MINUTES

ORDINARY MEETING OF COUNCIL

TUESDAY, 28 APRIL 2020

7.00PM

COUNCIL CONFERENCE AND RECEPTION CENTRE
CITY HALL
LITTLE MALOP STREET, GEELONG

COUNCIL:
Cr S Asher (Bellarine Ward)
Mayor
Cr K Grzybek (Windermere Ward)
Deputy Mayor

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 B Harwood (Kardinia Ward)
Cr P Murnane (Kardinia Ward)
Cr R Nelson (Kardinia Ward)
Cr A Aitken (Windermere Ward)

CITY OF GREATER GEELONG

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MINUTES OF THE ORDINARY MEETING
OF THE GREATER GEELONG CITY COUNCIL
HELD AT THE COUNCIL CONFERENCE AND RECEPTION CENTRE
CITY HALL, LITTLE MALOP STREET, GEELONG
TUESDAY, 28 APRIL 2020
COMMENCING AT 7.00 PM

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

Also present: M Cutter (Chief Executive Officer), R Leonard (Director Governance, Strategy and Performance)

OPENING: The Mayor declared the meeting open at 7.00pm

ACKNOWLEDGEMENTS:

Council acknowledges the Wadawurrung Traditional Owners of this land and I pay my respects to all Elders past and present and to all Aboriginal and Torres Strait Islander People who are part of the Greater Geelong community today.

ONE MINUTE'S SILENCE:

A one minute's silence was observed by Council in recognition of the deaths of four police officers: *Leading Senior Constable Lynette Taylor, Senior Constable Kevin King, Constable Joshua Prestney and Constable Glen Humphris* who were tragically killed in a car crash on the Eastern Freeway in Melbourne on Wednesday, 22 April 2020, whilst in the line of duty.

APOLOGIES: Nil.

LEAVE OF ABSENCE:

Cr Sullivan moved, Cr Nelson seconded -

That Leave of Absence be granted to Cr Stephanie Asher (Mayor) from 1 – 7 May 2020, inclusive.

Carried.

Cr Mansfield moved, Cr Mason seconded –

That Cr Grzybek be appointed as Acting Mayor for the period 1 – 7 May, 2020, inclusive.

Carried.

CONFIRMATION OF MINUTES:

Cr Kontelj moved, Cr Mason seconded -

That the Minutes of the Ordinary Meeting held on 24 March 2020 be confirmed.

Carried.

DECLARATIONS OF CONFLICTS OF INTEREST: Nil.

PUBLIC QUESTION AND SUBMISSION TIME:

The following questions were submitted prior to the Council meeting from Cory Wolverton, Jennifer Tilleard and Sanja Van Huet. Responses addressing their concerns have been provided via email.

Cory Wolverton asked the following in relation to the ward structure:

The Geelong Council was sacked in 2016 due to internal culture issues. Our community chose the current multi-member ward structure. Single member wards are an attack on democracy, are set up to limit minorities, women and independents elected to council. Even in times not such as these, it would appear difficult (given Council elections are in October) to implement a new ward structure, boundaries and voting system. I would like to ask why, in this time of disruption and uncertainty, would Geelong Councillor & Deputy Mayor Kylie Grzybek, attempt to move a motion to fast track single-member wards?

Response:

Thank you, Cory, for your question.

Council operates in accordance with the Local Government Act.

On the 22 April 2020 the Minister for Local Government announced that a single member ward structure will apply for the 2024 City of Greater Geelong General Election.

The Minister introduced single member wards to simplify existing structures and to ensure greater equality between wards, reflecting genuinely local representation and in line with the way members of Parliament are elected.

Jennifer Tilleard asked the following om relation to the ward structure:

Would the Council clarify their position on the Local Government Act 2020 which would implement Single Councillor Wards? All evidence suggests that a return to Single Councillor Wards would be a retrograde step resulting in the Geelong Council becoming less representative of the diverse community it serves. In 2016 a Commission of Inquiry was set up after the dismissal of the Geelong Council. This Commission found that a significant number of Councillors appear to be preoccupied with their individual ward interests rather than the City as a whole, and have shown little capacity to work constructively together and consequently recommended that the individual Councillor ward electoral system be replaced with multi-councillor wards to share representative responsibilities. The Citizens Jury of 2016 recommended to State Parliament that Geelong Council be composed of eleven councillors elected to represent four wards with three councillors in three wards and two councillors in one ward. After an extensive review process, the 2016 Victorian Electoral Commission review of Geelong Council, recommended replacing single Councillor Wards with Multi Councillor Wards. Multi-Councillor Wards were only established in 2016 and have allowed for more democratic representation because multiple Councillors are better able to provide for the diverse interests of voters in a large or complex ward. I n a Multi Councillor Ward Councillors are elected by Proportional Representation?

Response:

Thank you, Jennifer, for your question.

Council operates in accordance with the Local Government Act.

On the 22 April 2020 the Minister for Local Government announced that a single member ward structure will apply for the 2024 City of Greater Geelong General Election.

The Minister introduced single member wards to simplify existing structures and to ensure greater equality between wards, reflecting genuinely local representation and in line with the way members of Parliament are elected.

Sanja Van Huet submitted the following regarding planning permits:

I write in support of residents regarding 79-175 Harvey Road St. Leonards, under Planning Permit 1059/2013. City of Greater Council representatives have been repeatedly advised by residents of breaches to this Planning Permit since 11 June 2019. To date, no apparent action has been taken to either stop or prevent the breaches or to protect the area under the planning permit. The latest breach was on Easter Tuesday when mature and significant trees were removed, without on-the-spot inspections for the presence and removal of native fauna. These trees were known roosting trees for a local mob of endangered black cockatoos.

1) When will the breaches be addressed? When will real action be taken by Council against the developers, including retrospective breaches?

Response :

Thank you, Sanja, for your questions.

Officers have responded and will continue to respond to any complaints in relation to compliance with the Planning Permit.

Apparent Breaches: No inspection by specialists prior to the removal of significant roosting trees Native vegetation assessment not undertaken considering significant remnants of native trees no faunal protection management plan for the site or appropriate action plan other issues, known by City of Greater Geelong Council, but not addressed or yet acted on: Removal of the biodiversity sign by the developer in 2019. Council were made aware by the recent 'Owlfred' signage campaign on Bay-FM and Geelong Advertiser, but has not yet been replaced and there is no indication that the developers have been contacted about this. The Development Permit is outdated and needs to be revisited in acknowledgement of the areas biodiversity and natural significance. The Development Applications were submitted and approved in 2014, with other documentation dating from 2011, all now out of date. 79-175 Harvey Road, St. Leonards is an area where a development approval would not be granted now due to the significance of the area. The concerned residents were advised by a representative of the City of Greater Geelong that there was 'no mechanism in the City's planning to review out of date permits and no sunset agreements.

2) Will Council revisit sunset clauses in view of the remaining significant areas in the whole municipality?

Response :

There is no mechanism for Council to revisit past planning approvals to reflect current day best practice. At the time of the rezoning and associated planning permit, Council and the State Government assessed the proposal against the relevant permissions of the day.

Applications are assessed on their merits against the relevant requirements of the day. There are no sunset clauses. If a planning permit was to expire, a new application would need to be lodged and it would be assessed against the current day requirements.

This is not the first time the developers have breached Council rules over biodiversity protection overlays, planning permit breaches and a lack of Council action to protect significant areas and act on developers who breach these rules. This ties in with Council's poor record in terms of biodiversity protection and rampant and inappropriate over-development in areas of significance. List of email correspondence: (Phone conversations were also held regarding this matter) 11 June 2019 from Hugh Griffiths to DC (name withheld due to confidentiality) 26 June 2019 From DC to Hugh Griffiths cc Gareth Smith, Trevor Prowd, Jim Mason 2 July 2019 Hugh Giffith to DC cc Gareth Smith, Trevor Prowd, Jim Mason, Joanne van Salgeren 21 April 2020 from Lynne Donnelly to Leon Websdale cc to Hugh Griffith 21 April 2020 from Leon Websdale to Lynne Donnelly cc April Meddick 23 April 2020 From Lynne Donnelly to Leon Websdale.

3) When will the City of Greater Geelong Council show they are actively opposed to these breaches, in all regions of the municipality and take legal steps to prosecute developers who breach planning regulations? Obvious land banking must be stopped.

Response :

Each alleged breach of the planning scheme or breaches of condition on permits and endorsed plans across the municipality are investigated by our Planning Investigations officers who assess the breach and respond accordingly.

Applications to rezone land to accommodate residential development are assessed on their merits at that time.

PETITIONS: Nil

1. COMMUNITY SUPPORT PACKAGE

Source: **Chief Executive**
Director: **Martin Cutter**
Portfolio: **Economic Development**

Purpose

1. To provide a response to the Council's request to consider further financial support for businesses that pay the Central Geelong Marketing Special Rate and those that have had forced operational closure due to the Victorian government's Restricted Activity Directions (No 5).

Background

2. At its 14 April 2020 meeting, Council resolved to provide a stage 2 support package valued at over $1.5million. This was in addition to its initial support package of $3.4million which was approved on 24 March 2020.

3. Council also resolved for the following to be considered by Council at its 28 April 2020 Council meeting:

   9.10.2 Businesses that have had forced operational closure due the COVID19 Government direction - waive rates from 1/4/2020 – 30/6/2020 and review again in June 2020. Waiver could result in no payment for fourth quarter and refund towards 20/21 rates if already paid – refer to the 28 April 2020 Council meeting with an officer report and recommendation; and

   9.10.3 Waive the Central Geelong Marketing levy from 1/4/2020 to 30/6/2020. Those that have already paid to 30/6/2020 refund as a credit towards their 20/21 Rate and Marketing Levy Notice and waive the charge for those that have not paid yet - refer to the 28 April 2020 Council meeting with an officer report and recommendation.

Key Matters

4. The Victorian government COVID-19 *Restricted Activity Direction 5* (Directions) (**Attachment 2**) identifies activities that were directed to be closed and/or modified due to COVID-19. The Directions in some cases only provide general examples of types of activities which should be closed or modified, leaving some ambiguity as to which businesses have been closed as a result of the Directions.

5. A review has been undertaken of the City's rates database which identified approximately 130 from 5,976 properties in the Commercial and Industrial rate categories that may be considered as being used for a purpose that falls within the requirement to close in the Directions. The affected properties have an estimated quarterly rate value of approximately $262,000.

6. There are a number of important considerations relating to the proposed waiver of property rates as follows:

   6.1 Financial support for the payment of rates, fees and charges and rent for businesses closed because of the Directions can be sought through the recently introduced COVID-19 Financial Hardship Policy, which provides equal access to those people and business affected by COVID-19 to apply for deferral or waiver of rates in exceptional circumstances;

6.2 Whilst a number of businesses have been closed as a result of the Directions, providing a waiver of rates to a limited cohort of ratepayers is no equitable, given that there are a significant number of businesses in the municipality that are suffering financial hardship as a result of the Directions including from downturn in business because of the Stay at Home Directions; and

6.3 The rates database identifies properties by use and may not necessarily align with the descriptions set out in the Directions. A verification process would be required to assess eligibility for a waiver akin to the application process under the COVID-19 Financial Hardship Policy.

7. The Central Geelong Special Rate applies to 1,482 property rates and raises $1,135,628 per annum. The Special Rate has been in place since 2001 and is paid in addition to property rates. The funding raised through the Special Rate pays for the development and implementation of programs that support activation of Central Geelong. The programs are developed by a small team of City employees and considered and approved by a Council appointed section 86 committee – the Central Geelong Marketing Committee. A summary of the current program is attached (**Attachment 3**).

8. In order to support Central Geelong businesses towards economic recovery, it would be reasonable for Council to consider providing financial support to the businesses who paid the Special Rate to the value of $283,907 (equivalent to ¼ of the yearly Special Rate).

Cr Kontelj moved, Cr Aitken seconded -

9. That Council:

9.1 Note there are many businesses within the municipality that may have been required to fully close their business activities as a result of the Victorian Government COVID-19 Restricted Activity Direction (No 5) and endorse the City to waive rates from 1/4/2020 – 30/6/2020 for the approximately 130 businesses within the City of Greater Geelong, which have been identified to have closed as a result of the Victorian Government COVID-19 Restricted Activity Direction (No 5), and review again in June 2020. The waiver should be subject to a validation process established by the City.

9.1.1 Endorse the City to waive rates from 1/4/2020 – 30/6/2020 for any City of Greater Geelong businesses that were not identified as part of the approximately 130 in recommendation 9.1, however, can prove that they were required to close as a result of the Victorian Government COVID-19 Restricted Activity Direction (No 5), and review again in June 2020. The waiver should be subject to a validation process established by the City.

9.2 Endorse the City to provide financial support to the 1,482 businesses who pay the Central Geelong Special Rate, to the value of a quarter of the yearly amount paid for the Special Rate, equating to a total amount of $283,907; and

9.3 Approve $283,907 in the City's 2019-20 budget to fund the support outlined in paragraph 9.2.

Carried.

Division Requested:

For: Cr Murnane, Nelson, Harwood, Sullivan, Grzybek, Asher, Kontelj, Mansfield, Murrihy, Aitken

Against: Cr Mason

Attachment 1

Financial Implications

1. The estimated 130 properties have a quarterly rate value of approximately $262,000, that could have required full closure of their activities/business as a result of the Directions.

2. A further 3,600 Commercial rated properties have been identified that may have been required to cease a part of their activities/business as a result of the Directions. These have a quarterly rates value of over $4,100,000.

3. The Central Geelong Special Rate applies to 1,482 property rates and raises $1,135,628 per annum. If Council provide the $283,907 funding support from the Special Rate contribution this would greatly reduce the Committee's capacity to develop its program and support businesses in Central Geelong.

4. Reducing the capacity at this point is not recommended therefore it is proposed for Council to endorse an additional allocation in the 2019-20 budget of $283,907 to replace the equivalent refunded amount.

5. The Marketing Committee activities deliver over $20 million of Total Economic Output per year, which in turn generates and maintains jobs within Central Geelong.

Community Engagement

6. The two support packages endorsed by Council have been developed as rapid responses to the COVID-19 pandemic and therefore engagement has been limited to Councillor and staff informal engagement with the community and stakeholders.

7. It is evident many businesses are significantly impacted by COVID-19. Providing support to only 130 properties across the City of Greater Geelong, may be considered too small of a target group. If a rate waiver was endorsed by Council for these, each property owner would be contacted as part of a validation process to confirm the business activities.

8. The Council appointed Section 86 Committee, Central Geelong Marketing Committee, held a special meeting to consider the Council's 14 April 2020 resolution. The Committee supports a financial package to be provided to Central Geelong businesses, and this be through a Council funded package rather than reducing the capacity and resources of the Committee. Reducing its capacity will significantly impact delivery on its current program (**Attachment 3**).

9. A recent audit of businesses in Central Geelong suggests almost 50 percent of business are closed.

Social Equity Considerations

10. The City's support packages approved to date are designed to be targeted to address segments in greatest need and with consideration of the significant Commonwealth and State support programs.

11. A potential rates waiver for businesses specifically required to close due to the State Directions will only support approximately 130 businesses across the City of Greater Geelong. The types of businesses included are gymnasiums/health clubs, aquatic facilities, cinemas, entertainment complexes such as function centres, amusement parks/centres and club gaming facilities.

12. It may be perceived this approach does not equally consider the true impacts across many businesses that may not have been required to close due to the Directions, however had to close for financial reasons. Excluded business types that were likely to require a partial closure under the State Directions include hotels, accommodation, cafes and restaurants. However, it is noted the previously approved Support Packages have included refunds of annual registration fees, alfresco dining and A frame fees to these sectors.

13. Provision of further financial support to businesses that pay the Central Geelong Special Rate is targeted support for 1,482 businesses that have paid a higher rate since 2001.

Policy/Legal/Statutory Implications

14. The Local Government Act provides Council the mechanism to waive rates and is applicable to both elements of the 14 April 2020 resolution.

15. The Victorian Government COVID-19 Restricted Activity Direction (No 5) (**Attachment 2**) identifies activities that were directed to be closed and/or modified.

Alignment to Council Plan

16. The recommend support package is aligned to the Council Plan in particular:

    - *A thriving and sustainable economy*
    - *We will be the 'leading voice' of the community by delivering confident governance and strategic planning.*

Conflict of Interest

17. No officers declared a conflict of interest in developing this report.

Risk Assessment

18. Caution must be applied in using the rate data base to accurately identify businesses required to be closed as a result of the State Directions. There are multiple descriptions that can be used for the same type of land use. Businesses under the same rate description may have differing activities provided which the City could only determine by site inspections. If Council were to proceed with providing financial support to the 130 businesses identified, it is recommended an application process and/or a validation of the requests to confirm the business services during March 2020.

19. There is also a risk that if a financial support package included just 130 impacted businesses it may be perceived by other commercial properties as inadequate as it does not support the other businesses that required some of their activities to cease due to the Directions. However, as noted above previous Council Support Packages have included refunds of annual registration fees, alfresco dining and A frame fees refunded to other sectors.

20. If the Council was to resolve funding financial support to Central Geelong businesses through the Special Rate allocation, rather than City funded as recommended, this would require reducing the capacity and resources available to the Committee. Reducing its capacity will significantly impact delivery on its current program at a time when the businesses in Central Geelong are at greatest risk.

Environmental Implications

21. There are no environmental implications relevant to this report recommendations.

Directions from Deputy Chief Health Officer (Communicable Disease) in accordance with emergency powers arising from declared state of emergency

Restricted Activity Directions (No 5)

Public Health and Wellbeing Act 2008 (Vic)

Sections 190 and 200

I, Dr Annaliese van Diemen, Deputy Chief Health Officer (Communicable Disease), consider it necessary to eliminate or reduce the risk to public health—and reasonably necessary to protect public health—to give the following directions pursuant to sections 190(1)(a) and (g) and 200(1)(d) of the **Public Health and Wellbeing Act 2008** (Vic) (**PHW Act**):

1 Preamble

(1) The purpose of these directions is to restrict the operation of certain businesses and undertakings in order to limit the spread of Novel Coronavirus 2019 (**2019-nCoV**).

(2) These directions replace the **Restricted Activity Directions (No 4)** given on 17 April 2020, and:

(a) amend the list of restricted entertainment facilities to restrict the operation of certain gambling facilities;

(b) permit certain food and drink facilities to operate upon the premises of a workplace.

(3) These directions must be read together with the **Stay at Home Directions (No 4)** given on 13 April 2020.

2 Revocation

The **Restricted Activity Directions (No 4)** are revoked with effect from midnight on 24 April 2020.

3 Citation

(1) These directions may be referred to as the **Restricted Activity Directions (No 5)**.

(2) A reference in any other direction to the **Restricted Activity Directions (No 3)** is taken to be reference to these directions.

4 Definition of density quotient

The **density quotient** of a single undivided indoor space is the number calculated by dividing the total area of the space (measured in square metres) by 4.

Example: if an indoor space is 8.5 metres long and 4.5 metres wide, its total area is 38.25 square metres. Its density quotient is 9.56, so no more than 9 people would be permitted to be in the indoor space at the same time.

5 Pubs, bars, clubs, nightclubs and hotels

(1) A person who owns, controls or operates a **licensed premises** in Victoria must not operate that premises between midnight on 24 April 2020 and midnight on 11 May 2020.

(2) A **licensed premises** means a business characterised as a pub, bar, club, nightclub or hotel that supplies alcohol under a **general licence**, an **on-premises licence** or a **club licence**.

(3) Despite subclause (1), a person who owns, controls or operates a licensed premises may operate that premises for the purposes of:

(a) operating a **bottleshop**; or

(b) providing food or drink to be consumed off the premises; or

(c) providing accommodation.

6 Recreational facilities

(1) A person who owns, controls or operates a **recreational facility** in Victoria must not operate that facility between midnight on 24 April 2020 and midnight on 11 May 2020.

(2) A **recreational facility** means any of the following, whether operated on a for profit or not-for-profit basis:

(a) a facility used predominantly for indoor physical recreation;

Examples: a gymnasium, indoor swimming pool, health clubs, fitness centres, yoga studio, barre and spin facility, sauna, bathhouse, wellness centre and health studio.

(b) an outdoor facility that is:

(i) used predominantly for mini-golf, paint-ball, lawn bowling, outdoor swimming or water skiing; or

(ii) a golf course, go-kart track, rifle range or equestrian centre;

(c) subject to subclause (4), an outdoor facility that is predominantly a tennis centre or a basketball centre;

(d) an **indoor personal training facility**;

(e) a community centre or community hall;

(f) a public library (including a toy library);

(g) a gallery or a museum;

(h) a youth centre;

(i) a **play centre** or publicly accessible playground;

(j) a skatepark;

(k) outdoor communal gym equipment.

(3) For the purposes of this clause, an **indoor personal training facility** means a facility at which personal training services are the predominant activity.

Note: outdoor personal training and other exercise may occur but must comply with the Stay at Home Directions (No 4).

Permitted operations —outdoor tennis and basketball centres

(4) Despite subclause (1), a person who owns, controls or operates an outdoor facility that is predominantly a tennis centre or a basketball centre may operate that facility if:

(a) there is only one tennis court or basketball court in use at all times when the facility is being operated; and

(b) no tennis balls, tennis racquets or basketballs are made available for communal use by the facility.

Permitted operations — essential public support service

(5) Despite subclause (1), a person who owns, controls or operates a recreational facility may operate that facility for the purpose of hosting an essential public support service (whether that service is provided on a voluntary basis or otherwise).

Examples: a food bank or service for homeless persons.

Permitted operations — weddings and funerals

(6) Despite subclause (1), a person who owns, controls or operates a recreational facility may operate the facility for the purpose of a wedding or funeral, if that wedding or funeral complies with the requirements of the **Stay at Home Directions (No 4)**.

Note: the Stay at Home Directions (No 4) limit the number of people who may attend a wedding (5 people) or funeral (10 people).

7 Entertainment facilities

(1) A person who owns, controls or operates an **entertainment facility** in Victoria must not operate that facility between midnight on 24 April 2020 and midnight on 11 May 2020.

(2) An **entertainment facility** means any of the following, whether operated on a for profit or not-for-profit basis:

(a) a theatre;

(b) a cinema;

(c) a music hall, concert hall or auditorium;

(d) an arena, stadium or convention centre;

(e) an arcade;

(f) an amusement park;

(g) a **casino**;

(h) a premises, the predominant purpose of which is to allow a person to participate in an **approved betting competition** or place a wager on a **wagering event**; or

(i) an **approved venue**; or

(j) a **brothel**, **sex on premises venue**, strip club, **escort agency** or other adult entertainment venue.

Permitted operations

(3) Despite subclause (1), a person who owns, controls or operates an entertainment facility may operate that facility for the purpose of allowing a performance to occur at the premises, if that performance is to be broadcast (live or otherwise) via electronic means.

(4) If a performance is held at a facility for the purposes of subclause (3), the only persons permitted to attend the facility are those necessary for the performance and the broadcasting of that performance to occur.

8 Places of worship

(1) A person who owns, controls or operates a **place of worship** in Victoria must not operate that place of worship between midnight on 24 April 2020 and midnight on 11 May 2020.

Permitted operations

(2) Despite subclause (1), a person who owns, controls or operates a place of worship may operate that facility for the purpose of:

(a) a wedding or funeral, if that wedding or funeral complies with the requirements of the **Stay at Home Directions (No 4)**; or

Note: the Stay at Home Directions (No 4) limit the number of people who may attend a wedding (5 people) or a funeral (10 people).

(b) hosting an essential public support service (whether that service is provided on a voluntary basis or otherwise); or

Examples: a food bank or service for homeless persons.

(c) conducting a ceremony at the place of worship, if that ceremony is to be broadcast (live or otherwise) via electronic means.

(3) If a ceremony is held at a place of worship for the purposes of subclause (2)(c), the only persons permitted to attend the place of worship are those necessary for the ceremony and the broadcasting of that ceremony to occur.

9 Restricted retail facilities

(1) A person who owns, controls or operates a **restricted retail facility** in Victoria must not operate that facility between midnight on 24 April 2020 and midnight on 11 May 2020.

(2) A **restricted retail facility** means the following:

(a) a **beauty and personal care facility**;

(b) an auction house, other than for the purpose of conducting auctions remotely;

(c) a market stall, whether indoor or outdoor, other than a market stall the predominant business of which is the provision of food and drink for consumption off the premises of the market.

Markets — density

(3) A person who owns, operates or controls a market (including a food market) must not allow a gathering of persons for the purpose of the business of the market between midnight on 24 April 2020 and midnight on 11 May 2020, unless the total number of persons present at the market does not exceed the number calculated by dividing the total area occupied by the market (measured in square metres) by 4.

10 Food and drink facilities

(1) A person who owns, controls or operates a **food and drink facility** in Victoria must not operate that facility between midnight on 24 April 2020 and midnight on 11 May 2020.

(2) A **food and drink facility** means any of the following, whether operated on a for profit or not-for-profit basis:

(a) a cafe;

(b) a restaurant;

(c) a fast-food store;

(d) a cafeteria;

(e) a canteen.

Permitted operations

(3) Despite subclause (1), a person who owns, controls or operates a food and drink facility may operate that facility:

(a) for the purposes of providing food or drink to be consumed off the premises; or

Note: This paragraph permits both delivery and collection of takeaway food and drink.

(b) if the food and drink facility is located inside a **food court**, for the purpose of providing food or drink to be consumed outside a food court; or

(c) if the facility is located:

(i) on the premises of a hospital, if the facility is located within an area of the hospital that has been exempted from the operation of the **Hospital Visitors Directions (No 2)** pursuant to clause 6 of those directions;

(ii) on the premises of a **residential aged care facility**; or

(iii) on the premises of a childcare centre, early childhood centre or school; or

(iv) on the premises of a prison, correctional facility, youth justice centre or other place of custody; or

(v) on land that is owned or held under lease by the Commonwealth and used, or intended for use, for the purposes of defence; or

(vi) on premises that have a dedicated area for the purposes of providing food and drink to drivers of **fatigue-regulated heavy vehicles**; or

(vii) on the premises of a workplace, if the facility provides food or drink only to persons who work at the workplace; or

(d) for the purposes of providing food or drink to homeless persons.

(4) A person who owns, operates or controls a food or drink facility that is permitted to operate:

(a) under subclause (3)(c)(vi), must not permit a person to remain in the dedicated area for longer than one hour at a time;

(b) under subclause (3)(c)(vii), must not permit a person to remain in any dining area for longer than one hour at a time.

11 Accommodation facilities

(1) A person who owns, controls or operates an **accommodation facility** in Victoria must not operate that facility between midnight on 24 April 2020 and midnight on 11 May 2020.

(2) For the purposes of this clause, an **accommodation facility** means any of the following, whether operated on a for profit or not-for-profit basis:

(a) a camping ground;

(b) a caravan park.

Permitted operations

(3) Despite subclause (1), a person who owns, controls or operates an accommodation facility may operate that facility for the purposes of providing accommodation to:

(a) a person whose place of residence is the accommodation facility; or

(b) a person who is ordinarily a resident of Victoria but has no permanent place of residence in Victoria; or

(c) a person who has a permanent place of residence in Victoria, but that place is temporarily unavailable; or

(d) a person, on a temporary basis, who has travelled to Victoria for work purposes; or

(e) a person who was a temporary guest of the accommodation facility on the date that these directions were given; or

(f) a person who requires emergency accommodation, including in relation to family violence and other vulnerable groups;

(g) a person who requires accommodation for work purposes, where their work is for the purposes of responding to the state of emergency in existence under the PHW Act.

12 Swimming pools

A person who owns, controls or operates premises in Victoria at which there is a swimming pool must not permit any person to use the swimming pool, unless the pool is at the person's private residence and not available for communal use.

13 Animal facilities

(1) A person who owns, controls or operates an **animal facility** in Victoria must not operate that facility for the purposes of allowing the public to visit that facility between midnight on 24 April 2020 and midnight on 11 May 2020.

(2) An **animal facility** means the following:

(a) a **zoological park**;

(b) a wildlife centre;

(c) a petting zoo;

(d) an aquarium;

(e) an animal farm that is not for the purpose of producing food.

(3) Despite subclause (1), a person who owns, controls or operates an animal facility may continue to the operate the facility for the purposes of:

(a) treating or caring for animals; and

(b) performing an animal rescue function; and

(c) maintaining the facility.

14 Real estate auctions and inspections

An **estate agent** in Victoria must not organise:

(1) any auction to take place for the sale of a **residential property**, between midnight on 24 April 2020 and midnight on 11 May 2020, unless that auction is to be conducted remotely; and

(2) a person to inspect a **residential property** between midnight on 24 April 2020 and midnight on 11 May 2020 for the purposes of a prospective sale or rental of the property, other than by private appointment.

15 Open retail facilities — density, signage and cleaning requirements

(1) For the purpose of this clause an **open retail facility** means a **retail facility** (or part thereof) that is not prohibited from operating by these directions.

Density quotient

(2) A person who owns, operates or controls an **open retail facility** must not allow a gathering of persons (including employees) between midnight on 24 April 2020 and midnight on 11 May 2020 in a single undivided indoor space, unless the total number of persons present in the indoor space at the same time does not exceed the **density quotient**.

Signage

(3) A person who owns, control or operates an **open retail facility**, which involves members of the public entering any single undivided **indoor space**, must display a sign at each public entry to each such space that states that the maximum number of people that may be present in the space at a single time is the **density quotient**, rounded down to the nearest whole number.

Example: if an indoor space is 8.5 metres long and 4.5 metres wide, its total area is 38.25 square metres. Its density quotient is 9.56. The sign should state that the maximum number of people that may be present in the space at a single time is 9.

Cleaning

(4) A person who owns, controls or operates an **open retail facility** in Victoria must between midnight on 24 April 2020 and midnight on 11 May 2020 take all reasonable steps to ensure that:

(a) frequently touched surfaces are **cleaned** at least twice on any given day; and

(b) surfaces are cleaned when visibly soiled; and

(c) surfaces are cleaned immediately after a spill on the surface.

(5) To **clean** for the purposes of this clause, a person must wipe the surface with a disinfectant:

(a) the label states a claim by the manufacturer that the disinfectant has anti-viral properties; or

(b) made by the person according to instructions issued by the Department of Health and Human Services.

16 Other definitions

For the purposes of these directions:

(1) **approved betting competition** has the same meaning as in the **Gambling Regulation Act 2003;**

(2) **approved venue** has the same meaning as in the **Gambling Regulation Act 2003**;

(3) a **beauty and personal care facility** means the following:

(a) a beauty therapy salon, tanning salon, waxing salon or nail salon;

(b) a spa;

(c) a massage parlour;

(d) a tattoo or piercing parlour.

(4) **brothel** has the same meaning as in the **Sex Work Act 1994**;

(5) **bottleshop** means an area:

(a) that is physically attached to a licensed premises, as defined in clause 5(2); and

(b) where packaged alcohol is sold to be consumed off the premises;

(6) **casino** has the same meaning as in the **Casino Control Act 1991**;

(7) **density quotient** has the meaning in clause 4;

(8) **escort agency** has the same meaning as in the **Sex Work Act 1994**;

(9) **fatigue-regulated heavy vehicle** has the same meaning as in the **Heavy Vehicle National Law (Victoria)**;

(10) **food court** has the same meaning as in the **Liquor Reform Control Act 1998**;

(11) **hospital** has the same meaning as in the **Hospital Visitors Directions (No 2)**;

(12) **indoor space** has the same meaning as in the **Stay at Home Directions (No 4)**;

(13) **outdoor space** has the same meaning as in the **Stay at Home Directions (No 4)**;

(14) **pharmacy** has the same meaning as in the **Pharmacy Regulation Act 2010**;

(15) **premises** has the same meaning as in the PHW Act;

(16) **place of worship** has the same meaning as in the **Heritage Act 2017**;

(17) **play centre** means a premises, whether indoor or outdoor, that has play equipment to be used predominantly by children under the age of 12 years, but does not mean play equipment in a public park;

(18) **residential aged care facility** has the same meaning as in the **Care Facilities Directions (No 2)**;

(19) **retail facility** includes any facility that is used wholly or predominantly for:

(a) the sale or hire of goods by retail; or

(b) the retail provision of services;

(20) **sex on premises venue** has the same meaning as in section 3B of the **Sex Work Act 1994**;

(21) **wagering event** has the same meaning as in the **Gambling Regulation Act 2003;**

(22) **zoological park** has the same meaning as in the **Zoological Parks and Gardens Act 1995**;

(23) The following expressions have the same meanings as they have in the **Liquor Control Reform Act 1998**:

(a) general licence;

(b) on-premises licence;

(c) club license;

(24) The following expressions have the same meaning that they have in the **Estate Agents Act 1980**:

(a) estate agent;

(b) residential property.

17 Penalties

Section 203 of the PHW Act provides:

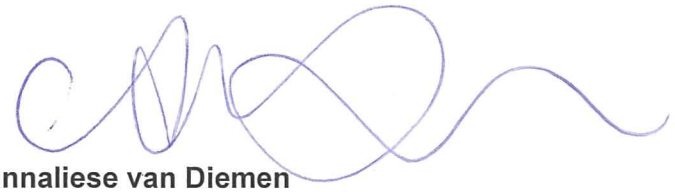
Compliance with direction or other requirement

(1) A person must not refuse or fail to comply with a direction given to the person, or a requirement made of the person, in the exercise of a power under an authorisation given under section 199.

Penalty: In the case of a natural person, 120 penalty units.

In the case of a body corporate, 600 penalty units.

(2) A person is not guilty of an offence against subsection (1) if the person had a reasonable excuse for refusing or failing to comply with the direction or requirement.



Dr Annaliese van Diemen

Deputy Chief Health Officer (Communicable Disease), as authorised to exercise emergency powers by the Chief Health Officer under section 199(2)(a) of the PHW Act.

24 April 2020

Central Geelong Marketing Activities – Relief stage of COVID-19

- Support to business operators – via electronic newsletters to provide information about COVID-19 business support options available.
- Feedback re Central Geelong business impact to assist decision makers support options.
- Business training and professional development programs with online and video content.
- A platform showing how Central Geelong businesses are responding in one location.
- Promotion of Central Geelong businesses doing thing differently – online/ print/ radio.
- Online business directory - updating changes to business operations/ hours etc.
- Social media – communicating to over 32,206 followers on how to support Central Geelong businesses and changing product/ services offer.
- Databases – communicating with over 30545 unique contacts to keep them engaged and aware of how to keep supporting Central Geelong businesses in 7 different categories.
- Website – avg over 30,000 unique visitors per month to website - continually updated.
- App – 12,674 users - communicating via push notifications and continually updated to reflect business changing offer.
- Tenancy audit – completed tenancy audit as at end March 2020 – providing base information on pre COVID19 business landscape, vacancy rates, business mix for 1600 properties in Central Geelong.
- School Holidays – provided online program and Easter program promoting business offers and programs.
- Workers campaign – providing information on what is open and how to keep supporting.
- Promoting food offer – takeaway and delivery options.
- Device Counts – CGM provide analysis on Device Count data for use by the City.
- Place Score – CGM oversaw the delivery of the Place Score project implementation for Central Geelong and the delivery of the Impact Tracker Assessment for Little Malop Central project.
- Administration and governance of the S86 Committee.

Central Geelong Marketing Activities (Under development) - Recovery stage of COVID-19

- In addition to above activities:
- Changing May Magic promotion to Spend and Win and planning for this to be ready to deliver once restrictions ease.
- Committee approved in February 2020 a series of activities for delivery for Christmas 2020, planning and development of these can continue.
- Events such as Tastes of Central Geelong, Sidewalk Sales and future school holiday programs (winter and Spring) are impacted and require planning to determine virtual or delayed delivery.
- Series of activities and incentives to encourage people to get excited about what they are looking forward to doing when restrictions end and then a series of street focused activities to encourage people into Central Geelong.
- Review of tenancy audit to accurately gauge impact including vacancy rates and business mix.

2. ADOPTION OF COUNCIL PLAN 2018-22, UPDATE 2020-21 AND PROPOSED 2020-21 BUDGET

Source:	**Customer & Corporate Services – Financial Services**
Director:	**Michael Dugina**
Portfolio:	**Finance**

Purpose

1. To adopt the Council Plan 2018-22, Update 2020-21 and Proposed 2020-21 Budget and release both documents for a 28-day public submission period.

Background

2. In accordance with section 125 of the *Local Government Act (Vic) 1989* (Act), Council approved a Council Plan on 26 June 2018. Council Plan 2018-22 identifies the objectives and priorities of Council. The Council Plan 2018-22:

   2.1 Contains 11 strategic priorities, each with deliverables and measures;

   2.2 Has overarching themes of sustainability, equity and community engagement;

   2.3 Does not specifically address all the City's service delivery functions; and

   2.4 Is supported by the Municipal Public Health and Wellbeing plan and the region's long-term vision *Greater Geelong: A Clever and Creative Future.*

3. At least once in each financial year, Council must consider whether the current Council Plan requires any adjustment in respect of the remaining period of the Council Plan.

4. In accordance with section 127 of the Act, Council is required to prepare a budget for each financial year and must ensure that it contains all required statements, reports and data as prescribed by the Act. These requirements are outlined in **Attachment 4**.

5. A full list of Fees and Charges will be provided with the Draft Proposed Budget 2020-21.

6. Although the Victorian government offered the option to Council's to delay release their draft budgets, releasing the draft budget now provides some certainty to the community about the Council's plans to invest in new and existing projects. These projects will be an important part of our communities' economic and social recovery from the COVID-19 pandemic.

