 8 objected to changes to the Town Square, 63 suggested changes to the concept and 9 supported the concept.
- Having reviewed the submissions, the following alterations will be incorporated into the final design of the town square; retention of a rotunda within the town square area, retention of the time capsule, retention of a minimum of 4 car parking spaces at the entrance to Wyndham Street, incorporation of a disability taxi space, incorporation of an informal play space and retention of existing established trees wherever possible.

**Cr Mason moved, Cr Sullivan seconded -**

**That Council:**

1) **supports the concept to redevelop the Drysdale Town Square; and**

2) **notes the progress of implementing the recommendation of the Drysdale Urban Design Framework.**

**Carried.**

**Attachment 1**

***Financial Implications***

Council will be required to fund stages 2 and 3 of the project. Woolworths will be required to undertake civil works associated with stage 1 of the project. Estimated costs to complete these works is between $800,000-$1,000,000. Initial funding of $450,000 for stage 2, to commence capital works is in the draft 2018/19 budget. This cost would be significantly higher if the overhead wires were removed and/or placed underground.

Future budget proposal

A further $450,000 will be required to complete the project. It is anticipated this will be sought though the 2019/20 budget.

***Community Engagement***

Public consultation on a draft concept for the square occurred in July 2016. Notices were placed in the local paper, the community update and in the SpringDale messenger. Information was also available on Council's web site. A drop in session occurred on 6th July 2016 at the Drysdale Senior Citizen building where Council officers were available to discuss the concept with the community. 80 submissions to the draft concept were received.

Submitters to the project were invited to an information session in July 2017 to provide an update on the progress of the project. Approximately 10 people attended this session.

***Social Equity Considerations***

The project will improve access to the area for people with limited mobility, by replacing existing stairs and ramps with facilities which are complainant with the Disability Discrimination Act.

***Policy/Legal/Statutory Implications***

The sale of land to Woolworths will be conducted in accordance with the requirements of the Local Government Act. There are no impacts on the Charter of Human Rights.

The expansion of the retail area has an approved planning permit which was granted on 15 January 2018.

***Alignment to City Plan***

The redevelopment of the town square supports City Plan through Community Wellbeing, Growing our Economy and the Built Environment. The project will deliver an improved public space, with flow on benefits to adjoining shops and the community and reduced maintenance issues for Council.

***Conflict of Interest***

No officers involved in this report have any direct or indirect interest in accordance with Section 80C of the Local Government Act.

***Risk Assessment***

A redesign of the town square concept would be required if Woolworths decided not to pursue the purchase of Council land.

***Environmental Implications***

The final design of the town square will consider ways to minimise any environmental impacts.

**Discussion**

The Drysdale UDF was adopted by Council in August 2012. The UDF seeks to provide direction on the long term development of the Drysdale Town Centre. The UDF identified development opportunities within the Town Centre including revised zone and overlay controls and 7 key development sites. The UDF provides an overall vision for the Town Centre taking into consideration the long term growth of the township.

Council officers have implemented a number of objectives of the UDF including:

- Applying Design and Development Overlays to the Commercial 1 and 2 Zoned land to provide design guidelines for new development.
- Rezoned land from the Farming Zone to Commercial 2 Zone along Murradoc Road, between Aldi and the bypass reservation to create an expanded commercial centre and provide certainty about Council objectives for future land uses along Murradoc Road.
- Identified a preferred location and facilitated the development of a second full line supermarket on Murradoc Road. A Coles supermarket is now located on this site.

The Drysdale Town Square was identified as a key development site within the UDF. Redevelopment opportunities were investigated during the development of the UDF which included a redeveloped Woolworth Supermarket, new speciality retail stores and improved site levels.

A concept for the square has been developed which builds on the ideas contained within the UDF. Refer to attachment 3. The concept will facilitate the expansion of the Woolworths supermarket with new speciality stores fronting Wyndham Street and significantly improve site levels across the entire square. The redevelopment will remove aging infrastructure to create a more attractive and inviting space for the Drysdale community. Improved seating, an alfresco dining space, new surface treatments and tree planting is also proposed. A planning application has been approved to redevelop the Woolworths supermarket. Woolworths have indicated that construction is likely to commence by 2019-20.

The concept relies on the sale of part of the square to the owners of the existing Woolworths site to enable the supermarket to expand. Refer to attachment . The land to be sold is currently used as an alfresco space for a café, a supermarket trolley bay, and an access ramp to the Drysdale senior citizens building. The area is flat but is surrounded by a grassy slope. The area is a major barrier to providing good pedestrian and visual connections throughout the existing town square. The proposed Woolworths re-development will provide speciality retail shops with frontage to the square and the floor level of the new building will be raised to meet the revised slope of the square. This will remove the current access issues within the square. The sale of part of the square will occur as a separate process and be guided by the requirements of the Local Government Act.

The redevelopment of the town square has been designed to occur in 3 stages. The concept for the square consists of Stage 1: Woolworths expansion, Stage 2: An alfresco area and Stage 3: Wyndham Street and lawn area. Council will be required to deliver stage 2 and 3 of the project. Designing the project to be delivered in stages will ensure the square remains attractive and functional while Council secures funding to complete the project.

**Community consultation and response to submissions**

Public consultation on a draft concept for the square occurred in July 2016. Notices were placed in the local paper, the community update and in the SpringDale messenger. Information was also available on Councils web site. A drop in session occurred on 6th July at the Drysdale Senior Citizen building where Council officers were available to discuss the concept with the community.

During the consultation period a total of 80 submissions were received. 8 objected to changes to the town square, 63 suggested changes to the concept and 9 supported the concept. The main issues that were raised in the submissions have been summarised below:

**There is inadequate car parking and Council should not be supporting the waiver of car parking for the Woolworths Supermarket. Woolworths should redesign their car parking area to provide more spaces**

The square itself is not expected to generate additional demand for car parking. The project will upgrade the existing infrastructure within the space, with the aim of making the square more accessible and able to be used for a wider range of activities. It is envisaged that these activities would occur in conjunction with people attending the town centre for a range of reasons, utilising existing shops and services. If an event is on in the square that would attract a large number of people it is not considered unreasonable for people to park their cars in the surrounding area and walk to the square.

The demand for car parking in the Drysdale Town Centre is shared by all shops within the centre. Woolworths provides a car park which services its store but also provides car parking for the wider centre when visitors undertake multipurpose visits to the centre. It would be unreasonable to expect Woolworths to provide additional car parking to resolve the car parking demand for the centre.

The waiver of additional car parking required to facilitate the expansion of the Woolworths Supermarket (approximately 31 spaces), was considered as part of the planning permit application, for which a planning permit has now been granted.

The proposed town square concept will maintain a minimum of 4 car parking at the entrance to the redesigned Wyndham Street. It may be possible for more than 4 car parking spaces to be provided. This will be determined during the detailed design phase of the project.

**The rotunda should be retained**

The existing rotunda located in the lawn area was constructed by the Drysdale Rotary Club approximately 10-12 years ago. If the proposed layout of the square is to go ahead, the rotunda would be located where the proposed alfresco space would be.

The Rotary Club of Drysdale along with several submitters support the retention of the rotunda. There is an ability to redesign the square to provide space for a rotunda, likely to be located in the south east corner of the site. Council officers will engage with the Rotary club to determine a suitable design for the replacement rotunda.

**The time capsule should remain in its current location**

The time capsule will not be removed as part of this project.

**More seating is required in the design**

Seating, both informal and formal is proposed throughout the redeveloped square. Where there is an opportunity to provide more seating, Council will endeavour to do so.

**The proposed concept should not go ahead**

The age of the infrastructure and overall appearance of the existing square is considered to be in need of renewal. The square is used as thorough fair connecting the car parking, library, supermarket and senior citizens building. The existing café and rotunda encourage people to spend time in the square but the remained of the square is underutilised.

Even without the proposal by Woolworths to purchase a portion of the square, the square is in need to some form of renewal.

**The country look and feel of the square should be maintained**

The development of the Drysdale UDF identified the square as an area which could be improved. Whilst the existing space does function well, it was considered by the community at the time, uninviting, difficult for pedestrians to use due to the change in levels, out dated and unsafe at night. The proposed redevelopment of the square has attempted to resolve many of these issues.

The country feel of the square was mentioned by several submitters, this has been taken to mean the rotunda, grass area and open feel. It is intended to keep these features and focus change towards Wyndham Street.

**The loss of public land to facilitate the expansion of Woolworths is not supported**

This was a concern from several submitters however Council officers supported the concept because it will help to activate the square. The location of the Woolworths expansion site is a difficult space to improve. The existing café goes some way to activating the space currently, but the remainder of the space is used as a trolley bay and a rear entry to Woolworths. The grass slope and fencing prevents access to the remainder of the square. Whilst the project does benefit Woolworth, the reorientation of the entrance to Woolworths, new shops fronting onto the square, removal of existing retaining walls and the significant improvements to site levels will make the space much more pedestrian friendly. If the new shops fronting the square trade outside of standard business hours or even during events, the presence of people in the square should improve significantly.

**A children's play space should be provided in the square**

Council officers will investigate opportunities to provide an informal children's play space within the square.

**Existing trees should be retained**

Where the retention of existing trees is able to be achieved this will occur.

**Access for the elderly and disadvantaged needs to be improved.**

Council officers will investigate opportunities to provide a disabled taxi rank within the square. The changes to the levels of the square will make accessing the square by people with limited mobility easier.

**Questions whether the changes to the ground level will work**

Council officers are working with Woolworths to ensure that the new finished floor levels of their development meet the adjacent ground level. Based on the work done to date, the levels can be achieved.

**Council should consider removing the overhead wires in the square**

The cost to remove or place underground the overhead wires is significant. Council officers will investigate further if this can be achieved. But at this stage of the project it is not intended to remove the overhead wires.

**Access should be maintained the to existing shops during construction**

Council officers will work with existing traders to ensure access to existing shops is maintained during construction.

**Concern over the loss of shops within the existing Woolworth internal mall area**

The current tenants and other submitters raised this concern on the basis that the shops would have to close and the community would lose a space to meet in the cooler weather.

The existing shops will need to close or relocate during the construction of the development. However there is space in the new development for existing businesses to relocate to. There will still be a small internal mall which can accommodate 3 shops.

It is hoped that the new businesses will also create a space for people to meet during the colder weather.

**The loss of the green space in the town centre including the grassy slope,**

There will be a slight loss in green space as a result of the development. However the majority of the lawn area will be maintained and improved.

**Impacts from changes to High Street and the Drysdale bypass project**

It is not anticipated that either of these projects will have an impact of the Town Square. It is noted that the High Street improvement are now completed.

**Queries whether offices will be built in Hancock Street**

There are no plans to develop offices fronting Hancock Street

In summary, Council officers have reviewed the submissions received and resolved to make changes to the concept. These changes include; retention of a rotunda within the town square area, retention of the time capsule, retention of a minimum of 4 car parking spaces at the entrance to Wyndham Street, incorporation of a disability taxi space, incorporation of an informal play space and retention of existing established trees wherever possible. These changes will be included in the final design of the town square.

Attachment 3 to Council Report
DRYSDALE Urban Design Framework 2012 – Town Centre Concept




Figure 35 Town Square Concept


LOCATION OF LAND TO BE ACQUIRED
Hancock Street
Woolworths Supermarket
Land to be acquired by Woolworths 563sqm
Senior citizen building - No change
Wyndham Street
Specialty Retail
Specialty Retail
High Street

# DRYSDALE - TOWN SQUARE CONCEPT

CITY OF GREATER GEELONG

CAPITAL PROJECTS
HM Customs House,
57 - 59 Brougham Street
GEELONG 3220

CONCRETE PAVEMENT

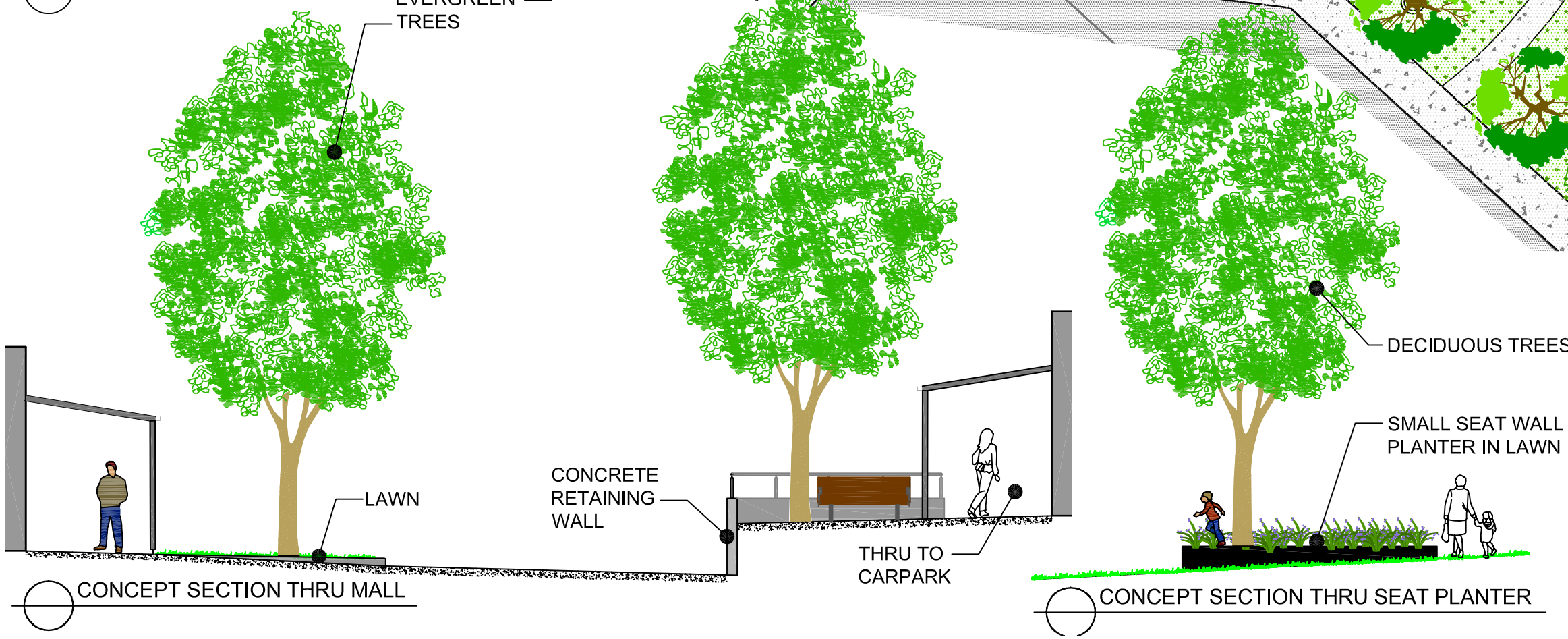


PLANTER






CONCEPT PLAN




CONCEPT SECTION THRU MALL

CONCEPT SECTION THRU SEAT PLANTER

CONCEPT DETAIL PLAN
SEAT PLANTER IN LAWN

# Concept for the Drysdale Town Square

The City of Greater Geelong has developed a concept for the Town Square which builds upon the concept adopted in the UDF as well as the future redevelopment of the Woolworths Supermarket

**Drysdale Town Square Concept - Overview**




**5 - Looking west across the revitalised open space area, towards cafes and supermarket extension**



**1- Possible new car parking area. Looking east, along Wyndham St.**



**2 - Possible new market within the mall area. Looking east.**



**3 - Possible new mall area Looking east, towards the revitalised town square**



**4 - Area adjacent to the supermarket extension. Looking west to the new mall area and Wyndham St.**



Revitalised Town Square area, including outside dining area adjacent to the supermarket extension.
Looking east, from the top of new mall area (currently part of Wydham St.)



Looking west, towards a possible outdoor stage/cinema located adjacent to the extended supermarket



Looking south east from the lane way by the Senior Citizens Centre



Looking south from the lane way by the Senior Citizens Centre



Looking west, towards outside dining area adjacent to the supermarket extension



## 2. NORTHERN AND WESTERN GEELONG GROWTH AREAS

| | |
|---|---|
| **Source:** | **Planning & Development - Planning Strategy & Urban Growth** |
| **Acting Director:** | **Joanne van Slageren** |
| **Index Reference:** | **Subject: Northern and Western Geelong Growth Areas** |
| **Portfolio:** | **Sustainable Development** |

### Purpose

To provide an update on the progress of the Northern and Western Geelong Growth Areas project.

### Background

On 8 December 2015 Council resolved to commence the preparation of a framework plan and integrated infrastructure delivery plan (IIDP) for two growth areas to the north and west of Geelong. The Northern and Western Geelong Growth Areas project will guide the strategic implementation of future urban development and infrastructure delivery in the growth areas.

### Key Issues

- The 'draft future urban structure plan' of each growth area has been established and will inform the preparation of a framework plan and an IIDP. Engagement with the broader Geelong community on the proposed future urban structure of the growth areas will assist the preparation of the framework plan.
- The City signed two Memorandum of Understanding's with landowner consortiums in each growth area. This outlined a commitment to work collaboratively and funded the preparation of a number of technical studies of transport, drainage, retailing, biodiversity, geotechnical, and cultural heritage. The City commissioned additional technical studies including social planning, employment and environmental sustainability.
- A comprehensive engagement strategy underpins the project that to date has included two open houses, a 'Vision and Principles' workshop and an 'Enquiry by Design' workshop to develop the draft future urban structure plans. All landowners and occupiers within the project areas were invited to attend these sessions.
- Engagement with numerous service providers such as Barwon Water and State Government agencies such as VicRoads, the Department of Education and Training and the Department of Health and Human Services has informed the project.
- The framework plan will include an implementation plan to inform the subsequent preparation of precinct structure plans (PSPs) that, when incorporated into the planning scheme, will facilitate urban development. The IIDP will outline high-level estimates of infrastructure expenditure and revenue to inform the Council's future considerations to commence a programme of PSPs.
- The final framework plan and IIDP will be reported to Council for approval at a later date, anticipated to be late 2018 and will then be subject to a planning scheme amendment process. Timely and orderly completion of the project is a significant component in managing Geelong's anticipated future growth. It is vital that the project is completed prior to the commencement of PSPs to enable an orderly and strategic approach to PSPs and to ensure that urban development in the growth areas meets the expectations of the Geelong community and its clever and creative future.

**Cr Mason moved, Cr Murrihy seconded -**

**That Council:**

1) **notes the progress of the Northern and Western Geelong Growth Areas project; and**

2) **authorises community engagement on the draft future urban structure of the growth areas to inform the preparation of a framework plan.**

**Carried.**

## Attachment 1

***Strategic context***

The Northern and Western Geelong Growth Areas project is being prepared to address Geelong's long-term population growth as part of a clever and creative future.

The project constitutes the largest greenfield planning project in regional Victoria with the capacity to accommodate approximately 110,000 new Geelong residents.

The project will deliver a framework plan and integrated infrastructure delivery plan (IIDP) to guide strategic land use and development of two large growth areas located in Greater Geelong's north and west.

The City is using the standard "hierarchy of plans" approach for greenfield planning projects that is used in metropolitan Melbourne and is consistent with State Government guidelines. The first stage is a framework plan that set out the high level land use direction for each growth area. Following this, each growth area will be divided into smaller precincts and a precinct structure plan (PSP) will be prepared for each precinct. The PSP includes fine-grain detail and is underpinned by an infrastructure contributions plan (ICP) that defines the local infrastructure required to support the new community and allocates the proportion of funding to be borne by the City and by the developer.

The Northern Geelong Growth Area, in Lovely Banks, has a study area of 2,089 hectares and is anticipated to deliver more than 17,000 new dwellings for a population of approximately 48,000 residents. The growth area is located along the Lovely Banks Monocline, allowing panoramic views to the You Yangs and Port Phillip Bay and across Geelong. Ultimately, it is anticipated that at least four PSPs will be prepared for the Northern Geelong Growth Area.

The Western Geelong Growth Area, in Batesford, has a study area of 3,245 hectares and is anticipated to deliver up to 22,000 new dwellings for a population exceeding 60,000 residents. The growth area is generally centred on the Batesford quarry with the intention that its ultimate conversion to a lake will deliver a district of lakeside neighbourhoods. Ultimately, it is anticipated that at least five PSPs will be prepared for the Western Geelong Growth Area.

In 2013, the G21 Regional Growth Plan identified the potential future development of the growth areas.

In November 2014, the Minister for Planning approved Amendment C322 to rezone parts of the Northern Geelong Growth Area from Farming Zone to Urban Growth Zone as part of a Ministerial amendment. The Minister informed Council that it was expected that the City would lead the preparation of a framework plan to set the scope for future PSPs.

Council resolved to prepare a framework plan and integrated infrastructure delivery plan for the growth areas on 8 December 2015.

A background report has been prepared to provide the community with the basis upon which the Northern and Western Geelong Growth Areas is being prepared by the City, including a summary of key policy considerations and technical studies that inform the draft future urban structure plan. **The background report is available for the Council and community on the project website (www.geelongaustralia.com.au/futuregrowth)**

***Project vision***

In July 2017, the City hosted a series of 'Vision and Principles' workshops to establish a shared vision and set of principles for the project and each growth area and to identify potential opportunities, barriers and catalysts for their realisation.

The workshop was attended by the following key stakeholders:

- Landowners of the Northern and Western Geelong Growth Areas;
- City officers from Planning & Development, Community Life and City Services;
- Department of Department of Environment, Land, Water and Planning (DELWP);
- Department of Health and Human Services (DHHS);
- Department of Justice and Regulation (DJR);
- Department of Education and Training (DET);
- Transport for Victoria (TFV);
- VicRoads;
- Barwon Health;
- Barwon Water;
- Corangamite Catchment Management Authority (CCMA);
- Ambulance Victoria
- Country Fire Authority (CFA);
- Victoria Police;
- Golden Plains Shire;
- The Gordon;
- Geelong Regional Library Corporation;
- Catholic Education Melbourne;
- APA Group;
- AusNet Services;
- Powercor Australia; and
- Give Where You Live Foundation.

The vision for the Northern Geelong Growth Area is:

*Northern Geelong will be distinguished by neighbourhoods with panoramic views across the region and built around diverse and accessible employment hubs that epitomise Geelong's creativity, innovation and enterprise.*

The vision for the Western Geelong Growth Area is:

*Western Geelong will prosper as a district of lakeside neighbourhoods connected by healthy waterways and attractive open spaces that strengthen Geelong's identity as a city built around water.*
A summary report outlining the 'Vision and Principles' workshop process and outcomes, including the established vision and set of principles that inform the project, is provided to Council with this report and will form part of community engagement in May 2018.

**The Vision and Principles summary report is provided with this report as Attachment 2.**

***Technical studies***

Throughout 2016 and 2017, the City has worked in collaboration with landowner consortium groups in each growth area underpinned by Memorandums of Understanding to deliver technical studies that inform the project.

The land owner consortiums involved in the delivery of the technical studies are:

- Lovely Banks Development Group in the Northern Geelong Growth Area; and
- Batesford South, Adelaide Brighton and Ramsey Property Group in the Western Geelong Growth Area.

The landowner consortiums have met with Council officers on various occasions throughout the preparation of the technical studies to discuss budgeting, procurement and reporting findings and recommendations.

The technical studies being undertaken are only suitable for the delivery of a high-level framework plan. The framework plan will guide the sequencing and subsequent delivery of a programme of PSPs in each growth area that will each require detailed technical studies to facilitate urban development.

The technical studies that have been undertaken to date relate to the following land use and development considerations:

- Activity centres and employment land;
- Geotechnical, hydrogeological, and environmental constraints;
- Land contamination;
- Safety management (gas pipelines);
- Aboriginal cultural heritage;
- Post-contact heritage;
- Flora and fauna;
- Strategic transport modelling;
- Active transport principles;
- Flooding and stormwater drainage;
- Integrated water management;
- Arterial road and rail opportunities;
- Best practice environmentally sustainable design;
- Social infrastructure; and
- Servicing and utilities.

A number of technical studies will be revised or further progressed on the basis of the preparation of the draft future urban structure in order to make refinements. The technical studies relating to strategic transport modelling and stormwater drainage management will be subject to extensive review to ensure that the draft future urban structure of the growth areas can be delivered and facilitate the new communities.

The technical studies will accompany the framework plan and integrated infrastructure delivery plan for the consideration of the Council at a later date.

A summary of the findings and recommendations of the technical studies that inform the draft future urban structure plan is included in a background report that will be made available to the community as part of the initial community engagement.

***Enquiry by Design workshops***

The City hosted three 'Enquiry by Design' workshops on 22 November 2017 to assist the development of a draft future urban structure plan.

The purpose of the Enquiry by Design workshops was to present a preliminary urban structure plan and to refine the plan and test the plan against the vision and set of principles established in July 2017.

The workshop was attended by the following key stakeholders:

- Landowners of the Northern and Western Geelong Growth Areas;
- City officers from Planning & Development, Community Life and City Services;
- Department of Department of Environment, Land, Water and Planning (DELWP);
- Department of Health and Human Services (DHHS);
- Department of Justice and Regulation (DJR);
- Department of Education and Training (DET);
- Victorian Planning Authority (VPA);
- Regional Development Victoria (RDV);
- Transport for Victoria (TFV);
- VicRoads;
- Barwon Health;
- Barwon Water;
- Corangamite Catchment Management Authority (CCMA);
- Ambulance Victoria
- Country Fire Authority (CFA);
- Victoria Police;
- Golden Plains Shire;
- The Gordon;
- Geelong Regional Library Corporation;
- Catholic Education Melbourne;
- Deakin University;
- APA Group;
- AusNet Services;
- Powercor Australia;

- Telstra;
- Southern Rural Water;
- Sustainability Victoria; and
- Barwon South West Waste Resource Recovery Group.

The workshops considered several land use and development questions for each growth areas including the preferred location of employment land, how the principles of the '20-minute neighbourhood' can be achieved, how the points of difference in landform can be exploited, and how the proposal for a 'Clever and Creative Corridor' will be activated.

'20-minute neighbourhoods'

The '20-minute neighbourhood' concept is a key planning principle outlined in *Plan Melbourne 2017-2050* and seeks to create walkable, healthy, cohesive, sustainable communities with strong local economies, while reducing the need to travel and cutting greenhouse gas emissions.

The concept has been adopted for the project to ensure that new residents can meet most of their everyday needs including access to shops, childcare and schools, parks, doctors and public transport, within a 20-minute walk, or alternatively cycle or local public transport trip from their homes.

'Clever and Creative Corridor'

The Enquiry by Design workshop tested a concept of a 'Clever and Creative Corridor' to achieve the benchmarks of the 20-minute neighbourhood. The 'Clever and Creative Corridor' is a tree-lined, boulevard-style transit corridor that prioritises public transport, walking and cycling between the activity centres, schools and community facilities, sports reserves and local parks in each neighbourhood.

The concept was developed in response to the unique site analysis and joint scale of the growth areas, the community's desire to ensure that development in the growth areas is sustainable, self-sufficient, diverse, distinctive and connected with diverse transport options.

The corridor seeks to address contemporary greenfield development challenges such as the repetitive, "cookie cutter" built form and sameness of streetscapes, the desire to future proof, heat island effect and climate change, and the constraints imposed by current regulations and design standards.

The 'Clever and Creative Corridor' seeks to provide the following benefits to the future urban structure of the growth areas by:

- Providing a focus for place making and community engagement;
- Delivering a defining and unique urban design element;
- Attracting a range of land uses and land use intensification;
- Linking activity centres with an employment focus;
- Accommodating a dedicated corridor to future proof for transport modes potentially including automated buses, trackless trams or light rail;
- Encouraging active modes of transport and health and wellbeing;
- Accommodating large scale street tree planting; and

- Delivering the corridor in stages.

A summary report outlining the 'Enquiry by Design' workshop process and outcomes that inform the draft future urban structure, including the considerations relating to the 20-minute neighbourhood, 'Clever and Creative Corridor', employment land and landform, is provided to Council with this report and will form part of community engagement in May 2018. **The Enquiry by Design summary report is provided with this report as Attachment 3.**

***Draft future urban structure plan***

The draft future urban structure plan provides the following high-level guidance in relation to proposed land use and development:

The study area boundary of each growth area.

Underlying land uses, being:

- "Residential": generally conventional density residential development with a minimum dwelling yield of 15 dwellings per net developable hectare in most cases consistent with zones allowing permitting general residential and residential growth development;
- "Employment": generally employment-based development including but not limited to light manufacturing, service industry, freight and logistics, business parks consistent with zones allowing commercial and light industrial development;
- "Low density residential": generally low density residential development;
- "Rural living": generally rural living or areas not anticipated to experience a change in land use;
- "Rural living with employment potential": generally rural living that is suitable to transition to employment-based development;
- "Servicing and utility": land required for servicing and utilities, and easements.

A high-level transport network, being:

- The Geelong Ring Road and freeway interchanges;
- A network of arterial roads with 4-lane or 6-lane road cross sections;
- A network of key local roads with 2-lane road cross sections;
- The Geelong-Ballarat rail line and potential railway station location; and
- The alignment of the 'Clever and Creative Corridor', a boulevard-style transit corridor.

A high-level activity centre network, being:

- Major town centres that are activity centres with a sub-regional role in the scale and delivery of retail and services; and
- Local town centres that are activity centres with a neighbourhood-sized role in the scale and delivery of retail and services.

A high-level open space network, being:

- "Waterway network" including river and creek corridors, land subject to inundation, constructed stormwater drainage network of linear corridors, wetlands and retarding basins;
- Other drainage assets;
- Linear open spaces including a link along the gas pipeline and along the monocline ridgeline;
- "Quarry Lake District", being the Batesford quarry and surrounds; and

- Potential conservation areas subject to detailed assessments of native vegetation values.

The road, activity centre and open space networks illustrated on the draft future urban structure plans are intended as general locations for the infrastructure and will be subject to refinement and review as part of the subsequent preparation of precinct structure plans on the subject land.

**The draft future urban structure plans for the growth areas is provided with this report as Attachment 4.**

***Infrastructure identification and funding***

The draft future urban structure plan will allow the City to determine high-level estimates of the cost of infrastructure to support the urban development of growth areas.

Technical studies relating to transport, stormwater drainage and community facilities will be undertaken throughout 2018 to inform the IIDP on the basis of the draft future urban structure plan. The IIDP will include guidance of the infrastructure requirements for the growth areas and the proposed sequencing of infrastructure delivery to be undertaken as part of the subsequent preparation of multiple PSPs in each growth area.

The State Government is in the process of reforming the collection of development levies to fund greenfield development in Regional Victoria. It is anticipated that the mechanism utilised in the Armstrong Creek growth area to collect development levies to fund infrastructure – the Development Contribution Plan (DCP) – will be superseded by a "flat rate" development levy mechanism known as the Infrastructure Contributions Plan (ICP).

The Infrastructure Contributions Plan (ICP) system took effect on 27 October 2016 for metropolitan greenfield growth areas. The rate for regional growth areas, including the City of Greater Geelong, is anticipated in late 2018.

The system is based on standard levies that are pre-set for particular development settings and land uses, in order to fund the provision of essential infrastructure that will support new or growing communities.

It is anticipated that the City of Greater Geelong will attract a standard levy that acknowledges the major growth anticipated in the Northern and Western Geelong Growth Areas. At a minimum of 15 dwellings per hectare, the anticipated development in the growth areas is similar in yield to the metropolitan greenfield growth areas.

The City is represented on a technical reference group including other regional cities and industry stakeholders that is providing input to DELWP as part of establishing the regional ICP levies. If the City is successful in advocating for a levy that is the equivalent of the metropolitan greenfield growth areas, the resulting development levies will be significantly higher than the funding collected via DCPs throughout Armstrong Creek as part of the current system. The IIDP will be informed by the applicable ICP levy when the revised system takes effect.

The ICP for metropolitan greenfield growth area applies a 'standard levy' that includes a wide array of allowable transport, drainage and community infrastructure. Should the standard levy not fund the allowable transport and stormwater drainage infrastructure required to facilitate urban development, applications for a 'supplementary levy' can be pursued. It is anticipated that the process applicable to the regional greenfield growth areas will be consistent with the metropolitan system.

***Project timing and next steps***

The framework plan will continue to be prepared in 2018.

The framework plan will include detailed guidance for the sustainable sequencing of development over the coming decades, facilitated via the preparation of the precinct structure plans.

Key planning principles for the project will be to ensure that the growth areas are not considered in isolation from existing Geelong, development is facilitated in a sequenced and orderly manner, and that the resulting population and economic growth is captured to the benefit of the broader Geelong community and region.

Public exhibition of the overall framework plan document and technical studies will occur as part of a planning scheme amendment process to be initiated in late 2018.

The *Settlement Strategy for Greater Geelong* will outline a strategic policy for the considerations relevant to the commencement and completion of the precinct structure plan programme that will ultimately allow urban development in the growth areas.

The strategy will outline a strategic response to our increasing growth pressures and ensure that we can meet the region's substantial housing demands in a sustainable manner. The strategy makes recommendations for an appropriate balance of population growth within our existing suburbs and new greenfield development, and the timing and process for the urban development within the Northern and Western Geelong Growth Areas.

Landowner consortiums have advocated various positions relating to the timing of future development.

In particular, the Lovely Banks Development Group has lobbied for the commencement of a precinct structure plan (PSP) prior to the finalisation of the technical studies and adoption of the framework plan and integrated infrastructure development plan (IIDP). The position outlined by the Lovely Banks Development Group is not supported on the following basis:

- Support from the Minister for Planning and other key stakeholders such as DELWP, TFV and the VPA for the completion of the framework prior to the commencement of a precinct structure plan;
- The cost and funding of urban development in the growth areas, to be established at a high level in the preparation of the IIDP and in the forthcoming creation of an ICP applicable to greenfield development in the City, is not currently understood;
- The City's land supply does not warrant taking shortcuts in the planning of Geelong's new communities, as evidenced in the Settlement Strategy for Greater Geelong;
- Changes to the process as currently outlined by the City would be contrary to the process communicated to the community to date and inconsistent with the contemporary metropolitan greenfield planning processes that are widely accepted within the development industry.

***Financial Implications***

Funding for the Northern and Western Geelong Growth Areas project is allocated in the 2017/18 budget for the ongoing delivery of the project. Budget bids for 2018/19 to further progress the project to a planning scheme amendment have been submitted for the future consideration of the Council.

The framework plan and integrated infrastructure delivery plan process will define the future funding obligations for Council and State Government when the growth areas are planned as part of the subsequent precinct structure plan programme and when urban development occurs.

***Community Engagement***

An extensive schedule of stakeholder engagement has informed the preparation of the draft future urban structure of the growth areas.

An 'Open House' community session was held on 17 May 2017 to provide information to landowners and the community in relation to the study areas and the framework planning process.

Open House community sessions were held on 30 and 31 October 2017 to provide information to landowners and the community in relation to the draft and final technical reports. The open house sessions displayed a series of posters that detailed findings and recommendations that informed the design of the draft future urban structure plans.

In July 2017, the City hosted a series of 'Vision and Principles' workshops to establish a shared vision and set of principles for the project and each growth area with a broad cross section of key stakeholders and landowners.

In November 2017, the 'Enquiry by Design' workshops established the preliminary future urban structure of the growth areas and incorporated more than 250 key stakeholders including State Government agencies, servicing authorities, local organisations and landowners.

The Project Control Group for the Northern and Western Geelong Growth Areas includes members of the City's Executive Leadership Team (ELT) and representatives of DELWP and RDV.

Three technical reference groups were involved in the preparation of the technical studies, including:

- Civil Technical Reference Group: the City, DEDJTR, TFV, VicRoads, CCMA, Southern Rural Water, APA Group, AusNet Services, Barwon Water, Powercor Australia, Telstra and NBN Co;
- Environment Technical Reference Group: the City, DELWP, CCMA and Barwon Water;
- Social Technical Reference Group: the City, DET, DHHS, DJR, Victoria Police, CFA, Ambulance Victoria, Deakin University, Barwon Health, Catholic Education Melbourne, The Gordon and Geelong Regional Library Corporation.

***Social Equity Considerations***

The project contains significant social equity considerations, namely responding to Greater Geelong's significant growth rate by planning for the future provision of affordable housing and employment opportunities to meet the needs of the community.

The project will address the City's duty of care to deliver vibrant, walkable neighbourhoods with great amenity, environmental sustainability, abundant open space, community facilities and activity centres that provide the daily needs and jobs for local residents.

The project will deliver substantial urban development and population growth to further stimulate economic development across the municipality and central Geelong. The identification of major infrastructure is a key output of the project and will assist the City in its engagement with the State Government to secure investment to support the growth.

***Policy/Legal/Statutory Implications***

Land subject to the Northern and Western Geelong Growth Areas project is currently considered as a long term option to facilitate Geelong's future growth in the Greater Geelong Planning Scheme.

An intent to advance development of the land subject to the Northern and Western Geelong Growth Areas project will require a change to the policy that will be given statutory effect via an amendment to the planning scheme. Changes to the State section of the VPPs that designate the land as a long term growth option will also be required.

The Northern and Western Geelong Growth Areas project will inform the City's position on the strategic and orderly timing of urban development of the subject land. The project will address the legal and statutory requirements including an implementation plan relating to a future programme of precinct structure plans to facilitate urban development, infrastructure contributions plans to facilitate the delivery of essential infrastructure to the new communities, and native vegetation precinct plans for the protection and removal of native vegetation within the growth areas.

The process for the commencement of a precinct structure plan within the growth areas is considered in the City's draft *Settlement Strategy for Greater Geelong*.

***Alignment to City Plan***

The Northern and Western Geelong Growth Areas project aligns with the objectives of the City Plan, namely:

Community Wellbeing

- Connected, creative and strong communities.

Growing Our Economy

- Facilitate major infrastructure and investment to enable economic growth.

Sustainable Built and Natural Environment

- Enhance and protect natural areas and ecosystem health.
- Support our community to live sustainably.
- Advocate for and promote sustainable design and development.

***Conflict of Interest***

No Council officer involved in the preparation of this report has any direct or indirect interest, in accordance with Section 80(C) of the Local Government Act in the land to which this report relates.

***Risk Assessment***

- A number of key risks relate to the Northern and Western Geelong Growth Areas project:
- Technical studies: The process for preparing the technical studies has included several reports that are funded by the landowner consortiums and managed in collaboration with the City.

The arrangement needs to be carefully managed to ensure that the quality of work, findings and recommendations undertaken within the technical reporting meets the impartial expectations of the City and does not reflect outcomes specifically sought by the proponents. The City's current process of utilising 'developer-led' technical studies is not consistent with contemporary greenfield planning processes of similar scale, most notably in metropolitan greenfield development undertaken by the VPA.

- Land capability: Technical studies have been undertaken as part of the project to determine the capability of the growth areas to transition to new communities as part of urban development. The technical studies being undertaken are only suitable for the delivery of a high-level framework plan. The framework plan will guide the sequencing and subsequent delivery of a programme of PSPs in each growth area that will each require detailed technical studies to facilitate urban development.
- Midland Highway: VicRoads is currently planning for the improvement of the Midland Highway between Geelong and Meredith to reduce existing congestion and traffic delays and improve efficiency for freight movements. The duplication of the existing alignment of Midland Highway through the Western Geelong Growth Area forms part of the improvement project, as well as several bypass options. The City has assumed the existing Midland Highway alignment will be duplicated for the purposes of preparing the draft future urban structure plan given the potential economic and environmental challenges associated with a bypass of Batesford. VicRoads is the coordinating road authority for the Midland Highway and the upgrade of the road will be determined accordingly.

***Environmental Implications***

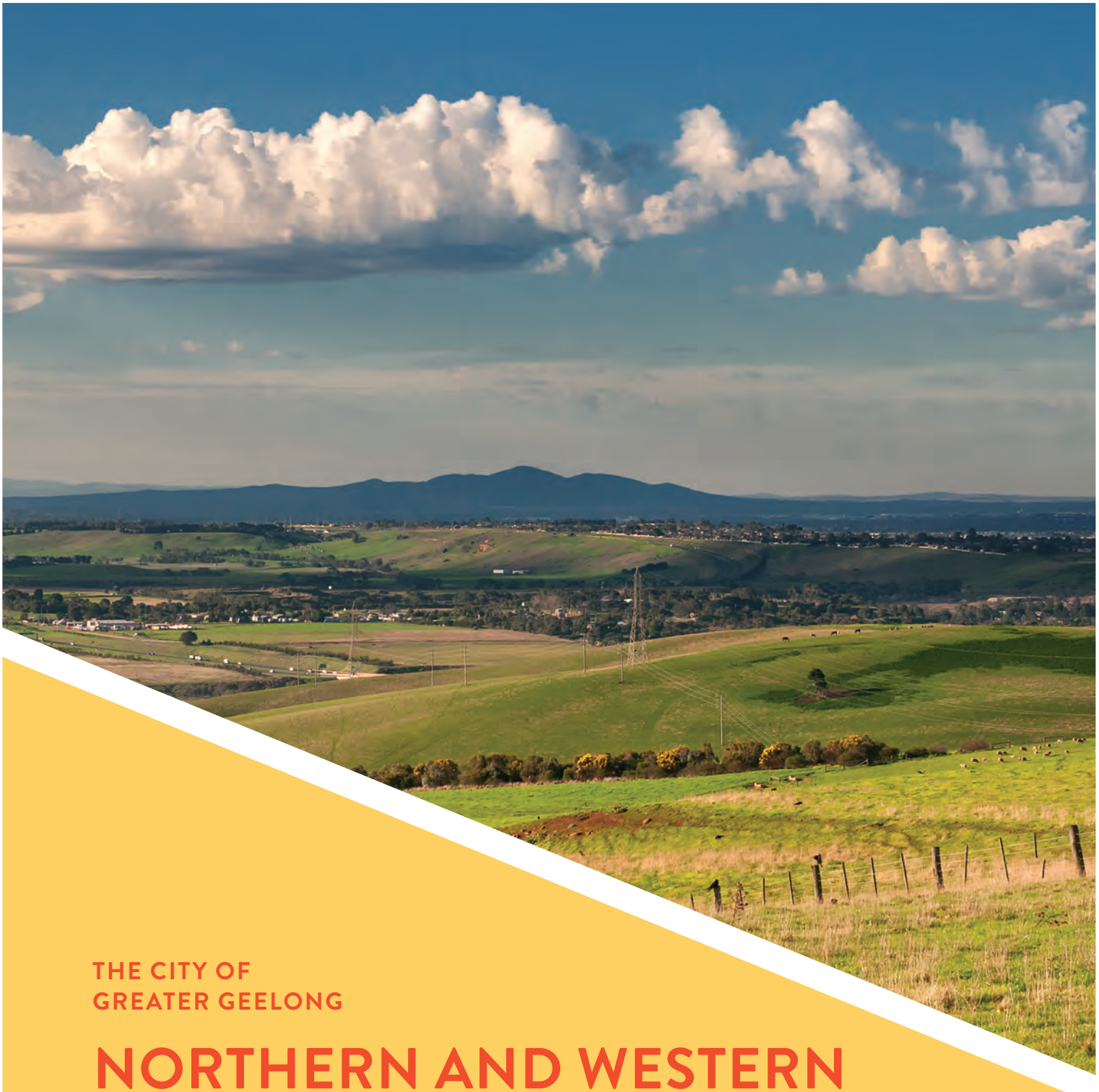
Environmental implications have been considered as part of the preparation of the draft future urban structure of the growth areas. The project is informed by technical studies relating to the capability of land within growth areas to facilitate urban development including assessments of native flora and fauna, Aboriginal and post-contact heritage, geotechnical, hydrogeological and environmental constraints, stormwater drainage and land use buffers.

Technical studies relating to the stormwater drainage network requirements will continue as part of the development of the framework plan and integrated infrastructure delivery plan.

The preparation of subsequent precinct structure plans within each growth area will require detailed technical studies that elaborate on the findings and recommendations of the technical studies undertaken for the framework plan.

Planning controls to protect significant ecosystems and native vegetation will be included in future planning scheme amendments as part of the future programme of precinct structure plans and native vegetation precinct plans.

The G21 Regional Growth Plan Implementation Plan recommends that the principles of zero carbon, zero waste, sustainable water and sustainable transport be embedded in the planning of the growth areas. The project has responded by undertaking technical studies relating to best practice sustainability and active transport principles.



THE CITY OF
GREATER GEELONG

# NORTHERN AND WESTERN GEELONG GROWTH AREAS

## VISION AND PRINCIPLES WORKSHOP SUMMARY OCTOBER 2017

NORTHERN & WESTERN GEELONG GROWTH AREAS

CITY OF GREATER GEELONG



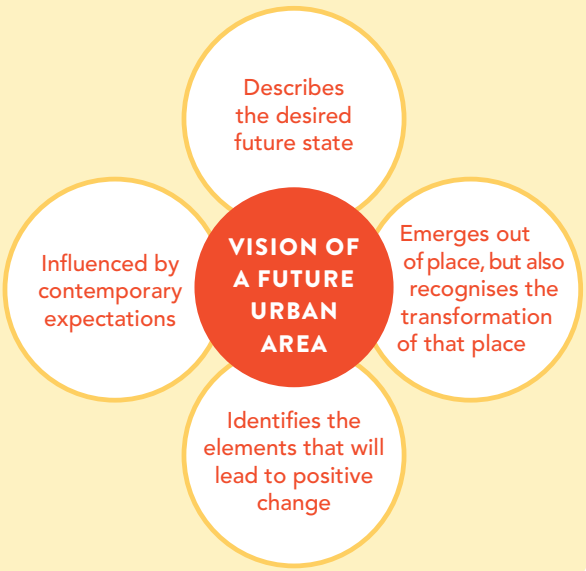
# THE PROJECT

## WHAT IS THE PROJECT?

The Northern and Western Geelong Growth Areas is the largest urban growth project in regional Victoria with the potential to accommodate more than 100,000 new Geelong residents. The growth areas are identified in the G21 Regional Growth Plan and their transformation from rural and semi-rural areas to urban communities is now being initiated by the City of Greater Geelong.

The project will deliver a framework plan and an integrated infrastructure delivery plan to guide strategic land use and development of the two growth areas. The project presents a rare and substantial opportunity for the City to commit to an ambitious future and deliver new communities that enhance the identity of Geelong.




## VISION + PRINCIPLES WORKSHOPS

The emergence of these urban communities requires leadership, collaboration and the confidence to challenge conventional 'business as usual' greenfield planning processes. A foundational shared vision must be formulated with stakeholder support and collaboration between technical experts, government agencies, service authorities, landholders, the private sector and the Geelong community.

The 'Visions + Principles' workshops facilitated stakeholder input to articulate a shared vision for each growth area and to identify potential opportunities, barriers and catalysts for their realisation. The workshops were structured to refine and elaborate on the G21 vision. The vision and principles will establish a touchstone for all development outcomes in the future.

## WHAT IS A VISION?

In the context of Geelong's future growth, the project's vision creates identity and consensus and aligns the interests of all stakeholders through implementation. A vision should be concise and place-specific – it does not need to be all-encompassing to be meaningful. The most powerful and effective visions are targeted to a singular and specific goal that creates a clear direction for leadership, guidance and future actions.

"What is a vision?" This question launched the workshop to invite stakeholders to consider the role of a vision in growth area planning and to challenge conventional thinking.



## WORKSHOPS

**The workshops comprised three distinct phases: 'Discover', 'Inspire' and 'Define' with an overarching focus on "big picture thinking" for Geelong's future urban areas.**

Key questions were asked about the desired future state of the growth areas, such as "What is and will be the essence of the place?", "What will be its personality?" and "When people describe the place in the future, what will they say?"




| WORKSHOP PHASE | |
|---|---|
| DISCOVER | 'Discover' introduced the project and the unique attributes of each growth area. The scale of the combined growth areas was emphasised to convey the "city shaping" opportunity and encourage stakeholders to think big. |
| INSPIRE | 'Inspire' was led by technical experts offering insights into vision creation, best practice delivery of sustainable urban environments and the improved outcomes that can be achieved when 'business as usual' models are challenged. |
| DEFINE | 'Define' enabled stakeholder collaboration through a set of dynamic and facilitated activities that provoked ideals to underpin place transformation and define a vision and set of principles for the project. |

# GREATER GEELONG

## A CLEVER & CREATIVE FUTURE

From September 2016 to May 2017, over 16,000 people participated in the City's '*Our Future*' project to develop a long term community vision for Geelong. The community's vision was endorsed by the City in July 2017 and will guide the region's development over the next 30 years:

### GREATER GEELONG VISION

**By 2047, Greater Geelong will be internationally recognised as a clever and creative city-region that is forward looking, enterprising and adaptive, and cares for its people and environment.**




## G21 REGIONAL GROWTH PLAN

The *G21 Regional Growth Plan* sets a vision for the growth of the Geelong region that has initiated the project:

### G21 VISION

**The Geelong region is Australia's most desirable destination for living, visiting, working and investing; it is renowned for its vibrant cohesive community, exceptional physical environment and vigorous economy.**

### PROJECT PRINCIPLES FOR THE NORTHERN AND WESTERN GEELONG GROWTH AREAS

Project principles have been adopted from *Growth Corridor Plans: Managing Melbourne's Growth* (Victorian Planning Authority, 2012). Whilst it is acknowledged that each growth area is unique, the following greenfield planning principles can be applied to Geelong's growth areas:

- Create diverse and vibrant new urban communities
- Integrate transport and land use planning
- Plan for local employment
- Create growth areas with high amenity and character
- Protect biodiversity, waterways and cultural heritage values
- Create integrated open space networks
- Plan for environmental sustainability
- Stage development to ensure the efficient and orderly provision of infrastructure and services.

# PRINCIPLES EXPLORATION

## PRINCIPLES EXPLORATION

**The G21 vision and project principles set the framework for exploring attributes that will shape the growth areas. Stakeholders universally agreed that Geelong's future urban communities should be sustainable, vibrant and diverse and contain the typical 'building blocks' required by the community.**

The exploration of principles confirmed that there is mutual understanding and acceptance of what constitutes aspirational communities; however, implementation is more difficult and this is the phase where these aspirations are constrained. Stakeholders identified the need to rise above these barriers to overcome uniform and unsustainable outcomes. Opportunities, constraints and triggers for change have been identified for each project principle.



### CREATE DIVERSE AND VIBRANT NEW URBAN COMMUNITIES

- Neighbourhood character based on natural landscape features
- Infrastructure funding and construction
- Flexible regulations and incentives created by stakeholder partnerships
- Excessive regulation and standardisation

### INTEGRATE TRANSPORT AND LAND USE PLANNING

- Connections to Geelong (linear links) and Melbourne (freeway and rail)
- Flexible and adaptive uses that can transition with economic change
- "Car free routine"
- Railway station to service Northern Geelong
- Car-dependent culture
- Slow provision of public transport

### PLAN FOR LOCAL EMPLOYMENT

- Innovative, high-tech industries that provide jobs for the Geelong region
- Proximity to the Geelong Ring Road
- Locally-based employment
- '24-hour' employment hub
- Incentives for businesses to locate in growth areas
- Decline of manufacturing and industry
- Impact of surrounding industrial land use

## CREATE GROWTH AREAS WITH HIGH AMENITY AND CHARACTER

- Monocline escarpment and its views defining character of the Northern Geelong growth area
- Rivers and quarry lake defining character of the Western Geelong growth area
- Character elements borrowed from the older, established Geelong neighbourhoods
- Gateways from the Geelong Ring Road
- Diverse streetscapes and street tree planting
- Standardised processes resulting in uniform greenfield suburbs
- Geelong Ring Road isolating the growth areas from existing Geelong

## PROTECT BIODIVERSITY, WATERWAYS AND CULTURAL HERITAGE VALUES

- Existing natural and heritage assets incorporated into future development
- Quarry rehabilitated and established as a lake
- Multi-purpose open spaces and waterways
- Varying standards to allow for innovation
- Holistic value of natural assets emphasised in urban development
- Maintenance requirements and strict standards

## CREATE INTEGRATED OPEN SPACE NETWORKS

- Multi-purpose spaces for movement, recreation and community events
- Adaptive guidelines for creating open space
- Shared ownership of open space between public and private sectors
- Maintenance requirements and strict standards

## PLAN FOR ENVIRONMENTAL SUSTAINABILITY

- Sustainability as a non-negotiable
- "Visible sustainability" in the urban environment
- Financial incentives
- Developer resistance

## STAGE DEVELOPMENT TO ENSURE THE EFFICIENT AND ORDERLY PROVISION OF INFRASTRUCTURE AND SERVICES

- Early and flexible infrastructure provision for emerging communities
- Small scale, diverse neighbourhoods
- Strong partnerships between public and private sectors to manage conflicting priorities
- Value capture
- Infrastructure funding



# PROJECT VISION

## NORTHERN AND WESTERN GEELONG GROWTH AREAS




**The project vision, applicable to both growth areas, outlines an initial statement for establishing the future communities and their contribution to shaping Geelong's future.**

Subsequently, a standalone vision and set of principles has been formulated for each growth area to establish a unique and strong sense of identity that will guide their transformation.