Key Matters

7. The Budget considers the known impacts of COVID-19 in the community and the ability of the organisation to execute its plans. Specific support for the community is described through Support Packages: Package 1 adopted by Council on 24 March 2020 for $3.4m and Package 2 adopted on 14 April 2020 for $1.5m. The draft budget will likely need to be adjusted before it is adopted in June as the impacts of the pandemic become known and in response to further support measures which may be adopted by Council.

8. There is no adjustment to the strategic priorities, and minor adjustments to the key priorities and measures of success in Council Plan 2018-22. The annual actions for 2020-21 have been updated to reflect the proposed 2020-21 Budget and organisation initiatives.

9. The elements of the proposed 2020-21 Budget are contained in **Attachment 4**. Key outcomes for the proposed 2020-21 Budget are:

    9.1 A strategic and community lead approach to the prioritisation and development of community infrastructure;

    9.2 A focus on asset renewal investment and key heritage assets;

    9.3 Continued investment in the development and revitalisation of central Geelong including support for the City Deal;

    9.4 Responding to growth and future planning; and

    9.5 An investment in business productivity improvement including the Civic Precinct and Digital Modernisation projects.

10. The Rating Strategy for 2020-21, Council Policy, procedure, rate assistance and information on the City's approach to raising the property rates is updated to reflect the outcome of Council's budget deliberations and known impacts of COVID-19. **Attachment 5** provides a schedule declaring the differential rates and charges, as required by the Act.

11. The Minister for Local Government announced on 13 December 2019 that all Victorian councils would have a rate cap imposed, limiting any increase to a maximum of 2.0%. The City did not apply for a variation to the cap for 2020-21.

Cr Aitken moved, Cr Grzybek seconded -

12. That Council:

12.1 Pursuant to sections 125 and 127 of the *Local Government Act (Vic) 1989* (Act):

12.1.1 has considered whether Council Plan 2018-22 requires any adjustment in respect of the remaining period of the Council Plan;

12.1.2 note that there is no adjustment required to the strategic priorities, and minor adjustments to the key priorities and measures of success in Council Plan 2018-22 (Attachment 3), but the annual actions in 2020-21 have been updated to reflect proposed 2020-21 Budget and organisational initiatives;

12.1.3 receive and consider the proposed 2020-21 Budget (Attachment 4), which includes Financial Statements, Statement of Human Resources and strategic resource plan projections;

12.1.4 receive and consider the Rates, Municipal Charge, Waste Collection & Recycling Charge and other income (required to meet the appropriate financial requirements as proposed in the 2020-21 Budget);

12.1.5 receive and consider the proposed declaration of Rates and charges (Attachment 5), for the purpose of:

(i) public scrutiny and comment;

(ii) inclusion within the Rating Strategy 2020-21 of rate waivers under section 171 of the Act as detailed therein; and

(iii) inclusion within the Rating Strategy 2020-21 of rates rebates, under section 169 of the Act as detailed therein.

12.1.6 receive and consider the full list of Fees and Charges provided with the Draft Proposed Budget 2020-21.

12.2 Advertise the proposed Council Plan 2018-22, Update 2020-21 and the 2020-21 Budget in the Geelong Advertiser on Wednesday, 29 April 2020, make copies available on Council's website or on request and invite written submissions from the public with the submissions closing at 5pm on Tuesday 26 May 2020.

12.3 Appoint a Submissions Review Panel (Panel) to:

12.3.1 consider any written submissions and hear any person who wishes to address the Panel in support of a submission on the proposed Council Plan 2018-22, Update 2020-21 and 2020-21 Budget and Differential Rating, at a meeting on or after Wednesday 3 June 2020;

12.3.2 provide a report to Council on its proceedings, including a summary of hearings.

12.4 Note that, after considering the report of the Council Plan and Budget Submissions Panel, Council will consider adopting the Council Plan 2018-22, Update 2020-21 and the 2020-21 Budget and declare the rates at a Council meeting.

Carried.

Attachment 1

Financial Implications

1. The budget has been prepared in accordance with the direction provided by Council at a rate increase of 1.9% which is lower than the rate cap of 2.0%. Changes in rates, fees and charges have been structured to meet the financial requirements as proposed for the 2020-21 year.

2. Expenditure includes the continuation of Council services to the community.

3. The 2020-21 budget achieves a comprehensive income result of $102.5m including underlying result of ($8.0m), recognition of infrastructure $75.0m and capital income of $17.0m.

4. The Capital program forecasts expenditure of $161.2m in 2020-21. This includes carryover project funding from 2019-20 for incomplete projects of $22.6m, $156.6m of new project funding with $18.0m forecast to carry-over into 2021-22.

5. New loans of $66.9m are proposed for 2020-21 including $7.3m deferred loans from 2019-20. The projected total amount of loan borrowings as at 30 June 2021 is $138.6m.

Community Engagement

6. A public notice will be published in the Geelong Advertiser on Wednesday, 29 April 2020, advising the proposed Council Plan 2018-22, Update 2020-21 and 2020-21 Budget will be available for public scrutiny and inviting written submissions to be made.

7. Following the closing date for the written submissions on Tuesday 26 May 2020 at 5:00pm, it is proposed to convene a Council Plan and Budget Submissions Panel on Wednesday 3 June 2020 to review any submissions that have been received. A report will then be put forward to Council on any recommended amendments to the Proposed Council Plan and Budget.

8. Public notice of the adopted Council Plan 2018-22, Update 2020-21 and 2020-21 Budget and declaration of rates and charges will be advertised following the Council meeting.

Social Equity Considerations

9. The proposed budget identifies the sources and allocation of resources to implement the many social initiatives that impact on the community.

Policy/Legal/Statutory Implications

10. The annual budget is prepared to comply with the requirements of the Act and the Local Government (Planning and Reporting) Regulations 2014. The process also recognises the need to align the annual budget to the direction and allocation of resources identified within the Council Plan 2018-22.

Alignment to Council Plan

11. This report identifies the activities council will undertake in 2020-22 which are aligned to achieving the priorities in Council Plan 2018-22.

Conflict of Interest

12. No council officers involved in the preparation of this report have a direct or indirect interest in any matter to which this report relates.

Risk Assessment

13. In accordance with the Local Government Act 1989 Council must adopt an Annual Budget each financial year.

14. The budget has been developed in accordance with a timetable to ensure sufficient time to achieve the adoption timeframe and to include community consultation, meetings of the executive and Council to prepare the Council Plan 2018-22, Update 2020-21 and 2020-21 Budget. The timetable provides a framework to manage risk for Council to meet its statutory obligations and avoid adverse implications if the process is delayed.

15. The Budget assumptions reflect known information to date in relation to the incidence of COVID-19 pandemic. Council at its discretion under the Act may move to amend Budgets should material changes be required.

Environmental Implications

16. The proposed budget identifies the sources and allocation of the resources to implement the many environmental initiatives that impact on the community as outlined with Council Plan 2018-22.

Attachment 2

Discussion

1. The proposed Council Plan 2018-22 Update 2020-21 and 2020-21 Budget for the financial year commencing 1 July 2020 has been completed.

2. The proposed Council Plan 2018-22 Update 2020-21 (**Attachment 3**) and 2020-21 Budget (**Attachment 4)** has been prepared on the basis of the best practice guidelines as developed by a local government industry taskforce and issued to all municipalities across Victoria. The proposed budget document has been developed under the following sections:

   2.1 Link to Council Plan;

   2.2 Services and Service Performance indicators;

   2.3 Financial Statements;

   2.4 Notes to the Financial Statements;

   2.5 Financial Performance indicators; and

   2.6 Appendices.

3. In accordance with the Act, the proposed 2020-21 Budget also includes clear linkages to Council Plan 2018-22 and its supporting key strategies and actions.

4. Specific inclusions in the proposed Budget are a summary by Council Plan Strategic Priorities

   4.1 The activities and initiatives to be funded in the budget;

   4.2 How the activities and initiatives will contribute to achieving the strategic priorities; and,

   4.3 The measure of success in relation to each strategic priority.

5. In addition, a component of the proposed budget is the setting of rates and charges. The Minister for Local Government announced on 13 December 2019 that the 2020-21 rate cap would be 2.0% for all Victorian councils. The Declaration of Rates and Charges for 2020-21 is attached (**Attachment 5**).

6. The formal Rating Strategy document will be updated to reflect Council's statements of policy, procedure, general information and historical trends.

7. Council has declared a special rate in respect of the central business district of Geelong applicable to non-residential, non-exempt properties. The special rate is the Central Activities Area (CAA) rate and is in addition to other rates and charges. The purpose of the special rate is to promote the CAA as a commercial shopping precinct using events, marketing and media.

Rating Strategy

8. The Rating Strategy document will be updated to reflect the outcome of Council's budget deliberations.

9. Rates and charges are the major source of Council revenue accounting for 65% of the total council revenue annually. An increase in rate income is required to meet the objectives of council aspirations and community expectations for an array of services and new infrastructure.

10. The Minister for Local Government announced on 13 December 2019 that the 2020-21 rate cap would be 2.0% for all Victorian Councils.

11. Not all Council charges are included in the rate cap calculation.

    11.1 Rates and any Municipal charge are included in the rate cap calculation.

    11.2 The Waste charge and the Fire Services Property Levy are not included in the rate cap calculation.

12. The base average rate is calculated as $1,593.43 and the 2020-21 Budget proposes this will increase by 1.91% to $1,623.79.

13. The rate cap calculation for 2020-21 is:

Proposed Average Rate Increase all Rateable Property	2019-20	2020-21 1.91%
Rates and Municipal Charge (adjusted for Supplementary Rates 2019-20)	200,058,105	208,368,637
Number of Rateable Properties	125,926	128,342
Base Average Rate (BAR)	1,593.43	1,623.79

14. The rates and charges for individual properties may have increased or decreased by a different percentage amount to the rate cap for the following reasons:

    14.1 The valuation of a property relative to the valuation of another property in the municipal district;

    14.2 The application of a differential rate based on land use; and

    14.3 The inclusion of other charges not included in the rate cap.

Current Year Rate Increases

15. The 2020 revaluation has not had uniform valuation movements amongst the rating differentials. Residential properties have increased by an average of 0.6% compared to a decrease of (1.0%) for farm properties. Other differentials have moved by 5.3% for commercial properties, 8.0% for industrial properties and (1.3%) for vacant land.

16. After adjusting for the impact of the 2020 revaluation, the Residential differential has increased lower than the 2.0% rate cap at an average of 1.9%. The Farm differential has decreased and when combined with the farm rebate, the overall increase is in line with the residential increase of 1.9%. Other differential movement is as follows, Commercial has increased by 4.9%, Industrial has increased by 0.1%, Vacant land has increased by 2.9%, Cultural and Recreational has increased by 9.5% and Petroleum has decreased by (5.5%).

17. The Municipal Charge has been discontinued from 2020-21 and absorbed into general rates with the objective of making this fairer to ratepayers.

18. The Waste Collection Service charge is calculated based on a fee for service, including direct, indirect and overhead costs. For 2020-21, the charge includes a standard hard waste service. The charge is also impacted by the cost of recycling processing and the EPA levy of $44.08 per tenement. The charge for 2020-21 will increase from $332.00 to $360.95 or 8.7%.

19. A section 162 Service Charge known as Additional Bins Service was introduced in 2016-17. Households may apply for an additional garbage bin, upsized garbage bin, recycling bin or a green waste bin. The charges for 2020-21 are $154.85 for a 140L garbage bin, $111.95 to upgrade to a 240L garbage bin, $87.00 for a recycling bin and $82.40 for a 240L green waste bin.

20. The Farm rebate has been set at 15.2% to maintain an average rate increase consistent with residential rates and represents a cost to Council of $467k. The farm rate in the dollar has reduced in order to maintain the value of the discount applied in the prior year Farm rebate.

21. Council has reverted to the definition of Cultural and Recreational Lands Act 1963 from 2017-18. Any properties removed from the differential were eligible for a transitional rebate to the otherwise applicable rate. The transitional was completed in 2019-20 and will be discontinued from 2020-21.

22. The Housing Support Waiver for eligible Charitable Housing will be maintained for 2020-21 and is available upon application.

23. The Rates Assistance Waiver is retained for 2020-21 with the valuation threshold at 50% where the 2020 revaluation may cause financial hardship.

24. A rates waiver introduced for the New Corio Estate from 2013-14 recognising this inappropriate subdivision and Planning Scheme Amendment C243 will be maintained.

25. The COVID-19 Hardship policy was introduced by Council on 14 April 2020, supporting vulnerable rate payers experiencing hardship, including the ability to waive and defer rates and interest on rates.

26. The pensioner concession will increase from $235.15 in accordance with movement in CPI for Melbourne as advised by the Australian Bureau of Statistics to an estimated $239.90 (to be confirmed in May 2020).

27. The gap between the Commercial and Industrial differential has been reduced from 18.2% in 2019-20 to 9.9% in 2020-21 in line with Council policy. The intention is for these two rates being set at the same rate in future years.

28. The Petroleum differential has been aligned to the Industrial rate in the dollar, as per Council's adopted Statement of Principle.

Residential Rates and Charges

29. The average Capital Improved Value of residential properties within the municipality has increased from $545,998 to $549,063.

30. The total increase in rates and charges for the average residential property with a capital improved value of $549,063 is $53.54 or 3.3%. This increase is made up of $129.84 for General Rates, ($105.25) for Municipal Charge and $28.95 for the Waste Collection Service.

Residential Properties	2019-20 Rates on Average CIV $	2020-21 Budget Rates on Average CIV $	Increase %
General Rates CIV x Rate in $	1,180.37	1,310.21	11.0%
Municipal Charge	105.25	0.00	(100.0%)
Total Rates including Municipal Charge	**1,285.62**	**1,310.21**	**1.9%**
Waste Collection Service	332.00	360.95	8.7%
Total Rates & Charges	1,617.62	1,676.76	3.3%

Rate Waiver

31. Council declares a waiver under section 171 of the Act for residential land and farm land properties where the valuation of the assessment has increased between the 2019 valuation and the 2020 valuation by 50% or more and that increase is purely attributable to market factors, not attributable, in whole or in part, to improvements made to the assessment by the owner (or occupier). The amount of the waiver be set at:

    31.1 between 25% and 49.99% of the general rates payable for the 2020-21 financial year, increasing pro rata according to the valuation increase, for valuation increases between 50% and 59.99%; and

    31.2 50% of the general rate payable for the 2020-21 financial year for valuation increases of 60% or more.

32. The waiver is designed to mitigate the impact of significant valuation increases for ratepayers who can demonstrate low income status (maximum income of $54,677 and owned the property for both valuation periods).

33. In accordance with the COVID-19 Hardship policy any waiver of rates will only apply in exceptional circumstances. Waivers can only be approved by the Chief Executive Officer and are limited to a total value of $1,000.

34. Council declare a Housing Support waiver under section 171 of the Act of 100% of general rates for the following types of housing; transitional, emergency, crisis housing, housing for legatees or war widows provided by the Geelong Legacy Club or provided by RSL, and supported housing for people with a disability.

35. This waiver recognises that these properties provide specific needs within the community. Application can be made to Council to have land classified as being eligible for the waiver.

36. The New Corio Estate is an old and inappropriate subdivision within an established farming zone in Corio. Since the land is zoned as farming land it cannot be developed for residential use with no services available for the area.

37. There is no prospect of these services becoming available in the future. In addition, environment reports in recent years have shown that the land contains significant native vegetation which Council is obligated to protect for future generations. Council adopted Planning Scheme amendment C243 which formally protects the native vegetation and provides some certainty over the future of the land. This amendment was approved by the Minister of Environment & Climate Control on 30 April 2013.

38. From 2013-14 Council declared a waiver under section 171 of the Act of 100% of general rates for privately owned properties in the New Corio Estate. This rates assistance waiver recognises the financial burden associated with ownership of the land and the encumbrances that prevents property owners from making any demands on Council services now and into the future.

Rate Structure

39. Council has 11 rating or tariff groups with the application of differential rates to each of these groups in accordance with section 161 of the Act. The finalised Ministerial Guidelines for Differential Rating were gazetted on 26 April 2013 and came into effect from 1 July 2013. The intention of the guidelines is to provide clarity, consistency and transparency. Council is required to consider the objectives, the suitable uses and the types of classes of land when introducing a differential rate. The guidelines establish three groups of types and classes of land categories for differential rates – those which are considered ‘appropriate’, those which must be ‘carefully considered’ by a council and those which would ‘not be appropriate’.

Attachment 3

COUNCIL PLAN 2018-22, UPDATE 2020-21

Attachment 3

THE CITY OF
GREATER GEELONG

COUNCIL PLAN 2018–22

UPDATE 2020–21
DRAFT

PUTTING OUR COMMUNITY FIRST

CITY OF GREATER
GEELONG

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

MAYOR'S MESSAGE

We enter the third year of our Council Plan still in the midst of a global crisis that has affected everyone in our community in some way.

Since the coronavirus and its impacts hit with full force in March, our attention has turned almost completely towards protecting the community's health and supporting those who need it as best we can.

There is no doubt that this is the right approach. In fact it is the only approach at a time like this.

The effect on our 2020-21 budget has been significant, and the flow-on is that we need to be realistic about what we can deliver during this third quarter of our four-year Council Plan.

That's not to say all 'big ticket' items are completely on hold. Council investment in important projects such as our shared trails network and community facilities will help generate much needed local employment and speed up our region's recovery.

This document outlines the actions across our 11 strategic focus areas that we intend to go ahead with, but we must bear in mind that we may need to shift our resources to where they are needed most.

Many of the projects in this plan transcend this crisis and have now become even more important to progress, such as the Sustainability Framework adopted by Council in early 2020. There is now a clear imperative for the Council and every department across the organisation to focus on setting our region up to be environmentally, financially and socially sustainable.

As we pass through this period of COVID-19 response and move towards a recovery phase, councillors and staff will do all we can to support our community, stimulate the economy and protect the local environment.

By working together we can get Greater Geelong back on the path towards the prosperous 'clever and creative' future we've all envisioned.



Cr Stephanie Asher

Mayor, City of Greater Geelong

YOUR COUNCILLORS

Here are the City of Greater Geelong's 11 councillors

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OUR REGION

With a population of nearly 259,000 people, the City of Greater Geelong is Victoria's largest regional municipality.

Located 75 kilometres south west of Melbourne, the municipality covers an area of 1,252 km^2, comprising suburban, coastal, and country areas. Greater Geelong is bounded by the Moorabool Shire in the north, Wyndham City Council and the Borough of Queenscliffe in the east, Surf Coast Shire and Golden Plains Shire in the west, and Bass Strait to the south.



258,934
2019 ESTIMATED RESIDENT POPULATION

77.3%
OF HOMES HAVE AN INTERNET CONNECTION

133 KM
OF COASTLINE

18,850
BUSINESSES

83%
OF WORKFORCE LIVE IN GREATER GEELONG

1,300 HECTARES
PROTECTED NATURAL HABITAT

2.41
AVERAGE HOUSEHOLD SIZE

40
MEDIAN AGE

16.2%
POPULATION BORN OVERSEAS

2.66%
POPULATION GROWTH RATE (2018-19)

6.4 MILLION
VISITORS TO THE REGION

2,407
ABORIGINAL AND TORRES STRAIT ISLANDERS

ABOUT THE PLAN

Council Plan 2018–22 – Putting Our Community First **outlines how we will work towards making Greater Geelong a clever and creative city-region. It will guide the City of Greater Geelong's resources to deliver infrastructure, services and programs to the community in a sustainable way.**

The 11 strategic priorities we will focus on for the next four years are:

- Improved health and safety of our community
- Informed social infrastructure and planning
- A more inclusive and diverse community
- Planned sustainable development
- Effective environmental management
- Vibrant arts and culture
- Integrated transport connections
- A thriving and sustainable economy
- Growing our tourism and events
- Innovative finances and technology
- Organisational leadership, strategy and governance

Our measures of success – how we intend to measure progress towards our strategic priorities – are divided into two groups: those that the City of Greater Geelong is accountable for, and municipal measures that we do not directly control but, together with our partners and the community, we seek to influence.

WHAT HELPED TO SHAPE OUR PLAN?

There were many important information sources that helped shape the plan including:

- Our **11 councillors**, who bring local knowledge and views, by engaging closely with the communities they represent.
- ***Greater Geelong: A Clever and Creative Future****,* the 30-year community vision for the municipality. Representing the voices of more than 16,000 community members, it features a series of community aspirations for achieving that vision.
  - A prosperous economy that supports jobs and education opportunities
  - A leader in developing and adopting technology
  - Creativity drives culture –
  - A fast, reliable and connected transport network
  - A destination that attracts local and international visitors
  - People feel safe wherever they are
  - An inclusive, diverse, healthy and socially connected community
  - Sustainable development that supports population growth and protects the natural environment
  - Development and implementation of sustainable solutions
- Our ***Municipal Public Health and Wellbeing Plan***, which plays a crucial role in supporting the community to enjoy the highest standards of health, wellbeing and participation at every age, and aims for the greatest improvements among those who need it the most.

- Our ***Social Equity Principles***, which guide all our activities, seeking to make services and facilities more equitable across Greater Geelong.
- Relevant legislation, government and social policies, including the ***Victorian Public Health and Wellbeing Plan 2015–2019***, the ***Victorian Infrastructure Plan*** and ***G21*** plans and policies.

HOW WE WILL DELIVER OUR PLAN

Our purpose and values guide how we work together as an organisation to achieve our Council Plan.

Our purpose: Working together for a thriving community.

Our values:

- Respect and encourage each other
- Create a healthy and safe environment for all
- Embrace new ideas and better ways to work
- Make people the centre of our business.

Our services:

Each year the City of Greater Geelong provides a large number of services and programs to our community. We also provide the infrastructure and facilities required to support these services. This Council Plan guides us in prioritising new initiatives and improvements to our services, and allows us to ensure resources are directed to areas where action is needed to achieve our Council Plan priorities. However, we cannot deliver this alone. Key to our success will be our ability to advocate to and collaborate with:

- state and federal governments
- other local governments, especially those in the G21 region
- peak bodies
- community groups
- local organisations
- businesses.

Each year we prepare an *Annual Action Plan and Budget* outlining the key initiatives to deliver our *Council Plan.* Progress is reported to the community quarterly and at the end of the financial year through our *Annual Report.*

OUR COMMITMENT TO SUSTAINABILITY

Sustainability is the challenge of our time, both in a local and global context. To address it, we must consider the social, economic and environmental aspects of everything we do.

The City's Sustainability Framework that was developed in early 2020 provides the foundation to consolidate the City's current and future approach to addressing issues impacting sustainability and delivers a culture of sustainable practice across the organisation.

The purpose of the framework is to:

- Document the City's current sustainability plans, strategies and measurement approaches.
- Understand the issues, risks and opportunities for the City and ensure we are addressing the social, environmental, financial and governance impacts of our business sustainably.
- Identify a structure or hierarchy of sustainability priorities that reflects what matters most to the community and relevant stakeholders.
- Encourage and lead a culture of sustainability to be developed throughout the organisation and community.
- Articulate the City's response to priority issues, including objectives, targets and metrics.
- Ensure that any gaps in our approach to sustainability are identified and addressed.

The City will be delivering the actions within the Sustainability Framework through Council Plan.

OUR STRATEGIC PRIORITIES 2018–22

UPDATE 2020–21

1. IMPROVED HEALTH AND SAFETY OF OUR COMMUNITY

THE HEALTH AND SAFETY OF OUR COMMUNITY IS VITAL. WE WILL ADDRESS FAMILY VIOLENCE, HOMELESSNESS, FOOD SHORTAGES AND PUBLIC SAFETY.

KEY PRIORITIES

- Show leadership in gender equity, diversity and family violence prevention.
- Support local organisations that address homelessness, substance abuse, family violence and food security.
- Develop a housing policy to provide a range of social and affordable housing options.
- Improve safety in our community.
- Provide safer public spaces.
- Encourage responsible pet ownership.
- Promote healthy eating and support active living.
- Create healthy environments in children's settings.
- Work towards having the safest roads in Victoria.

MEASURES OF SUCCESS

Municipal Measures of Success

- 60 per cent of residents feel safe where they live.
- 60 per cent of adults rate their health as very good or excellent.
- 60 per cent of adults are sufficiently physically active.

City of Greater Geelong Measures of Success

- 75 per cent of children enrolled participate in the Maternal and Child Health service.

OUR ACTIONS IN 2020–21

- Implement actions in the *Ba-gurrk Gender Equity Framework*.
- Implement actions from the *Social Housing Plan 2020–2041*.
- Design and implement the *Mental Health Action Plan* to promote positive mental health outcomes.
- Support the establishment of an expanded Food Distribution Centre in the Geelong Region.
- Support the work of key partner agencies to address homelessness.
- Partner with key agencies to respond to emerging issues and community concerns regarding safety in public spaces.
- Continue to implement the *Domestic Animal Management Plan 2017–21*.
- Deliver the Healthier Eating and Active Living Program in partnership with other agencies across the G21 region.

- Deliver the Safer Travel in Local Streets Program in South Geelong and Norlane *(subject to final documents from DoT)*.
- Update the City's *Road Safety Strategy* to reduce deaths and serious injuries on Geelong roads.
- Create and facilitate environments for all ages and abilities to engage in regular exercise.
- Provide support to vulnerable members of the community and support community recovery efforts in response to COVID-19.

RELATED PLANS

- *Municipal Public Health and Wellbeing Plan 2018-2021*
- *Sustainability Framework*
- *Domestic Animal Management Plan*
- *Environment Strategy 2020–25*
- *Geelong Local Safety Committee Strategy*
- *Social Infrastructure Plan*
- *Mosquito Management Plan*
- *Municipal Emergency Management Plan*
- *Social Housing Plan 2020–2041*
- *Ba-gurrk Gender Equity Framework*
- *Geelong Road Safety Strategy*

LINKS TO CLEVER AND CREATIVE VISION:

- People feel safe wherever they are
- An inclusive, diverse, healthy and socially connected community

2. INFORMED SOCIAL INFRASTRUCTURE AND PLANNING

WE WILL STRIVE FOR SOCIAL EQUITY IN THE INFRASTRUCTURE AND SERVICES WE DELIVER FOR OUR COMMUNITY.

KEY PRIORITIES

- Provide more quality spaces that support active lifestyles.
- Support the growth of localised and regional sporting facilities.
- Deliver accessible and attractive community infrastructure, based on local and municipal community need.
- Maintain our public open space.

MEASURES OF SUCCESS

City of Greater Geelong Measures of Success

- No net loss of public open space by suburb.
- 100 per cent of plans for key community infrastructure projects completed.

OUR ACTIONS IN 2020–21

- Undertake detailed design for an outdoor pool to cater for the needs of a growing Bellarine community.
- Design new community infrastructure including the Barwon Heads Arts and Community Hub, Lara Family Hub and Library, the Jetty Road Children's and Community Hub and the Drysdale Integrated Children's Centre.
- Repurpose the early years centre at Eversley Street, Drysdale for community use.
- Develop a social infrastructure report for the *Armstrong Creek Town Centre Master Plan.*
- Upgrade lighting, facilities and change rooms at sporting reserves across the municipality including Barwon Heads, Grovedale, Geelong West, Herne Hill, Lara, Portarlington, North Shore and Thomson.
- Ensure planning approval and handover of new parks and reserves in growth areas and new subdivisions.
- Deliver the *Geelong Play Strategy* to provide well located, well designed, fun and accessible play spaces.
- Develop an inclusive and accessible play space at Rippleside Park *(subject to budget)*.
- Review the *Barwon Heads Village Park Master Plan*.
- Endorse and commence implementation of the *Social Infrastructure Planning and Investment Policy* and *Social Infrastructure Plan.*

RELATED PLANS

- *Sustainability Framework*
- *Asset management plans*
- *Social Infrastructure Plan*

- *G21 Regional Growth Plan*
- *Geelong Play Strategy*
- *Shared Trails Masterplan*

LINKS TO CLEVER AND CREATIVE VISION:

- An inclusive, diverse, healthy and socially connected community
- People feel safe wherever they are
- Sustainable development that supports population growth and protects the natural environment

3. A MORE INCLUSIVE AND DIVERSE COMMUNITY

WE WANT TO RECOGNISE ALL MEMBERS OF THE GEELONG COMMUNITY AND NOT LEAVE ANYONE BEHIND.

KEY PRIORITIES

- Advocate for and help to achieve the priorities set by local Aboriginal people.
- Advocate for inclusive, multicultural activities and respect for cultural diversity.
- Support activities that improve social connections in our community.
- Promote gender equity and diversity in our sporting and leisure facilities, and programs.
- Facilitate employment programs for the communities that need it most, including young people.
- Improve access to facilities and programs for people of all abilities.
- Recognise our returned service men and women.
- Further develop programs that support older people and young people in our community.

MEASURES OF SUCCESS

Municipal Measures of Success

- 60 per cent of adults definitely feel multiculturalism makes life better.
- 75 per cent of adults attending a local community event.
- 80 per cent of adults feel that they can get help from family, friends or neighbours when needed.

City of Greater Geelong Measures of Success

- More community facilities with gender-neutral and accessible toilets or change areas.

OUR ACTIONS IN 2020–21

- Implement the *Reflect Reconciliation Action Plan 2020.*
- Develop the *Innovate Reconciliation Action Plan 2021.*
- Implement the second year of the *Multicultural Action Plan 2018–2022*.
- Invest in programs and facilities to support gender equity in sport.
- Develop and launch the *Positive Ageing Strategy*.
- Address social and economic development through the Vital Communities Program which improves social inclusion and workforce participation for local communities.
- Establish new and upgrade existing memorials and recognitions in Anakie and Norlane to honour returned service men and women.
- Continue to implement the *Access and Inclusion Plan 2018-2022.*

RELATED PLANS

- *Sustainability Framework*
- *Municipal Public Health and Wellbeing Plan 2018–2021*
- *Reflect Reconciliation Action Plan 2020*
- *Multicultural Action Plan 2018–2022*
- *Municipal Early Years Plan 2018–2022*
- *Asset management plans*
- *Access and Inclusion Plan*
- *Social Infrastructure Plan*
- *Social Housing Plan 2020–41*
- *Ba-gurrk Gender Equity Framework*

LINKS TO CLEVER AND CREATIVE VISION:

- People feel safe wherever they are
- An inclusive, diverse, healthy and socially connected community

4. PLANNED SUSTAINABLE DEVELOPMENT

WE WILL USE SUSTAINABLE PRINCIPLES TO GUIDE DEVELOPMENT OF GROWTH AREAS AND HELP PROTECT OUR TOWNSHIPS.

KEY PRIORITIES

- Ensure housing supply, diversity and affordability meets the needs of our growing community.
- Facilitate opportunities for infill residential development.
- Continue to develop urban growth areas across the region.
- Manage the impact of development on the character of our townships.
- Improve the environmental performance of new developments using planning controls.
- Preserve nature reserves, rural and coastal environments.

MEASURES OF SUCCESS

City of Greater Geelong Measures of Success

- More protected natural habitat that we manage.
- Planned 15 years of residential land supply.
- 40 per cent of new housing construction conducted within existing urban areas.
- 100 per cent of new large, City-owned buildings rated 5-star 'Green Star'.
- 100 per cent of new, small City-owned buildings with built environment sustainability scorecard or equivalent.
- Planning controls in place that require a mandatory sustainable design assessment of all new developments.

OUR ACTIONS IN 2020–21

- Implement the City's *Settlement Strategy*, a plan to meet Geelong's housing needs through to 2036.
- Unlock barriers to investment in key development areas, urban renewal areas and station precincts.
- Prepare, review and update strategic plans for townships, precincts and places.
- Progress the *Municipal Heritage Strategy* in partnership with the Heritage Advisory Committee and related cultural strategies.
- Continue to progress delivery of the Armstrong Creek Urban Growth Area.
- Work with the Victorian Government to conserve the Bellarine Peninsula as a distinctive landscape area.
- Commence a precinct structure plan in each of the Northern and Western Geelong Growth Areas.
- Work with the Victorian Government to deliver the Geelong Growth Areas Transport Infrastructure Strategy.
- Work with Victorian Government and Barwon Water to deliver the Integrated Water Management Strategy for the Northern and Western Geelong Growth Areas.
- Work with the Australian and Victorian Governments to deliver the Biodiversity Conservation Strategy for the Northern and Western Geelong Growth Areas.

- Work with the Victorian Government to deliver an updated planning framework for Central Geelong.
- Review the recommendations of the Livestock and Information Exchange Feasibility Study with the Rural and Peri Urban Advisory Committee and provide recommendations to Council.

RELATED PLANS

- *Sustainability Framework*
- *Municipal Strategic Statement*
- *Environment Strategy 2020–25*
- *G21 Regional Growth Plan*
- *Housing Diversity Strategy*
- *Social Housing Plan 2020-41*
- *Social Infrastructure Plan*
- *Settlement Strategy*
- *Rural Land Use Strategy*
- *Northern and Western Geelong Growth Areas Framework Plan*

LINKS TO CLEVER AND CREATIVE VISION:

- Sustainable development that supports population growth and protects the natural environment

5. EFFECTIVE ENVIRONMENTAL MANAGEMENT

WE WILL SHOW LEADERSHIP TO ADDRESS WASTE, CLIMATE CHANGE AND ENVIRONMENTAL CHALLENGES.

KEY PRIORITIES

- Reduce our carbon footprint through the use of solar initiatives and other renewable energy options.
- Educate and assist our community to act on climate change, by reducing waste, emissions and water usage.
- Use sustainable materials to construct and renew roads, footpaths and street furniture.
- Progressively change standard street lights to LED lights, to help reduce carbon emissions.
- Construct a green organics facility.
- Commence Drysdale landfill rehabilitation.
- Plant more trees to green and cool our urban areas.
- Reduce single-use plastic across the region.
- Manage pests, plants and animals more effectively.
- Deliver biodiversity conservation programs.

MEASURES OF SUCCESS

City of Greater Geelong Measures of Success

- 60 per cent of garbage, recyclables and green organics collected from kerbside bins diverted from landfill.
- Emissions reduced from street lights, buildings and vehicle fleet by 50 per cent, by 2020.
- Increased use of sustainable material in our asset construction and renewal.
- 16 per cent suburban tree canopy.
- More than 1,850 street trees planted per annum.

OUR ACTIONS IN 2020–21

- Enhance our waste management by implementing the *Waste and Resource Recovery Strategy 2020–2030.*
- In partnership with key stakeholders implement the Victorian Government *Recycling Victoria Policy.*
- Introduce the *Wastewise Policy* to reduce waste at City events.
- Continue the hard waste collection services trial.
- Implement the *Stormwater Services Strategy 2020–30.*
- Increase the volume of materials processed at the Green Organics Composting Facility.
- Implement the *Environment Strategy 2020–25.*
- Continue to implement the *Urban Forest Strategy 2015–2025.*
- Generate community awareness and support community initiatives that enhance and protect our local environment.

RELATED PLANS

- *Sustainability Framework*
- *Environment Strategy 2020–25*
- *Stormwater Services Strategy*
- *Urban Forest Strategy*
- *Climate Change Adaption Strategy*
- *Community Zero Carbon Action Plan*
- *Zero Carbon Emissions Strategy*
- *Waste and Resource Recovery Strategy*

LINKS TO CLEVER AND CREATIVE VISION:

- Development and implementation of sustainable solutions
- Sustainable development that supports population growth and protects the natural environment

6. VIBRANT ARTS AND CULTURE

WE TREASURE GEELONG'S CULTURE AND HERITAGE AND WILL HELP OUR CREATIVE COMMUNITY TO GROW.

KEY PRIORITIES

- Incorporate arts and cultural initiatives into infrastructure development, to enhance our sense of place.
- Recognise and share our heritage through storytelling.
- Recognise and celebrate Geelong's Aboriginal culture and history.
- Work with galleries and museums to improve our public art and heritage offering.
- Attract new and support existing creative industries.
- Deliver UNESCO City of Design creative outcomes.
- Work with the Geelong Regional Library Corporation to deliver efficient and effective services and programs.

MEASURES OF SUCCESS

Municipal Geelong Measures of Success

- 20 per cent active library members in the municipality.
- Increased employment in creative occupations.

City of Greater Geelong Measures of Success

- Increased number of objects actively cared for within our arts and heritage collections.
- Increased access to cultural collections through on-line engagement.
- Maintain visitation to our key cultural facilities (National Wool Museum, Potato Shed, Geelong Gallery, Platform Arts – previously Courthouse Youth Arts, Geelong Library & Heritage Centre).

OUR ACTIONS IN 2020–21

- Finalise and implement the *Osborne Park Precinct Master Plan* and business case.
- Adopt and implement the first year of the *Arts and Cultural Strategy.*
- Continue to support the implementation of *Armstrong Creek Public Art Strategy.*
- Identify public art and heritage opportunities across the region, including the new Civic Precinct development.
- Continue to develop the Connecting Memory digital stories app and Arts and Culture Trails app.
- Deliver Indigenous song writing mentorships and support the professional development of First Nations people through the Indigenous Trainee Program.
- Work with Wadawurrung to ensure Aboriginal culture, heritage and stories are presented.
- Deliver the Creative Communities Grants and establish the First Nations Heritage Grants.
- Endorse and implement the recommendations of the *Our Heritage, Our Collections* strategic report.
- Deliver Geelong After Dark 2021.
- Create a future vision plan for the National Wool Museum.