### PROJECT VISION

**The Northern and Western Geelong Growth Areas will exemplify Geelong's transformation as a clever and creative city by building diverse, localised and sustainable neighbourhoods that prioritise self-sufficiency whilst maximising connections to the Geelong community, economy and identity.**

# NORTHERN GEELONG GROWTH AREA

## THE GROWTH AREA

The Northern Geelong Growth Area is renowned for the Lovely Banks monocline that defines the local landscape and allows stunning views to the You Yangs, Corio Bay and across Geelong. Stakeholders valued the strategic location of the area for its proximity to transport infrastructure and employment land that can facilitate adaptive and innovative business development in proximity to attractive residential neighbourhoods.

## VISION FOR NORTHERN GEELONG

**Northern Geelong will be distinguished by neighbourhoods with panoramic views across the region and built around diverse and accessible employment hubs that epitomise Geelong's creativity, innovation and enterprise.**

## PRINCIPLES

**Create diverse and vibrant new urban communities:** Plan for a dynamic mix of residential and commercial neighbourhoods that easily interconnect and identify as part of the established Geelong community.

**Integrate transport and land use planning:** Deliver a comprehensive public transport network that facilitates convenient access to local employment hubs and central Geelong.

**Plan for local employment:** Optimise local job creation by establishing a diverse, adaptable employment hub to capitalise of future trends and leverage the growth area's proximity to the Geelong Ring Road Employment Precinct, the Port of Geelong, Avalon Airport and Melbourne.

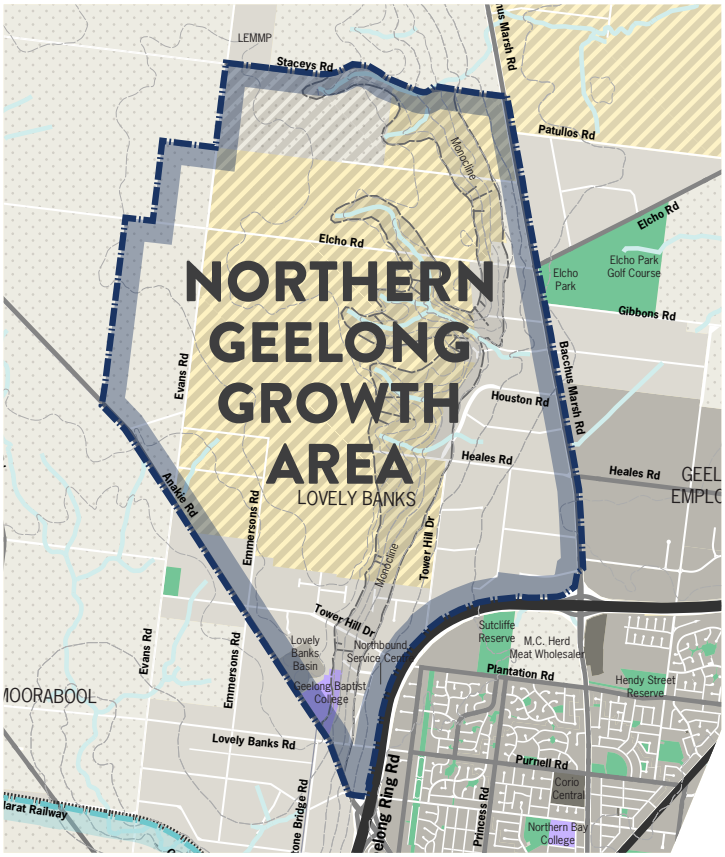
**Create growth areas with high amenity and character:** Establish a district of neighbourhoods that exploit the panoramic vistas across the region, deliver an attractive interface to neighbouring precincts and enhance Geelong's local character.

**Protect biodiversity, waterways and cultural heritage values:** Protect and regenerate biodiversity values of the natural and constructed waterways along the Lovely Banks monocline and heritage values of the Elcho Homestead.

**Create integrated open space networks:** Cultivate a stunning trail along the ridgeline of the Lovely Banks monocline and substantial green links along infrastructure easements with an adjoining network of recreation reserves and local parks.

**Plan for environmental sustainability:** Create a carbon positive community that implements ecologically sustainable development principles by prioritising renewable energy production and minimising resource use.

**Stage development to ensure the efficient and orderly provision of infrastructure and services:** Ensure that staging of development creates early provision of public transport to central Geelong and facilitates coordinated delivery of employment precincts to support job growth in Northern Geelong.



# WESTERN GEELONG GROWTH AREA

## THE GROWTH AREA

The Western Geelong Growth Area is an iconic landscape characterised by the Barwon and Moorabool Rivers with views across the Barrabool Hills and the Batesford quarry as its centrepiece. Stakeholders valued the future prosperity of the waterways and transformation of the quarry to an iconic lake.

## VISION FOR WESTERN GEELONG

**Western Geelong will prosper as a district of lakeside neighbourhoods connected by healthy waterways and attractive open spaces that strengthen Geelong's identity as a city built around water.**

## PRINCIPLES

**Create diverse and vibrant new urban communities:** Plan for neighbourhoods that encourage community interaction by maximising public access and activity in high amenity destinations throughout the growth area.

**Integrate transport and land use planning:** Deliver a comprehensive active transport network utilising the substantial river corridors and acknowledge the future potential of the rail corridor.

**Plan for local employment:** Optimise local employment by establishing a network of activity centres positioned to profit from the natural splendour of the area, highway connections to the Western District and proximity to central Geelong.

**Create growth areas with high amenity and character:** Establish a district of lakeside and riverside neighbourhoods recognised for their healthy waterways and attractive open spaces that will enhance Geelong's local character.

**Protect biodiversity, waterways & cultural heritage values:** Protect and regenerate biodiversity and cultural heritage values along the Barwon and Moorabool Rivers, Cowies Creek and the Dog Rocks Sanctuary and establish vegetated constructed waterways.

**Create integrated open space networks:** Cultivate an exemplary open space network that links the Barwon and Moorabool Rivers to an iconic lake at the Batesford quarry and supports a network of recreation reserves and local parks.

**Plan for environmental sustainability:** Create an integrated water management system based around the major catchments and prioritise active and public transport networks.

**Stage development to ensure the efficient and orderly provision of infrastructure and services:** Ensure that staging of development creates early provision of public transport to central Geelong and preserves long term development aspirations adjoining the Batesford quarry.



# NEXT STEPS

**The vision and principles formulated for the Northern and Western Geelong Growth Areas will underpin their transformation into Geelong's newest urban communities.**

This report presents a summary of findings at the Vision + Principles workshops that will inform the upcoming framework planning process to establish high-level land use outcomes for the growth areas.

## THANKS TO

We thank the following stakeholders for their contribution to developing the vision and principles for the Northern and Western Geelong Growth Areas:

**Department of Environment, Land, Water and Planning, Department of Health and Human Services, Department of Justice, Department of Education and Training, Transport For Victoria, VicRoads, Barwon Health, Barwon Water, Corangamite Catchment Management Authority, Ambulance Victoria, Country Fire Authority, Victoria Police, Golden Plains Shire, The Gordon, Geelong Regional Library Corporation, Catholic Education Office, APA Group, AusNet Services, Powercor Australia, Give Where You Live Foundation and landowners of the Northern and Western Geelong Growth Areas.**

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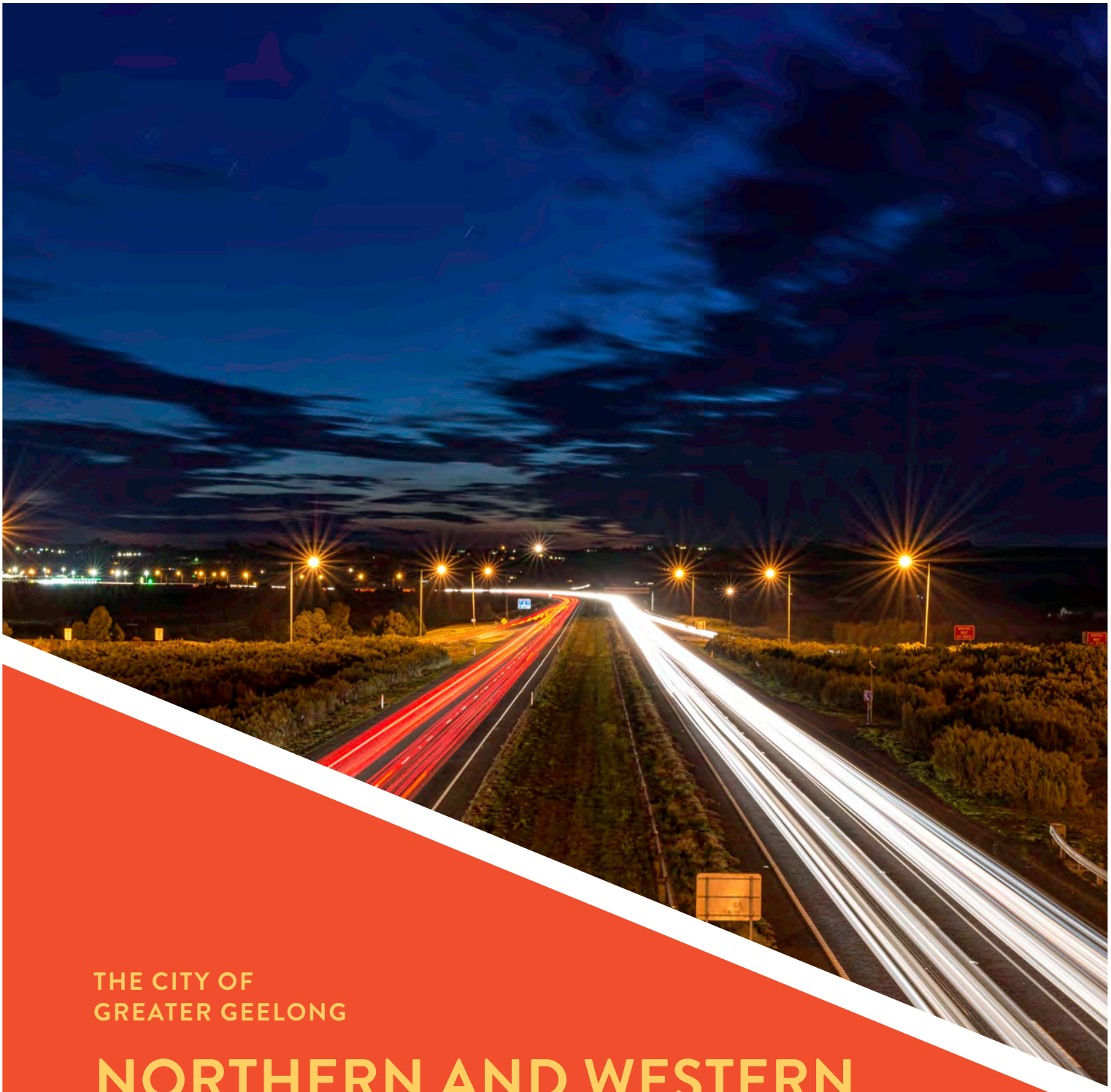
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NORTHERN & WESTERN GEELONG GROWTH AREAS

CITY OF GREATER GEELONG



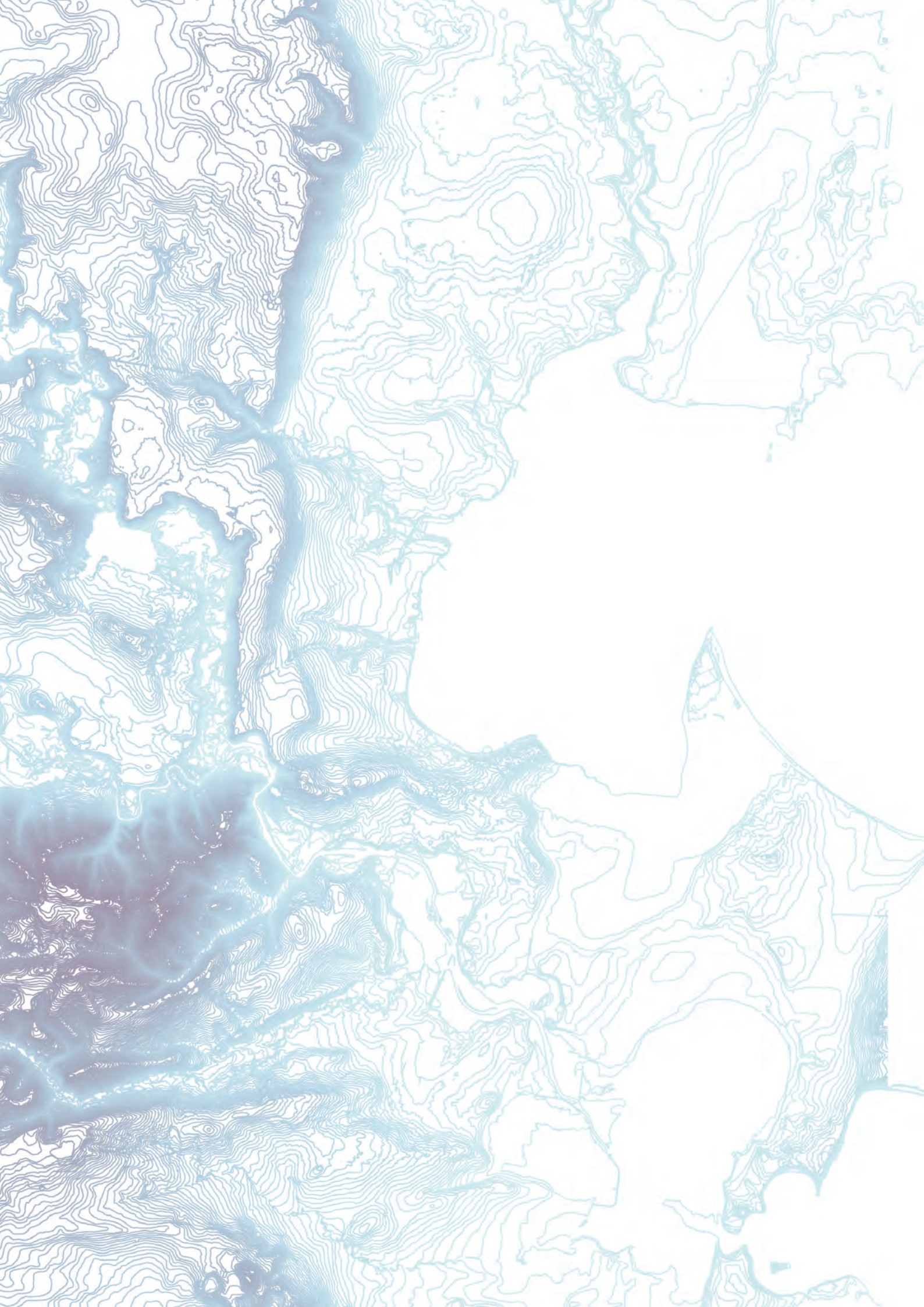
THE CITY OF
GREATER GEELONG

# NORTHERN AND WESTERN GEELONG GROWTH AREAS

ENQUIRY BY DESIGN
WORKSHOP SUMMARY
APRIL 2018

NORTHERN & WESTERN GEELONG GROWTH AREAS

CITY OF GREATER GEELONG



# ENQUIRY BY DESIGN PROCESS

## ENQUIRY BY DESIGN WORKSHOPS

**On 22 November 2017, the City of Greater Geelong hosted three 'Enquiry by Design' workshops to assist the development of a draft urban structure plan. The purpose of the Enquiry by Design was to present a preliminary urban structure plan and refine and test the plan against the established vision and principles for the urban development of the Northern and Western Geelong Growth Areas.**



## WHAT IS THE ENQUIRY BY DESIGN?

**SITE ANALYSIS**

The site analysis set the scene for the Enquiry by Design, with each growth area presented to stakeholders in layers that outlined land use opportunities and constraints based on preliminary technical information.

**DESIGN RESPONSE**

The design response unveiled a preliminary urban structure plan for each growth area highlighting precincts with unique development character and illustrating potential networks for open space, movement and activity centres.

**ENQUIRY BY DESIGN**

Stakeholders engaged in a series of discussions relating to the preliminary urban structure plan, considering several land use and development questions for each growth area including the preferred location of employment land, how the principles of the '20-minute neighbourhood' can be achieved, how the points of difference in landform can be exploited, and how the proposal for a 'Clever and Creative Corridor' can be activated.

## DESIGN ELEMENTS

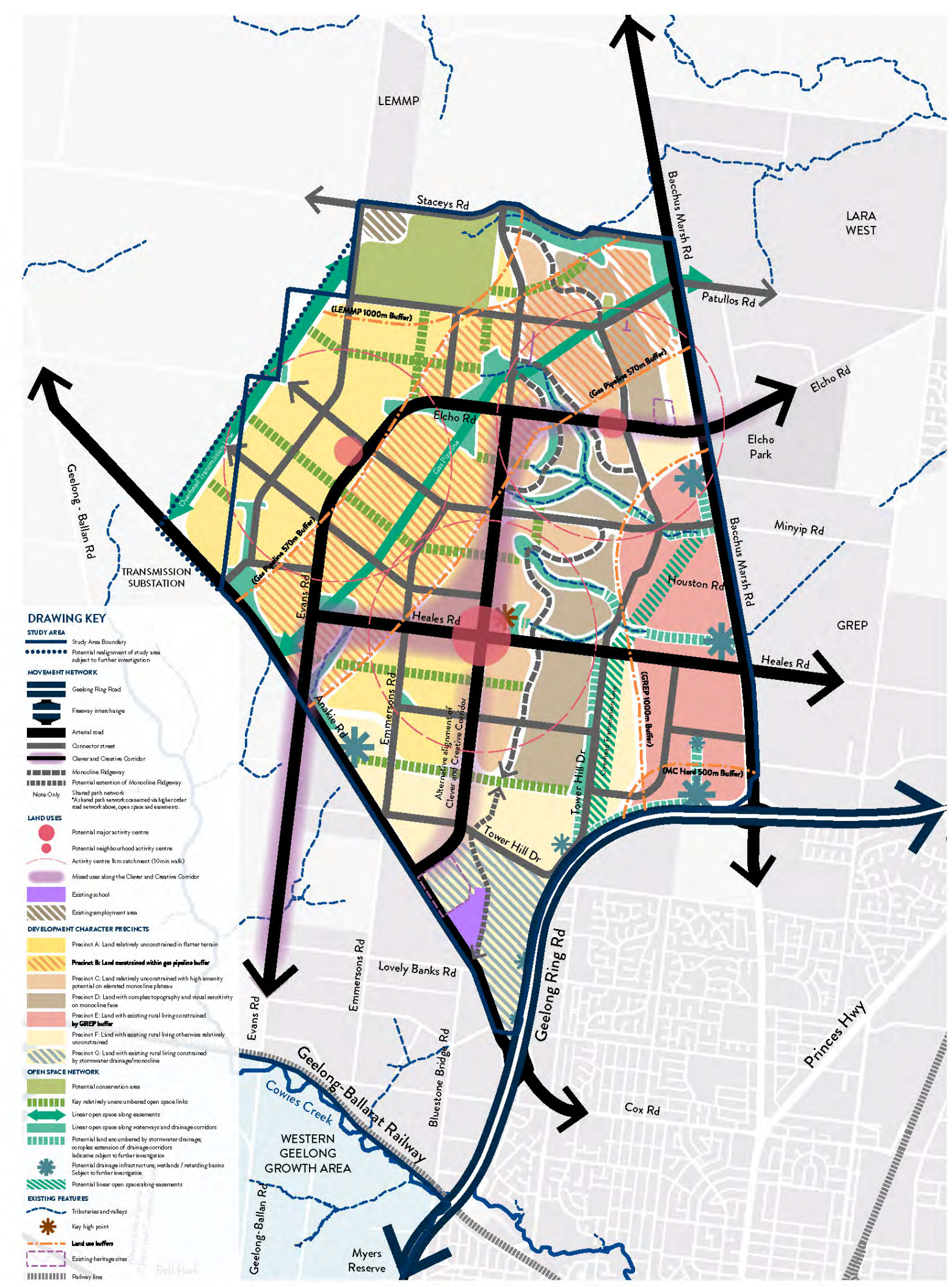
### '20-MINUTE NEIGHBOURHOODS'

Stakeholders considered how the growth areas can address the '20-minute neighbourhood' concept, a key planning principle outlined in *Plan Melbourne 2017-2050* that seeks to create walkable, healthy, cohesive, sustainable communities with strong local economies, while reducing the need to travel and cutting greenhouse gas emissions.

### 'CLEVER AND CREATIVE CORRIDOR'

Stakeholders tested the concept of a 'Clever and Creative Corridor' in the growth areas to achieve the benchmarks of the '20-minute neighbourhood'. The 'Clever and Creative Corridor' was presented as a tree-lined, boulevard-style transit corridor that prioritises public transport, walking and cycling between the activity centres, schools and community facilities, sports reserves and local parks in each neighbourhood.

The concept was developed to respond to the vision and principles established for the Northern and Western Geelong Growth Areas, particularly the community's desire to ensure that development in the growth areas is sustainable, self-sufficient, diverse, distinctive and connected with varied transport options. The corridor seeks to address contemporary greenfield development challenges such as the repetitive, "cookie cutter" built form and sameness of streetscapes, the need to address heat island effect and climate change, and the desire to future proof.




# NORTHERN GEELONG GROWTH AREA

## ENQUIRY BY DESIGN – PRELIMINARY URBAN STRUCTURE PLAN

22 November 2017

CITY OF GREATER GEELONG

NORTHERN & WESTERN GEELONG GROWTH AREAS

# NORTHERN GEELONG GROWTH AREA

## PRELIMINARY URBAN STRUCTURE PLAN

### THE PLAN

- High-level plan to guide next planning processes
- Complex range of existing land use constraints
- Evans Road is an important link between the two growth areas
- Gas pipeline and GREP buffers have significant impacts
- Monocline is a key distinctive landform feature that requires a tailored approach
- Range of existing land uses
- The 'Clever and Creative Corridor' underpins the urban structure plan
- The Northern Geelong Growth Area should be considered in terms of a sustainable growth area as well as its relationship to the Western Geelong Growth Area.

### MOVEMENT NETWORK

The movement network is designed with consideration to:

- Planning a higher order network of arterials and local roads based on a mile grid
- Existing roads and road reserves
- Evans Road as a key link between the growth areas
- Location of planned development
- Gas pipeline easement and buffer
- Fragmented rural living areas
- Monocline ('monocline ridgeway', linear open space and linkages)
- Movement network supporting the role of the 'Clever and Creative Corridor'.

### ACTIVITY CENTRES

Activity centres are planned with consideration to:

- Major and neighbourhood activity centre provision
- Gas pipeline and buffer
- GREP buffer and fragmented land
- Access and exposure to higher order road network
- Sense of place: monocline, views and open space
- Flatter land
- Activity centre catchments
- Activity centres as nodes supporting activity and a mix of uses along the 'Clever and Creative Corridor'.

### OPEN SPACE NETWORK

The open space network is designed with consideration to:

- Higher order open space provision and key linkages
- Rivers, tributaries, drainage lines and infrastructure
- Easements and pipelines role in the network
- Conservation areas
- Protection of monocline ridgeline and views
- Relationship and connectivity to activity centres and movement network
- Open space network connecting to the 'Clever and Creative Corridor'.

### DEVELOPMENT CHARACTER PRECINCTS

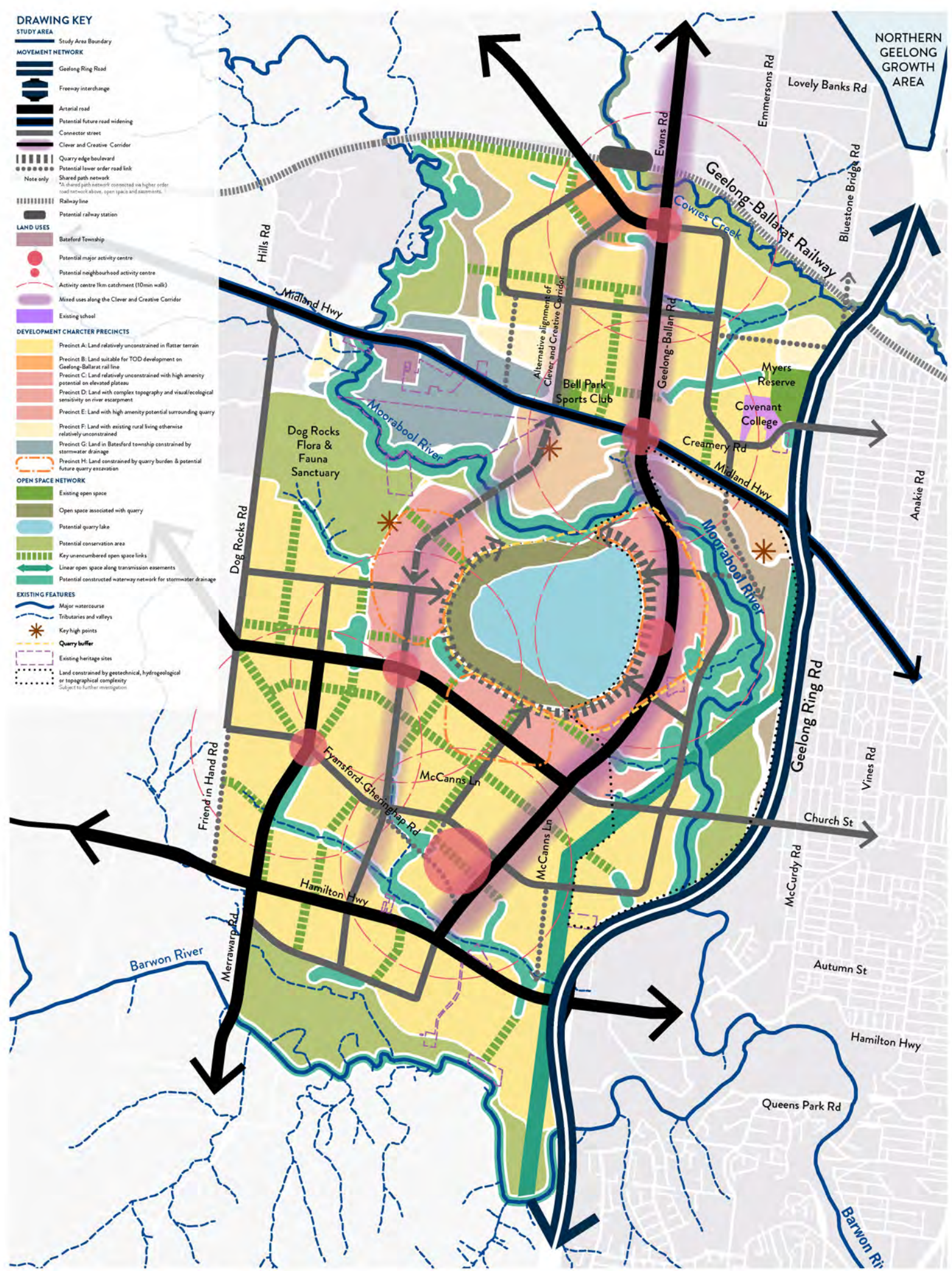
The precincts are identified in response to the opportunities and challenges presented by:

- Rural living land constrained by GREP buffer
- Other fragmented rural living areas
- Rural living areas constrained by stormwater drainage
- Land on the monocline face
- Land on the elevated monocline plateau
- Land within gas pipeline buffer
- Relatively flat unconstrained land
- Precincts supporting the mixed uses and diversity along the 'Clever and Creative Corridor'.

### EMPLOYMENT

The designation of employment uses to consider:

- Access to arterial and freeway transport network
- Co-location with other services / industrial land uses and buffers
- Amenity impact on sensitive land
- Appropriate land use buffers
- Topography
- Land development patterns, such as fragmented or larger parcels
- Type and size of employment land
- Relationship to activity centres and 'Clever and Creative Corridor', including business and office uses.


DRAWING KEY
STUDY AREA
Study Area Boundary
MOVEMENT NETWORK
Geelong Ring Road
Freeway interchange
Arterial road
Potential future road widening
Connector street
Clever and Creative Corridor
Quarry edge boulevard
Potential lower order road link
Note only
Shared path network
*A shared path network connected via higher order road network above, open space and easements.
Railway line
Potential railway station
LAND USES
Bateford Township
Potential major activity centre
Potential neighbourhood activity centre
Activity centre 1km catchment (10min walk)
Mixed uses along the Clever and Creative Corridor
Existing school
DEVELOPMENT CHARCTER PRECINCTS
Precinct A: Land relatively unconstrained in flatter terrain
Precinct B: Land suitable for TOD development on Geelong-Ballarat rail line
Precinct C: Land relatively unconstrained with high amenity potential on elevated plateau
Precinct D: Land with complex topography and visual/ecological sensitivity on river escarpment
Precinct E: Land with high amenity potential surrounding quarry
Precinct F: Land with existing rural living otherwise relatively unconstrained
Precinct G: Land in Batesford township constrained by stormwater drainage
Precinct H: Land constrained by quarry burden & potential future quarry excavation
OPEN SPACE NETWORK
Existing open space
Open space associated with quarry
Potential quarry lake
Potential conservation area
Key unencumbered open space links
Linear open space along transmission easements
Potential constructed waterway network for stormwater drainage
EXISTING FEATURES
Major watercourse
Tributaries and valleys
Key high points
Quarry buffer
Existing heritage sites
Land constrained by geotechnical, hydrogeological or topographical complexity
Subject to further investigation
NORTHERN GEELONG GROWTH AREA
Lovely Banks Rd
Emmersons Rd
Evans Rd
Bluestone Bridge Rd
Geelong-Ballarat Railway
Cowies Creek
Hills Rd
Midland Hwy
Alternative alignment of Clever and Creative Corridor
Geelong-Ballan Rd
Bell Park Sports Club
Myers Reserve
Covenant College
Creamery Rd
Moorabool River
Dog Rocks Flora & Fauna Sanctuary
Dog Rocks Rd
Anakie Rd
Geelong Ring Rd
Vines Rd
Friend in Hand Rd
Fyansford-Gheringhap Rd
McCanns Ln
Church St
McCurdy Rd
Hamilton Hwy
Merrawarp Rd
Barwon River
Autumn St
Queens Park Rd
Barwon Ri
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WESTERN GEELONG GROWTH AREA
ENQUIRY BY DESIGN – PRELIMINARY URBAN STRUCTURE PLAN
22 November 2017
CITY OF GREATER GEELONG
NORTHERN & WESTERN GEELONG GROWTH AREAS

# WESTERN GEELONG GROWTH AREA

## PRELIMINARY URBAN STRUCTURE PLAN

### THE PLAN

- High-level plan to guide next planning processes
- Complex range of existing land use constraints
- Evans Road is an important link between the two growth areas
- The quarry, rivers and Dog Rocks Sanctuary are key distinctive features that require a tailored approach
- Opportunity for a new train station to service the growth areas
- The 'Clever and Creative Corridor' underpins the urban structure plan
- The Western Geelong Growth Area should be considered in terms of a sustainable growth area as well as its relationship to the Northern Geelong Growth Area.

### MOVEMENT NETWORK

The movement network is designed with consideration to:

- Planning a higher order network of arterials and local roads based on a mile grid
- The railway line and possibility of a future station
- Evans Road as key link between the two growth areas
- Steep topography, particularly in proximity to the quarry, the Geelong Ring Road and river corridors
- Quarry lake boulevard road
- The role of key existing roads in the network (Midland Highway, Geelong-Ballan Road, Dog Rocks Road, Fyansford-Gheringhap Road, McCanns Lane, Creamery Road, Bluestone Bridge Road, Lynnburn Road)
- Possible new links across the Geelong Ring Road
- Movement network supporting the role of the 'Clever and Creative Corridor'.

### ACTIVITY CENTRES

Activity centres are planned with consideration to:

- Major and neighborhood activity centre provision
- Staging of road infrastructure
- Access and exposure to the higher order road network
- Topography
- Batesford township
- Sense of place – relationship to the quarry lake, views and open space
- Flatter land
- Activity centre catchments
- Activity centres as nodes supporting activity and a mix of uses along the 'Clever and Creative Corridor'.

### OPEN SPACE NETWORK

The open space network is designed with consideration to:

- Higher order open space provision and key linkages
- Rivers, tributaries, floodplain and drainage lines
- Transmission easement
- Existing open space
- Significant conservation areas
- Quarry lake and surrounds
- Relationship and connectivity to activity centres and movement network
- The ability for open space to connect the 'Clever and Creative Corridor'.

### DEVELOPMENT PRECINCTS

The precincts are identified in response to the opportunities and challenges presented by:

- The quarry burden / potential future quarry excavation
- Land surrounding the quarry
- Land on the elevated plateau
- Land on river escarpments
- Land around the Geelong-Ballarat railway line
- Relatively unconstrained land on flatter terrain
- Batesford township and surrounds
- Precincts supporting the mixed uses and diversity along the 'Clever and Creative Corridor'.

### EMPLOYMENT

The designation of employment uses to consider:

- Access to arterial and freeway transport network
- Amenity impact on sensitive land
- Topography
- Appropriate land use buffers
- Access to potential passenger rail
- Type and size of employment land
- Relationship to activity centres, and the 'Clever and Creative Corridor' including business and offices uses.

# WORKSHOP FINDINGS

## NORTHERN GEELONG GROWTH AREA

### MONOCLINE RIDGEWAY

Enquiry by Design workshop consensus:

The monocline, a steep landform running north-south along the eastern half of the growth area, is recognised as the most significant natural feature of the growth area and requires a unique design response as part of future urban development.

Additional key considerations:

- The monocline should balance urban development with provision of open space and "place making" elements
- A monocline 'ridgeway' – a linear open space with active transport capacity (shared path) – is generally supported as a means to providing public access to the views atop the monocline
- The monocline presents an opportunity to deliver large-scale public open space
- The monocline should achieve a balance between conservation, development, recreation and activity, including the potential to deliver tourism opportunities (e.g. regional recreational/exercise tracks, such as Kokoda Track Memorial Walk, '1000 Steps' in the Dandenong Ranges)
- Development on the monocline escarpment is generally supported if controlled by design guidelines.

### EMPLOYMENT LAND

Employment land must be identified in the growth area to facilitate industrial and business/office land uses (e.g. light manufacturing, service industry, freight and logistics, business parks). Based on anticipated growth projections, the estimated demand for employment land in the Northern Geelong Growth Area is approximately 130 hectares.

Key considerations:

- Northern Geelong Growth Area is considered the more suitable growth area to deliver employment land as related to its location and characteristics
- Primary opportunity for employment land in the growth area is within the Geelong Ring Road Employment Precinct (GREP) buffer
- Proximity to the Geelong Ring Road interchange on Bacchus Marsh Road provides good access to the freeway network and avoids heavy vehicle movements on the monocline
- Fragmentation and existing use of landholdings within the GREP buffer will make for a long-term employment land use transition
- Future performance of the GREP may directly impact the viability of employment land within the growth area.

### FURTHER CONSIDERATIONS

Additional feedback relating to the Northern Geelong Growth Area:

- Funding should be allocated to improve external road links to Lara Railway Station that allow for bus rapid transit services
- An appropriate mix of land uses in proximity to the gas pipeline should be pursued with consideration given to varying measurement lengths
- Interests of landowners in rural living areas should be further considered, particularly in relation to changes to neighbouring land uses and the road network.



# WESTERN GEELONG GROWTH AREA

## QUARRY AND SURROUNDINGS

Enquiry by Design workshop consensus:

The transformation of the Batesford quarry to a lake is recognised as a key opportunity to deliver a regional-scale open space asset with high amenity interfaces to surrounding residential neighbourhoods and connections to the Moorabool River.

Additional key considerations:

- Eastern interface of the quarry presents a significant opportunity for public access to the lake environs and a logical location for an activity centre with a mix of uses
- Opportunity for a tourism focus in the lake's development should be explored as part of detailed planning
- Substantial and detailed planning of the quarry's transition should be undertaken as part of future precinct structure planning, including assessments relating to land capability, water quality, edge conditions, integrated water management, biodiversity impacts, relationship to the Moorabool River, management requirements, obligations and risks, and funding and governance.

## EMPLOYMENT LAND

Employment land must be identified in the growth area to facilitate industrial and business/office land uses (e.g. light manufacturing, service industry, freight and logistics, business parks). Based on anticipated growth projections, the estimated demand for employment land in the Western Geelong Growth Area is approximately 160 hectares.

Key considerations:

- Western Geelong Growth Area is considered the less suitable growth area to deliver employment land as related to its location and characteristics, most notably its potential to deliver high-amenity residential neighbourhoods
- Primary opportunity for employment land in the growth area is in proximity to the Hamilton Highway to provide regional connections to the Western District
- Proximity to the Hamilton Highway and the Midland Highway (via Fyansford-Gheringhap Road) provides multiple access points to the highway network
- The preferred location will avoid adverse impacts on the Barwon River, Moorabool River, Batesford township and quarry lake district
- Employment precincts within Golden Plains Shire should be further investigated to potentially leverage and minimise the employment land use within the growth area.

## FURTHER CONSIDERATIONS

Additional feedback relating to the Western Geelong Growth Area:

- Alignment of the north-south arterial road should be located to the west of the quarry to minimise interface with the Moorabool River and active, amenity-based frontages on the eastern edge of the proposed lake
- Future railway connection on the Geelong-Ballarat rail line is strongly supported
- Church Street connection into central Geelong should be investigated due to existing road constraints
- Interests of Batesford township should be further considered, particularly in relation to changes to neighbouring land uses and the road network
- Capacity for the southern half of the growth area to develop in absence of the Church Street connection should be further investigated
- Mixed views relating to the siting of the major activity centre on the Hamilton Highway or Midland Highway.



# WORKSHOP FINDINGS

## NORTHERN AND WESTERN GEELONG GROWTH AREAS

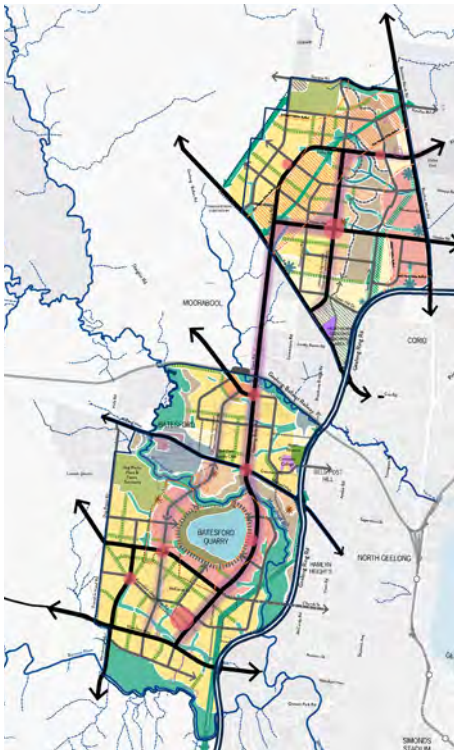
### 'CLEVER AND CREATIVE CORRIDOR'

Enquiry by Design workshop consensus:

The 'Clever and Creative Corridor' concept – a transport corridor linking activity centres, schools, community hubs and key open space nodes – is widely supported as a means to create a focal point in the growth areas to satisfy the City's measures of success for 'A Clever and Creative Future' and the facilitation of the '20-minute neighbourhoods'.

Additional key considerations:

- The corridor should incorporate public transport and active transport that encourages users to prioritise car-free movement
- The corridor should be removed from the arterial road network to avoid 'place making' land use conflicting with high-volume traffic movement
- The corridor can provide a point of difference for new neighbourhoods that is identifiable and unique to Geelong
- Details of the form and delivery of the corridor must be further established, including adjoining land uses and zoning required to activate the corridor
- The corridor should facilitate connections into central Geelong
- Opportunities for water sensitive urban design (WSUD) within the corridor should be explored
- The corridor may be difficult to activate along its proposed length
- The corridor may not be continuous and can operate on a series of desire lines
- Locating of schools and community facilities along the corridor should be prioritised
- Employment capacity along the corridor should be further investigated, including office, retail, mixed use and entertainment
- Direct links to the corridor within neighbourhoods should be considered as part of subdivision
- Conditions for the activation of the corridor must be established, allowing for robust and flexible design elements and for the long-term future proofing of the corridor.




### GENERAL FEEDBACK

The following workshop feedback relates generally to the growth areas:

- 'Village' concept supported, encouraging smaller, walkable neighbourhoods that are supported by local, small-scale services
- Support for the delivery of bus rapid services that connect the growth areas to adjoining neighbourhoods and central Geelong
- Consideration for a distributed approach to service-based employment across the growth areas, located in activity centres and/or along the 'Clever and Creative Corridor'.
- Universal support for:
  - Growing of large canopy trees in the public realm
  - Widespread shared path networks that connect to central Geelong
  - Development outcomes that promote ongoing self-sufficiency of the communities in the growth areas.

# NEXT STEPS

**The Enquiry by Design undertaken for the Northern and Western Geelong Growth Areas will shape their transformation into Geelong's newest urban communities.**

This report presents a summary of the findings at the Enquiry by Design workshops that will inform the draft urban structure plans for the growth areas.

## THANKS TO

We thank the following stakeholders for their contribution to the Enquiry by Design for the Northern and Western Geelong Growth Areas:

**Landowners of the Northern and Western Geelong Growth Areas, City officers from Planning and Development, Community Life and City Services, Department of Environment, Land, Water and Planning (DELWP), Department of Health and Human Services (DHS), Department of Justice and Regulation (DJR), Department of Education and Training (DET), Victorian Planning Authority (VPA), Regional Development Victoria (RDV), Transport for Victoria (TFV), VicRoads, Barwon Health, Barwon Water, Corangamite Catchment Managament Authority (CCMA), Ambulance Victoria, Country Fire Authority (CFA), Victoria Police, Golden Plains Shire, The Gordon, Geelong Regional Library Corporation, Catholic Education Melbourne, Deakin University, APA Group, AusNet Services, Powercor Australia, Telstra, Southern Rural Water, Sustainability Victoria, and Barwon South West Waste Resource Recovery Group.**

The Enquiry by Design was facilitated with the support of Mesh Planning.

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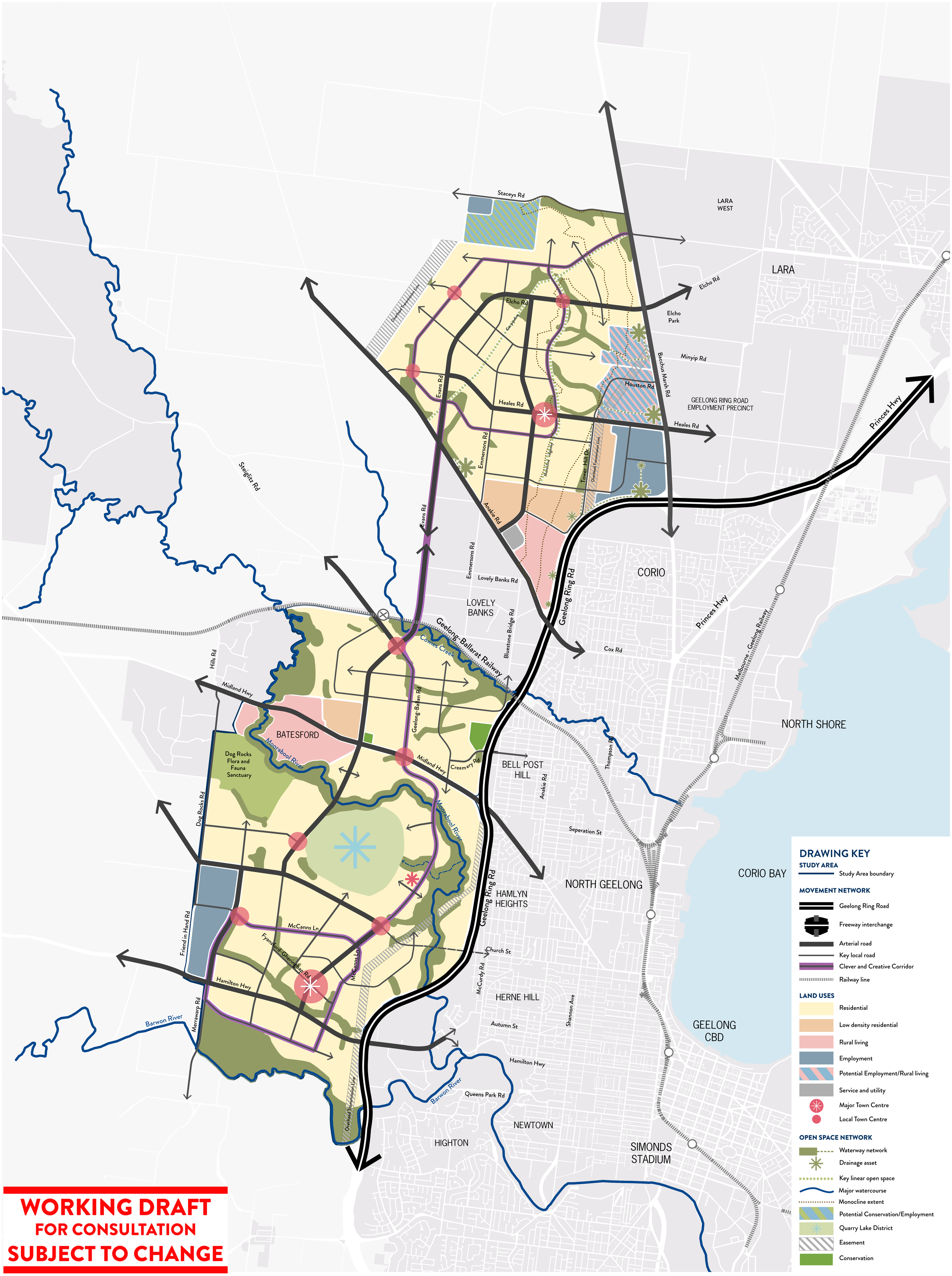
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NORTHERN & WESTERN GEELONG GROWTH AREAS

CITY OF GREATER GEELONG




## DRAWING KEY

**STUDY AREA**
- Study Area boundary

**MOVEMENT NETWORK**
- Geelong Ring Road
- Freeway interchange
- Arterial road
- Key local road
- Clever and Creative Corridor
- Railway line

**LAND USES**
- Residential
- Low density residential
- Rural living
- Employment
- Potential Employment/Rural living
- Service and utility
- Major Town Centre
- Local Town Centre

**OPEN SPACE NETWORK**
- Waterway network
- Drainage asset
- Key linear open space
- Major watercourse
- Monocline extent
- Potential Conservation/Employment
- Quarry Lake District
- Easement
- Conservation

**WORKING DRAFT**
**FOR CONSULTATION**
**SUBJECT TO CHANGE**

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1:25000 at A1 1:50000 at A3

# NORTHERN & WESTERN GEELONG GROWTH AREAS
## FRAMEWORK PLAN - DRAFT FUTURE URBAN STRUCTURE PLAN

28 March 2018

CITY OF GREATER GEELONG

NORTHERN & WESTERN GEELONG GROWTH AREAS

Staceys Rd
LARA WEST
Overhead Transmission Line
Elcho Rd
Gas pipeline
Elcho Park
Minyip Rd
Evans Rd
Houston Rd
Bacchus Marsh Rd
Heales Rd
GEELONG RING ROAD EMPLOYMENT PRECINCT
Emmersons Rd
Monocline ridgeway
Tower Hill Dr
Overhead Transmission Line
Anakie Rd
Evans Rd
Emmersons Rd
Lovely Banks Rd
Geelong Ring Rd
CORIO
LOVELY BANKS
Bluestone Bridge Rd
Geelong-Ballarat Railway
Cowies Creek
Princes Hwy
Cox Rd
Melbourne - Geelong Railway
Geelong-Ballan Rd
WESTERN GEELONG GROWTH AREA

## DRAWING KEY

**STUDY AREA**
- Study Area boundary

**MOVEMENT NETWORK**
- Geelong Ring Road
- Freeway interchange
- Arterial road
- Key local road
- Clever and Creative Corridor
- Railway line

**LAND USES**
- Residential
- Low density residential
- Rural living
- Employment
- Rural living with employment potential
- Service and utility
- Major Town Centre
- Local Town Centre

**OPEN SPACE NETWORK**
- Waterway network
- Drainage asset
- Key linear open space
- Major watercourse
- Monocline extent
- Potential Conservation or Employment
- Easement

0 250 500 750 1000m
1:10000 at A0 1:20000 at A2

**WORKING DRAFT**
**FOR CONSULTATION**
**SUBJECT TO CHANGE**

# NORTHERN GEELONG GROWTH AREA
## FRAMEWORK PLAN - DRAFT FUTURE URBAN STRUCTURE PLAN

28 March 2018

CITY OF GREATER GEELONG

NORTHERN & WESTERN GEELONG GROWTH AREAS

## DRAWING KEY

**STUDY AREA**

- Study Area boundary

**MOVEMENT NETWORK**

- Geelong Ring Road
- Freeway interchange
- Arterial road
- Key local road
- Clever and Creative Corridor
- Railway line
- Potential railway station

**LAND USES**

- Residential
- Low density residential
- Rural living
- Employment
- Major Town Centre
- Local Town Centre
- Local Town Centre - specialised

**OPEN SPACE NETWORK**

- Waterway network
- Major watercourse
- Quarry Lake District
- Easement
- Conservation

**OTHER FEATURES**

- Property Boundaries
- 10m Contours
- Quarry potential constrained land
- Quarry investigation area

NORTHERN GEELONG GROWTH AREA
LOVELY BANKS
BATESFORD
BELL POST HILL
HAMLYN HEIGHTS
HERNE HILL
NEWTOWN
HIGHTON
Emmersons Rd
Lovely Banks Rd
Bluestone Bridge Rd
Geelong-Ballarat Railway
Cowies Creek
Hills Rd
Midland Hwy
Geelong-Ballan Rd
Creamery Rd
Anakie Rd
Moorabool River
Dog Rocks Flora and Fauna Sanctuary
Dog Rocks Rd
Friend in Hand Rd
McCanns Ln
Fyansford-Gheringhap Rd
Hamilton Hwy
Merrawarp Rd
Barwon River
Geelong Ring Rd
Church St
McCurdy Rd
Autumn St
Queens Park Rd
Overhead Transmission Line

**WORKING DRAFT**
**FOR CONSULTATION**
**SUBJECT TO CHANGE**

0 250 500 750 1000m
1:10000 at A0 1:20000 at A2

# WESTERN GEELONG GROWTH AREA

## FRAMEWORK PLAN - DRAFT FUTURE URBAN STRUCTURE PLAN

28 March 2018

CITY OF GREATER GEELONG

NORTHERN & WESTERN GEELONG GROWTH AREAS

# 3. DRAFT GREATER GEELONG SETTLEMENT STRATEGY

| | |
|---|---|
| **Source:** | **Planning & Development** |
| **Acting Director:** | **Joanne van Slageren** |
| **Index Reference:** | **Geelong Settlement Strategy** |
| **Portfolio:** | **Sustainable Development** |

## Purpose

To provide a summary of the process to deliver the draft Settlement Strategy (the Strategy) and to seek endorsement to commence the second phase of community engagement.

## Background

The last major review of Geelong's housing and settlement policies was undertaken back in 2006/07 when a major review of the Municipal Strategic Statement was conducted. It is timely to revisit the planning framework to ensure the housing needs of the municipality can continue to be met into the future.

In 2016 consultants Spatial Economics were engaged to prepare a Settlement Strategy for Greater Geelong. The consultant team has experience in the fields of town planning, economics and demography at both the state and local level.

Six background papers and an issues paper were prepared to inform the draft Strategy (see **Attachment 2** for a summary). These were publicly exhibited in July 2017 and the feedback (see **Attachment 3**) considered in the preparation of the draft Strategy.

The draft strategy is now complete and the second phase of community engagement can now commence.

## Key Issues

- The Strategy will provide a planning framework to deliver housing to 2036 in the municipality and ensure the City can meet its obligation to plan for population growth over a 15 year horizon.
- A number of population scenarios have been developed to investigate likely population growth and to forecast land and housing requirements.
- The key issues to arise include striking a balance between urban consolidation and greenfield development; the spatial distribution of housing between geographic locations; increasing the diversity of housing available in established areas while respecting neighbourhood character, delivering more sustainable growth areas and managing the timing and cost implications of growth.
- The draft strategy is a refinement rather than a fundamental change to existing policy which has been developed over a number of years with extensive community engagement.
- A summary of the key challenges and recommendations within the draft strategy are provided in **Attachment 4** and the full strategy is available at **Attachment 5**.

*The Mayor vacated the Chair at 9.03pm*
*Cr Murrihy assumed the Chair at 9.03pm*

**Cr Mason moved, Cr Murrihy seconded -**

**That Council:**

1) **notes the draft Greater Geelong Settlement Strategy;**

2) **authorises the release of the draft Greater Geelong Settlement Strategy for the second phase of community engagement.**

**Carried.**

**Attachment 1**

***Financial Implications***

Releasing the draft strategy for community engagement forms part of the existing project budget.

***Community Engagement***

Phase 1 of community engagement occurred in July 2007 with feedback received on the background and issues papers. As a result, 55 submissions were received and considered in preparing the draft strategy.