RELATED PLANS

- *Sustainability Framework*
- *Connecting People, Place and Environment – A Public Art Strategy for the City of Greater Geelong*
- *Municipal Heritage Strategy*

LINKS TO CLEVER AND CREATIVE VISION:

- Creativity drives culture
- A destination that attracts local and international visitors

7. INTEGRATED TRANSPORT CONNECTIONS

OUR FOCUS WILL BE ON IMPROVING OUR PUBLIC AND ACTIVE TRANSPORT, AND BETTER CONNECTING OUR NETWORKS.

KEY PRIORITIES

- Support projects in the *G21 Region Road Transport Plan*.
- Work with VicRoads to deliver the *Transport Network Operating Plan*.
- Improve our road management and engagement program.
- Deliver better-connected walking, cycling and trail paths across our region.
- Advocate to improve rail, road and sea connections for our region.
- Work with government to improve freight connections to the Geelong Port.
- Support further international flights at Avalon.
- Support the redevelopment of the rail station precinct, including a modern bus terminal.
- Deliver the *Better Bike Connections* project.

MEASURES OF SUCCESS

City of Greater Geelong Measures of Success

- Increased kilometres of bicycle, walking paths and shared paths.
- Score of 60 for community satisfaction rating with sealed local roads.
- Renewal gap for road management reduced.

OUR ACTIONS IN 2020–21

- Continue to seek input from the community on the planning and delivery of transport infrastructure.
- Implement planned council program of infrastructure upgrades including streets, roads and drains.
- Deliver actions in the *Shared Trails Masterplan*.
- Deliver the southern section of the *Better Bike Connections* program from Central Geelong to Highton.
- Upgrade and deliver new footpaths and cycling paths and focus on linkages between paths.
- Advocate on behalf of our residents to have access to safe, reliable and consistent transport including rail.

RELATED PLANS

- *Sustainability Framework*
- *Integrated Comprehensive Transport Plan*
- *Principal Bicycle Network*
- *G21 Region Road Transport Plan*

- *Geelong Road Safety Strategy*
- *Greater Geelong Cycling Strategy*
- *Municipal Road Management Plan*

LINKS TO CLEVER AND CREATIVE VISION:

- A fast, reliable and connected transport network

8. A THRIVING AND SUSTAINABLE ECONOMY

WE WILL CAPITALISE ON GEELONG'S INCREDIBLE ECONOMIC OPPORTUNITIES.

KEY PRIORITIES

- Continue to work with government to deliver projects that revitalise Central Geelong.
- Work with government to deliver City Deal projects.
- Use Geelong's UNESCO City of Design designation to secure economic development projects.
- Attract new investments to the region.
- Help to renew industrial precincts.
- Execute strategies for economic growth in the region's north.
- Support and promote across the region, local businesses, markets and products.

MEASURES OF SUCCESS

Municipal Measures of Success

- More businesses within the municipality.

City of Greater Geelong Measures of Success

- 15 years of industrial land supply planned.

OUR ACTIONS IN 2020–21

- Work with the Victorian Government to deliver the *Central Geelong Planning Framework Review*.
- Plan and prepare for the delivery of Revitalising Central Geelong projects funded through the Geelong City Deal.
- Develop and implement the UNESCO Framework Plan and continue to promote and deliver projects in support of the design designation.
- Coordinate the Geelong Defence Alliance to support Hanwha's Land400 Phase 3 bid to create an elite defence production facility in Geelong.
- Continue shopping centre streetscape renewal projects.
- Create opportunities to increase the number of start-up and entrepreneurial businesses in the region.
- Continue to deliver the Regional Industry Sector Employment program.
- Deliver the Small Business Festival to support existing and generate new small business owners.
- Support the recovery of businesses in the region following COVID-19 through the delivery of Geelong's Business Support Package.
- Deliver the *Cleantech Innovation Geelong Business Plan* to encourage and enable sustainable practice in local business and use of clean technologies.

RELATED PLANS

- *Sustainability Framework*
- *Central Geelong Action Plan*
- *Sustainable Agribusiness Strategy for the G21 Region*
- *Retail Strategy*
- *Cleantech Innovation Geelong Business Plan*
- *Geelong City Deal Implementation Plan*

LINKS TO CLEVER AND CREATIVE VISION:

- A prosperous economy that supports jobs and education opportunities
- A destination that attracts local and international visitors

9. GROWING OUR TOURISM AND EVENTS

OUR TOURISM AND EVENTS OFFERING IS STRONG, BUT WE AIM TO GROW IT FURTHER.

KEY PRIORITIES

- Work with government to deliver City Deal tourism infrastructure projects, including the Convention and Exhibition Centre.
- Deliver the *Visitor Economy Strategy 2017–21* and the *Tourism Development Plan.*
- Build on the current events program and increasing cross-promotional opportunities.

MEASURES OF SUCCESS

Municipal Measures of Success

- 2.1 per cent annual increase in visitors.
- 3.8 per cent annual increase in expenditure by visitors.
- 4.9 per cent annual increase in international overnight visitors.
- 1.9 per cent annual increase in domestic overnight visitors.
- 1.6 per cent annual increase in tourism employment.

City of Greater Geelong Measures of Success

- 30:1 return on investment of Geelong major events to the municipality.

OUR ACTIONS IN 2020–21

- Work with Government to deliver City Deal tourism infrastructure projects.
- Support the Study Geelong initiative to attract international students to the region.
- Support Parks Victoria in the development of the *You Yangs and Serendip Sanctuary Master Plan*.
- Support and secure business events to the region via the activities of Business Events Geelong.
- Build the brand of Geelong and The Bellarine as a visitor destination to increase awareness, foster positive sentiment and grow visitor demand.
- Help the region reach its potential through the delivery of critical infrastructure through advocacy for tourism priority projects as outlined in the Tourism Development Plan.
- Attract and procure major events to the region.

RELATED PLANS

- *Tourism Greater Geelong and The Bellarine – Visitor Economy Strategy 2017–21*
- *Tourism Greater Geelong and The Bellarine – Tourism Development Plan*
- *Geelong Major Events Strategy 2016–26*
- *Sustainability Framework*
- *Geelong City Deal Implementation Plan*

LINKS TO CLEVER AND CREATIVE VISION:

- A destination that attracts local and international visitors
- A prosperous economy that supports jobs and education opportunities

10. INNOVATIVE FINANCES AND TECHNOLOGY

CLEVER AND SUSTAINABLE FINANCIAL MANAGEMENT, MATCHED WITH DIGITAL GROWTH, WILL ADVANCE OUR FUTURE.

KEY PRIORITIES

- Deliver smart technology solutions to areas such as street lighting, parking, waste management and children's services.
- Develop digital tools and technologies to improve service delivery and our customer experience.
- Increase free Wi-Fi in public spaces and community facilities.
- Deliver Smart Cities infrastructure using electronic data collection to better manage assets and resources.
- Attract more technology-focused businesses to our region.
- Examine our budget to fund future initiatives.
- Establish sustainable financial and infrastructure management systems for our future.

MEASURES OF SUCCESS

City of Greater Geelong Measures of Success

- Better Wi-Fi access in community facilities and public spaces.
- More online transactions with our customers.
- Less than 5 per cent budget variation (actual to budget).
- Increased revenue streams.

OUR ACTIONS IN 2020–21

- Implement the first year of the LED Street Light and Smart Remote Controller Program.
- Implement an online booking and ticketing system for the City's facilities and assets.
- Implement the City's Digital Modernisation program to improve digital capability across the business to enrich the experience of our customers and employees.
- Continue the Asset Management Transformation program, including delivery of the *Asset Management Strategy.*
- Develop a strategic plan for the *Smart City* program, which uses technology and data to improve the lives of people in the community.
- Provide new Wi-Fi points at various locations across the municipality.
- Install enhanced broadband for Bellarine community facilities and schools in partnership with Deakin University and AARNet.
- Continue to review our internal processes and services to find and implement efficiencies.
- Implement the City's new risk management and reporting software solution.

RELATED PLANS

- *Information and Communications Technology (ICT) Strategy*
- *Digital Geelong Strategy*
- *Social Infrastructure Plan*
- *Sustainability Framework*
- *Asset Management Strategy*

LINKS TO CLEVER AND CREATIVE VISION:

- A leader in developing and adopting technology
- A prosperous economy that supports jobs and education opportunities

11. ORGANISATIONAL LEADERSHIP, STRATEGY AND GOVERNANCE

WE WILL BE THE 'LEADING VOICE' OF THE COMMUNITY BY DELIVERING CONFIDENT GOVERNANCE AND STRATEGIC PLANNING.

KEY PRIORITIES

- Proactively manage our assets, including land holdings.
- Consolidate the City of Greater Geelong offices.
- Communicate and engage more effectively with the community, in areas of need.
- Continue to transform our workplace culture.
- Use data and analytics to make better decisions.
- Make our processes more effective and efficient.
- Increase state and federal funding for the region.
- Develop, promote and improve the City's brand.
- Lead major local organisations in collaborative projects.
- Use better communication to strengthen our strategic priorities.

MEASURES OF SUCCESS

City of Greater Geelong Measures of Success

- Score of greater than 70 for community satisfaction with overall council performance.
- Score of greater than 80 for community satisfaction with customer service.
- Score of greater than 60 for community satisfaction in decision-making.
- Score of greater than 60 for community satisfaction with community consultation (engagement).
- Score of greater than 70 for community satisfaction with overall council direction.
- Lost time injury frequency rate decreased.
- 70 per cent result for employee engagement.
- 80 per cent of employees agree they are satisfied with working for us.
- Positive media coverage increased.

OUR ACTIONS IN 2020–21

- Embed the *Sustainability Framework* within organisational process, including use of Global Reporting Initiative (GRI) Standards as the City's sustainability reporting framework.
- Commence construction and build of the new Civic Precinct.
- Establish an Enterprise Project Management Office to support consistent and strategically planned project delivery across the organisation.
- Support the voice of the youth in the community by promoting and supporting the 2020 Junior Youth Council.

- Deliver the second year of the City's *Service Planning Program* and implement our *Service Review Framework* to ensure we are servicing and meeting existing and emerging needs of our community.
- Build the advocacy function to support the City to utilise and attract state and federal funding for the region.
- Understand the communication needs of our community by engaging a diverse range of community members *(subject to budget).*
- Set a baseline with brand awareness research.
- Develop a *Sales and Acquisitions Strategy*.
- Engage the community to attract a diverse and representative field of candidates for the 2020 Council General Election and meet the State Government's gender equity target.
- Mobilise the City's resources to enable delivery of organisational and community recovery following the COVID-19 pandemic.
- Deliver the Clever Together change program to ready our workforce for working in new ways.
- Deliver the Working Better Together Program to achieve a positive workplace culture.
- Deliver organisational changes in line with the new *Local Government Act 2020.*

RELATED PLANS

- *Strategic Planning Framework*
- *Sustainability Framework*
- *Sales and Acquisitions Strategy*

CITY OF GREATER GEELONG

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CUSTOMER SERVICE CENTRE

Geelong
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CITY OF GREATER GEELONG

Attachment 4

2020-21
PROPOSED BUDGET

2020-21 Proposed Budget forms part of this report. It is provided as a separate document.

In accordance with section 127 of the *Local Government Act 1989* (Act), Council is required to prepare a budget for each financial year and must ensure that it contains:

1 The budgeted statements in the form and containing the matters required by the regulations;

2 A description of the activities and initiatives to be funded in the budget;

3 A statement as to how the activities and initiatives described under paragraph (b) will contribute to achieving the strategic objectives specified in the Council Plan;

4 Separately identified Strategic Objectives to be undertaken during the financial year and service performance outcome indicators in relation to each Strategic Objective; and

5 Any other details required by the regulations.

6. In addition, Council must ensure the budget considers the following:

6.1 The information Council is required to declare under section 158(1);

6.2 If the Council intends to declare a differential rate under section 161, the details listed in section 161(2); and

6.3 If the Council intends to declare a differential rate under section 161A, the details listed in section 161(2).

Attachment 5

DECLARATION OF RATES AND CHARGES

1. **Amount intended to be raised by General Rates, Municipal Charge, and Annual Service Charge for the period 1 July 2020 - 30 June 2021.** An amount of $250,062,572 be declared as the amount which Council intends to raise by General Rates, Municipal Charge and the Annual Service Charge, which amount is calculated as follows:

General Rates	$208,192,372
Municipal Rates	$0.00
Annual Service Charge	$41,870,200

2. **General Rates**

2.1 A general rate be declared for the period 1 July 2020 to 30 June 2021.

2.2 It be further declared that the general rate be raised by the application of differential rates.

2.3 A differential rate be respectively declared for rateable land having the respective characteristics specified below, which characteristics will form the criteria for each differential rate so declared.

2.3.1. **Farm Land** – means any land which:

i. is not less than 2 hectares in area; and

ii. is used predominantly for the business of grazing (including agistment), dairying, pig-farming, poultry farming, fish farming, tree farming, bee-keeping, viticulture, horticulture, fruit growing or the growing of crops of any kind or for any combination of those activities; or

iii. satisfies the criteria for municipal purpose benefit for large holdings to the extent that it is, for example, land that is predominantly used and maintained for heritage, cultural or environmental purposes, or land that is held as natural bushland under a trust for nature covenant, or land that is held under some other type of similar formal undertaking.

To avoid doubt, 'business' for the purposes of identifying Farm Land has the same meaning as that given to it by section 2(1) of the *Valuation of Land Act* 1960 for the same purpose, being a business that:

a) has a significant and substantial commercial purpose or character; and

b) seeks to make a profit on a continuous or repetitive basis form its activities on the land; and

c) is making a profit from its activities on the land, or that has a reasonable prospect of making a profit from its activities on the land if it continues to operate in the way that it is operating.

2.3.2 **Residential Land** - means any land:

i. that is used exclusively for residential purposes; or

ii. on which a habitable building is erected, which building is unoccupied, and which is zoned residential under the Greater Geelong Planning Scheme.

2.3.3 **Vacant Land** - means any land:

i. that does not have the characteristics of Farm Land; and

ii. on which no building is erected, save for any uninhabitable shed or shelter, the size of which does not exceed 5% of the total area of the land.

2.3.4 **Petroleum Production Land** – means any land that is:

i. used primarily for the production or conveyance of petroleum and/or petroleum by-products; and

ii. is described as such in Schedule A.

2.3.5 **Industrial Land** – means any land that:

i. does not have the characteristics of

a) Vacant Land; or

b) Commercial Land; or

c) Petroleum Production Land; and

ii. is used predominantly for industrial purposes, which includes manufacturing, repairing, servicing, processing and reprocessing or warehousing.

2.3.6 **Commercial Land** – means any land that:

i. does not have the characteristics of:

a) Farm Land; or

b) Industrial Land; or

c) Petroleum Production Land; and

ii. is used predominantly for the sale of goods or services or other commercial purposes; or

iii. on which a habitable building is erected, which building is unoccupied, and which is zoned other than residential under the Greater Geelong Planning Scheme.

2.3.7 **Mixed Use Land** – means any land that:

i. has the characteristics of Residential Land combined with the characteristics of Commercial Land or Industrial Land; and

ii. is used partly for residential purposes and partly for commercial and/or industrial purposes.

2.3.8 **The Point – Residential Land -** means any land that:

i. is used exclusively for residential purposes; or

ii. on which a habitable building is erected, which building is unoccupied, and which is zoned residential under the Greater Geelong Planning Scheme; and

iii. is described as such in Schedule A.

2.3.3 **Vacant Land** - means any land:

i. that does not have the characteristics of Farm Land; and

ii. on which no building is erected, save for any uninhabitable shed or shelter, the size of which does not exceed 5% of the total area of the land.

2.3.4 **Petroleum Production Land** – means any land that is:

i. used primarily for the production or conveyance of petroleum and/or petroleum by-products; and

ii. is described as such in Schedule A.

2.3.5 **Industrial Land** – means any land that:

i. does not have the characteristics of

a) Vacant Land; or

b) Commercial Land; or

c) Petroleum Production Land; and

ii. is used predominantly for industrial purposes, which includes manufacturing, repairing, servicing, processing and reprocessing or warehousing.

2.3.6 **Commercial Land** – means any land that:

i. does not have the characteristics of:

a) Farm Land; or

b) Industrial Land; or

c) Petroleum Production Land; and

ii. is used predominantly for the sale of goods or services or other commercial purposes; or

iii. on which a habitable building is erected, which building is unoccupied, and which is zoned other than residential under the Greater Geelong Planning Scheme.

2.3.7 **Mixed Use Land** – means any land that:

i. has the characteristics of Residential Land combined with the characteristics of Commercial Land or Industrial Land; and

ii. is used partly for residential purposes and partly for commercial and/or industrial purposes.

2.3.8 **The Point – Residential Land -** means any land that:

i. is used exclusively for residential purposes; or

ii. on which a habitable building is erected, which building is unoccupied, and which is zoned residential under the Greater Geelong Planning Scheme; and

iii. is described as such in Schedule A.

2.3.9 **The Point – Vacant Land -** means any land:

i. that does not have the characteristics of Farm Land; and

ii. on which no building is erected save for any small uninhabitable storage shed or shelter, the size of which does not exceed 5% of the total land area; and

iii. is described as such in Schedule A.

2.3.10 **The Point – Commercial Land -** means any land that:

i. does not have the characteristics of:

a) Farm Land; or

b) Industrial Land; and

ii. is used predominantly for the sale of goods or services, or other commercial purposes; or

iii. on which a habitable building is erected, which building is unoccupied, and which is zoned other than residential under the Greater Geelong Planning Scheme; and

iv. is described as such in Schedule A.

2.4 A rate pursuant to the Cultural and Recreational Lands Act 1963 be declared for rateable land having the respective characteristics specified below.

2.4.1 **Cultural and Recreational Land -**
Any land which -

(a) has the characteristics of Recreational land as defined by the Cultural and Recreational Lands Act 1963; and
(b) is described as such in Schedule A.

2.5 Each differential rate and Cultural and Recreation Lands Rate will be determined by multiplying the Capital Improved Value of each rateable land (categorised by the characteristics described in paragraph 2.3 and 2.4 by the relevant percentages indicated in the following:

CATEGORY %

- Farm Land .00145965 (or .145965 percent of Capital Improved Value).
- A rebate of 15.2% of the CIV by rate in dollar in accordance with Council policy for farm rating.
- Residential Land .00238626 (or .238626 percent of Capital Improved Value).
- Vacant Land .00351752 (or .351752 percent of Capital Improved Value).
- The Point Residential Land .00238626 (or .238626 percent of Capital Improved Value).
- The Point Vacant Land .00351752 (or .351752 percent of Capital Improved Value).
- The Point Commercial Land .00531168 (or .531168 percent of Capital Improved Value).
- Petroleum Production Land .00583861 (or .583861 percent of Capital Improved Value).
- Industrial Land .00583861 (or .583861 percent of Capital Improved Value).
- Commercial Land .00531168 (or .531168 percent of Capital Improved Value).
- Mixed Use Land .00342593 (or .342593 percent of Capital Improved Value).
- Cultural and Recreational .00178969 (or .178969 percent of Capital Improved Value).

2.6 It be recorded that Council considers that each differential rate will contribute to the equitable and efficient carrying out of Council functions; and that;

2.6.1 the respective objectives of each differential rate be those specified in Schedule B;

2.6.2 the respective types or classes of land which are subject to each differential rate be those defined in Schedule B;

2.6.3 the respective uses and levels of each differential rate in relation to those respective types or classes of land be those described in Schedule B; and

2.6.4 the relevant
(a) uses of; and
(b) geographical locations of; and
(c) planning scheme zonings of; and
(d) types of buildings on the respective types or classes of land be those identified in Schedule B; and

2.7 It be confirmed that no amount is fixed as the minimum amount payable by way of general rate in respect of each rateable land within the municipal district.

3. **Rebates**

3.1 Farm Rebate

For 2020-21 Council declare a rebate under section 169 of the Act of 15.2% for all land classified and rated as farm land. Properties defined as farms will be entitled to a rebate recognising that there is a benefit to the community in encouraging the retention of large lot primary producing holdings. An application can be made to Council to have land classified as Farm land.

3.2 Cultural and Recreational Rebate

Be discontinued for 2020-21.

4. **Waivers**

4.1 Rates Assistance Waiver

Council declares a waiver of general rates under section 171 of the Act for the class of persons comprised of ratepayers in respect of assessments which are categorised as Residential Land or Farm Land where the valuation of the assessment has increased, between the 2019 valuation and the 2020 valuation, by 50% or more and that increase is purely attributable to market factors, not attributable, in whole or in part, to improvements made to the assessment by the owner (or occupier). The amount of the waiver is set at:

4.1.1 between 25% and 49.99% of the general rates payable for the 2020-21 financial year, increasing pro rata according to the valuation increase, for valuation increases between 50% and 59.99%; and
4.1.2 50% of the general rates for the 2020-21 financial year for valuation increases of 60% or more.

The waiver is designed to mitigate the rates shock of a valuation increase.

4.2 For 2020-21 Council declares a Housing Support waiver of 100% of general rates under section 171 of the Act for the class of persons comprised of ratepayers in respect of assessments which contain the following types of housing:

4.2.1 transitional, emergency or crisis housing;

4.2.2 housing for Legatees or War Widows, provided by the Geelong Legacy Club or provided by RSL; and

4.2.3 supported housing for disabled people.

This waiver recognises that these properties provide for specific needs within the community. Application can be made to Council to have land classified as being eligible for the waiver

4.3 New Corio Estate (Inappropriate Subdivision)

For 2019-20 financial year, Council declares a waiver of 100% of general rates under section 171 of the Act for the class of persons comprised of ratepayers in respect of assessments which are in private ownership within the inappropriate subdivision known as New Corio Estate. This rates assistance waiver recognises the financial burden associated with ownership of this land. Land within the New Corio Estate is zoned as farming land and the area has been determined to be an inappropriate subdivision due to the difficulty of providing utilities and drainage and due to its distance from other residential areas. The Minister for Environment & Climate Change has approved a native vegetation plan for this land in support of natural temperate grassland of the Victorian Volcanic Plains. The waiver recognises the ongoing encumbrances on the land that prevent owners from making any demands on Council services now and into the future.

4.4 Hardship Policy

Council acknowledges and inequity for ratepayers is created where rates are waived which would otherwise be charged against the property assets and recognised the deferral of rates and charges as a more equitable outcome for the entire community.

However, Council will consider waiving or reducing rates for certain ratepayers where exceptional circumstances are experienced, and where severe impact can be demonstrated.

Consideration of a waiver can only occur if all financial information has been disclosed to Council with supporting documentation as may be requested. Penalties apply for providing false and misleading information for an application for waiver.

Exceptional circumstances will be determined at the sole discretion of the Chief Executive Officer. Waivers can only be approved by the Chief Executive Officer and are limited to a total value of $1,000.

5. Municipal Charge

5.1 No municipal charge be declared for the period commencing 1 July 2020 to 30 June 2021.

6. Annual Service Charge

6.1 An Annual Service Charge be declared for the period commencing 1 July 2020 to 30 June 2021.

6.2 The Annual Service Charge to be declared for the collection and disposal of refuse.

6.3 The Annual Service Charge to be $360.95 for each rateable land and non-rateable land (or part) in respect of which the Annual Service Charge may be levied.

6.4 The criteria specified below, be the criteria, which form the basis of the Annual Service Charge, so declared:

Geographic existence within those areas of the municipal district in which Council provides a domestic refuse collection and disposal service. The charge will be raised irrespective of whether the service is used or not.

7. Annual Service Charge – Additional Bin Service

7.1 An Annual Service Charge – Additional Bin Service, be declared for the period commencing 1 July 2020 to 30 June 2021.

7.2 The Annual Service Charge – Additional Bin Service, be declared for the collection and disposal of refuse.

7.3 New Service Charge to apply if additional services are requested by the property owners who meet eligibility criteria.

7.4 The criteria specified below, be the criteria, which form the basis of the Annual Service Charge – Additional Bin Service, so declared:

The additional bin service charge will be available via application, compliant with the following criteria:

(a) The property owner or their authorised agent signs the additional bin application form, provides appropriate supporting evidence and agrees to the applicable service charge;

(b) In all cases of application for additional bins, Council reserves the right to inspect the applicant's existing bins to confirm that they are overloaded. If this cannot be confirmed, the additional bins will not be provided;

7.5 Applications that meet the criteria will be billed via the Rate, Valuation & Charges notice.

If an application is received and approved in the first six months of the financial year, that is, from July to December, the full annual cost of the additional bin will be charged. If an application is received and approved in the second half of the financial year, that is January to June, half the annual cost will be charged.

The following costs will apply for the additional bin service for 2020-21:

(a)	Garbage bin 140L	$154.85
(b)	Garbage bin 240L	$111.95
(c)	Recycling bin 240L	$ 87.00
(d)	Green waste 240L	$ 82.40

8. **Central Activities Area Rule**

Council has declared a special rate in respect of the central business district of Geelong applicable to non-residential, non-exempt properties and is in addition to other rates and charges. The special rate is the Central Activities Area (CAA) Rate calculated based on the Capital improved valuation and a rate in the dollar. The purpose of the special rate is to promote the CAA as a commercial shopping precinct using events, marketing and media.

A special rate has been declared for the period commencing on 1 July 2016 and concluding on 30 June 2021. The fifth year of the scheme (2020-21) will raise $1,139,605 ($1,117,259 in 2019-20). The rate in the dollar for 2020-21 is set at $0.00059986 and $0.00020211 for Cultural & Recreation (Cultural and Recreation properties are charged a reduced CAA rate, in accordance with the ratio of the recreation rate to the commercial rate).

9. **Incentives**

No incentives be declared as the incentives to be given by Council for the payment of General Rates and the Annual Service Charge (described earlier in this document) before the dates fixed for their payment under section 167 of the Act.

10. **Consequential**

10.1 Notwithstanding anything said in any earlier Resolution of Council, the Geelong Advertiser be chosen, as the newspaper in which the public notice will appear; and

10.2 The Responsible Officer of Council be authorised to levy and recover the General Rates and the Annual Service Charge described earlier in accordance with the Act.

11. Interest

Interest on unpaid rates and charges will be charged in accordance with section 172 of the Act. Interest will be charged at the penalty interest rate of 10% for 2020-21. In proven cases of hardship where Council approves rates to be deferred, interest will be charged at 3.5% for 2020-21, except for interest waived under the COVID-19 Hardship policy adopted by Council on 14 April 2020, which will waive interest on a case by case basis.

SCHEDULE A

1. Petroleum Production Land

All that land generally bounded more or less by Princes Highway, Shell Parade, Corio Bay Foreshore, Wharf Road, Station Road and neighboring land.

2. The Point Residential Land

All the residential land formerly described in Certificate of Title Volume 09901 Folio 324 and also described as Lot B LP 214468, Lot B PS 635643, PS 640648Y, PS 722221H, PS 722220K, PS 743868K, PS 732908M, PS 638301D, PS 635642R, PS722215C, PS 722214E, PS 743877, PS 816893, PS 743876 and PS 743878, PS 822924, PS 822922, PS 822918 and PS 816907.

3. The Point Vacant Land

All the vacant land formerly described in Certificate of Title Volume 09901 Folio 324 and also described as Lot B LP 214468, Lot B PS 635643, PS 640648Y, PS 722221H, PS 722220K, PS 743868K, PS 732908M, PS 638301D, PS 635642R, PS722215C, PS 722214E, PS 743877, PS 816893, PS 743876 and PS 743878, PS 822924, PS 822922, PS 822918 and PS 816907.

4. The Point Commercial Land

All the commercial land formerly described in Certificate of Title Volume 09901 Folio 324 and also described as Lot B LP 214468, Lot B PS 635643, PS 640648Y, PS 722221H, PS 722220K, PS 743868K, PS 732908M, PS 638301D, PS 635642R, PS722215C, PS 722214E, PS 743877, PS 816893, PS 743876 and PS 743878, PS 822924, PS 822922, PS 822918 and PS 816907.

5. Cultural and Recreational Land

Any land reserved under the Cultural and Recreational Lands Act 1963 including the following:

Ratepayer	Property Address
Bareena Bowling Club Incorporated	89 Noble Street, NEWTOWN VIC 3220
Bell Park Sports Club	10 Lynnburn Road, BATESFORD VIC 3213
Barwon Rowing Club Inc.	2 Barwon Terrace, SOUTH GEELONG VIC 3220
Geelong College Rowing Club	4 Barwon Terrace, SOUTH GEELONG VIC 3220
Geelong Church of England Grammar School	6 Barwon Terrace, SOUTH GEELONG VIC 3220
Geelong Rowing Association	8 Barwon Terrace, SOUTH GEELONG VIC 3220
Corio Bay Rowing Club	10 Barwon Terrace, SOUTH GEELONG VIC 3220
Geelong Race Course Trustees	99 Breakwater Road, BREAKWATER VIC 3219
Royal Geelong Agricultural & Pastoral Society Inc	79 Breakwater Road, BREAKWATER VIC 3219
Royal Geelong Yacht Club	25 Eastern Beach Road, GEELONG VIC 3220
Geelong Eastern Park Bowling Club Inc	51-55 Garden Street, EAST GEELONG VIC 3219
Geelong Football Club Limited	360 Moorabool Street, SOUTH GEELONG VIC 3220
East Geelong Golf Club	401 Eastern Park Circuit, EAST GEELONG VIC 3219
East Geelong Recreation Reserve Committee	137-139 McKillop Street, GEELONG VIC 3220
Western Beach Boat Club Inc	74-90 Western Foreshore Road, GEELONG VIC 3220
Highton Bowling Club Inc	204 Roslyn Road, HIGHTON VIC 3216
Barwon Heads Golf Club Incorporated	1A Golf Links Road, BARWON HEADS VIC 3227
Belmont Bowling Club Incorporated	16-36 Reynolds Road, BELMONT VIC 3216
Geelong Lawn Tennis Club Incorporated	12-20 Sommers Street, BELMONT VIC 3216

Ratepayer	Property Address
Geelong Bowls Club Incorporated	4-10 Sommers Street, BELMONT VIC 3216
Geelong Pistol Club Inc	70-80 Williams Road, MOUNT DUNEED VIC 3217
Western District Car Club and	55 Beach Road, AVALON VIC 3212
Geelong Motor Sports Complex Inc	
Beckley Park Committee of Management Inc	40 Broderick Road, CORIO VIC 3214
Croatian Community Centre of Geelong (Inc)	172 Cox Road, CORIO VIC 3214
Australian Croatian Sporting Centre and	15 Gibbons Road, LARA VIC 3212
North Geelong Warriors Soccer Club Inc	
Geelong Trailable Yacht Club Inc	105 Mackey Street, NORTH GEELONG VIC 3215
Clifton Springs Golf Club Inc	62-88 Clear Water Drive, CLIFTON SPRINGS VIC 3222
Clifton Springs Bowling Club	39 Springs Street, CLIFTON SPRINGS VIC 3222
Drysdale Bowling & Croquet Club Inc	19-29 Collins Street, DRYSDALE VIC 3222
Lonsdale Golf Club	PARENT - 28 Gill Road, POINT LONSDALE VIC 3225
Portarlington Sailing Club	219 Point Richards Road, PORTARLINGTON VIC 3223
Portarlington Bowls Club Incorporated	2A Harding Street, PORTARLINGTON VIC 3223
Indented Head Boat Club Inc	326A The Esplanade, INDENTED HEAD VIC 3223
Indented Head Yacht Club	326B The Esplanade, INDENTED HEAD VIC 3223
St Leonards Yacht Club & Motor Squadron	1001 Lower Bluff Road, ST LEONARDS VIC 3223
Portarlington Golf Club	92-160 Hood Road, PORTARLINGTON VIC 3223
Leopold Sportsmans Club Inc	131-139 Kensington Road, LEOPOLD VIC 3224
Ocean Grove Bowling Club Incorporated	16-24 The Terrace, OCEAN GROVE VIC 3226
St Leonards Bowling Club	1274 Murradoc Road, ST LEONARDS VIC 3223
Ocean Grove Golf Club Incorporated	9 Guthridge Street, OCEAN GROVE VIC 3226
Geelong Watersports Club Inc	493-499 Wilsons Road, ST ALBANS PARK VIC 3219
Lagoon Boat Club Inc	200 Foreshore Road, CORIO VIC 3214
Belrec Incorporated	68 Calvert Street, HAMLYN HEIGHTS VIC 3215
North Shore Football & Netball Club Inc	39 Rose Avenue, NORLANE VIC 3214
Lara Sporting Club Incorporated	4 Mill Road, LARA VIC 3212
Corio Bay Sailing Club	180 Foreshore Road, CORIO VIC 3214
Norlane Bowling Club Incorporated	26-36 St Georges Road, CORIO VIC 3214
Lara Bowling Club Inc	10 Alkara Avenue, LARA VIC 3212
Herne Hill Bowls Club Inc	200 McCurdy Road, FYANSFORD VIC 3218
Seabrae Boat Owners Club Inc	302 Clifton Avenue, LEOPOLD VIC 3224
Barwon Heads Bowling Club Inc	18 Geelong Road East, BARWON HEADS VIC 3227
Lonsdale Golf Club	69 Fellows Road, POINT LONSDALE VIC 3225
City of Geelong Bowls Club Inc	7-9 Ballarat Road, NORTH GEELONG VIC 3215

SCHEDULE B

1. Farm Land

Rating Objectives:

i. To ensure that all rateable land makes an equitable and efficient financial contribution to the cost of carrying out the functions of Council generally, including the:

   a) construction and maintenance of public infrastructure;

   b) development and provision of health and community services; and

   c) provision of general support services.

ii. To encourage and support the business of primary production and, where appropriate, expand the business of primary production.

These objectives will be met by setting the Farm Land differential at 61.2% of the Residential Land differential and by the provision of a farm rebate under section 169 of the Act.

Types and Classes
Rateable land having the relevant characteristics described previously in 2.3.1 of Appendix 2.

Use and Level of Differential Rate
The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council. The level of the differential rate less the applicable rebate is the level, which Council considers it necessary to achieve the objectives specified above.

Geographic Location
Wherever located within the municipal district.

Use of Land
Any use permitted under the Greater Geelong Planning Scheme.

Planning Scheme Zoning
The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the Greater Geelong Planning Scheme.

Types of Buildings
All buildings which are now constructed on the land or which are constructed prior to 30 June 2021.

2. Residential Land

Rating Objective:
To ensure that all rateable land makes an equitable and efficient financial contribution to the cost of carrying out the functions of Council generally, including the:

a) construction and maintenance of public infrastructure;
b) development and provision of health and community services; and
c) provision of general support services.

Types and Classes
Rateable land having the relevant characteristics described previously in 2.3.2 of Appendix 2.

Use and Level of Differential Rate
The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council. The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

Geographic Location
Wherever located within the municipal district.

Use of Land
Any use permitted under the Greater Geelong Planning Scheme.

Planning Scheme Zoning
The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the Greater Geelong Planning Scheme.

Types of Buildings
All buildings which are now constructed on the land or which are constructed prior to 30 June 2021.

3. Vacant Land

Rating Objectives:

i. To ensure that all rateable land makes an equitable and efficient financial contribution to the cost of carrying out the functions of Council generally, including the:
   a) construction and maintenance of public infrastructure;
   b) development and provision of health and community services; and
   c) provision of general support services.
ii. To encourage the prompt development of vacant land to attract new residents and businesses to the City of Greater Geelong.
iii. To discourage untimely and unnecessary divisions of land.

These objectives will be met by setting the Vacant Land differential at 147.4% of the Residential Land differential.

Types and Classes
Rateable land having the relevant characteristics described previously in 2.3.3 of Appendix 3.

Use and Level of Differential Rate
The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council.

Geographic Location
Wherever located within the municipal district.

Use of Land
Any use permitted under the Geelong Regional Planning Scheme.

Planning Scheme Zoning
The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the Geelong Regional Planning Scheme.

Types of Buildings
No building must be located on the land or constructed prior to 30 June 2021 save for any uninhabitable shed or shelter that does not exceed more than 5% of the total area of the land.

4. Petroleum Production Land

Rating Objective:

To ensure that all rateable land makes an equitable and efficient financial contribution to the cost of carrying out the functions of Council generally, including the:

a) construction and maintenance of public infrastructure;

b) development and provision of health and community services; and

c) provision of general support services.

The Petroleum Production Land differential is set at the Industrial Land rate differential for 2020-21.

Types and Classes
Rateable land having the relevant characteristics described previously 2.3.4. of Appendix 2.

Use and Level of Differential Rate
The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council.

Geographic Location
As described in Schedule A.

Use of Land
Any use permitted under the Greater Geelong Planning Scheme.

Planning Scheme Zoning
The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the Greater Geelong Planning Scheme.

Types of Buildings
All buildings which are now constructed on the land or which are constructed prior to 30 June 2021.

5. Industrial Land

Rating Objective:
To ensure that all rateable land makes an equitable and efficient financial contribution to the cost of carrying out the functions of Council generally, including the:

a) construction and maintenance of public infrastructure;

b) development and provision of health and community services; and

c) provision of general support services.

Types and Classes
Rateable land having the relevant characteristics described previously in 2.3.5 of Appendix 2.

Use and Level of Differential Rate
The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council.

Geographic Location
Wherever located within the municipal district.

Use of Land
Any use permitted under the Greater Geelong Planning Scheme.

Planning Scheme Zoning
The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the Greater Geelong Planning Scheme.

Types of Buildings
All buildings which are now constructed on the land or which are constructed prior to 30 June 2021.

6. Commercial Land

Rating Objective:
To ensure that all rateable land makes an equitable and efficient financial contribution to the cost of carrying out the functions of Council generally, including the:

a) construction and maintenance of public infrastructure;

b) development and provision of health and community services; and

c) provision of general support services.

Types and Classes
Rateable land having the relevant characteristics described previously in 2.3.6 of Appendix 2.

Use and Level of Differential Rate
The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council.

Geographic Location
Wherever located within the municipal district.

Use of Land
Any use permitted under the Greater Geelong Planning Scheme.

Planning Scheme Zoning
The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the Greater Geelong Planning Scheme.

Types of Buildings
All buildings which are now constructed on the land or which are constructed prior to 30 June 2021.

7. Mixed Use Land

Rating Objective:
To ensure that all rateable land makes an equitable and efficient financial contribution to the cost of carrying out the functions of Council generally, including the:

a) construction and maintenance of public infrastructure;

b) development and provision of health and community services; and

c) provision of general support services.

Types and Classes
Rateable land having the relevant characteristics described previously in 2.3.7 of Appendix 2.

Use and Level of Differential Rate
The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council.

Geographic Location
Wherever located within the municipal district.

Use of Land
Any use permitted under the Greater Geelong Planning Scheme.

Planning Scheme Zoning
The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the Greater Geelong Planning Scheme.

Types of Buildings
All buildings which are now constructed on the land or which are constructed prior to 30 June 2021.

8. The Point – Residential Land

Rating Objectives:

i. To ensure that all rateable land makes an equitable and efficient financial contribution to the cost of carrying out the functions of Council generally, including the:

   a) construction and maintenance of public infrastructure;

   b) development and provision of health and community services;

   c) provision of general support services; and

   d) management of environmentally sensitive land.

ii. To ensure that, following the development of the Point Land, and transfer to Council of the management of environmentally sensitive land, including the provision of a range of services around an existing waterway, constructed lake and canal system, an equitable and efficient financial contribution to the cost of Council's management responsibilities will be made by the ratepayers in respect of that land.

Types and Classes
Rateable land having the relevant characteristics described previously in 2.3.8 of Appendix 2.

Use and Level of Differential Rate
The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council.

Geographic Location
As described in Schedule A.

Use of Land
Any use permitted under the Greater Geelong Planning Scheme.

Planning Scheme Zoning
The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the Greater Geelong Planning Scheme.

Types of Buildings
All buildings which are now constructed on the land or which are constructed prior to 30 June 2021.

9. The Point – Vacant Land

Rating Objectives:

i. To ensure that all rateable land makes an equitable and efficient financial contribution to the cost of carrying out the functions of Council, generally including the:

   a) construction and maintenance of public infrastructure;

b) development and provision of health and community services;

c) provision of general support services; and

d) management of environmentally sensitive land.

ii. To ensure that, following the development of the Point Land, and transfer to Council of the management of environmentally sensitive land, including the provision of a range of services around an existing waterway, constructed lake and canal system, an equitable and efficient financial contribution to the cost of Council's management responsibilities will be made by the ratepayers in respect of that land.

Types and Classes
Rateable land having the relevant characteristics described previously in 2.3.9 of Appendix 2.

Use and Level of Differential Rate
The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council.

Geographic Location
As described in Schedule A.

Use of Land
Any use permitted under the Greater Geelong Planning Scheme.

Planning Scheme Zoning
The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the Greater Geelong Planning Scheme.

Types of Buildings
All buildings which are now constructed on the land or which are constructed prior to 30 June 2021.

10. The Point – Commercial Land

Rating Objectives:

i. To ensure that all rateable land makes an equitable and efficient financial contribution to cost of carrying out the functions of Council, generally including the:

a) construction and maintenance of public infrastructure;

b) development and provision of health and community services;

c) provision of general support services; and

d) management of environmentally sensitive land.

ii. To ensure that, following the development of the Point Land, and transfer to Council of the management of environmentally sensitive land, including the provision of a range of services around an existing waterway, constructed lake and canal system, to ensure that an equitable and efficient financial contribution to the cost of Council's management responsibilities will be made by the ratepayers in respect of that land.

Types and Classes
Rateable land having the relevant characteristics described previously in 2.3.10 of Appendix 2.

Use and Level of Differential Rate
The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council.
Geographic Location
As described in Schedule A.

Use of Land
Any use permitted under the Greater Geelong Planning Scheme.

Planning Scheme Zoning
The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the Greater Geelong Planning Scheme.

Types of Buildings
All buildings which are now constructed on the land or which are constructed prior to 30 June 2021.

11. Cultural and Recreational Land

Has the characteristics of Recreational land as defined by the Cultural and Recreational Lands Act 1963.

Types and Classes
Rateable land having the relevant characteristics described previously in 2.4.1 of Appendix 2.

Use and Level of Differential Rate
The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council.

Geographic Location
As described in Schedule A.

Use of Land
Any use permitted under the Greater Geelong Planning Scheme.

Planning Scheme Zoning
The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the Greater Geelong Planning Scheme.

Types of Buildings
All buildings which are now constructed on the land or which are constructed prior to 30 June 2021.

3. 2019-20 LOAN BORROWING PROVISION OF $25M

Source: **Customer & Corporate Services – Financial Services**
Director: **Michael Dugina**
Portfolio: **Finance**

Purpose

1. To authorise the Chief Executive Officer to commence the procurement process for the provision of a $10m, $2m and $13m loan, to accept or reject the lowest confirming tender for each individual loan and to authorise the Chief Executive Officer and Mayor to execute the necessary documentation to secure the loans.

Background

2. Council adopted its 2019-20 budget on 25 June 2019. The budget provides for loan borrowings of $35.3m.

3. Loan borrowings are timed based on working capital requirements and expenditure forecasts for each specific capital project.

4. A review of project cash flows by project has been completed and loan borrowing requirements for the 2020-21 financial year identified to be $66.9m.

Key Matters

5. The 2019-20 budget included provisions for new borrowings of $35.3m, including $6.4m deferred borrowings from 2018-19.

6. It is proposed that, based on project cash flow requirements, a loan tender for a $10m, $13m and $2m loan be issued. A total of $7.5m will be deferred in the 2020-21 budget mainly due to retiming of developer contribution projects.

7. The 2019-20 loan borrowings are sought for Civic Precinct (the project to be partly funded by asset sales) Elcho Drain, Drysdale Family Services Hub and Purnell Road Child and Family Centre projects. The projects are included in Council's capital works programs and will provide significant economic input.

8. Tight timeframes apply to acceptance of loan borrowing tenders with financial institutions only holding quoted interest rates for a short period of time, requiring draw down within one week in some cases. This constraint prevents Council from having an opportunity to formally consider the tender prior to acceptance.

9. In accordance with the Council Borrowing Policy, authorisation is sought for the Chief Executive Officer to commence a procurement process for a $10m loan for a term of 5 years, with fixed interest repayments, a $13m loan for a term of 10 years with principal and fixed interest repayments and a $2m loan for a term of five years with principal and fixed interest repayments. Authorisation is also sought for the Chief Executive Officer to accept the lowest conforming tender for each loan, and for the Mayor and Chief Executive Officer to sign and seal the necessary documentation to secure the $10m, $13m and $2m loan (such documentation would include: Bank – Letter of Offer; Deed of Charge and Certificate in relation to Deed of Charge).

10. An updated confidential report will be presented to Council to notify the final rate settlement agreed for each of the loans.

11. The revised loan borrowings will result in a loan balance as at 30 June 2020 of $82.3m.

Cr Aitken moved, Cr Grzybek seconded -

12. That Council:

12.1 Authorise the Chief Executive Officer to commence the procurement process for a:

12.1.1 $10m fixed interest rate only loan for a term of 5 years;

12.1.2 $13m principal and fixed interest rate loan for a term of 10 years; and

12.1.3 $2m principal and fixed interest loan for a term of 5 years.

12.2 Authorise the Chief Executive Officer to accept or reject the lowest conforming tender for the three specified loans; and

12.3 Authorise the Chief Executive Officer and the Mayor to sign all documents to enter into the loan contract/s.

Carried.

Attachment 1

Financial Implications

1. Table 1 summarises the forecast annual principal repayments and loan balance amounts to 30 June 2020.

Year	Opening loan Balance $'000	New Borrowings $'000	Principal Repayments $'000	Loan Balance $'000
2019-20	65,842	25,000	8,556	82,286

2. Table 2 summarises the planned loan borrowings relative to the original budget provision

Project	Budget borrowings 2019-20 $'000's	Deferred borrowings $'000's	Borrowings not required $'000's	Borrowings 2019-20 $'000's
Drysdale Family Services Hub	7,420			7,420
Bell Park/Bell Post Hill Enhanced Early Years and Community Hub	2,000		2,000	0
Purnell Road Child and Family Centre	5,920		340	5,580
Armstrong Creek projects	6,828	6,828		0
Civic Precinct	10,000			10,000
Elcho Drainage Channel	2,000			2,000
Other	1,131	721	410	0
Total	**35,299**	**7,549**	**2,750**	**25,000**

3. Financial performance indicators for loans and borrowings indicate that Council can be described as having low to medium debt levels with capacity to increase debt levels into the future for major infrastructure projects. The table below shows the increase in debt levels due to initial loans associated with the Civic Precinct project.

Indicator	Description	Greater Geelong	Similar Council comparison 2018-19	Risk
Internal Financing (%)	Net operating cash flow / net capital expenditure	84.78%	Not available	Medium
Indebtedness (%)	Non-current liabilities / own sourced revenue	30.07%	27.81%	Low
Debt Commitment Ratio	Interest bearing loans / rate revenue	34.18%	31.61%	Low
Borrowing Rates Ratio	Interest & principal repayments / rate revenue	4.59%	3.98%	Low

Community Engagement

4. Provision for loan borrowings was communicated through the 2019-20 budget process.

Social Equity Considerations

5. There are no social equity considerations associated with the acceptance of this tender.

Policy/Legal/Statutory Implications

6. The report is required to comply with Council's Loan Borrowing Policy.

Alignment to Council Plan

7. This report contributes to responsible and sustainable financial management as aligned to the Council Plan strategic objective 'Innovative Finances and Technology'.

Conflict of Interest

8. 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

9. There are no risks associated with the acceptance of this tender.

Environmental Implications

10. There are no environmental implications arising from the subject of this report.

4. YOUTH COUNCIL FIRST REPORT 2020

Source:	**Community Life – Connected Communities**
Director:	**Robyn Stevens**
Portfolio:	**Leadership and Governance**

Purpose

1. To note the first report to Council from the Youth Council Advisory Committee 2020.

Background

2. Twelve local young people were elected to the City of Greater Geelong Youth Council Advisory Committee (Youth Council), and during their 12-month term will serve as the region's official 'youth voice'.

3. Aged between 12 and 17, the Youth Councillors represent a spread of local towns and suburbs, with three representatives from each of the four Council wards – Bellarine, Brownbill, Kardinia and Windermere.

Key Matters

4. Junior Mayor, Farzana Hussaini, has written the first of her Youth Council reports of 2020 about Youth Council's tasks, findings and recommendations (**Attachment 2**).

5. The focus of the Junior Mayor's report is to highlight Youth Council achievements since induction was completed in February 2020. The report notes recent actions undertaken including the development of Youth Council key priority areas: mental health and well-being; environment and sustainability; and safe and accessible communities. It also notes actions in relation to Youth Council's charter and youth award categories.

6. Youth Council have amended their format for meetings to comply with government direction on slowing the spread of coronavirus and since April, are meeting monthly online via Zoom. The Junior Mayor presents the group's findings and recommendations to Council four times a year in a report to Council. This is the first of those reports for 2020.

Cr Mansfield moved, Cr Murnane seconded -

7. That Council notes the first report to Council from the Youth Council Advisory Committee 2020.

Cr Grzybek left the meeting room at 8.05pm

Carried.

Cr Grzybek re-entered the meeting room at 8.11pm

Cr Murnane left the meeting room at 8.11pm

Attachment 1

Financial Implications

1. Funding for the Youth Council program and activities has been allocated as part of Council's annual budget process.

Community Engagement

2. Youth Councillors have engaged a number of young people in their wards to gain essential feedback and input from young people. During COVID-19 restrictions, Youth Councillors will endeavour to continue this engagement, to the extent they are able, via online connections.

Social Equity Considerations

3. The Youth Council provides an opportunity for young people to contribute to and be included in civic life.

Policy/Legal/Statutory Implications

4. The activities of the Youth Council comply with the Committee's terms of reference.

Alignment to Council Plan

5. The Youth Council terms of reference ensure a forum for young people that aligns with Council Plan priorities of:

    5.1 Improved health and safety of our community – consult with the community on safety issues that are impacting them;

    5.2 A more inclusive and diverse community – further developing programs that support young people in our community;

    5.3 Effective environmental management – educating and assisting our community; and

    5.4 Organisational leadership, strategy and governance – communicating and engaging with the community.

Conflict of Interest

6. No City officers or contractors who have provided advice in relation to this report have declared a conflict of interest regarding the matter under consideration.

Risk Assessment

7. The Committee provides advice to Council on specific issues relating to young people in our community and do not speak on behalf of the Council or the City. The terms of reference for the committee provide their framework and guidelines.

Environmental Implications

8. There are no environmental implications.

ATTACHMENT 2

THE CITY OF
GREATER GEELONG

YOUTH COUNCIL REPORT TO COUNCIL

TUESDAY 28 APRIL 2020

JUNIOR MAYOR – FARZANA HUSSAINI

CITY OF GREATER GEELONG

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Junior Mayor's Message

INTRODUCTION

Good evening everyone. I would like to acknowledge the Wadawurrung people, the traditional owners of this land, and pay my respects to Elders past, present and emerging, as well as acknowledging all Aboriginal and Torres Strait Islander people present this evening. Good evening Mayor Stephanie Asher, Greater Geelong councillors and directors, Youth Council members and the gallery.

PURPOSE

My name is Farzana Hussaini; I am the Junior Mayor for the Greater City of Geelong and I will outline what the Youth Council has achieved since our term commenced in February and what we would like to achieve by the end of 2020.

Firstly, I would like to introduce my fellow Youth Council members.

Ashley Delaney from Highton in the Kardinia Ward is the Deputy Junior Mayor and would like see action taken in the Geelong community to help young people dealing with mental health issues and see solutions made that will help these people work through their problems.

Banjo Uppill from Armstrong Creek in the Kardinia Ward is passionate about seeing more Aboriginal culture education at schools and more youth lead conversations about healthy living. As a proud Adnyamathanha young person, Banjo thinks it's great to be the first First Nations person on the Youth Council for Geelong.

Carmen MacLeod from Lovey Banks in the Windermere Ward is passionate about mental health, suicide prevention, and public safety.

Fadilah Mahmood from Mount Duneed in the Kardinia Ward wants to see positive changes in the community. Her top three priorities consist of proactively dealing with climate change, mental health and self-imagery.

Hollie Glanvill from Curlewis in the Bellarine Ward is concerned about youth mental health, substance abuse and poverty, and hopes to make a difference in these areas.

Jed Castle from Manifold Heights in the Brownbill Ward is committed to empowering the region's young people. His top three issues for our community are safety, acceptance and loneliness.

Josie Horne from Point Lonsdale in the Bellarine Ward is committed to combating social and geographic barriers that affect young people's ability to access mental services, as well as advocating for timely action to protect our environment.

Elkin Wittenberg from Clifton Springs in the Bellarine Ward is hoping to make improvements in mental health, environment justice and home/community safety.

Logan Chandler from Lara in the Windermere Ward is passionate about mental health, suicide prevention and the environment's wellbeing.

Matty Pisotsky from Bell Park in the Brownbill Ward is committed to making a difference in the areas of the environment, mental illness and safety.

Ruby-Jane Roberts from East Geelong in the Brownbill Ward is committed to making a difference in the community and thinks road safety and safe public transport for kids traveling alone are issues in the greater Geelong area.

And myself, Farzana Hussaini, from Corio in the Windermere Ward. I think the top issues for young people in our region include disengaging from school, underage drinking and family violence.

Before I start my main points, I would like to say this to all young people out there 'speak from the heart'.

WHAT WE HAVE ACHIEVED AT OUR FIRST OFFICIAL YOUTH COUNCIL MEETING

The Youth Council Charter

Myself and my fellow Youth Council members had our first official Youth Council meeting in March. During this meeting we spent time developing our Youth Council Charter. To clarify, a Youth Council Charter is a set of behavioural expectations. The purpose of our charter aims to align the expectations of all the Youth Councillors so that our energy focuses on our priorities. We decided on the behavioural expectations that we as a Committee think need to be included in the charter.

Our priorities for 2020

Onto our priorities for 2020.

Also, at our first meeting, the Youth Council participated in ward-based discussions with the aim of identifying the priorities that are most important to our region's young people for 2020. Once ward-based discussions concluded, we reconvened and presented our priorities to our fellow Youth Councillors. Voting was conducted with the top three priorities for 2020 identified as: mental health and wellbeing, environment and sustainability and safe and accessible communities.

Youth Award categories

Our final task at the first meeting was to provide advice on the existing Geelong Youth Award categories. Youth Council members received background information on the awards and were provided with the list of existing categories and proposed categories developed by the 2019 Geelong Leadership Program participants.

Breaking into ward-based discussions, each group came up with suggested categories for discussion.

The Youth Council chose six categories including:

- Young Educator, aimed at recognising tutors and mentors and for those who raise awareness for a cause
- Equality Award, aimed at those who advocate for equality
- Leadership/Positive Role Model
- Diverse Cultural Contribution
- Arts & Music

Our sixth suggested category was a Disability Inclusion Award, aimed at recognising young people who act as a role model or ally in championing disability inclusion and create an inclusive culture by challenging disability inequalities, barriers and bias. A vote was held with consensus reached to keep the Disability Inclusion Award separate to the Equality Award.

The Youth Council suggested that further consultation is had with Access and Inclusion Advisory Committee relating to the Disability Inclusion Award.

OUR PRIORITIES FOR THE NEXT TWO MONTHS

Onto our priorities for the next two months.

The Youth Council will continue to convene monthly and provide advice, solutions, ideas and proposals

that are clever and creative to Council.

Where possible, Youth Council members will participate in the Councillor Connect Mentoring Program with Ward Councillors. I will present more on this experience in my next presentation to Council.

CONCLUSION

To conclude, my next report to Council will be on Tuesday 23 June with another update on our work, achievements and potential proposals we may have. I would like to formally thank the Mayor and Councillors here tonight, my fellow Youth Council members and the parents of our Youth Councillors for their support.

Thank you and good night.

5. DRAFT ENVIRONMENT STRATEGY 2020-2030

Source:	**City Services – Environment and Waste**
Director:	**Guy Wilson-Browne**
Portfolio:	**Environment**

Purpose

1. To seek Council endorsement to release the Draft Environment Strategy 2020-2030 for stakeholder and community engagement.

Background

2. The Draft Environment Strategy will be supported by subordinate plans and strategies including the Climate Change Response Plan (currently being developed), an updated Biodiversity Strategy, Urban Forest Strategy, Stormwater Services Strategy and Waste and Resource Recovery Strategy.

Key Matters

3. The development of the Draft Environment Strategy was a key action contained within the recently adopted Sustainability Framework. The implementation of the Environment Strategy will support the key priorities established by the Sustainability Framework.

4. The Draft Environment Strategy 2020-2030, and the associated Environment Strategy Action Plan 2020-2022, have been developed to replace the Environmental Management Strategy 2014-2017. It is intended to guide our response to significant environmental issues and associated impacts on our region.

5. The Strategy identifies the following strategic goals:

   5.1 Move towards a zero-emission, climate-ready city region;

   5.2 Create greener community spaces;

   5.3 Contribute to a circular economy by reducing waste;

   5.4 Protect, enhance and restore our regions biodiversity; and

   5.5 Better integrated water management through planning and design.

6. These goals will help guide the City's decision making, operations and programs to reduce environmental impacts, build resilience to climate risks and enhance our urban and natural environments. The strategy also guides our role in collaborating with the community, all levels of government and other stakeholders on environment and sustainability issues.

Cr Kontelj moved, Cr Mansfield seconded -

7. That Council endorse the release of the Draft Environment Strategy 2020-30 (Attachment 3) for stakeholder and community engagement from April to 26 June (8 weeks).

Cr Murnane re-entered the meeting room at 8.15pm
Cr Nelson left the meeting room at 8.17pm
Cr Nelson re-entered the meeting room at 8.19pm

Carried.

Attachment 1

Financial Implications

1. Funding required to implement the actions of the Environment Strategy 2020-2030 will be considered in the annual planning and budget cycles. The City will also seek external funding opportunities to deliver the actions within the Draft Strategy.

Community Engagement

2. The development of the Draft Strategy was informed by the following engagement processes:

    2.1 Organisational workshop;

    2.2 Community stakeholder workshop;

    2.3 Consultation with key stakeholders;

    2.4 Community Open House; and

    2.5 Organisational peer review of the Draft Strategy.

Social Equity Considerations

3. The Draft Environment Strategy 2020 - 2030 recognises the importance of equity, access and inclusion as a key priority area contributing to the long-term sustainability of our community.

Policy/Legal/Statutory Implications

4. The implementation of the Draft Strategy will influence the amendment of relevant existing policies and the development of new policies.

Alignment to Council Plan

5. Sustainability is a key consideration/theme of Council Plan 2018–22 and features strongly throughout the community's 30-year *Clever and Creative* vision.

Conflict of Interest

6. There are no direct or indirect conflict of interest issues associated with officers and the development of the draft strategy.

Risk Assessment

7. The delivery of the actions within the Draft Strategy will minimise risks to the environment, human health and infrastructure assets.

Environmental Implications

8. The Draft Environment Strategy will help the City to improve environmental performance of significant urban developments and in our own operations, including our buildings, built assets and fleet, the natural assets and public open spaces we manage and the services we deliver in partnership with the community.

Attachment 2

Discussion

1. The extensive community consultation and feedback has confirmed that the community want improvements to biodiversity, sustainable urban development, decreased water usage, lower greenhouse gas emissions and better waste management**.**
2. The community support a broad range of actions across all 5 Goals to improve the region's sustainability.
3. The key strategic actions to address the community feedback include:
    3.1. Amend our Sustainable Building Policy to include strengthened energy-efficiency standards and support carbon-neutral operation of all City owned facilities;
    3.2. Develop a climate change response plan to consolidate and renew our existing efforts in climate change adaptation and mitigation;
    3.3. Source renewable electricity for our operations and public infrastructure;
    3.4. Develop a new biodiversity strategy to guide actions that will protect and improve our region's nature reserves;
    3.5. Plant more than 20,000 indigenous plants every year;
    3.6. Develop masterplans for priority waterways to improve the social, environmental and economic values of urban waterways; and
    3.7. Implement innovative recycling projects, such as the PlastiPhalt recycled plastic road material trial, to divert recyclables from landfill.
4. Working in partnership with the community and stakeholders is essential for the delivery of the Strategy. The Strategy references examples of how the City, local businesses, utilities and community are working towards improving our environment. This includes conservation restoration programs and actions to reduce greenhouse gas emissions.

THE CITY OF GREATER GEELONG

ENVIRONMENT STRATEGY 2020–30

DRAFT



CITY OF GREATER GEELONG



2.

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



Views over Johnstone Park, Geelong

We would like to express our gratitude to the following individuals, organisations and community groups who have helped us to develop this strategy:

- Tony Overman, Director, Encader Consulting
- Barwon Coast Committee of Management
- Barwon Water
- Bellarine Community Council
- Bellarine Landcare Group
- Breakfree (Greenpeace)
- Deakin University
- Extinction Rebellion Geelong
- Friends of Buckley Falls
- Friends of Waurn Ponds Creek
- Geelong Environment Council
- Geelong Field Naturalists Club
- Geelong Sustainability
- Persistent Presence
- Thrive for Future

Cover image: Community planting in new growth areas

Inside cover artwork: *Corio*, Dr Jenny Murray-Jones

EXECUTIVE SUMMARY

The purpose of *The City of Greater Geelong Environment Strategy 2020–30* is to define and communicate how the City of Greater Geelong will protect and improve our region's environment.

During the engagement for our 30-year clever and creative vision, our community told us the natural environment was one of the features they most valued about our region[1].

Our region features diverse urban, rural and coastal environments, with large areas dedicated to the conservation of remnant indigenous vegetation, and flora and fauna species of international, national, state or regional significance.

However, our environment is under pressure from a range of local and global challenges, including:

- **Climate change** – our planet is experiencing long-term increases in average temperatures due to human-induced greenhouse gases entering the Earth's atmosphere. This is expected to have significant impacts in the south-western region of Victoria over the coming decade, including higher average temperatures, more extreme bushfires, declining rainfall and inundation from sea-level rise.
- **Population growth** – our population is expected to grow to 387,900 by 2036 – an increase of more than one third on our 2018 estimated resident population. This will have implications for both our built and natural environments.
- **Waste and pollution** – our local community is projected to generate up to 58,000 tonnes of household waste by 2026. This waste will pose a threat to our natural environment if not managed well, particularly if we continue using non-biodegradable plastic waste, which is already polluting our land, rivers, coasts and the oceans.
- **Water issues** – our drinking water supply and waterways will be impacted by the combined effects of climate change and population growth. Our stormwater and drainage infrastructure will also be affected by climate change, with more frequent and extreme weather potentially causing property damage and severe environmental impacts.

These challenges are significant, but we have more knowledge about the problems we're facing – as well as our options for addressing them – than we have in the past. Technology advances, proactive government policies and community mobilisation are creating opportunities for change.

The focus of this strategy is to improve the health of our local environment, while simultaneously striving to protect the lifestyle we all enjoy. It has been informed by what's happening both locally and internationally, as well as the knowledge and ideas of those who participated in our engagement processes.

There are five key goals we hope to achieve by implementing this strategy (see right).

Each goal has been assigned a series of directions and targets we're aiming to achieve between now and 2030.

These goals will influence planning and decision making across our organisation. They will also influence our actions, most directly through *The City of Greater Geelong Environment Strategy Action Plan*.

We'll report to Council on these actions and our target progress every two years. We are also investigating new measures, such as the Global Reporting Initiative Environmental Standards, to help us measure our ongoing impact.

1. City of Greater Geelong (2017) *Our Future, Have Your Say: Stage One Community Engagement Findings* (unpublished)

GOAL 1	MOVE TOWARDS A ZERO-EMISSION, CLIMATE-READY CITY AND REGION
Principle 1.1	Increase energy efficiency and renewable energy production.
Principle 1.2	Switch to renewable electricity and cleaner fuels.
Principle 1.3	Reduce non-energy emissions and increase carbon storage.
Principle 1.4	Increase awareness and understanding of climate change impacts.
Principle 1.5	Build climate change adaptation into decision-making.
Principle 1.6	Increase collaborative climate change responses.
GOAL 2	CREATE GREENER COMMUNITY SPACES
Principle 2.1	Increase amenity of community spaces and reduce urban heat risk.
Principle 2.2	Increase adoption of nature-based, green-blue infrastructure solutions.
Principle 2.3	Connect people to nature.
GOAL 3	CONTRIBUTE TO A CIRCULAR ECONOMY BY REDUCING WASTE
Principle 3.1	Avoid creating waste.
Principle 3.2	Recover more resources.
Principle 3.3	Protect the environment from waste impacts.
GOAL 4	PROTECT, ENHANCE AND RESTORE OUR REGION'S BIODIVERSITY
Principle 4.1	Protect regional biodiversity.
Principle 4.2	Enhance biodiversity.
Principle 4.3	Restore biodiversity in modified rural and urban landscapes.
Principle 4.4	Improve biodiversity knowledge and planning.
GOAL 5	ACHIEVE BETTER INTEGRATED WATER MANAGEMENT THROUGH PLANNING AND DESIGN
Principle 5.1	Support sustainable water use.
Principle 5.2	Sustainable management of drainage and stormwater asset networks.
Principle 5.3	Create ecologically healthy, accessible urban waterways.

INTRODUCTION

The purpose of *The City of Greater Geelong Environment Strategy 2020–30* is to define and communicate how the City of Greater Geelong will protect and improve our region's environment and reduce our environmental footprint.

Being close to the coast, rural areas and nature supports our relaxed lifestyle and our sense of community. During the engagement for our 30-year clever and creative vision, our community told us the natural environment was one of the features they most valued about our region[2]. As a regulator, land-use planner, service provider and manager of both built and natural assets, we are uniquely placed to make positive changes that support the vitality of our natural environment.

Since we adopted our first environment management strategy in 1999, a number of globally-significant issues have increased pressure on the natural world. From climate change to habitat loss, the challenges are significant.

The City of Greater Geelong Environment Strategy 2020–30 is designed to guide our planning, decision-making and actions for the next ten years. The focus of our effort will be to improve the health of our local environment, reducing our environmental footprint and simultaneously striving to protect the lifestyle we all enjoy.

ABOUT GEELONG

The place

The City of Greater Geelong is located 75 kilometres south west of Melbourne. Covering an area of 1,247 km^2, our region is made up of Geelong and its surrounding suburbs, rural and coastal townships and rural and coastal landscapes.

The Wadawurrung people are the Traditional Owners of this area. As custodians of the land, their history, knowledge and passion continue to inform and shape the environmental practices of today.

The region features a diverse range of urban, rural and coastal environments, with large areas dedicated to recreation and conservation reserves. As well as supporting remnant indigenous vegetation, these landscapes are home to a diverse range of flora and fauna, including many protected species of international, national, state or regional significance.

Our waterways include the Barwon and Moorabool river systems, natural and modified lakes, small creeks and 133 kilometres of coastline, including the sheltered Corio and Port Phillip bays. These fresh and saline waterways, intertidal mudflats, estuaries, rocky reefs, sandy beaches and steep escarpments also support many different species of aquatic and bird life.

Among the 11,639 hectares of wetlands in Greater Geelong, there are significant areas of habitat designated in the Ramsar Convention on Wetlands of International Importance. The wetlands are a refuge for many threatened and migratory bird species that are of local and international significance.

The people

The estimated resident population of Greater Geelong as of 30 June 2019 was 258,934 people[3]. This makes the Greater Geelong municipality the most populated region in Victoria outside of metropolitan Melbourne.

According to *The City of Greater Geelong Settlement Strategy – October 2018*, we are anticipating population growth of approximately 2.5 per cent per annum for the next 16 years[4]. Under this scenario, our population is expected to grow to 387,900 by 2036 – an outcome that will have implications for both our built and natural environments.

Our municipality has many individuals and community groups who are actively improving the natural environment by carrying out vital work to restore habitat, protect threatened species and waterways and deliver resource sustainability programs.

2. City of Greater Geelong (2017) *Our Future, Have Your Say: Stage One Community Engagement Findings* (unpublished)
3. Australian Bureau of Statistics, www.abs.gov.au/AUSSTATS/abs@.nsf/DetailsPage/3218.02018-19? OpenDocument (accessed on 27 March 2020).
4. City of Greater Geelong (2018) *The City of Greater Geelong Settlement Strategy.* Geelong, City of Greater Geelong, page 50.



258,934
2019 ESTIMATED RESIDENT POPULATION

2.66%
POPULATION GROWTH RATE (2018–19)

6.4 MILLION
VISITORS TO THE REGION

~18,850
BUSINESSES

1,300 HECTARES
PROTECTED NATURAL HABITAT

133 KM
OF COASTLINE

23,135
TONNES (CO^2E) COUNCIL EMISSIONS

Figure 1 The Greater Geelong region

THE BIGGER PICTURE

This strategy has been informed by international, national, state and local conventions, legislation, strategies and policies.

Figure 2 below illustrates some of the conventions, agreements, legislation and policies relevant to environmental management at a local government level. Victoria alone also has more than 25 pieces of legislation, and over 30 strategies, relating to environmental management.



Conservation reserves are protected to conserve healthy ecosystems

International conventions, agreements, legislation and policy

- *Kyoto Protocol*
- *United Nations Framework Convention on Climate Change Paris Agreement* – 195 nations agree to climate change targets
- *Bilateral migratory bird agreements*

Commonwealth context

- *Environment Protection and Biodiversity Conservation Act 1999*
- Renewable Energy Target Scheme

Victorian context

- *Environment Protection Act 1970*
- *Flora and Fauna Guarantee Act 1988*
- *Planning and Environment Act 1987*
- *Local Government Act 1989*
- *Catchment and Land Protection Act 1994*
- *Climate Change Act 2017*
- *Victoria's Climate Change Framework*
- *Climate Change Adaptation Plan 2017–2020*
- *Corangamite Regional Catchment Strategy 2013–19*
- *Renewable Energy (Jobs and Investment) Act 2017*
- *Recycling Victoria – A New Economy*

Figure 2 The international, federal and state context

OUR PLANNING FRAMEWORK



Figure 3 City of Greater Geelong Planning Framework

As Figure 3 shows, this long-term strategy is helping to realise the community's 30-year vision, as described in *Greater Geelong: A Clever and Creative Future*. The vision is as follows:

"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."

In particular, the strategy will help deliver on these community aspirations:

- Sustainable development that supports population growth and protects the natural environment.
- Development and implementation of sustainable solutions.

The *City of Greater Geelong Environment Strategy 2020–30* is a major strategy in our planning hierarchy that will be implemented in conjunction with our:

- *Sustainability Framework* – a framework designed to make sure that sustainable resource use is considered across all levels of decision-making and operations
- *Waste and Resource Recovery Strategy 2020–30* and the
- *Stormwater Services Strategy 2020–30*.

As Figure 3 shows, this strategy will be supported by an action plan that will be updated every two years.

HOW WE ENGAGED

Information we've collated through the following activities has been used to inform the development of this strategy.

SEPTEMBER 2018	JUNE 2019	SEPTEMBER 2019	FEBRUARY 2020	MAY 2020
We engaged a consultant, with experience in sustainability, environment and natural resource management, to review the previous strategy and research trends to inform the preparation of the 2020 strategy.	We held a cross-organisational workshop to discuss what the strategy means for all areas of our business. A One Planet Living community consultation session was held. The findings have been used to inform the outcomes.	Community drop-in session was held with 23 environmental stakeholders groups attending.	We completed an organisation-wide peer review of the draft strategy to make sure the document was relevant to all areas of our business.	Once the draft strategy and action plan are endorsed by Council, we will undertake a 8-week period of community engagement to inform the final strategy and action plan.

WHAT WE'VE HEARD SO FAR

The key themes that have come up so far include:

Biodiversity

- Urban open spaces should be used for food and nature.
- Blocks of land should be reviewed for conservation purposes and farmers paid to manage bush and wetlands.
- Property owners need freely available information on how to restore small blocks and rooftop gardens should be encouraged.
- More funding should be available for environmental initiatives and for community members, via green bonds.
- The City could provide information about encouraging biodiversity to the community and schools, via the internet, leaflets and newsletters.
- The City should strengthen compliance efforts, including enforcement of wildlife protection, with calls for duck shooting to be stopped.
- Places that are good examples of biodiversity should be protected and promoted.

Sustainable urban growth

- There should be green standards for all new housing, including the type of garden, solar panels, cat-free areas, water tanks and other energy-efficiency initiatives.
- Builders and developers need to be educated about sustainable community design.
- More regulations and planning officers are needed to further protect the natural environment, including wetlands and waterways.
- Compliance with planning controls could be improved by offering incentives, such as lower rates for energy-efficient homes, tree farms and the removal of LPG.
- Tree conservation and revegetation are important and clearing indigenous trees should no longer be permitted.
- New developments should follow natural systems, as a priority, to assist in limiting urban sprawl.

Emissions

- Cars in the region could be reduced by improving public transport and making bikes more accessible.
- Incentives are a great tool for behavioural change, so the City should consider reducing rates for people using solar-powered and electric cars.
- The community needs to be educated about why we need to reduce our emissions and how we can change, with an emphasis on good news stories.
- Native tree planting across the municipality should be increased to help green Geelong.
- More needs to be done to investigate carbon reduction opportunities offered by the natural world, such as carbon sinks, trees, rewilding and increased biodiversity.
- The City should demonstrate leadership by using ethical energy suppliers and creating a key performance indicator for total installation of solar systems.

Waste

- A circular economy, where the user pays for the waste generated, has support in the community.
- Waste management should be improved, both in residential homes and in public areas.
- The City should strengthen its procurement policies to kick-start the circular economy.
- There should be stronger penalties for illegal dumping, plus resources allocated to help building inspectors investigate and prosecute builders who litter waterways.
- State and federal governments need to contribute by:
  - creating market incentives for big businesses to stop using plastic
  - providing a recycling container deposit and
  - introducing a standardised recycling system across the state.
- Education and incentives are the key to achieving any waste reduction goals.

Water

- Water should be recycled for all uses.
- Stormwater harvesting should be mandatory in all new developments.
- The City should work with Barwon Water to build sustainable water policies and practices, with a focus on recycling water.
- This strategy needs to align with others – for example, biodiversity, water, waste, urban diversity and natural systems – to avoid policy gaps and fully integrate systems thinking.
- Water flows should be maintained all year round in major rivers to prevent blue-green algae and protect wildlife and public recreation.
- Stormwater filter ponds should be rejuvenated so they are friendlier to wildlife.
- Education, incentives and community engagement are needed to bring the community on board.

Other comments

- This strategy should be the guiding document for all parts of the City – not just individual departments – and there needs to be support and resources to achieve this.
- Climate change is an emergency and the City should consider it as such.

CHALLENGES AND OPPORTUNITIES

Our commitment to caring for the local environment has not changed since we introduced our first environment management strategy 20 years ago. However, the complex challenges we're facing have increased substantially.

Below is a summary of some of the challenges and opportunities addressed in this strategy:

BIODIVERSITY

Challenges

Our native vegetation, habitat and biodiversity are under extreme pressure from threats associated with climate change, population growth and changes to land use in both rural and urban areas. Aside from some large areas secured in conservation reserves, such as the Ramsar Wetlands and coastal reserves, most biodiversity sites are small, fragmented and isolated.