The key themes to come out of the consultation were:

- Geelong will continue to experience strong growth and Council should plan based on the higher growth scenarios
- Residential land take-up is strong particularly in the growth townships on the Bellarine and Armstrong Creek.
- Small and fragmented holdings distort the available land supply figures.
- Long term planning for the Bellarine is required to protect its unique character
- There is interest in developing land for residential purposes beyond what is currently identified in urban Geelong and the Bellarine.
- Sustainability and the environment are important in planning for growth.
- The need to progress planning for the Northern and Western growth areas.
- The importance of infrastructure and service provision keeping up with growth and
- Support for infill development especially in Central Geelong.
- Phase 2 of community engagement will occur now with the release of the draft Strategy document. Submissions are invited and considered by Council at the time of the Strategy's adoption.
- Concurrent consultation on the Northern and Western Growth Areas Framework Plan will occur.
- Phase 3 of community engagement will occur in late early 2019 as part of the planning scheme amendment process where the key elements of the Strategy will be implemented via policy into the Greater Geelong Planning Scheme.

***Social Equity Considerations***

A component of the draft strategy considers the need to increase the level of affordable and social housing within the municipality.

***Policy/Legal/Statutory Implications***

The draft strategy complies with the relevant requirements including consistency with state planning objectives. The Strategy will not carry any statutory weight until the key directions are included in policy in the Greater Geelong Planning Scheme.

***Alignment to City Plan***

The draft strategy aligns with the Sustainable Built and Natural Environment directions including enhancing and protecting natural areas and ecosystem health, supporting our community to live sustainably and advocating for and promoting sustainable design and development.

***Conflict of Interest***

No Council officers involved in the development of the Strategy and preparation of the report have a direct or indirect interest in the issue to which this report relates.

***Risk Assessment***

There is a risk in not preparing and implementing the draft strategy. Without a clear framework to deliver housing into the future there is a risk planning will be ad-hoc and reactionary which will not deliver well considered and planned outcomes for the municipality.

***Environmental Implications***

The draft strategy has a number of environmental implications including considering environmental risks and values when considering the spatial distribution of housing, looking at how development can be more sustainable into the future considering increasing urban consolidation and reducing pressures for outward expansion and increasing housing diversity, connectivity and green spaces amongst other things.

**Attachment 2 – Summary of Background and Issues Papers**

The following papers formed part of the phase 1 community engagement and are available to view on the City's website.

1) **Population growth scenarios (Discussion Paper No 1)**

   The scenarios covered a range of plausible growth rates and the implications on housing demand and land requirements.

2) **Background to projecting population growth (Discussion Paper No 2)**

   Includes a discussion of the methodologies and issues involved in preparation of small area (i.e. council area or smaller) population projections, together with details regarding the most recent Australian, State, regional and greater Geelong population growth forecasts

3) **Past population growth trends (Discussion Paper No 3)**

   Provides an historical overview of Geelong's population growth (over the last thirty years) and discusses the relationship between population growth and the demand for housing and residential land

4) **Characteristics of Geelong's existing dwelling stock (Discussion Paper No 4)**

   Analyses Geelong's existing housing stock including summarising changes in the mix of dwelling types and densities over time

5) **Housing development trends and the capacity of areas identified for future residential development (Discussion Paper No 5)**

   Summarises recent trends in residential land and housing development in Geelong. In addition it estimates the future housing capacity of areas designated for future housing growth

6) **Housing Affordability (Discussion Paper 6)** addresses the issue of the impact of land supply on housing affordability

**Issues Paper**

The issues paper provided a summary of the background papers and also outlined the existing policy framework, the current thinking around what makes sustainable settlements, some explanations around housing density and diversity as well as posing a series of questions to assist people making a submission.

**Attachment 3 – Summary of the key influences that informed the Strategy**

The following is a summary of the background analysis and data that helped inform the Strategy discussion and recommendations.

Based on an analysis of the background information the following key findings have been identified. These have gone onto inform the development of the settlement strategy:

**Population and Housing**

- The current population growth rate is 2.7% and the five year average growth rate is 2.0% which exceeds previous government forecasts. It is unknown whether this short term trend is likely to continue.
- The G21 aspirational growth rate of 2.5% would see the population increase by 152,600 to 387,900 by 2036. This creates demand for an additional 73,400 dwellings.
- The growth surge growth rate of 3.0% would see the population increase by 191,778 to 427,121 by 2036. This creates demand for an additional 91,543 dwellings.
- Planning for faster rather than slower growth is advantageous.
- Over the last 10 years the share of new housing built on the Bellarine has been approximately 35-37% of all new dwellings despite only accounting for 27% of all housing stock.
- Average lot sizes are decreasing and becoming more uniform. The supply of increasing lot uniformity does not necessarily reflect the demand for a diversity of housing.
- Over the last 10 years just over 25% of new housing has been small scale dispersed infill development in established areas (2-3 unit developments).
- Rural residential development only represents 1% of lot construction.

**Growth and Land Supply**

- The draft settlement strategy provides a planning framework to deliver housing to 2036. The state government requires that the City provide 15 years of residential land supply therefore the strategy needs to consider housing demand to at least 2051.
- A number of population scenarios have been developed to investigate housing demand. A growth rate of 2.5% (the G21 aspirational growth rate) is considered the most likely scenario and has primarily been used to calculate housing demand and land requirements into the future.
- Under this scenario the municipality has 25+ years of residential land currently identified for housing development. If a higher growth surge scenario (3.0% growth rate) eventuates this reduces to 22 years, still above the 15 year requirement.
- Geelong's land supply is not greatly impacted by highly fragmented land holdings. The diversity of growth areas, profile of lot sizes and the diversity of development consortiums in the market ensure competition.
- These figures are conservative and assumes no increase in the share of development coming from infill development. The Clever and Creative Future targets 50% of future housing needs to be met by urban consolidation. If this is realised over time the years of housing supply will also increase.
- There is capacity in the established urban areas to accommodate housing growth, particularly the key development areas and increased housing diversity areas – strategically located areas close to amenities and services.
- Maintaining land supply is critical to housing affordability.

**Attachment 4 – Summary of Key Issues and Recommendations**

The following is a summary of the key discussion points and challenges discussed in the Strategy. The recommendations of the Strategy are based on addressing these.

## 1. Spatial distribution of growth and land supply

**Challenges:**

- How should Geelong and the Bellarine grow to meet our housing needs?
- Is there a need to identify additional areas for future housing growth?

**Influences:**

- The scenario approach to growth and land supply allows flexibility and the ability to respond quickly if stronger than anticipated growth occurs.
- The designation of Leopold, Ocean Grove and Drysdale/Clifton Springs as 'growth areas' has seen settlement boundaries outwardly expand to accommodate more growth and there is an expectation that this will continue.
- The values (landscape, tourism, agriculture, environmental) of the Bellarine Peninsula need to be managed to preserve its character and lifestyle.
- Submissions have been received to expand the current extent of urban development in Leopold, Drysdale, Ocean Grove, Armstrong Creek, Lara West, Lovely Banks and Moolap.
- Greater Geelong has well in excess of 15 years residential land identified and no new growth fronts beyond those that are already identified are required.
- The focus of future growth is the Northern and Western Geelong Growth Area (NWGGA). Planning for this area has commenced with development of at least one growth front required by 2025.

**Recommendations:**

**Principle**

Provide clear strategic direction on the spatial distribution of residential growth in Greater Geelong.

**Directions**

a. Direct the majority of future housing needs to urban Geelong (urban infill, Armstrong Creek and the Northern and Western Geelong Growth Areas).
b. Acknowledge the share of new development on the Bellarine Peninsula should decline over time.
c. Discontinue the use of the term 'growth area' when describing district towns on the Bellarine.
d. Ensure development occurs within designated settlement boundaries.
e. Reconsider the need for and timing of the structure planning review process for townships.

**Principle**

Maintain an adequate supply of residential land.

**Directions**

a. Adopt a scenarios-based approach to planning for future housing needs. Use regular monitoring and review to adjust planning, if required.
b. Continue to monitor and review land supply, although new areas for residential development are unlikely to be needed.

**Principle**

Minimise the economic, environmental, visual and servicing impacts of residential development on rural areas.

**Directions**

a. Maintain the extent of rural hamlets (Breamlea, Ceres and Anakie) to current township zone limits.
b. Rescind the Anakie Structure Plan 1996, as environmental constraints in the area make further residential development undesirable
c. Limit rural-living developments to existing zoned land in Lara, Drysdale/Clifton Springs, Wallington, Waurn Ponds, Lovely Banks and Batesford nodes.

## 2. Managing future growth

**Challenges:**

- How can growth be managed and what are appropriate triggers for additional land releases?
- The impact of local infrastructure requirements to service population growth on the City's budget and resources

**Influences:**

- The municipality has enough residential land identified to meet greenfield housing needs out to 2046.
- There should be a substantial overlap between the conclusion of Armstrong Creek and the commencement of a growth front in the Northern and/or Western Geelong growth areas to ensure housing supply and a competitive land market.
- There are significant costs associated with greenfield development and developer contributions only cover some items meaning there is a gap in funding that the City has to find. The City must consider its financial position as part of the decision making on releasing new growth fronts.
- The framework planning for the Northern and Western Geelong Growth Areas has commenced. Once adopted more localised Precinct Structure Plans (PSP) and Infrastructure Contributions Plans (ICP) will be developed.
- The decision to commence a Precinct Structure Plan is critical to managing the implications of the commencement of new growth fronts. This decision should be informed by an assessment of the community and financial implications.

**Recommendations:**

**Principle**

Ensure growth areas are well-planned and deliver sustainable communities.

**Directions**

a. Ensure the development of new growth areas is guided by a strategic framework plan and infrastructure plan that outlines the orderly and sequential preparation precinct structure plans
b. Complete the Northern and Western Geelong Growth Areas project in 2018. Implement the framework plan into the Greater Geelong Planning Scheme.
c. Increase housing diversity in growth areas by delivering a broad range of lot sizes, capable of accommodating a variety of affordable housing types, including social housing.
d. Deliver self-sufficient communities as early as possible.
e. Apply 'One Planet Living' principles to growth area planning and development.

**Principle**

Manage the release of new growth areas to make sure infrastructure, services and facilities are provided in a timely and efficient way.

**Directions**

a. Advocate for a metro-rate equivalent Infrastructure Contributions Plan levy for Geelong's growth areas.
b. Advocate for state infrastructure to be delivered in a timely way and for other levels of government to contribute to regional and state infrastructure that isn't funded by development contributions.
c. Use third party funding agreements to pay for the background reports and technical studies needed to prepare precinct structure plans led by the City
d. Explore opportunities to use private sector funding to assist with delivering infrastructure.
e. Commence development in at least one new growth area by 2025, by initiating precinct structure planning after the framework plan has been approved.
f. Monitor and control the budget implications of land releases in growth areas.
g. Manage the number of precinct structure plans that can be prepared simultaneously.

## 3. The Bellarine Peninsula

**Challenges:**

- The implications of Geelong's projected strong population growth on the Bellarine Peninsula and its townships.

**Influences:**

- Current settlement boundaries are based on township Structure Plans. Past practice has been to periodically review these which has led to pressure to extend the boundaries.
- Leopold, Ocean Grove and Drysdale/Clifton Springs are already fulfilling their roles as district towns.
- The Bellarine Localised Planning Statement (recognised in state and local policy) outlines the importance of the Bellarine.

- If the scale of development that has been seen over the past few years continues there will be significant impacts on the character of the Bellarine.
- There are already clear directions for housing development within the existing settlement boundaries including the preferred location and design of infill development.
- Greater clarity needs to be provided on the future role of the Bellarine.

**Recommendations:**

**Principle**

Maintain the unique township, landscape, tourism, farming and environmental values of the Bellarine Peninsula.

**Directions**

a. Recognise that Drysdale/Clifton Springs, Leopold and Ocean Grove are already fulfilling their roles as district towns.
b. Discontinue the use of the term 'growth area' in relation to the district towns.
c. Acknowledge the share of housing development going to the Bellarine Peninsula should decrease over time.
d. Review housing opportunities within townships to determine if localised housing intensification can be provided.
e. Ensure development reflects the preferred character of the townships.

**4. <u>Permanent settlement boundaries</u>**

**Challenges:**

- Maintaining Geelong's unique identity and character while providing for growth
- The balance between future housing development in urban Geelong and the Bellarine Peninsula townships

**Influences:**

- The introduction of a permanent settlement boundary would provide certainty around where housing growth should be directed.
- There are two options to introduce a permanent settlement boundary; the Urban Growth Boundary provision that currently applies to metropolitan Melbourne and utilising the Distinctive Areas and Landscapes Bill that is being applied to the Macedon Ranges.
- A consultation process would need to be developed to consider the permanent boundary location. This would be based on a 'logical inclusions' process similar to that used to finalise the Melbourne Urban Growth Boundary.
- There are opportunities to work with neighbouring councils to consider a regional approach to housing and settlement boundaries.
- The importance of non-urban breaks is already identified in state and local policy.
- The long term preservation of non-urban breaks will help maintain the unique identity of Geelong and its townships.

**Recommendations:**

Contain growth within identified locations across the municipality.

**Directions**

a. Pursue options to implement permanent settlement boundaries for Greater Geelong.
b. Implement permanent boundaries based generally on existing urban areas and areas already identified in policy.
c. Establish a consultation process to review the appropriateness of this boundary and deal with any significant anomalies or logical inclusions that might be needed.
d. Place structure plan reviews on hold until the permanent boundary is known.
e. Work with the state government and neighbouring councils to consider a regional approach to housing and settlement boundaries.

**Principle**

Maintain the unique identity of Greater Geelong and its townships.

**Directions**

a. Maintain the non-urban breaks between Geelong and Melbourne (Wyndham), Geelong and the Surf Coast, urban Geelong and the Bellarine Peninsula, and the townships on the Bellarine Peninsula.
b. Assess areas with special local environmental or landscape values and consider options to help preserve and manage these breaks into the future.

**5. Urban consolidation**

**Challenges**

- The potential contribution that urban consolidation can make towards future housing needs
- How can housing choice and affordability be influenced?

**Influences:**

- A Clever and Creative Future is seeking to increase the contribution urban consolidation makes to overall housing supply from 35% to 50%.
- The Housing Diversity Strategy introduced the concept of 'key development areas', 'increased housing diversity areas' and 'incremental change areas' and this hierarchical approach to delivering housing diversity is still appropriate.
- The introduction of permanent settlement boundaries is likely to increase demand within townships and suburbs for infill development where there is no greenfield alternative.
- Further opportunities will arise to consider additional areas for housing diversity such as areas around upgraded train stations or areas transitioning from other uses which will be considered on their merits.
- Along with ensuring an adequate land supply the City should continue to work with the state government and developers to deliver social housing outcomes.

**Recommendations:**

**Principle**

Increase the role of urban consolidation as part of Geelong's overall housing supply.

**Directions**

a. Facilitate infill development to increase the housing supply contribution to 50 per cent, by 2047.
b. Support the population target of 10,000 people by 2028 in Central Geelong through increased residential development.
c. Continue to invest in 'place making' activities – that is amenity and local facility improvements – in urban renewal areas and activity centres.
d. Review the application of the residential zones as a result of planning scheme amendment VC110 to ensure that the most effective zone approach is being used.
e. Do not restrict growth area development to force urban consolidation.

**Principle**

Articulate the preferred location for increased housing densities.

**Directions**

a. Continue to support the following policy directions set out in the Housing Diversity Strategy:
b. Direct high-density housing growth to the Central Geelong, Fyans/West Fyans and Waurn Ponds Key Development Areas.
c. Maximise opportunities for a diverse mix of housing types around activity centres in Increased Housing Diversity Areas.
d. Support low–scale, medium-density housing in Incremental Change Areas.
e. Undertake a strategic planning program to increase the contribution of train station environs to future housing needs.

**Principle**

Manage the impact of increased housing densities on neighbourhoods.

**Directions**

a. Prepare design guidelines for areas of housing change to reduce uncertainty about the scale, form and design of neighbourhood developments.

**Principle**

Increase the level of affordable and social housing in Greater Geelong.

**Directions**

a. Support affordable housing in areas suitable for urban consolidation.
b. Investigate model voluntary agreements, inclusionary zoning and development of surplus government site to deliver social housing.
c. Work with the state government, community housing and the private sector to deliver more affordable and social housing options.

## 6. Monitoring and review

**Challenges:**

- Responding to the uncertainty of population growth rates and property cycles

**Influences:**

- The City needs to continue to monitor and report on housing and population data.
- Understanding the needs of public utilities, government agencies, land developers, council departments etc. will assist decision making on housing and land requirements.
- The growth scenarios should be updated at least every five years.
- An understanding of supply and demand will allow the City to respond to higher or lower than anticipated growth rates.

**Recommendations:**

**Principle**
Monitor and review population growth, housing demand and development trends, and make adjustments as required.

**Directions**

a. Work with the state government and other agencies to collect and analyse data.
b. Monitor annual supply and demand for residential land (all supply types) at multiple levels (estates, townships/suburbs, growth areas and municipality) to track progress and inform decision-making.
c. Use actual development data and consultation with the development industry to understand development trends. Update growth scenarios at least every 5 years and update this strategy, as necessary.

THE CITY OF
GREATER GEELONG

# DRAFT SETTLEMENT STRATEGY

MAY 2018

CITY OF GREATER GEELONG

# Acknowledgements

The Greater Geelong municipality is located on the traditional lands of the Wadawurrung people. The land was created by the great ancestor spirit, Bunjil, the wedge tailed eagle. Wadwurrung territory extends from the Great Dividing Range in the north,  to the coast around Port Phillip and Western Port Bays. The City acknowledges the Wadawurrung people as the Traditional Owners of this land who to this day practice their culture and uphold the dignity of their ancestors.

The final version of the Settlement Strategy is a collaboration between the City of Greater Geelong and Spatial Economics. It is based on work undertaken and presented by Spatial Economics, with some refinement by the City of Greater Geelong.

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# Executive summary

## A PLANNING FRAMEWORK TO MEET THE HOUSING NEEDS OF GREATER GEELONG

Australia is experiencing strong population growth, with an unprecedented share of this growth happening in Victoria and, in particular, Melbourne.

As Victoria's second city, Geelong's proximity to Melbourne, strong employment growth and affordable housing and lifestyle have seen the population grow from 216,000 to 239,000 people over the last five years. During this time, the growth rate increased from 1.5 per cent, to 2.7 per cent.

It is anticipated that Greater Geelong will continue to experience strong growth and demand for housing over a sustained period.

At the City of Greater Geelong, how we manage population growth, while maintaining what people love about living in this region, is a key issue for us.

Our current planning framework is consistent with state policy and has been developed over a number of years, with extensive community consultation. This strategy aims to build on, and refine, what is already in place.

### What does the strategy cover?

This Settlement Strategy provides:

- an overview of our current settlement and housing policies
- an analysis of population and housing trends
- background information about issues and community aspirations and
- recommendations designed to help us provide housing for a growing population, while protecting Geelong's unique lifestyle and environmental values.

The recommendations have been informed by:

- historic and recent housing and development data
- population data from the Australian Bureau of Statistics (ABS) and Victoria in Future
- a review of the current planning framework
- consultation with the housing development industry, government agencies, servicing authorities and the Greater Geelong community.

### Key findings

We can continue to meet future housing needs until 2036 and beyond without creating new areas for residential growth, beyond those already planned.

The current mix of greenfield development and urban consolidation is contributing to housing choice and affordability. This makes Greater Geelong a very attractive place to live.

Based on a population growth scenario of 2.5 per cent, we have a 25+ years supply of residential land already identified. This supply could be extended, if infill development in established areas increases to 50 per cent, and better housing diversity can be achieved in identified growth areas.

To maintain Greater Geelong's lifestyle and housing advantages, this strategy makes a number of recommendations designed to:

- preserve significant landscapes and environments from urban encroachment
- contain urban development within settlement boundaries
- encourage urban consolidation, to increase the contribution it makes to the overall housing supply and
- manage future growth to deliver more sustainable, well-serviced communities.

A full list of consolidated recommendations is provided in the next section.

### What happens next?

Our draft *Settlement Strategy* will be placed on public exhibition for community feedback.

All submissions received will be considered and changes made, where necessary. The final strategy will then be presented to Council for adoption.

Key recommendations will be implemented via amendments to local policy within the Greater Geelong Planning Scheme.

# Recommendations

The following is a consolidated list of the principles and directions set out in the strategy section (see page 50).

## 1. SPATIAL DISTRIBUTION OF GROWTH AND LAND SUPPLY

### Principle

Provide clear strategic direction on the spatial distribution of residential growth in Greater Geelong.

### Directions

a. Direct the majority of future housing needs to urban Geelong (urban infill, Armstrong Creek and the Northern and Western Geelong Growth Areas).

b. Acknowledge the share of new development on the Bellarine Peninsula should decline over time.

c. Discontinue the use of the term 'growth area' when describing district towns on the Bellarine.

d. Ensure development occurs within designated settlement boundaries.

e. Reconsider the need for and timing of the structure planning review process for townships.

### Principle

Maintain an adequate supply of residential land.

### Directions

a. Adopt a scenarios-based approach to planning for future housing needs. Use regular monitoring and review to adjust planning, if required.

b. Continue to monitor and review land supply, although new areas for residential development are unlikely to be needed.

### Principle

Minimise the economic, environmental, visual and servicing impacts of residential development on rural areas.

### Directions

a. Maintain the extent of rural hamlets (Breamlea, Ceres and Anakie) to current township zone limits.

b. Rescind the *Anakie Structure Plan 1996*, as environmental constraints in the area make further residential development undesirable

c. Limit rural-living developments to existing zoned land in Lara, Drysdale/Clifton Springs, Wallington, Waurn Ponds, Lovely Banks and Batesford nodes.

## 2. MANAGING GROWTH

### Principle

Ensure growth areas are well-planned and deliver sustainable communities.

### Directions

a. Ensure the development of new growth areas is guided by a strategic framework plan and infrastructure plan that outlines the orderly and sequential preparation precinct structure plans

b. Complete the Northern and Western Geelong Growth Areas project in 2018. Implement the framework plan into the Greater Geelong Planning Scheme.

c. Increase housing diversity in growth areas by delivering a broad range of lot sizes, capable of accommodating a variety of affordable housing types, including social housing.

d. Deliver self-sufficient communities as early as possible.

e. Apply 'One Planet Living' principles to growth area planning and development.

### Principle

Manage the release of new growth areas to make sure infrastructure, services and facilities are provided in a timely and efficient way.

### Directions

a. Advocate for a metro-rate equivalent Infrastructure Contributions Plan levy for Geelong's growth areas.

b. Advocate for state infrastructure to be delivered in a timely way and for other levels of government to contribute to regional and state infrastructure that isn't funded by development contributions.

c. Use third party funding agreements to pay for the background reports and technical studies needed to prepare precinct structure plans led by the City

d. Explore opportunities to use private sector funding to assist with delivering infrastructure.

e. Commence development in at least one new growth area by 2025, by initiating precinct structure planning after the framework plan has been approved.

f. Monitor and control the budget implications of land releases in growth areas.

g. Manage the number of precinct structure plans that can be prepared simultaneously.

## 3. BELLARINE PENINSULA

### Principle

**Maintain the unique township, landscape, tourism, farming and environmental values of the Bellarine Peninsula.**

### Directions

a. Recognise that Drysdale/Clifton Springs, Leopold and Ocean Grove are already fulfilling their roles as district towns.

b. Discontinue the use of the term 'growth area' in relation to the district towns.

a. Acknowledge the share of housing development going to the Bellarine Peninsula should decrease over time.

b. Review housing opportunities within townships to determine if localised housing intensification can be provided.

c. Ensure development reflects the preferred character of the townships.

## 4. PERMANENT SETTLEMENT BOUNDARIES

### Principle

**Contain growth within identified locations across the municipality.**

### Directions

a. Pursue options to implement permanent settlement boundaries for Greater Geelong.

b. Implement permanent boundaries based generally on existing urban areas and areas already identified in policy.

c. Establish a consultation process to review the appropriateness of this boundary and deal with any significant anomalies or logical inclusions that might be needed.

d. Place structure plan reviews on hold until the permanent boundary is known.

e. Work with the state government and neighbouring councils to consider a regional approach to housing and settlement boundaries.

### Principle

**Maintain the unique identity of Greater Geelong and its townships.**

### Directions

a. Maintain the non-urban breaks between Geelong and Melbourne (Wyndham), Geelong and the Surf Coast, urban Geelong and the Bellarine Peninsula, and the townships on the Bellarine Peninsula.

b. Assess areas with special local environmental or landscape values and consider options to help preserve and manage these breaks into the future.

## 5. URBAN CONSOLIDATION

### Principle

**Increase the role of urban consolidation as part of Geelong's overall housing supply.**

### Directions

a. Facilitate infill development to increase the housing supply contribution to 50 per cent, by 2047.

b. Support the population target of 10,000 people by 2028 in Central Geelong through increased residential development

c. Continue to invest in 'place making' activities – that is amenity and local facility improvements – in urban renewal areas and activity centres.

d. Review the application of the residential zones as a result of planning scheme amendment VC110 to ensure that the most effective zone approach is being used

e. Do not restrict growth area development to force urban consolidation.

### Principle

**Articulate the preferred location for increased housing densities.**

### Directions

a. Continue to support the following policy directions set out in the Housing Diversity Strategy:

– Direct high-density housing growth to the Central Geelong, Fyans/West Fyans and Waurn Ponds Key Development Areas

– Maximise opportunities for a diverse mix of housing types around activity centres in Increased Housing Diversity Areas.

– Support low–scale, medium-density housing in Incremental Change Areas.

b. Undertake a strategic planning program to increase the contribution of train station environs to future housing needs

### Principle

**Manage the impact of increased housing densities on neighbourhoods.**

a. Prepare design guidelines for areas of housing change to reduce uncertainty about the scale, form and design of neighbourhood developments.

### Principle

**Increase the level of affordable and social housing in Greater Geelong.**

### Directions

a. Support affordable housing in areas suitable for urban consolidation.

b. Investigate model voluntary agreements, inclusionary zoning and development of surplus government site to deliver social housing.

c. Work with the state government, community housing and the private sector to deliver more affordable and social housing options.

## 6. MONITORING AND REVIEW

### Principle

**Monitor and review population growth, housing demand and development trends, and make adjustments as required.**

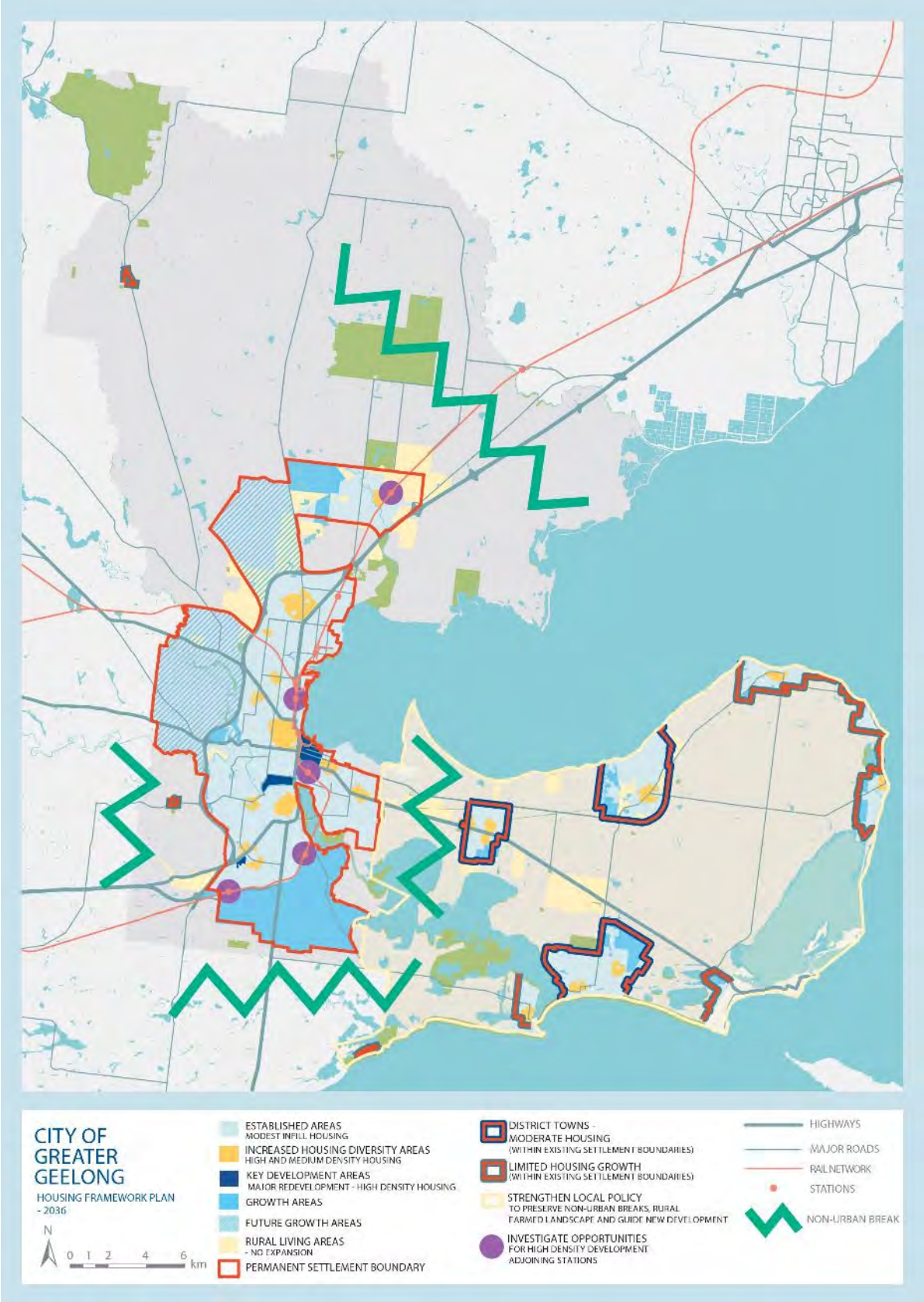
### Directions

a. Work with the state government and other agencies to collect and analyse data.

b. Monitor annual supply and demand for residential land (all supply types) at multiple levels (estates, townships/suburbs, growth areas and municipality) to track progress and inform decision-making.

c. Use actual development data and consultation with the development industry to understand development trends. Update growth scenarios at least every 5 years and update this strategy, as necessary.

**Figure 1: Greater Geelong Housing Framework Plan – 2036**



# Introduction

The last major review of Greater Geelong's housing and settlement policies was undertaken back in 2006–07, when Greater Geelong's Municipal Strategic Statement was reviewed.

With Geelong experiencing strong levels of growth, it is timely to reflect on how the housing needs of our growing population will be met in the future.

We are already planning for growth and encouraging urban consolidation in a number of key locations. This strategy is an opportunity to review existing policies and articulate our preferred directions for housing and settlement planning going forward.

## REPORT STRUCTURE

This report includes the following sections:

### Introduction

1. Executive summary
2. Consolidated recommendations
3. Purpose, scope and methodology

### Background

4. Overview of the relevant state and local policies and planning strategies to provide for future housing needs
5. Current population growth and housing trends
6. Forecasting population growth and housing demand
7. Implications for future housing demand and land requirements
8. Housing affordability

### Strategy

9. Spatial Distribution of Growth and Land Supply
10. Managing Future Growth
11. The Bellarine Peninsula
12. Permanent Settlement Boundary
13. Urban Consolidation
14. Monitoring and Review

### Appendices

15. Spatial Economics project team



## PURPOSE AND SCOPE OF THE SETTLEMENT STRATEGY

In late 2016, we commissioned Spatial Economics (see appendix 1 for consultant team details) to review our population and housing demand forecasts and prepare an updated settlement strategy for Greater Geelong.

The purpose of the strategy is:

- to analyse future housing needs and trends
- to develop a clear policy framework that will guide planning and decision-making and
- to help us meet Greater Geelong's future housing needs.

This strategy is intended to address municipal housing needs until 2036. This meets the requirement of the State Planning Policy Framework that all Victorian councils must plan to accommodate projected population growth over a 15-year period. A key question for the strategy is whether the current policy framework can accommodate forecast growth out to 2051.

The settlement strategy did not start with a 'blank canvas'. Our existing policies and strategic directions have been developed over many years, through detailed investigation and consultative processes. They are a solid foundation from which to build and have shaped community expectations regarding the management of Geelong's future growth.

Within this existing framework, a critical look at the current issues and opportunities faced by Geelong was still needed. From this review, recommendations to improve existing policies, so they reflect contemporary thinking about the sustainable management of urban growth, have been formed.

The strategy reflects our commitment to sustainability and, in particular, the need to balance future development against the valued characteristics of Geelong's urban areas and the Bellarine Peninsula. Effective use of existing and programmed urban infrastructure, facilities and services was also a key consideration.

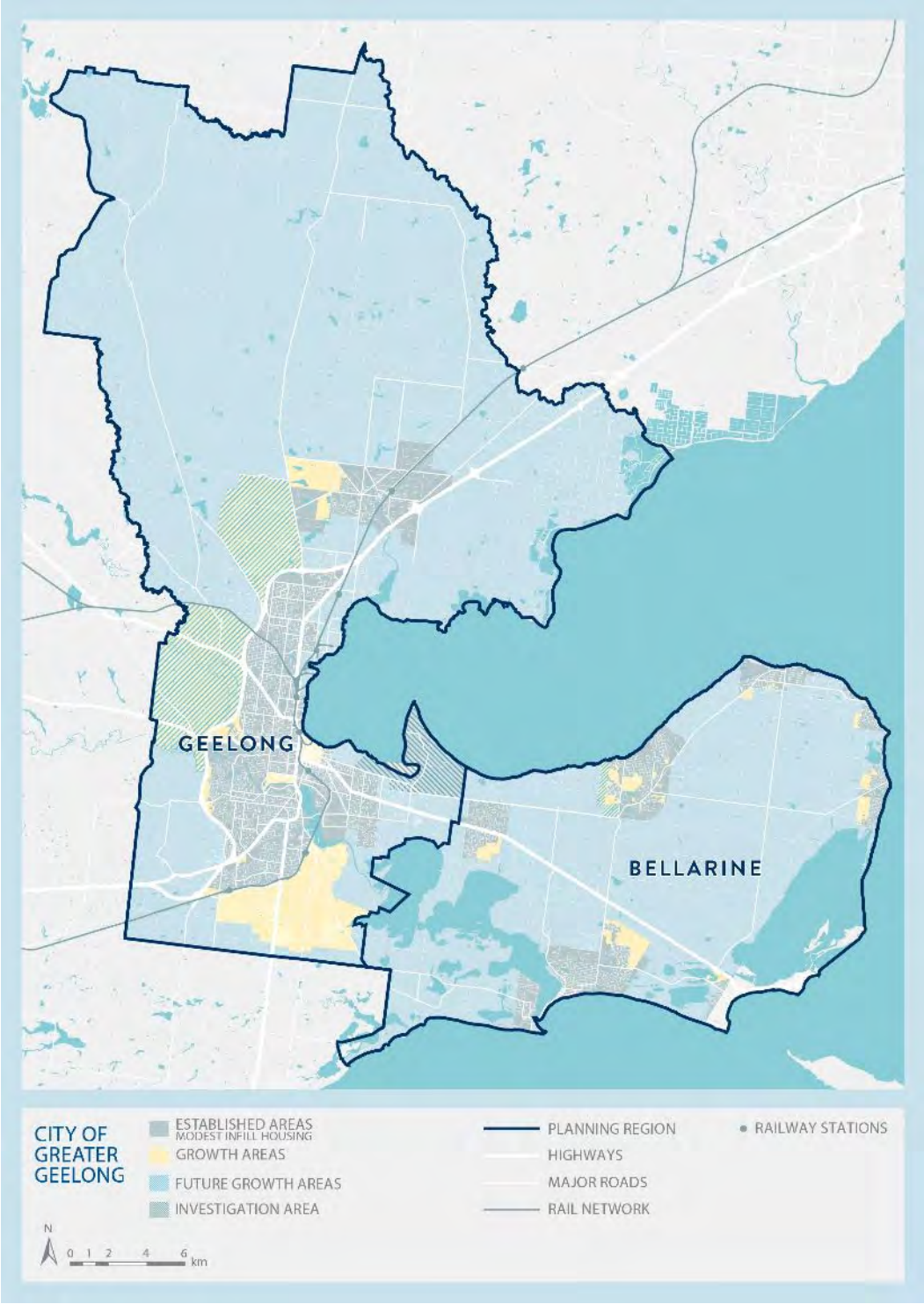
The Settlement Strategy does not:

- make recommendations about specific boundaries for proposed growth areas and townships, but estimates housing capacity on the basis of the boundaries already identified in strategic planning documents
- address the detailed structure planning of areas identified for future residential growth
- prepare detailed infrastructure lists, or cost estimates, although recommendations have been informed in consultation with Barwon Water and others, to determine the practicality of servicing areas identified for future development
- address other land use types, such as farming, industrial, commercial or public uses, except in cases where these uses may impact upon housing supply policies.

## APPROACH

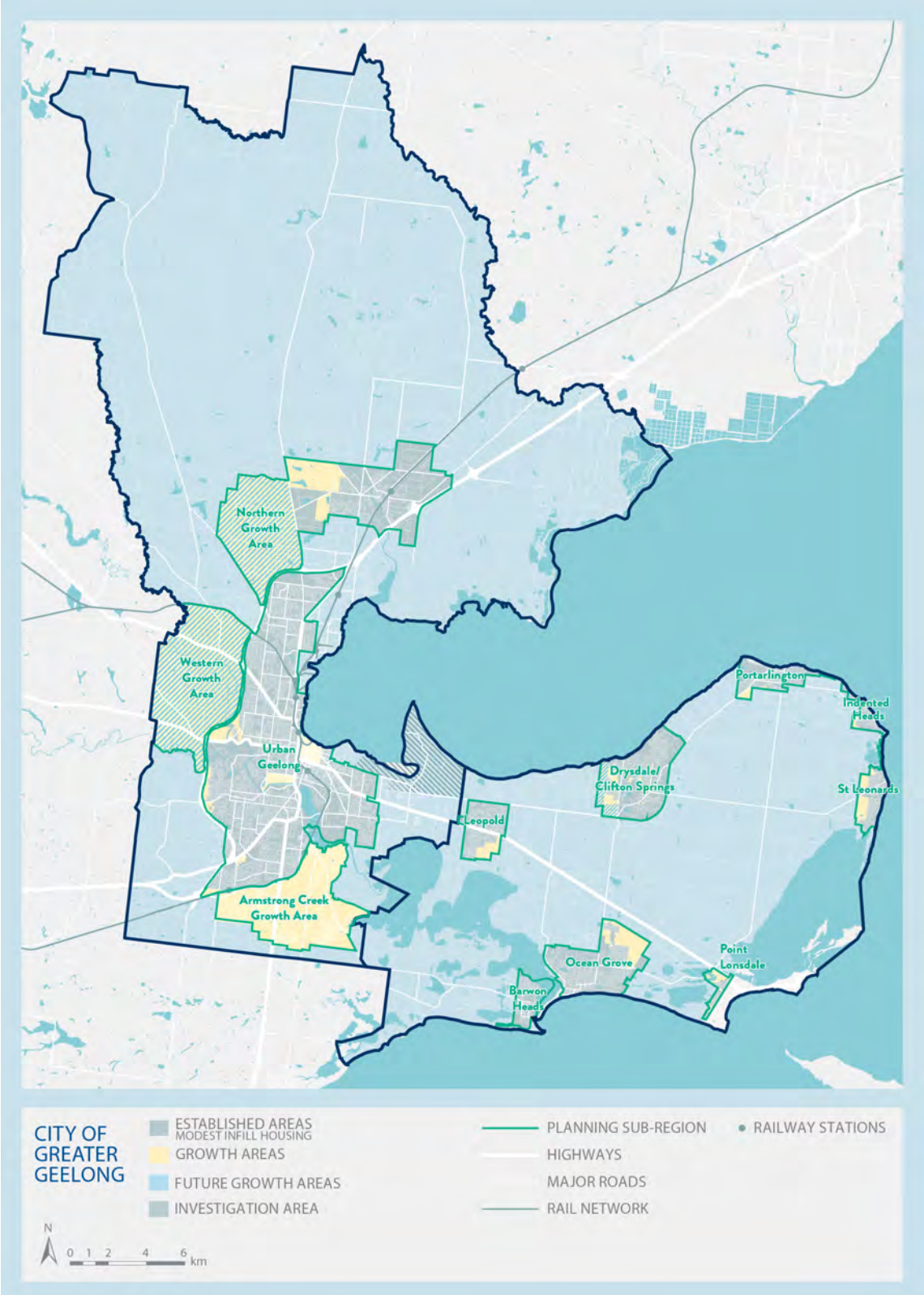
For the purposes of this strategy, Greater Geelong has been divided into 2 distinct geographic areas – 'Geelong' and the 'Bellarine' (see Figure 2).

**Figure 2: Regions of City of Greater Geelong**



Further review and analysis has been done at the sub-region and township levels, as shown in Figure 3.

**Figure 3: Sub-regions and townships of the City of Greater Geelong**



The following was done in preparation for this strategy:

1. We assessed recent official population growth estimates and forecasts for Geelong and prepared five population-growth and housing-demand scenarios. This information was used to help assess Geelong's potential future residential land requirements.
2. We calculated the expected growth in underlying housing demand associated with each of the population-growth scenarios.
3. We reviewed recent housing development trends in Geelong to assess the likely split of future housing development between:
    - urban Geelong and the Bellarine townships and
    - established suburbs, through urban consolidation, and greenfield development in designated growth areas.
4. We analysed the existing planning framework to determine where it can accommodate forecast housing growth. This involved estimating the capacity of:
    - land currently zoned for broad-hectare development
    - land identified in relevant strategic land-use plans for future residential development (unzoned)
    - the two new growth areas (Northern and Western Geelong Growth Areas) already identified in Geelong's strategic planning
    - the established parts of both Geelong and the 60Bellarine townships.
5. We set out principles and options for ongoing management of identified land supply and additional housing capacity.

## BACKGROUND PAPERS AND PUBLIC CONSULTATION

To forecast likely future population growth and residential land requirements, we analysed the results from detailed reviews of:

- existing dwelling stock
- residential development activity over the last decade
- current residential land stocks and
- recent and forecast population growth.

The data and results from this analysis were set out in six discussion papers covering:

**Population growth scenarios**

Discussion Paper 1

Various scenarios were considered to cover a range of plausible growth rates and the impact these would have on residential land supply.

**Note:** Post consultation, a *Population Growth and Development Activity Addendum Nov 2017* was prepared to pick up the findings from two subsequent releases of Australian Bureau of Statistics data. This paper confirmed the upward trend in population growth at the national, state and local (Melbourne and Geelong) levels. Given this trend, a 3 per cent 'growth surge' scenario was developed.

**Background to projecting population growth**

Discussion Paper 2

This included a discussion of the methodologies and issues involved in the preparation of small area (that is council area, or smaller) population projections, together with details regarding the most recent national, state, regional and greater Geelong population growth forecasts.

**Past population growth trends**

Discussion Paper 3

This paper provided a historical overview of Geelong's population growth over the last thirty years. It discussed the relationship between population growth and the demand for housing and residential land.

**Characteristics of Geelong's existing dwelling stock**

Discussion Paper 4

This paper analysed Geelong's existing housing stock and summarised changes in the mix of dwelling types and densities over time.

**Housing development trends and the capacity of areas identified for future residential development**

Discussion Paper 5

This summarised recent trends in residential land and housing development in Geelong. In addition, it estimated the future housing capacity of areas designated for future housing growth.

**Housing Affordability**

Discussion Paper 6

Addressed the impact of land supply on housing affordability.

The discussion papers were published in July 2017 to accompany the Council Issues Papers that were released. They were used to encourage community and stakeholder input into the draft settlement strategy. As a result of the public consultation, 55 submissions were received on a wide range of issues. The key themes to come out of the consultation were:

- Geelong will continue to experience strong growth and the City should plan based on the higher growth scenarios.
- Residential land take-up is strong, particularly in the growth townships on the Bellarine and Armstrong Creek.
- Small and fragmented holdings distort the available land supply figures.
- Long-term planning for the Bellarine is required to protect its unique character.
- There is interest in developing land for residential purposes, beyond what is currently identified in urban Geelong and the Bellarine.
- Sustainability and the environment are important in planning for growth.
- Planning needs to progress in the Northern and Western Geelong Growth Areas.
- It is important that infrastructure and services keep up with growth.
- There is support for infill development, especially in Central Geelong.

All submissions were considered as part of the preparation of this strategy.

# BACKGROUND

**The following section outlines our key considerations in preparing the Settlement Strategy.**

## Policy context

### State Planning Policy Framework

The State Planning Policy Framework provides key directions around settlement, housing, environment, infrastructure and transport.

Relevant considerations for the Settlement Strategy were:

- providing for current and future housing needs
- providing housing choice
- encouraging urban consolidation and limiting urban sprawl
- ensuring orderly planning for new growth areas
- providing infrastructure, services and facilities and protecting distinctive areas.

A key requirement of the state planning policy framework is that all councils maintain at least a fifteen year supply of land for residential development.

### Plan Melbourne 2017–2050

*Plan Melbourne* is a metropolitan planning strategy that defines the future shape of the city and state over the next 35 years. It seeks to integrate long-term land use, infrastructure and transport planning, and support jobs and growth, while building on Melbourne's legacy of distinctiveness, liveability and sustainability.

Continuing to invest in regional Victoria is one of seven outcomes the plan strives to achieve, stating:

> *"Continuing to invest in regional Victoria is important to support housing and economic growth, enhance social and economic participation and grow strong, healthy communities."*

It also says:

> *"Development in regional Victoria will need to be in keeping with the character, attractiveness and amenity of individual cities and towns. It will also need to be balanced with protecting productive land, economic resources and biodiversity assets that are critical to the state's economic and environmental sustainability."*



## G21 Regional Growth Plan

The *G21 Regional Growth Plan* is a plan to manage growth and land use pressures to 2050 in the G21 region (made up of includes Greater Geelong, Surf Coast Shire, Golden Plains Shire, Colac Otway Shire and Borough of Queenscliffe). It pulls together the strategic land use and growth planning already done across the region and builds on this, to identify where future residential and employment growth will occur and the critical infrastructure required to support it.

The plan designates Lara, Leopold, Ocean Grove and Drysdale/Clifton Springs as 'urban growth areas' or 'district towns'. Armstrong Creek is nominated as a 'growth area' and Lovely Banks and Batesford are nominated as 'Further Investigation Areas' (now known as the Northern and Western Geelong Growth Areas).

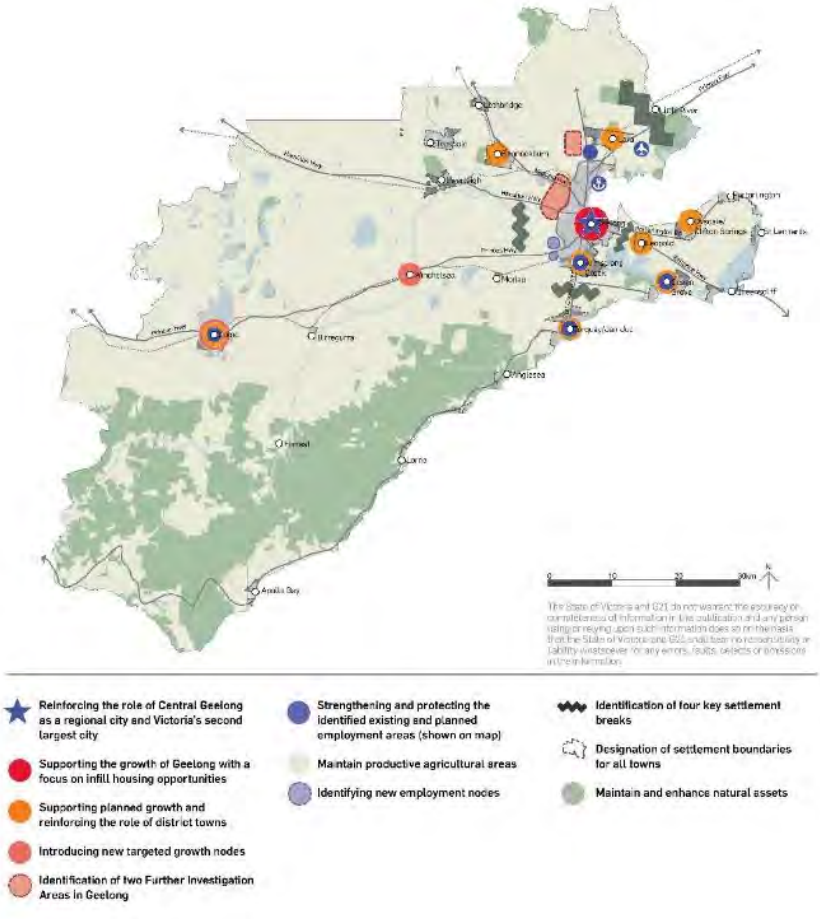
The plan supports growth in district towns, consistent with existing structure plans, by encouraging infill development and providing key services to surrounding areas.

On the Bellarine, it emphasises the need to maintain the farmed landscape character between Geelong and Bellarine towns, requiring settlement boundaries, encouraging rural production, maintaining town identities and related tourism opportunities and minimising impacts on significant wetlands and coastal views.

The *G21 Regional Growth Plan Implementation Plan* provides some guidance around the sequencing of growth and planning.

The State Planning Policy Framework contains key directions from this plan at clause 11.09, Geelong (G21).

**Figure 4: G21 Regional Growth Plan - Settlement and Employment Directions**




**Source: G21 Regional Growth Plan 2013**

## Bellarine Localised Planning Statement

We developed the Bellarine Peninsula Localised Planning Statement collaboratively with the Borough of Queenscliffe, and support from the Department of Transport, Planning and Local Infrastructure (now the Department of Environment, Land, Water and Planning).

The statement builds on the existing strategies and policies of both councils, including the importance of preserving rural uses and the rural landscape, maintaining non-urban breaks, enhancing township character and identity, protecting environmentally sensitive areas and facilitating growth consistent with structure plans.

The Localised Planning Statement is a reference document in clause 11.05, Planning for distinctive areas and landscapes, in the State Planning Policy Framework.

**Figure 5: Bellarine Localised Planning Statement Framework Plan**




**Source: Bellarine Localised Planning Statement September 2015**

## Local Planning Policy Framework

### Municipal Strategic Statement

The Municipal Strategic Statement sets out the key objectives and strategies that will guide land use and development in Greater Geelong.

A number of strategies have been prepared over the years to inform the development of the Municipal Strategic Statement. Some key strategies important to settlement and housing include:

**Strategic land use directions**

- *Housing Diversity Strategy*, 2007 (amended September 2008)
- *Rural Land Use Strategy*, 2007

**Structure Plans:**

- *Central Geelong: Looking Forward, Part A - Structure Plan*, July 2007
- *Central Geelong Action Plan*, December 2013
- *Geelong Western Wedge Framework*, as updated September 2005
- *Armstrong Creek Urban Growth Plan, Volume 1*, May 2010 (amended September 2012)
- *Lara Structure Plan*, April 2011
- *Ocean Grove Structure Plan*, 2015 (amended September 2016)
- *Portarlington Structure Plan*, September 2016 (amended July 2017)
- *Indented Head Structure Plan*, May 2016
- *St Leonards Structure Plan*, 2015
- *Leopold Structure Plan*, 2011 (amended January 2013)
- *Barwon Heads Structure Plan*, 2010 (reviewed 2017)
- *Drysdale Clifton Springs Structure Plan*, 2010
- *Jetty Road Urban Growth Plan*, 2007 (amended September 2008)
- *Point Lonsdale Structure Plan*, 2009 (amended November 2011)
- *Anakie Structure Plan*, 1996
- *West Fyans –Fyans Street Precinct Structure Plan*, 2009
- *Corio Norlane Structure Plan*, 2012

The Municipal Framework Plan identifies Lara, Leopold, Ocean Grove, Drysdale/Clifton Springs and Armstrong Creek as urban growth areas.

Clause 21.06, Settlement and Housing, provides direction around urban growth and urban consolidation, including:

- directing growth to the identified growth locations
- maintaining non-urban breaks between settlements
- providing for development within settlement boundaries and
- supporting infill development in targeted locations.

Clause 21.08, Development and Community Infrastructure, provides direction around development contributions, to be sure infrastructure, open space and transport infrastructure is delivered in an efficient and timely manner, in line with population growth.

The key recommendations of the structure plans noted above are implemented via the local Municipal Strategic Statement at the following clauses:

- 21.09 Central Geelong
- 21.11 Armstrong Creek Urban Growth Area
- 21.13 Lara
- 21.14 Bellarine Peninsula
- 21.16 Anakie
- 21.17 West Fyans-Fyans St Area and
- 21.18 Corio Norlane.

### Local policy

Local polices are used to implement the objectives and strategies of the Municipal Strategic Statement.