Opportunities

We have collected significant amounts of environmental information so our ability to respond to existing and future challenges has improved. By continuing to build on our existing partnerships and engagement with community and industry stakeholders, we can use this information to improve environmental outcomes.

While urban development and land use change in our region brings challenges, there are also opportunities to improve biodiversity. Assigning space to conservation reserves and habitat connectivity in new growth areas will support biodiversity and contribute to community health and wellbeing.

Future urban greening projects, including the ongoing implementation of the *City of Greater Geelong Urban Forest Strategy 2015–25*, create opportunities to improve biodiversity values in our urban areas.

CLIMATE CHANGE AND GREENHOUSE GAS EMISSIONS

Challenges

Local emissions are predominantly caused by energy use in buildings, residential and freight transport, industry and agriculture. If we do not change how we live, population growth, urban expansion and car dependency will lead to even higher emissions in the future.

Climate change is already impacting vulnerable areas across our region, including coastal zones and low-lying areas.

In the future, sea-level rise and storm surges have the potential to rapidly erode our vulnerable coastal zones. Drought will increase fire risks and decrease the health and productivity of the land. In new and existing urban areas, an increase in the number of extreme hot days will also be a significant challenge. As an organisation, we must plan and act to reduce these impacts.

Opportunities

We are much better placed to address climate change impacts now than we were ten years ago for the following reasons:

- our knowledge of potential impacts has increased and so, in turn, so has our ability to apply these learnings to urban development approvals and infrastructure planning
- technology advances have brought down the costs of generating renewable energy, making it easier for government agencies, businesses and the broader community to switch to low-emission energy sources.

WASTE AND POLLUTION

Challenges

Waste is becoming an increasingly global environmental issue. Our use of non-biodegradable wastes, such as plastics, is overwhelming our natural environment, polluting our land, rivers, coasts and the oceans.

Locally it is projected that our community will generate up to 58,000 tonnes of household waste by 2026. This waste will pose a threat to our natural environment if not managed well.

Opportunities

Government policy is moving toward a circular economy – a model that aims to design waste out of the system, either by returning resources to nature or sending them back through a system to be productively used. This change of approach, combined with advances in waste processing methods and technologies, brings significant new opportunities to reduce the amount of waste going to landfill.

Changes in the recycling industry and increased media focus on waste have attracted attention to the waste issue in the community. With this awareness comes an opportunity to mobilise people to reduce, recover and recycle materials as part of a whole-of-community effort to reduce waste.

The City of Greater Geelong Waste and Resource Recovery Strategy 2020–30 provides strategic direction and over 80 actions to help address waste and pollution issues.

WATER

Challenges

Climate change will likely result in decreased annual rainfall across our municipality. At the same time, population growth will increase demand for water, putting pressure on our drinking water supply. As periods between rainfall increase, it will place stress on our waterways and impact our ability to manage water quality.

Climate change is also expected to increase the number and intensity of extreme weather events, putting pressure on waterways, as well as our stormwater and drainage infrastructure. This may result in property damage, erosion and sediment transfer, loss of biodiversity and changes in the water table.

Opportunities

We have an opportunity to become more water-resilient by investing in stormwater and rainwater harvesting infrastructure. Greenfield urban development offers an unprecedented opportunity to apply the principles of water sensitive design and integrated water management.

As with climate change, what we know about water management has expanded significantly in recent years. The opportunity to share this knowledge and further partner with government, business and the community to make positive changes is significant. The outcome would be a more holistic approach to water conservation.

LIVEABILITY IN OUR CITIES AND TOWNS

Challenges

Over the past few decades, our urban areas have become dominated by hard surfaces, such as roads, footpaths, gutters, buildings and roofs. These surfaces absorb heat and repel water and reduce the health and amenity of our green spaces. When combined with increasing temperatures and declining rainfalls, these changes will increase the urban heat island effect (see box below).

It is predicted the urban heat island effect will be most pronounced in Geelong's central business district, due to its northerly aspect, wide grid-based streets, lack of tree canopy and hard surfaces, streets and buildings.

Opportunities

Connection with nature is essential for human health and wellbeing, especially in highly-modified urban environments. Without green spaces, trees, water and biodiversity, our streetscapes become uncomfortable, barren, unhealthy places to live. We need to bring nature back into our existing urban areas and plan for best-practice urban ecology outcomes.

Urban development and renewal and land use change in our region presents opportunities to incorporate natural elements into our streetscapes that will contribute to our community health and wellbeing.

WHAT IS THE URBAN HEAT ISLAND EFFECT?

The urban heat island effect refers to the way built-up areas have a greater capacity to absorb, hold and emit the sun's heat, compared to rural areas. It can lead to extreme temperatures of up to 60°C on the street when the ambient temperature is about 35°C.

Extremes of heat at the streetscape level can contribute to adverse health and wellbeing issues including heat distress, dehydration and heat stroke, especially for vulnerable people in the community, such as the elderly.



Kingston Park playground,
Ocean Grove

STRATEGY OVERVIEW

This ten-year strategy sets the long-term strategic goals we will use to help realise our clever and creative vision.

Specifically, it aims to:

- deliver on our sustainability commitments
- embed environmental considerations in decision-making across our business
- communicate the importance of the environment to the region's future.

The key goals we are committed to achieving are shown in the table below and each goal has been assigned a series of targets we're aiming to achieve by 2030.

STRATEGIC GOALS	
Goal 1	Move towards a zero-emission, climate-ready city and region
Goal 2	Create greener community spaces
Goal 3	Contribute to a circular economy by reducing waste
Goal 4	Protect, enhance and restore our region's biodiversity
Goal 5	Achieve better integrated water management through planning and design

Separate to this strategy, we have developed *The City of Greater Geelong Environment Strategy Action Plan*. This plan will describe the actions we'll implement to help us achieve our long-term goals, and will be updated every two years.

We'll report to Council on these actions and our target progress every two years. We are also investigating new measures, such as the Global Reporting Initiative Environmental Standards, to help us measure our impact. Planning and reporting in this way will help us keep pace with the rapid changes that are happening in environmental management.



Above: Members of Geelong Youth Council with protected vegetation signs



Above: Planting to green community spaces



Above: Coastal areas are under threat from sea-level rise caused by climate change

GOAL 1: MOVE TOWARDS A ZERO-EMISSION, CLIMATE-READY CITY REGION

The planet is experiencing long-term increases in average temperatures due to human-induced greenhouse gases entering the Earth's atmosphere. This is expected to have significant impacts in the south-western region of Victoria over the coming decade, including higher average temperatures, more extreme bushfires, declining rainfall and inundation from sea-level rise.

In 2015, our organisation's total emissions were 23,135 tonnes of carbon dioxide equivalents[5]. We have a responsibility to reduce our emissions, as well as prepare for the potential outcomes a changed climate may bring (see Appendix B for more information about mitigation and adaptation). Failing to prepare could have serious consequences, such as heat-related failures of public assets, a decline in the health of our natural environment, higher rates of infectious and water borne disease and flooding that results from sea level rise and higher peak flows through stormwater systems.

GUIDING PRINCIPLES AND DIRECTIONS FOR 2020–30

PRINCIPLES		DIRECTIONS
1.1	Increase energy efficiency and renewable energy production.	a. Continue implementing energy efficiency programs in City-owned and operated facilities. b. Support businesses to improve energy consumption efficiency and renewable energy production through initiatives, such as Environmental Upgrade Agreements for commercial property owners. c. Support community efforts to implement innovative renewable energy production and storage solutions and achieve energy consumption efficiencies. d. Promote sustainable infrastructure development through planning controls, policy and incentives.
1.2	Switch to renewable electricity and cleaner fuels.	a. Switch to renewable power supplies. b. Invest in energy efficiency and renewable energy programs. c. Increase community capacity to adopt energy efficiency measures. d. Pursue financial divestment away from fossil-fuel-aligned investments. e. Support community efforts to transition to a zero-carbon environment.
1.3	Reduce non-energy emissions and increase carbon storage.	a. Continue to adopt measures to reduce emissions from municipal waste. b. Investigate opportunities for carbon sequestration projects within the region. c. Support business and community efforts to reduce non-energy emissions.

5. City of Greater Geelong (2017) *Zero Carbon Emissions Strategy 2017–20*, Geelong, City of Greater Geelong, p14.



Above: The 5-Green-Star-rated Geelong Library and Heritage Centre

PRINCIPLES		DIRECTIONS
1.4	Increase awareness and understanding of climate change impacts.	a. Increase awareness and understanding of climate change impacts and adaptation responses across all areas of our business, and the community.
1.5	Build climate change adaptation into decision-making.	a. Manage climate change risks to community services. b. Build climate resilient community infrastructure. c. Plan for climate change and emergency management at the municipal level, provide relief and recovery services, and support emergency response operations. d. Develop a proactive culture in our organisation that leads to better decisions for climate change resilience. e. Monitor, evaluate and report on climate change adaptation efforts and effectiveness.
1.6	Increase collaborative climate change responses.	f. Establish stronger relationships with key stakeholders to improve knowledge of, and plan responses to, regional climate change impacts. g. Connect with businesses and community to find new ways to respond to climate change.

OUR TARGETS

1. All City-managed operations to be carbon neutral by 2025.
2. Renewable electricity supplies used for all City operations by 2025.
3. 95 per cent of Drysdale Landfill methane gas emissions recovered and used for energy production by 2025.
4. All City-owned light fleet vehicles powered by zero-emission power sources by 2030.
5. Sustainable design assessments completed for all new multi-dwelling developments due to be built by 2030.
6. All new large city-owned buildings built after 2020 to achieve a 5-star 'Green Star' environmental rating.
7. All new small city-owned buildings built after 2020 to comply with Built Environment Sustainability Scorecard sustainable design standards.

GOAL 2: CREATE GREENER COMMUNITY SPACES



Above: The award-winning Green Spine, Malop Street, Geelong

To help us plan future housing supply, we are projecting a population growth rate of 2.5 per cent per annum until 2036[6]. As a result of this growth, more people will be living in urban landscapes – areas typically characterised by extensive areas of buildings and roads, small areas of green open space and an absence of surface water (except after rain events). Without a determined effort, our cities and towns have the potential to become hot, dry and barren landscapes at greater risk of the urban heat island effect.

To counteract this, we need to establish more nature-based green-blue infrastructure solutions. Nature-based green-blue infrastructure refers to natural and constructed assets that are either:

- land-based (green), such as trees, gardens, nature strips, parks and open spaces or
- water–based (blue), such as stormwater, drains, wetlands, ponds and waterways.

This type of infrastructure brings many benefits, including cooler cities and towns, increased community physical and psychological wellbeing and higher biodiversity.

Providing green spaces within and between urban areas was one of the highest-rated community ideas from 'Our Future' engagement process[7]. From a blue infrastructure perspective, we also need to rethink how we can reuse stormwater, bringing it back to the surface and allowing it to infiltrate to cool our urban areas.

6. City of Greater Geelong (2018) *Settlement Strategy Summary – October 2018.* Geelong, City of Greater Geelong, p 9
7. City of Greater Geelong (2017) *Our Future: Time to Decide – Stage Two Community Engagement Findings (unpublished).*

GUIDING PRINCIPLES AND DIRECTIONS FOR 2020–30

PRINCIPLES		DIRECTIONS
2.1	Increase amenity of community spaces and reduce urban heat risk.	a. Improve assessment and planning processes to support appropriate long-term responses to urban heat, nature-based green-blue infrastructure solutions and people's connection with nature. b. Develop and adopt minimum greening requirements and methodologies for streetscape, infrastructure and open space areas in new developments. c. Support measures to mitigate urban heat in new developments and retrofit existing streetscapes.
2.2	Increase adoption of nature-based, green-blue infrastructure solutions.	a. Secure alternative water supplies suitable for use in the irrigation of sport fields to reduce our reliance on potable water. b. Increase the use of landscape planning permit conditions to achieve community space greening outcomes. c. Encourage passive irrigation techniques for urban landscapes. d. Integrate green-blue infrastructure into active travel links to provide shaded and biodiverse transport connections. e. Adopt Water Sensitive Cities practices to increase stormwater infiltration, promote evapotranspiration, mitigate flooding and remove pollutants from stormwater runoff.
2.3	Connect people to nature.	a. Increase access to vegetated open space areas. b. Utilise climate resilient flora species that support biodiversity outcomes in community spaces. c. Provide opportunities for nature play, art and design, and passive and active learning about nature. d. Integrate requirements for greening of community spaces into infrastructure development projects. e. Support partnerships and programs that engage our community in environmental restoration projects.

OUR TARGETS

- Tree canopy cover of 25 per cent in urban Geelong by 2045.
- Develop an urban greening prioritisation plan by 2025.
- Develop an integrated water management strategy and waterway management plan by 2025.

GOAL 3: CONTRIBUTE TO A CIRCULAR ECONOMY BY REDUCING WASTE

Waste is a global problem. Not only are modern societies producing more waste, the waste being produced – most notably plastics – is having worldwide environmental impacts. Recent changes to the global recycling industry have highlighted the scale of these issues.

Greater Geelong's residents are projected to generate 58,700 tonnes of household waste per annum by 2026. Without a sustainable waste and resource recovery system, the waste generated by our community will rapidly accumulate, affecting the health of our natural environment and causing risks to public health and wellbeing.

Our organisation manages a complex waste management system that includes kerbside and public waste collection, sorting, recovery and residual waste transport and disposal. This means we have a strong interest in managing the social, environmental and financial costs of transporting, processing and disposing of waste. It also means we are well-placed to educate residents and businesses on ways to reduce their waste.

We need to act collectively to reduce waste by making better purchasing decisions, avoiding disposable or single-use goods, minimising packaging and supporting a circular economy model (see box right).



Redirecting plastic from landfill with Plastiphalt surface treatment

WHAT IS A CIRCULAR ECONOMY?

A circular economy is a model that aims to design waste out of the system. It retains the value of the materials we produce as waste through greater reuse, recovery and recycling and, in turn, dramatically reduces our use of natural resources and the volumes of waste produced.

GUIDING PRINCIPLES AND DIRECTIONS FOR 2020–30

PRINCIPLES		DIRECTIONS
3.1	Avoid creating waste.	a. Avoid and reduce waste in our operations and at City-sponsored events b. Promote a circular economy through sustainable procurement practices. c. Avoid and reduce waste in the planning and design of new City-owned buildings and facilities. d. Support community and business efforts to avoid and reduce waste through education, behaviour change, capacity-building and innovative services. e. Advocate to state and federal governments for waste-minimising design, manufacturing and packaging policy and legislation. f. Advocate for, promote and support a more circular regional economy.

PRINCIPLES		DIRECTIONS
3.2	Recover more resources.	a. Support community and business efforts to increase reuse, recovery and recycling through education, behaviour-change, capacity-building and innovative services, in partnership with Barwon South West Waste Resource and Recovery Group. b. Support and deliver a sustainable kerbside recycling system. c. Support new and existing markets for recovered resources. d. Review and improve waste data capture and reporting processes for landfill, kerbside collection and resource recovery. e. Promote increased use of recycled materials in road, building and other infrastructure constructions, including environmental applications. f. Provide infrastructure and services in our buildings that support increased recycling rates. g. Partner with other agencies to promote research and development of clean technologies that increase reuse, recovery and recycling.
3.3	Protect the environment from waste impacts.	a. Continue to partner with other local governments and environmental organisations to identify and develop sustainable waste management and infrastructure solutions. b. Protect the environment from litter pollution in public open spaces through enforcement, education and control measures. c. Monitor, review and improve litter reduction measures for wetlands and waterways. d. Partner with key agencies to better educate the community about illegal dumping and litter prevention. e. Promote programs and businesses that reduce the impact of waste on the environment. f. Continue to partner with government agencies and stakeholders to secure funding for environmental protection works. g. Advocate for increased enforcement, technical advice and support from the Victorian Environment Protection Authority.

OUR TARGETS

- Reduce waste produced in City-operated office buildings by 20 per cent by 2025.
- Single-use plastics phased out of City-owned buildings by 2025.
- Halve the volume of organic materials going to landfill from residential waste bins between 2020 and 2030, with an interim target of 20 per reduction by 2025.
- Reduce residential recycling bin contamination rates to less than 10 per cent by 2025.
- Use at least 95 per cent of landfill gas generated at the Drysdale Landfill for energy production by 2022.



Everyone has a part to play in a circular economy

GOAL 4: PROTECT, ENHANCE AND RESTORE OUR REGION'S BIODIVERSITY

Our region's coastal reserves, waterways, forests, grasslands, nature reserves and streetscapes support flora and fauna species, natural habitats and ecological processes. They are also critical to our health, wellbeing and prosperity, providing clean air and water, productive soils, natural pest control, pollution and flood mitigation and carbon sequestration.

Like much of the world the health of our natural environment is in serious decline and urgent action is required to protect, enhance and restore our regions biodiversity.



The endangered Hooded Plover

As a significant land manager in the region, we are directly responsible for protecting natural species and habitats, controlling pest plants and animals and supporting biodiversity in public reserves, waterways and streetscapes. We also have a role to play in educating and supporting other land owners and managers to help them improve how they manage their land.

To effectively conserve our regions biodiversity, we must prioritise how we protect, enhance and restore natural assets (see Appendix C for more detail).

GUIDING PRINCIPLES AND DIRECTIONS FOR 2020–30

PRINCIPLES		DIRECTIONS
4.1	Protect regional biodiversity.	a. Manage our high-value biodiversity sites according to best-practice standards. b. Increase the proportion of high-value biodiversity sites that are protected in perpetuity. c. Collaborate with Wadawurrung Traditional Owners, and utilise traditional land management practices, in managing our high-value biodiversity areas. d. Support private landowners and community groups to manage privately-owned and managed sites. e. Encourage appropriate land use near high-value biodiversity areas. f. Increase the amount of connected land set aside and protected for high-value biodiversity in new development areas. g. Better resource and enforce biodiversity protection regulations. h. Engage in partnerships with key environmental stakeholders, such as Parks Victoria and coastal foreshore committees, to achieve significant biodiversity protection outcomes. i. Ensure conservation of threatened species and habitats through the development of Conservation Action Plans.

PRINCIPLES		DIRECTIONS
4.2	Enhance biodiversity.	a. Encourage natural regeneration on sites we own or manage through best-practice land management programs. b. Improve processes and further embed environmental management knowledge and practices across our operations. c. Better equip and resource private landowners and community groups to manage these areas. d. Support community efforts to protect, restore and enhance biodiversity sites on private land.
4.3	Restore biodiversity in modified rural and urban landscapes.	a. Increase habitat in our parks, reserves, waterways and streetscapes. b. Integrate biodiversity into urban landscapes through planning and design processes. c. Support community restoration efforts, including nature connection and citizen science projects.
4.4	Improve biodiversity knowledge and planning.	a. Develop education and engagement resources to increase community understanding and involvement in nature conservation activities. b. Monitor and report on the high-value biodiversity sites we own and manage to inform how we manage these areas. c. Support community efforts to improve monitoring, evaluation and reporting, to inform the management of biodiversity sites on private land. d. Improve land management across privately-owned and managed rural landscapes, supporting on-the-ground actions such as: i. controlling pest plants and animals ii. protecting remnant vegetation and iii. supporting revegetation activities.

OUR TARGETS

- Establish 25 per cent tree canopy cover for urban Geelong by 2045.
- Add an additional 50 hectares to the area of conservation reserves we currently manage by 2030.
- Update our biodiversity strategy by 2021.
- Achieve 100 per cent compliance with pest and weed management legislation by 2025.



Rivers provide vital habitat for flora and fauna

GOAL 5: BETTER INTEGRATED WATER MANAGEMENT THROUGH PLANNING AND DESIGN

Our finite water supplies are under pressure due to the impacts of climate change and continuing population growth. As Figure 4 shows, without intervention, current water supplies may no longer reliably meet demand by 2029.

Impacts of climate change will include periods of drought, declining water storage levels and drying of our environment. We're also likely to experience more extreme rainfall events that will damage the environmental and property through flooding.

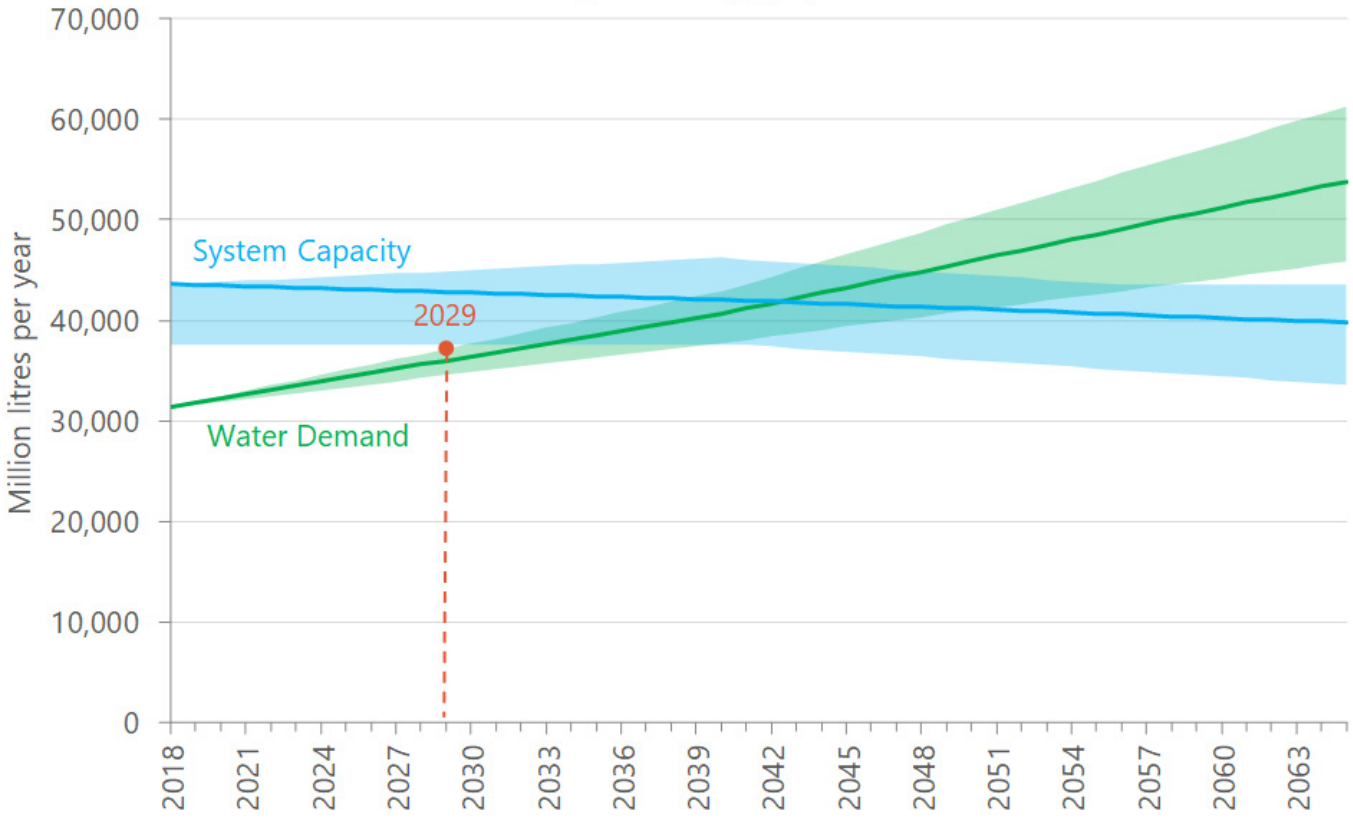


Figure 4 Geelong water supply system 2018–65 (courtesy of Barwon Water)

We need to prepare for these impacts by managing our water resources wisely, securing a sustainable water supply for the ongoing health of our community and our environment.

Integrated water management is a collaborative approach to managing all water resources – including drinking water, sewerage, waterways, floodplains, drainage and stormwater networks. It involves working with all relevant stakeholders to plan and deliver improved water management processes.

As an organisation, we are a significant stakeholder in this process. Our role can be roughly divided into four areas:

- **Management** – we oversee drainage and stormwater assets across more than 300 stormwater catchments, as well as the water we use in our day-to-day operations.
- **Planning** – we design major drainage and stormwater infrastructure in areas of urban development.
- **Regulating** – we oversee planning and design in new urban developments, check onsite domestic wastewater systems and enforce building controls in flood-prone areas.
- **Support** – we help our community to recover after significant flood events and work to improve the ecological health of significant urban waterways.

In all these different roles, we have a responsibility to make sure that water resources are managed in the most sustainable way possible.

GUIDING PRINCIPLES AND DIRECTIONS FOR 2020–30

PRINCIPLES		DIRECTIONS
5.1	Support sustainable water use.	a. Act as a sustainable water user. b. Implement best practice stormwater harvesting schemes. c. Reduce demand on drinking water supplies by using alternative water supplies. d. Reduce potable water usage in all new multi-unit, commercial and mixed-use developments. e. Reduce potable water usage in existing and future City-owned assets.
5.2	Sustainable management of drainage and stormwater asset networks.	a. Use adaptation programs to reduce stormwater flooding impacts on people, infrastructure, places and the environment. b. Support urban greening by applying integrated water management practices. c. Integrate stormwater reuse into natural and built environments to create multi-functional community spaces. d. Develop partnerships with governments, water corporations, key agencies, organisations and our community, to plan and deliver sustainable water management outcomes.
5.3	Create ecologically healthy, accessible urban waterways.	a. Protect the health of waterways to provide environmental value and amenity to urban environments. b. Improve understanding of the values and threats to urban waterways. c. Improve our capacity to achieve the best possible social, environmental and economic outcomes from urban waterways. d. Secure dedicated resources to achieve best practice in urban waterway management.

OUR TARGETS

- Develop a waterway management plan by 2025.
- Develop an integrated water management plan for North Western Geelong Growth Area by 2025.
- Develop an integrated water management plan for Geelong by 2025.
- Identify catchment management units that don't comply with best-practice standards for water quality by 2026.

NEXT STEPS

This draft strategy will be released for public consultation and comment in May 2020. Once the engagement period is closed, we will review all feedback and use it to further refine the strategy. The final strategy will then be sent to Council for endorsement.

Once the strategy and action plan are endorsed by Council, we will appoint an internal steering committee to:

- oversee progress of the strategy and look for opportunities to implement the principles and directions across all areas of our work
- address emerging environmental issues
- secure additional funding from internal and external sources
- report on and update the action plan associated with the strategy every two years.

HAVE YOUR SAY **For more information about where and when you can share your views about this strategy, visit www.geelongaustralia.com.au/yoursay**

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APPENDIX



A Superb Fairy-wren

APPENDIX A – GLOSSARY

Biodiversity – is the variety of living organisms, the genetic differences between them and the communities and ecosystems in which they occur. Biodiversity underlies all the ecosystem processes that make life possible and is crucial to the ecological stability of Geelong and our planet.

Carbon emissions – refers to all greenhouse gases, including carbon dioxide, methane, nitrous oxide and so on.

Carbon footprint – refers to the total carbon emissions caused by an organisation or other entity.

Carbon neutral – means an organisation, product or service which has been proven to have reduced its emissions where possible and compensated for the remainder by investing in carbon offsets to be 'net zero' carbon emissions.

Carbon offset – is the process of reducing carbon emissions produced in one area of the city's operations to compensate for emission generated elsewhere.

Circular economy – refers to an economic model that continues to recover used resources so that they can be reused.

Climate change – the phenomenon of changing weather patterns caused by the overall warming of the planet due to greenhouse gas emissions

Green-blue infrastructure – refers to the natural and built assets within urban landscapes which are living (green) and which manage water (blue).

Greenhouse gases – atmospheric gases responsible for causing global warming and climate change. The six Kyoto Protocol classes of greenhouse gases are carbon dioxide (CO2), methane (CH4), nitrous oxide (N2O), hydro-fluorocarbons (HFCs), per-fluorocarbons (PFCs) and sulphur hexafluoride (SF6).

Integrated water management – water cycle systems including natural, built and services aspects, such as waterways, wetlands and floodplains, drainage and stormwater, drinking water and sewerage as well as water's interfaces with the land in public open spaces.

Mitigation – refers to activities undertaken to reduce carbon emissions to the atmosphere



Our Garden Organics Processing Facility in Anakie

Offset – a reduction in greenhouse gases, or enhancement of greenhouse gas removal from the atmosphere by sinks, relative to a business-as-usual baseline.

Sequestration – the removal of atmospheric carbon dioxide, either through biological processes (for example, photosynthesis in plants and trees), or geological processes (for example, storage of carbon dioxide in underground reservoirs).

Urban Heat Island Effect – Refers to the higher rate of heat absorbed by hard surfaces in urban areas – that is bitumen, paving, concrete, building walls and so on – that causes built up urban areas to be generally warmer that surrounding peri-urban or rural landscapes.

Water Sensitive Urban Design – The management of stormwater within the urban landscape that mitigates floods, reduces pollution and provides public amenity.

APPENDIX B – MITIGATION AND ADAPTATION

Our response to the global issue of climate change will be via:

- Mitigation (or abatement) measures – these are actions we can take to address human-induced greenhouse gas emissions, as the underlying cause of climate change.
- Adaptation measures – these are the actions we can take to 'prepare for actual or expected changes in the climate to minimise harm, act on opportunities or cope with the consequences.'[8]

MITIGATION MEASURES

For local government organisations, greenhouse gas emissions are separated into three types (see Figure 5). Collectively, all these emissions contribute to our 'carbon footprint'.

EMISSION TYPE	DEFINITION	HOW CAN WE RESPOND
Scope 1	Emissions derived from direct combustion of fossil fuels and methane from the breakdown of municipal waste.	• Reduce emissions from vehicles and facility heating, in line with state and national targets. • Manage emissions associated with the breakdown of municipal waste from landfill. • Support the community to reduce their emissions by planning communities that are less reliant on cars.
Scope 2	Emissions are associated with our use of electricity from the grid, which itself has been generated (mostly) from burning coal and natural gas.	• Design new buildings and facilities that are energy efficient. • Upgrade and retrofit buildings. • Switch to renewable energy. • Support the community to reduce their emissions.
Scope 3	Emissions generated by third parties (not electricity) because of our activities, such as business travel, paper and water use.	• Procure goods and services that are emissions-friendly. • Support businesses to reduce emissions through initiatives such as Cleantech Geelong.

Figure 5: Greenhouse Gas Emission Types

ADAPTATION MEASURES

We have been proactive in preparing for climate change in our own operations by embedding climate change into our business risk management systems and working to improve our understanding of potential risks to land, essential services and infrastructure. We were also one of the first local governments in Australia to develop an adaptation strategy in 2011.

Our role is to lead in climate change adaptation, working with the community and stakeholders to understand the issues and risks, evaluate the alternatives and collaboratively implement appropriate adaptation measures.

8. (Victorian Climate Change Act 2017).

APPENDIX C – OUR ROLE IN CONSERVING BIODIVERSITY

RANKING	ACTION	OUR ROLE
1	Protect highest-value biodiversity	• We protect the health of high value biodiversity assets on land we manage. We have direct control of significant areas of high-quality remnant biodiversity and habitats in various types of reserves, particularly conservation, coastal, waterways and roadsides. • We use legislative, regulatory and compliance powers to protect biodiversity. • We support community efforts to protect high-quality biodiversity on public and private lands through education programs and resourcing incentives.
2	Enhance biodiversity	• As a major land manager in the region, we directly manage biodiversity by increasing the quality, extent and connectivity of habitat, supporting flora and fauna populations, managing ecological balance, introducing diversity and protecting threatened species. • We support community efforts to enhance biodiversity on public and private lands and increase community participation in biodiversity enhancement projects.
3	Restore biodiversity in modified rural and urban landscapes.	• We deliver projects that restore biodiversity values in rural and urban landscapes. • We support community participation in biodiversity restoration projects to restore biodiversity in rural and urban areas.



Nature supporting community health and wellbeing

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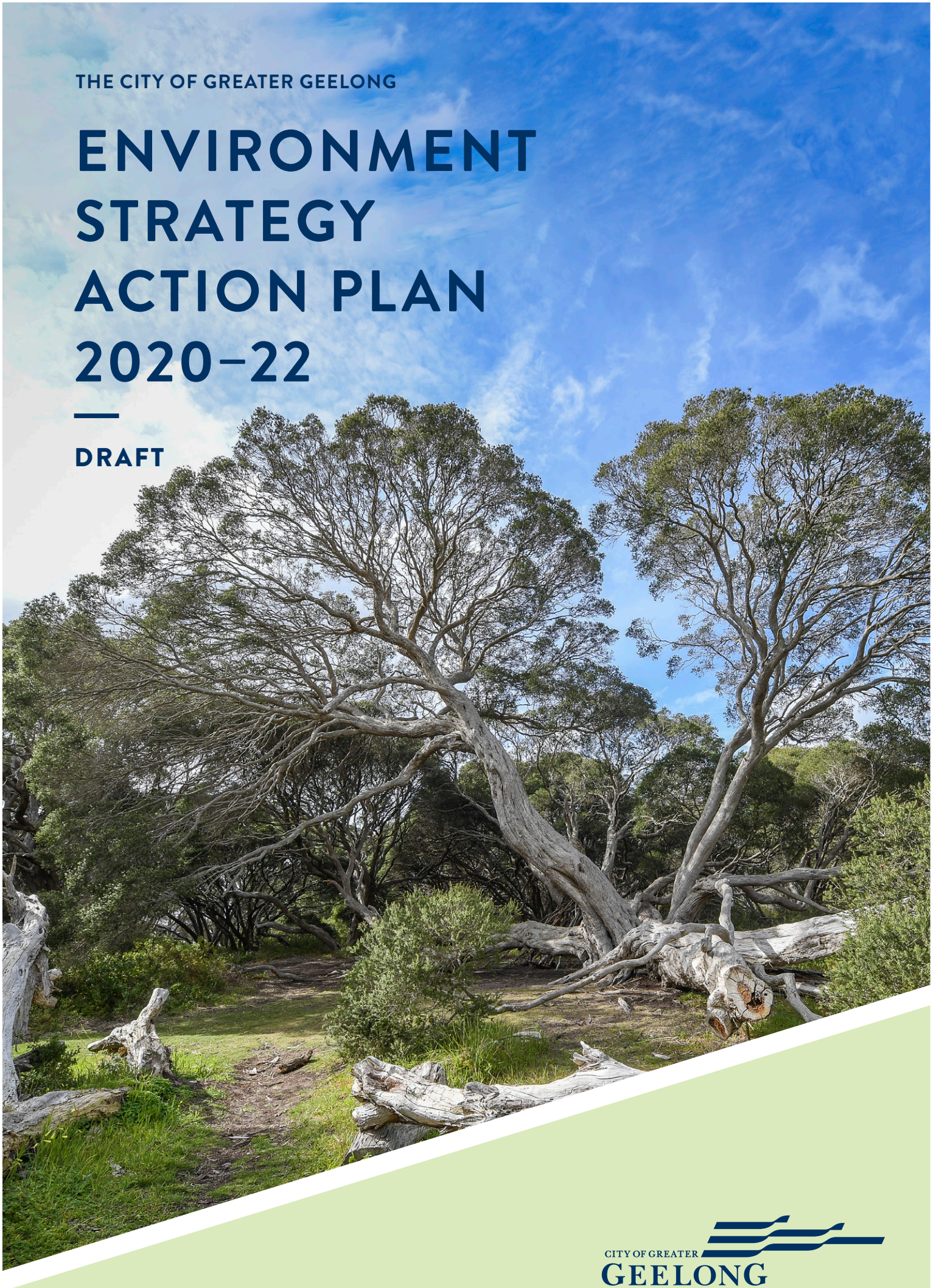
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ENVIRONMENT STRATEGY ACTION PLAN 2020–22

DRAFT



CITY OF GREATER GEELONG

The purpose of this action plan is to achieve the goals and targets established in *The City of Greater Geelong Environment Strategy 2020–30.*

The actions in this plan will be reported on, and updated, every two years. This will help our organisation keep pace with the rapid changes that are happening in environmental management.

STRATEGIC GOALS	
GOAL 1	Move towards a zero-emission, climate-ready city and region
GOAL 2	Create greener community spaces
GOAL 3	Contribute to a circular economy by reducing waste
GOAL 4	Protect, enhance and restore our region's biodiversity
GOAL 5	Achieve better integrated water management through planning and design



258,934
2019 ESTIMATED RESIDENT POPULATION

2.66%
POPULATION GROWTH RATE (2018–19)

6.4 MILLION
VISITORS TO THE REGION

~18,850
BUSINESSES

1,300 HECTARES
PROTECTED NATURAL HABITAT

133 KM
OF COASTLINE

23,135
TONNES (CO^2E) COUNCIL EMISSIONS

MAYOR'S MESSAGE



The Mayor's message will be prepared for the final draft of this action plan.



CR STEPHANIE ASHER

Mayor, City of Greater Geelong

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

GOAL 1: MOVE TOWARDS A ZERO-EMISSION, CLIMATE-READY CITY REGION

What we'll keep doing in 2020–22

- Consider climate change impacts and adaptation in decisions and operations, as per the *Sustainability Framework* recommendations.
- Use our financial investments to support accredited, environmentally-sustainable ventures.
- Support and promote community action to reduce climate change impacts.
- Upgrade to energy-efficient lighting, heating and cooling systems in our facilities.
- Install roof-top solar photovoltaic systems in our high-energy consuming facilities.
- Capture and reuse methane gas emissions from municipal landfills to produce energy.
- Source renewable electricity for our operations and public infrastructure.
- Support local sustainability groups to offer events and programs, such as Sustainable House Day, Transition Streets and the Sustainable Living Festival.
- Work with our Future Proofing Geelong partners to support sustainability initiatives.
- Support community efforts to reduce carbon emissions through our Environment and Sustainability Community Grants program.
- Assessing coastal climate change risks and impacts.