Clause 22.05, Agriculture, Rural Dwellings and Subdivision, provides guidance around housing in rural areas and clause 22.63, Increased Housing Diversity Areas, deals with development within housing diversity areas.

## Greater Geelong: Clever and Creative Future

This work represents the voices of more than 16,000 members of the Geelong community.

*Greater Geelong: A Clever and Creative Future* is a 30-year vision that guides all levels of government, community organisations, businesses and anyone wanting to make a genuine contribution to the Geelong city-region.

The community's vision is:

"By 2047, Greater Geelong will be internationally recognised as a clever and creative city- region that is forward looking, enterprising and adaptive, and cares for its people and environment."

At the heart of the 30-year vision are nine community aspirations. The aspiration most relevant to the Settlement Strategy is:

"Sustainable development that supports population growth and protects the natural environment."

The community values we seek to support include:

- green spaces and corridors, including farmland and recreational space, between urban areas
- easy access to open space and parkland near homes Geelong cleaver and
- the uniqueness and significance of natural bushland, coastlines, wetlands, rivers and beaches
- sustainable development that responds to climate change
- design that makes best use of technology for better and more sustainable living
- development that enhances the identity of diverse neighbourhoods
- design excellence and innovation in new buildings and public spaces
- creating high amenity neighbourhoods that are well connected and sustainable.



## CURRENT PLANS FOR HOUSING GROWTH IN GEELONG

The Settlement Strategy is intended to build on, not replace, existing planning policy. This section presents a brief overview of the current housing growth planning framework.

Future housing demand will be met by a combination of:

- urban consolidation
    - infill development and redevelopment in established suburbs in close proximity to activity centres and train stations
    - completion of development of areas of remnant broad-hectare land within the Geelong Ring Road, such as Highton and Fyansford
    - progressive development of zoned broad-hectare land in Lara
- continuing development of the Armstrong Creek growth area, as per the framework plan
- the longer term development of the Northern and Western Geelong Growth Areas, identified in the *G21 Regional Growth Plan*
- continuing development of identified broad-hectare land on the Bellarine Peninsula, within Ocean Grove, Portarlington, St Leonards, Drysdale/Clifton Springs and Leopold

The following paragraphs briefly summarise the expected contribution of each of these elements to meeting Geelong's future housing needs.

### Urban Consolidation

Our approach to planning for urban consolidation is set out in the *Housing Diversity Strategy*.

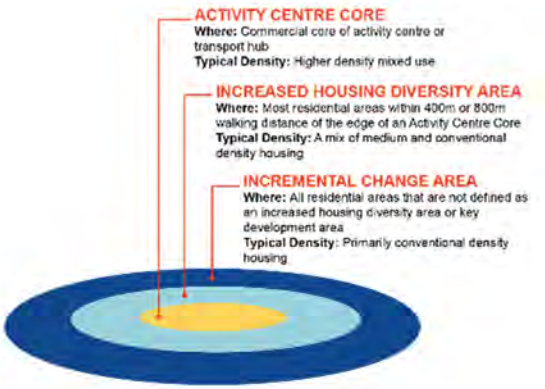
The aims of the strategy are to:

- provide for the development of a range of housing types and densities and encouraging urban consolidation within existing urban areas
- provide certainty to the existing and future community with regard to where different housing types would be supported or discouraged
- provide for a sustainable overall urban structure for the City.

It seeks to do this by dividing the established urban area into three categories:

- Key Development Areas
- Increased Housing Diversity Areas
- Incremental Change Areas.

**Figure 6: Housing diversity explanation image**



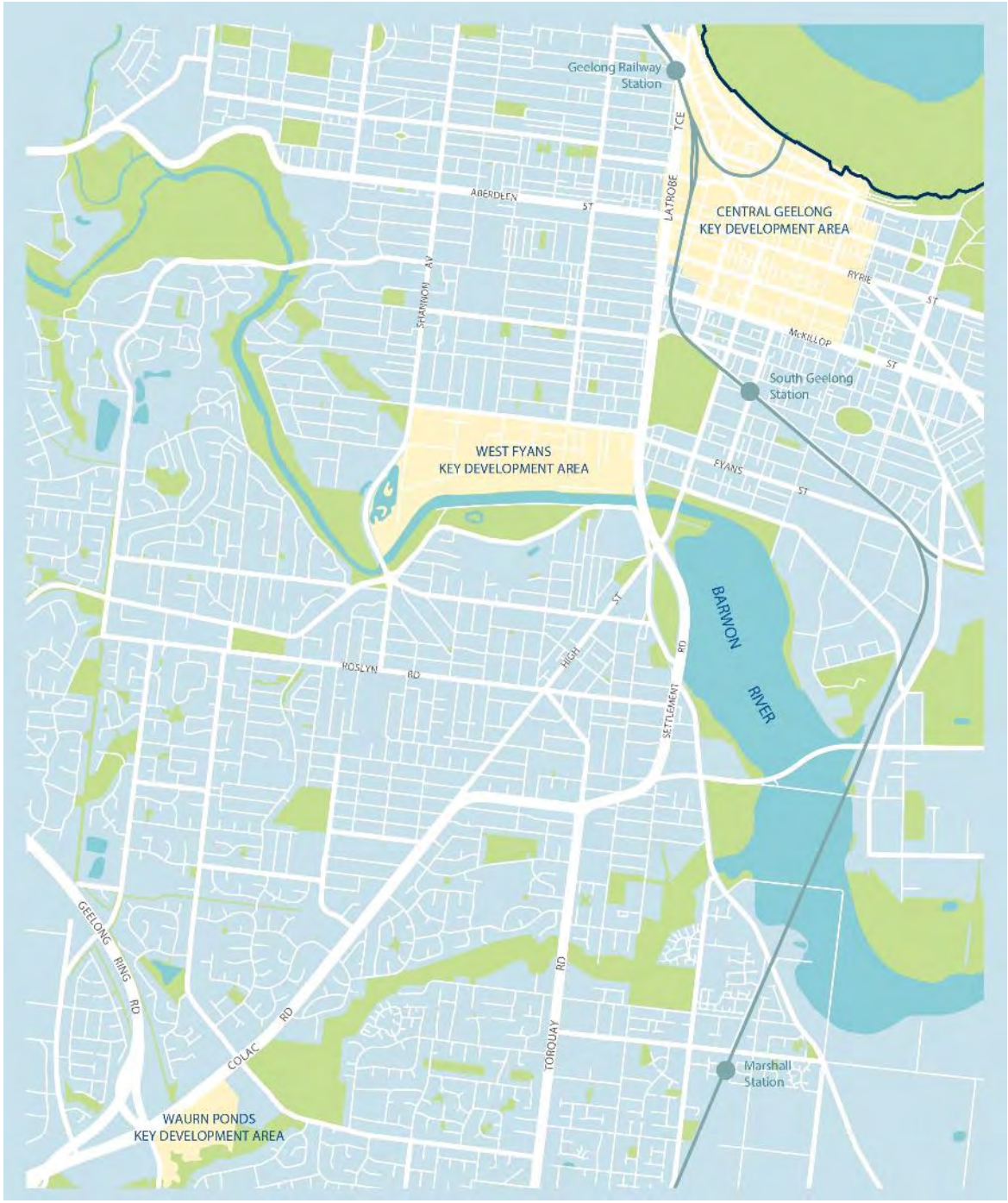

### Key Development Areas

Key Development Areas have the potential to accommodate significant amounts of new medium and higher-density housing (including housing, as part of mixed-use developments).

The *Housing Diversity Strategy* estimates that the Key Development Areas might accommodate an additional 9,000 dwellings. No time frame was set for achieving this estimated increase in dwelling numbers.

To date, higher density (apartment) developments have formed only a very small part (less than 1 per cent) of Geelong's housing supply. Almost all of these developments have been located in Central Geelong, with a few smaller scale projects in other areas – for example, such as shop top housing developments and other small projects, in other areas.

**Figure 7: Key Development Areas**



### Central Geelong

The most significant key development area is Central Geelong, an area roughly bound by the bay (north), McKillop Street (south), Swanston Street (east) and Latrobe Terrace (west).

In addition to the *Housing Diversity Strategy*, a series of plans have guided development here, most recently the *Revitalising Central Geelong Action Plan* (2016).

The action plan proposes:

- a mix of retail, office, health, education and cultural/recreation facility developments
- a mix of residential development (private market, social and student housing) and tourist accommodation in the inner city
- the conversion of vacant and underused commercial sites and buildings to residential use
- encouragement of 'shop top' housing.

### West Fyans

The West Fyans area in Newtown is about 1.5 kilometres from Central Geelong, and is bound by the Barwon River, Latrobe Terrace, West Fyans Street and Shannon Avenue. The area is currently used for a mixture of industrial and retail uses, and to date there has been no new substantial residential redevelopment. The planning policy for the precinct proposes a mix of medium and higher-density residential developments, along with non-residential uses.

The precinct's location – close to the city, adjacent to high value residential areas and its riverside park environs – suggest that it will be an attractive location for residential development in the medium to long term.

The transition of this precinct will be guided by the *West Fyans/Fyans Structure Plan*, which is currently being reviewed.

### Waurn Ponds

The Waurn Ponds key development area is a 19 hectare parcel of undeveloped land adjacent to the Waurn Ponds shopping centre and bound by Colac Road, Rossack Drive and Waurn Ponds Valley parkland. It is estimated that this area could accommodate about 400 new medium and higher density dwellings. To date, no residential development has occurred.

## Increased Housing Diversity Areas

Increased Housing Diversity Areas are locations where a mix of housing densities would be appropriate. They are generally focused around activity centres (both neighbourhood and higher order centres) and the North Geelong, South Geelong, Lara and Marshall railway stations (see map below).

Increased Housing Diversity Areas are seen as a means to meet the expected demand for medium density housing, providing for greater housing choice and protecting neighbourhood character in established suburbs.

The *Housing Diversity Strategy* estimates that, over time, the Increased Housing Diversity Areas might accommodate an additional 12,000 dwellings.

Increased Housing Diversity Areas are generally zoned residential growth zone.

## Incremental Change Areas

The balance of established suburbs and towns are Incremental Change Areas, where it is expected that detached houses will continue to dominate the housing mix, with some lower-scale medium density redevelopment in appropriate locations.  As shown in the map below, Incremental Change Areas make up the bulk of the established suburbs in urban Geelong.

Incremental change Areas are zoned neighbourhood and general residential zone.



## Growth areas

Urban Geelong's growth areas are critical to Geelong's housing supply now, and will be into the future.

While the Bellarine Peninsula has also made a significant contribution to housing supply over the last decade, the question of whether this will continue is a key consideration for this strategy.

## Armstrong Creek

Armstrong Creek is a growing community with more than 7,000 new residents to date. The framework plan (below) was adopted in mid-2008 and provides for an estimated remaining capacity of approximately 20,000 dwellings.

The bulk of the housing will be detached and developed at conventional densities (with lot sizes in initial stages typically ranging between 400 and 600 square metres).

The *Armstrong Creek Town Centre Precinct Structure Plan* was completed in 2014. The plan provides for primarily medium and higher-density residential development to the north and east of the town centre, and a component of housing as part of mixed-use development in many parts of the town centre.

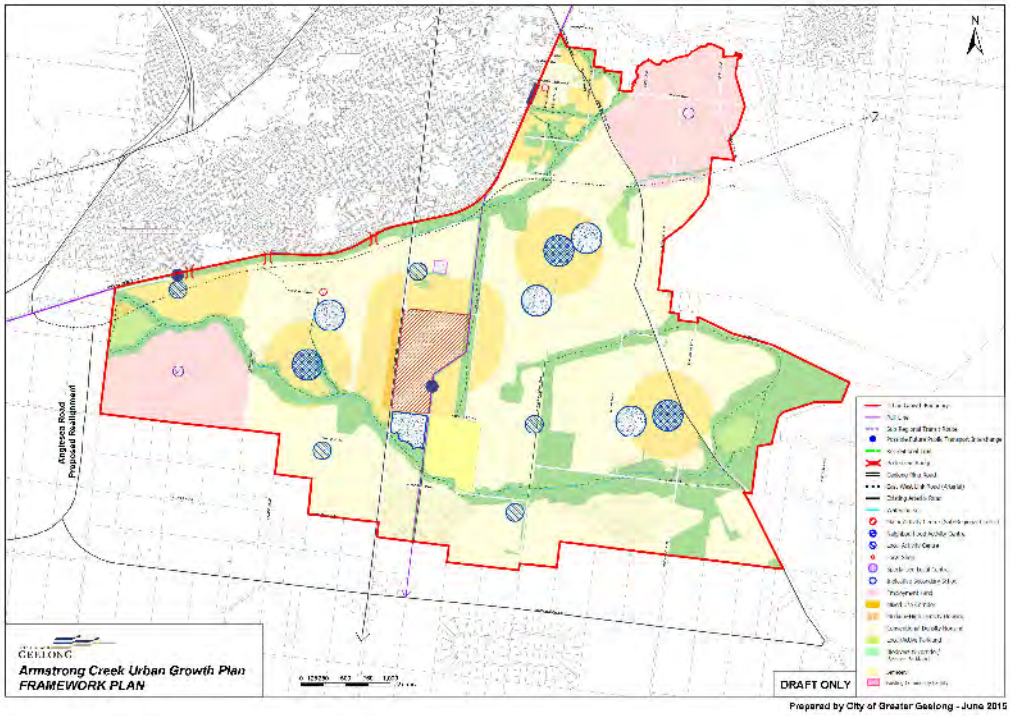
The plan is to construct more than 1,400 dwellings within the town centre. It is too early to determine whether the vision for medium and higher density residential development will be achieved.

High demand and development activity has already delivered a new activity centre and a primary and special needs school. A secondary school will be delivered in the next stage of development.

Five precinct structure plans have been completed, and we are in the process of completing plans for Marshall and Western Industrial.

The continued growth of Armstrong Creek will ultimately support a local population of 55,000 - 65,000 residents, and 20,000 jobs.

**Figure 8: Armstrong Creek Framework Plan**



### Lara

The Lara West Growth Area has the capacity to accommodate 6,000 dwellings. The land is zoned for urban development and a precinct structure plan has been approved. Medium and higher density housing is envisaged around the activity centre.

### Northern and Western Geelong Growth Areas

The land within the Northern Growth Area (16,000 dwellings) and the Western Growth Area (18,000 dwellings) has the combined capacity to accommodate 110,000 residents. The project is the largest urban growth project in regional Victoria, comprising 5,367 hectares.

A portion of the Northern Growth Area was rezoned by the Minister for Planning in 2014, to Urban Growth Zone. Before development can begin, a framework plan for both areas, together with precinct structure plans for the initial neighbourhoods, must be completed.

The planning for both the Northern and Western Geelong Growth Areas should encourage a mix of housing types and densities, consistent with state and local policy.

**Figure 9: Comparison of the population of the Northern and Western Geelong Growth Areas to other centres**

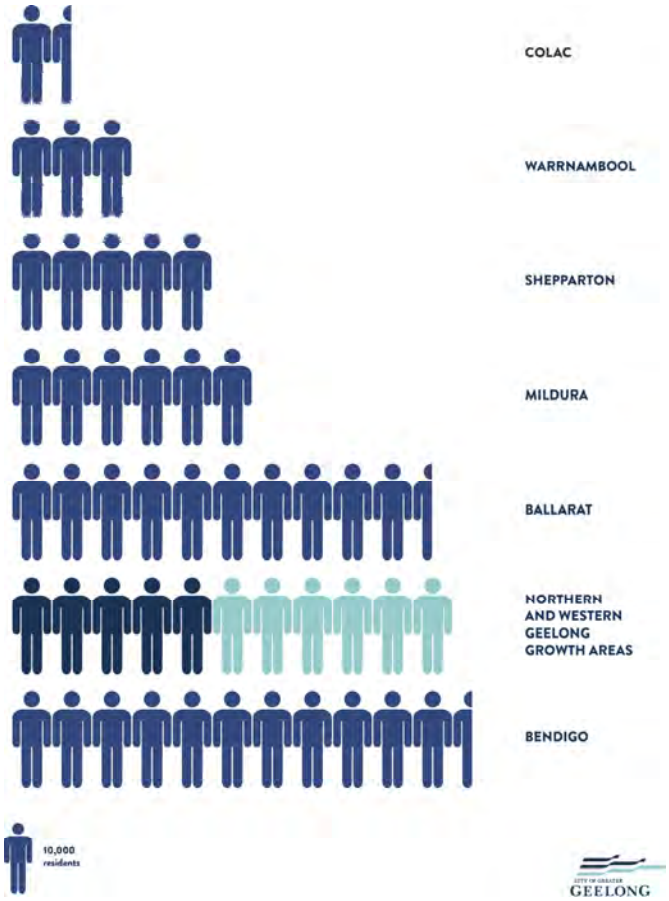
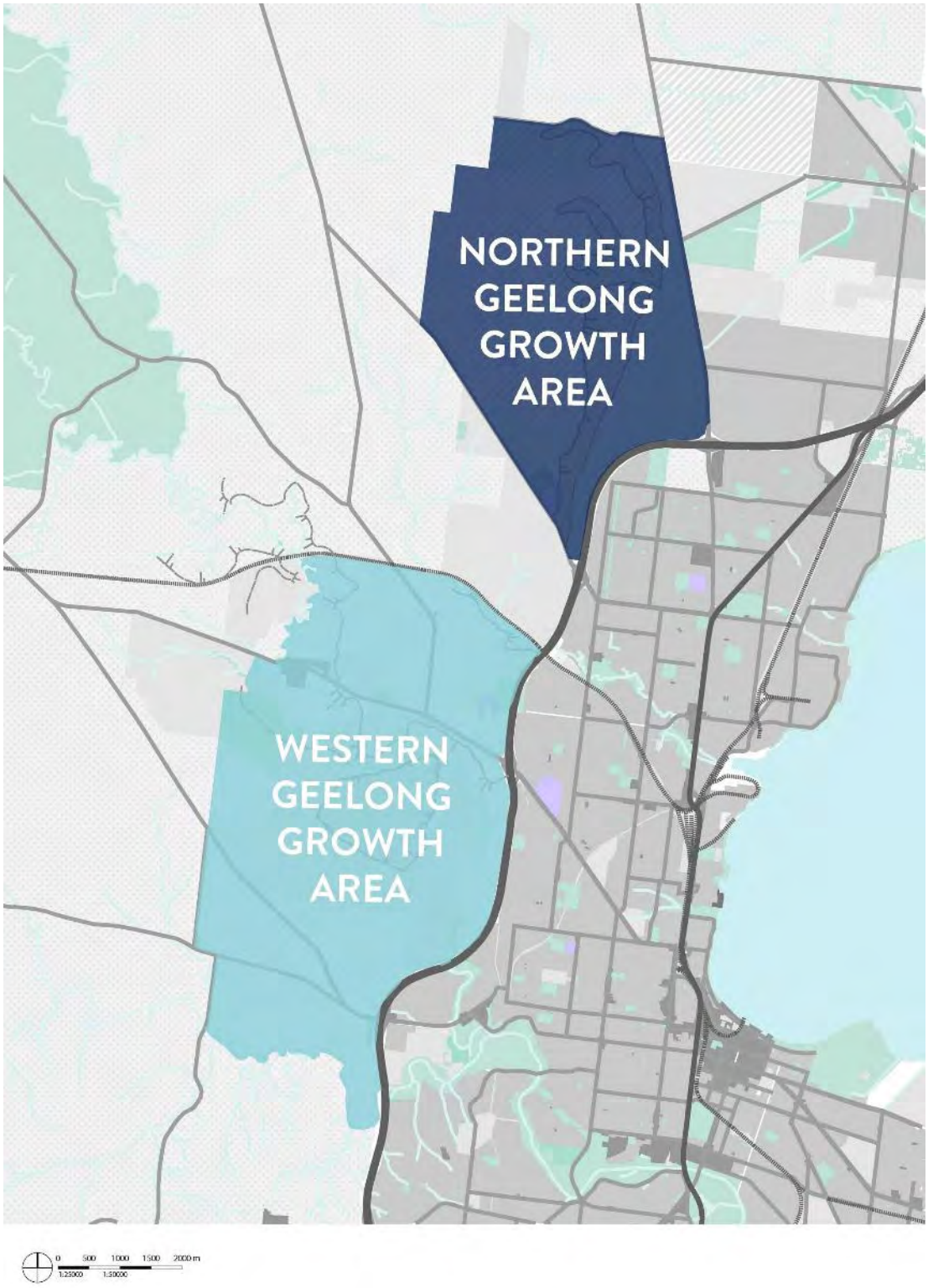


**Figure 10: Northern and Western Geelong Growth Areas**




TO FIND OUT MORE ABOUT THE NORTHERN AND WESTERN GEELONG GROWTH AREAS FRAMEWORK PLAN, VISIT WWW.GEELONGAUSTRALIA.COM.AU/NWGGA

### Bellarine Peninsula

Bellarine Peninsula townships have been supplying 35 per cent of Geelong's new housing since 2016. This contribution appears to have peaked prior to the commencement of large-scale development in Armstrong Creek, when lack of supply in 'urban Geelong' diverted demand to the Bellarine.

The bulk of recent and planned housing supply is concentrated in three townships – Leopold, Ocean Grove, and Drysdale/Clifton Springs. They are all currently designated 'growth areas', providing around 9,000 additional dwellings. The Municipal Strategic Statement and G21 Regional Growth Plan identify that other townships have less capacity for growth, providing a further 3,000 dwellings.

Community support for maintaining the character of the Bellarine has been consistently expressed through township structure plans, the Bellarine Localised Planning Statement and the clever and creative vision.

However, the Bellarine townships have been a major source of new housing, producing approximately 4,000 new dwellings over the last 5 years. Continuing strong population growth forecasts for the Bellarine could increase pressure for more development and the expansion of township boundaries.

Policies for the three major townships are set out in their respective structure plans.

*Leopold Structure Plan* (2011) – there is capacity for the development of an additional 1,456 dwellings using including existing zoned broad-hectare land stocks.

*Ocean Grove Structure Plan* (2015) – provides for a continued mix of dwelling densities within the established township and broad-hectare development, north-east of the existing urban area. Ocean Grove has an estimated broad-hectare land capacity of 3,528 dwellings.

*Drysdale/Clifton Springs Structure Plan* (2010) – estimates a broad-hectare lot capacity of 4,400 (zoned and unzoned). This includes the extension of the Jetty Road growth area to the west

## LAND SUPPLY

The City's planning framework offers a diversity of zoned and planned land supply. The supply by location is summarised in the Table 1 (below) and

Figure 11.

**Table 1: Major land supply stocks by location, as of 1 January 2017**

| | Broad hectare | Major infill | Major redevelopment | Unzoned | Total |
|---|---|---|---|---|---|
| Bellarine Peninsula | 8972 | 39 | | 3481 | 12492 |
| Urban Geelong | 3886 | 785 | 5543 | 411 | 10625 |
| Lara | 5297 | | | 715 | 6012 |
| Armstrong Creek | 18211 | | | 1450 | 19661 |
| Western Growth Area | | | | 18000 | 18000 |
| Northern Growth Area | | | | 16000 | 16000 |
| TOTAL | 36366 | 824 | 5543 | 40057 | 82790 |

Note excludes dispersed infill capacity, rural residential capacity and unidentified major redevelopment sites

**Figure 11: Major land supply stocks by location, as of 1 January 2017**



## POPULATION GROWTH AND IMPLICATIONS

### Population Trends

Geelong has experienced strong population and housing growth in recent years and this is likely to continue. In the ten years to 2016, the growth rate averaged 1.7 per cent per annum. The most recent census data indicates that growth reached 2.7 per cent per annum in 2015–16. It is not yet clear if this rate of growth will be maintained in the medium to long term.

Projecting future growth in population and housing demand is always problematic. Growth may ease off, or could accelerate – especially if Geelong starts to capture a growing share of Melbourne region housing demand.

If growth is underestimated, it could result in an inadequate housing supply and declining housing affordability, infrastructure shortfalls and potentially rushed and reactive decision-making to cater to the unexpected growth.

Population growth is the main reason for increasing demand for housing and residential land. Greater Geelong's demography has changed significantly over recent years, which reflects its changing role within Victoria's economy and settlement pattern.

For example:

- In the last two years (2014–2016), population growth has reached an unprecedented level.
- Population has been growing at a rate higher than Victoria and Greater Melbourne, although this growth is still less than the fast growing municipalities in Melbourne's growth areas.
- Over the last two years, population growth has exceeded that of Victoria's nine next largest regional centres combined.

The table below shows this change is a comparatively recent phenomenon.

**Table 2: Average annual population growth (2001–2016)**

| | 1991–2001 | 2001–2011 | 2011–2016 | 2014–2016 |
|---|---|---|---|---|
| Greater Geelong | 1,000 | 2,400 | 4,600 | 5,600 |
| Greater Melbourne | 31,000 | 69,000 | 111.000 | 120,000 |
| Victoria | 31,000 | 67,000 | 128,000 | 139,000 |
| Australia | 199,000 | 307,000 | 374,000 | 353,000 |

**Table 3: Average annual population growth rates (2001–2016)**

| | 1991–2001 | 2001–2011 | 2011–2016 | 2014–2016 |
|---|---|---|---|---|
| Greater Geelong | 0.6% | 1.2% | 2.0% | 2.5% |
| Greater Melbourne | 0.9% | 1.8% | 2.5% | 2.6% |
| Victoria | 0.8% | 1.5% | 2.2% | 2.3% |
| Australia | 1.1% | 1.5% | 1.6% | 1.5% |

**Source: ABS 3218.0 historical and current data**

There are a number of factors that have contributed to this change:

- Australia's population growth has reached record levels over the last ten years, although the amount of growth has slowed since its peak in 2008.
- Victoria (along with NSW) has gained an increasing share of Australia's population growth, aided by a downturn in the resources boom in Queensland and Western Australia.
- The Greater Melbourne region, like other state capitals and their surrounds, has a faster rate of growth than the remainder of the state. This is consistent with the ongoing pattern of urbanisation that is occurring around the world.

Greater Geelong is the largest regional city in Victoria and the closest to Melbourne. This means it is well placed to take advantage of the high rate of population growth in Victoria and Melbourne. House prices are lower than Melbourne and there is less traffic congestion. With new transport upgrades, access to Melbourne's employment opportunities and services is good. There are also an increasing range of local employment opportunities.

Between 2011 and 2016, the local employment growth (21 per cent) was double that of population growth (11 per cent), as increases in service sector employment more than compensated for declines in the manufacturing sector.

Factors in the 'perfect demographic storm' Geelong is currently experiencing include:

- Geelong feeds off Australia's, Victoria's and Melbourne's high growth;
- According to 2016 census data, Geelong gains population via migration from overseas, interstate and within Victoria particularly south-west Victoria and this phenomenon is likely to continue.

Between 2010 and 2015, births exceeded deaths by an average 960 per year, compared with 650 per year in the previous five year period. Over the last twenty years birth rates have stabilised, but a larger population aged 20-40 leads to more births.

Deaths have increased too, as the population ages, but continued improvements in life expectancy mean that in Geelong, as in most cities around Australia, the gap between births and deaths is widening.

**Table 4: Share of Australia's population growth, 1971-2016**

| | Capital cities % | Rest of States (%) | Sydney and Melbourne (%) |
|---|---|---|---|
| 1971–1981 | 60 | 40 | 28 |
| 1981–1991 | 63 | 37 | 31 |
| 1991–2001 | 67 | 33 | 37 |
| 2001–2011 | 73 | 27 | 39 |
| 2011–2016 | 80 | 20 | 52 |

**Source: ABS catalogue 3218.0**

Geelong's relationship with Melbourne has been, and will continue to be, a major influence on growth for the following reasons:

- Melbourne is Australia's fastest growing capital city, with its population projected to reach close to eight million by mid-century.
- As Melbourne grows, competition for land and housing will intensify and housing prices will increase.
- Population growth is likely to lead to greater traffic congestion and the perceived stress associated with 'big city' living
- Melbourne's growth is increasingly shifting to the inner areas and the west –that is, those parts of the city that are closest to Geelong.
- As Melbourne grows upwards and outwards, Geelong will inevitably become relatively more attractive as a housing location, given its cost and congestion advantages, its amenity and its high level of accessibility.
- Geelong offers the best of both worlds – amenity and access to the metropolitan job market, lifestyle and facilities.
- Flexible work arrangements, made possible through electronic communication, may make Geelong a viable option.
- There will continue to be a smaller component of growth driven by the demand for holiday and retirement ('sea change' and 'tree change') housing.

## Implications of growth

The increasing concentration of population growth in Australia's two largest cities is unlikely to stop, or be reversed. Plan Melbourne sets out the Victorian Government's policy to take pressure off Melbourne by channelling growth into regional Victoria.

Geelong is the best placed, of Victoria's regional cities, to benefit from strong growth in Melbourne. But the extent of this trend, and therefore the pace of Geelong's future population growth, is unpredictable. As Geelong becomes more integrated into the wider regional economy, it is important for Geelong to continue to remain physically separated from Melbourne, in order to retain its distinctive character.

Given the uncertainty in forecasting growth, planning for faster, rather than slower, growth is recommended. The consequences of not planning adequately for strong growth are more severe, and include:

- land and housing shortages, leading to pressure on housing affordability
- restricted housing choices for future residents and
- potential impacts on competitiveness and economic growth.

Land use planning cannot stop population growth in Geelong. People will continue to have children and move here from Melbourne and other parts of regional Victoria. However a sound Settlement Strategy, appropriate land use planning controls and support from the state government will help us to maintain the desirable lifestyle our region offers, for current and future populations.



## TRENDS IN HOUSING DEVELOPMENT

### Households

Increasing demand for housing arises partly through population growth and partly through changing patterns of household formation, and people's living arrangements.

Over time, living arrangements and the average size of households change. Over the last 50–100 years, the average size of households has declined considerably. This means that household growth – the growth in the numbers of dwellings has – outstripped the rate of population growth. Low birth rates flow through to smaller-sized family households and the ageing population is the main driver of a larger proportion of households having just one or two people.

Population growth and household formation patterns create the underlying demand for housing. This is then realised through the housing market and the choices households make. Affordability is a key constraint. Choices about the type of dwelling and location may be traded off, for example, leading some people to choose a small dwelling in a high cost location over a larger dwelling in a lower cost location.

As people's households and living arrangements change over time, it is likely their housing choices will too. Apart from growth in the number of households, there is also a churn of households who move and change their housing in response to changed personal circumstances.

This means that in any one year, the total demand to buy or rent dwellings will be much higher than the growth in households alone. Similarly, the total demand for housing is met only in part by new housing stock. Most of the dwellings purchased in any one year are established houses or apartments.

### Housing growth

Over the last five years, there has been an unprecedented level of residential development in Greater Geelong. The extent of this surge in growth is highlighted in Table 5.

The five years to 2016 has seen substantial development in the Armstrong Creek growth area. This has had a growing impact on the distribution of housing growth across Greater Geelong (as shown in **Error! Reference source not found.**), which started to come on line in this period, and substantial increases in the amount of development (greenfield, infill and redevelopment) in Geelong. In contrast there has been a slowing of development in the northern growth area in and around Lara.

**Table 5: Dwelling stock changes by share**

| | CoGG | | Urban Geelong | | Bellarine Peninsula | |
|---|---|---|---|---|---|---|
| | Dwelling stock | Av annual growth in preceding period | Dwelling stock | Share of CoGG | Dwelling Stock | Share of CoGG |
| 1940 | 7,481 | | 7,200 | 96% | 281 | 4% |
| 1960 | 17,813 | 516 | 16,525 | 93% | 1,288 | 7% |
| 1980 | 48,380 | 1,528 | 39,976 | 83% | 8,404 | 17% |
| 1990 | 62,352 | 1,397 | 49,012 | 79% | 13,340 | 21% |
| 2000 | 74,878 | 1,253 | 57,381 | 77% | 17,406 | 23% |
| 2010 | 91,302 | 1,642 | 68,001 | 74% | 23,301 | 26% |
| 2015 | 104,752 | 2,690 | 76,375 | 73% | 28,347 | 27% |
| 2016 | 107,377 | 2625 | 78225 | 73% | 29152 | 27% |

**Source: City of Greater Geelong**

**Table 6: Dwelling stock changes by location**

| Annual net dwelling stock change by selected locations (calendar years) | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 |
|---|---|---|---|---|---|---|
| Armstrong Creek Growth Area | 26 | 4 | 49 | 445 | 462 | 665 |
| Lara | 251 | 276 | 287 | 148 | 131 | 106 |
| Other 'urban Geelong' | 1,176 | 1,012 | 1,072 | 1,603 | 1,457 | 1,626 |
| Drysdale/Clifton Springs | 113 | 70 | 139 | 265 | 167 | 178 |
| Leopold | 179 | 253 | 247 | 296 | 169 | 174 |
| Ocean Grove | 244 | 147 | 103 | 174 | 245 | 210 |
| Bellarine Peninsula | 883 | 683 | 709 | 964 | 803 | 794 |
| **City of Greater Geelong** | 2,059 | 1,695 | 1,781 | 2,567 | 2,260 | 2,420 |

**Source: City of Greater Geelong**

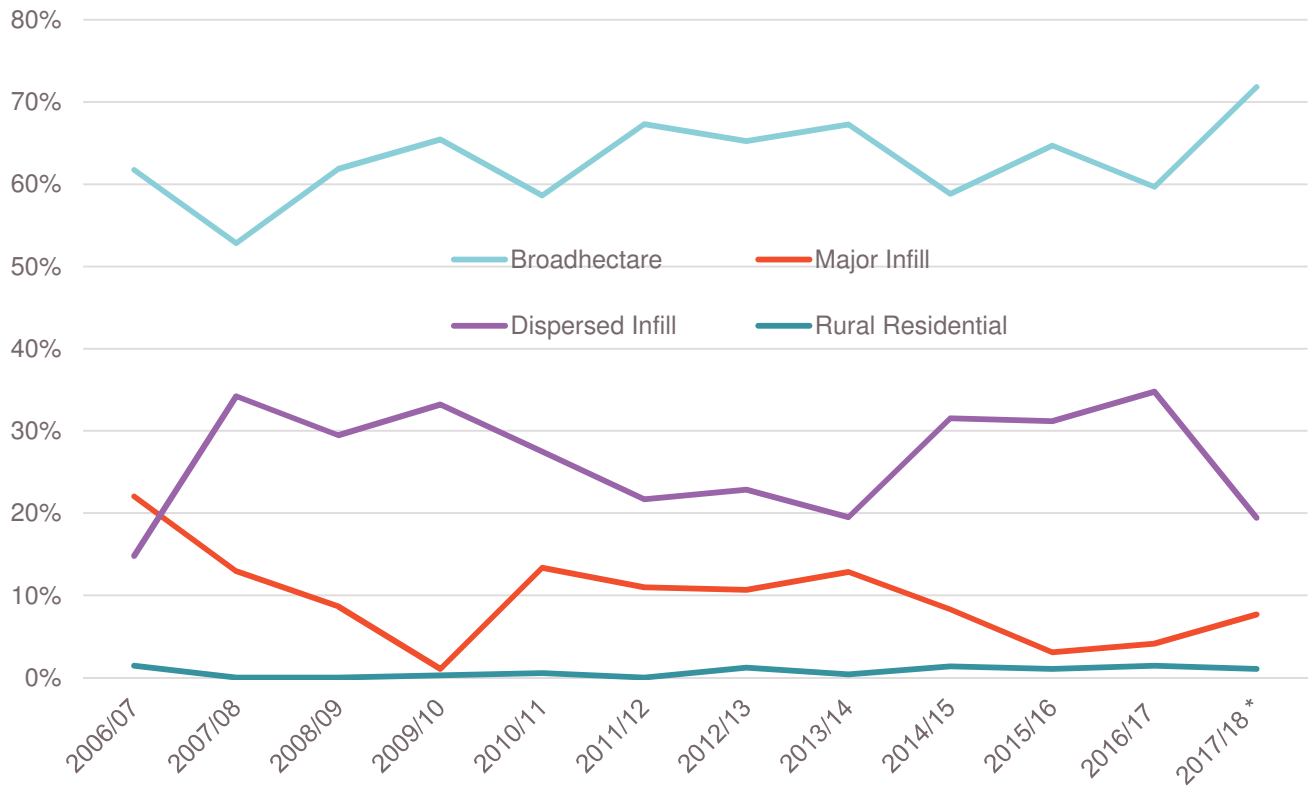
The nature of housing development has also been changing.

Additions to our housing stock occurs in a number of ways:

- greenfield development (either broad hectare development in growth areas, or remnant greenfield lands in urban areas)
- dispersed infill development (usually dispersed small scale redevelopments, within existing residential areas)
- major infill redevelopments of ten dwellings or more in urban areas and
- rural residential developments.

The contribution of each of these forms of development is summarised in the following graph:

**Figure 12: Distribution of residential lots constructed by supply type**



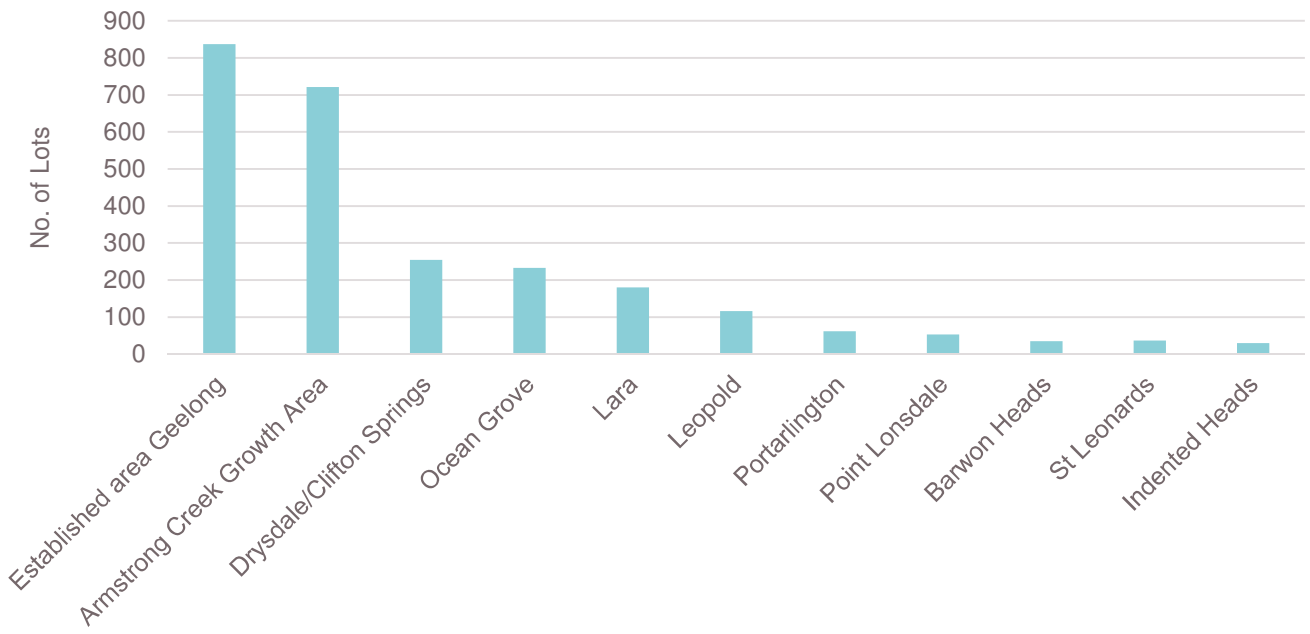

**Source: Spatial Economics Pty Ltd**

Note: 2017/18 refers to 6 months of the financial year

## Spatial Distribution of Housing

The spatial distribution of new housing development is summarised in the graph below:

**Figure 13: Average annual residential lot construction at sub-regional / township level (last 5.5years)**




**Source: Spatial Economics Pty Ltd**

Over the last decade around two thirds of the housing growth in our municipality has been in urban Geelong – the suburbs generally within the Geelong Ring Road, Lara, the Armstrong Creek growth area, and the established residential areas of Geelong.

Greenfield – that is broad-hectare – development, has accommodated much of the increased demand in urban Geelong. This characteristic is similar to the growth areas in metropolitan Melbourne. In recent years, this has largely occurred in Armstrong Creek, but there has also been significant housing development on areas of remnant greenfield land closer to Central Geelong – for example, Highton and Fyansford.

Broad-hectare development has an important role to play, especially in situations where demand increases unexpectedly. The development industry is usually able to increase supply more quickly in well planned broad-hectare growth areas, than through smaller infill and redevelopment projects in established areas of cities, suburbs and towns.

The result is that an upswing in total demand can often see a relatively short-term spike in greenfield housing production, followed by a gradual return to a more normal broad-hectare share of total development. The effect is to mitigate, but not completely eliminate, the price hike that can occur through unexpected and sudden increases in demand.

### Lot development

In greenfield estates across Greater Geelong, the mix of lot sizes being offered to housing consumers has been changing. While average lot size will vary from one estate to another, lots are generally getting smaller. In 2007–08, the overall average lot size was 646 square metres. In 2015–16, it was down to 476 square metres.

There is also less diversity in lot sizes than there was. Lots sized between 400 and 500 square metres have become increasingly common – up from 18 per cent of all lots, to 32 per cent over the last two years. In

contrast, there has been a marked decline in lots of over 600 square metres.

This overall increase in density has benefits. It increases the effective number of years of remaining land supply and makes it more cost effective to provide urban services. However, the change has been driven by price pressures and does not necessarily reflect the diversity of housing demands.

### Infill development

From 2006–2016, just over one quarter of all new housing in urban Geelong came from small-scale, dispersed infill development, within established suburbs.

As Geelong continues to grow and change, the capacity for further such dispersed infill development is a major latent land supply source.  Demand for such infill development is likely to progressively increase, as land values rise (particularly within prime amenity localities), travel times from broad-hectare developments lengthen and we invest in increased amenity, services and infrastructure within established urban areas.

Dispersed infill residential development has a number of benefits, contributing to urban containment, using existing infrastructure more efficiently and providing more diverse housing options.

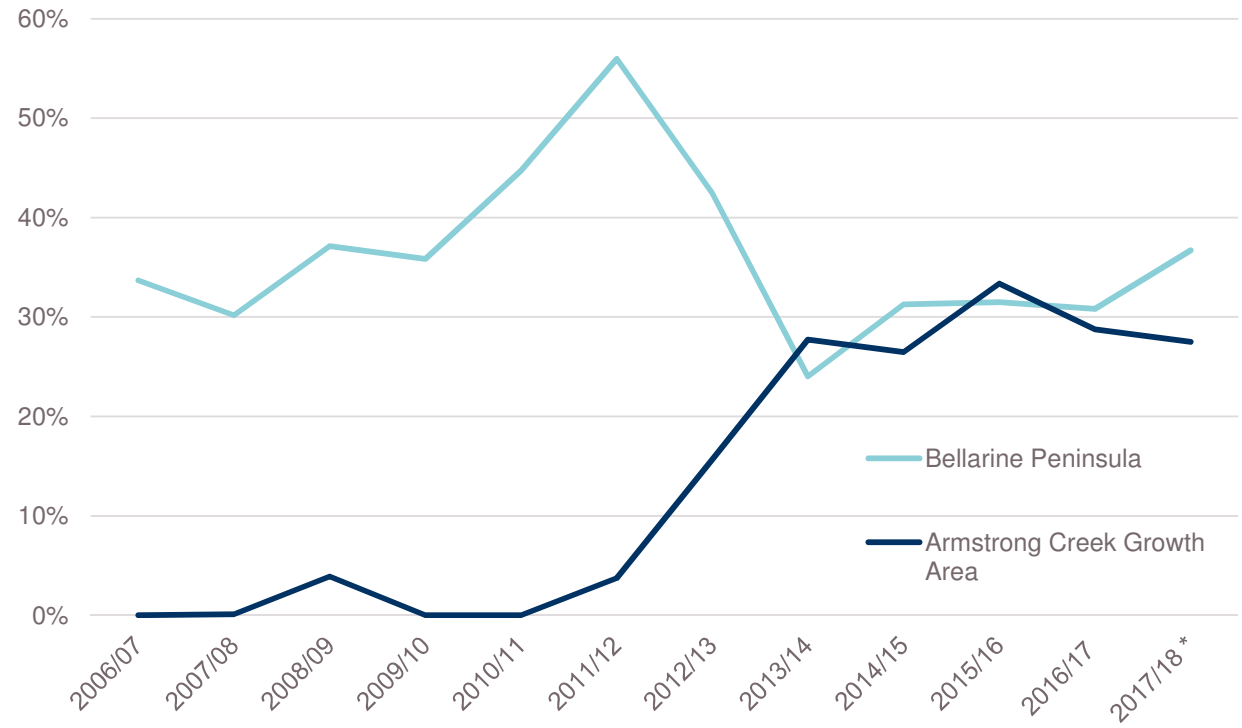
By contrast, there have been relatively few higher-density developments and these have been principally in the inner city area (8 per cent of total projects yielded 4 or more extra dwellings, but these projects accounted for 23 per cent of total extra dwellings).

The demand for such major redevelopments, particularly in Central Geelong, is expected to increase considerably in future. The growing size and diversity of the population and increasing number of professionals in the workforce is likely to mean that more people will choose a smaller dwelling in a central location, with good access to jobs and amenities, in preference to a larger suburban dwelling. This is in line with the Melbourne experience.

Between a quarter and a third of our total new housing supply has been located in townships on the Bellarine Peninsula. This share of growth seems to have peaked before the Armstrong Creek development came on line.

Most of this additional housing has also been on greenfield land (70 per cent, or 7,834 lots since 2006 to January 2018) with the balance coming from the intensification of development within the established areas of townships.

**Figure 14: Proportion of total lot construction by location – City of Greater Geelong**




*Represents 6 months of the 2017/18 financial year

**Source: Spatial Economics**

## Rural residential development

Over the last ten years, rural residential developments represented only 1 per cent of lot construction activity in Greater Geelong. This type of development is discouraged in local planning policy, as it is not sustainable and results in high servicing costs.

## Housing trends in the broader G21 region

Key settlements outside the Greater Geelong municipality, but in the broader G21 region, are functionally part of the Geelong region's housing market. Alternatives that supplement the diversity of the region's housing market include:

- Torquay and Jan Juc, which offer a coastal lifestyle in the Surf Coast Shire and
- Bannockburn which offers affordable, semi-rural lifestyle, the in Golden Plains Shire.

Over recent years, Torquay/Jan Juc has seen housing growth of 3.6 percent a year. Bannockburn has had average annual growth of 6.3 percent.

If, for any reason, there are development bottlenecks in these towns, this would add pressure to Geelong's housing market – particularly for rural and coastal properties.

## FORECASTING GEELONG'S POPULATION GROWTH AND HOUSING DEMAND

### Planning in an environment of uncertain growth rates

A 20-year settlement strategy needs to look 35 years into the future so that growth 15 years beyond the end of the plan is considered. Population and household growth will be the main factors that drive future demand for housing.

Table 7 shows how much Geelong population growth rates have changed over the last 35 years.

Given the variation, no single projection made at one point in time could have predicted the extent of Geelong's short (5 years), medium (5-15 years) or long term (more than 15 years) future growth.

**Table 6: Population, City of Greater Geelong and broader region**

| | Greater Geelong | ABS's Geelong SA4 region* |
|---|---|---|
| 1981 | n/a | 178,000 |
| 1986 | n/a | 189,000 |
| 1991 | 181,000 | 207,000 |
| 1996 | 184,000 | 212,000 |
| 2001 | 192,000 | 223,000 |
| 2006 | 201,000 | 236,000 |
| 2011 | 216,000 | 257,000 |
| 2016 | 239,000 | 285,000 |

Source: ABS catalogue 3218.0
[1] Data for the City of Greater Geelong are not available before 1991.
*ABS's SA4 region includes the City of Greater Geelong, Surf Coast Shire, the Borough of Queenscliffe and the southern half of Golden Plains Shire.

**Table 7: Population change and average annual growth rates**

| | Population growth | | Average annual growth rate | |
|---|---|---|---|---|
| | City of Greater Geelong | ABS's Geelong SA4 region | City of Greater Geelong | ABS's Geelong SA4 region |
| 1981–1986 | n/a | 13,900 | n/a | 1.5 per cent |
| 1986–1991 | n/a | 14,000 | n/a | 1.4 per cent |
| 1991–1996 | 2,300 | 5,300 | 0.2 | 0.5 per cent |
| 1996–2001 | 8,000 | 11,200 | 0.9 | 1.0 per cent |
| 2001–2006 | 10,000 | 13,100 | 1.0 | 1.2 per cent |
| 2006–2011 | 14,300 | 20,600 | 1.4 | 1.7 per cent |
| 2011–2016 | 22,800 | 28,800 | 2.0 | 2.1 per cent |

**Source: ABS catalogue 3218.0**

## Population growth scenarios

A practical way forward is to use a range of assumptions when making population, household and dwelling projections. The use of high, medium and low growth scenarios for forward planning, which are regularly updated to account for change, is an accepted approach.

A scenario approach portrays a range of possible population futures, allowing the flexibility to plan for uncertainty and volatility and to respond to change in a planned way.

Five growth scenarios have been developed to look at future levels of demand for housing:

- **Scenario A** is a *long term historic* scenario, using the average long term (1991–2016) population growth rate for the municipality of 1.3 per cent per annum.
- **Scenario B** is the *current official* projections (1.6 per cent per annum). This growth assumption has been used by the Victorian Government in its most recent edition of the official *Victoria in Future* (2016) regional and local government area population projections. It was also used by id consulting in its population growth projections for the City of Greater Geelong prepared in 2014.
- **Scenario C** is a *strong growth* scenario (2 per cent per annum), based on population growth over the last 3-4 years, when growth stepped up to a level not seen in the last 35 years.
- **Scenario D** is in line with the *G21 Regional Growth Plan* aspirational growth scenario of 2.5 per cent population growth per annum. It reflects the rise in population growth and the Australian Bureau of Statistics' most recent 2.7 per cent growth figure, which will likely be maintained going forward.

  Scenario D assumes growth will continue to be supplemented through overspill of population and housing demand from Melbourne. Population growth rates of up to 5 per cent have been sustained in Melbourne's growth area municipalities for many years. Greater Geelong is different to those growth areas, as it is an established city with greater population diversity, a range of housing types and an expanding range of local employment opportunities. However, as metropolitan Melbourne is projected to grow by around 100,000 people per year into the future, it is assumed that more people will be attracted to Geelong for its lifestyle benefits and relatively affordable housing.
- **Scenario E** is a *growth surge* scenario, where population growth is 3.0 per cent per annum. This is at the upper end of what might realistically be achieved and reflects the most recent growth figures (2.7 per cent), the growth rates achieved in other peri-urban growth areas and positive employment figures. Unless land in Melbourne's south-west growth area (Wyndham) starts to constrict, it is unlikely growth will rise above 4.0 per cent, which is what Melbourne's growth areas have historically achieved.

**Table 8: Projection scenarios City of Greater Geelong, 2016–2036 - population, households and dwellings**

| Scenarios: | A | B | C | D | E |
|---|---|---|---|---|---|
| Population in 2036 | 307,400 | 320,800 | 352,300 | 387,900 | 427,121 |
| Population growth, 2016–36 | 72,100 | 85,400 | 116,900 | 152,600 | 191,778 |
| Annual average change – pop'n | 1.3% | 1.6% | 2.0% | 2.5% | 3.0% |
| | | | | | |
| Households in 2036 | 127,400 | 133,000 | 146,000 | 160,800 | 177,062 |
| Household growth 2016–36 | 32,300 | 37,900 | 50,900 | 65,700 | 81,930 |
| Average annual household change | 1.5% | 1.7% | 2.2% | 2.7% | 3.2% |
| | | | | | |
| Dwellings in 2036 | 142,300 | 148,400 | 163,000 | 179,500 | 197,638 |
| Change in dwellings, 2016–2036 | 36,200 | 42,300 | 56,900 | 73,400 | 91,543 |
| Average annual change – dwellings | 1.5% | 1.7% | 2.2% | 2.7% | 3.2% |

**Source: Spatial Economics Pty Ltd**

All of the scenarios are relevant to the *Settlement Strategy*, given planning must be flexible and robust enough to cope with any of these growth scenarios. No one projection scenario is right or wrong. In the current climate, the low growth projection seems unlikely. However, a national recession or economic downturn could lead to a reduction in overseas migration, as it did in the 1990s, reducing national, state and regional population growth rates.

The aspirational scenario is being realised at the moment and is generating extra demand for housing and associated infrastructure and services. While we are currently experiencing growth at 2.7 per cent, the current five-year growth rate is still at 2.0 per cent. For this reason, scenario D (2.5 per cent) has been used as the primary basis for calculating housing demand, greenfield land adequacy and the timing of future land releases. This allows room to adjust if growth rates do surge to 3.0 per cent, which can be picked up with annual and five-year trend monitoring, without raising expectations and demands around future housing supply requirements.