New actions proposed for 2020–22

- Develop a climate change response plan to consolidate and renew our existing efforts in climate change adaptation and support the Intergovernmental Panel on Climate Change recommendation to limit global temperature rise to 1.5°C above pre-industrial levels.
- Periodically review and update the planning scheme, and other strategic documents, so local policies achieve industry best-practice in addressing climate change impacts.
- Develop a climate change financial risk disclosure statement.
- Amend our *Sustainable Building Policy* to include strengthened energy-efficiency standards and support carbon-neutral operation of all new City-owned facilities.
- Amend procurement practices to prioritise sustainably-produced, climate-resilient infrastructure and asset purchases.
- Implement *The City of Greater Geelong Northern & Western Geelong Growth Areas Framework Plan.*
- Develop action plans for all new development precincts to support environmentally sustainable design.
- Support the *Victorian Climate Change Framework* target for Victoria to be net zero greenhouse gas emissions by 2050.
- Improve our understanding of adaptation responses to better protect natural and built environments in coastal areas.



CASE STUDY 1: ZERO CARBON BUILDINGS PROGRAM

Our Zero Carbon Buildings Program started in 2018 to help reduce carbon emissions from our community buildings. The aim of the program was to improve the environmental performance through energy efficiency gains and renewable energy generation initiatives.

We improved energy efficiency through LED lighting upgrades, automated building control systems and upgraded heating and cooling systems at key sites. To generate renewable energy, we installed 986kW of solar photovoltaic (or solar panels) on our buildings – that's enough to power approximately 220 homes annually.

This program has resulted in a reduction in energy use, a reduction in carbon emissions and a reduction in annual energy costs.

GOAL 2: CREATE GREENER COMMUNITY SPACES

What we'll keep doing in 2020–22

- Implement the City of Greater Geelong Urban Forest Strategy to increase nature elements in our region's suburbs and townships.
- Maintain our 150,000 existing public space trees.
- Support environment groups, such as Coastcare, Landcare and community park stewardship groups.
- Support community environmental events, including National Tree Day and World Environment Day.
- Plant more than 20,000 indigenous plants every year.
- Undertake pest plant and animal control programs.
- Manage 1,300 hectares of land for conservation purposes.
- Support community involvement in environmental restoration projects using our Environment and Sustainability Community Grants program.

New actions proposed for 2020–22

- Review urban heat and vulnerability assessments periodically to inform priority community space greening projects.
- Implement *The City of Greater Geelong Stormwater Services Strategy 2020–30* to improve stormwater catchments and nature values of public space.
- Develop a waterway management plan that supports stormwater treatment wetlands that will contribute to the health of public spaces and high-value waterways.
- Change local planning policies to establish minimum community space greening and green-blue infrastructure requirements for private sector developments.
- Develop a new biodiversity strategy to guide actions that will protect and improve our region's nature reserves.
- Develop an integrated water management strategy that can guide an integrated and collaborative approach to water planning and management across all parts of the water cycle.
- Update our existing open space strategy to establish goals that will enhance our community reserves.



CASE STUDY 2: THE GREENWAY PROJECT

As part of the Greenway Project, we worked in partnership with community groups to plant 60,000 trees and direct seed 2 hectares of native grasses along the Ted Wilson Trail shared pathway.

Greening this space has created new nature-based recreation opportunities for users of the shared pathway, while also establishing a nature corridor that improves the biodiversity values of our region.

GOAL 3: CONTRIBUTE TO A CIRCULAR ECONOMY BY REDUCING WASTE

What we'll keep doing in 2020–22

- Operate gross pollutant traps in the urban stormwater system to capture rubbish and pollutants.
- Maintain residential kerbside waste collection services, including recycling and green waste.
- Install and service public place recycling bins at key locations.
- Provide waste management community education programs.
- Maintain the Geelong and Drysdale Resource Recovery Centres.
- Remove litter from city-managed roadsides.
- Implement innovative recycling projects, such as the PlastiPhalt recycled plastic road material trial, to divert recyclable materials from landfill.
- Continue to implement environmental monitoring and operational plans for Drysdale Landfill.

New actions proposed for 2020–22

- Support the Victorian Government's Recycling Victoria Circular Economy Policy.
- Implement *The City of Greater Geelong Waste and Resource Recovery Strategy 2020–30* to reduce waste and divert it from landfill.
- Review waste minimisation requirements of:
  - the Sustainable Design Assessment framework and
  - the environmental management plans for construction works.
- Establish a waste minimisation and innovation fund through the Environment and Sustainability Grants Program.
- Develop and implement a waste wise plan to divert recyclable resources generated through our operations away from landfill.
- Establish procedures for all City-sponsored public events that will minimise waste and recover resources.
- Implement sustainable procurement practices to prioritise the use of products produced with sustainable and recycled materials.
- Phase out single-use plastics in City-owned and operated buildings.
- Investigate options for a food organics collection and processing service.
- Collaborate with the Barwon South West Waste and Resource Recycling Group, and other waste industry stakeholders, to develop a regional recycling action plan for the Barwon South West region.
- Investigate infrastructure improvements that will capture more litter from stormwater runoff.
- Develop and implement a landscape rehabilitation plan for the Drysdale Landfill site.
- Conduct annual environment audit of Drysdale Landfill and implement recommendations.
- Investigate opportunities to rehabilitate and develop green spaces at closed landfills.
- Work with stakeholders to divert garbage, recyclables and green organics collected from kerbside bins away from landfill.
- Increase the use of sustainable materials in asset construction and renewal projects.



CASE STUDY 3: GARDEN ORGANICS COMPOSTING FACILITY

In 2018, we opened the Anakie Garden Organics Composting Facility. The facility is capable of processing up to 35,000 tonnes of green organics per year.

This facility processes green organics collected from kerbside garden waste bins. Using an open windrow process, it produces compost that meets Australian Standards. The compost is then used to promote soil health and improve water conservation in our parks and gardens, as well as agricultural properties within the region

This example of a circular economy initiative is an exciting model for other resource recovery projects within Greater Geelong, as well as other municipalities.

GOAL 4: PROTECT, ENHANCE AND RESTORE OUR REGION'S BIODIVERSITY



What we'll keep doing in 2020–22

- Identify and prioritise strategic land acquisition opportunities that complement our existing nature reserves.
- Maintain and enhance reserves to improve habitat values and nature corridors on a landscape level.
- Increase the urban tree canopy cover in our region by implementing the *City of Greater Geelong Urban Forest Strategy*.
- Deliver pest and weed management programs to protect native flora and fauna populations.
- Manage 1,300 hectares of land for conservation purposes.
- Survey and map our region's biodiversity sites.
- Maintain our 150,000 existing public space trees.
- Support environment groups such as Coastcare, Landcare and community park stewardship groups.
- Support community environmental events, including National Tree Day and World Environment Day.
- Plant over 20,000 new indigenous plants each year.
- Undertake pest plant and animal control programs.
- Host events related to the Nagoya Wetland Partnership Program, as well as others.
- Support community-led environmental projects, through our Environment and Sustainability Community Grants program.
- Support and promote community action that supports the natural environment.

CASE STUDY 4: SPARROVALE WETLANDS

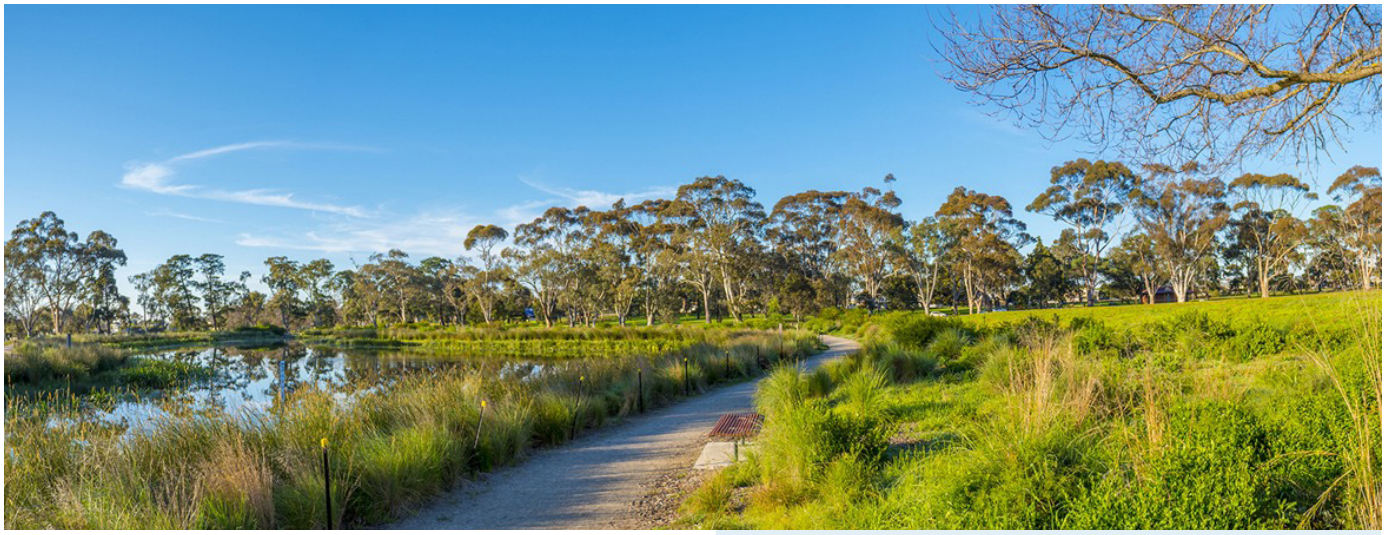
In 2019, we acquired 500 hectares of former agricultural land between the Armstrong Creek Urban Growth Area, the Barwon River and the Lake Connewarre State Game Reserve. This site is being developed as an integrated wetland and waterway treatment site.

This conservation reserve will support nationally significant flora and fauna in the region and improve habitat for internationally-protected bird species visiting the Port Phillip (Western Shoreline) and Bellarine Peninsula Ramsar areas.

New actions proposed for 2020–22

- Review and update our biodiversity strategy.
- Review and update the planning scheme, and other strategic documents, to make sure local policies, land use and development controls provide strong protection for biodiversity.
- Complete environmental assessments and use planning control processes to:
  - identify, protect and manage existing biodiversity values and
  - identify new opportunities for nature reserves.
- Periodically review corporate strategies and plans to check they're supporting this goal.

GOAL 5: BETTER INTEGRATED WATER MANAGEMENT THROUGH PLANNING AND DESIGN



What we'll keep doing in 2020–22

- Use the local planning scheme and Environmentally Sustainable Design local planning policy to make integrated water management compulsory in new urban developments.
- Operate gross pollutant traps in the urban stormwater system to capture rubbish and pollutants.
- Manage 300 stormwater catchments, as well as drainage and stormwater assets.
- Plan drainage and stormwater infrastructure in areas of new urban development.

New actions proposed for 2020–22

- Adopt *The City of Greater Geelong Stormwater Services Strategy 2020–30* to set standards and priorities for managing water resources in natural and built environments.
- Develop a waterway management plan to improve environmental outcomes in waterways and wetlands on public land.
- Develop master plans for priority waterways to review the social, environmental and economic values of council-managed urban waterways and recommend options that will maximise their value and amenity.
- Develop an integrated water management plan for the Northern and Western Geelong Growth Area.
- Develop an integrated water management plan for Geelong.
- Review and update our sustainable water use plan.
- Review existing stormwater reuse schemes and investigate new opportunities for stormwater harvesting, such as public open space irrigation.
- Prepare long-term programs for stormwater system upgrades and renewals that are consistent with best practice.
- Monitor and investigate stormwater system performance to inform how we invest in the network.
- Develop a healthy waterways program and secure funding to improve these areas by establishing active travel paths and completing revegetation works.
- Periodically review corporate strategies and plans to check they're supporting this goal.

CASE STUDY 5: EASTERN PARK STORMWATER HARVESTING SYSTEM

Water run-off from the East Geelong drainage system is now captured and stored in the Eastern Park dam. Water from this stormwater harvesting dam is treated and used for irrigation in the Botanic Gardens, as well as tree watering around Greater Geelong.

Using recycled water to irrigate reduces pressure on drinking water supplies. This stormwater harvesting system supplies between 50 and 70 per cent of water used for irrigation in the Botanic Gardens, saving up to 15 million litres of drinking water each year.



HAVE YOUR SAY

For more information about where and when you can share your views about this action plan, visit www.geelongaustralia.com.au/yoursay

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6. WASTE AND RESOURCE RECOVERY STRATEGY 2020-2030

Source:	**City Services – Environment and Waste Services**
Director:	**Guy Wilson-Browne**
Portfolio:	**Waste Management**

Purpose

1. For Council to consider and adopt the Waste and Resource Recovery Strategy 2020-30.

Background

2. The Waste and Resource Recovery Strategy 2020-30 sets a vision and goals that will ensure that the City and our community manage waste and resources by transitioning to a circular economy and minimising impacts on the environment.

3. The draft Strategy was informed by the extensive community and stakeholder engagement between November 2018 and September 2019.

4. The draft Strategy was released for public consultation between 12 December 2019 and 7 February 2020. 65 submissions were received from our community and stakeholders.

Key Matters

5. The Waste and Resource Recovery Strategy 2020-30 sets our waste and resource management vision 'the City contributes to a circular economy by leading and supporting the community to actively avoid waste and increase resource recovery'. It outlines a series of actions and targets for the next 10 years to achieve our vision and goals.

6. The consultation responses from the community and stakeholders show overwhelming support for the Waste and Resource Recovery Strategy 2020-30. Over 3,000 page views, 401 document downloads and 65 submissions were received.

7. All levels of government have responsibilities and roles in waste and resources management. The City shows our support and contribution to the national and regional circular economy by aligning our targets and actions in the Strategy with the new policies and guiding documents released by the Australian and Victorian Governments in recent months.

8. The new policies and documents considered include the *Recycling Victoria: A new economy*, the *National Waste Policy Action Plan 2019*, *final report for the Victorian Parliamentary Inquiry into recycling and waste management*, and *Infrastructure Victoria's evidence-base report for recycling and resource recovery infrastructure*.

Cr Nelson moved, Cr Harwood seconded -

9. That Council:

9.1 Note the Community Consultation Report (Attachment 4) for the Waste and Resource Recovery Strategy 2020-30, which includes the feedback from the community and stakeholders, the review of the new National and State policies, and a summary of the proposed changes to the draft strategy previously released; and

9.2 Adopt the Waste and Resource Recovery Strategy 2020-30 (Attachment 3) and support its implementation.

Carried.

Attachment 1

Financial Implications

1. Funding required to implement the actions of the Waste and Resource Recovery Strategy 2020-30 will be considered in the annual planning and budget cycles. The City will also seek external funding opportunities to further progress our vision, goals and actions.

Community Engagement

2. The draft Strategy was informed by the extensive community and stakeholder engagement between November 2018 and September 2019. Four discussion papers and a draft Background Report were released during the Geelong's War on Waste community consultation process. Our community's feedback was received through the Have Your Say survey and the Online Advisory Community forums during February and April 2019.

3. The draft Waste and Resource Recovery Strategy was released between 12 December 2019 and 7 February 2020 for an 8-week period to seek community and stakeholder feedback. 65 submissions were received, with 401 document downloads and over 3,000 page views.

4. The key stakeholders who provided written submissions include the Barwon South West Waste and Resource Recovery Group, Barwon Water and Geelong Sustainability.

5. The City has also consulted external and internal stakeholders through open house events and workshops. External stakeholders such as Sustainability Victoria, Barwon South West Waste and Resource Recovery Group, Barwon Water, Barwon Health, Deakin University and various waste services providers have participated and provided feedback. Councillors, executive team and staff from different departments within the City have also been engaged to design goals and actions for the Strategy.

Social Equity Considerations

6. The delivery of actions under the Waste and Resource Recovery Strategy enables all residents and community members to manage their waste and resources and minimise impacts on the environment.

Policy/Legal/Statutory Implications

7. The Australian and Victorian Governments have released new and emerging policies and guiding documents in recent months. These new policies and documents include the *Recycling Victoria: A new economy*, the *National Waste Policy Action Plan 2019*, *final report for the Victorian Parliamentary Inquiry into recycling and waste management*, and *Infrastructure Victoria's evidence-base report for recycling and resource recovery infrastructure*.

8. In addition to considering feedback from the community and stakeholders, the above new policies and documents have been reviewed and embedded in the Waste and Resource Recovery Strategy.

9. It is important to take note that the Victorian Government will establish a new dedicated Waste and Recycling Act to govern all aspects associated with waste and recycling services. Through the new Act, a new waste authority will be established in 2021. The Victorian Government will consult with local governments and businesses about the proposed reforms including the purpose, functions and powers of the new waste authority in 2020.

Alignment to Council Plan

10. The Waste and Resource Recovery Strategy 2020-30 supports the strategic priority of effective environmental management and shows leadership to address waste, climate change and environmental challenges.

Conflict of Interest

11. No City officers or contractors involved in the preparation of this report have a direct or indirect interest in the matters to which this report relates.

Risk Assessment

12. The delivery of actions under the Waste and Resource Recovery Strategy 2020-30 will enable the City to support a national and regional circular economy, adjust to the changes in the waste industry, and prepare for Geelong's population and economic growth. It will minimise and control the City's risks in waste and resource management.

13. Waste management is a complex and multifaceted system that requires all levels of government, businesses and communities to take responsibility and play their role. The partnerships and advocacy actions in the Strategy will guide the City to advocate and influence issues that we do not have control over to reduce and manage our risks.

Environmental Implications

14. The Waste and Resource Recovery Strategy 2020-30 sets a vision, goals and actions that provide leadership for the City and our community to manage waste and resource recovery and to minimise impacts on the environment.

Attachment 2

Discussion

1. The extensive community consultation and feedback has confirmed that the community desire improvements to waste management, resource recovery, development of the circular economy and protection of the environment.

2. The community have expressed a desire to work in partnership with Council to deliver the Draft Strategy.

3. The following is a summary of the feedback provided by the community on the Draft Strategy:

    3.1. Strong level of support for our strategic direction, including our vision, focus on a circular economy and our goals;

    3.2. Support for the introduction of a kerbside food organics collection;

    3.3. Promotion of home composting systems;

    3.4. Support for additional waste education and behaviour change programs;

    3.5. More recycling options at the kerbside, including more bins, smaller bins and increase in recycling collection frequency; and

    3.6. That the City advocate for reduction in packaging of food.

4. In addition to community feedback, we have also incorporated emerging national and state policies and guidance documents in the final Strategy.

Summary of the Key Changes

5. The following provides a summary of key recommended changes made to the draft Waste and Resource Recovery Strategy 2020-30 following the review of feedback from our community and stakeholders and the emerging waste policies and reports.

Revisions of Targets

6. Revised target under Goal 1 to “15 per cent reduction in total waste generation per capita between 2020 and 2030”.

7. Revised target under Goal 2 to “50 per cent reduction in the volume of organic material going to landfill between 2020 and 2030, with an interim target of 20 per cent reduction by 2025”.

8. New target under Goal 2 “In addition to the existing garden organics service, households have access to a food organics recycling service or local composting by 2030”.

Revisions to Strategic Actions

9. New Action 1.3 – Strengthen the City’s Procurement Policy to align with Australian Government’s Sustainable Procurement Guide and put waste minimisation into procurement practice.

10. Expanded Action 1.19 – Advocate to state and federal governments for waste minimising design, manufacturing and packaging policy and legislation, and more product stewardship schemes.

11. Updated Action 2.9 – Prepare a business case for developing waste and resource recovery facility and services that fosters a circular economy with regional partners and local governments.

12. Expanded Action 2.14 – Maximise recycling of plant and infrastructure at the time of asset replacement or disposal, which includes the reuse and recycling of construction and demolition waste.

13. Remove Action 2.36 – from the Strategy which was “advocate for waste reduction targets at the State Government level”. The advocacy for State waste reduction targets is no longer required as the targets are now set under the new *Recycling Victoria policy.*



THE CITY OF
GREATER GEELONG

WASTE AND RESOURCE RECOVERY STRATEGY 2020-2030

CITY OF GREATER
GEELONG



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MAYOR'S MESSAGE



The issue of waste is at a critical point worldwide.

Across the globe, humans are producing waste at unsustainable levels, and the traditional methods we've used to manage or dispose of it are failing.

Locally, many Victorian councils, including the City of Greater Geelong felt the impact in 2019 with the collapse of our kerbside recycling provider.

As a region aiming to be clever and creative, our community expects its council to lead the way with innovative ideas and practical solutions to reduce, re-use and eliminate waste.

It's time for us all to approach things differently. This Strategy is the first step along that path to doing exactly that. Over the life of this document, the City of Greater Geelong and our community will transition to a new era of waste and resource recovery management.

Our efforts will focus on all aspects of a circular economy.

The starting point is for all of us to try to avoid generating waste, but we know that something that seems so simple is not an easy task in reality. We need to do this through our operations and we need to educate and encourage the community to do the same.

Where it's not possible to avoid generating waste, we'll explore options to recover and re-use it. Through the actions in this Strategy, waste will increasingly be viewed as a resource.

In recent years the council has taken some significant steps on this journey through our previous strategic planning.

Our new garden organics composting facility at Anakie is an example of the circular economy in action. It processes green bin materials into compost, which is then put back into local farmland.

The City uses sustainable and recycled materials in our construction projects and we increasingly choose products with recycled contents.

For example, we used recycled rubber for the Goldsworthy Reserve athletics track; 'green concrete' mix at the Highton, Drysdale and Purnell Road Child and Family Centres, and we regularly use road surfacing materials with high recycled content of steel slag, recycled rubber and/or recycled asphalt pavement.

By implementing this new Strategy, we will move closer to our ultimate goal of zero waste to landfill, and further support the circular economy concept. This document also incorporates the upcoming changes to Victoria's waste management system announced by the state government early in 2020. We are committed to working with the state to educate the community about these changes and roll them out over the coming years.

The City of Greater Geelong is keen to be a leader amongst Victorian councils. Ultimately, our goal is to minimise the impacts of waste and protect the beautiful natural environment that we all love so much.



Cr Stephanie Asher
Mayor
City of Greater Geelong

EXECUTIVE SUMMARY

The purpose of this strategy is to set a vision that can help the City of Greater Geelong community manage waste and resource recovery in a way that minimises impacts on the environment. It also sets the goals, actions and targets we need to help us get there.

There is a lot happening in waste and resource recovery at the moment:

The global recycling industry has changed. The recycling sector has been responding and adjusting to the end market changes.

Government policy is moving towards a circular economy. This is a big change from the existing take-make-use-dispose model. The circular economy model aims to keep resources in the system for as long as possible.

Community interest in waste is increasing. The ABC's War on Waste drew attention to how much waste our society generates and the negative impact this is having on our natural environment.

We are always going to generate some waste. To manage waste better, we need to change the way our communities view, create and handle the waste.

In developing this strategy, we've taken into account the following:

- the regulatory and policy environment impacting on waste and resource recovery
- broader issues and opportunities that shape how we make and handle waste and resources
- what we're already doing to manage and process waste
- models, principles and questions that are relevant to waste management
- the shared responsibility of governments and communities to reduce and manage waste
- the views of over 850 people who participated in our community and stakeholder engagement from November 2018 to September 2019
- the feedback from 65 submissions received during the consultation of the draft strategy from December 2019 to February 2020.

From what we learnt, we have put together the following vision and goals to guide our efforts over the next ten years:

VISION

The City contributes to a circular economy by leading and supporting the community to actively avoid waste and increase resource recovery.

GOALS

1. AVOID CREATING WASTE

To reduce waste by actively avoiding it

2. RECOVER MORE RESOURCES

To value waste as a resource and recover more from it

3. PROTECT THE ENVIRONMENT

To reduce the impact waste has on the environment

Under each goal, we have established a series of measurable targets and actions that will help us move towards achieving the vision. We will develop a rolling implementation plan every two years to progress the actions. Actions will be funded as part of our annual planning and budget cycle, and seek external funding where possible. At the end of every two-year implementation cycle, we will report our progress to Council and community.

Key actions include:

- phase out single use plastics across City buildings
- implement a trial food organics collection service
- investigate options and prepare a business case for establishing a food organics processing facility
- prepare a business case for developing waste and resource recovery facility and services that fosters a circular economy with regional partners and local governments
- provide education and behaviour change programs that reduce bin contamination and increase resource recovery
- partner with government agencies, local governments and organisations to explore opportunities for resource recovery and alternative waste technologies.

INTRODUCTION

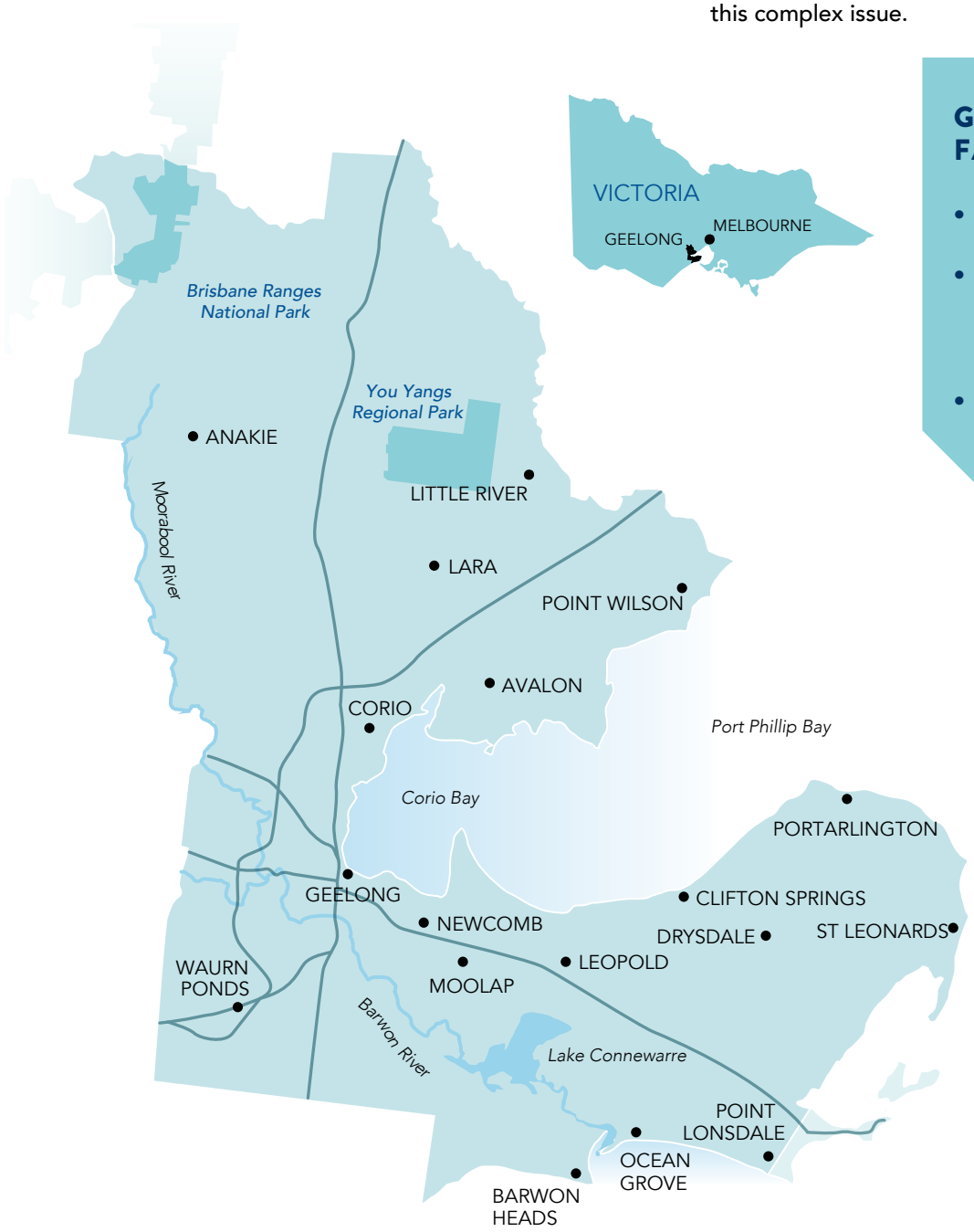
When it comes to managing the growing logistical and environmental challenges of waste and recycling, local governments are on the frontline.

While industries create much of the waste, people in the community consume it and state and federal governments set policies that determine how it is handled. Local governments roles include the collection, sorting, processing and disposal of waste, strategic planning and community education.

The purpose of this strategy is to set a vision that can lead the City of Greater Geelong community manage waste and resource recovery in a way that minimises impacts on the environment. It also sets the goals, actions and targets we need to help us get there.

The strategy reflects the context globally and nationally that shapes our waste management system, as well as the community views we heard during our extensive engagement process.

The result is a strategic plan that will help guide us through the next ten years as we continue to negotiate this complex issue.



GREATER GEELONG FAST FACTS

- **Land area 1,252 km²**
- **Estimated resident population (2018) 252,217**
- **Population growth rate (2018) 2.64%**



CASE STUDY – THE SHELLFISH REEF PROJECT AT PORTARLINGTON

By reusing waste scallop shells harvested from the Bass Strait that would otherwise end up at landfill, the City has made a significant contribution to reduction in waste and innovation in the management of the coastal zone.

A 130 metre long shellfish reef, made up of steel cages filled with rocks and waste scallop shells, was established in 2018 off the Ramblers Road foreshore in Portarlington, which was heavily impacted by erosion.

The reuse of waste scallop shells to construct the artificial reef has provided a cost efficient and environmentally friendly alternative engineering solution to preventing erosion.

This innovative approach to combating coastal erosion with waste scallop shells has been honoured with an Australian Coastal Councils Award in 2019.

THE BIGGER PICTURE

All waste and resource recovery happens in a broader context. For this strategy to be effective, we have to consider and respond to the regulatory and policy environment, as well as the local and international issues and opportunities that shape how we make and handle waste and resources.

REGULATION AND POLICY

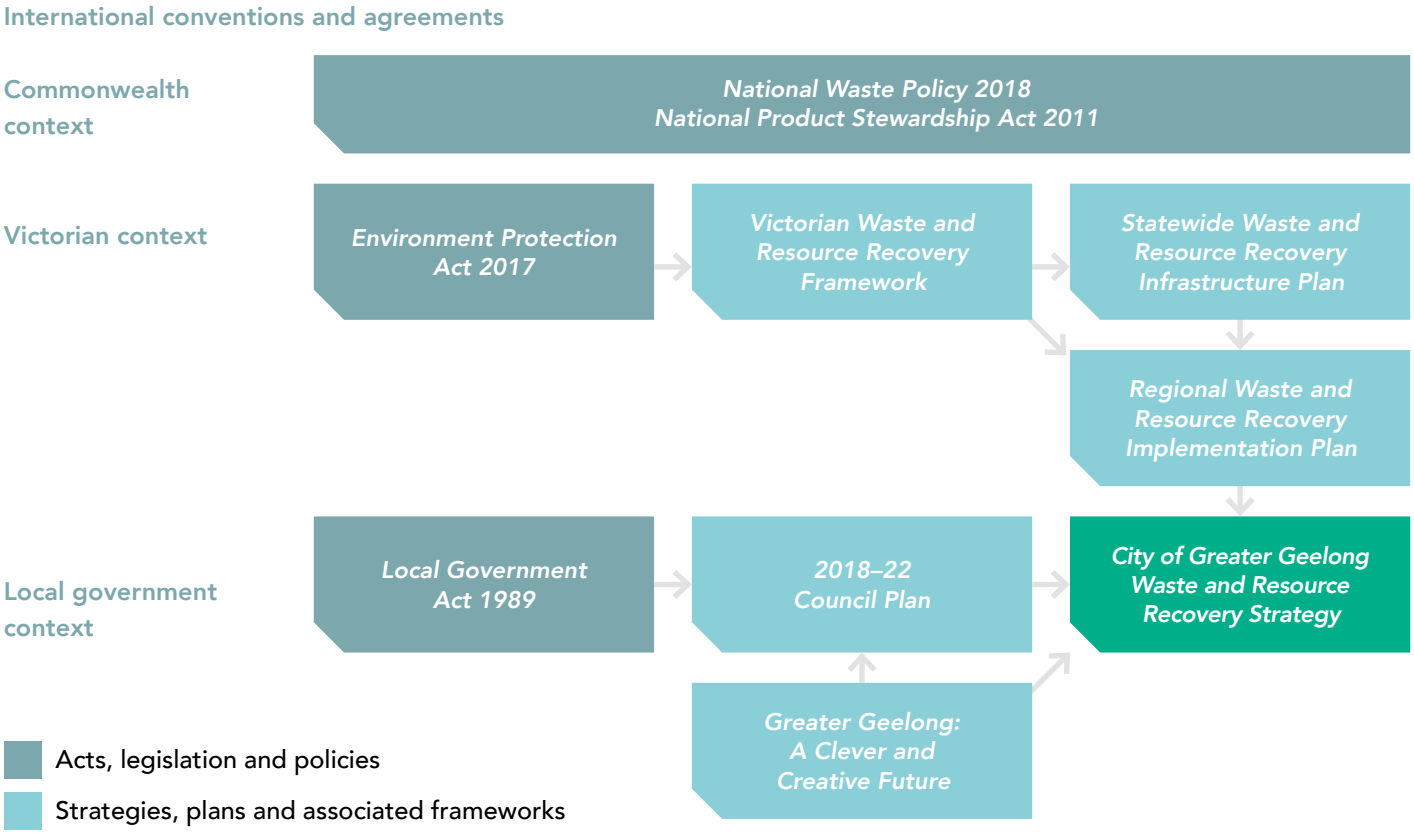
This strategy was informed by national, state and local government legislation and policies. It aligns with the community-led clever and creative vision, our *2018–22 Council Plan* and other relevant City corporate policies and strategies. It has also been influenced by waste sector issues and opportunities, community expectations and industrial knowledge.

Figure 1 below illustrates the legislation, policy and planning framework relevant to the management of waste at a local government level. It shows how this strategy fits within the framework.

The targets and actions in this strategy complement the national and state targets agreed through the *National Waste Policy Action Plan and Recycling Victoria: A new economy.*

The Victorian Government announced in March 2020 that a new waste and recycling Act would be established to govern all aspects associated with waste and recycling services. Through the new Act, the Victorian Government will establish a new waste authority in 2021.

Figure 1 Strategic waste management framework



OPPORTUNITIES AND ISSUES IMPACTING WASTE IN GEELONG

International practices

The global recycling industry has changed significantly since the China National Sword policy was implemented. The policy led to a ban on imports of the 24 categories of recyclables (solid waste) that did not meet the 0.5 per cent contamination threshold. The ban had a dramatic effect on the recycling industry worldwide, as well as Australian local governments. Since the ban was introduced, we have been looking for new places to process materials, as well as new methods for processing waste and recycling in the future.

Transitioning towards a circular economy

As part of a broader global shift, Australia is transitioning towards a circular economy. In 2019, the *National Waste Policy Action Plan* was released, which presents targets and actions to implement the *2018 National Waste Policy*. The Victorian Government has developed the *Recycling Victoria: A new economy* in March 2020 to support a circular economy.

These policies and action plans guide local governments including the City on how we plan and design our future waste and recycling services in transitioning to a circular economy.

Environmental impacts of waste

The growing amount of waste modern society produces is impacting the environment worldwide. When this waste is not disposed of properly, through littering or dumping, it can have a significant impact on plants, animals and the ecosystems that sustain them.

Carbon emissions related to waste also have significant environmental impacts. The methane gas generated under anaerobic condition is a greenhouse gas that contributes to climate change.

Increased use of plastics for single use items and packaging has significantly increased the amount of plastics in the oceans. If we continue to rely on disposable plastics, this trend will continue.

More waste being produced

To help us plan future housing supply, the City's *Settlement Strategy* is projecting a population growth rate of 2.5 per cent per annum until 2036. More household waste will be produced as population increases. This increase in waste will put more pressure on our existing services and waste infrastructure. We therefore need to plan and change how we manage waste to meet the needs of our growing communities.



Waste at landfill. Photo credit: Karen Casey

Increase in community interest

Recent changes in the recycling industry combined with the ABC's War on Waste series have pushed waste into the spotlight. The community is more engaged and interested in what happens to their waste and recycling than ever before.

With this interest comes higher expectations. The community want more resource recovery services, alternatives to landfill and ways to protect the environment from waste.

Increasing diversion rates

To divert waste from landfill, there needs to be a corresponding change to the way we separate waste at home, in the workplace and in public. As food organics make up a considerable amount of landfill waste, an increasing number of local governments are implementing services to collect and process food organics.

Unfortunately, we do not currently have sufficient food organics processing capacity in the Greater Geelong region. Therefore we need to explore the City's options including upgrading our current organic processing capability to include food organics.