## Growth scenarios and residential land requirements

It is estimated that almost 75 percent of Greater Geelong's dwelling requirements are met from broad-hectare and major infill residential development. This percentage has been consistent for the last five and a half years. For the purposes of calculating the number of years' land supply remaining, it has been assumed that this percentage will not change. It is sensible to make a conservative 'business-as-usual' assumption on development type as a basis for strategic planning for future land supply.

In practice, it is likely that the percentage of dwelling stock coming from dispersed infill and higher density redevelopment (such as in Central Geelong) will increase as Geelong's population grows.

An estimate of the capacity, in terms of years of supply, for future housing development (scattered small-scale housing intensification and larger scale redevelopment) in established areas has not been undertaken. Given the 'capacity' for housing growth in established areas is influenced not only by planning policies, but also by housing preferences (for detached houses versus town houses and apartments) and by relative property prices

– that is, whether the price premium for detached housing in desirable established areas become high enough to make redevelopment for alternative forms of housing viable.

While the potential years of supply in established areas has not been calculated, the overall assessment is that capacity constraints will not set a limit on the share of future housing demand met by urban consolidation – if the demand is there, the capacity can be found.

A housing capacity analysis was undertaken as part of the *G21 Regional Growth Plan*. This identified there was capacity within established urban areas for 80,000 dwellings. If the share of future housing demand met by urban consolidation increases, the estimated years of broad-hectare residential land supply will also increase. For example, a 10 per cent increase in urban consolidation would increase the total identified broad-hectare land supply from 29 years to at least 33 years, under scenario D.

The Bellarine Peninsula townships currently provide for up to 20 years supply of township development land to the municipal housing supply. This is located predominantly within the existing settlement boundaries of the three district townships of Leopold, Ocean Grove and Drysdale/Clifton Springs, with additional supply at St Leonards.

The demand for housing in broad-hectare developments and land supply (both zoned and unzoned) in growth areas and major infill (remnant broad-hectare) sites has been estimated to calculate the years of available land supply. The table below shows the estimated years of remaining supply, given the population growth rates assumed in the five growth scenarios.

In summary, when the estimated capacity of the two future growth areas are considered, there is adequate identified capacity to meet likely future broad-hectare housing needs beyond 2040, even assuming continued rapid population growth.

**Table 9: Estimated years of broad-hectare and major infill land supply, 1 January 2017**

| | Growth scenario | | | | |
|---|---|---|---|---|---|
| | **Long term historic** | **Current/ Official** | **Strong growth** | **G21 Aspirational** | **Growth Surge** |
| | **(A)** | **(B)** | **(C)** | **(D)** | **(E)** |
| Zoned | 28 | 24 | 18 | 14 | 12 |
| Unzoned(Potential) | 5 | 4 | 3 | 2 | 1 |
| **Sub-Total (excl NWGGA)** | **32** | **28** | **21** | **16** | **13** |
| Northern Growth Area (Lovely Banks) | 12 | 10 | 8 | 6 | 4 |
| Western Growth Area (Batesford) | 13 | 11 | 9 | 7 | 5 |
| **Total Identified Supply** | **57** | **49** | **38** | **29** | **22** |

**Source: Spatial Economics Pty Ltd**

Notes:
Assumed 74% of the supply comes from major infill (remnant broad-hectare and broad-hectare) and no increase in supply from dispersed infill

## HOUSING AFFORDABILITY

### Land supply and affordability

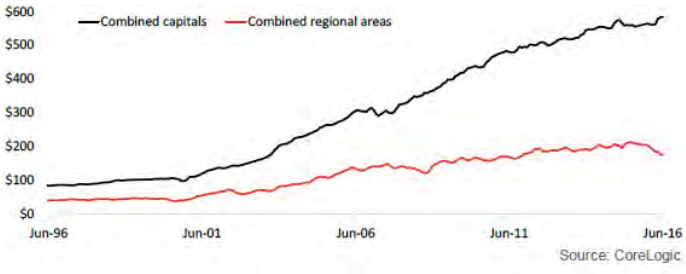
The maintenance of an adequate land supply (both for broad-hectare development and urban consolidation/ redevelopment) is critical to maintaining housing affordability in Geelong.

Research has shown it is the land component of house and land packages that has increased the most in real terms. The Australian Government Housing Supply Council's March 2013 overview report on *Housing Supply and Affordability Issues* concluded that:

> *"…real construction costs (are) not driving the escalating housing prices, suggesting that the costs of land and land development are the major supply-side drivers of increasing house prices."*[2]

The extent of the rise in residential land prices over the past two decades is illustrated in the graph below, which shows the trend in the real average cost per square metre of residential land in both Australian capital cities and regional centres.

**Figure 15: Median $ rate/sqm in capital cities vs. regional markets**




**Source: CoreLogic[3]**

One consequence of this rise in the cost per square metre of residential land is the progressive decline in the average size of residential lots, as developers struggle to keep lot prices affordable for their target market.

Factors contributing to increases in lot prices include:

- increasing broad hectare land prices
- strong demand and population growth
- limited industry capacity to add to land and housing when there is strong upturn in demand
- increasing subdivision design and construction standards, and local infrastructure charges
- complex and time-consuming planning processes and tighter controls on where development can occur.

### Housing Choice

Affordability is not the only important consideration in planning to meet future housing needs. Equally important is providing for a mix of dwelling types appropriate to changing population profiles and satisfying purchaser expectations. The latter include being able to choose between a range of housing types and locations.

Greater Geelong has traditionally provided new home buyers with a range of housing types and locations. This has included:

- broad-hectare development in urban Geelong, including Armstrong Creek and Lara,
- development of remnant broad-hectare land in places, such as Highton and Fyansford,
- small-scale, scattered housing and more targeted opportunities for denser (apartment) style housing.

This is complemented by the availability of both new and established housing in the Bellarine Peninsula townships and in rural living precincts.

However this situation is beginning to change. The stock of remnant broad-hectare sites in urban Geelong is being gradually exhausted. There is limited remaining capacity for rural living development, with demand being increasingly diverted to neighbouring municipalities. Finally, there is the issue of how much more housing development can occur on the Bellarine Peninsula without adversely impacting on its character.

Once the supply of remnant broad-hectare land within urban Geelong is used up – likely to be within three to five years at current consumption rates – 'urban

[2] National Housing Supply Council, *Housing Supply and Affordability Issues 2012 -13*, p 90

[3] CoreLogic, 2016, Capital city land prices continue to climb, www.corelogic.com.au/news/capital-city-land-prices-continue-to-climb#.Ws_hEf4cTs0, accessed on 13 April 2018

Geelong' buyers looking for new housing in greenfield estates will face a choice between Armstrong Creek and Lara. Currently both of these areas primarily serve the low to moderate price segment of the market.

The Northern and Western Geelong Growth Areas have physical and locational characteristics that could result in them being seen as real alternatives to Lara and Armstrong Creek.

Providing more medium and higher density housing can, and should, be part of a strategy to maintain housing choice. However such forms of housing tend to be significantly more expensive per square metre than detached housing and will not be seen as an attractive alternative by at least some potential buyers.

In terms of future housing types and locations, it is clearly desirable to provide more choice and competition in the land market. This will address housing affordability and maximise the choices available to those seeking to buy or rent housing in Greater Geelong.

If adequate choices are not available within Greater Geelong, it is likely to result in the diversion of demand to adjacent areas, such as Torquay, Jan Juc and Bannockburn. It is also likely to reduce the share of growth attracted to Geelong from the Melbourne market.

## SUMMARY OF KEY FINDINGS

**Based on an analysis of the background information, we have made the following key findings. These findings are the basis for the development of the Settlement Strategy.**

### Population and Housing

- The current growth rate is 2.7 per cent and the five-year average growth rate is 2 per cent. Whilst we are currently experiencing record rates of population growth it is currently a short term trend.
- Geelong is the best-placed regional city to capitalise on Melbourne's strong growth.
- Planning for faster, rather than slower, growth has distinct advantages.
- Over the last 10 years, the share of new housing built on the Bellarine has been approximately 35-37 per cent of all new dwellings, despite only accounting for 27 per cent of all housing stock.
- Average lot sizes are decreasing and becoming more uniform.
- The supply of increasing lot uniformity does not necessarily reflect the demand for more diversity.
- Over the last 10 years, just over 25 per cent of new housing has been small-scale, dispersed infill development in established areas.
- Rural residential development only represents 1 per cent of lot construction.

### Growth and land Supply

- The projections used to develop this strategy are primarily based on the G21 aspirational growth rate of 2.5 per cent (although the other scenarios have been used to test the strategy's robustness).
- There is a 29-year supply of residential land (existing and identified) available, based on the 2.5 per cent growth rate scenario.
- There is capacity in established urban areas to accommodate housing growth, particularly in Key Development Areas and Increased Housing Diversity Areas.
- Maintaining land supply is critical to housing affordability.

## KEY QUESTIONS TO ADDRESS

**The key questions this strategy needs to address include:**

- How much future housing will be needed, given a range of realistic assumptions regarding future population growth and the changing formation of households?
- What potential contribution can urban consolidation make towards future housing needs?
- How can housing choice and affordability be influenced?
- Is there a need to identify additional areas for future housing growth?
- How do we maintain Geelong's unique identity and character, while providing for growth?
- How should the balance between future housing development in urban Geelong and the Bellarine Peninsula townships be managed?
- What implications will Geelong's projected strong population growth have in townships on the Bellarine Peninsula?
- How can growth be managed and what are appropriate triggers for additional land releases?
- What impact will the extra infrastructure needed to service population growth have on our budget and resources?

# The strategy

This strategy is broken into six parts:

- Spatial Distribution of Growth and Land Supply
- Managing Future Growth
- Bellarine Peninsula
- Introducing a Permanent Settlement Boundary
- Urban Consolidation
- Monitoring and Review

## SPATIAL DISTRIBUTION OF GROWTH AND LAND SUPPLY

Clause 11.02-1 of the State Planning Policy Framework requires planning authorities to plan for projected population growth over 15 years.

It also states:

> *"…residential land supply will be considered on a municipal basis, rather than a town-by-town basis".*

This has implications for planning and future growth of Bellarine Peninsula townships and the release of land in already identified future growth areas of urban Geelong.

There is a view, in parts of the development industry, that the 15-year growth horizon should be applied to the 'growth area' townships on the Bellarine Peninsula.

In the past, periodic reviews of township structure plans have created expectation and pressure to progressively extend township boundaries. The term 'growth area' was incorrectly interpreted by some to imply that township boundaries can be continuously extended to accommodate growth, in line with market demand.

Some argue that the housing market on the Bellarine is distinct and different from that in Geelong, as it attracts home buyers seeking a sea change or a holiday house in a coastal/rural environment. This notion of a separate market is used to justify calls for an ongoing 15-year land supply in both urban Geelong, and the growth areas on the Bellarine Peninsula.

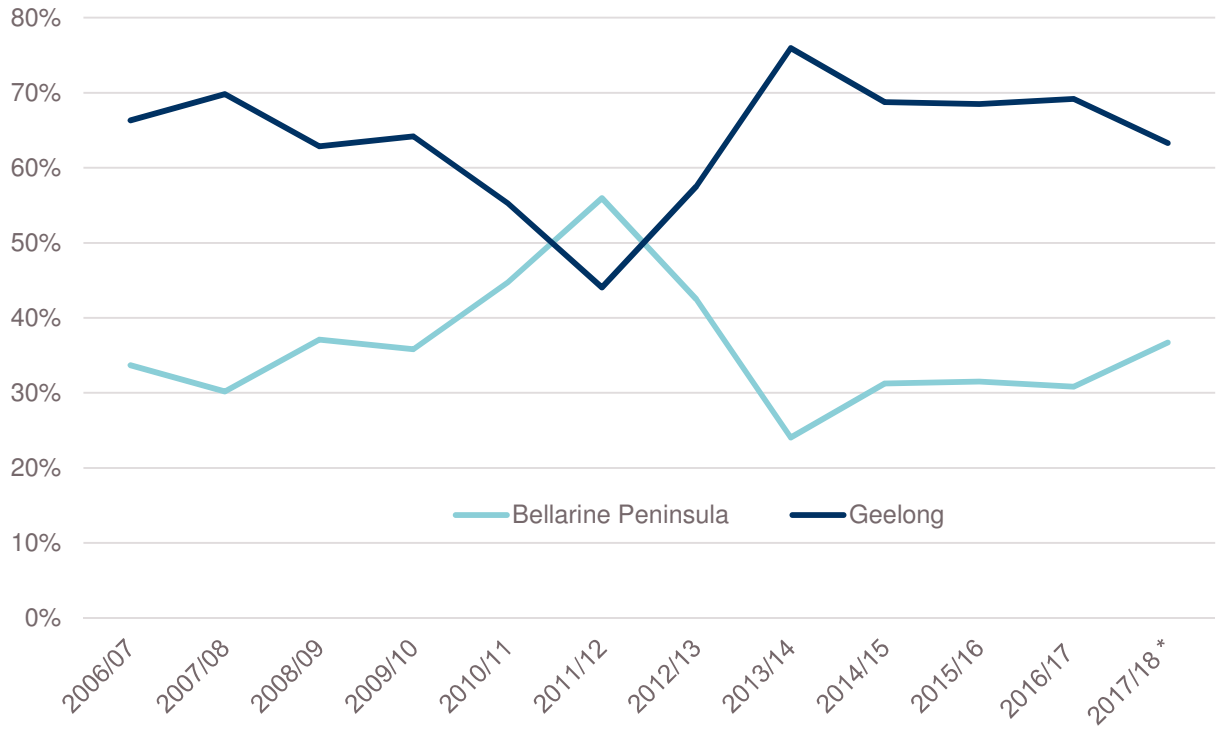
There is no doubt some categories of buyers would not see urban Geelong as an acceptable substitute for Bellarine townships. However, this group accounts for only part of the township market.

For some buyers, housing in townships and broad-hectare estates in urban Geelong are substitutable. This is demonstrated by Figure 16, which shows the Bellarine township share of growth seems to have peaked when choices in urban Geelong were more limited – that is, before new housing in the Armstrong Creek growth area came on line.

We are currently sending mixed messages about development on the Bellarine. While some existing strategies seek to preserve the character and environment of the Bellarine, others nominate these towns as growth areas. Clearer direction is needed to manage future township growth well in the long-term.

In this context, the structure planning process needs to be reconsidered. The current review regime impacts on our resources and raises expectations in the development industry and the community. If the structure planning process were to change, site or localised planning initiatives, regular service and infrastructure reviews and community engagement could still be used to guide the township planning process.

**Figure 16 Bellarine Peninsula townships share of City of Greater Geelong lot construction over time**




*Represents 6 months of the 2017/18 financial year

Moving forward, decisions need to be made about the balance of future land supply (and housing growth) between urban Geelong and Bellarine townships.

The bulk of future housing need should be met in urban Geelong for the following reasons:

- the designation of three major growth areas in Armstrong Creek and the Northern and Western Geelong Growth Areas) and
- increasing housing consolidation, particularly in Key Development Areas.

However, this expectation is not made explicit anywhere in the current housing framework.

### Land supply

Our planning framework provides 25+ years of residential land supply under the aspirational growth scenario of a 2.5 per cent growth rate. This more than meets the state government requirement to plan for a 15-year timeframe. There is approximately 20 years supply on the Bellarine, given the township's share of overall growth.

Designating multiple growth areas creates housing location choice and helps maintain competition in the land market. In turn, this results in improved housing affordability.

In the first community engagement phase for this strategy, we received a significant number of submissions from land owners and development industry representatives keen to pursue speculative residential development, outside the urban boundaries identified in existing policy.

Areas of interest included:

- Leopold, Drysdale and Ocean Grove, on multiple fronts
- Armstrong Creek, to the south and the west
- Lara West and north of the Northern Growth Area and
- a new residential community at Moolap.

The land supply within existing identified growth areas are sufficient to meet likely demand for greenfield housing to 2046, assuming the G21 aspirational population growth scenario of 2.5 per cent. There is therefore no need to identify or rezone additional residential land for at least another decade. This period could be extended by another 15 years, if an increased share of total housing demand is met in established areas, and increased housing diversity and density can be achieved in growth areas.

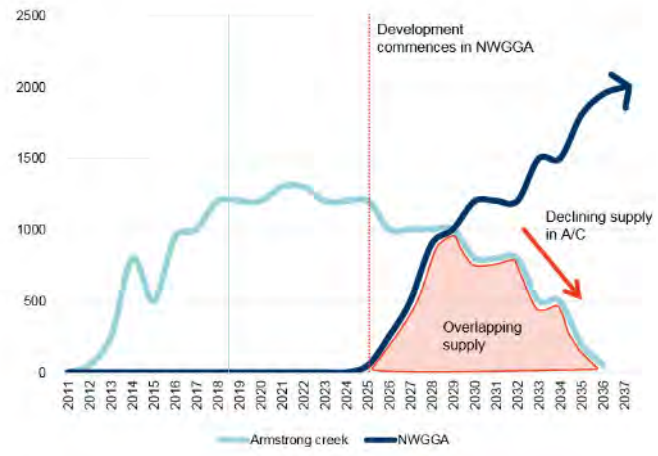
Given the above, we will not support any proposals for rezoning or designating broad-hectare land for residential use, thus creating growth areas beyond those already planned.

For identified growth areas, there are a number of factors that must be considered to make sure that adequate supply is maintained:

#### 1. Typical development pattern of growth area development

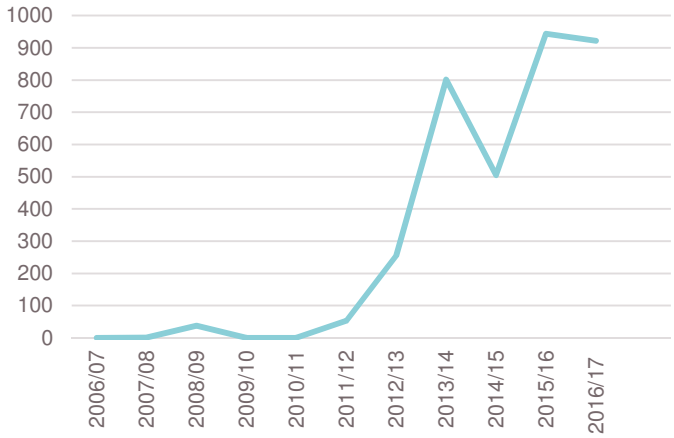
The development of residential growth areas is typically characterised by slow (and slowly accelerating) initial growth rates, followed by a period of more rapid development, as the growth area matures. Finally, a decline in the rate of development occurs as the growth area approaches 'build out'. The rate of development in growth areas can be characterised as typically following a 'bell curve' (as illustrated by the graph below).

**Figure 17: Overlapping bell-curves needed to maintain the total broad-hectare supply**



To date, development in Armstrong Creek seems to be following this expected pattern (see Figure 18 below).

**Figure 18: Rate of growth in Armstrong Creek**




Growth area development typically follows this pattern for a number of reasons, including:

- delays in the early years for planning approvals and infrastructure development
- owners of broad-hectare land may initially be reluctant to sell their land to developers
- a low number of developers active in the growth area
- market demand for housing in a new area may be uncertain
- as markets mature, more active developers/estates come on board, local facilities and services improve and the demand for new housing increases.

As the remaining broad-hectare land supply begins to significantly decrease – typically at 80 per cent 'build out' – annual lot production slows down. This is because:

- the more difficult and expensive land is left until last
- owners of the remaining broad-hectare land may hold out in the expectation of receiving higher prices at a later date and
- there may be fewer active developers/estates.

When larger, city or region-wide property cycles are overlaid on this typical pattern, it can result in a more uneven growth rate.

### 2. Maximising effective competition in land supply

Maximising housing choice and competition between broad-hectare developers puts downward pressure on prices. Concurrent development of more than one growth area helps achieve this. This is good for Greater Geelong if we are to retain a relative advantage over Melbourne's growth areas, in terms of housing affordability.

Providing land supply to meet forecast population growth over a 15 year timeframe is not sufficient to ensure effective competition. If a significant percentage of remaining supply is in the hands of a small number of land owners/developers, or if the rate of development in existing areas slows because the available land is unusually difficult or expensive to develop, this can impact competition.

However, as Geelong's land supply is not greatly impacted by highly fragmented land holdings – that is, it has three major growth areas and a diversity of other growth fronts and given the profile of lot sizes and development consortiums, competition can be maintained.

### 3. Unexpected upturn in demand

There is the possibility that growth will continue to accelerate and overall housing needs will exceed the numbers presented in the aspirational growth scenario of 2.5 per cent.

The consequences of underestimating growth include:

- delays in planning for growth
- inadequate land supplies and the diversion of demand (as experienced prior to release of Armstrong Creek)
- rising land prices and
- declining housing affordability.

When assessing target release dates for new growth areas, it is prudent to build in a 'buffer' for unexpected upturns in demand. This strategy includes a 'growth surge' scenario (3 per cent growth rate) for this reason, and recommends regular monitoring of housing demand.

## Northern and Western Geelong Growth Areas

Should growth continue at current forecast rates, at least part of the Northern and Western Geelong Growth Areas will be required before 2036. There will also be a need for substantial overlap between the effective completion of development in Armstrong Creek and the commencement of development in at least one of the new growth areas. Therefore, planning needs to be in place to allow development to commence in at least one of these new growth areas by 2025.

By doing this, it means we can accommodate growth, even if it exceeds the aspirational rate, or if there is a significant transfer of broad-hectare demand from the Bellarine Peninsula townships to Geelong.

### Rural living nodes and rural townships

Rural living nodes are currently located at Lara, Drysdale/Clifton Springs, Wallington, Lovely Banks and Batesford. These areas provide lifestyle and housing choice, but are considered inefficient to service and residential development is generally contrary to the objective of maintaining a farmed, rural landscape in these areas.

There are a number of other rural townships and communities which offer lifestyle opportunities. These include Wallington, Breamlea, Anakie and Ceres. These townships have limited services and facilities and are not capable of accommodating growth, beyond what the current zoning regime allows.

We have no plans to expand these townships for the following reasons:

- Wallington – currently zoned as a Rural Living and Farming Zone
- Breamlea – has a number of environmental constraints outlined in the Bushfire Management, Design and Development and Environmental Significance overlays
- Ceres – located in the regionally significant Barrabool Hills landscape.

The *Anakie Structure Plan 1996* discussed the possibility of expanding the township to the south and west. This is no longer appropriate, given the environmental and bushfire constraints that have since been recognised via Bushfire Management and Environmental Significance Overlays.

## *PRINCIPLES AND DIRECTIONS - SPATIAL DISTRIBUTION OF GROWTH AND LAND SUPPLY*

### Principle

Provide clear strategic direction on the spatial distribution of residential growth in Greater Geelong.

### Directions

a. Direct the majority of future housing needs to urban Geelong (urban infill, Armstrong Creek and the Northern and Western Geelong Growth Areas).

b. Acknowledge the share of new development on the Bellarine Peninsula should decline over time.

c. Discontinue the use of the term 'growth area' when describing district towns on the Bellarine.

d. Ensure development occurs within designated settlement boundaries.

e. Reconsider the need for and timing of the structure planning review process for townships.

### Principle

Maintain an adequate supply of residential land.

### Directions

a. Adopt a scenarios-based approach to planning for future housing needs. Use regular monitoring and review to adjust planning, if required.

b. Continue to monitor and review land supply, although new areas for residential development are unlikely to be needed.

### Principle

Minimise the economic, environmental, visual and servicing impacts of residential development on rural areas.

### Directions

c. Maintain the extent of rural hamlets (Breamlea, Ceres and Anakie) to current township zone limits.

d. Rescind the Anakie Structure Plan 1996, as environmental constraints in the area make further residential development undesirable

e. Limit rural-living developments to existing zoned land in Lara, Drysdale/Clifton Springs, Wallington, Waurn Ponds, Lovely Banks and Batesford nodes.

## MANAGING FUTURE GROWTH

As previously noted, sufficient land has been identified to meet greenfield residential housing needs to 2046. For this reason, no new or additional residential land is required for the duration of this strategy. The timing of the release and management of new growth fronts has implications for:

- housing supply
- housing choice and affordability and
- our service and infrastructure budgets.

This section explores what we must consider when deciding to release new growth fronts.

### Sequencing

One issue that needs to be decided is whether to develop Armstrong Creek, followed by either the Northern or Western Growth areas, or alternatively allow concurrent development of Armstrong Creek and one or both of the new growth areas. Each option should be considered in light of the known development patterns of growth areas, the need for competition in land supply, the potential for an unexpected upturn in demand and the desire to put downward pressure on the costs of housing.

Based on current growth rates and strong demand, it is likely development of the Armstrong Creek growth area will continue at a rapid pace. Its contribution to housing supply could start to diminish markedly in the next 10 to 15 years.

Given the current rates of growth we are experiencing, the question is no longer when the future growth areas should be released, but how the staging of development should be managed.

To maintain supply, we need a substantial overlap between completing Armstrong Creek and commencing development in at least one of the new growth areas. An approved precinct structure plan and subdivision must therefore be in place to allow construction to commence in at least one new growth front in the next seven years.

### Costs of housing growth

There are significant infrastructure costs associated with broad-hectare development such as social, transport, and utility infrastructure. We are responsible for funding infrastructure in growth areas, in partnership with the Victorian Government and the land developer.

All growth area councils have infrastructure funding shortfalls. The reasons vary, but generally include;

- unfunded regional infrastructure
- the escalating price of land to house community facilities
- escalating construction costs, which outstrip the indexing assumed by the development contribution system and
- the cost of borrowing to finance infrastructure.

The rapid development of Armstrong Creek has forced us to commit to an ambitious local infrastructure investment program. The current estimated shortfall in infrastructure funding for Geelong's growth areas, where development contribution plans are in place, is in excess of $100 million. There are other growth fronts without development contribution plans in place, such as Ocean Grove and Leopold. Funding in these areas is being secured through other planning mechanisms – for example, 173 agreements –and this adds to our funding obligations.

The scale of funding potentially needed for local infrastructure in the Northern and Western Geelong Growth Areas is therefore a major consideration. A total infrastructure assessment of our costs and expenditure requirements for these two growth areas form part of the current framework planning. These costs will not be fully understood until the framework planning is completed and the Integrated Infrastructure Delivery Plan is finalised. It would be premature to commence any precinct structure plan without fully understanding the cost implications.

The rate of initial population build-up in new growth areas tends to be slow. It is likely to be a number of years before growth rates reach a level that justify a full range of local infrastructure and services. However, communities in new growth areas expect access to these services and facilities sooner.

Private sector investment and contributions toward funding early investment in local infrastructure could bring development forward. Such contributions would

need to be fully explored and underpinned by binding funding agreements. These funding agreements would then help inform decision making about the timing and staging of growth areas.

Investment in new growth areas must be balanced against the need for local infrastructure and place making improvements in established areas. Encouraging intensification of development in Central Geelong, Key Development Areas and Increased Housing Diversity Areas will produce longer term savings, given the cost comparison of delivering infill versus greenfield housing. However, it adds to budget pressures in the short to medium term.

## Planning the Northern and Western Geelong Growth Areas

Once completed and introduced into the Planning Scheme, the framework plans for these areas will provide overarching principles for land use and development. They will also guide the preparation of more localised precinct structure plans and infrastructure contributions plans.

Unlike in the past, growth areas will be divided into precincts based on the framework plan, rather than land ownership or who has majority control of the land. Each precinct structure plan will take two to three years to prepare and will refine the urban structure and infrastructure needed for the new neighbourhood.

We will lead and manage the precinct structure plan process to be certain that it is done strategically and in a logical sequence. This approach is consistent with current growth area planning across Victoria and will allow us to better manage the impacts of growth. We will also continue to use third-party-funding agreements to fund the background and technical reports needed to inform each precinct structure plan.

Each precinct structure plan will be complemented by an infrastructure contributions plan. This plan will be the mechanism we use to obtain funding contributions from developers towards urban development costs. As discussed earlier, the current experience of many growth area councils, including Geelong, is that the funding gap between development contributions and actual infrastructure costs can be significant. The state government's infrastructure contributions plan model sets a fixed dollar amount that developers in Melbourne must pay. However, the fixed dollar amount is yet to be announced for regional areas, such as Geelong. Based on the rate and scale of growth in Geelong, we are advocating for a levy equal to metropolitan Melbourne growth areas. The value of the levy and flexibility to apply it will be critical in funding future infrastructure for growth areas.

Given the long time-frames, and uncertainty about the likely take-up rate of land, any decision-making framework must take into account a number of complex factors, as part of the initiation of a precinct structure plan. To this end, we have established a governance structure that will oversee the management of growth areas. Prior to undertaking a precinct structure plan process, Council will formally consider a report addressing the following:

### Sustainable community design

- the scale of the proposed precinct and whether it has the capacity to deliver a functioning community
- the services and infrastructure needed – such as stormwater management, drainage, utility needs and so on – and whether this can be provided in a logical, timely and cost-effective manner
- government and other agency support for key infrastructure and service delivery, and lead times for trunk infrastructure
- whether establishing communities will be able to access services and facilities in existing neighbourhoods during the early stages of development and, if not, whether these items can be delivered earlier than expected
- the principles outlined in the clever and creative vision
- affordable housing, social housing, housing diversity and a competitive housing market.
- support for local jobs
- sustainable design, based on the 'One Planet Living' principles
- transport opportunities, with a focus on integrated, active and public transport.

### Development trends and financial implications

- up-to-date cost and infrastructure investigations and how it will impact on our resources and financial position
- competition in the residential land market
- whether the development avoids land fragmentation and the development of multiple, isolated development fronts
- the municipal lot supply, population, housing and development activity trends
- the likely contribution of the private sector to funding infrastructure, beyond the infrastructure contributions plan
- whether the development can respond to higher than anticipated growth, if required.

This report will assist Council to make an informed decision about the implications of preparing a precinct structure plan.

## *PRINCIPLES AND DIRECTIONS - MANAGING GROWTH*

### Principle

**Ensure growth areas are well- planned and deliver sustainable communities.**

### Directions

a. Ensure the development of new growth areas is guided by a strategic framework plan and infrastructure plan that outlines the orderly and sequential preparation precinct structure plans

b. Complete the Northern and Western Geelong Growth Areas project in 2018. Implement the framework plan into the Greater Geelong Planning Scheme.

c. Increase housing diversity in growth areas by delivering a broad range of lot sizes, capable of accommodating a variety of affordable housing types, including social housing.

d. Deliver self-sufficient communities as early as possible.

e. Apply 'One Planet Living' principles to growth area planning and development.

## Principle

**Manage the release of new growth areas to make sure infrastructure, services and facilities are provided in a timely and efficient way.**

## Directions

a. Advocate for a metro-rate equivalent Infrastructure Contributions Plan levy for Geelong's growth areas.

b. Advocate for state infrastructure to be delivered in a timely way and for other levels of government to contribute to regional and state infrastructure that isn't funded by development contributions.

c. Use third party funding agreements to pay for the background reports and technical studies needed to prepare precinct structure plans led by the City

d. Explore opportunities to use private sector funding to assist with delivering infrastructure.

e. Commence development in at least one new growth area by 2025, by initiating precinct structure planning after the framework plan has been approved.

f. Monitor and control the budget implications of land releases in growth areas.

g. Manage the number of precinct structure plans that can be prepared simultaneously.



## BELLARINE PENINSULA

### Future growth of the Bellarine Peninsula townships

The Bellarine Peninsula is valued, not only by residents of Greater Geelong, but also by the many visitors to the region. The Bellarine has areas of high environmental and landscape value, growing tourism and primary production industries and a number of attractive townships.

The role of Leopold, Drysdale/Clifton Springs and Ocean Grove as district towns is recognised in the *G21 Regional Growth Plan* and Clause 21.14 – Bellarine Peninsula and the Localised Planning Statement. In each case, district towns are nominated for growth consistent with their existing township structure plans. As noted previously, we plan to discontinue the use of the term 'growth area' in relation to these towns.

The long-term growth of these townships is constrained to some extent by environmental features and significant landscapes, although all could potentially grow well beyond their current size. If not appropriately controlled, continued outward growth could impact the landscape character and non-urban breaks that are a key part of the Bellarine's identity and attraction.

The *Bellarine Peninsula Community Vision and Strategic Plan 2006*, developed through an extensive community engagement process, sets out a number of objectives for the future of the Bellarine, including:

- Preserving rural land, and continuing agricultural and horticultural production.

  The vision proposed that there should be no rezoning of rural land outside town boundaries and no further rural residential areas. It also argued for clearer planning guidelines to keep agriculture as the primary activity in rural areas of the Bellarine.
- Right-to-farm policies to support agricultural and horticultural industries, and the establishment of buffer zones or 'soft edges' around towns and rural residential areas, where necessary, to manage potential rural/urban conflicts.
- Ensuring future planning protects the qualities of the Bellarine that visitors find attractive and communities value, while allowing scope for appropriate tourism development (including in designated rural areas).
- Protection for areas of recognised environmental significance and managing natural habitats to promote biodiversity.



In September 2015, the importance of the Bellarine was recognised through the adoption of the Bellarine Peninsula Localised Planning Statement.

The statement noted that the Bellarine:

> *"…features significant wetland areas and open-farmed landscapes with distinct townships" and that it "…retains unique, high-quality rural landscapes associated with extensive areas of cropping and grazing, viticulture and horticulture".*

The statement also noted

> *"the environment on the Bellarine Peninsula is one of the key reasons people are attracted to it, with its strong farmed landscape character between settlements. It also includes significant coasts and environmental landscapes, beaches and waterways, some of international significance. This character is extremely important and highly valued by the local community".*

During the public consultation phase for this strategy, comments from community groups, residents and land developers included:

> *……..should retain their seaside village character and the valuable agricultural land should be protected.*

> *……..On the Bellarine, township current boundaries, as defined in structure planning schemes, ought to be maintained, to keep the township character of the area.*

> *……..The Bellarine should not continue to grow at the current rate. We are in danger of loving our coast too much and spoiling the very thing that makes it great.*

> *……..hard growth boundaries need to be set and adhered to ensure maintenance of the character and attraction of the Bellarine.*

> *……..I would like to suggest that town boundaries on the Bellarine Peninsula are retained. This would help maintain habitat biodiversity and keep existing wildlife corridors.*

> *……..The Bellarine Peninsula has a unique character and the charm of coastal villages in a largely rural landscape. This character should be retained by undertaking strategic reviews and then adopting town boundaries around each settlement.*

A small number of people also expressed a desire to expand townships, with either conventional residential development, or rural living type development.

Over coming decades, as the population of Geelong and Melbourne continues to grow, the special character of the Bellarine is likely to become more sought after.

Ongoing growth on the scale that has been seen in recent years has the potential to change the character of the Bellarine in a way likely to cause concern among residents of the townships, and in Geelong more generally.

The ongoing tension between development pressures and the protection of the environment, landscape and primary production on the Bellarine will continue to be a critical issue. In this context, the Bellarine Peninsula Localised Planning Statement is of limited value in resolving potential land-use conflicts, or determining appropriate limits on the ongoing growth of the townships. The language used is broad and imprecise, and does not clearly address the strategic choices that need to be made.

While it is not within the scope of this strategy to review structure plans and settlement boundaries, there is a critical need to review the Bellarine Peninsula Localised Planning Statement. This review should identify all areas that need protection from urban encroachment and take a long-term view of growth limits for Bellarine townships.

We have been criticised in the past by Planning Panels for not having clear and consistent strategic policies that govern long-term growth and the contribution we expect Bellarine townships to make towards meeting our future housing needs.

In the absence of these policies, there is a risk that pressure to expand townships will undermine the valued character of both townships, and the Bellarine Peninsula more broadly.

The introduction of permanent settlement boundaries will undoubtedly lead to an increase in demand for infill development within Bellarine townships. Current planning policy already supports smaller-scale, scattered infill development and higher density forms of housing, in and around the main centres. Increases in infill development must be managed well, so as not to adversely affect the character of the townships.

## *PRINCIPLES AND DIRECTIONS - BELLARINE PENINSULA*

### Principle

**Maintain the unique township, landscape, tourism, farming and environmental values of the Bellarine Peninsula.**

### Directions

a. Recognise that Drysdale/Clifton Springs, Leopold and Ocean Grove are already fulfilling their roles as district towns.

b. Discontinue the use of the term 'growth area' in relation to the district towns.

c. Acknowledge the share of housing development going to the Bellarine Peninsula should decrease over time.

d. Review housing opportunities within townships to determine if localised housing intensification can be provided.

e. Ensure development reflects the preferred character of the townships.

## PERMANENT SETTLEMENT BOUNDARIES

### Introducing a boundary

There is interest in extending Greater Geelong's urban area to accommodate further residential growth in both urban Geelong, and on the Bellarine Peninsula.

Pressure to expand will continue unless we provide clear policy statements and tools that strengthen existing boundaries, containing growth to strategically identified locations.

Greater Geelong is a similar distance from Melbourne as certain areas on the Mornington Peninsula, which have already been included within Melbourne's metropolitan urban growth boundary and green wedge zones for fifteen years. It is clear we need to act.

There are two options we should consider to introduce permanent settlement boundaries:

**Urban growth boundaries**

An urban growth boundary was introduced with *Melbourne 2030*, and is controlled by sections of the *Planning and Environment Act*. This tool is currently only used in metropolitan Melbourne, and similar boundaries are yet to be tested in other areas.

**Distinctive Areas and Landscapes Bill 2017**

This recent bill declares the Macedon Ranges region as a 'distinctive area' and features strengthened planning controls and state-level planning protection. As part of the process, a localised planning statement is being developed for the Macedon Ranges.

The bill includes the designation of long-term settlement boundaries, which can only be amended with parliamentary approval (the same as the urban growth boundary). The Bellarine Peninsula has already been declared a 'distinctive area of state significance', under the Planning Scheme (Clause 11.05) and it has a localised planning statement.

A permanent settlement boundary should be based on existing residential zones and strategic plans, as these have been developed over a number of years, with extensive community consultation and peer review.

We expect the process to define a permanent settlement boundary would be similar in approach to the 'logical inclusions' process used to refine Melbourne's urban growth boundary. This would include

- establishing assessment and decision criteria
- confirming the appropriateness of current boundaries for urban Geelong and district towns on the Bellarine Peninsula
- a consultation and submissions process
- referrals to infrastructure and service agencies
- independent oversight and
- consultations with the Minister for Planning.

Any relevant work outlined in the Municipal Strategic Statement would also need to be addressed. For example, Clause 21.14, Bellarine Peninsula, calls for a structure plan review of long-term growth options for Ocean Grove, by no later than 2021.

A permanent settlement boundary process should commence as soon as resources allow and must precede any further township structure plan reviews.

As continuing growth in Geelong creates development pressures on townships in adjoining areas, there is potential to work with these shires – most notably the Surf Coast Shire and Golden Plains Shire – and the state government, to determine if a regional approach to permanent settlement boundaries is warranted.

### Non-urban breaks

Non-urban breaks are critical to the identity of our municipality and individual townships and will also help establish permanent settlement boundaries. State, regional and local planning policies call for non-urban breaks between:

- Geelong and Melbourne (Wyndham)
- Geelong and the Surf Coast
- urban Geelong and the Bellarine Peninsula and
- the townships on the Bellarine Peninsula.

There are some physical land constraints and uses that, by their nature, help maintain these breaks. However, in other cases, non-urban breaks will need to be more actively managed.

### Geelong and Melbourne (Wyndham)

The following areas help maintain non-urban breaks between Geelong and Melbourne:

- the Ramsar wetlands (mainly associated with Melbourne Water's Western Treatment Plant and areas along the northern shore of Corio Bay and Outer Harbour)
- areas reserved for conservation purposes, including the You Yangs Regional Park, part of the Brisbane Ranges National Park, the Serendip Sanctuary and the Mount Rothwell Conservation and Research Centre
- areas with landscape value, such as the Barrabool Hills
- areas containing infrastructure of regional and state significance, such as the Melbourne Water Western Treatment Plant, Avalon Airport and the Point Wilson explosives area.

Further to the last point, the Avalon Corridor Strategy, which is currently being finalised, will strengthen protections around airport operations and significant views of the You Yangs, by introducing planning controls.

### Geelong and the Surf Coast

The Thompson Creek valley is an important non-urban break between Geelong and the Surf Coast that we are committed to preserving, with the Surf Coast Shire. It is also recognised in the *G21 Regional Growth Plan*.

### Urban Geelong and the Bellarine Peninsula

The break between the eastern edge of urban Geelong (Moolap) and Leopold contains farm land, smaller rural residential lots (especially south of Portarlington Road) and pockets of commercial development, along the highways.

A number of landowners have expressed their interest in expanding urban development in Moolap and Leopold, both north and south of Portarlington Road. This is in addition to proposals for residential development of land at Point Henry, which will be guided by the Moolap Coastal Strategic Framework Plan (currently being prepared by the state government).

Factors against urban development here include:

- potential inundation risks associated with future sea level rise
- significant servicing issues, with major investment required if development is to occur
- flood risks exist in the environmentally sensitive surrounds of the Barwon River, including the Reedy Lake and Lake Connewarre system between Geelong and the Bellarine Peninsula.

However, the final alignment of the VicRoads Bellarine Link project, which will connect the Surf Coast Highway to Portarlington Road, might have implications for this area.

The State Planning Policy Framework clearly states that a non-urban break should be maintained here. However, without the support of further development controls and landscape polices, the existing visual break between Newcomb/Moolap and Leopold could be progressively eroded until Leopold functions, and is perceived, as the eastern edge of urban Geelong.

### Townships on the Bellarine Peninsula

Pressure to expand Bellarine township settlement boundaries, particularly in district towns, may impact our ability to maintain non-urban township breaks and protect the character of the Bellarine.

Areas of environmental and/or landscape significance identified in the Bellarine Peninsula Localised Planning Statement include:

- the Ramsar-listed wetlands surrounding Reedy Lake, Lake Connewarre and the Lake Connewarre State Game Reserve, together with Swan Bay
- almost the whole southern coastline of the Peninsula, together with the Swan Bay foreshore, and a substantial length of coast between Drysdale and Portarlington (these areas are described as being of state or regional significance)
- three large areas of 'significant landscape' – north of Lake Connewarre (between Ocean Grove and Port Lonsdale), on the western shoreline of Swan Bay, and the Murradoc Hill area, east of Drysdale.

However, there are other locally significant features and landscapes not currently identified in the planning statement – for example, rural, farmed landscapes and views along key transport routes. If these are eroded, it

will impact on the identity of townships and the broader Bellarine.

Permanent settlement boundaries will help. However, more work must be done to assess landscape, environmental, tourism and rural values on the Bellarine, and make recommendations on how to manage and protect these areas in the future.

## *PRINCIPLES AND DIRECTIONS - PERMANENT SETTLEMENT BOUNDARIES*

### Principle

**Contain growth within identified locations across the municipality.**

### Directions

a. Pursue options to implement permanent settlement boundaries for Greater Geelong.

b. Implement permanent boundaries based generally on existing urban areas and areas already identified in policy.

c. Establish a consultation process to review the appropriateness of this boundary and deal with any significant anomalies or logical inclusions that might be needed.

d. Place structure plan reviews on hold until the permanent boundary is known.

e. Work with the state government and neighbouring councils to consider a regional approach to housing and settlement boundaries.

### Principle

**Maintain the unique identity of Greater Geelong and its townships.**

### Directions

a. Maintain the non-urban breaks between Geelong and Melbourne (Wyndham), Geelong and the Surf Coast, urban Geelong and the Bellarine Peninsula, and the townships on the Bellarine Peninsula.

b. Assess areas with special local environmental or landscape values and consider options to help preserve and manage these breaks into the future.

## URBAN CONSOLIDATION

### The role of urban consolidation in meeting Geelong's housing needs

Our existing planning framework, designed to increase the share of new housing within established areas, has been in place for over 10 years. It helps us meet future housing needs in a more sustainable and cost-effective way.

One outcome from the recent clever and creative vision process was to increase the contribution of urban consolidation to Geelong's total housing needs from approximately 35 per cent, to 50 per cent.

Over recent years, approximately one quarter of Geelong's total supply of new housing has been delivered by small-scale developments in established Geelong suburbs and Bellarine townships. To date, high-density housing, such as apartment developments in Central Geelong, have played a very small part in meeting Geelong's housing needs.

To increase the percentage of new housing in established areas will require both scattered, small-scale, dispersed infill and a substantial upturn in medium/higher density apartment-type development.

The following factors will likely see the share of new housing in established areas increase significantly:

- changing lifestyle choices of home buyers and renters
- the demographic structure of Geelong's population
- the rising cost of detached housing in Geelong's inner suburbs and on the Bellarine Peninsula and
- a 'demonstration effect' led by a growing trend towards urban consolidation in Melbourne.

The aspirational target of 50 per cent urban consolidation is lower than the *Plan Melbourne* target of 70 per cent. This is for a few reasons:

- Commuting distances and times from Geelong's growth areas are substantially less than in Melbourne's growth areas, and are expected to remain so.
- There is less pressure for households to trade off dwelling type and size for a shorter commute.
- In many established parts of Geelong, housing prices are unlikely to reach a level where the scale of residential infill development now being experienced in Melbourne would be viable.

Although not without its challenges, increasing the contribution of infill development to our municipality's housing needs has its advantages. The current policy and zoning regime has substantial capacity for small-scale, scattered, infill housing and could support a significant uptake in medium and higher density development.

### Facilitating or forcing urban consolidation

How we increase the role of urban consolidation in meeting Geelong's future housing needs is just as important as where we locate it.

We have received submissions that contend broad-hectare development should be limited in order to support (or in effect force) urban consolidation.

These arguments assume that reducing the supply of housing from broad-hectare developments will be offset by an equivalent increase in supply from urban consolidation, and will not have any impact on housing supply and affordability overall. However, the available evidence does not support this view.

Restricting broad-hectare development, as a way of forcing urban consolidation, is likely to reduce both overall housing supply and housing affordability.

Infill development is also seen as superior, with arguments against broad-hectare development such as:

- public infrastructure costs more when compared to infill
- this development is inherently unsustainable
- it cannot be served by effective public transport and
- it's ultimately not an affordable form of housing, when all living costs are considered.

Both of Geelong's future growth areas are being planned from the ground up. This presents a unique opportunity to make sure that development can accommodate bus-based public transport services and encourage cycling and walking. Comprehensively planned growth areas also consider local employment options and ways to incorporate social infrastructure early in the development process. Thus, they need not

increase car dependence any more than small-scale, scattered urban consolidation.

The cost trade-off associated with choosing a detached house, in a planned broad-hectare community on the urban fringe, rather than a townhouse or apartment in an established suburb, will be much less in Geelong than in a bigger city, such as Melbourne. The key is to provide choice for those wanting to buy or rent housing.

### Revitalising Central Geelong

The Revitalising Central Geelong Action Plan aims to turn the area into a magnet for jobs and growth through investment in the area. Through a combination of new student housing, apartment and office developments, the goal is to have 10,000 people living in Central Geelong by 2028, and 30,000 people working there.

To date, higher density residential development in Central Geelong has been fairly limited. Most major apartment developments have been built in locations close to the waterfront, to take advantage of bay views.

Significant increases in medium and higher density housing development are expected to result from:

- the physical and other attractions of the area
- planned state and local government investment in improving the amenity and vitality of the inner city and
- steps to facilitate site amalgamations and streamline planning approvals.

### Housing Diversity Strategy

Key Development Areas, Increased Housing Diversity Areas and Incremental Change Areas were first introduced in 2007 as part of the *Housing Diversity Strategy*. They are still considered to be sound policy ten years on.

However, in light of experience and the higher housing growth rates now anticipated for Geelong, they may need to be modified.

Increased Housing Diversity Areas were reviewed in 2013 as part of the *Reformed Residential Zones – Implementation Plan* (C300). The purpose of the review was to help realise planning policy for these areas.

In 2017, the state government introduced further changes to residential zones by increasing housing opportunities in all zones.

To accommodate these changes, some zone adjustments will be required to most appropriately reflect the intent of the *Housing Diversity Strategy*, as it applies to building heights and neighbourhood character.

The introduction of a permanent settlement boundary will likely lead to an increase in infill development in some locations. The benefits of consolidation need to be balanced against maintaining neighbourhood character and local community expectations. Change is inevitable, however, it can be managed using appropriate zone and overlay controls, and design guidance.

Given current state government investigations into rail upgrades, it is timely to re-evaluate the extent of development anticipated around train stations (see table 11 below), in consultation with relevant stakeholders, such as land owners, VicTrack and Transport for Victoria.

Investigations should be prioritised based on:

- the level of opportunity,
- private sector investment,
- landholder engagement,
- other strategic work being undertaken in the area and
- available resources.

**Table 101: Development opportunities around train stations**

| Station | Current policy | Opportunity | Recommendation |
|---|---|---|---|
| Lara | Increased Housing Diversity Area of 400 metres around the station and town centre. | Given recent upgrades to the town centre, and a logical 800-metre walking distance to the station, changes to the boundary should be investigated. These should focus on better integration and transit-oriented development, building on Lara's role as a commuter hub. | Further work needed includes:<br>• Increased Housing Diversity Area review<br>• transit-orientated development<br>• urban design framework process. |
| Corio | No designation as an Increased Housing Diversity Area. | No change. Limited scope, given industrial nature of adjoining land and the need to maintain industry buffers (major hazard facility buffer). | None. |
| North Shore | Small area has been recommended for Increased Housing Diversity Area, through Corio Norlane Structure Plan, but not included in the planning scheme. | No change. Located within Port environs and intensification of housing development is not supported, due to proximity of major industries. | None. |
| North Geelong | Increased Housing Diversity Area of 400 metres. | A change of the Increased Housing Diversity Area boundary could improve diversity within 800m of the station (towards the bay).<br>Land adjoining, and including, the station should be further investigated for potential as a Key Development Area. Incorporation of residential land in Industrial 1 Zones should also be investigated.<br>Broader consideration of the area is required, including the former Saleyards site. | Further work needed includes:<br>• North Geelong Structure Plan<br>• Increased Housing Diversity Area review<br>• Key Development Area investigation. |
| Central Geelong | Key Development Area | We are undertaking the following work with the Department of Environment, Land, Water and Planning:<br>• a station master plan<br>• major streetscape works and<br>• reviews of the structure plan and Activity Centre Zone.<br>Gordon Avenue is one potential urban renewal precinct, within walking distance of the station, being | Continue with:<br>• implementation of the Central Geelong Action Plan<br>• preparation of Pakington Street Urban Design Framework. |

| | | | |
|---|---|---|---|
| | | investigated as part of the Pakington Street Urban Design Framework. | |
| South Geelong | Increased Housing Diversity Area of 400 metres. | A change to the Increased Housing Diversity Area boundary could increase diversity within 800m of the station, by extending towards Central Geelong, and south to Fyans Street. Heritage areas and established character will need to be carefully managed.<br>The expansion of the South Geelong Key Development Areas and Increased Housing Diversity Areas would, in effect, create a wider city area, comparable in size to the Melbourne Hoddle Grid.<br>An urban design framework process for the station has commenced. This will include a boundary review and the potential for Key Development Area nomination, focusing on integrated transport-oriented development. | Prepare South Geelong Station Urban Design Framework and include a Increased Housing Diversity Area review, and nomination of Key Development Area. |
| Marshall | Increased Housing Diversity Area of 400 metres. | The Marshall Precinct Structure Plan will require a station Urban Design Framework, to guide integrated land use and development.<br>Upgrades to the station and new cross-corridor connections will warrant a review of the existing Increased Housing Diversity Area boundary west of the rail line. This will likely be to a 400 metre maximum, due to existing subdivision layouts. | As well as ongoing Precinct Structure Plan development, further work is needed, including an Increased Housing Diversity Area review. |
| Waurn Ponds | | An Increased Housing Diversity Area boundary is warranted on a planning policy basis. An investigation should be undertaken to determine capacity.<br>As with other stations, an 800 metre boundary has merit from a policy perspective, which would include part of the Hams Road future rezoning. | Further work is needed, including an Increased Housing Diversity Area review. |

### Other opportunities

New sites for potential Key Development Areas and Increased Housing Diversity Areas will become available over time, as public institutions and/or businesses close or transition. Each site should be evaluated on its merits. If it is suitable for residential development, the principles of the *Housing Diversity Strategy* should be applied to help determine the scale of development, and the most appropriate zoning.

### Affordable and social housing

While maintaining an adequate and competitive land supply market, we will also continue to work with the state government, developers and community housing providers to deliver social housing in both new and established communities.

Increasing the supply of social housing in Greater Geelong is possible with:

- existing policies that support greater housing diversity close to activity centres, services and public transport
- new initiatives, such as affordable housing agreements
- use of surplus government land
- work with the development industry, to include social housing as part of the approvals process and
- streamlined planning processes.

State government initiatives, such as the Victorian Social Housing Growth Fund and *Homes for Victorians* strategy will also support future investment in social housing.

## *PRINCIPLES AND DIRECTIONS - URBAN CONSOLIDATION*

### Principle

**Increase the role of urban consolidation as part of Geelong's overall housing supply.**

### Directions

a. Facilitate infill development to increase the housing supply contribution to 50 per cent, by 2047.

b. Support the population target of 10,000 people by 2028 in Central Geelong through increased residential development

c. Continue to invest in 'place making' activities – that is amenity and local facility improvements – in urban renewal areas and activity centres.

d. Review the application of the residential zones as a result of planning scheme amendment VC110 to ensure that the most effective zone approach is being used

e. Do not restrict growth area development to force urban consolidation.