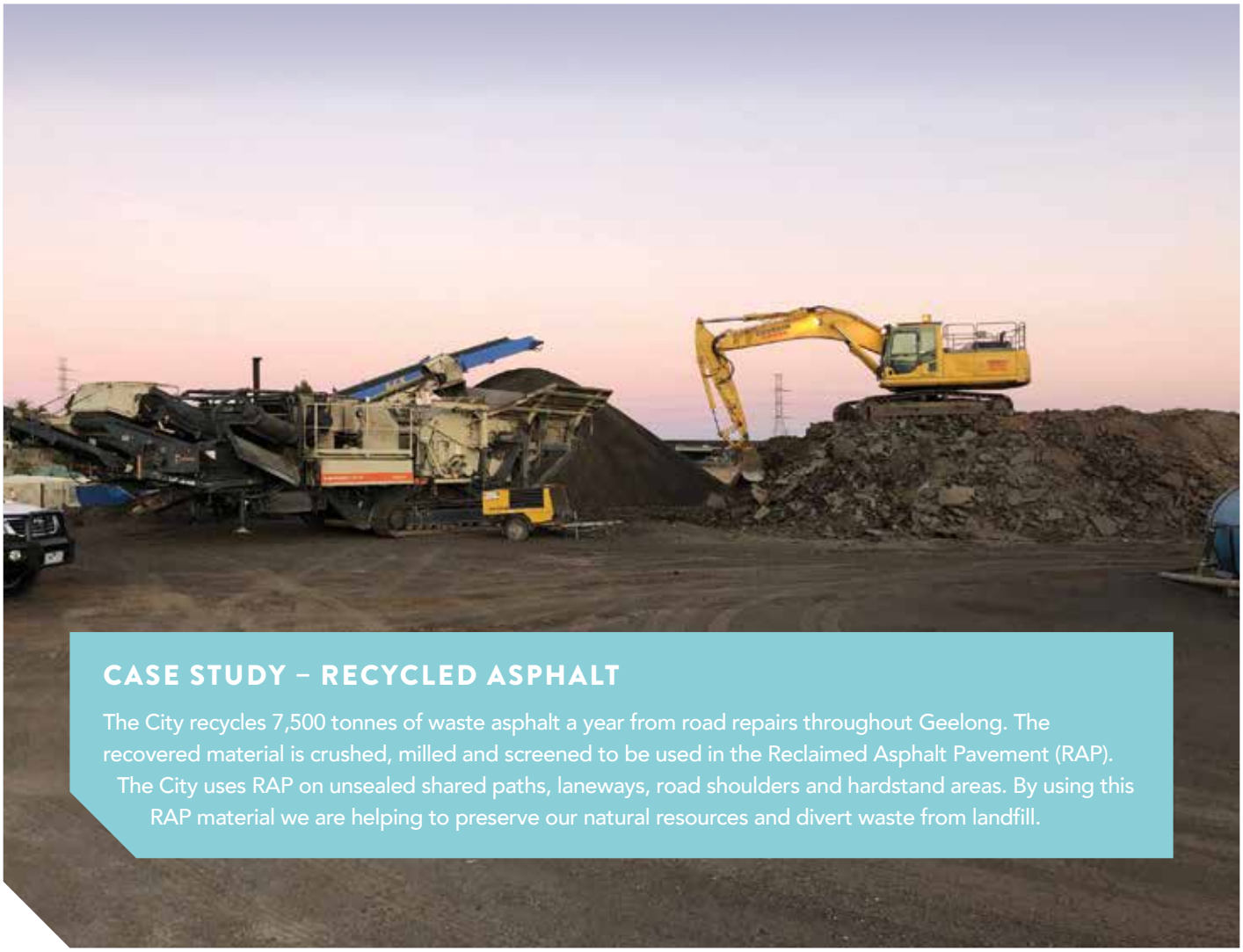
The changing focus of residual waste infrastructure

Even with a well-functioning circular economy, where resource recovery is at its highest level, we will continue to generate waste that needs to be disposed. This residual waste will include:

- products that cannot be recycled or reused, and
- waste that should not be reused or recycled for public health or other reasons – for example, clinical waste and asbestos.

With the Victorian Government planning to reduce our reliance on landfill,[1] managing the residual waste will become a growing challenge – a challenge that must be answered with alternatives methods of disposal.

Alternative waste treatments are technologies that can recover more resources from waste streams and turn waste into products, such as compost, fuel or biogas. Examples of such treatments being used across the world include combustion, gasification, pyrolysis and anaerobic digestion.



CASE STUDY – RECYCLED ASPHALT

The City recycles 7,500 tonnes of waste asphalt a year from road repairs throughout Geelong. The recovered material is crushed, milled and screened to be used in the Reclaimed Asphalt Pavement (RAP). The City uses RAP on unsealed shared paths, laneways, road shoulders and hardstand areas. By using this RAP material we are helping to preserve our natural resources and divert waste from landfill.

[1] Sustainability Victoria (2018) *Statewide Waste and Resource Recovery Infrastructure Plan*

CASE STUDY – GEELONG'S CIRCULAR ECONOMY

The City introduced garden organics kerbside collection service in 2003. Over the years, the City has undergone a number of tendering processes however struggled to identify operators capable of processing over 30,000 tonnes of garden organics collected each year. In 2013 Council decided to establish an open windrow composting facility to ensure that all garden organics are processed locally and to create job opportunities.

After 5 years of planning, licence applications and funding approvals, the $3.5 million Geelong Garden Organic Composting Facility opened in 2018. Our garden organics collected from kerbside collection are now processed in this local facility. Garden organics are turned into compost and used in local farms to support Geelong's circular economy.

Photo credit: Barwon South West and Metropolitan Waste and Resource Recovery Groups



A SNAPSHOT OF OUR SERVICES IN 2019

We manage a complex waste management system that includes kerbside and public place waste collection, sorting and recovery and residual waste transport and disposal.

WASTE COLLECTION SERVICES

Kerbside collection services

- We provide three wheelie bins for residential properties.
- The collection services use a fleet of 31 trucks.
- Over 170,000 kerbside bin lifts every week.

Figure 2 Residential bins collected by the City

SERVICE	STANDARD BIN SIZE	COLLECTION FREQUENCY
Garbage	140 litres	Weekly
Recycling	240 litres (120 litres for units and townhouses)	Fortnightly
Garden Organics	240 litres (120 litres for units and townhouses)	Fortnightly

Hard waste collection

- A hard waste collection service trial started in April 2019.
- Residential properties can book one hard waste collection per financial year.
- The trial is funded by the residential waste collection charge.

Public place bin collection

- A variety of bin types collected from reserves, town centres and shopping precincts.
- Daily, weekly or fortnightly collections, depending on where the bin is located.

Waste education and community awareness

- Education programs aim to increase resource recovery and minimise waste generation.
- Focused on changing behaviour through education, audit programs, events and reuse and recycling service promotions.

DURING JULY 2018–JUNE 2019, OUR RESIDENTIAL KERBSIDE SERVICE COLLECTED:

45,000
tonnes waste

27,000
tonnes recyclables

33,000
tonnes garden organics

WASTE AND RESOURCE RECOVERY INFRASTRUCTURE

We manage a range of waste and resource recovery facilities to support our community and local businesses.

Geelong and Drysdale Resource Recovery Centres

- Serve as drop-off points for excess domestic waste, recycling, electronic equipment and white goods.
- Provide additional recycling options for recyclables and items that are not suitable for residential kerbside bins.

Geelong Garden Organics Composting Facility

- Processes garden organics collected from residential kerbside bins.
- Turns up to 35,000 tonnes a year of garden organics into organic compost using open window composting.
- Accepts grass clippings, branches and other garden organics, but not food organics.

Drysdale Landfill

- A City owned and operated site since 1983. Managed in accordance with EPA Victoria's requirements.
- Landfill gas is captured by the gas extraction pipe network and used to power engines onsite to generate electricity.
- Site users pay a disposal charge that includes a landfill levy on municipal and industrial waste.
- Landfill levy rates are set and collected by the Victorian Government under the Environment Protection Act.

Point Henry Transfer Station

- A waste transfer facility that prepares kerbside garbage for bulk haulage to landfill.
- Prepares kerbside garden organics for bulk haulage to composting facility.
- Provides a contingency location if the local waste and recycling facility is temporarily not operational.

SNAPSHOT ON 1 JULY 2019



77 dog waste bins and dispensers managed across the municipality



1,441 public place garbage bins



90 public place recycling bins



60 cigarette butt bins serviced in shopping precinct across the municipality



$332 annual waste service charge for residential property

$65.90 per tonne municipal and industrial waste landfill levy collected by Victorian Government

$149 per tonne municipal and industrial waste disposal cost at Drysdale Landfill (including levy)

WASTE – A SHARED RESPONSIBILITY

As the snapshot of our services show, we invest a lot of time and resources into managing waste and resource recovery. However we are only one player in a complex system.

OUR RESPONSIBILITIES

While much of what shapes the Greater Geelong waste management system is determined by global and national forces, there is still many aspects of the system we can influence and control (see Figure 3). For example, we can:

- control the products used, waste generated and waste separated in our buildings and operations
- establish policies and practices that avoid waste and increase resource recovery
- provide services and infrastructure that support the community to collect, sort and recover waste
- educate the community about reducing contamination, improving resource recovery and avoid waste, and
- use partnership and advocacy to influence the Greater Geelong waste management system.

WHOLE-OF-COMMUNITY RESPONSIBILITIES

Everyone has a role to play in supporting a circular economy – whether it's by purchasing more sustainable products or correctly separating waste. Some examples of how we can have a positive impact include:

- avoiding waste, by making sustainable consumer choices
- separating resources from the waste produced in homes, public places and workplaces
- reducing contamination of kerbside recycling and garden organic bins, and
- taking action to increase resource recovery and improve understanding about waste issues.



Reusable cup. Photo credit: BSWWRRG and MWRRG

Figure 3 Our areas of control and influence

ADVOCATE	• Government legislation and policies • Public and private investment on waste technologies	• Industry capabilities and market changes • For our community at state and federal levels
INFLUENCE	• Infrastructure and services • Industry, research and development and commercial sectors.	• Community's waste consumption and resource recovery practices
CONTROL	• Greater Geelong's waste services and infrastructure • Community education about waste and resource recovery	• Waste and resource recovery plans and policies for our buildings and operations • Procurement decisions to move markets towards products that adhere to circular economy principles

THE ENGAGEMENT PROCESS

We consulted community and stakeholders using a range of engagement activities to help us develop this strategy.

We carried out an extensive community and stakeholder engagement process that started in November 2018 and concluded in September 2019 (see Figure 4).

We collated the diverse range of ideas, concerns, issues and opportunities we heard throughout the process and used the results to inform our vision, goals and strategic actions.

For a more detailed account of the community survey and online forum outcomes, please refer to our *Geelong's War on Waste Community Consultation Report 2019* and the *Community Consultation Report 2020* for the Draft Strategy.

Figure 4 Community and stakeholders engagement process



Stakeholder open house

- 64 participants including councillors, employees and stakeholders from government agencies, community groups and the waste sector
- received feedback and ideas from stakeholders.

Have Your Say survey

- received 573 online survey responses
- consultation period: 11 February–15 March 2019
- released two discussion papers: *Geelong's war on waste* and *Reducing our food waste* and draft Background Report.

Community open house

- over 35 community members participated at the Geelong Library and Heritage Centre
- consulted on waste as part of the Environment Strategy engagement process.

Consultation on the draft strategy

- received 65 submissions, over 3,000 page views and 401 document downloads
- consultation period: 12 December 2019–7 February 2020

Online advisory community

- consultation period: 18 March–12 April 2019
- received 77 comments from two discussion forums
- released two discussion papers: *Supporting a circular economy* and *The future of waste disposal.*

Workshops with stakeholders

- shared community feedback received
- engaged with councillors and leadership team to design strategic goals and actions
- engaged sustainability, strategy and communication experts to establish strategy structure
- consulted stakeholders on collaboration opportunities and corporate strategic directions.

WHAT WE HEARD

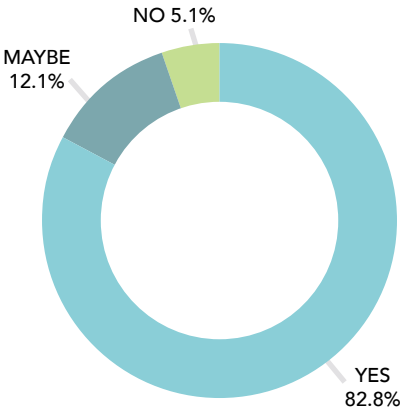
There were four key themes that came out of the community and stakeholder engagement process.

SUPPORT FOR FOOD ORGANICS COLLECTION SERVICE

Food organics makes up about 33 per cent of the City's kerbside household garbage and currently goes to landfill. It is a source of carbon emissions as it decomposes and produces methane under anaerobic conditions at the landfill.

While over 50 per cent of survey respondents indicated that they compost at home, there is still very high support for a kerbside service, as demonstrated below:

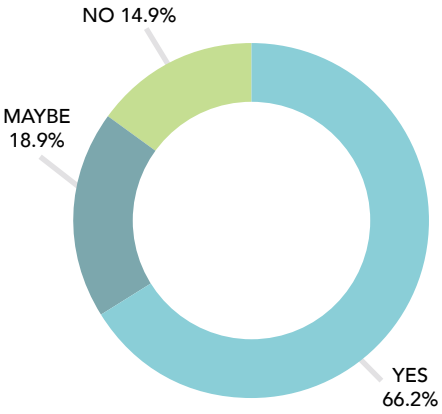
Would you support a food organics collection service?



82%

of survey respondents would support a food organics collection service offered by the City.

Would you use a food organics collection service?



66%

stated that they would use the service.

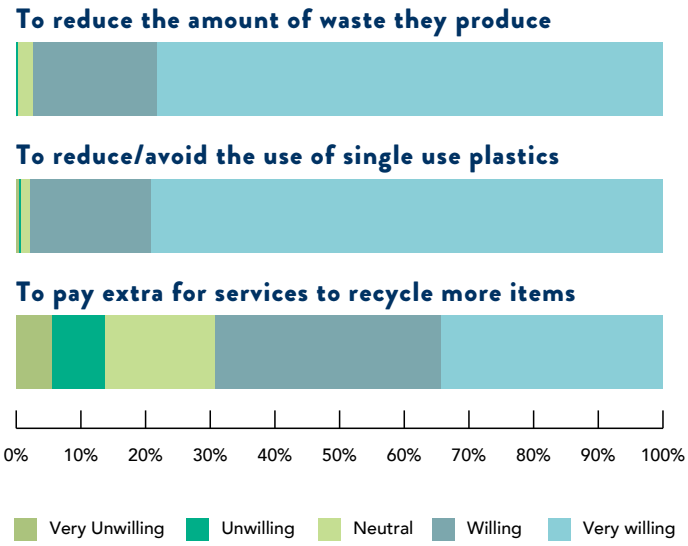


ABC's War on Waste host Craig Reucassel with local students on Geelong Waterfront. Photo credit: Bellarine Catchment Network

AVOID CREATING WASTE

The concept of avoiding waste by taking responsibility for consumption and making better, more conscious choices was something that generated a lot of discussion and feedback through the engagement process.

- 97.4 per cent of survey respondents are willing to reduce the amount of waste they produce.
- 97.7 per cent of survey respondents are supportive of reducing or avoiding the use of single use plastics.
- Over 65 per cent of survey respondents would pay extra for services to recycle more items.



RECOVER MORE RESOURCES

Recovering resources was the most common topic commented on by all participants in the engagement process. Suggestions included:

- develop a container deposit scheme
- ban single use plastics
- separate paper, cardboard and glass out of the co-mingle recycling and
- offer more soft plastic drop off sites.

EDUCATE THE COMMUNITY

Education was a popular topic and generated many comments during the engagement process. It was observed that education was fundamental to changing the way people think about waste. There was demand for more education focusing on avoiding waste and resource recovery.

Suggested areas of focus included:

- co-mingled recycling
- reducing contamination
- avoiding waste in the first place
- increasing opportunities for electronic waste capture and
- procuring more recycled materials.

WHAT SHAPED THIS STRATEGY

As well as the extensive community and stakeholder engagement process, we have used a range of different models, principles and questions to guide the development of this strategy.

Models

- The circular economy framework (see Figure 5)
- The waste management hierarchy (see Figure 6).

Principles

- City's Sustainability Framework
- One Planet Living principles (see Figure 7)
- Lead by example
- We are all responsible for the waste we produce.

Questions

These questions not only guided us in developing the strategy, but will continue to help us as we make decisions about the ongoing implementation of the plan.

- Will this support one or more of the following:
  – avoiding waste?
  – increasing resource recovery?
  – protecting our environment?
- Will this support a move towards a circular economy?
- Does this prepare us for the future?
- Will this receive community and/or political support?
- Will this bring economic return or community benefit?
- Will this improve the quality, effectiveness or efficiency of services and infrastructure?

Figure 5 The circular economy framework [2]

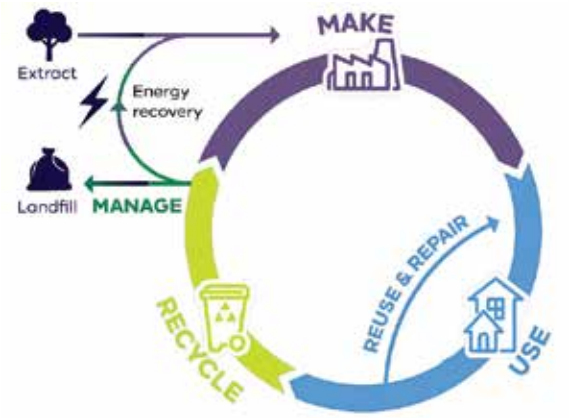


Figure 6 The waste management hierarchy

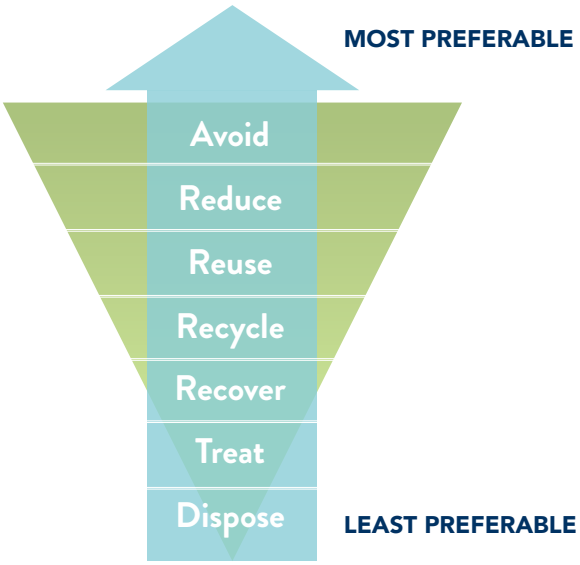


Figure 7 One Planet Living Principles



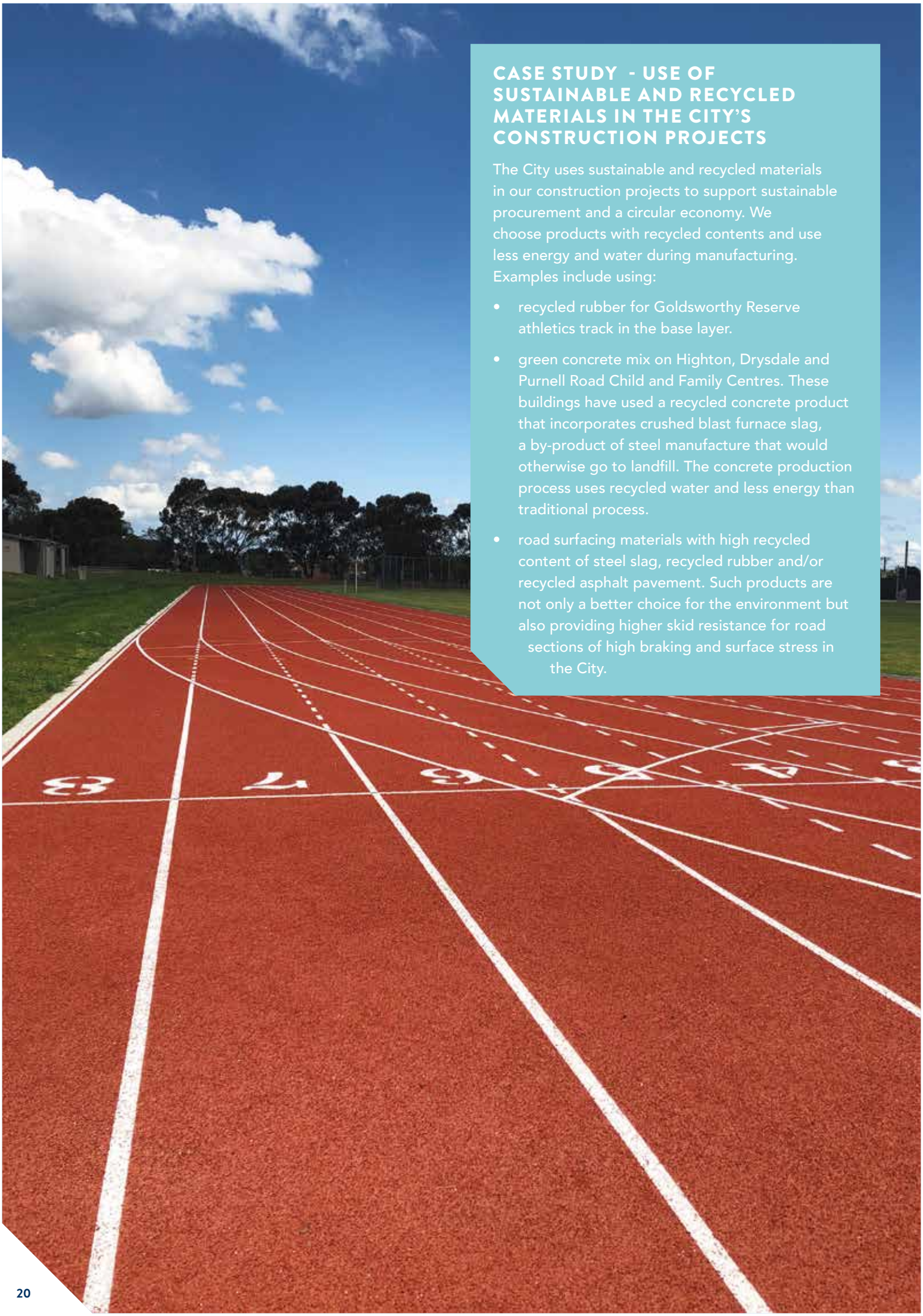
[2] Department of the Environment, Land, Water and Planning (2020) *Recycling Victoria: A new economy*

CASE STUDY - CLEANTECH INNOVATIONS GEELONG

The Cleantech Innovations Geelong program supports businesses in the Geelong region to develop markets for clean technologies that address waste issues. This program is a partnership between the City, the Geelong Manufacturing Council and the State Government. Projects delivered include:

- facilitating Deakin University and CSIRO to develop technologies to process their food waste on the Waurn Ponds campus. Deakin University installed a Closed Loop food composter, built by Australian business Closed Loop Recycling, at their Waurn Ponds Estate. The unit converts up to 60 kilograms food waste a day into nutrient-rich soil improver and reduced waste by 90%.
- funding a market research project that has identified Australian based customers for new tyre crumb derived composite material and its expected volume of sales. This project has contributed to the establishment of a manufacturing plant in Geelong.
- supporting an innovative procurement process to reduce waste through creating age defying and maintenance free recreational bridges. The successful submission came from a consortium including Geelong manufacturer Austeng, Deakin University's Carbon Nexus research facility and Australian engineering company Rocla. The consortium undertook research and developed an innovative building product made from geopolymer (with partly recycled materials) and reinforced with carbon fibre, which is stronger and longer lasting than existing products.





CASE STUDY - USE OF SUSTAINABLE AND RECYCLED MATERIALS IN THE CITY'S CONSTRUCTION PROJECTS

The City uses sustainable and recycled materials in our construction projects to support sustainable procurement and a circular economy. We choose products with recycled contents and use less energy and water during manufacturing. Examples include using:

- recycled rubber for Goldsworthy Reserve athletics track in the base layer.
- green concrete mix on Highton, Drysdale and Purnell Road Child and Family Centres. These buildings have used a recycled concrete product that incorporates crushed blast furnace slag, a by-product of steel manufacture that would otherwise go to landfill. The concrete production process uses recycled water and less energy than traditional process.
- road surfacing materials with high recycled content of steel slag, recycled rubber and/or recycled asphalt pavement. Such products are not only a better choice for the environment but also providing higher skid resistance for road sections of high braking and surface stress in the City.

STRATEGY OVERVIEW

From what we heard and learnt, we put together the following vision and goals to guide our efforts over the next ten years.

VISION

The City contributes to a circular economy by leading and supporting the community to actively avoid waste and increase resource recovery.

GOALS

1. AVOID CREATING WASTE

To reduce waste by actively avoiding it

2. RECOVER MORE RESOURCES

To value waste as a resource and recover more from it

3. PROTECT THE ENVIRONMENT

To reduce the impact waste has on the environment

GOAL 1 – AVOID CREATING WASTE

We place waste avoidance at the forefront of approaches for managing waste. Avoiding and reducing the generation of waste has the highest priority in the waste management hierarchy.

We recognise that reducing the amount of waste generated requires significant and sustained behaviour change by governments, businesses and households to achieve this goal. Waste avoidance relies on awareness and commitment by both individuals and organisations. We all can make decisions to reduce the impacts of our purchase and consumption. We can select items with the least packaging, avoid disposable or single use goods, buy reusable and repairable products and use leftover food.

By reducing waste, we reduce our reliance on landfill and recycling infrastructure, reduce the impact of waste on the environment, and reduce the financial cost for disposal and waste services.



Reusable bag. Photo credit: BSWWRRG and MWRRG

OUR AIM

To reduce waste by actively avoiding it.

OUR TARGETS

- Divert 80 per cent of waste from landfill by 2030, and an interim target of 72 per cent by 2025.
- 15 per cent reduction in total waste generation per capita between 2020 and 2030.
- City-run and public events requiring a permit to minimise waste and recover resources, as part of their waste management and recycling plan by 2022.
- 20 per cent reduction of waste produced from targeted City office buildings between 2020 and 2025.
- Single use plastics phased out of City buildings by 2022.

STRATEGIC ACTIONS

SERVICES AND INFRASTRUCTURE		TIMEFRAME
1.1	Investigate services and infrastructure options that support and incentivise waste avoidance.	2020 to 2025

MANAGEMENT PRACTICES		TIMEFRAME
1.2	Develop a plastic wise program by 2020 that includes phasing out single use plastics across the organisation by 2022.	2019 to 2022
1.3	Strengthen the City's *Procurement Policy* to align with Australian Government's *Sustainable Procurement Guide*, and put waste minimisation into procurement practice.	2020 to 2025
1.4	Review council policies and procedures to identify opportunities that reduce waste and increase resource recovery in the workplace, and in the community.	2020 to 2022
1.5	Review event planning processes and templates to reduce waste and improve how we manage recycling at all City-run events.	2020 to 2022

MANAGEMENT PRACTICES		TIMEFRAME
1.6	Review approvals required for event waste management and recycling plans, and develop guidelines to support event organisers to reduce waste and increase resource recovery.	2020 to 2022
1.7	Develop waste management guideline for planning permit applications, to guide applicants to prepare a plan to manage the waste and recycling needs of residential and commercial developments.	2020 to 2022
1.8	Establish a community waste minimisation and innovation fund through the existing Environment and Sustainability Grants Program.	2020 to 2022
1.9	Establish a baseline of waste generated by selected City buildings and operations.	2020 to 2022

EDUCATION AND BEHAVIOUR CHANGE		TIMEFRAME
1.10	Implement an education and behaviour change campaign for our employees focused on avoiding and reducing waste and increasing resource recovery in the workplace and at home.	2020 to 2025
1.11	Host regular community engagement open house sessions to improve communications and promote waste reduction.	2020 to 2025
1.12	Use communication and social media channels to promote ways of reducing waste, reusing and recycling.	Ongoing
1.13	Implement ongoing education and behaviour change campaigns focused on avoiding and reducing waste and increasing resource recovery in local businesses and the community.	Ongoing
1.14	Promote programs and businesses that focus on avoiding waste and increasing resource recovery.	Ongoing
1.15	Encourage and assist businesses to promote practices to their customers that help avoid waste and improve resource recovery.	Ongoing

PARTNERSHIPS AND ADVOCACY		TIMEFRAME
1.16	Continue to partner and support government agencies, stakeholders and community groups to develop programs and initiatives that focus on avoiding waste and increasing resource recovery.	Ongoing
1.17	Partner with other organisations to assist with waste sector research and development.	Ongoing
1.18	Investigate ways to help schools minimise their waste, such as the ResourceSmart school program.	Ongoing
1.19	Advocate to state and federal governments for waste minimising design, manufacturing and packaging policy and legislation, and more product stewardship schemes.	Ongoing
1.20	Advocate for, promote and support a circular economy.	Ongoing

GOAL 2 – RECOVER MORE RESOURCES

Where avoiding waste generation is not possible, we support and make effort to recover more value and resources from waste by planning and providing enabling infrastructure and services. Recovering more resources supports a circular economy that keeps materials in the productive economy, and benefits the environment by reducing the need for virgin materials and waste disposal.

We all can make choices in reusing, repairing and recycling household and industrial items. We can recycle more recyclable items such as electronic waste, batteries, white goods, etc at the City's resource recovery centres. The community can use the City's online recycling guide to check what can be recycled at kerbside collection.

The City is also committed to increase the recovery of food waste and avoid sending this resource to landfill. We will roll out community scale trials while we seek funding and approvals for municipal wide organics processing in order to support a full scale food recovery program.

OUR AIM

To value waste as a resource and recover more from it.

OUR TARGETS

- Halve the volume of organic materials going to landfill from residential waste bins between 2020 and 2030, with an interim target of 20 per cent reduction by 2025.
- Reduce contamination rates in residential recycling bins to less than 10 per cent by 2025, 7 per cent by 2030.
- Reduce contamination rates in residential garden organic bins to less than 3 per cent by 2025, 1.5 per cent by 2030.
- Increase the recycling rate in all City CBD offices by 10 per cent between 2020 and 2025.
- Increase food organics diverted from key City buildings by 50 per cent between 2020 and 2025.
- Increase visits to City's online recycling guide by 30 per cent, and subscriptions to waste education e-newsletter by 50 per cent, between 2020 and 2022.
- In addition to the existing garden organics collection service, households have access to a food organics recycling service or local composting by 2030.



Opening of the Geelong garden organics composting facility in Anakie

STRATEGIC ACTIONS

SERVICES AND INFRASTRUCTURE		TIMEFRAME
2.1	Identify options and incentives that increase resource recovery through kerbside waste collection, resource recovery centres and landfill.	2019 to 2025
2.2	Investigate options to divert food organics from landfill, including implementing a trial food organics collection service.	2019 to 2022
2.3	Investigate options and prepare a business case for establishing a food organics processing facility.	2020 to 2022
2.4	Review the existing public place bin network and consider opportunities to improve and expand public place recycling.	2020 to 2025
2.5	Identify and implement new technologies to improve our waste services – for example, optimising waste collection runs and reducing collection vehicle emissions.	Ongoing
2.6	Evaluate the hard waste collection trial service and recommend next steps.	2019 to 2021
2.7	Investigate and trial different resource recovery service options for residents, such as on-demand collection services.	Ongoing
2.8	Investigate alternative waste technology options for residual waste.	Ongoing
2.9	Prepare a business case for developing waste and resource recovery facility and services that fosters a circular economy with regional partners and local governments.	2020 to 2022
2.10	Aim for a 6-Star NABERS waste rating (or equivalent) on all new City owned buildings and select existing buildings to retrofit towards a similar rating.	Ongoing
2.11	Investigate better waste and recycling systems and services, and develop waste management planning guide for subdivision, multi-tenement and higher density developments.	2020 to 2025

MANAGEMENT PRACTICES		TIMEFRAME
2.12	Implement program to divert food organics in the Civic Precinct and other City buildings.	2020 to 2025
2.13	Provide infrastructure and services in City buildings that support increased recycling rates.	2020 to 2025
2.14	Maximise the recycling of plant and infrastructure at the time of asset replacement or disposal, which includes the reuse and recycling of construction and demolition waste.	Ongoing
2.15	Provide opportunities and support for employees to upskill in workplace waste management and explore new waste technologies.	Ongoing
2.16	Identify new markets for recovered resources and waste currently going to landfill and support existing ones.	Ongoing
2.17	Develop markets for products that adhere to circular economy principles.	Ongoing
2.18	Review and improve waste data capture and reporting processes for landfill, kerbside collection and resource recovery.	2020 to 2025
2.19	Support and implement the Municipal Association of Victoria's *Rescue Our Recycling Action Plan.*	Ongoing
2.20	Establish a baseline of recycling rates across key City buildings.	2020 to 2021

EDUCATION AND BEHAVIOUR CHANGE		TIMEFRAME
2.21	Provide education and behaviour change programs that reduce bin contamination and increase resource recovery.	Ongoing
2.22	Provide information on waste management, recycling options and site contamination for the construction and demolition businesses.	Ongoing
2.23	Develop and support a waste ambassador program for communities and workplaces, and promote local waste and recycling stories.	Ongoing
2.24	Continue to monitor and reduce contamination rates in kerbside recycling and garden organics bins through the City's kerbside bin audit program and waste education.	Ongoing

PARTNERSHIPS AND ADVOCACY		TIMEFRAME
2.25	Partner with the Barwon South West Waste and Resource Recovery Group to support schools, hospitals, catering and other businesses to improve their waste practices and reduce landfill waste.	Ongoing
2.26	Collaborate with the Barwon South West Waste and Resource Recovery Group, local governments and the waste industry to develop and implement the Regional Recycling Action Plan for the Barwon South West region.	2019 to 2021
2.27	Continue to collaborate with G21 councils on collaborative procurement and resource recovery initiatives.	Ongoing
2.28	Partner with government agencies and local industries to bring new waste and resource efficient products to market by stimulating demand and providing grants.	Ongoing
2.29	Use Procurement for Innovation principles to bring new products to market that adhere to circular economy principles.	Ongoing
2.30	Through Cleantech Innovations Geelong partnership program, invite proposals for circular economy and waste related demonstration projects.	2020 to 2021
2.31	Explore the creation of a clean technology precinct which will include and support resource efficient products and businesses.	2020 to 2025
2.32	Work with government agencies, local governments and organisations to increase the use of recycled materials in road, building and other infrastructure constructions.	Ongoing
2.33	Partner with other local governments and waste regional groups to identify and develop waste management and infrastructure solutions.	Ongoing
2.34	Partner with government agencies, local governments and organisations to explore opportunities on resource recovery and alternative waste technologies.	Ongoing
2.35	Advocate to the State Government for a Victorian container deposit scheme.	Ongoing



Public place garbage collection service

GOAL 3 – PROTECT THE ENVIRONMENT

The transport, processing and disposal of waste all have the potential to impact the environment. It is important that our waste and recycling systems are designed and operated according to best practice in order to protect the environment from the negative impacts of waste.

The City is committed to continue managing waste responsibly and adopting best practice in our current waste and recycling facilities. To plan for future population and economic growth in Geelong, we will prepare a business case to establish future waste facilities in accordance with best environmental practice.

Litter and illegal dumping can significantly damage our environment. It not only costs the community money, but also causes public health and safety hazards. The City protects the environment from litter and dumped materials problems by enforcement, community education and control measures.

For community members, we can all avoid littering in the first place and assist by picking up rubbish, or joining clean-up activities. We can also report dumping or other environment pollution by contacting the EPA Victoria, or reporting dumped materials to the City.

OUR AIM

To reduce the impact waste has on the environment.

OUR TARGETS

- Utilise at least 95 per cent of landfill gas generated at the Drysdale Landfill for energy production by 2022.
- Progressively rehabilitate the Drysdale Landfill to improve the local landscape.
- Review and update council policies to support a circular economy by 2022.
- Implement sustainable government procurement practices, including the use of sustainable and recycled materials.

STRATEGIC ACTIONS

SERVICES AND INFRASTRUCTURE		TIMEFRAME
3.1	Protect the environment from litter pollution in public and open spaces through enforcement, education and control measures.	Ongoing
3.2	Review and improve management processes and measures designed to address illegal dumping across the municipality.	Ongoing
3.3	Review and monitor litter reduction measures aimed at wetlands and waterways. Investigate opportunities to capture more litter from stormwater runoff through appropriate infrastructure and measures.	Ongoing
3.4	Prepare a business case to establish best environmental practice facility for bulk transport of residual waste.	2020 to 2022
3.5	Continue to capture landfill gas and generate energy at the Drysdale Landfill.	Ongoing
3.6	Develop and implement a progressive landfill landscape and rehabilitation plan for the Drysdale Landfill.	Ongoing
3.7	Protect the environment using best practice and management of existing waste infrastructure, including landfills, recycling facilities and services.	Ongoing
3.8	Investigate opportunities to rehabilitate and develop recreational spaces at closed landfills.	Ongoing
3.9	Identify and support initiatives to reuse waste to protect our environment, such as using waste scallop shells to construct artificial reefs that reduce coastal erosion.	Ongoing

MANAGEMENT PRACTICES		TIMEFRAME
3.10	Continue to implement sustainable procurement practices, including the use of sustainable and recycled materials to create end markets.	Ongoing
3.11	Review and update policy and procedures to reflect the changes in Environment Protection Amendment Act 2018 which takes effect from 1 July 2020.	Commence in 2019
3.12	Continue to implement environmental monitoring and operational plans for Drysdale Landfill. Conduct annual environment audit and implement recommendations.	Ongoing
3.13	Continue to comply with the Environmental Protection Authority Victoria requirements and guidelines at City's waste and resource recovery facilities.	Ongoing
3.14	Identify opportunities to minimise the impact of waste on the environment for the Northern and Western Geelong Growth Areas.	Ongoing

EDUCATION AND BEHAVIOUR CHANGE		TIMEFRAME
3.15	Expand community education program to highlight the impacts of waste on the environment.	Ongoing
3.16	Deliver community engagement and education campaign to raise awareness of illegal dumping and its impacts.	Ongoing
3.17	Undertake community engagement on the future closure of Drysdale Landfill and explore possible uses for the site after it closes.	Ongoing
3.18	Promote and celebrate success in protecting the environment through community education campaigns.	Ongoing
3.19	Promote programs and businesses that take actions to reduce the impacts of waste on the environment.	Ongoing

PARTNERSHIPS AND ADVOCACY		TIMEFRAME
3.20	Partner with government agencies, land managers, land owners and relevant stakeholders to reduce and prevent illegal dumping across the municipality.	Ongoing
3.21	Partner with government agencies to reduce and prevent littering using community education and enforcement.	Ongoing
3.22	Continue to partner with government agencies and stakeholders to secure funding for environmental protection works.	Ongoing
3.23	Collaborate with government agencies and stakeholders to develop programs and initiatives that focus on reducing the impacts of waste on the environment.	Ongoing
3.24	Advocate for increased enforcement, technical advice and support from the Environment Protection Authority Victoria.	Ongoing



CASE STUDY – THE HILL MOUNTAIN BIKE PARK IN NEWTOWN

The Hill Mountain Bike Park has transformed a closed landfill site into a popular recreational space.