### Principle

**Articulate the preferred location for increased housing densities.**

a. Continue to support the following policy directions set out in the Housing Diversity Strategy:

- Direct high-density housing growth to the Central Geelong, Fyans/West Fyans and Waurn Ponds Key Development Areas
- Maximise opportunities for a diverse mix of housing types around activity centres in Increased Housing Diversity Areas.
- Support low–scale, medium-density housing in Incremental Change Areas.

b. Undertake a strategic planning program to increase the contribution of train station environs to future housing needs

### Principle

**Manage the impact of increased housing densities on neighbourhoods.**

a. Prepare design guidelines for areas of housing change to reduce uncertainty about the scale, form and design of neighbourhood developments.

### Principle

**Increase the level of affordable and social housing in Greater Geelong.**

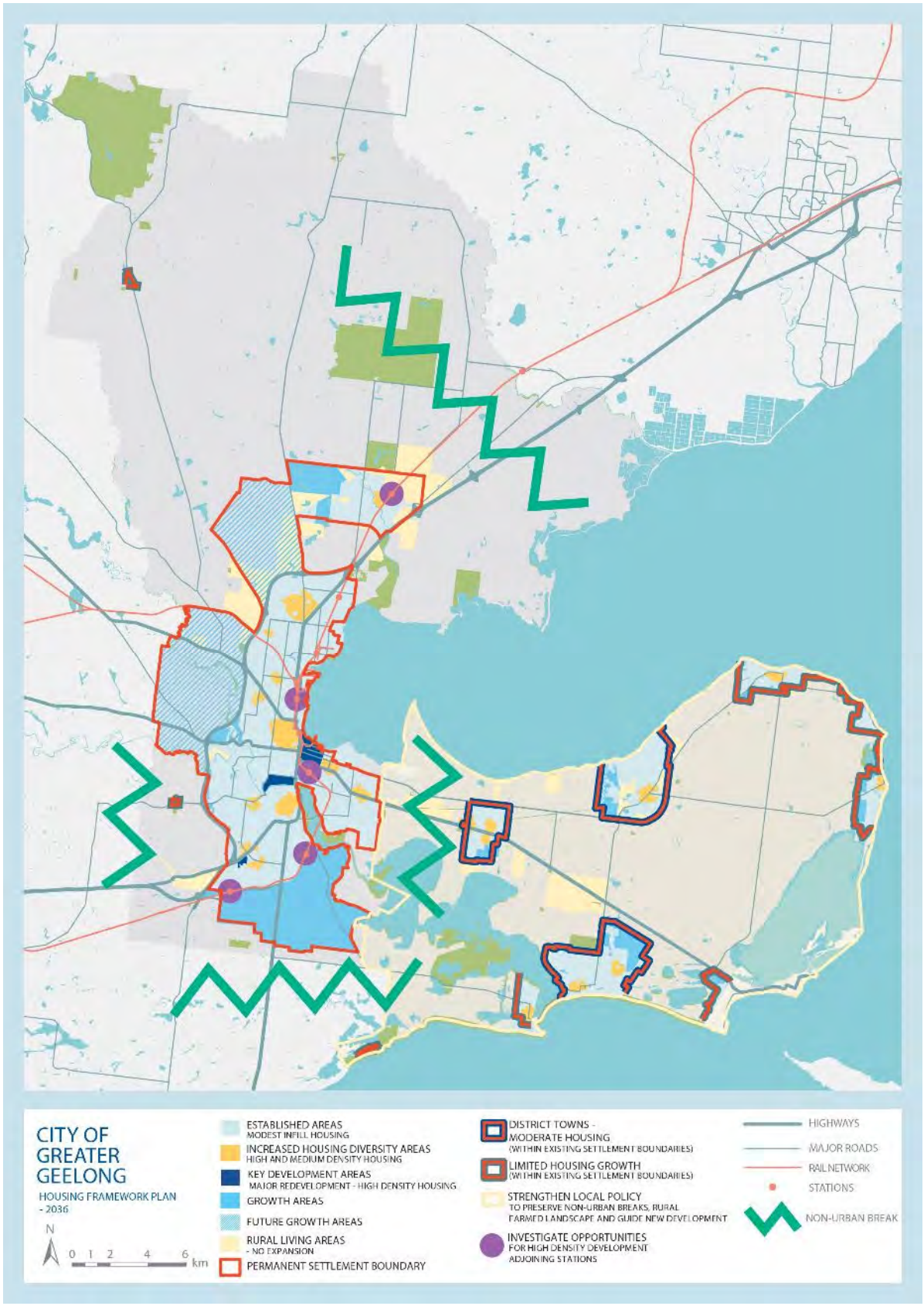
### Directions

a. Support affordable housing in areas suitable for urban consolidation.

b. Investigate model voluntary agreements, inclusionary zoning and development of surplus government site to deliver social housing.

c. Work with the state government, community housing and the private sector to deliver more affordable and social housing options.

**Figure 19: Greater Geelong Housing Framework Plan – 2036**



## MONITORING AND REVIEW

The population, household and dwelling forecasts that form the basis of strategic planning are typically sourced from the Victorian Government, or commissioned by specialist consulting groups.

Forecasts must be regularly assessed against actual development activity, as there is often significant variation. Evidence of this can be seen in the most recent population growth forecasts for Geelong.

A well-designed monitoring program is a key tool for managing development and growth.

Accurate information on population growth, housing demand and residential land and housing supply are all particularly critical to this strategy.

A regular monitoring program can:

- help identify changes in the key 'drivers' of demand
- track where growth is going
- assess how well the Strategy is working
- help fine-tune land use planning policies, to better achieve strategy goals
- help us and our stakeholders to plan for future infrastructure investment and maintenance
- make sure an adequate supply of residential land is maintained
- guide decisions on the staged release of land for urban development
- take early action to address any potential land supply shortfalls, or infrastructure constraints
- contain costs, by helping us deliver infrastructure and services in a planned and coordinated way
- inform our other areas of works.

An effective monitoring program needs to capture the fundamental elements of both demand and supply of residential land.

### Demand side information

The underlying demand for housing and residential land is driven by population growth and demographic change. An up-to-date understanding of demographic trends is therefore central to an effective monitoring program.

The majority of demographic data is sourced from the 5-yearly Australian Bureau of Statistics Census.

The Census provides data that is very valuable for predicting future trends in housing, including:

- actual population growth
- migration data – where residents have come from or gone to
- changes in household types and sizes
- journey to work data
- housing vacancy rates and
- housing affordability.

However, five years is a long time period. Complementary housing demand indicators that are useful include:

- the annual estimated resident population (released by the ABS)
- residential building approvals and
- residential lot and housing production.

We can also use the data we already collect about building approvals and lot and dwelling construction.

### Housing market conditions

Housing markets provide useful intelligence on housing demand and supply. Information sources include:

- lot and dwelling sales data
- lot and dwelling sale prices, by location
- dwelling rentals by location and housing type/number of bedrooms.

Regular and up-to-date monitoring of information on housing market conditions can work as an early warning system for emerging issues.

### Land supply and development

Changes in land and housing development activity and prices for broad-hectare and infill development land must be closely watched, as it can:

- help highlight any emerging land supply problems
- point to emerging changes in demand
- provide valuable insights into the effectiveness of our policies around urban consolidation
- provide up-to-date information on trends in dwelling yields per net developable hectare – and hence the likely capacity of remaining broad-hectare land stocks.

Having said that, existing market yield densities should always be used when assessing future potential yields, to avoid over estimations.

Land supply and development activity should be monitored at multiple levels (growth area or suburb, estate) and by distinct supply types.

The following supply type definitions were used to develop this strategy, and are also appropriate for monitoring performance:

1. **Major Supply**: residential development sites that yield ten or more lots or dwellings, and are sized greater than one hectare. The following sub-categories are included within major supply.
    a. ***Broad-hectare*** is defined as residential development on broad-hectare sites (sites that have not been used previously for urban development purposes, or previously subdivided for normal/urban density development) and typically located on/or near the urban fringe.
    b. ***Major Infill*** is defined by development or capacity greater than 10 lots/dwellings per site, within the established urban area. There is potential for debate about the difference between major infill and broad-hectare. Often, major infill sites/developments can be described as remnant broad-hectare – that is, broad-hectare land left undeveloped, with urban development subsequently surrounding the site. Major infill sites are also characterised by having had no previous urban development activities.
2. **Dispersed Infill** is, from a lot/dwelling construction perspective, residential development occurring within the established urban area (not on broad-hectare or major infill sites) that yield less than 10 dwellings per individual construction project. Typically, it entails 'back-yard' style subdivision projects.
3. **High Density (major redevelopment)** is defined by dwelling construction that is of multiple storeys – that is, high-rise style development within an established urban area, yielding 10 or more dwellings per construction project. It is typically located on redevelopment sites –that is, sites that have had a previous urban use.
4. **Rural Residential** is, from a lot construction perspective, all activity on land zoned Rural Residential or Low Density.

It is recommended that the monitoring of the supply and demand for residential land is undertaken annually. An annual monitoring program would identify any significant changes to supply and demand, allowing us to appropriately respond to any emerging issues.

### Consultation

Part of any monitoring program should include targeted consultation with key stakeholders. This is for a number of reasons, but primarily it is to gather and exchange information. The consultation process should seek up-to-date information on:

- the location, composition and construction rates of existing/future development
- site specific land supply issues, ranging from likely yield/density, development timing, land development dependent infrastructure issues
- state planning policies/strategies and planned infrastructure/services
- housing market issues/impediments.

Major stakeholders to be consulted should include:

- relevant state agencies (such as planning, transport and so on)
- infrastructure agencies/providers and
- representatives of the land development industry, such as peak bodies and individual developers.

### Assessing adequacy

Supply and demand trend estimates can help us describe projected years of land supply for a given housing market/supply type.

Projected years of supply data can also be used to trigger planning and the release of additional land for development. More importantly, it can also trigger specific strategic land-use planning responses.

Other qualitative assessments that can assist in understanding the residential land market include:

- the number of active developers/land owners, to measure the level of competition in the market
- the number of development fronts that are active, to indicate both competition and emerging supply trends
- issues relating to the pattern of development and the delivery of infrastructure, as particular parcels of land

have the potential to affect the timing and viability of development.

### Key requirements for a successful monitoring program

A successful monitoring program for this strategy must have a number of characteristics, including:

- the information collected must be contained to areas that are small enough to see emerging trends and issues
- robust and accepted methodologies
- transparent objectives, methodology and information sources
- all statistical data must be complemented by consultation, and input from key stakeholders and
- data and analysis must be made available promptly and widely, so key data and conclusions can be challenged.

## *PRINCIPLES AND DIRECTIONS - MONITORING AND REVIEW*

### Principle

**Monitor and review population growth, housing demand and development trends, and make adjustments as required.**

### Directions

a. Work with the state government and other agencies to collect and analyse data.

b. Monitor annual supply and demand for residential land (all supply types) at multiple levels (estates, townships/suburbs, growth areas and municipality) to track progress and inform decision-making.

c. Use actual development data and consultation with the development industry to understand development trends. Update growth scenarios at least every 5 years and update this strategy, as necessary.

# Appendix 1

## THE SPATIAL ECONOMICS TEAM

Spatial Economics experienced team comprised four consultants:

**Dale Stokes: - Town Planner and Urban Economist**
Dale is the founder of Spatial Economics and has taken the lead role in development of its tools and methodologies. This includes the development of unique computer based analytical techniques to enable detailed tracking of land and housing development trends. These techniques have, among other things, been used by the Department of Environment, Land, Water and Planning (DELWP) to prepare the first comprehensive data on housing development in Melbourne, Geelong and other major Victorian cities.

Dale Stokes has extensive experience in urban, regional and remote area land use planning, particularly as it relates to housing policy, land supply, transport planning, infrastructure to support settlement development.

His experience includes periods as manager of the land release/urban development programs at both the Victorian and Western Australian planning departments. In Victoria this included responsibility for preparation of the Geelong region Urban Development Program (UDP).

**John Collins: - Strategic Planner and Economist**
John Collins is a Director of Spatial Economics. He has a degree in economics and over forty years' experience in strategic planning, housing and urban policy and public sector management with both State/Territory (Victoria, New South Wales, South Australia, ACT) and Commonwealth agencies.

He was formerly Executive Director in the Department of Infrastructure and Deputy Secretary in the Department of Sustainability and Environment. In these roles he was responsible for strategic planning for Melbourne and regional Victoria (including preparation of the Melbourne 2030 and Great Ocean Road Region plans).

Prior to his period with the Victorian Government he was an Executive Director in the NSW Department of Planning with responsibility for strategic planning for Sydney, Newcastle, the Central Coast, and the Illawarra.

**Jeremy Reynolds: - Demographer & Planner**
Jeremy Reynolds has over forty years' experience as a planner and demographer. After working in local government in London, he worked for the Melbourne and Metropolitan Board of Works (1975-1985) and in successive Victorian Government planning departments (1985-2014).

During his period with the MMBW and the planning department he worked on all reviews of strategies for metropolitan development including *Melbourne 2030* and *Plan Melbourne*. He has also worked with Regional Development Victoria on regional growth policies.

Between 1992 and 2014 Jeremy was the planning department's senior demographer and manager of the department's Research Unit. In this role he was responsible for preparation of the *Victoria in Future* population projections released in 1997, 2000, 2004, 2008 and 2013. He was also responsible for key departmental publications including *Towns in Time* and *Suburbs in Time* (1998 – 2013), the Melbourne Atlas (2006) and Regional Matters: an atlas of Regional Victoria (2006).

**Chris Wight: - Demographer**

Chris has extensive experience in demographic and housing research and analysis particularly applied to strategic planning at the state and local government levels. His most recent role with the Victorian Government was to manage housing and demographic research for the Department of Planning and Community Development.

Chris has experience in demographic research as well as broader cross-government policy development. This has included work on:

- demographic analysis and population and household projections'
- analysis of housing growth requirements,
- housing economics and affordability,
- metropolitan strategic planning.

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CITY OF GREATER GEELONG

# 4. FINANCIAL MANAGEMENT REPORT – MARCH 2018

**Source:** **Finance & Strategy – Financial Services**
**Director:** **Peter Anderson**
**Index Reference:** **SUB-16-2053**
**Portfolio** **Finance**

## Purpose

To present to Council the Financial Performance information to 31 March 2018.

## Background

On 27 June 2017 the Final Budget was adopted with a recurrent deficit of ($8.7m) and higher opening cash balance of $77.9m. This change recognised the early receipt of expected 2017-18 Commonwealth Government Grants Commission funding (50% of allocation).

On 5 September 2017 Council approved the carryover of Capital and Non Capital project funding into 2017-18 along with other funding priorities. This change known as 2017-18 Projection was in response to funding allocated in 2016-17 for projects not completed, resulting in higher than expected opening cash balance of $103m.

The 2017-18 Recurrent Projection is an operating deficit of ($19.8m) and Non recurrent surplus of $67.1m. The 2017-18 Full Year Projected Net Result is a surplus of $47.3m.

The financial statements and commentary is for the period July – March 2018, which compares the budget projection with actual revenue and expense.

## Key Issues

- The recurrent operating result for the nine month period is a surplus of $3.8m. The projected position was a deficit of ($14.3m) so our result represents a better than anticipated outcome of $18.1m. It is expected however that in the full year this surplus will reduce to a ($17.2m) deficit or a $2.6m favourable result. A summary of the nine months variances are provided on pages 3 - 6 of this report.

- Capital expenditure year to date is $74.0m against a projection of $98.9m. It is anticipated that there will be expenditure carryover of $48m and income carryover of $11.6m by the end of the financial year. A summary of capital expenditure variances is provided on page 8 of this report.

- The cash and investment balance of $101.3m is in line with what was expected at this stage of the year. Capital projects have been funded from working capital to date, however it is intended to borrow $12.1m in May with other planned borrowings deferred into 2018-19. A summary of the cash and investments is provided on page 13 of this report.

- When non recurrent items are included (e.g. Gifted assets from development, sale of properties, developer cash contributions to infrastructure etc.) the result for the nine month period was a surplus of $43.7m. This was $16.4m favourable to the anticipated position. At the end of the year it is expected that the net surplus will be $0.9m better than anticipated. A summary of the non-recurrent variances is provided on page 7 of this report.

- There were no Environmental Upgrade Agreements entered into for the quarter. The existing agreement is valued at $0.115m.

**Cr Murnane moved, Cr Nelson seconded -**

**That Council endorses the Financial Report to 31 March 2018.**

**Carried.**

**Attachment 1**

***Discussion***

The 2017-18 Full Year projected Net Result is a surplus of $47.3m. Refer following Table.

| | Expenditure $'000 | Income $'000 | Surplus/ (Deficit) $'000 | Opening Cash Balance |
|---|---|---|---|---|
| **Council Draft 2017-18 Budget - Recurrent Surplus/(Deficit)** | **333,039** | **333,940** | **901** | **$67.9m** |
| Grants Commission 2017-18 - 50% received in 2016-17 | | (9,588) | (9,588) | |
| **Council adopted 2017-18 Budget - Recurrent Surplus/(Deficit)** | **333,039** | **324,352** | **(8,687)** | **$77.9m** |
| 2016-17 Non Capital Carryover Requests | 9,998 | 106 | (9,892) | |
| *Other Projection changes* | | | | |
| Library Contribution increase | 215 | 0 | (215) | |
| Osborne House | 1,000 | 0 | (1,000) | |
| **2017-18 Recurrent Projection** | **344,252** | **324,458** | **(19,794)** | **$103m** |
| **Non Recurrent Surplus/(Deficit)** | **6,190** | **73,309** | **67,119** | |
| **Net Result Surplus/(Deficit)** | **350,442** | **397,767** | **47,325** | |

The March Management reports are provided in the following table to report year-to-date performance and full-year forecast performance versus projection.

**Summary**

| | YTD Actual $M | YTD Projection $M | YTD Var Fav/ (UnFav) $M | FY Projection $M | FY Forecast $M | FY Var Fav/ (UnFav) $M |
|---|---|---|---|---|---|---|
| Recurrent Surplus/(Deficit) | 3.75 | (14.36) | 18.11 | (19.79) | (17.18) | 2.61 |
| Non-Recurrent Surplus/(Deficit) | 39.99 | 41.77 | (1.78) | 67.12 | 65.37 | (1.75) |
| Net Surplus/(Deficit) | 43.74 | 27.41 | 16.33 | 47.33 | 48.19 | 0.86 |
| Capital Expenditure | 74.04 | 98.94 | 24.90 | 142.69 | 144.43 | (1.74) |
| Closing Net Cash Positive/(Neg) | 101.30 | 101.28 | 0.02 | 61.40 | | |

## 1. Recurrent Variance Commentary

| | YTD Actual $M | YTD Projection $M | YTD Var Fav/ (UnFav) $M | FY Projection $M | FY Forecast $M | FY Var Fav/ (UnFav) $M |
|---|---|---|---|---|---|---|
| Recurrent Income | 251.90 | 243.82 | 8.08 | 324.46 | 332.15 | 7.69 |
| Recurrent Expenditure | 248.15 | 258.18 | 10.03 | 344.25 | 349.33 | (5.08) |
| Recurrent Surplus/(Deficit) | 3.75 | (14.36) | 18.11 | (19.79) | (17.18) | 2.61 |

***YTD Variance - $18.11m Favourable***

The following major variances contributed to this result:

**Recurrent Income**

| | Actual YTD $M | Variance Fav/(UnFav) $M |
|---|---|---|
| **General Rates and Charges** – Favourable rates generation and supplementary rates Year to Date (YTD). | 161.59 | 2.15 |
| **Government Grants** | 31.77 | 4.03 |
| Main favourable variances consist of:<br>• State Specific Purpose $972k favourable – Family Services $172k (*ICC's and Child Care),* Connected Communities $130k. Unbudgeted grants received – *Geelong Regional Bowls Facility $325k and Lara Flood Study $250k*.<br>• State Recurrent $907k favourable – Community Care $637k (*Community Home Support Program $596k – Assessment for Older People)*.Health & Local Laws $224k (*Vic Roads School grant).*<br>• Federal Recurrent $1,490k favourable – Community Care $1,329k (*Community Home Care Program $252k and Home Care Packages $1,142k, offset by increased expenditure).* Connected Communities $161k (*Food Distribution Services).*<br>• Federal Child Care Assistance $226k favourable – Family Services $223k (mainly *Integrated Children centres due to higher utilisation*).<br>• Federal Other $420k favourable – Grants Commission $420k *(expected $560k favourable full year*). | | |
| **User Charges** | 42.08 | 1.04 |
| Main favourable variances consist of:<br>▪ Waste Disposal – Commercial $1,238k favourable – *Drysdale Landfill Operations $906k, Commercial Collection Services $98k and North Geelong Transfer Station $232k.*<br>▪ Design & Supervision Fees $473k favourable – *Subdivision application fees.*<br>▪ Facilities – Casual Hire $223k favourable – *Road Occupation fees*<br>Offset by:<br>▪ Activities & Program Fees ($820k) unfavourable – Family Services ($740k) (*Centre Based Long Day Care $461k and ICC's $263k*), Health & Local Laws ($209k) (*Animal Pound Services*), Engineering Services ($95k) (*Saleyards).* Offset by Community Care $158k favourable (*Community Home Support Program and Agencies*). | | |

| | Actual YTD $M | Variance Fav/(UnFav) $M |
|---|---|---|
| **Other Fees & Charges** | 9.43 | 0.79 |
| Favourable mainly due to:<br>▪ Planning and Building Permit Applications $1,257k favourable.<br>Offset by:<br>▪ Fines & Costs ($415k) unfavourable (*Parking Infringements ($459k), Animal Infringements ($125k) unfav*, *partly offset by favourable Fire Licences $159k*) | | |
| **Sundry Income** | 5.45 | (0.07) |
| **Interest on Investments** | 1.58 | 0.14 |
| **Recurrent Income Sub-total** | **$251.90m** | **$8.08m** |

**Recurrent Expenditure**

| | Actual YTD $M | Variance Fav/(Unfav) $M |
|---|---|---|
| **Employee Related Expenditure** – Favourable salary related costs $3,954k mainly relating to unfilled vacancies.<br>Offset by unfavourable supplementary labour costs ($4,210k) (see external services). | 105.63 | 3.95 |
| **General Works:**<br>*Materials* $430k favourable with the main variance being Road Making Materials $454k (*phasing only*)<br>*Plant / Equip / Vehicle Costs* $568k favourable with the main variances being Minor Plant, Furniture & Equipment $152k and Repairs & Maintenance $155k (*both phasing only)*.<br>*External Services* is $1,110k favourable mainly due to:<br>• Contractors $6,609k favourable - Phasing variances in Discretionary Projects $5,776k and in Recurrent Projects $1,465k. Offset by unbudgeted costs – Leopold Library Book Collection ($433k) and Geelong Storm Event ($199k).<br>• Building Maintenance $322k favourable (*Phasing only*).<br>• Levies & Contributions $239k favourable – Drysdale Landfill $235k (*EPA Levy)*<br>• BU Marketing & Promotion $229k favourable – mainly Waste Services *(phasing only*)<br>Offset by:<br>• Supplementary Labour ($4,210k) unfavourable – mainly, Local Laws ($310k), City Development ($474k), | 80.15 | 2.11 |

| | Actual YTD $M | Variance Fav/(Unfav) $M |
|---|---|---|
| Community Care ($1,111k), Parks ($465k), Operations ($462k), Engineering Services ($285k) and Fleet ($263k).<br>• Contributions ($293k) unfavourable – Unbudgeted contribution to Geelong Regional Bowls Facility ($325k) (*Government grant*), partly offset by phasing variances mainly in Environment and Enterprise Geelong.<br>• Waste Disposal & Recycling ($1,605k) unfavourable - Waste Services ($1,744k) due to diversion of waste to Wyndham ($1,646k) and charge from SKM for recycling disposal ($127k). Partly offset by Operations $166k fav (*City Cleansing*). | | |
| **Administration** costs $1,191k favourable mainly due to :<br>• Interest Paid $822k favourable due to deferment of budgeted loans.<br>• Minor phasing variances – mainly in Printing, Corporate Costs, Computer Hardware and Training & Development. | 8.49 | 1.19 |
| **Professional Services** costs $1,256k favourable mainly due to:<br>• Consultants $1,591k favourable – phasing variances<br>Offset by:<br>• Legal Expenses ($452k) unfavourable | 4.52 | 1.26 |
| **Utility** costs are $1,463k favourable mainly due to Electricity $826k and Water $384k (phasing and timing of invoices). | 6.77 | 1.46 |
| Efficiency Dividend ($1,429k) unfavourable | (0.17) | (1.43) |
| **Depreciation** costs $1,234k favourable (timing of capitalisations). | 43.15 | 1.23 |
| **(Gain)/Loss on Sale of Plant and Equipment** $256k favourable. | (0.39) | 0.26 |
| **Recurrent Expenditure Sub-total** | **$248.15m** | **$10.03m** |

**Full Year Forecast**

The 2017-18 Full year Recurrent forecast has improved from $0.13m (December report) to $2.61m and includes the following income & expenditure performance:

- Planning & Building Permit Income $ 1,700k fav
- Rates – Supplementary $ 1,577k fav
- Interest Savings – due to deferring of budgeted loans $ 1,077k fav
- Potential savings from Discretionary Projects review $ 1,424k fav
- Grants Commission $ 560k fav

- Electricity Usage $ 426k fav
- Subdivision Design & Supervision Fees $ 373k fav
- WorkCover Premium Savings fav $ 370k
- Water Usage $ 234k fav
- Interest Received $ 196k fav
- Efficiency Dividend (provision for savings) ($ 2,125k) unfav
- Salaries/Supp Labour ($ 1,181k) unfav
- Legal Expenses ($ 600k) unfav
- Parking Fines ($ 570k) unfav
- Leopold Library Book Collection - Transfer from Capital ($ 433k) unfav
- Vic WorkCover Authority Enforceable Undertaking ($ 317k) unfav
- DCP Review – Transfer from Capital ($ 280k) unfav
- Other $ 181k fav

**TOTAL** **$ 2,612k fav**

## 2. Non Recurrent Variance Commentary

| | YTD Actual $M | YTD Projection $M | YTD Var Fav/ (UnFav) $M | FY Projection $M | FY Forecast $M | FY Var Fav/ (UnFav) $M |
|---|---|---|---|---|---|---|
| Non-Recurrent Surplus/(Deficit) | 39.99 | 41.77 | (1.78) | 67.12 | 65.37 | (1.75) |

***YTD Variance – ($1.78m) unfavourable***

The following variances contributed to this result:

| | Actual YTD $M | Variance Fav/(Unfav) $M |
|---|---|---|
| **Subdivision Gifted Assets** (3,362k) unfavourable. | 24.26 | (3.36) |
| **Capital Grants & Income** ($3,604k) unfavourable. | 9.48 | (3.60) |
| **Developer Contributions** $2,296k favourable. | 5.84 | 2.29 |
| **Gain/(Loss) on Sale of Property (**$350k) unfavourable. | 1.81 | (0.35) |
| **Loss on Disposal of Infrastructure** $3,797k favourable. | (0.85) | 3.79 |
| **Prior Year Adjustments (**$414k) unfavourable. | (0.41) | (0.41) |
| **Non Council Assets** ($138k) unfavourable | (0.14) | (0.14) |
| | **$39.99** | **($1.78)** |

**Full Year Forecast**

The 2017-18 full year Non Recurrent forecast has reduced by ($1.7m) including:

- Capital Income ($6,024k) unfavourable – Increase in projected income carryover to 2018-19 of $8,293k, offset by unbudgeted income received $2,018k and amended timing of grant milestones $250k.
- Developer Contributions $2,238k favourable – mainly unbudgeted Open Space Contributions received – Armstrong Creek $1,468k and Jetty Rd $510k.
- Gain/(Loss) Sale of Property $2,672k favourable – mainly unbudgeted Geelong Ring Road Employment Precinct land sales – Sales value $8,604k less WDV $5,932k, Net Gain $2,672k.
- Non Council Assets ($135k) unfavourable – Capital expenditure on Non Council asset expensed.
- Prior Year Adjustments ($500k) unfavourable – prior years capital expenditure expensed.

The full year Net operating forecast is $49.0m, an increase of $1.7m.

| | Annual Projection $'000 | Annual Forecast $'000 | Movement $'000 |
|---|---|---|---|
| Recurrent Income | 324,458 | 332,144 | 7,686 |
| Recurrent Expenses | 344,252 | 349,327 | (5,074) |
| Recurrent Surplus/(Deficit) | (19,794) | (17,183) | 2,612 |
| Non Recurrent Surplus/(Deficit) | 67,119 | 65,370 | (1,749) |
| **Net Surplus/(Deficit)** | **47,325** | **48,187** | **863** |

## 3. Capital Expenditure Variance Commentary

| | YTD Actual $M | YTD Projection $M | YTD Var Fav/ (UnFav) $M | FY Projection $M | FY Forecast $M | FY Var Fav/ (UnFav) $M |
|---|---|---|---|---|---|---|
| Capital Expenditure | 74.04 | 98.94 | 24.90 | 142.69 | 144.43 | (1.74) |

### *YTD Variance – $24.90m favourable*

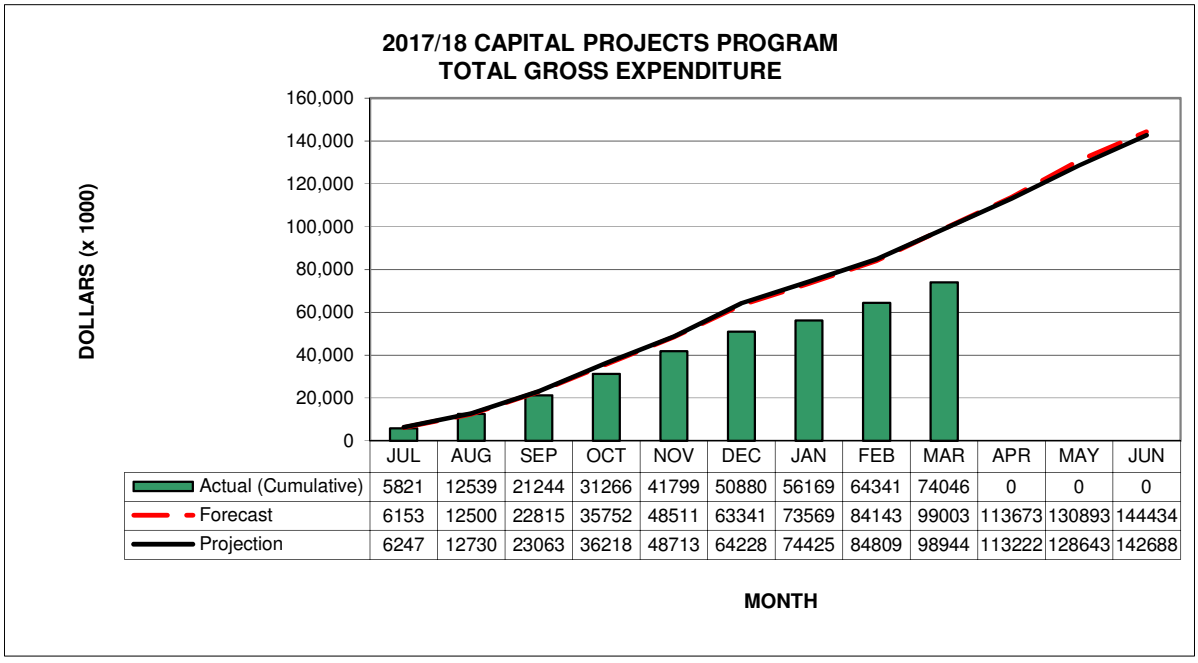
The capital program is $24.90m underspent, with the major project variances as follows:

| | $M |
|---|---|
| • Elcho Channel SRC Scheme | 3.85 |
| • Street Construction SRC | 2.82 |
| • Heavy & Dedicated Plant | 2.05 |
| • Drysdale Landfill Cell 5 | 1.42 |
| • Leopold Community Hub | 0.97 |
| • DCP – HBP – Reserve Rd Retaining Basin | 0.91 |
| • Federal Roads Program | 0.89 |
| • Building Renewal Works | 0.87 |
| • Rosewall Neighbourhood House | 0.77 |
| • DCP – ACWP – Acquisition Drainage Reserves | 0.70 |

| | $M |
|---|---|
| • DCP – ACEP – NAC Community Pavilion | 0.63 |
| • Melaluka Rd Clubroom Upgrade | 0.58 |
| • Central Geelong Advancement Fund | 0.54 |
| • Toilet Block Renewal Program | 0.53 |
| • Portarlington North East SRC Road Construction | 0.53 |
| • Other | 6.84 |
| | **$ 24.90** |

During February phasing of all Capital Projects were reviewed by project managers and indicated that the carryover expenditure amount to 2018-19 would be increased to $48m and income carryover would be $11.6m, giving a net carryover of $36.4m, $7.4m more than the $29m in the 2017-18 Adopted Budget.

The graph below summarises total capital gross expenditure to date compared to budget and projection.




| | JUL | AUG | SEP | OCT | NOV | DEC | JAN | FEB | MAR | APR | MAY | JUN |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Actual (Cumulative) | 5821 | 12539 | 21244 | 31266 | 41799 | 50880 | 56169 | 64341 | 74046 | 0 | 0 | 0 |
| Forecast | 6153 | 12500 | 22815 | 35752 | 48511 | 63341 | 73569 | 84143 | 99003 | 113673 | 130893 | 144434 |
| Projection | 6247 | 12730 | 23063 | 36218 | 48713 | 64228 | 74425 | 84809 | 98944 | 113222 | 128643 | 142688 |

## Environmental Upgrade Agreements

An environmental upgrade agreement was entered into for Lot 2 on Plan Subdivision 041455, Volume 08704 Folio 526.

Council only has one environmental upgrade agreement in place.

The total charge for this agreement is $0.115m and all payments that have fallen due have been remitted.

The total value of payments that are yet to fall due is $0.106m.

# FINANCIAL STATEMENTS

## DETAILED OPERATING STATEMENT
**As at 31 March 2018**

| Adopted Budget $000s | | Month Actual $000s | Month Projection $000s | YTD Actual $000s | YTD Projection $000s | YTD Variance $000s | Full Yr Projection $000s | Forecast Actual $000s | Full Yr Variance $000s |
|---|---|---|---|---|---|---|---|---|---|
| | **RECURRENT INCOME** | | | | | | | | |
| 212,101 | Rates and Charges | 18,053 | 17,721 | 161,594 | 159,449 | 2,145 | 212,101 | 214,145 | 2,044 |
| 36,962 | Government Grants | 1,688 | 1,415 | 31,766 | 27,736 | 4,030 | 37,044 | 41,268 | 4,224 |
| 54,341 | User Charges | 4,734 | 4,389 | 42,080 | 41,035 | 1,045 | 54,341 | 55,030 | 689 |
| 12,282 | Other Fees and Charges | 1,235 | 1,178 | 9,429 | 8,642 | 787 | 12,282 | 13,153 | 871 |
| 6,789 | Sundry Income | 424 | 460 | 5,453 | 5,525 | (72) | 6,789 | 6,451 | (338) |
| 1,901 | Interest Investments | 329 | 170 | 1,576 | 1,431 | 146 | 1,901 | 2,097 | 196 |
| **324,377** | **TOTAL RECURRENT INCOME** | **26,464** | **25,334** | **251,898** | **243,817** | **8,081** | **324,458** | **332,144** | **7,686** |
| | **RECURRENT EXPENDITURE** | | | | | | | | |
| | *Employee Related* | | | | | | | | |
| 142,949 | Salaries | 12,313 | 12,159 | 103,978 | 107,721 | 3,743 | 143,375 | 139,170 | 4,205 |
| 2,478 | Workcover | 219 | 210 | 1,649 | 1,860 | 211 | 2,479 | 2,269 | 210 |
| | *Goods and Services* | | | | | | | | |
| 8,749 | General Works - Materials | 670 | 710 | 6,218 | 6,647 | 430 | 8,840 | 9,138 | (298) |
| 7,643 | General Works - Plant/Equipment/Vehicle Costs | 409 | 561 | 5,096 | 5,663 | 568 | 7,749 | 7,495 | 254 |
| 85,740 | General Works - External Services | 7,366 | 6,576 | 68,834 | 69,945 | 1,110 | 93,867 | 102,231 | (8,364) |
| 12,240 | Administration | 897 | 1,221 | 8,494 | 9,685 | 1,191 | 12,525 | 9,875 | 2,650 |
| 5,824 | Professional Services | 635 | 869 | 4,520 | 5,776 | 1,256 | 7,985 | 10,625 | (2,640) |
| 10,605 | Utilities | 938 | 938 | 6,764 | 8,227 | 1,463 | 10,598 | 9,819 | 779 |
| 2,125 | Efficiency Dividend | (0) | (177) | (165) | (1,594) | (1,429) | (2,125) | 0 | (2,125) |
| 59,179 | Depreciation | 4,876 | 4,932 | 43,151 | 44,385 | 1,234 | 59,179 | 59,180 | (1) |
| 219 | Gain/(Loss) on Sale of Plant & Equipment | 20 | 47 | 395 | 139 | 256 | 219 | 475 | 256 |
| **333,064** | **TOTAL RECURRENT EXPENDITURE** | **28,303** | **27,951** | **248,145** | **258,177** | **10,032** | **344,252** | **349,327** | **(5,074)** |
| **(8,687)** | **RECURRENT SURPLUS/(DEFICIT)** | **(1,839)** | **(2,616)** | **3,754** | **(14,360)** | **18,113** | **(19,794)** | **(17,183)** | **2,612** |
| | **NON-RECURRENT INCOME** | | | | | | | | |
| 39,500 | Subdivision Gifted Assets | 2,795 | 3,292 | 24,263 | 27,625 | (3,362) | 39,500 | 39,500 | 0 |
| 9,195 | Capital Grants and Income | 5,096 | 3,994 | 9,478 | 13,082 | (3,604) | 26,926 | 20,902 | (6,024) |
| 4,725 | Developer Contributions | 860 | 394 | 5,839 | 3,544 | 2,296 | 4,725 | 6,963 | 2,238 |
| 0 | Insurance Recovery | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 2,158 | Gain/(Loss) on Sale of Property | 178 | 47 | 1,809 | 2,159 | (350) | 2,158 | 4,830 | 2,672 |
| **55,578** | **TOTAL NON-RECURRENT INCOME** | **8,929** | **7,726** | **41,389** | **46,409** | **(5,020)** | **73,309** | **72,195** | **(1,114)** |
| | **NON-RECURRENT EXPENDITURE** | | | | | | | | |
| 6,190 | Loss on Disposal of Infrastructure | 0 | 516 | 845 | 4,642 | 3,797 | 6,190 | 6,190 | 0 |
| 0 | Disbursements | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 0 | Prior Year Adjustments | 73 | 0 | 414 | 0 | (414) | 0 | 500 | (500) |
| 0 | Non Council Assets | 0 | 0 | 138 | 0 | (138) | 0 | 135 | (135) |
| 0 | Asset Demolition | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **6,190** | **TOTAL NON-RECURRENT EXPENDITURE** | **73** | **516** | **1,398** | **4,642** | **3,245** | **6,190** | **6,825** | **(635)** |
| **49,388** | **NON-RECURRENT SURPLUS/(DEFICIT)** | **8,857** | **7,210** | **39,991** | **41,767** | **(1,776)** | **67,119** | **65,370** | **(1,749)** |
| **40,701** | **NET SURPLUS/(DEFICIT)** | **7,018** | **4,594** | **43,745** | **27,407** | **16,338** | **47,325** | **48,187** | **863** |

# STATEMENT OF FINANCIAL POSITION
## As at 31 March 2018

| | *YTD Act Current Yr $000s* | *YTD Act Previous Yr $000s* | *Prior Year FY Actual $000s* |
|---|---|---|---|
| **CURRENT ASSETS** | | | |
| **Cash and Cash Equivalents** | 101,297 | 114,124 | 103,019 |
| **Trade and Other Receivables** | 55,758 | 47,283 | 11,957 |
| **Prepayments** | 3,479 | 2,626 | 171 |
| **Inventories** | 1,184 | 1,065 | 1,082 |
| **TOTAL CURRENT ASSETS** | **161,718** | **165,098** | **116,229** |
| | | | |
| **CURRENT LIABILITIES** | | | |
| **Trade and Other Payables** | 26,147 | 17,348 | 21,961 |
| **Unearned Income** | 55,690 | 52,962 | 3,413 |
| **Loans** | 9,524 | 10,137 | 10,074 |
| **Refundable Deposits** | 3,776 | 2,511 | 2,509 |
| **Employee Benefits** | 31,947 | 29,888 | 30,355 |
| **Landfill Provision** | 8,933 | 15,255 | 8,933 |
| **TOTAL CURRENT LIABILITIES** | **136,017** | **128,101** | **77,245** |
| | | | |
| **NET CURRENT ASSETS** | **25,701** | **36,997** | **38,984** |
| | | | |
| **NON-CURRENT ASSETS** | | | |
| **Land and Buildings** | 872,739 | 864,722 | 878,356 |
| **Plant and Equipment** | 26,060 | 24,059 | 28,238 |
| **Infrastructure** | 1,143,364 | 1,100,293 | 1,147,065 |
| **Work In Progress** | 111,505 | 78,724 | 51,984 |
| **Investments** | 10,665 | 11,640 | 10,665 |
| **Receivables** | 1,866 | 1,547 | 1,866 |
| **TOTAL NON-CURRENT ASSETS** | **2,166,199** | **2,080,985** | **2,118,174** |
| | | | |
| **NON-CURRENT LIABILITIES** | | | |
| **Developer Contributions Liability** | 37 | 0 | 0 |
| **Loans** | 29,356 | 37,737 | 35,435 |
| **Employee Benefits** | 481 | 509 | 2,307 |
| **Landfill Provision** | 0 | 0 | 0 |
| **Carbon Tax Future Liability** | 0 | 1,306 | 1,135 |
| **TOTAL NON-CURRENT LIABILITIES** | **29,874** | **39,552** | **38,877** |
| | | | |
| **NET ASSETS** | **2,162,026** | **2,078,430** | **2,118,281** |
| | | | |
| **Represented by:** | | | |
| | | | |
| **RATEPAYER EQUITY** | | | |
| **Surplus Year to Date** | 43,745 | 26,112 | 46,167 |
| **Accumulated Surplus** | 1,176,287 | 1,154,233 | 1,130,120 |
| **Asset Revaluation Reserve** | 849,039 | 829,243 | 849,039 |
| **Reserves** | 92,955 | 68,842 | 92,955 |
| **TOTAL RATEPAYER EQUITY** | **2,162,026** | **2,078,430** | **2,118,281** |

# STATEMENT OF CASH FLOWS
# As at 31 March 2018

| | March YTD Actual $000s | March YTD Budget $000s |
|---|---|---|
| **Cash Flows from Operating Activities** | | |
| *Payments* | | |
| Employee Costs | (103,986) | (109,908) |
| General Works / Utilities / Disbursements | (106,674) | (102,561) |
| Administration / Professional Services | (12,605) | (13,842) |
| Interest Expense | (1,467) | (2,288) |
| | **(224,732)** | **(228,599)** |
| *Receipts* | | |
| General Rates | 177,959 | 169,029 |
| Fire Services Levy | 1,204 | 0 |
| Fees and Charges | 55,333 | 59,237 |
| Investment Income | 1,576 | 1,451 |
| GST Recoveries on Operating Transactions | 12,360 | 8,900 |
| Government Grants | 31,828 | 30,035 |
| | **280,260** | **268,652** |
| **Net Cash Inflow/(Outflow) from Operating Activities before Capital Income** | **55,528** | **40,053** |
| **Cash Flows from Investing Activities** | | |
| Payments for Land & Buildings, Plant & Equipment and Infrastructure Assets | (74,046) | (98,943) |
| Payments for Investment in Associates | 0 | 0 |
| Capital Income | 9,478 | 16,231 |
| Proceeds from Sale of Land & Buildings | 7,374 | 4,760 |
| Proceeds from Sale of Plant & Equipment | 697 | 1,664 |
| Developer Cash Contribution | 5,876 | 3,525 |
| **Net Cash Outflow from Investing Activities** | **(50,621)** | **(72,763)** |
| **Cash Flows from Financing Activities** | | |
| Repayment of Borrowings | (6,629) | (8,342) |
| Proceeds from New Loans | 0 | 39,312 |
| **Net Cash Outflow from Financial Activities** | **(6,629)** | **30,970** |
| **Net Increase (Decrease) in Cash Held** | **(1,722)** | **(1,740)** |
| Cash at the Beginning of the Financial Year | 103,019 | 103,019 |
| **Cash at the End of Current Period** | **101,297** | **101,279** |
| Loans | 38,880 | 76,479 |
| **Closing Net Debt** | **62,417** | **24,800** |

## *4. Cash and Investments*

| | YTD Actual $M | YTD Projection $M | YTD Var Fav/ (UnFav) $M | FY Projection $M | FY Forecast $M | FY Var Fav/ (UnFav) $M |
|---|---|---|---|---|---|---|
| Closing Net Cash Positive/(Neg) | 101.30 | 101.28 | 0.02 | 61.40 | | |

### *YTD Variance – $0.02m favourable*

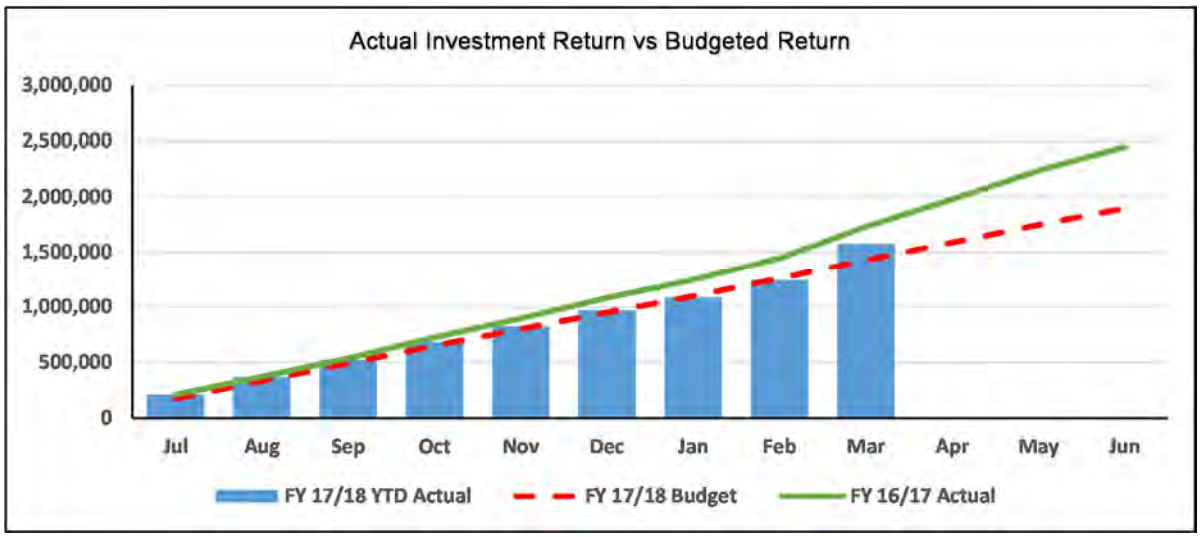
The month end cash and investments balance was $101.30m. This was $0.02m favourable due to favourable recurrent surplus and underspend on Capital, offset by deferring of loans of $39.2m for 6 months.

Council has future commitments for $31.0m, which are fully cashed back:

| | |
|---|---|
| Long Service Leave | $22.2m |
| Statutory Reserves | $ 3.2m |
| Refundable Deposits | $ 3.7m |
| Income in Advance | $ 1.3m |
| Asset Development | $ 0.6m |
| **Total** | **$31.0m** |

The Landfill Provision balance is currently $8.9m.

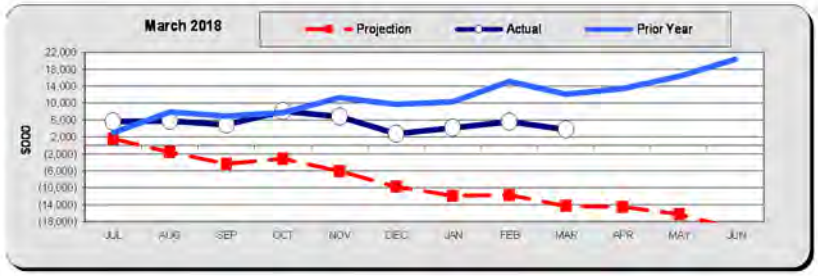
Working capital funds are invested in short term deposits and investment returns are as follows.




Investment returns are trending as per 2016-17 actuals and consistent with 2017-18 budget.

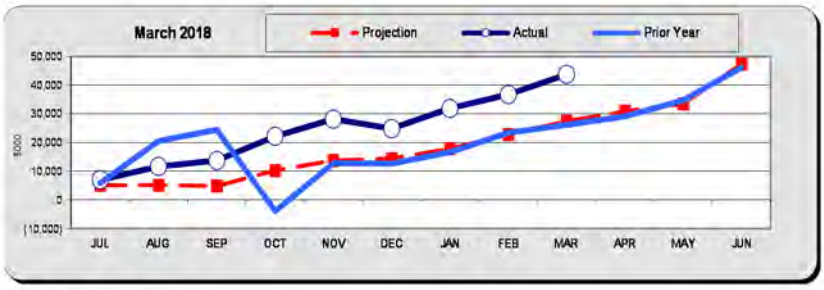
# Financial Performance Indicators
## As at 31 March 2018

**Accumulated Recurrent Surplus / (Deficit)** **Trend**



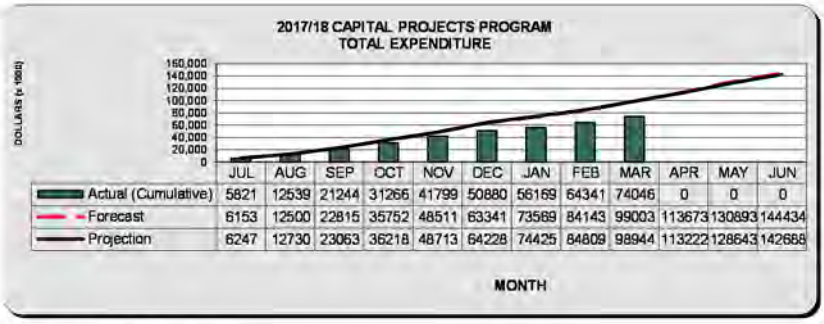

✓

**Accumulated Net Surplus / (Deficit)**




✓

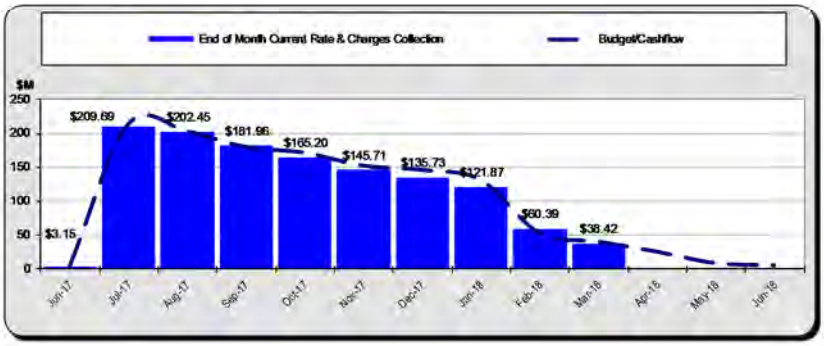
**Capital Expenditure**




| | JUL | AUG | SEP | OCT | NOV | DEC | JAN | FEB | MAR | APR | MAY | JUN |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Actual (Cumulative) | 5821 | 12539 | 21244 | 31266 | 41799 | 50880 | 56169 | 64341 | 74046 | 0 | 0 | 0 |
| Forecast | 6153 | 12500 | 22815 | 35752 | 48511 | 63341 | 73569 | 84143 | 99003 | 113673 | 130893 | 144434 |
| Projection | 6247 | 12730 | 23063 | 36218 | 48713 | 64228 | 74425 | 84809 | 98944 | 113222 | 128643 | 142688 |

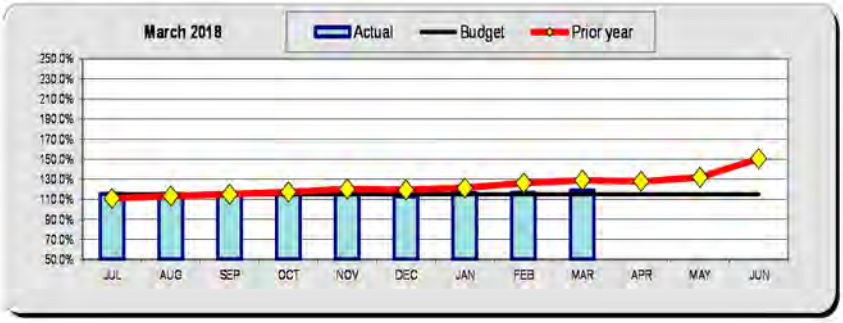
✓

**Rates & Charges Collections**




✓

**Working Capital**




✓

# 5. ACCESS AND INCLUSION ADVISORY COMMITTEE

| | |
|---|---|
| **Source:** | **Community Life – Connected Communities** |
| **Acting Director:** | **Malcolm Kuhn** |
| **Index Reference:** | **Disability** |
| **Portfolio:** | **An Inclusive and Diverse Community** |

## Purpose

To seek Council approval to replace the Disability Access and Inclusion Reference Group with the Access and Inclusion Advisory Committee (Committee), adopt the terms of reference and appoint a Councillor as Chair of the Committee.

## Background

The Disability Access and Inclusion Reference Group (DAI) was formed in 2016 as a result of a merger of Council's Disability Advisory Committee (Committee) and Disability Access Street Advisory Group.

The DAI provides a forum for structured dialogue and comment to Council officers on the rights and needs of people with a disability. The DAI aims to advance universal access and design in accordance with the relevant legislation and the Disability Action Plan, and promote social inclusion for people with a disability and the wider community.

Given the importance of access and inclusion of people with a disability in our community the DAI have requested Council consider that the group become an advisory committee of Council. This will enable the provision of expert advice from the community on these matters.

## Key Issues

- Key objectives of the Committee will be to promote integration of disability access and inclusion as part of the core business of Council and to respond and advise Council on a range of matters and concerns.
- The Committee will continue to support the implementation of Council's Disability Action Plan and is part of the City of Greater Geelong commitment to persons with a disability.
- The Committee will comprise of a membership based on the existing DAI, who are appropriately experienced and skilled in matters relating to disability access and inclusion. This may include people experiencing disability, carers of people with disability, advocacy groups and professionals working in the field of disability.

**Cr Aitken moved, Cr Murrihy seconded -**

**That Council:**

1) **approves the replacement of the Disability Access and Inclusion Reference Group with the Access and Inclusion Advisory Committee and endorses the Terms of Reference (Attachment 2);**

2) **appoints a Councillor representative as Chair of the Committee.**

**Carried.**

**Cr Kontelj moved, Cr Mansfield seconded –**

**That Cr Anthony Aitken be elected at Chair of the Access and Inclusion Advisory Committee.**

**Carried.**

** Cr Grzybek left the meeting room at 9.32 for the evening.*

**Attachment 1**

***Financial Implications***

There are no financial implications to this report. Council makes an annual budget allocation for the Disability Action Plan which will support this committee; this could include reasonable out of pocket costs to support access requirements to persons who become a member.

***Community Engagement***

A community engagement process will be undertaken to recruit members to the committee.

***Social Equity Considerations***

The Access and Inclusion Advisory Committee provides advice to Council on matters relating to the social, economic and community participation for people with disabilities.

***Policy/Legal/Statutory Implications***

It is a requirement of the Victorian *Disability Act* 2006 that Council prepare a Disability Action Plan. The Access and Inclusion Advisory Committee provides a structure under which Council can fulfil its requirements around consultation and inclusion of matters relating to disability in decision making processes.

***Alignment to City Plan***

Supporting inclusion of people with disabilities in our community links to Council Plan priorities including: Health and Wellbeing, Built Environment and Economic Participation.

***Conflict of Interest***

No council staff involved in the preparation of this report have a direct or indirect conflict of interest in the matter to which this report relates.

***Risk Assessment***

The Access and Inclusion Advisory Committee will provide advice to Council on issues and priorities pertaining to people with disabilities in our communities.

***Environmental Implications***

There are no environmental implications as a result of this report.

# COMMITTEE TERMS OF REFERENCE

| | | |
|---|---|---|
| **Access and Inclusion Advisory Committee** | Document No: | D18-87836 |
| | Approval Date: | Draft |
| | Approved By: | |
| | Review Date: | |
| **Responsible Officer: Manager Connected Communities** | | |
| | Version No: | |
| Authorising Officer: | | **Chief Executive Officer** |

## 1. SUMMARY

The Access and Inclusion Advisory Committee (Committee) offers a forum for structured dialogue, discussion and exchange of ideas regarding universal access and inclusion for people of all abilities.

The City of Greater Geelong (City) strives to provide equitable access to goods, services and facilities. The role of the Access and Inclusion Advisory Committee is to promote universal design and access to these services.

The Disability Action Plan (DAP) is part of the City's commitment to persons with a disability. The Access and Inclusion Advisory Committee advises on and supports the DAP implementation and review.

## 2. OBJECTIVES

2.1. To represent the interests of all people with a disability in the municipality, and others who may be affected by disability.

2.2. To promote integration of disability access and inclusion as part of the core business of the City.

2.3. To advance Universal Access and Design in accordance with the relevant legislation and the DAP, and promote social inclusion for people with disability and the wider community.

## 3. DEFINITIONS

***Disability*** – is an umbrella term, covering impairments, activity limitations, and participation restrictions. Impairment is a problem in body function or structure; an activity limitation is a difficulty encountered by an individual in executing a task or action; while a participation restriction is a problem experienced by an individual in involvement in life situations. Thus disability is a complex phenomenon, reflecting an interaction between features of a person's body and features of the society in which he or she lives.'

*Reference: World Health Organisation: International Classification of Functioning, Disability and Health (ICF)*

## References

*Disability Act 2006*

*Disability Discrimination Act (DDA) 1992 (Cth)*

*Local Government Act 1989*

*Local Government Charter of Human Rights and Responsibilities Act 2006*

*National Disability Strategy 2010-2020*

*State Disability Plan 2013-2016*

*City of Greater Geelong Committee Representation Council Polidy – CPL40.4*

## 4. TERMS OF REFERENCE

### 4.1. Term

This Committee:

- Commences on the day following the Council resolution to adopt the Committee's terms of reference; and
- Ends on the day of a Council resolution to abolish the Committee.

### 4.2. Membership

#### 4.2.1. Membership and Eligibility

The Committee will comprise a membership that is appropriately experienced and skilled in matters relating to disability access and inclusion. Membership will be drawn from Council, City officers, representatives of relevant authorities and community representatives. The chairperson of the committee will be a councillor appointed by Council.

The following persons will be invited to become members of the committee:

| | |
|---|---|
| One councillor; | Chair |
| Two council officers; | Director Community Life (or delegate), and<br>Director City Services (or delegate) |

A minimum of 6 and up to 10 community members chosen to represent the broader spectrum of people with a disability in the municipality. Community representatives should, as far as possible, be balanced in regard to age, disability, gender, ethnicity and geographical location in accordance with the committee representation policy.

An ex-officio officer member - Building Inclusive Communities Officer or delegate (non-voting).

(Eligible members).

#### 4.2.2. Chairperson

4.2.2.1. Council by resolution, will appoint a councillor to be chairperson.

4.2.2.2. The chairperson will be appointed for a term of two years.

#### 4.2.3. Nomination of Eligible Members

4.2.3.1. The City will publicly advertise the expressions of interest for community member to be on the Committee. Selection will be made in accordance with Council's Committee Representation Policy.

#### 4.2.4. Length of Appointment

4.2.4.1. Eligible members will be appointed for a period of two years.

4.2.4.2. Eligible members must remain as such in order to maintain membership. If an eligible member no longer meets the criteria to be an eligible member during their term, their membership will be revoked and a new eligible member appointed in accordance with the selection process for the remainder of the term of the person who becomes ineligible.

#### 4.2.5. Vacancies

4.2.5.1. If a vacancy occurs for any reason, it will be filled at the discretion of the Director Community Life.

4.2.5.2. A position will be deemed to be vacant if a community representative fails to attend for three consecutive meetings without reasonable excuse.

### 4.3. Authority

4.3.1. The committee is an advisory committee for the purposes of the *Local Government Act 1989*. It does not have delegated authority, and reports to Council as required.

4.3.2. The committee may appoint working groups to pursue specific projects and issues on an as needed basis.

4.3.3. The committee has no financial delegation authority.

### 4.4. Meeting Procedure

4.4.1. The committee will meet six times per year, but may meet more regularly as it deems necessary.

4.4.2. Notice of a meeting will be given to all members at least two weeks in advance of the meeting, unless exceptional circumstances exist.

4.4.3. A quorum for a meeting shall be one more than half of the membership of the committee.

4.4.4. Meeting minutes and agendas will be circulated at least one week prior to the meeting.

### 4.5. Reporting Requirements

Managers will report progress on the DAP to the Committee using corporate reporting processes.

### 4.6. Secretariat

Administrative support will be provided by the City.

### 4.7. Facilities and Resources

Any disability-related support required to enable participation in the committee will be provided by the City. Support for access requirements, includes attendant care, language interpreters, (including Auslan) and other reasonable costs.

## 2. QUALITY RECORDS

**Quality Records shall be retained for at least the period shown below.**

| Record | Retention/Disposal Responsibility | Retention Period | Location |
|---|---|---|---|

| | | | |
|---|---|---|---|
| Committee meeting minutes | Manager Connected Communities | Per PROV retention standard | Document Management System |

**ATTACHMENTS**

# 6. COMMUNITY REPRESENTATION – BELLARINE MULTI-ARTS FACILITY COMMITTEE OF MANAGEMENT

| | |
|---|---|
| **Source:** | **Investment and Attraction / Arts & Culture** |
| **A/Director:** | **Tim Ellis** |
| **Index Reference:** | **Subject: Arts & Culture/Strategies & Programs/Arts & Culture/Committees/Bellarine Multi-Arts Committee** |
| **Portfolio:** | **Arts, Culture and Heritage** |

## Purpose

To appoint two community members to the Bellarine Multi-Arts Facility Committee of Management.

## Background

The Bellarine Multi-Arts Facility Committee of Management (Committee) was established under Section 86 of the *Local Government Act (Vic) 1989* (the Act) on 24 May 2000.

The Committee consists of two Council appointees (Councillors or staff), two representatives of Bellarine Secondary College, two representatives of St Ignatius College Geelong and two users or potential user group representatives (referred to in this report as "community representatives").

## Key Issues

- The community representatives were appointed for a term of two years, and the term of appointment for those members has now concluded.
- Council publicly called for expressions of interest to fill the two community representatives' positions. Four applications were received and two nominees are now recommended for Council endorsement to be appointed to the Committee.

**Cr Mason moved, Cr Sullivan seconded -**

**That Council:**

1) **formally thanks Ms Anne Brackley and Ms Helen Nikolas for their commitment to the Potato Shed and the Bellarine Multi-Arts Facility Committee of Management over the past two years; and**

2) **endorses the appointment of Ms Anne Brackley and Ms Helen Nikolas as the community representatives to the Bellarine Multi-Arts Facility Committee of Management, in accordance with the terms and conditions of the Joint Development and Use Agreement.**

**Carried.**

**Attachment 1**

***Discussion***

Since its appointment, the Committee role has evolved from the focus of establishing the Potato Shed, to one of promotion and support for the operation and development of this valuable community asset.

It was the view of the selection panel that Ms Anne Brackley and Ms Helen Nikolas should be recommended to Council for reappointment to the Committee.

Anne Brackley OAM is recommended for reappointment to the Committee, on which she has already served as a member for four years. She has voiced a strong desire to continue this contribution. This recommendation is supported by Anne's previous work on the committee and is also due to her long involvement in diverse community organisations and events on the Bellarine Peninsula, including a 12 year role as Springdale Neighbourhood House Co-ordinator. She brings extensive knowledge of Bellarine Peninsula communities to the Committee work.

Helen Nikolas is currently completing a Doctor of Public Health (Flinders University) with a focus on arts and health. Helen is a member of a number of arts organisations: Global Society for Arts and Health (US), Creative Arts and Integrative Therapies (Canada) Helen is also a Member of the Australian Institute of Company Directors. She has lived in Ocean Grove for four years and is looking at becoming more involved in the local Arts community.

***Financial Implications***

There are no financial implications arising from this report as no remuneration is paid to external representative positions on the Committee of Management.

***Community Engagement***

A call for expressions of interest for community members interested in applying for this role was posted in local media and websites on Saturday, 13 January 2018. Applications closed on Sunday, 18 February 2018. Applicants will be notified of outcomes by phone call and written mail.

***Social Equity Considerations***

The Potato Shed promotes cultural diversity and cultural acceptance and is a vital hub of arts, social and educational activity for people of all ages and abilities on the Bellarine. Bellarine Youth Action Crew, Bellarine Jongleurs and Theatre 3triple2 are all excellent examples of how the Potato Shed functions as a model for social inclusion.

***Policy/Legal/Statutory Implications***

The appointment of the two community representatives is in accord with the terms and conditions of the Agreement.

Committee members are bound by the Local Government Act in relation to disclosure of interests, conflicts of interest and pecuniary interest and must not make improper use of information acquired in their role as a Committee member. Any matters which arise on an agenda must be declared and recorded in minutes of the Committee should any member declare an interest.

The further requirement for councillors and special committee members to complete primary and annual pecuniary interest returns is flexible in relation to those members of the committee who are not councillors. Section 81 (2A) enables Council to exempt non councillors from being required to submit primary and ordinary returns.

Given that the non-councillors on this committee are nominees of the two schools and voluntary community representatives, an exemption to the requirement for their personal share holdings, property and other information to be on a public register, is considered warranted.

***Alignment to City Plan***

The Potato Shed aligns well with many of the ideals of the City Plan, promoting Community Wellbeing with participation in the Arts, as well as sustainability and environmental initiatives through a venue focus on wastewise and energy saving measures.

***Conflict of Interest***

No officer involved in the preparation of this report has a direct or indirect conflict of interest in any matter raised in this report.

***Risk Assessment***

New representatives will be fully briefed and inducted to their role on the Bellarine Multi-Arts Facility Committee of Management, ensuring that they understand their roles and responsibilities.

***Environmental Implications***

There are no direct environmental implications arising from this report.

*Cr Kontelj declared a Conflict of Interest in Agenda Item 7 – Central Geelong Marketing – Annual Report to Council 2018-2019 in that he owns properties in the Central Geelong area and left the meeting room prior to discussion at 9.38pm.*

## 7. CENTRAL GEELONG MARKETING - ANNUAL REPORT TO COUNCIL 2016-2017

| | |
|---|---|
| **Source:** | **Investment and Attraction / Central Geelong & Waterfront** |
| **Act/Director:** | **Tim Ellis** |
| **Index Reference:** | **Central Geelong Marketing Committee** |
| **Portfolio:** | **Tourism and Events** |

### Purpose

To provide a report on activities undertaken by Central Geelong Marketing Committee 2016-2017.

### Background

This report provides an overview of Central Geelong Marketing Committee (CGMC) activities for the period of 1 July 2016 to 30 June 2017.

In February 2016, Council resolved to continue the Central Geelong Marketing special rate for a further five year term until end June 2021 after consultation with Central Geelong business and property owners.

The objective of Central Geelong Marketing (CGM) is to market and promote Central Geelong in a coordinated and integrated manner aimed at enhancing its economic and social viability and its general amenity, making it an exciting, and vibrant focus for the whole of the Geelong region.

### Key Issues

- The Central Geelong Marketing Committee, through its flagship activities, delivered a Total Economic Output of $14.75M in 2016-2017 from a total income of $1.045M – bringing a $1:$14 return on investment.
- Over 132,625 people participated in a Central Geelong Marketing delivered activity in 2017-2018 as highlighted in 'The Story Continues' **(Attachment 2)**
- CGMC will continue to deliver a suite of existing and programs in 2017-2018. The CGMC has adopted a Central Geelong Marketing Strategic Framework for 2016-2021 and will deliver a range of activities, marketing, promotions and events via the Central Geelong Marketing Annual Activities Plan 2017-2018. **(Attachment 3)**
- New programs being delivered focussing on workers engagement and professional services offer.

**Cr Murrihy moved, Cr Sullivan seconded -**

**That Council notes the Central Geelong Marketing Committee Annual Activities Report 2016-2017, 'The Story Continues' document (Attachment 2) and Central Geelong Marketing Strategic Framework 2016-2021 and Annual Activities Plan 2017-2018 (Attachment 3).**

*The Mayor re-entered the meeting room at 9.39pm.*

**Carried.**

*Cr Kontelj re-entered the meeting room at 9.41pm.*

**Attachment 1**

***Financial Implications***

The CGMC delivered the 2016-2017 Annual Activities plan within budget.

The flagship Central Geelong Marketing activities of the Central Geelong Sidewalk Sales, Christmas in Central Geelong, May Magic, Tastes of Central Geelong, and the Central Geelong School Holiday Fun Program and supported activities and events bring an estimated 14.75M to Central Geelong business operators which is more than fourteen times the monies generated from the special rate.

Central Geelong Marketing, through its consolidated approach is able to leverage its program to obtain significant financial and in kind support and bulk purchasing discounts that greatly increase the benefits obtained with the special rate funds. This is estimated at $300,000 in 2016-2017.

***Community Engagement***

CGMC regularly communicates and consults with business operators via newsletters, email communications, face to face meetings and feedback from event and activity participation. CGMC undertakes regular communication and consultation with activity participants via email communications and feedback/ surveys from events and activities.

The activities and programs that result from the special rate add significantly to the vibrancy and experience of Central Geelong.

The ongoing success of Central Geelong as the 'heart' of the region is an essential element of broader community benefit.

***Social Equity Considerations***

The majority of activities delivered by Central Geelong Marketing are free and open to the general public for participation.

***Policy/Legal/Statutory Implications***

There are no Policy/ Legal/ Statutory implications associated with this report. All activities undertaken were within the Committee's terms of reference as specified by Council.

***Alignment to City Plan***

The Central Geelong Marketing program is a key strategy in delivering growing our economy priorities.

***Conflict of Interest***

This report has been prepared by the Executive Officer of the Central Geelong Marketing Committee. There are no direct or indirect conflicts of interests in matters raised in this report.

***Risk Assessment***

There are no significant risks associated with this report.

***Environmental Implications***

There are no direct environmental implications associated with the special rate program.



Central Geelong Marketing

# STRATEGIC Framework

2016-2021

# Annual ACTIVITIES PLAN

2017-2018

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## Annual Activities Plan 2016-2017

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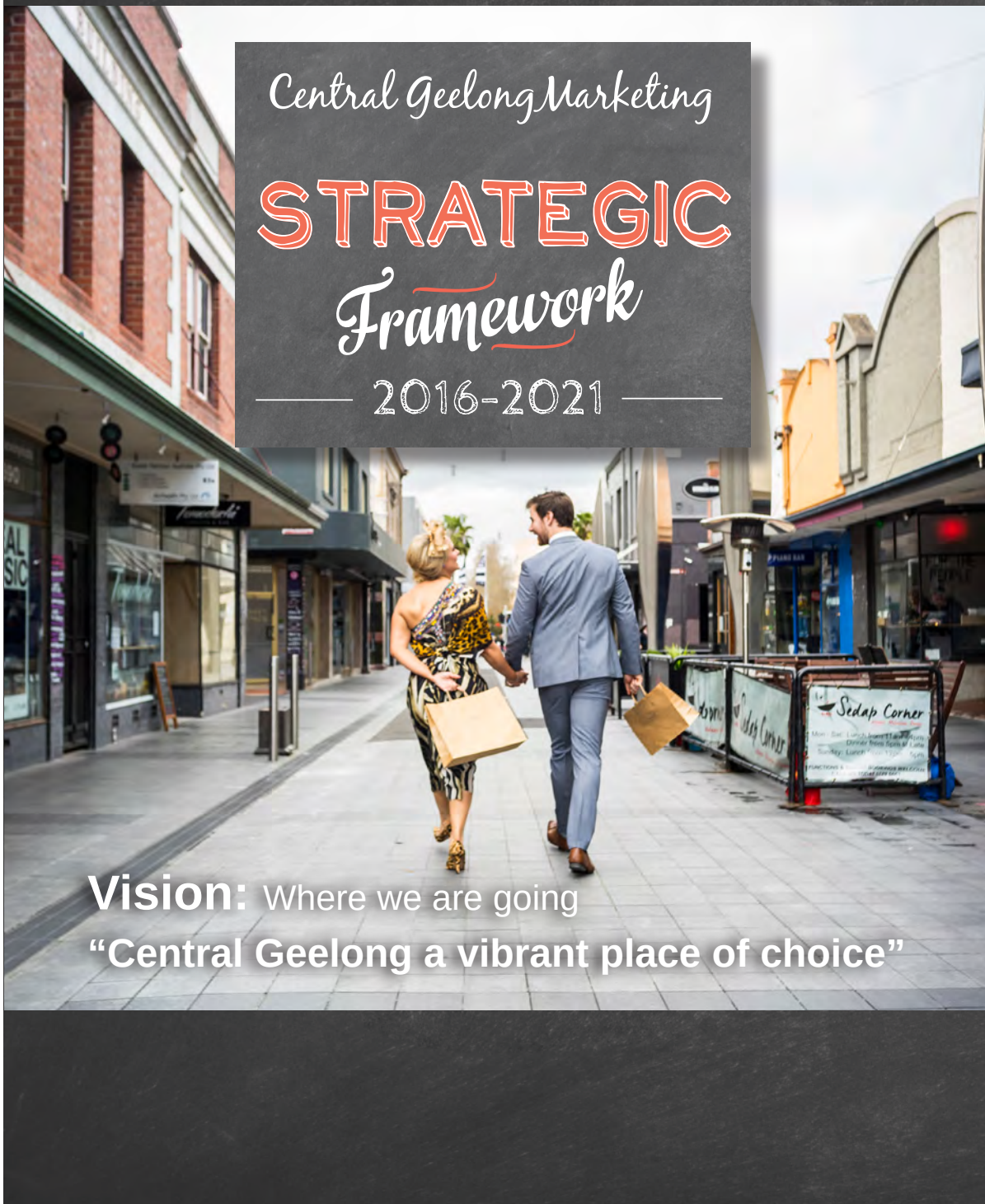

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| Key Focus Areas: What we are doing | | Challenges: | Key Outcomes: What we are attempting to achieve |
|---|---|---|---|
| **PEOPLE** | Growing the number of customers, workers, residents, students and visitors experiencing, and enjoying Central Geelong | Key challenges identified during planning process addressed in this key focus area:<br>• Engagement of operators and property owners<br>• Changing retail impacts – competition/ catchment<br>• Engagement of workers and students<br>• Continued increase to cost of parking in CG | ***Marketing;*** Raise the community's appreciation of Central Geelong<br>***Promotions;*** Undertake promotions that attract people to Central Geelong and raise the profile of Central Geelong businesses<br>***Events;*** Develop, support, and/or implement events that grow Central Geelong reputation as a leading business and cultural precinct<br>***Communications;*** Effectively communicate the positive strengths of Central Geelong & CGM activities to the Geelong region and wider community including stakeholder groups |
| **BUSINESS** | Creating Business Opportunity | Challenges identified during planning process addressed in this key focus area:<br>• Gaining businesses commitment to participate in CGM programs<br>• Increasing participation in training and development<br>• Business/ stakeholder appreciation of role and benefits of CGM programs | ***Business Presentation;*** Foster improved business presentation and appearance<br>***Business Capability;*** Support improved business capability & sustainability through education, training and the dissemination of relevant information<br>***Networking;*** Foster effective networking between Central Geelong businesses, business organisations and key agencies<br>***New Business Support;*** Assist in the attraction and support of new business to Central Geelong |
| **SUPPORT** | Growing CGM's capability to provide effective leadership through a coordinated approach to robust strategic planning, the delivery of valued programs, effective communication and advocacy. | Challenges identified during planning process addressed in this key focus area:<br>• Implementation of RCG physical works and impact to CGM activities – image/ reputation<br>• Staff workload and capacity; budget<br>• Quality over quantity<br>• Strategic influence/ links with stakeholder groups including Revitalising Central Geelong | ***Administration and Governance;***<br>Ensure the ongoing and effective administration of the CGCM |

Challenges identified during planning process as outside the direct control of CGMC (but could be influenced) to be addressed by CoGG/ External Stakeholders – changing industrial landscape/ parking changes – availability and cost/ suitability of premises available for business needs- size and amenity/ changing face of CBD- safety and amenity of Little Malop Central/ vacant premises/ walkability/ connectivity/ public transport.

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Central Geelong Marketing

# Annual ACTIVITIES PLAN

2017-2018



PEOPLE

# Key Focus Area 1 – People

Growing the number of customers, workers, residents, students and visitors experiencing and enjoying Central Geelong.

## 1.1 Marketing

### Raise the Community's appreciation of Central Geelong

#### 1.1.1 Consolidated Advertising, including Central Geelong Branding

Develop a 12-month advertising plan separate to event specific advertising including Central Geelong branding. Increased focus on promotion of professional and business services sector in Central Geelong. Target key groups including workers, students, residents and new users. Consider options for magazine/ newsletter online and print. New Central Geelong – the Guide.

***Timeline: Ongoing***

*Status: Continued with increased focus.*

#### 1.1.2.1 Consolidated Advertising – TVC – regional/ metro west

Implement a TV specific consolidated advertising campaign featuring Central Geelong TV commercial developed as a targeted campaign for regional areas and metro west. Updated TVC

***Timeline: Ongoing***

*Status: Continued with increased focus.*

#### 1.1.2.2 Consolidated Advertising – TVC – metropolitan Melbourne

Implement a TV specific consolidated advertising campaign featuring Central Geelong TV commercial developed as a targeted campaign for metropolitan Melbourne. Updated TVC

***Timeline: Ongoing***

*Status: New Activity*

#### 1.1.3 Consolidated Advertising – Print Campaign – Metro & Regional

Implement a consolidated print campaign for regional and metro west areas.

***Timeline: Ongoing***

*Status: Continued with increased focus*

#### 1.1.4.1 Consolidated Advertising – Signage – Regional & metro west

Develop and implement a consolidated signage campaign for regional and metro west areas including static and transit advertising options.

***Timeline: Ongoing***

*Status: Continued*

#### 1.1.4.2 Consolidated Advertising – Signage – Metropolitan Melbourne

Develop and implement a consolidated signage campaign for Metropolitan Melbourne – static and transit options.

***Timeline: Ongoing***

*Status: New Activity*







### 1.1.5 Attract increased visitation to Central Geelong

Attract increased visitation to Central Geelong. Include engagement with visitors attending AFL games in Geelong. Seek opportunities to work co-operatively with tourism bodies. Link with existing activities/ events delivered by external bodies. Continued GeeLONG Weekend theme with user generated content.

***Timeline: Ongoing***

*Status: Continued activity with increased focus*

### 1.1.6 Digital Communications Strategy

Implement the delivery of integrated Digital Communications Strategy incorporating web, mobile and social media. Include options for increased engagement with current users of Central Geelong – workers, students, residents. Increased allocation for dedicated resources for digital content development and delivery.

***Timeline: Ongoing***

*Status: Continued activity with increased focus. This was a key priority identified during the planning process.*

### 1.1.6.1 Web

Includes upgrade of current website and on-going development, maintenance & promotion of website and includes database management. Continue to improve functionality of website and to develop new initiatives regularly. Include on-line maps. Consider options for increasing/ improving special offer component. Increased focus on content creation incl blog and article options.

***Timeline: Ongoing***

*Status: Continued activity with increased focus*

### 1.1.6.2 Mobile

Ongoing development, maintenance and promotion of smart phone app including engagement program for business operators and continued promotional campaign for Central Geelong Users included targeted groups of workers, residents and students. Link to QR codes, real time parking information and investigate development of event specific apps. Consider options for increasing/ improving special offer component

***Timeline: Ongoing***

*Status: Continued*

### 1.1.6.3 Social media

Includes on-going development, maintenance & promotion of social media including Facebook, Twitter, Instagram and other applications deemed appropriate. Use of user generated content, blogs, video blogs, etc. Consider guest blog/ ambassador options.

***Timeline: Ongoing***

*Status: Continued with increased focus*

### 1.1.6.4 Email and Database Management

Includes EDM development, management and growth of customer databases. Upgrade electronic communications to business operators. Track engagement via analytics to improve engagement.

***Timeline: Ongoing***

*Status: Continued with increased focus*




## 1.2 Promotions

**Undertake promotions that attract people to Central Geelong and raise the profile of Central Geelong businesses. Focus on improving current major activities to increase benefit for Central Geelong Business Operators.**

### 1.2.1 Tastes of Central Geelong

Develop and implement this annual food festival in Central Geelong. Deliver specific food related events and activities to support business participation in the event. Evaluate activity and participation by business operators and attendees. Deliver new key activities as part of events, attract new sponsors and deliver quality program.

***Timeline: July 2017 and July 2018***

*Status: Continued activity with increased focus*

### 1.2.2 Central Geelong Sidewalk Sales

Continue to develop this flagship Central Geelong event. Further expand entertainment elements on the day to encourage festival atmosphere in Central Geelong. Develop professional services element for event inclusion. Includes evaluation activities of surveying & pedestrian counts. Consider options to activate Malop Street during event.

***Timeline: November 2017 and November 2018***

*Status: Continued activity with increased focus*

### 1.2.3 May Magic

Review May Magic activity and develop plan to increase engagement & awareness so as to continue to provide focus on Central Geelong during traditionally quieter time for retail. Continue to maintain relationships with promotion partners to deliver major prizes of a high standard.

***Timeline: May 2018 – with review August 2018***

*Status: Continued activity with review.*

### 1.2.4 Central Geelong School Holiday Program

Continue to develop this activity in non-summer school holidays. Develop business supporters for this event and activity hosting. Encourage increased support from businesses via special offers. Continue to develop database and email applications to activities.

New branding and activities to engage older children and new participants from outside region. Consider options for headline act for each program delivered by CGM. Deliver summer e-compilation of business/ event activity.

***Timeline: Winter 2017/ Spring 2017/ Autumn 2018 & Winter 2018/ Spring 2018/ Autumn 2018***

*Status: Continued activity with increased focus*

#### 1.2.4.1 StoryFest

Continue to develop this new activity from Autumn 2016. Seek sponsors and business supporters for this event. Consider incorporation of music acts to increase participation.

Promote outside region.

***Timeline: Autumn 2018 & Autumn 2019***

*Status: Continued activity with increased focus*




### 1.2.5 Christmas in Central Geelong

Continue to develop Christmas in Central Geelong activities including increased entertainment/ activities throughout Central Geelong. Link activities with vacant premise activation where possible. Link to COGG Christmas program. Consider options to increase Myer Window activation – 5th window and on-street. Consider impact of physical works for Malop St in 2017.

***Timeline: December 2017 & December 2018***

*Status: Continued activity with increased focus*

### 1.2.6 Central Geelong Magic Meter Elves

Continue to develop the Magic Meter Elves with increased coverage throughout Central Geelong. Continued development of costumes. Use also to promote off-street parking options. Use as ambassadors at events and functions as appropriate.

***Timeline: December 2017 & December 2018***

*Status: Continued activity with increased focus*

### 1.2.7 Off street parking promotion - Park & Ride Shuttle

Encourage use of off-street parking options in peak periods. Support the continuation of the Park & Ride Shuttle to provide Central Geelong workers and visitors alternate parking options. Link to park & ride live information through Central Geelong app.

Updated campaign to promote service through worker engagement program. Consider RCG plan and potential changes to services by council. Subject to review

***Timeline: Ongoing***

*Status: 2017-2018 commitment to await council review.*

### 1.2.8 Central Geelong Parking Options

Reprint Central Geelong Car Parking Map for distribution to business operators and Visitor Information Centres and Customer Service Centres. Continue to place parking map within promotional materials when appropriate. Develop program for promotion of car parking options including positive marketing and analysis. Prepare & distribute parking/ transport options for all CGM activities. Link to real time parking information through Central Geelong app.

***Timeline: Ongoing***

*Status: Continued activity.*

### 1.2.9 Key Target Markets

Develop a program of activities to appeal to key market types including seniors/ baby boomers, students and workers. Investigate maps- precinct/ sector based using self-guided maps available electronically.

***Timeline: Ongoing***

*Status: Continued activity with increased focus*

### 1.2.9.1 Workers Engagement Program

Develop a program of events and activities to increase engagement and participation of workers in Central Geelong with CGM activities and CG businesses. Include development of Central Geelong workers database and event, activities, promotions and offers specifically for Central Geelong workers. Track engagement and evaluate all activities. Consider exclusive event in addition to discounts/ free items. Investigate additional sponsorship options

***Timeline: Ongoing***

*Status: New Activity*




### 1.2.9.2 Seniors

Develop program of activities to encourage increased visitation. Consider promotion of seniors shopping tours; seniors festival provision of shuttle service; support of seniors events at cultural venues including GPAC, NWM, Geelong Gallery, Geelong Library & Heritage Centre.

***Timeline: Ongoing***

*Status: Continued activity with increased focus*

### 1.2.10 Professional Services

Continue to promote the professional services offer in Central Geelong via a series of events, promotions and marketing and communications programs. Articulate the range of benefits to professional services and opportunities for participation. Seek new opportunities for B2B activities.

### 1.2.10.1 - Professional Services Campaign – Metro West

Continue to encourage people in metro west to do business in Central Geelong and use professional services in Central Geelong as an attractive and viable alternative to Melbourne CBD. Mix of print, radio, transit and signage. Work with existing professional service businesses in Central Geelong to develop new and grow existing related events and activities.

Conduct research including surveying CG businesses to track engagement levels and repeat survey annually to track campaign progress. Links to digital program with use of key words. Develop digital content to support variety of 'at your service' themes.

***Timeline: Ongoing***

*Status: New Activity*

### 1.2.10.2 Professional Services Promotion – Regional

Promote the range of professional services within the Geelong community. Investigate options to provide free Wi-Fi through waiting rooms via existing CG Wi-Fi service. Gauge interest from professional service providers regarding showcase opportunities within existing events such as Sidewalk Sales or as stand alone events. .

***Timeline: Ongoing***

*Status: Continuing with increased focus*




## 1.3 Events

**Develop, support and/ or implement events that grow Central Geelong's reputation as a leading business and cultural precinct.**

### 1.3.1 Street Entertainment Programs

Continue to support the regular program of street entertainment aimed at encouraging increased visitation to Central Geelong and adding a performance element to improve the 'experience' of Central Geelong. Increased focus/ promotion. Link to COGG calendar and programs. Review location and variety

***Timeline: Ongoing***

*Status: Continued activity.*

### 1.3.2 Activity/ Event Participation

Deliver CGM specific message in support of activities/ events aimed at bringing more people to increase benefit to and engagement of Central Geelong businesses. This may include Deakin graduation ceremonies, conferences, Gala Day, cruise ship; joint GPAC 'Flash your ticket' promotion, and Geelong After Dark and use of the CGM promotional team. Balance information provision versus cost of staff attendance.

***Timeline: Ongoing***

*Status: Continued activity*

### 1.3.3 Sponsorship

Provide targeted sponsorship to events and activities aimed at bringing more people into Central Geelong for the benefit of Central Geelong businesses within financial sponsorship criteria.

1 x large events (max $10k)
2 x medium events (max $5k)
3 x small events (max $2k each)
Unlimited in-kind support packages provided to events that meet in-kind criteria.

***Timeline: Ongoing***

*Status: Continued activity*

#### 1.3.3.1 GPAC Family Magic

Support and sponsor this family based theatre experience via a partnership with GPAC. Links to School Holiday program including provision of venue for activities.

***Timeline: Up to end 2018***

*Status: Continued activity*

#### 1.3.3.2 Makers & Growers Market

Provide financial and in-kind sponsorship to the Geelong Waterfront Makers & Growers Market. Continue communications with farmer's market database and use of social media to promote. Commitment to end June 2017. Consider options to promote CGM activities more effectively via this event through increased signage/ promotion options.

***Timeline: Monthly***

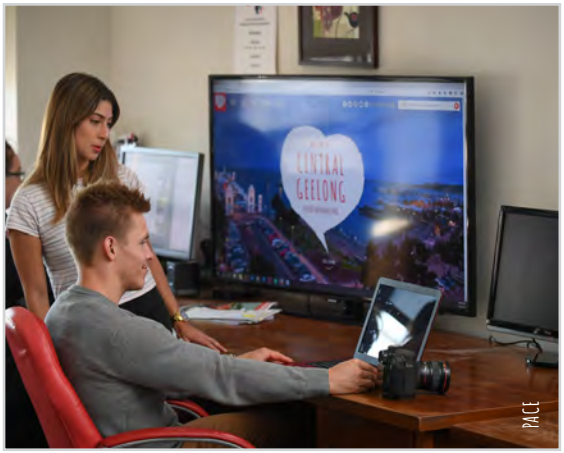
*Status: Continued activity until end June 2018*

#### 1.3.3.2 Archibald 2017

Provide financial and in-kind sponsorship to the Geelong gallery Archibald Prize regional touring exhibition.
Use relevant database and social media to promote. Commitment to end December 2017. Consider options to promote CGM activities more effectively via this event through increased signage/ promotion options. Financial support for development of brochure to encourage attendees to visit Central Geelong businesses.

***Timeline: September to December 2017***

*Status: Continued activity until end December 2017 with potential to continue for 2018 exhibition.*




## 1.4 Communications

**Effectively communicating the positive strengths of Central Geelong to the Geelong region, business and property owners and stakeholders.**

### 1.4.1 Communication of Central Geelong Key Strengths

Promote the positive strengths of Central Geelong and the activities of the Central Geelong Marketing Committee to public and stakeholders. Include media releases, community update, councillor updates, website, facebook, etc with focus on electronic communications. Links closely to digital strategy. Consider options to promote Central Geelong via existing venues including customer service centres, Geelong Library, GPAC, Geelong Gallery, Carousel, COGG venues including arena, swim centres, etc.

***Timeline: Ongoing***

*Status: Continued with increased focus*



# Key Focus Area 2 – Businesses

Creating Business Opportunity.




## 2.1 Business Presentation

**Foster improved business presentation, appearance and cooperation.**

### 2.1.1 Provide opportunities for improving business presentation and appearance

Provide a suite of products for use by business and property owners including Visual Merchandising toolkits, CGM street name and number signs, window theming programs and support trader led initiatives to activate specific precincts.

***Timeline: Ongoing***

*Status: Continued activity*

### 2.1.2 Support activation activities in specific precincts

Support trader led initiatives to activate specific precincts. May include support for promotion, printing, minor equipment hire. May include on-street parties, precinct branding, or entertainment activities. Must have commitment, support & active participation from existing businesses within precinct. Work with Revitalising Central Geelong to ensure ‘open for business’ message throughout physical works.

***Timeline: Ongoing***

*Status: Continued activity*




## 2.2 Business Capability

**Support improved business capability & sustainability through education, training and the dissemination of relevant information**

### 2.2.1 Training and professional development opportunities

Develop and promote a 12-month innovative training program in conjunction with other organisations such as Tourism Geelong, Geelong Chamber of Commerce and VECCI. Investigate opportunities for workshops on specific business related activities including B2B opportunities, professional services information nights & sustainability. Focus on increased electronic communication. MOU for delivery of joint training with TGGB developed.

***Timeline: Ongoing***

*Status: Continued activity*

### 2.2.2 Central Focus Newsletter for business operators & property owners

Update design and content of quarterly newsletter to business operators and property owners to inform them of activities and opportunities and value provided by programs and activities. Distributed via email, website and post as required. Focus on increasing electronic distribution. Links closely to digital strategy.

***Timeline: Quarterly***

*Status: Continued activity*

### 2.2.3 Information Updates

Continuing to inform business operators of items of importance that may be of interest to their business. Information updates may include notifications of applications for planning permits, consultation opportunities for businesses, events, etc. Distributed via email and website. Links closely to digital strategy.

***Timeline: As required***

*Status: Continued activity*

### 2.2.4 Business Engagement

Develop a program to inform CG business operators of the benefits of CGM programs and activities.

Update the 'How can CGM help your business' and distribute to all business. Deliver prospectus style document to clearly demonstrate opportunities for business participation and publish annual calendar of CGM delivered activities including campaigns, events, promotions and training opportunities to inform business operators.

***Timeline: Ongoing***

*Status: Continued activity with increased focus*

### 2.2.5 B2B

Provide a series of opportunities for business to business engagement via events and activities. Consider B2B options including speed networking, business promotion, B2B special offers within newsletters and networking events, increased showcase opportunities via CGM training events including workshops and networking events. Business circle and mentoring options via chamber.

***Timeline: Ongoing***

*Status: Continued activity with increased focus*

## 2.3 Networking

**Foster effective networking between Central Geelong businesses, business organisations and key agencies.**

### 2.3.1 Central Geelong Networking Events

Provide regular networking activities. Liaise with other organisations (Tourism Geelong and Geelong Chamber of Commerce, VECCI) and investigate opportunities to combine networking activities where appropriate. Focus on increasing numbers through use of informative speakers, topics and venues. Continue to engage in-kind support through venue provision, door prizes, etc. Consider opportunities for increased B2B activities at events including event sponsors, focused networking, business promotion table. Develop options to conduct survey and research on specific activities or issues at networking events.

***Timeline: Quarterly***

*Status: Continued activity*



## 2.4 New Business Support

**Encourage new business to Central Geelong and assist to promote new business operators.**



### 2.4.1 New Business Welcome Kit

Develop, produce and distribute a new business welcome kit to all new businesses within Central Geelong and include range of B2B and promotional options. New package design. Evaluate new business support activities and report to business and committee. Include new businesses on signage boards and newsletters where appropriate.

***Timeline: Ongoing***

*Status: Continued activity*

### 2.4.2 Investigate opportunities to influence the tenancy mix within Central Geelong.

Investigate & identify opportunities to work with CoGG Place Manager, Enterprise Geelong/ CoGG Economic Development Unit and Real Estate Agents to influence the tenancy mix within Central Geelong. Provide input to Renew Australia scoping study and potential on-going initiatives. May include support/ faciliatation for shopfront arts projects and activation of vacant premises. Continued involvement with Revitalising Central Geelong implementation activities. Develop, produce and distribute information regarding benefits on a regular basis including update of The Story Continues with PR focus.

***Timeline: Ongoing***

*Status: Continued activity*

#### 2.4.2.1 Vacant Property Activation Initiative

Continue to activate on an as needed basis for CGM delivered activities such as Christmas and School Holidays while long term strategy in development. Provide input to Renew Australia scoping study and potential on-going initiatives.

***Timeline: July 2017 onwards***

*Status: Continue activity with new focus*

# SUPPORT

## Key Focus Area 3 - Support

Growing CGM's capability to provide effective leadership through a coordinated approach to robust strategic planning, the delivery of valued programs, effective communication and advocacy.




## 3.1 Administration and Governance

**Ensure the ongoing and effective administration of the Committee**

### 3.1.1 Administration of Committee

Ensure effective administration of Committee and preparation of all documentation including agendas, minutes, meeting packs, attendance at meetings, financial reports and activity reports. Project delivery costs allocated to specific projects. Adherence to COGG Audit, Reporting and Governance requirements.

***Timeline: Ongoing***

*Status: Continued activity*

### 3.1.2 Evaluations and surveys

Undertake evaluations and surveys to gather relevant information about Central Geelong activities from stakeholders and users.

Use electronic means where possible. Evaluate delivery of CGM programs and report back to Committee, business community and stakeholders. Develop annual evaluation plan.

***Timeline: Ongoing***

*Status: Continued activity*

### 3.1.3 Review of Best Practice within Australia and overseas

Regularly review Mainstreet & centre management best practice within Australia and overseas through association with other similar bodies, associations, conferences and educational opportunities. Ensure all opportunities to promote the activities of Central Geelong Marketing to peer organisations undertaken. Facilitate field trip to Geelong as part of ICTC/ Mainstreet conference – October 2017.

***Timeline: Ongoing***

*Status: Continued activity*

### 3.1.4 Strategic Influence

Review relevant policies or strategies that may impact on Central Geelong and to make submission or comment when deemed appropriate. Continue to have regular contact, via Executive Officer and Chair, with strategic influence bodies to provide CGMC input. Consider options for increasing awareness of CGM benefits to stakeholder groups through provision of CGM materials and regular contact. Committee members to actively participate and attend CGM activities and be active and vocal ambassadors for CGM programs to other businesses and customers. May include RCG, retail strategy, footpath trading policy, Renew Australia, etc.

***Timeline: As required***

*Status: Continued activity*

### 3.1.5 Strategic Framework & Annual Activities Plan

Prepare rolling strategic framework for Committee that fit agreed terms of reference, key outcomes and priorities. Includes Annual Activities Plan and Marketing Plan. Contingency to ensure flexibility and responsiveness to new initiatives and opportunities. Acknowledge resource limitations – financial and staff hours in development of plans.

***Timeline: Ongoing***

*Status: Continued activity*

### 3.1.6 Increasing financial and in-kind support

Seek opportunities to increase financial and in-kind support for Central Geelong Marketing activities through grants, sponsorships and partnerships. Communicate leverage success to stakeholders.

***Timeline: Ongoing***

*Status: Continued activity*

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Central Geelong Marketing

# STRATEGIC Framework

2016-2021

# Annual ACTIVITIES PLAN

2017-2018

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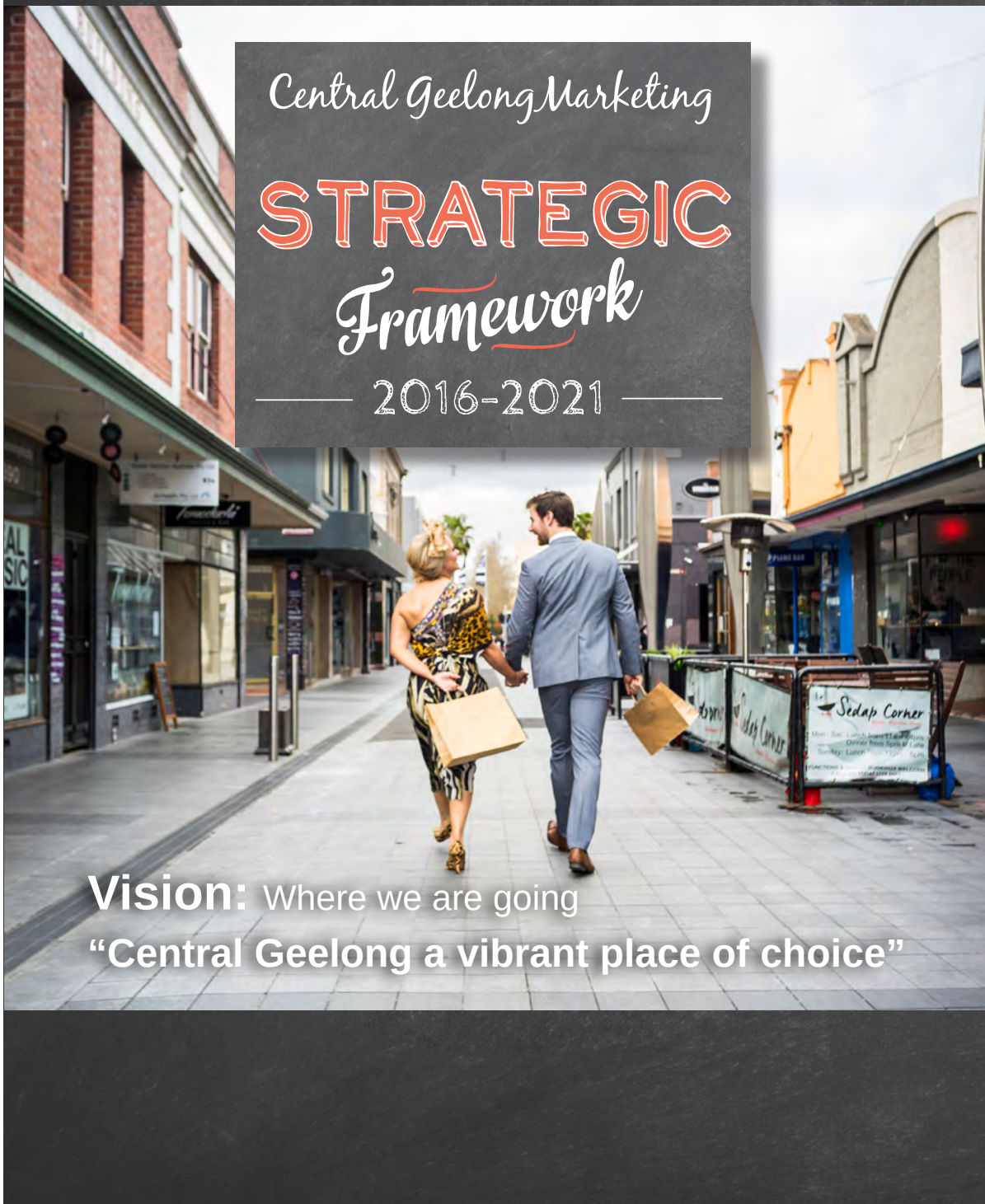

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| Key Focus Areas: What we are doing | | Challenges: | Key Outcomes: What we are attempting to achieve |
|---|---|---|---|
| **PEOPLE** | Growing the number of customers, workers, residents, students and visitors experiencing, and enjoying Central Geelong | Key challenges identified during planning process addressed in this key focus area:<br>• Engagement of operators and property owners<br>• Changing retail impacts – competition/ catchment<br>• Engagement of workers and students<br>• Continued increase to cost of parking in CG | ***Marketing;*** Raise the community's appreciation of Central Geelong<br>***Promotions;*** Undertake promotions that attract people to Central Geelong and raise the profile of Central Geelong businesses<br>***Events;*** Develop, support, and/or implement events that grow Central Geelong reputation as a leading business and cultural precinct<br>***Communications;*** Effectively communicate the positive strengths of Central Geelong & CGM activities to the Geelong region and wider community including stakeholder groups |
| **BUSINESS** | Creating Business Opportunity | Challenges identified during planning process addressed in this key focus area:<br>• Gaining businesses commitment to participate in CGM programs<br>• Increasing participation in training and development<br>• Business/ stakeholder appreciation of role and benefits of CGM programs | ***Business Presentation;*** Foster improved business presentation and appearance<br>***Business Capability;*** Support improved business capability & sustainability through education, training and the dissemination of relevant information<br>***Networking;*** Foster effective networking between Central Geelong businesses, business organisations and key agencies<br>***New Business Support;*** Assist in the attraction and support of new business to Central Geelong |
| **SUPPORT** | Growing CGM's capability to provide effective leadership through a coordinated approach to robust strategic planning, the delivery of valued programs, effective communication and advocacy. | Challenges identified during planning process addressed in this key focus area:<br>• Implementation of RCG physical works and impact to CGM activities – image/ reputation<br>• Staff workload and capacity; budget<br>• Quality over quantity<br>• Strategic influence/ links with stakeholder groups including Revitalising Central Geelong | ***Administration and Governance;***<br>Ensure the ongoing and effective administration of the CGCM |

Challenges identified during planning process as outside the direct control of CGMC (but could be influenced) to be addressed by CoGG/ External Stakeholders – changing industrial landscape/ parking changes – availability and cost/ suitability of premises available for business needs- size and amenity/ changing face of CBD- safety and amenity of Little Malop Central/ vacant premises/ walkability/ connectivity/ public transport.

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Central Geelong Marketing

# Annual ACTIVITIES PLAN

2017-2018



PEOPLE

# Key Focus Area 1 – People

Growing the number of customers, workers, residents, students and visitors experiencing and enjoying Central Geelong.

## 1.1 Marketing

### Raise the Community's appreciation of Central Geelong

#### 1.1.1 Consolidated Advertising, including Central Geelong Branding

Develop a 12-month advertising plan separate to event specific advertising including Central Geelong branding. Increased focus on promotion of professional and business services sector in Central Geelong. Target key groups including workers, students, residents and new users. Consider options for magazine/ newsletter online and print. New Central Geelong – the Guide.

***Timeline: Ongoing***

*Status: Continued with increased focus.*

#### 1.1.2.1 Consolidated Advertising – TVC – regional/ metro west

Implement a TV specific consolidated advertising campaign featuring Central Geelong TV commercial developed as a targeted campaign for regional areas and metro west. Updated TVC

***Timeline: Ongoing***

*Status: Continued with increased focus.*

#### 1.1.2.2 Consolidated Advertising – TVC – metropolitan Melbourne

Implement a TV specific consolidated advertising campaign featuring Central Geelong TV commercial developed as a targeted campaign for metropolitan Melbourne. Updated TVC

***Timeline: Ongoing***

*Status: New Activity*

#### 1.1.3 Consolidated Advertising – Print Campaign – Metro & Regional

Implement a consolidated print campaign for regional and metro west areas.

***Timeline: Ongoing***

*Status: Continued with increased focus*

#### 1.1.4.1 Consolidated Advertising – Signage – Regional & metro west

Develop and implement a consolidated signage campaign for regional and metro west areas including static and transit advertising options.

***Timeline: Ongoing***

*Status: Continued*

#### 1.1.4.2 Consolidated Advertising – Signage – Metropolitan Melbourne

Develop and implement a consolidated signage campaign for Metropolitan Melbourne – static and transit options.

***Timeline: Ongoing***

*Status: New Activity*







### 1.1.5 Attract increased visitation to Central Geelong

Attract increased visitation to Central Geelong. Include engagement with visitors attending AFL games in Geelong. Seek opportunities to work co-operatively with tourism bodies. Link with existing activities/ events delivered by external bodies. Continued GeeLONG Weekend theme with user generated content.

***Timeline: Ongoing***

*Status: Continued activity with increased focus*

### 1.1.6 Digital Communications Strategy

Implement the delivery of integrated Digital Communications Strategy incorporating web, mobile and social media. Include options for increased engagement with current users of Central Geelong – workers, students, residents. Increased allocation for dedicated resources for digital content development and delivery.

***Timeline: Ongoing***

*Status: Continued activity with increased focus. This was a key priority identified during the planning process.*

### 1.1.6.1 Web

Includes upgrade of current website and on-going development, maintenance & promotion of website and includes database management. Continue to improve functionality of website and to develop new initiatives regularly. Include on-line maps. Consider options for increasing/ improving special offer component. Increased focus on content creation incl blog and article options.

***Timeline: Ongoing***

*Status: Continued activity with increased focus*

### 1.1.6.2 Mobile

Ongoing development, maintenance and promotion of smart phone app including engagement program for business operators and continued promotional campaign for Central Geelong Users included targeted groups of workers, residents and students. Link to QR codes, real time parking information and investigate development of event specific apps. Consider options for increasing/ improving special offer component

***Timeline: Ongoing***

*Status: Continued*

### 1.1.6.3 Social media

Includes on-going development, maintenance & promotion of social media including Facebook, Twitter, Instagram and other applications deemed appropriate. Use of user generated content, blogs, video blogs, etc. Consider guest blog/ ambassador options.

***Timeline: Ongoing***

*Status: Continued with increased focus*

### 1.1.6.4 Email and Database Management

Includes EDM development, management and growth of customer databases. Upgrade electronic communications to business operators. Track engagement via analytics to improve engagement.

***Timeline: Ongoing***

*Status: Continued with increased focus*




## 1.2 Promotions

**Undertake promotions that attract people to Central Geelong and raise the profile of Central Geelong businesses. Focus on improving current major activities to increase benefit for Central Geelong Business Operators.**

### 1.2.1 Tastes of Central Geelong

Develop and implement this annual food festival in Central Geelong. Deliver specific food related events and activities to support business participation in the event. Evaluate activity and participation by business operators and attendees. Deliver new key activities as part of events, attract new sponsors and deliver quality program.

***Timeline: July 2017 and July 2018***

*Status: Continued activity with increased focus*

### 1.2.2 Central Geelong Sidewalk Sales

Continue to develop this flagship Central Geelong event. Further expand entertainment elements on the day to encourage festival atmosphere in Central Geelong. Develop professional services element for event inclusion. Includes evaluation activities of surveying & pedestrian counts. Consider options to activate Malop Street during event.

***Timeline: November 2017 and November 2018***

*Status: Continued activity with increased focus*

### 1.2.3 May Magic

Review May Magic activity and develop plan to increase engagement & awareness so as to continue to provide focus on Central Geelong during traditionally quieter time for retail. Continue to maintain relationships with promotion partners to deliver major prizes of a high standard.

***Timeline: May 2018 – with review August 2018***

*Status: Continued activity with review.*

### 1.2.4 Central Geelong School Holiday Program

Continue to develop this activity in non-summer school holidays. Develop business supporters for this event and activity hosting. Encourage increased support from businesses via special offers. Continue to develop database and email applications to activities.

New branding and activities to engage older children and new participants from outside region. Consider options for headline act for each program delivered by CGM. Deliver summer e-compilation of business/ event activity.

***Timeline: Winter 2017/ Spring 2017/ Autumn 2018 & Winter 2018/ Spring 2018/ Autumn 2018***

*Status: Continued activity with increased focus*

#### 1.2.4.1 StoryFest

Continue to develop this new activity from Autumn 2016. Seek sponsors and business supporters for this event. Consider incorporation of music acts to increase participation.

Promote outside region.

***Timeline: Autumn 2018 & Autumn 2019***

*Status: Continued activity with increased focus*




### 1.2.5 Christmas in Central Geelong

Continue to develop Christmas in Central Geelong activities including increased entertainment/ activities throughout Central Geelong. Link activities with vacant premise activation where possible. Link to COGG Christmas program. Consider options to increase Myer Window activation – 5th window and on-street. Consider impact of physical works for Malop St in 2017.

***Timeline: December 2017 & December 2018***

*Status: Continued activity with increased focus*

### 1.2.6 Central Geelong Magic Meter Elves

Continue to develop the Magic Meter Elves with increased coverage throughout Central Geelong. Continued development of costumes. Use also to promote off-street parking options. Use as ambassadors at events and functions as appropriate.

***Timeline: December 2017 & December 2018***

*Status: Continued activity with increased focus*

### 1.2.7 Off street parking promotion - Park & Ride Shuttle

Encourage use of off-street parking options in peak periods. Support the continuation of the Park & Ride Shuttle to provide Central Geelong workers and visitors alternate parking options. Link to park & ride live information through Central Geelong app.

Updated campaign to promote service through worker engagement program. Consider RCG plan and potential changes to services by council. Subject to review

***Timeline: Ongoing***

*Status: 2017-2018 commitment to await council review.*

### 1.2.8 Central Geelong Parking Options

Reprint Central Geelong Car Parking Map for distribution to business operators and Visitor Information Centres and Customer Service Centres. Continue to place parking map within promotional materials when appropriate. Develop program for promotion of car parking options including positive marketing and analysis. Prepare & distribute parking/ transport options for all CGM activities. Link to real time parking information through Central Geelong app.

***Timeline: Ongoing***

*Status: Continued activity.*

### 1.2.9 Key Target Markets

Develop a program of activities to appeal to key market types including seniors/ baby boomers, students and workers. Investigate maps- precinct/ sector based using self-guided maps available electronically.

***Timeline: Ongoing***

*Status: Continued activity with increased focus*

### 1.2.9.1 Workers Engagement Program

Develop a program of events and activities to increase engagement and participation of workers in Central Geelong with CGM activities and CG businesses. Include development of Central Geelong workers database and event, activities, promotions and offers specifically for Central Geelong workers. Track engagement and evaluate all activities. Consider exclusive event in addition to discounts/ free items. Investigate additional sponsorship options

***Timeline: Ongoing***

*Status: New Activity*




### 1.2.9.2 Seniors

Develop program of activities to encourage increased visitation. Consider promotion of seniors shopping tours; seniors festival provision of shuttle service; support of seniors events at cultural venues including GPAC, NWM, Geelong Gallery, Geelong Library & Heritage Centre.

***Timeline: Ongoing***

*Status: Continued activity with increased focus*

### 1.2.10 Professional Services

Continue to promote the professional services offer in Central Geelong via a series of events, promotions and marketing and communications programs. Articulate the range of benefits to professional services and opportunities for participation. Seek new opportunities for B2B activities.

### 1.2.10.1 - Professional Services Campaign – Metro West

Continue to encourage people in metro west to do business in Central Geelong and use professional services in Central Geelong as an attractive and viable alternative to Melbourne CBD. Mix of print, radio, transit and signage. Work with existing professional service businesses in Central Geelong to develop new and grow existing related events and activities.

Conduct research including surveying CG businesses to track engagement levels and repeat survey annually to track campaign progress. Links to digital program with use of key words. Develop digital content to support variety of 'at your service' themes.

***Timeline: Ongoing***

*Status: New Activity*

### 1.2.10.2 Professional Services Promotion – Regional

Promote the range of professional services within the Geelong community. Investigate options to provide free Wi-Fi through waiting rooms via existing CG Wi-Fi service. Gauge interest from professional service providers regarding showcase opportunities within existing events such as Sidewalk Sales or as stand alone events. .

***Timeline: Ongoing***

*Status: Continuing with increased focus*




## 1.3 Events

**Develop, support and/ or implement events that grow Central Geelong's reputation as a leading business and cultural precinct.**

### 1.3.1 Street Entertainment Programs

Continue to support the regular program of street entertainment aimed at encouraging increased visitation to Central Geelong and adding a performance element to improve the 'experience' of Central Geelong. Increased focus/ promotion. Link to COGG calendar and programs. Review location and variety

***Timeline: Ongoing***

*Status: Continued activity.*

### 1.3.2 Activity/ Event Participation

Deliver CGM specific message in support of activities/ events aimed at bringing more people to increase benefit to and engagement of Central Geelong businesses. This may include Deakin graduation ceremonies, conferences, Gala Day, cruise ship; joint GPAC 'Flash your ticket' promotion, and Geelong After Dark and use of the CGM promotional team. Balance information provision versus cost of staff attendance.

***Timeline: Ongoing***

*Status: Continued activity*

### 1.3.3 Sponsorship

Provide targeted sponsorship to events and activities aimed at bringing more people into Central Geelong for the benefit of Central Geelong businesses within financial sponsorship criteria.

1 x large events (max $10k)
2 x medium events (max $5k)
3 x small events (max $2k each)
Unlimited in-kind support packages provided to events that meet in-kind criteria.

***Timeline: Ongoing***

*Status: Continued activity*

#### 1.3.3.1 GPAC Family Magic

Support and sponsor this family based theatre experience via a partnership with GPAC. Links to School Holiday program including provision of venue for activities.

***Timeline: Up to end 2018***

*Status: Continued activity*

#### 1.3.3.2 Makers & Growers Market

Provide financial and in-kind sponsorship to the Geelong Waterfront Makers & Growers Market. Continue communications with farmer's market database and use of social media to promote. Commitment to end June 2017. Consider options to promote CGM activities more effectively via this event through increased signage/ promotion options.

***Timeline: Monthly***

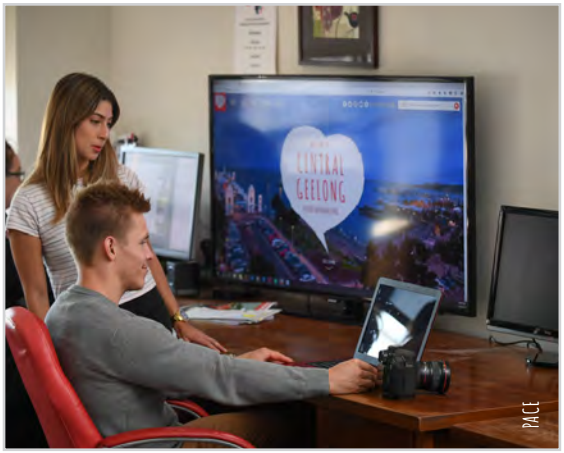
*Status: Continued activity until end June 2018*

#### 1.3.3.2 Archibald 2017

Provide financial and in-kind sponsorship to the Geelong gallery Archibald Prize regional touring exhibition.
Use relevant database and social media to promote. Commitment to end December 2017. Consider options to promote CGM activities more effectively via this event through increased signage/ promotion options. Financial support for development of brochure to encourage attendees to visit Central Geelong businesses.

***Timeline: September to December 2017***

*Status: Continued activity until end December 2017 with potential to continue for 2018 exhibition.*




## 1.4 Communications

**Effectively communicating the positive strengths of Central Geelong to the Geelong region, business and property owners and stakeholders.**

### 1.4.1 Communication of Central Geelong Key Strengths

Promote the positive strengths of Central Geelong and the activities of the Central Geelong Marketing Committee to public and stakeholders. Include media releases, community update, councillor updates, website, facebook, etc with focus on electronic communications. Links closely to digital strategy. Consider options to promote Central Geelong via existing venues including customer service centres, Geelong Library, GPAC, Geelong Gallery, Carousel, COGG venues including arena, swim centres, etc.

***Timeline: Ongoing***

*Status: Continued with increased focus*



# Key Focus Area 2 – Businesses

Creating Business Opportunity.




## 2.1 Business Presentation

**Foster improved business presentation, appearance and cooperation.**

### 2.1.1 Provide opportunities for improving business presentation and appearance

Provide a suite of products for use by business and property owners including Visual Merchandising toolkits, CGM street name and number signs, window theming programs and support trader led initiatives to activate specific precincts.

***Timeline: Ongoing***

*Status: Continued activity*

### 2.1.2 Support activation activities in specific precincts

Support trader led initiatives to activate specific precincts. May include support for promotion, printing, minor equipment hire. May include on-street parties, precinct branding, or entertainment activities. Must have commitment, support & active participation from existing businesses within precinct. Work with Revitalising Central Geelong to ensure ‘open for business’ message throughout physical works.

***Timeline: Ongoing***

*Status: Continued activity*




## 2.2 Business Capability

**Support improved business capability & sustainability through education, training and the dissemination of relevant information**

### 2.2.1 Training and professional development opportunities

Develop and promote a 12-month innovative training program in conjunction with other organisations such as Tourism Geelong, Geelong Chamber of Commerce and VECCI. Investigate opportunities for workshops on specific business related activities including B2B opportunities, professional services information nights & sustainability. Focus on increased electronic communication. MOU for delivery of joint training with TGGB developed.

***Timeline: Ongoing***

*Status: Continued activity*

### 2.2.2 Central Focus Newsletter for business operators & property owners

Update design and content of quarterly newsletter to business operators and property owners to inform them of activities and opportunities and value provided by programs and activities. Distributed via email, website and post as required. Focus on increasing electronic distribution. Links closely to digital strategy.

***Timeline: Quarterly***

*Status: Continued activity*

### 2.2.3 Information Updates

Continuing to inform business operators of items of importance that may be of interest to their business. Information updates may include notifications of applications for planning permits, consultation opportunities for businesses, events, etc. Distributed via email and website. Links closely to digital strategy.

***Timeline: As required***

*Status: Continued activity*

### 2.2.4 Business Engagement

Develop a program to inform CG business operators of the benefits of CGM programs and activities.

Update the 'How can CGM help your business' and distribute to all business. Deliver prospectus style document to clearly demonstrate opportunities for business participation and publish annual calendar of CGM delivered activities including campaigns, events, promotions and training opportunities to inform business operators.

***Timeline: Ongoing***

*Status: Continued activity with increased focus*

### 2.2.5 B2B

Provide a series of opportunities for business to business engagement via events and activities. Consider B2B options including speed networking, business promotion, B2B special offers within newsletters and networking events, increased showcase opportunities via CGM training events including workshops and networking events. Business circle and mentoring options via chamber.

***Timeline: Ongoing***

*Status: Continued activity with increased focus*

## 2.3 Networking

**Foster effective networking between Central Geelong businesses, business organisations and key agencies.**

### 2.3.1 Central Geelong Networking Events

Provide regular networking activities. Liaise with other organisations (Tourism Geelong and Geelong Chamber of Commerce, VECCI) and investigate opportunities to combine networking activities where appropriate. Focus on increasing numbers through use of informative speakers, topics and venues. Continue to engage in-kind support through venue provision, door prizes, etc. Consider opportunities for increased B2B activities at events including event sponsors, focused networking, business promotion table. Develop options to conduct survey and research on specific activities or issues at networking events.

***Timeline: Quarterly***

*Status: Continued activity*



## 2.4 New Business Support

**Encourage new business to Central Geelong and assist to promote new business operators.**



### 2.4.1 New Business Welcome Kit

Develop, produce and distribute a new business welcome kit to all new businesses within Central Geelong and include range of B2B and promotional options. New package design. Evaluate new business support activities and report to business and committee. Include new businesses on signage boards and newsletters where appropriate.

***Timeline: Ongoing***

*Status: Continued activity*

### 2.4.2 Investigate opportunities to influence the tenancy mix within Central Geelong.

Investigate & identify opportunities to work with CoGG Place Manager, Enterprise Geelong/ CoGG Economic Development Unit and Real Estate Agents to influence the tenancy mix within Central Geelong. Provide input to Renew Australia scoping study and potential on-going initiatives. May include support/ faciliatation for shopfront arts projects and activation of vacant premises. Continued involvement with Revitalising Central Geelong implementation activities. Develop, produce and distribute information regarding benefits on a regular basis including update of The Story Continues with PR focus.

***Timeline: Ongoing***

*Status: Continued activity*

#### 2.4.2.1 Vacant Property Activation Initiative

Continue to activate on an as needed basis for CGM delivered activities such as Christmas and School Holidays while long term strategy in development. Provide input to Renew Australia scoping study and potential on-going initiatives.

***Timeline: July 2017 onwards***

*Status: Continue activity with new focus*

# SUPPORT

## Key Focus Area 3 - Support

Growing CGM's capability to provide effective leadership through a coordinated approach to robust strategic planning, the delivery of valued programs, effective communication and advocacy.




## 3.1 Administration and Governance

**Ensure the ongoing and effective administration of the Committee**

### 3.1.1 Administration of Committee

Ensure effective administration of Committee and preparation of all documentation including agendas, minutes, meeting packs, attendance at meetings, financial reports and activity reports. Project delivery costs allocated to specific projects. Adherence to COGG Audit, Reporting and Governance requirements.

***Timeline: Ongoing***

*Status: Continued activity*

### 3.1.2 Evaluations and surveys

Undertake evaluations and surveys to gather relevant information about Central Geelong activities from stakeholders and users.

Use electronic means where possible. Evaluate delivery of CGM programs and report back to Committee, business community and stakeholders. Develop annual evaluation plan.

***Timeline: Ongoing***

*Status: Continued activity*

### 3.1.3 Review of Best Practice within Australia and overseas

Regularly review Mainstreet & centre management best practice within Australia and overseas through association with other similar bodies, associations, conferences and educational opportunities. Ensure all opportunities to promote the activities of Central Geelong Marketing to peer organisations undertaken. Facilitate field trip to Geelong as part of ICTC/ Mainstreet conference – October 2017.

***Timeline: Ongoing***

*Status: Continued activity*

### 3.1.4 Strategic Influence

Review relevant policies or strategies that may impact on Central Geelong and to make submission or comment when deemed appropriate. Continue to have regular contact, via Executive Officer and Chair, with strategic influence bodies to provide CGMC input. Consider options for increasing awareness of CGM benefits to stakeholder groups through provision of CGM materials and regular contact. Committee members to actively participate and attend CGM activities and be active and vocal ambassadors for CGM programs to other businesses and customers. May include RCG, retail strategy, footpath trading policy, Renew Australia, etc.

***Timeline: As required***

*Status: Continued activity*

### 3.1.5 Strategic Framework & Annual Activities Plan

Prepare rolling strategic framework for Committee that fit agreed terms of reference, key outcomes and priorities. Includes Annual Activities Plan and Marketing Plan. Contingency to ensure flexibility and responsiveness to new initiatives and opportunities. Acknowledge resource limitations – financial and staff hours in development of plans.

***Timeline: Ongoing***

*Status: Continued activity*

### 3.1.6 Increasing financial and in-kind support

Seek opportunities to increase financial and in-kind support for Central Geelong Marketing activities through grants, sponsorships and partnerships. Communicate leverage success to stakeholders.

***Timeline: Ongoing***

*Status: Continued activity*

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# 8. GEELONG MAJOR EVENTS COMMITTEE ANNUAL REPORT 2016-2017

| | |
|---|---|
| **Source:** | **Investment & Attraction / Economic Development & Events** |
| **A/Director:** | **Tim Ellis** |
| **Index Reference:** | **Geelong Major Events Section 86 Committee** |
| **Portfolio:** | **Tourism and Events** |

## Purpose

To provide an overview of the Geelong Major Events Committee (GME) including a summary of the decisions of GME for the period 1 July 2016 to 30 June 2017.

## Background

Council established GME in August 1998 pursuant to section 86 of the *Local Government Act (Vic) 1989.*

The continued success of GME to attract and fund major events requires an ongoing funding commitment from Council.

GME's continued focus is on attracting and sponsoring major events to the region based on the economic outcomes these provide.

## Key Issues

- Between 1 July 2016 and 30 June 2017, 22 major events supported by GME were successfully hosted in the Geelong Region, including 5 new events.
- The 22 major events stimulated economic activity and provided social benefits to our community. An estimated $76.1 million of event expenditure was generated in our region from local and non-local sources, which supports the equivalent of 609 full time jobs in the Greater Geelong region and represents a return on investment of 50:1. More than 600,000 participants and spectators are estimated to have attended the 22 major events sponsored by GME **(Attachment 2)**. The attachment is a summary of the GME funded events for 2016/2017. It also includes the estimated economic benefit to the region and attendance numbers.
- The 2016/2017 GME sponsored events also provided additional social benefits for the local community through participation and spectator opportunities, with a number of our major events offering free public access and entertainment for all ages.

**Cr Nelson moved, Cr Murrihy seconded -**

**That Council notes this report providing an overview and a summary of the Geelong Major Events Committee decisions for the 2016/2017 year.**

*The Mayor resumed the Chair at 9.41pm*

**Carried.**

**Attachment 1**

***Financial Implications***

The total Council allocation of sponsorship funding of $1,505,738 paid during the period was within budget.

The event expenditure generated by the 22 events staged during the period 1 July 2016 to 30 June 2017 is estimated to be $76.1million. This event expenditure is estimated to support the equivalent of 609 full-time jobs in Greater Geelong and represents a return on investment for our community of 50:1.

***Community Engagement***

GME meetings are currently held on the third Monday of each month commencing at 4.00pm at City Hall.

Six ordinary GME meetings are held annually and are open to the public. Each alternate month, the meetings are strategic sessions which allow for informal and strategic discussions with existing and potential event organisers and event briefings on confidential matters.

The GME consists of:

- Up to Four members of Council;
- Up to Six external representatives of the business/media/arts or events community;
- The Chief Executive Officer; and
- The Executive Director of Tourism Greater Geelong & The Bellarine Inc.

All members have full and equal voting rights.

***Social Equity Considerations***

GME funding decisions are guided by a Matrix of Events, a GME Funding Criteria and a Geelong Major Events Strategy which ensures a transparent governance process for the allocations and access to funding by the community at large.

Major events in Geelong make a significant contribution to the social, environmental and economic wellbeing of the community. These events can also provide a legacy for the community through redeveloped or newly constructed infrastructure.

The events staged within this reporting period provided social benefits for the local community through participation and spectator opportunities, with 16 of these major events offering free public access to the event.

It is estimated that more than 600,000 spectators attended the 22 events staged during the period ending 30 June 2017.

***Policy/Legal/Statutory Implications***

In August 1998, Council established GME as a Section 86 Committee under the provisions of the *Local Government Act (Vic) 1989* to stimulate and encourage events within the municipality.

The objectives of GME are to:

- Strive to stimulate and encourage events that offer the best opportunity to provide measurable economic benefits, potential to market Geelong outside the municipality and enhance local community life through participation of residents;
- Support the development and improvement of hallmark, major and developing events while focusing its activities on a clearly defined strategic program; and
- Establish and maintain strong links with the private sector, government and our communities to achieve high levels of stakeholder investment and activity required to realise the events potential of Geelong.

GME undertake a range of overarching actions to achieve their objectives including:

- A Geelong Major Events Strategy and Annual Business Plan in accordance with terms of reference;
- Maintenance of a funding submissions and evaluation process;
- The development and attraction of new events;
- The continuous improvement of current events;
- Facilitation of state, federal government and private sector funding wherever possible; and
- Recommendations to Council regarding event infrastructure needs.

***Alignment to City Plan***

This report aligns with the City Plan as follows:

At the heart of Greater Geelong: A Clever and Creative Future are a series of community-led aspirations focusing on the region's economy and employment, the environment, arts and culture, tourism and growth. One of the nine aspirations is for the Geelong region to be a destination that attracts local and international visitors through the securing of world class events and entertainment. This aspiration is supported by the objectives and activities of GME.

In addition, City Plan identifies its key partnerships in this area including events related groups such as Visit Victoria and the Victorian Events Industry Council, along with event owners and operators. These key relationships are maintained and enhanced through the actions of GME.

***Conflict of Interest***

No officers involved in preparing this report have any direct or indirect interest in any matter raised in this report.

***Risk Assessment***

The management of risks associated with events is an important aspect to protect the community and Council's assets. Risk assessments are undertaken to identify potential risks for each event to ensure that the appropriate risk management processes are in place.

All high risk major events are required to present event plans to Geelong's Events Multi Agency Working Group which is coordinated by Council's Events Services Unit. Feedback and advice is given to event organisers from the represented agencies and stakeholders on the working group, such as Victoria Police, WorkSafe, CFA and the Municipal Building Surveyor.

***Environmental Implications***

Each application for funding to Geelong Major Events is assessed against a range of criteria including environmental impact.

Environmental considerations include energy usage, use of renewable sources, water usage, waste and or recycling generated, traffic congestion, use of non-powered transport options, pollution, destruction or damage to natural environments, event legacies of new or reinvigorated nature and resources. The environmental impact for each event is assessed and where appropriate actions are identified to protect the environment.

Council plays a leading role in working with external agencies and event organisers to ensure that environmental implications are appropriately managed.

The events staged in this period implemented a range of programs to minimise their environmental impacts and to proactively provide positive legacies from their events. They included shuttle bus services to minimise traffic to and from the event, the use of recycled water for filling of traffic barriers and a carbon neutral tree planting program.

**Attachment 2**

The following table provides a summary of the GME decisions for 2016/17, the level of funding, the estimated economic benefit to the region and the attendance numbers.

| Event Title | Funding Amount | Estimated Economic Benefit | Attendance numbers |
|---|---|---|---|
| 2016 Extinction @ GPAC | $12,000 | $172,937 | 1,450 |
| 2016 Toast to the Coast | $25,000 | $823,127 | 4,560 |
| 2016 Word for Word Non-Fiction Festival | $12,000 | $323,205 | 1,720 |
| 2016 Geelong Revival Festival | $150,000 | $6,536,101 | 32,200 |
| 2017 Bay Cycling Classic | $30,000 | $915,680 | 3,780 |
| 2017 A-League Soccer @ Simonds Stadium | $25,000 | $784,132 | 14,125 |
| 2017 Viper Class Sailing World Championship | $20,000 | $423,759 | 220 |
| 2017 Cadel Evans Great Ocean Road Race | $150,000 | $11,350,000 | 100000 |
| 2017 Festival of Sails | $200,000 | $14,059,897 | 79,000 |
| 2017 Australia Day Polo | $15,000 | $348,872 | 1,115 |
| 2017 Victorian Open Golf Tournament | $70,000 | $2,748,538 | 21,415 |
| 2017 Great Australian Beer Festival | $20,000 | $897,969 | 5,650 |
| 2017 Ironman 70.3 Geelong | $150,000 | $2,285,700 | 9,925 |
| 2017 Pako Festa | $70,000 | $5,041,891 | 100000 |
| 2017 Australian International Airshow | $400,000 | $22,000,000 | 210664 |
| 2017 Head of the Schoolgirls Regatta | $21,695 | $1,998,138 | 10,500 |
| 2017 Geelong Highland Gathering | $10,043 | $264,207 | 2,720 |
| 2017 Lara Food & Wine Festival | $15,000 | $552,000 | 9100 |
| 2017 Geelong After Dark (GAD) | $50,000 | $1,383,406 | 25000 |
| 2017 National Celtic Festival | $40,000 | $2,136,243 | 15700 |
| 2017 National Road Cycling Championships | $10,000 | $500,000 | 500 |
| 2017 Indigenous Games | $10,000 | $616,994 | 600 |

# 9. GEELONG MAJOR EVENTS COMMITTEE - APPOINTMENT OF EXTERNAL REPRESENTATIVES 2018-2022

| | |
|---|---|
| **Source:** | **Investment & Attraction / Economic Development & Events** |
| **A/Director:** | **Tim Ellis** |
| **Index Reference:** | **Geelong Major Events Section 86 Committee** |
| **Portfolio:** | **Tourism and Events** |

## Purpose

To appoint three community members as external representatives of the Geelong Major Events Committee (GME) for the period 2018-2022.

## Background

Council established GME in August 1998, pursuant to section 86 of the *Local Government Act (Vic) 1989*.

GME consists of a maximum of twelve persons. External members may comprise up to six of those positions, where suitable candidates offering considerable value are identified.

The current terms of two incumbent external representatives will expire in June 2018. One position became available due to a resignation of a committee member.

## Key Issues

- In response to public advertisements - five applications were received. Advertisements were placed in the Geelong Independent on 9 and 16 March 2018 and in the Geelong Advertiser on 10 and 17 March 2018. It was also advertised on the City's website.
- A selection panel comprising of the Acting CEO, the Acting Director for Investment & Attraction, an incumbent GME external committee member and a Councillor representative, reviewed applications and interviewed all five applicants against the selection criteria.
- The panel now recommend to Council the appointment of three external committee members for the period 2018 to 2022.

**Cr Sullivan moved, Cr Nelson seconded -**

**That Council:**

1) **endorses the appointment of Leigh McClusky, Russell Morris and Robyn Birrell as external representatives to the Geelong Major Events Committee for the four-year term 2018 – 2022; and**
2) **formally thanks the other applicants for their interest in participating on the Geelong Major Events Committee.**
3) **formally thanks Brian Cook for his contribution to GME since August 2016.**

**Amendment**

**Cr Aitken moved, Cr Kontelj seconded –**

**That Council:**

1) **endorses the appointment of Leigh McClusky, Russell Morris and Robyn Birrell as external representatives to the Geelong Major Events Committee for the two-year term 2018 – 2020; and**
2) **formally thanks the other applicants for their interest in participating on the Geelong Major Events Committee.**
3) **formally thanks Brian Cook for his contribution to GME since August 2016.**

**The amendment was put and lost.** **Lost.**

**The motion was put and carried.** **Carried.**

**Attachment 1**

***Discussion***

The recommendation of Leigh McClusky, Russell Morris and Robyn Birrell was made based on these applicants having the ability to:

- demonstrate an understanding of the benefits to the City of Greater Geelong in striving to attract events to the region;
- demonstrate an ability to support the objectives of GME;
- demonstrate an ability to bring to GME expertise in areas relevant to business, arts, media or events; *and*
- have the ability to allocate sufficient time to pursue GME's goals and objectives.

It was viewed by the selection panel that Russell and Leigh brought a level of experience to the GME and will continue to be valuable contributors. This is vital as the Committee reviews the current supported Major Events and the potential future direction. Robyn provides a strong alignment to the Arts & Culture sector and this will complement the skill set of the Committee.

***Financial Implications***

There are no financial implications arising from this report, as no remuneration is paid to external representative positions on GME. All GME committee positions are voluntary. Members can claim out of pocket expenses associated with participation on the committee.

***Community Engagement***

The appointment of three new external representatives to GME will be communicated to key stakeholders and the media. The unsuccessful candidates will be notified in writing thanking them for their application and interest in GME.

***Social Equity Considerations***

The inclusion of external representatives on GME Committee supports and enhances the social benefit that events bring to the community.

***Policy/Legal/Statutory Implications***

Within the Council Committee Representation Policy, there are no legal or statutory implications arising from this report. The appointment process is within the framework of the GME Terms of Reference and the Council Instrument of Delegation to GME.

***Alignment to City Plan***

In the City Plan 2013-2017, Council has identified Growing Our Economy as one of its four key strategic objectives. City Plan tells us that one of the important priorities in this area is to see Greater Geelong as a leading city for tourism, arts, culture and events. The GME Strategy is identified in City Plan as being a key strategy that will assist Council in delivering Growing Our Economy priorities.

In addition, City Plan identifies its key partnerships in this area including Visit Victoria, Victorian Events Industry Council, along with event owners and operators. These key relationships are maintained and enhanced through the actions of GME.

The objectives of GME also support the community vision for Geelong to be recognised as a clever and creative city region. The vision identifies Geelong as a destination that will attract local and international visitors which will be achieved by securing world calls events and entertainment. This outcome is supported by GME and the Geelong Major Events strategy.

***Conflict of Interest***

The *Local Government Act (Vic) 1989* requires members of any Council committees to disclose conflicts of interest and not participate in a decision when they have a conflict of interest. No officer involved in the preparation of this report has any direct or indirect conflict of interest in the matters raised in this report.

***Risk Assessment***

External representatives are fully briefed on their role GME, thereby ensuring that they each understand their roles and responsibilities.

***Environmental Implications***

There are no direct environmental implications arising from this report.

# 10. CHRISTMAS IN GEELONG PROGRAM 2017

| | |
|---|---|
| **Source:** | **Investment & Attraction** |
| **A/Director:** | **Tim Ellis** |
| **Index Reference:** | **Christmas in Geelong** |
| **Portfolio:** | **Tourism and Events** |

## Purpose

To provide Council with a full review of the Christmas program inclusive of the iconic floating Christmas tree to inform activities post 2017.

## Background

This is the fourth year of Council's Christmas in Geelong program.

The program aims to:

- provide an economic benefit to Central Geelong;
- boost the profile, visitation and positive experiences in Central Geelong; and
- enhance the Christmas spirit in local and surrounding communities.

It is delivered by various Council departments, with a Project Control Group and Project Working Group established to ensure governance and oversight of the program.

Christmas in Geelong, comprises a number of activities marketed as the Christmas in Central Geelong Trail. Last year, these activities ran from 10 November 2017 to 8 January 2018.

At the start of 2016, Council commissioned an independent report to determine the economic impact assessment and a cost benefit analysis associated with the floating Christmas tree. The assessment found that the ROI was 5.4 times for the tree alone.

Subsequent to this report, Council passed a motion at its meeting on 15 March 2016 to fund the floating Christmas tree for 2016, 2017 and 2018 Christmas periods.

The floating Christmas tree is currently funded until 7 January 2019 and assessments are underway to determine the structure's long term future.

Council receives support from the Geelong Port to the value of $90,000 per year to assist with the floating Christmas tree and also $5,000 sponsorship from TAC for community activation which is used for the program's opening night.

## Key Issues

The 2017 program was evaluated by:

- Beacons (using Bluetooth phone data) counting people within specific zones in Central Geelong. 2017 is the first year the data has been used for a full Christmas program after a trial of the technology was held during Christmas 2016. The use of the technology instead of head counts shows a higher number for attendances;
- Face to face and online surveys;
- Social media reach; and
- Independent assessment of the public relations (monetary) value of media activity.

### *Evaluation result summary*

- Online and face to face surveys were completed for the opening weekend (249 face to face and online) and the ongoing program (290 online and face to face).
- The average spend per person at Central Geelong Activities surveyed was $36.61.
- The average spend per person for City surveyed events was $32.40.
- 259,801 people attended the Christmas in Geelong program.
- The Total Economic Output for the Christmas in Geelong Program is $17.3 million (including estimates of direct and indirect output generated by attendees)
- The Total Economic Output for the Central Geelong Marketing Christmas program is $3.77 million.
- The PR value for media activity for Christmas in Geelong was $4.41 million, totalling 777 separate media items. The Floating Christmas Tree alone generated $2.51 million in positive media coverage through 504 separate media items.
- The City's main social media accounts (including Central Geelong Marketing and Events Geelong) had a total reach of 1.028 million people for its Christmas posts.

***Survey summary:***

- 93.7% of people surveyed who came into Central Geelong on 10 November 2017, did so for a Christmas Opening Night.
- 72% of people surveyed who came into Central Geelong for the ongoing Christmas program did so to visit a Christmas activity.
- 97.3% rated the Floating Christmas Tree as important or very important.
- 92.9% rated the Christmas Projections as important or very important.
- 93% of participants agreed or strongly agreed that when they participated in Christmas in Central Geelong they felt safe and welcome.
- 83% of participants agreed or strongly agreed that when they participated in Christmas in Central Geelong they felt connected to people in the community.
- 92% of participants agreed or strongly agreed when they participated in Christmas in Central Geelong they felt proud of Central Geelong.
- 91% of participants agreed or strongly agreed they enjoyed the vibrancy and activity in Central Geelong during the Christmas program.

**Cr Murnane moved, Cr Sullivan seconded -**

**That Council notes the figures that show the 2017 Christmas in Geelong program generated 259,801 visits and an estimated $17.3 million in Total Economic Output.**

**Carried.**

**Attachment 1**

***Discussion***

The Christmas in Geelong Program includes the following elements and activities, this is also supported in the Christmas Elements Flyer **(Attachment 2)**

| |
|---|
| **City of Greater Geelong organised activities** |
| Floating Christmas Tree – Music and Light Show including lighting of top star for the first time in 2017 |
| City Hall Projections |
| School children Christmas Trees in Little Malop Central |
| Christmas themed Catenary lighting and star |
| Regional Christmas decorations |
| **Joint City and Central Geelong Marketing activities** |
| Central Geelong Decorations |
| Myer Windows |
| Santa letters at the Carousel and Library |
| Family Christmas movies on the Waterfront |
| **Central Geelong Marketing organised and sponsored activities** |
| Christmas Trail of decorations and shop window displays |
| Magic Meter Elves |
| 3D Wall Art |
| Augmented Reality |
| Love Central Geelong Christmas Music Extravaganza |
| Santa's Reindeer Training Academy |
| Morning Teas with Santa at the Carousel |
| Christmas Waterfront Makers and Growers Market |
| **City sponsored events organised by others** |
| Gala Day Parade |
| Denis Walter Carols by the Bay – *event cancelled due to weather* |
| Carols by Candlelight Geelong |

As part of the Christmas in Geelong program, Council and Central Geelong Marketing carries out a review to determine how popular the activities were and what is the economic benefit derived. With the use of beacon data this year, overall attendance numbers are higher.

The program was evaluated by the following methods:

Beacons counting people in zones of Central Geelong.

Face to face and online surveys.

Social media reach

Independent assessment of PR value of media activity

The economic benefit generated by the program is calculated using a REMPLAN evaluation method and calculations, and is based on the standard process used by Central Geelong Marketing, Tourism Greater Geelong and the Bellarine and G21 **(Attachment 3)**.

In making the calculation, Council and Central Geelong Marketing collected the following information over a cross section of days, times and activities:

Beacon counting of people.

Surveys at events and activities and online.

**Findings:**

| ITEM | RESULT | | | | COMMENTS |
|---|---|---|---|---|---|
| | **2017** | **2016** | **2015** | **2014** | |
| **Overall attendance** | 259,801 | 216,050 | 213,500 | 245,000 | |
| **Floating Christmas Tree** | 164,872 | 128,490 | 123,000 | 163,000 | |
| **City Hall projections** | 24,837* | 20,640 | 31,000 | 29,000 | **The beacon in this location was installed in December therefore collecting data for only half the period.* |
| **Central Geelong Marketing Activities inc Myer Windows** | 51,592 | 44,492 | 44,900 | 33,700 | |
| **Other activities** | 18,500 | 22,428 | 14,600 | 19,300 | |

| **Place of Origin** | | | | | |
|---|---|---|---|---|---|
| Geelong | 90% | 79.8% | 86% | 83% | |
| Melbourne | 6.4% | 4.6% | 5% | 6% | |
| Regional Vic | 2.8% | 10.4% | 5% | 6% | |
| Interstate | 0.8% | 2.7% | 3% | 4% | |
| International | N/A | 2.2% | 1% | 1% | |
| **Average spend per person** | $32.40 City<br>$36.61 CGM | $32.10 City<br>$42.93 CGM | $45.50 | $57.00 | |
| **Community / Social Wellbeing** | 93% of participant agreed or strongly agreed that when they participated in Christmas in Central Geelong they felt safe and welcome. | | | | *First year this question has been asked.* |
| **Perception of Christmas in Central Geelong** | 92% of participants agreed or strongly agreed that when they participated in Christmas activities they felt proud of Central Geelong. | | | | *First year this question has been asked.* |
| **Central Geelong business feedback** | 95.6% of businesses think CGM should deliver a program leading up to Christmas to encourage visitation. | 84% of businesses think CGM should deliver a program leading up to Christmas to encourage visitation. | Most beneficial aspects for traders were<br>Magic Meter Elves<br>Family Activities | Most beneficial aspects for traders were<br>Magic Meter Elves<br>Family Activities | |

| | | | | | |
|---|---|---|---|---|---|
| **Other Christmas events** | Council sponsored events:<br>*Gala Day*<br>*Waterfront Christmas Carols*<br>*Carols by candlelight*<br>Visitor numbers were lower as a result of the cancellation of Waterfront Christmas Carols and Carols by Candlelight moving to GMHBA Stadium. | Council sponsored events:<br>*Gala Day*<br>*Waterfront Christmas Carols*<br>*Christmas eve carols by candlelight*<br>These events delivered an extra 40,000 visitors into Central Geelong and the Waterfront | Council sponsored events:<br>*Gala Day*<br>*Waterfront Christmas Carols*<br>*Christmas eve carols by candlelight*<br>These events delivered an extra 30,000 visitors into Central Geelong and the Waterfront | 4,500 | |
| **Total Economic Output** | $17.3m | $13.079m | $15.6m | $17.9m | |
| **Public relations value** | $4.41m | $6.83m | $9.33m | Not assessed to consistent level | |
| **Total cost - Floating Christmas Tree** | $350,000 | $310,000 | $340,000 | $496,000 | *The 2017 total cost includes assessments on the structural and lighting equipment for future life span of the tree.* |
| **Total Cost - Central Geelong Marketing delivered activities** | $65,000 | $53,000 | $65,000 | $41,500 | |
| **Total cost - other activities** | $275,000 | $306,614 | $154,370 | $44,672 | *Includes regional decorations costs and sponsorship of events.* |
| **Total Cost** | **$690,000** | **$669,614** | **$559,370** | **$582,172** | |

***Financial Implications***

The total cost to Council for the 2017 Christmas Program was $690,000.

***Community Engagement***

The program was evaluated using the following methods:

- Beacons (using Bluetooth data) counting people in zones within Central Geelong.
- Face to face and online surveys. Surveys were completed for both the opening weekend (250 online and face to face) and the ongoing program (290 online and face to face).
- Social media reach 872,985 people for City accounts and 154,860 for Central Geelong Marketing which included Facebook, Twitter and Instagram.
- Independent assessment of PR value of media activity ($4.41m).

***Social Equity Considerations***

The Christmas in Geelong program is full of free events available to the community.

***Policy/Legal/Statutory Implications***

All policy, legal and statutory implications associated with this project have been adequately managed by the Capital Projects, Events, and Central Geelong and Waterfront departments.

***Alignment to City Plan***

The Christmas in Geelong program aligns with the Community Wellbeing, Growing our Economy, and How We Do Business strategic directions of City Plan 2013–17.

***Conflict of Interest***

No officers involved in the preparation of this report have a direct or indirect interest in matters to which this report relates.

***Risk Assessment***

The Project Control and Working Group structure has managed risks with advice from specialist officers.

***Environmental Implications***

Environmental impacts have been considered for each element of the annual Christmas Program.

# Christmas 2017



## Floating Christmas Tree

**Project Delivery**
Capital Projects
**Asset Owner**
Events, Central Geelong and Waterfront

Communications and Marketing will take responsibility for the coordination of the overall program due to their involvement in most areas and the need to communicate and market the projects.

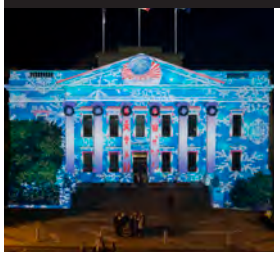
Each area is still responsible for delivery of their area but report progress/updates to Communications and Marketing and the Project Working Group.

## Street Christmas Decorations



**Project Delivery**
Corporate Communications and Marketing
**Asset Owner**
Corporate Communications and Marketing

## Projections



**Project Delivery**
Arts and Culture
**Asset Owner**
Arts and Culture

## Myer Windows




**Project Delivery**
Central Geelong Marketing; Corporate Communications and Marketing

## Catenary Star Decoration



**Project Delivery**
Capital Projects
**Asset Owner**
Events; Central Geelong and Waterfront

## Christmas Trail and Activities




**Project Delivery**
Central Geelong Marketing; Corporate Communications and Marketing

## Christmas Elves



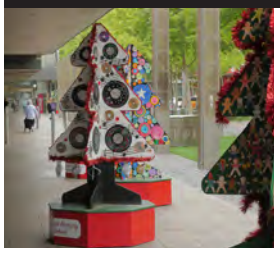
**Project Delivery**
Central Geelong Marketing

## 3D wall art



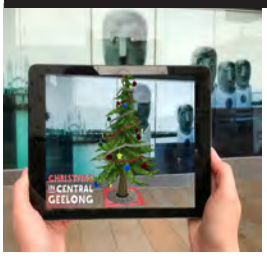
**Project Delivery**
Central Geelong and Waterfront
**Asset Owner**
Central Geelong and Waterfront

## School Christmas tree program



**Project Delivery**
Corporate Communications and Marketing

## Augmented Reality



**Project Delivery**
Central Geelong Marketing

## Christmas Program Evaluation



**Project Delivery**
Corporate Communications and Marketing, Central Geelong Marketing and Strategy and Program Delivery

## Program operations and safety



**Project Delivery**
Events, Central Geelong and Waterfront

## Marketing, promotion and visual identity




**Project Delivery**
Corporate Communications and Marketing; Central Geelong Marketing

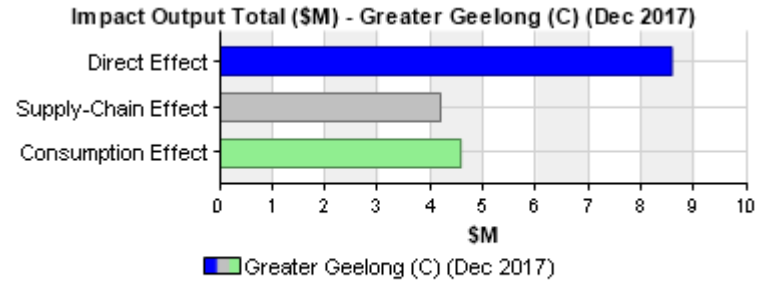
# Tourism Impact Summary Report for Greater Geelong (C) (Tourism Activity: 59 days)

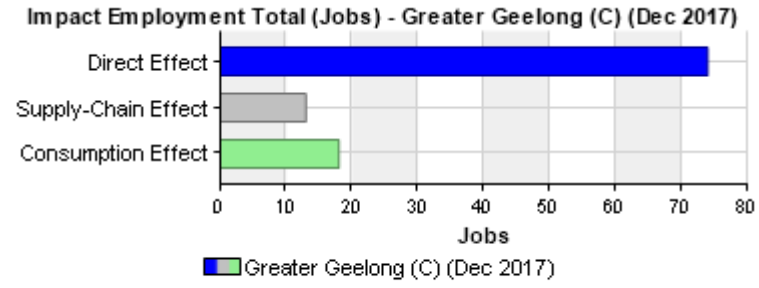
## Tourism Impact Scenario

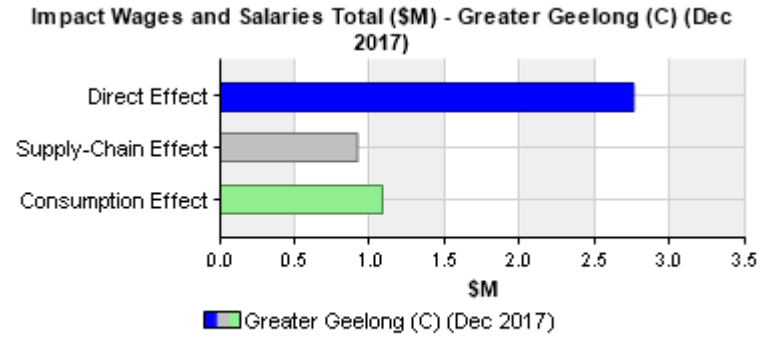
| | |
|---|---|
| Name | Christmas Program 2017 V2 |
| Duration | 59 days |
| Number of Visitors | 259,801 |
| Total Visitor Expenditure | $8,573,433 |

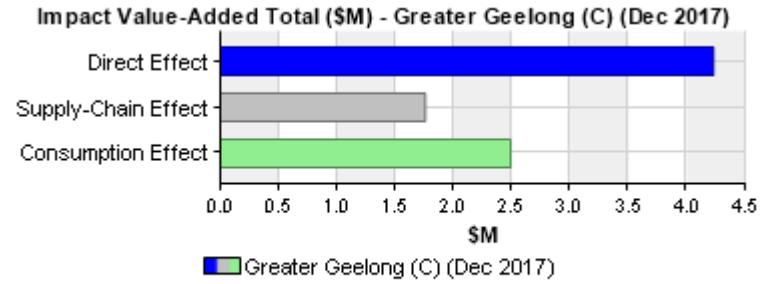
| Industry Sector | Expenditure per Visitor ($) |
|---|---|
| Retail Trade | $8 |
| Accommodation & Food Services | $24 |
| Other Services | $1 |
| Total Expenditure per Visitor | $33 |

### Tourism Impacts






Under this scenario Gross Region Product is estimated to increase by $8.476 million (0.06%) to $13,679.883 million. Contributing to this is a direct increase in output of $8.573 million, 74 additional jobs, $2.756 million more in wages and salaries and a boost in value-added of $4.229 million.

From this direct expansion in the economy, flow-on supply-chain effects in terms of local purchases of goods and services are anticipated, and it is estimated that these indirect impacts would result in a further increase to output valued at $4.183 million, 13 more jobs, $0.915 million more paid in wages and salaries, and a gain of $1.758 million in terms of value-added.

These supply-chain effects represent the following Type 1 economic multipliers:

| Impact | Type 1 Multipliers |
|---|---|
| Output | 1.488 |
| Employment | 1.176 |
| Wages and Salaries | 1.332 |
| Value-added | 1.416 |

The increase in direct and indirect output and the corresponding creation of jobs in the economy are expected to result in an increase in the wages and salaries paid to employees. A proportion of these wages and salaries are typically spent on consumption and a proportion of this expenditure is captured in the local economy. The consumption effects under the scenario are expected to further boost output by $4.567 million, employment by 18 jobs, wages and salaries by $1.082 million, and value-added by $2.490 million.

Under this scenario, total output is expected to rise by $17.323 million. Corresponding to this are anticipated increases in employment of 105 jobs, $4.753 million wages and salaries, and $8.476 million in terms of value-added.

The total changes to economic activity represent the following Type 2 economic multipliers:

| Impact | Type 2 Multipliers |
|---|---|
| Output | 2.021 |
| Employment | 1.419 |
| Wages and Salaries | 1.725 |
| Value-added | 2.005 |

Tourism Impact Summary (Tourism Activity: 59 days)

| Impact | Direct Effect | Supply-Chain Effect | Consumption Effect | Total Effect | Type 1 Multiplier | Type 2 Multiplier |
|---|---|---|---|---|---|---|
| Output ($M) | $8.573 | $4.183 | $4.567 | $17.323 | 1.488 | 2.021 |
| Long Term Employment (Jobs) | 74 | 13 | 18 | 105 | 1.176 | 1.419 |
| Wages and Salaries ($M) | $2.756 | $0.915 | $1.082 | $4.753 | 1.332 | 1.725 |
| Value-added ($M) | $4.229 | $1.758 | $2.490 | $8.476 | 1.416 | 2.005 |

Report based on 2017 prices (December 2017 REMPLAN Dataset)

## 11. THOMPSON ROAD, FURNER AVENUE, BELL PARK - PROPOSED FOOTPATH CONSTRUCTION - SRC 352 - DECLARATION OF CHARGE

**Source:** **Engineering Services - City Services**
**Director:** **Guy Wilson-Browne**
**Index Reference:** **Thompson Road and Furner Avenue, Bell Park, Geelong, Special Rates and Charges**
**Portfolio:** **Social and Infrastructure Planning**

### Purpose

To declare the charges for a Special Charge Scheme to partially fund the construction of a footpath along Thompson Road and Furner Avenue, Bell Park.

### Background

Council's footpath network strategy identifies the footpath construction priorities of which Thompson Road and Furner Avenue, Bell Park is listed (See plan – **Attachment 5**). It is considered that the proposed new footpath will provide a missing pedestrian link between Norlane and Bell Park residential and commercial areas. The new footpath will provide safer pedestrian access for all users.

Council made its intention to declare the Special Charge Scheme on 20 September 2017. In the subsequent submissions period, no submissions were received. A formal submissions panel hearing was therefore not required.

### Key Issues

- It is proposed to construct 1 kilometre of 1.5 metre wide footpath to provide for pedestrian access along the west side of Thompson Road and Furner Avenue, Bell Park.
- There are 21 properties abutting the proposed footpath that will receive special benefit. There are 2 Council owned properties in the scheme.
- The total estimated project cost is $317,823. Additional works estimated at $34,106 will be funded by Council to improve existing infrastructure.
- A Benefit Ratio of 0.28 has been calculated in accordance with section 163 of the *Local Government Act 1989* (**Act**), which equates to a Council contribution to the scheme of $204,276 and property owner contribution of $79,441.
- Property owners are considered to receive benefit from the works by way of improved pedestrian access and general amenity including pedestrian safety improvements.
- The scheme has been prepared in accordance with the Special Rate and Charges provisions of the Act along with the 2004 Ministerial Guidelines and Council's Special Rates and Charges Policy.
- All affected property owners were notified be letters and public notices of the scheme.

**Cr Kontelj moved, Cr Mansfield seconded -**

**That the report be deferred.**

**Carried.**

## CLOSE OF MEETING

As there was no further business the meeting closed at 10.06pm. Tuesday, 8 May 2018.

**Signed: _____**
**Cr Bruce Harwood (Mayor)**

**Date of Confirmation: _____**