It is a public mountain bike park free for riders of any age to use. It has three cross country trails, a pump track and a skills track that are designed for beginners through to intermediates.

The community has also planted over 4,500 trees on this 4.5 hectare mountain bike park, contributing to the City's urban forest network.

The Hill has won the Park of the Year award at the Parks and Leisure Australia Awards for Excellence for Victoria and Tasmania in 2017.

DELIVERING THE STRATEGY

NEXT STEPS

This draft *Waste and Resource Recovery Strategy* will be released for public consultation and comment in late 2019. Feedback will be reviewed to recommend changes to the draft strategy where required.

The final draft will then be considered by Council in late 2019 or early 2020. If the plan is endorsed by Council it will then be implemented.

HOW WE WILL IMPLEMENT THE PLAN

Once the strategy is endorsed, we will develop a rolling implementation plan for strategic actions to be delivered every two years. The implementation plan will identify:

- the strategic actions we will be working on
- more specific timelines for each action
- resources required and available, and
- our progress to date.

Waste and resource recovery management is constantly changing. We have chosen to plan implementation two years in advance in order to respond to rapidly changing variables, such as:

- trends in the waste sector
- community expectations
- our annual budget
- changes in the our priorities and programs and
- changes in federal and state government policies and programs.

HOW WE WILL FUND THE IMPLEMENTATION

The funding we need to implement the strategic actions for each two-year period will be considered in our annual planning and budgeting cycles. We will also seek external funding opportunities to further progress our vision, goals and strategic actions.

HOW WE WILL REPORT

At the end of every two-year implementation cycle, we will report our progress to Council and community. This report will be made publicly accessible via our website. The first report will be delivered to Council in 2022.

KEY REFERENCES

Barwon South West Waste and Resource Recovery Group (2016) *Barwon South West Waste and Resource Recovery Implementation Plan 2017-2026*

Department of the Environment and Energy (2018) *2018 National Waste Policy: less waste more resources*

Department of the Environment and Energy (2019) *National Waste Policy Action Plan 2019*

Infrastructure Victoria (2019) *Recycling and resource recovery infrastructure Evidence base report October 2019*

Department of the Environment, Land, Water and Planning (2020) *Recycling Victoria: A new economy February 2020*

Parliament of Victoria (2019) *Inquiry into recycling and waste management - final report November 2019*

Sustainability Victoria (2018) *Statewide Waste and Resource Recovery Infrastructure Plan*

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COMMUNITY CONSULTATION REPORT 2020

DRAFT
WASTE AND RESOURCE RECOVERY STRATEGY 2020-30

CITY OF GREATER GEELONG

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Appendix 3 Submission from Barwon South West Waste and Resource Recovery Group

Appendix 4 Submission from Barwon Water

Appendix 5 Submission from Geelong Sustainability

Introduction

The City of Greater Geelong is finalising our draft Waste and Resource Recovery Strategy 2020-30. In order to do this, we have considered feedback from our community through comments on the draft Strategy on the Have Your Say website, consulted with our staff across the waste and other sectors and reviewed new and emerging federal and state waste policies and guidance documents.

The City of Greater Geelong has developed a new Waste and Resource Recovery Strategy 2020-30.

A draft Waste and Resource Recovery Strategy 2020-30 was developed through extensive consultation with our community, stakeholders and staff over a 12 month period. The City collated the diverse range of ideas, concerns, issues and opportunities we heard throughout the consultation process and used the results to inform our vision, goals and strategic actions. The Strategy highlights the community's support to avoid creating waste, to recover more resources, and to protect our environment from the impact of waste.

The draft Waste and Resource Recovery Strategy 2020-30 was released for public consultation on the 12 December 2019. Comments on the draft Strategy were sought from the community until 7 February 2020. During this time, we received 65 online submissions providing valuable feedback on the Draft Strategy. The feedback and input received from the community and stakeholders through the consultation process further refined the City's new Waste and Resource Recovery Strategy 2020-30.

In addition to community feedback, we are also ensuring emerging national and state policies and guidance documents are embedded in the final Strategy. Widespread changes in the global recycling industry in recent times has led to shifts in our national approach. During the development of the draft Strategy, government policies have been moving towards a circular economy. This has resulted in the release of new guidance documents in recent months. We have reviewed our draft Strategy to ensure key elements of these emerging documents are captured in the final draft.

ABOUT THIS REPORT

In order to finalise the draft Strategy, we are ensuring feedback from our community and stakeholders is considered and components of all newly released policies and guidance documents are incorporated in the final document. This report's key purpose is to provide evidence-based recommendations for changes to the draft Waste and Resource Recovery Strategy 2020-30.

Components of this report include the following:

- Community consultation report
- Review of new national and state policies
- Recommendations for changes to the draft Strategy

1 Community Consultation

1.1 PURPOSE AND BACKGROUND

We sought feedback and input from the community and stakeholders on the draft Waste and Resource Recovery Strategy 2020-30. Feedback received was used to further refine the Strategy.

This report presents feedback received from the community consultation on the Draft Waste and Resource Recovery Strategy 2020-30. It summarises the comments received from the 8 week, online community consultation period and provides recommendations for changes to the Draft Waste and Resource Recovery Strategy 2020-30 based on these findings.

1.2 ENGAGMENT METHODOLOGY

Community and stakeholders were invited to provide their feedback on the Draft Strategy through an online process between 12 December 2019 and 7 February 2020. The draft Strategy and Background report were made available and a comments box was provided where respondents could provide feedback.

These comments were collated and analysed based on a number of criteria including whether the issue raised:

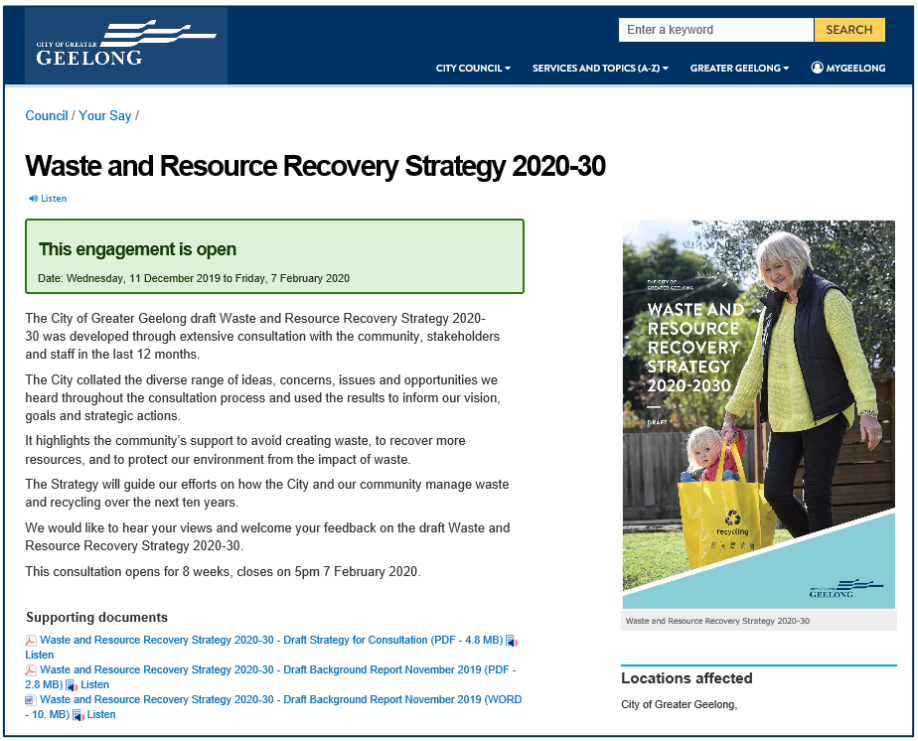
- was within the City's area of influence or control
- was already considered in the draft Strategy
- would require changes to the draft Strategy or
- could be considered for the Strategy's implementation plan.

1.3 MARKETING AND COMMUNICATIONS

The Have Your Say engagement was promoted widely with the aim to seek feedback and input from the whole community. Communications and engagement activities used include:

- Have Your Say page on website
- Social media posts
- Media release
- Emails to stakeholders
- Re-think your rubbish newsletter.

Figure 1 Have Your Say engagement web page for the Draft Waste and Resource Recovery Strategy 2020-30



1.4 ENGAGEMENT STATISTICS

59
DAYS

EMAILS
218 online forum members
103 stakeholders

65
SUBMISSIONS

SOCIAL ADVERTS

RE-THINK YOUR RUBBISH NEWSLETTER

3,000+
HAVE YOUR SAY PAGE VIEWS

Respondents came from across the municipality. Higher percentage of respondents were from postcode 3218, which includes Geelong West, Herne Hill and Manifold Heights.

Over half of the respondents (58 per cent) were aged 25-49 years of age. The age group with the highest representation was 35-49 years, representing 32 per cent of responses.

The voices of the 18-24 years and over 60s were also heard in the engagement process. 24 per cent of respondents were aged over 60s, and 3 per cent were aged 18-24 years.

Figure 2 Suburb representation

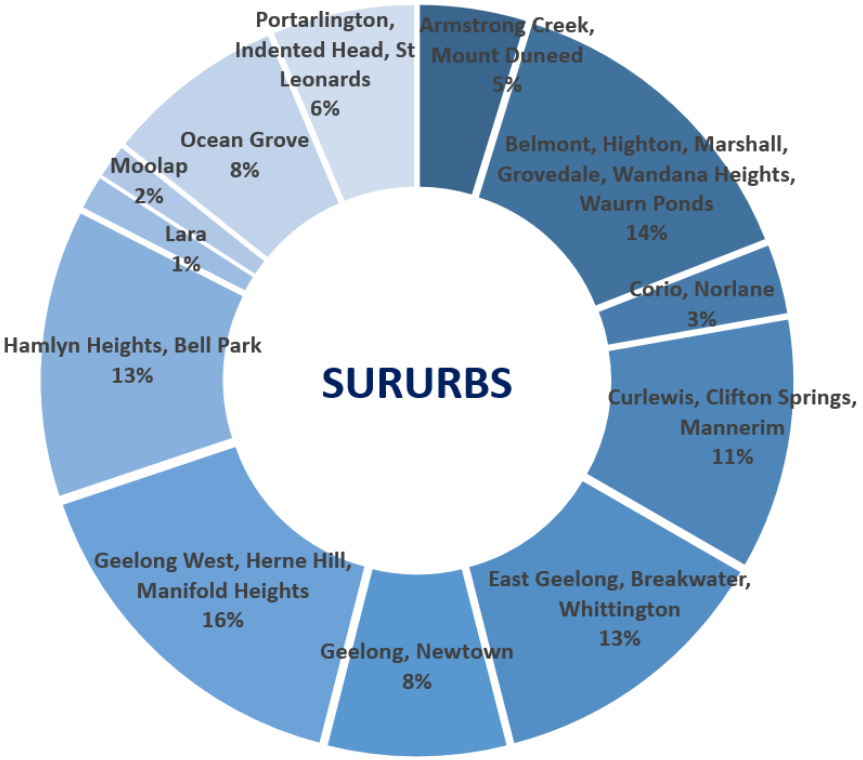
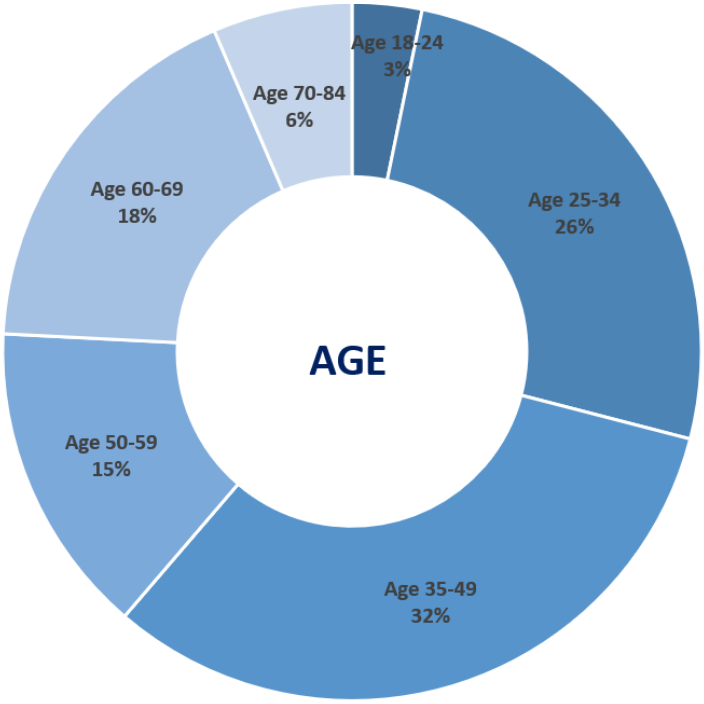


Figure 3 Age representation



1.5 SUBMISSIONS

Our community and stakeholders were given extensive opportunities to identify issues and provide ideas and suggested actions through a number of community engagement processes during the development of the draft Strategy. These processes generated rich and diverse ideas that helped form key components of the Strategy.

After the draft Strategy was developed our community and stakeholders were given the opportunity to provide further feedback through an 8 week online consultation process on the Have Your Say engagement web page.

This process received 65 online submissions providing valuable feedback. Of these, 62 were from members of the community and 3 were from our stakeholders.

The consultation period provided our community and stakeholders an opportunity to provide feedback on all components of the draft Strategy, including the vision, goals and actions the draft Strategy outlined.

While participants reviewed and commented on the strategic direction, goals and associated actions of the draft Strategy, many used the strategy consultation process as an opportunity to identify issues and ideas related to waste production, reduction and removal at state and national levels.

All feedback was considered during the review of the draft Strategy.

What our stakeholders said

Three of the City's waste management stakeholders provided detailed submissions through the Have Your Say consultation process. These stakeholders were the Barwon South West Waste and Resource Recovery Group, Barwon Water and Geelong Sustainability.

A strong level of support was offered by stakeholders regarding our strategic direction, including our vision and focus on a circular economy, as well as our goals.

While the level of support for our actions was high, a number of constructive suggestions were made to improve the Strategy and its implementation. These were considered in finalising the Strategy and the recommended changes are listed in the summary below.

All stakeholders expressed a wish to work collaboratively with the City into the future.

Detailed review of the submissions from our stakeholders can be found in Appendix 1: Stakeholder submissions from Have Your Say consultation. Submissions from our stakeholders are included in Appendices 3 to 5.

What our community said

Our strategic approach was well supported, with comments from the community offering direct support for our strategic directions. This includes our vision and alignment to a circular economy, as well as our goals and many actions.

Many submissions provided support for the introduction of a kerbside food organics collection. This is supported by Action 2.2. There are also feedback for the City to promote home compost systems. To address these strong supports in reducing household food organics, the final Strategy has put forward a stronger commitment by revising the food organics reduction targets to 20% by 2025, 50% by 2030, and households have access to a food organics recycling service or local composting by 2030.

Participants also offered support and suggestions to improve and deliver waste education programs. These are addressed in the Strategy in the actions under education and behaviour change.

The community has asked for more recycling options at the kerbside, including more bins, smaller bins and increase in recycling collection frequency. These ideas will be considered in delivering Actions 2.1 and 2.4, and other actions under Goal 2 of the Strategy.

Our community offered support for a container deposit scheme and asked for the City to actively advocate for one. This is addressed under Action 2.35.

Other topics that have been raised include:

- influence a reduction in construction and development waste
- advocate for reduction in packaging of food
- influence manufacturers to reduce production of waste through purchasing power and advocacy
- ensure the Strategy acknowledges carbon emissions due to waste.
- provide regular feedback to the community regarding Strategy implementation.

Some comments offered support for:

- City's events waste reduction action
- hard waste collection but ask the City to explore more reuse and recovery of materials collected.
- influence manufacturers to reduce production of waste through purchasing power and advocacy.

Submissions from our community can be found in Appendix 2 Community submissions from Have Your Say consultation.

The recommendations below were made to the Waste and Resource Recovery Strategy 2020-30, following the review and analysis of feedback submitted by our community and stakeholders.

Recommendations for Strategy Refinement

- Revised target under Goal 1 to "15 per cent reduction in total waste generation per capita between 2020 and 2030".
- New Action 1.3 under Goal 1 "Strengthen the City's *Procurement Policy* to align with Australian Government's *Sustainable Procurement Guide*, and put waste minimisation into procurement practice".
- Revised target under Goal 2 to "50 per cent reduction in the volume of organic material going to landfill between 2020 and 2030, with an interim target of 20 per cent reduction by 2025".
- New target under Goal 2 "In addition to the existing garden organics service, households have access to a food organics recycling service or local composting by 2030".
- Revised Action 2.9 "Prepare a business case for developing waste and resource recovery facility and services that fosters a circular economy with regional partners and local governments".
- Expanded Action 2.14 "Maximise recycling of plant and infrastructure at the time of asset replacement or disposal, which includes the reuse and recycling of construction and demolition waste.

2 Review of new National and State policies

2.1 PURPOSE AND BACKGROUND

Widespread changes in the global recycling industry in recent times have led to shifts in our national approach. Government policies are moving towards a circular economy, and this has resulted in the release of a number of key federal and state policies and guiding documents over recent months.

Following the development of the City's draft Waste and Resource Recovery Strategy 2020-30 in late 2019, the following policies and documents were released. These include:

- *Recycling Victoria: A new economy February 2020*
- *National Waste Policy Action Plan 2019*
- Victorian Parliamentary *Inquiry into recycling and waste management final report November 2019*
- Infrastructure Victoria's *Recycling and resource recovery infrastructure - Evidence based report October 2019*.

This report provides an overview of these newly released guiding documents. It identifies whether their recommendations are being met in the draft Waste and Resource Recovery Strategy 2020-30 and provides recommended additions and refinements to the draft Strategy to ensure key elements of these emerging documents are captured in the final draft.

2.2 RECYCLING VICTORIA: A NEW ECONOMY FEBRUARY 2020



On 26 February 2020, the Victorian Government released a 10 year policy and action plan for waste and recycling *Recycling Victoria: A new economy*. It aims to reform Victoria's waste and recycling system over the next decade, including changes to kerbside recycling, the introduction of a container deposit scheme, new investment in industry and the creation of waste management as an essential service.

Beyond recycling, this policy intends to shift Victoria to a circular economy under four guiding goals:

Goal 1 – deign to last, repair and recycle

Goal 2 – use products to create more value

Goal 3 – recycle more resources

Goal 4 – reduce harm form waste and pollution.

Four targets set in *Recycling Victoria* are:

1. Divert 80% of waste from landfill by 2030, and an interim target of 72% by 2025.
2. Cut total waste generation by 15% per capita by 2030.
3. Halve the volume of organic material going to landfill between 2020 and 2030, with an interim target of 20% reduction by 2025.
4. Ensure every Victorian household has access to food and garden organic waste recycling services or local composting by 2030.

2.3 NATIONAL WASTE POLICY ACTION PLAN 2019



In 2019 the *National Waste Policy Action Plan* was released, which presents targets and actions to implement the *2018 National Waste Policy*.

The national targets outlined in this plan are:

1. Ban the export of waste plastic, paper, glass and tyres, commencing in the second half of 2020.
2. Reduce total waste generated in Australia by 10% per person by 2030.
3. 80% average resource recovery rate from all waste streams following the waste hierarchy by 2030.
4. Significantly increase the use of recycled content by governments and industry.
5. Phase out problematic and unnecessary plastics by 2025.
6. Halve the amount of organic waste sent to landfill by 2030.
7. Make comprehensive, economy-wide and timely data publicly available to support better consumer, investment and policy decisions.

To support these targets, a number of key action areas are also included in the plan. These action areas will drive change in the waste industry, businesses, governments and the community, and make Australia more responsible for its own waste. These areas are:

- Ban the export of waste plastic, paper, glass and tyres.
- Phase out problematic and unnecessary plastics.
- Governments use their purchasing power to increase recycling.
- Improve waste data collection and information sharing.

The recommendations below were made to the Waste and Resource Recovery Strategy 2020-30 following the review of the Victorian Government policy *Recycling Victoria: A new economy*. These complement the actions and seven national targets agreed through the *National Waste Policy Action Plan 2019*.

Recommendations for Strategy Refinement

- Revised target under Goal 1 to “15 per cent reduction in total waste generation per capita between 2020 and 2030”.
- New Action 1.3 under Goal 1 “Strengthen the City’s *Procurement Policy* to align with Australian Government’s *Sustainable Procurement Guide*, and put waste minimisation into procurement practice”.
- Revised target under Goal 2 to “50 per cent reduction in the volume of organic material going to landfill between 2020 and 2030, with an interim target of 20 per cent reduction by 2025”.
- New target under Goal 2 “In addition to the existing garden organics service, households have access to a food organics recycling service or local composting by 2030”.
- Revised Action 2.9 “Prepare a business case for developing waste and resource recovery facility and services that fosters a circular economy with regional partners and local governments”.

2.4 VICTORIAN PARLIAMENTARY INQUIRY INTO RECYCLING AND WASTE MANAGEMENT FINAL REPORT NOVEMBER 2019



In March 2019, the Parliament of Victoria began an inquiry into Victoria's recycling and waste management system. The inquiry explored a number of different issues, including:

- The responsibility of the Victorian Government to establish and maintain a coherent, efficient and environmentally responsible approach to solid waste management across the state, including assistance to local governments.
- Whether the China National Sword policy was anticipated and responded to properly.
- Identifying short and long-term solutions to the recycling and waste management system crisis.
- Strategies to reduce waste generation and better manage all waste such as soft plastics, compostable paper and pulp, and commercial waste.

The Victorian Government released the *Inquiry into recycling and waste management final report* on 27 November 2019 with 46 recommendations to the Victorian Government.

The table below summaries key recommendations in the inquiry report and the City's responses, identifying where recommendations are being met in the Waste and Resource Recovery Strategy 2020-30 and recommended changes to address the inquiry recommendations.

Table 1 City's responses to recommendations from Victorian Parliamentary inquiry into recycling and waste management

	Recommendations from Parliamentary inquiry report	Responsibility	City's responses
Introduction			
1	The Committee recommends that following a major incident where community members may be exposed to toxic smoke or other hazardous residues, the Department of Health and Human Services undertake public health testing in the affected suburbs and surrounding areas as required to ensure that there are no health impacts on local residents. Generalised results from these tests should be communicated to the community.	An action for Victorian Government.	Will support the Victorian Government on its implementation.
2	The Committee recommends that the Victorian Government run a publicity campaign to encourage metropolitan residents to download the VicEmergency app to supplement other communication methods. Information provided around incidents such as the Coolaroo, West Footscray and Campbellfield fires should include any specific health risks and details of where further information can be obtained.	An action for Victorian Government.	Will promote and encourage our community to use the VicEmergency app.
3	That manifests be not only kept onsite, but it be mandatory that the businesses notify the EPA and all other authorities the exact details and quantities of all chemicals on site. This manifest should be online and available immediately to emergency services on multiple devices.	An action for Victorian Government.	Will support the Victorian Government on its implementation.

	Recommendations from Parliamentary inquiry report	Responsibility	City's responses
4	The Committee recommends that the suspension of licences for the storage of industrial and chemical waste be imposed immediately to ensure that companies are required to bring their storage volumes within the terms of their licences before they are allowed to continue to trade and that penalties for non-compliance are imposed at the time of the suspension.	An action for Victorian Government.	Will support the Victorian Government on its implementation.
5	The Government should facilitate the development of a more extensive market for stockpiled hazardous material.	An action for Victorian Government.	Noted.
Victorian Overview			
6	That the landfill levy in Victoria be adjusted to the extent that the financial incentive to transport waste materials from other jurisdictions, as well as the incentive to send material to landfill, is removed. The Victorian Government should work with the Commonwealth Government and relevant stakeholders including local government to harmonise the landfill levy nationally.	An action for Victorian Government.	Victorian Government has announced landfill levy increase of $20/tonne annually between 2020 and 2024. City's budget planning for 2020/21 will consider this levy increase.
7	That the Victorian Government make clear through detailed guidelines about what the Sustainability Fund is for, who is able to access the Fund, how they access it and how are the Fund's outcomes measured.	An action for Victorian Government.	In line with City's submissions to Victorian Government.
8	In light of the concerns raised by councils about the accessibility of the Sustainability Fund, the Committee recommends, in line with the Auditor-General's recommendations, that the Sustainability Fund be audited to ensure that the Fund is accessible and demonstrates which programs have achieved against their specified legislative objectives and been allocated accordingly.	An action for Victorian Government.	In line with City's submissions to Victorian Government. Will continue to advocate for the accessibility and fit-for-purpose use of the Sustainability Fund.
9	That a review of the sector and governance arrangements be undertaken to ensure that there are clear roles, responsibilities and accountabilities for various organisations within the waste management and recycling sector.	An action for Victorian Government.	In line with City's submissions to Victorian Government.
10	The Victorian Government should establish clear guidelines under an environmental planning framework to ensure policy certainty to address the issues that councils are experiencing.	An action for Victorian Government.	Will participate to support this guideline development.
Municipal waste			
11	That the Victorian Government provide funding and support for all Victorian councils statewide to introduce a separate bin for municipal glass recycling. The Victorian Government should also conduct a study of the costs and benefits associated with the introduction of a separate municipal glass recycling bin, and these should be disclosed.	An action for Victorian Government.	Supported by Action 2.1 of the Strategy. The City has been trialling a separate glass collection at our resource recovery centres and received positive feedback.
12	That the Victorian Government work in partnership with local councils to develop a standardised statewide system, appropriate to local needs, of food organics and garden organics services towards a goal zero of food organics and garden organics going to landfill.	An action for Victorian Government.	Supported by Action 2.2. The City will implement food organics collection trial to inform our future organic waste services.

	Recommendations from Parliamentary inquiry report	Responsibility	City's responses
13	That given that compost and soil conditioner made from food organics and garden organics may be used for agricultural purposes, in the interests of food safety, guidelines for its use should be clear and standards need to be published and enforced. Prior to the statewide rollout of the use of compost from food organics and garden organics for agricultural use, the Department of Health and Human Services should investigate relevant health risks.	An action for Victorian Government.	Will consult the Victorian Government during the delivery of City's food organics program. Supported by Action 2.3 of the Strategy.
14	That the Victorian Government provide additional funding to its statewide recycling education campaign to achieve additional public take up of municipal recycling and ensure correct recycling practice.	An action for Victorian Government.	Will work with the Victorian Government when funding is available.
15	That the Victorian Government ensure the statewide recycling education campaign is ongoing. Such a campaign should be similar to continuing public education campaigns such as those by the Transport Accident Commission and WorkSafe, which have achieved widespread public acceptance and influenced behavioural change.	An action for Victorian Government.	Recycling education campaign is supported by Actions 2.21-2.24 of the Strategy.
16	That any statewide municipal recycling education campaign emphasises the importance of waste avoidance.	Noted.	Align with Goal 1 of the Strategy.
17	That the Victorian Government introduce a minimum statewide standard of municipal recycling capability across Victoria's local government areas to facilitate a statewide recycling education program that includes information about correct recycling practices.	An action for Victorian Government.	Will work with the Victorian Government when it is rolled out.
18	That the Victorian Government provide funding to ensure all local councils are compliant with the Standards Australia policy on bin lid colours within 12 months.	An action for Victorian Government.	City's bin lid colours are compliant with the policy.
19	That the Victorian Government implement a requirement for a third-party auditor for Victorian waste and resource companies to ensure verification of resource recovery rates.	An action for Victorian Government.	Will work with the Victorian Government when required.
20	That the Government, when considering the advice from the Essential Services Commission about the applicability of waste and resource recovery as an essential service, take into account the Committee's view that it should be made an essential service.	An action for Victorian Government.	Noted.
21	That the Victorian Government consider the introduction of a container deposit scheme to supplement improved municipal kerbside recycling services, including conducting a cost-benefit analysis and consideration of impacts on consumers and the environment.	An action for Victorian Government.	Supported by Action 2.35, the City will continue to advocate for a Victorian container deposit scheme until it is implemented.
22	That the Victorian Government monitor disposal rates of solar PV systems and support the establishment of domestic solar PV system recyclers, and advocate for a product stewardship scheme.	An action for Victorian Government.	Supported by Action 2.34, and also expanded Action 1.19 to advocate for more product stewardship schemes. The City will continue to work with the State to support the recycling of solar PV systems.

	Recommendations from Parliamentary inquiry report	Responsibility	City's responses
23	That further work be undertaken by the Department of Environment, Land, Water and Planning to improve the capacity for multi-unit developments to collect, sort and recycle household waste, including, but not limited to, improvements in the planning process to facilitate this.	An action for Victorian Government.	Supported by Action 2.11 of the Strategy.
Waste avoidance			
24	That the Victorian Government require major supermarkets to reduce their use of single use plastics as a strategy for extending the shelf life of fresh fruit and vegetables, and to publicly report on these measures. Such arrangements may include, but not be limited to, consumers bringing their own containers to stores to purchase deli products and/or the reintroduction of washable and reusable milk bottles.	An action for Victorian Government.	Supported by Actions under Goal 1 of the Strategy. The City will implement waste avoidance programs including reducing the use of single use plastics.
25	That the Victorian Government advocate to the Commonwealth Government for an enhanced national product stewardship scheme incorporating additional material streams, and establish defined pathways for durable goods.	An action for Victorian Government.	
26	That the Victorian Government work with the Commonwealth Government to consider the introduction of extended warranty requirements for products in order to promote principles of repair and reuse rather than use and disposal.	An action for Victorian Government.	Supported by Action 1.14 of the Strategy to promote programs and businesses (e.g. repair café) that focus on avoiding waste and reuse.
27	That the Victorian Government works with the Commonwealth Government to make the Australian Packaging Covenant a mandatory product stewardship scheme.	An action for Victorian Government.	Supported by Action 1.19 of the Strategy.
28	That the Victorian Government works with the Commonwealth Government to introduce import requirements for products to contain packaging that is recyclable and/or contains recycled materials.	An action for Victorian Government.	Noted.
29	That the Victorian Government work with industry to ensure manufacturers can meet their responsibilities in relation to the National Packaging Targets, including the reduction of virgin plastics.	An action for Victorian Government.	Noted.
30	That the Victorian Government play a key role in clarifying packaging claims to ensure they are not misleading through its statewide education initiatives.	An action for Victorian Government.	Supported by Action 2.21 of the Strategy. Will consider this in designing our waste education program.
31	That the Victorian Government support widespread adoption of the Australasian Recycling Label in Victoria, including provision of assistance to smaller manufacturers to help them adjust.	An action for Victorian Government.	Supported by Action 1.12 of the Strategy. Will support this using our communications and social media channels.
Waste and resource recovery infrastructure			
32	The Committee recommends the Victorian Government provide further support to develop more regional waste and resource recovery businesses, a reduction of transport costs and local processing of recyclable materials to support regional employment.	An action for Victorian Government.	Supported by Actions 2.33 and 2.34 of the Strategy, the City will partner with government agencies, local governments and

	Recommendations from Parliamentary inquiry report	Responsibility	City's responses
			organisation to identify and develop waste solutions**.**
33	That the state's waste and resource recovery groups should include more detailed information in their required infrastructure schedules and should provide a more detailed analysis of their infrastructure needs.	An action for Victorian Government.	The City will continue to support the BSWWRRG. Supported by Actions 2.25 and 2.26.
34	That the Victorian Government set a target of zero municipal residual waste being sent to landfill in Victoria by 2030.	An action for Victorian Government.	Recycling Victoria policy has set targets for waste reduction. Revised target under Goal 1 of the Strategy aligns with the State targets.
35	That all building projects be required to lodge a disposal plan for all building waste with a high requirement for minimal waste to landfill.	The City supports the construction and demolition businesses, and will work with the Victorian Government on the implementation.	Supported by Action 2.22 of the Strategy. Action 2.14 has also been expanded to highlight the City's intent, which can then be activated and supported through future local law or development assessment requirements.
Energy from waste			
36	That the Victorian Government expedite its process of hazardous waste infrastructure planning.	An action for Victorian Government.	Noted.
37	That the Victorian Government implement energy from waste technologies in Victoria, in conjunction with a future circular economy policy, as an alternative to landfill for residual waste.	An action for Victorian Government.	Supported by Action 2.8 to investigate alternative waste technology options.
38	That the Victorian Government remain 'technology agnostic' when developing a policy statement on energy from waste. A policy statement should further emphasise the use of best practice technologies that minimise any impact on the environment and on public health.	An action for Victorian Government.	Noted.
39	That the Victorian Government ensure that energy from waste projects are informed by regional requirements that take into consideration the long-term needs and capacities of local councils.	An action for Victorian Government.	Supported by Action 2.34 to work with regional partners to explore opportunities on alternative waste technologies.
40	That the Victorian Government develop a strong regulatory framework around environment and public health outcomes for any energy from waste technologies adopted in Victoria, including in relation to monitoring and reporting on air emissions. Further, clarity would need to be provided around hazardous waste disposal of by-products and residues.	An action for Victorian Government.	Noted.
Market development			
41	That the Victorian Government work to improve data capture, monitoring and integrity in relation to recycling rates, markets	An action for Victorian Government.	Supported by Action 2.18 of the Strategy.

Recommendations from Parliamentary inquiry report		Responsibility	City's responses
	for recyclables and the impacts of market development initiatives.		
42	That the Victorian Government set targets for the expansion of the recycling market.	Victorian Government has set targets in the new Recycling Victoria policy.	Aligned City's waste targets with the new State targets. Removed Action 2.36 as target advocacy is no longer required.
43	That the Victorian Government provide significant investment into research and development of new uses for key recycled materials.	An action for Victorian Government.	Supported by Action 1.17. The City supports partnership to assist with waste sector research and development.
44	That the Victorian Government provide support to manufacturers to streamline the testing and standards development processes for products containing recycled materials, particularly for key products that are likely to see increased demand as a result of government procurement policies.	An action for Victorian Government.	Supported by Action 2.29 to bring new products to market. Also added new Action 1.3 to strengthen City's *Procurement Policy*.
45	That the Victorian Government introduce recycled content requirements for state and local government procurement and an obligation for agencies to publicly report on compliance with these requirements.	An action for Victorian Government.	Supported by Actions 2.16 and 2.32.
46	That the Victorian Government introduce minimum recycled content requirements for new packaging produced in Victoria.	An action for Victorian Government.	Supported by Action 1.19 to advocate for waste minimising design and packaging policy and legislation.

The recommendations below were made to the *Waste and Resource Recovery Strategy 2020-30* following the review of the Inquiry into recycling and waste management final report:

Recommendations for Strategy Refinement

- New Action 1.3 under Goal 1 "Strengthen the City's *Procurement Policy* to align with Australian Government's *Sustainable Procurement Guide*, and put waste minimisation into procurement practice".
- Expanded Action 1.19 "Advocate to state and federal governments for waste minimising design, manufacturing and packaging policy and legislation, and more product stewardship schemes.
- Expanded Action 2.14 "Maximise recycling of plant and infrastructure at the time of asset replacement or disposal, which includes the reuse and recycling of construction and demolition waste.
- Removed Action 2.36 from the draft Strategy. With the new Victorian waste targets now set under the *Recycling Victoria* policy, the advocacy for State waste reduction targets is no longer required.

2.5 RECYCLING AND RESOURCE RECOVERY INFRASTRUCTURE - EVIDENCE BASED REPORT, INFRASTRUCTURE VICTORIA



Following a request from the Special Minister of State to provide advice on the infrastructure required to improve the performance of Victoria's recycling and resource recovery sector, Infrastructure Victoria released a report in October 2019, looking at the industry through an infrastructure lens. Some of the key themes raised in this report, of relevance to the Barwon South West region, include:

- high transportation costs – more economical to use landfill instead of using recycling or reuse processes
- lack of local material recovery facilities and processing capacity
- local government procurement of services
- end-market development, research and development and the connection between concept and commercialisation.

In April 2020, Infrastructure Victoria will deliver advice to the Victorian government on the infrastructure required to improve the performance of the state's waste sector.

The draft Waste and Resource Recovery Strategy 2020-30 has identified regional infrastructure opportunities that aligns with the strategic directions highlighted the Infrastructure Victoria evidence base report.

The recommendations below were made to the Waste and Resource Recovery Strategy 2020-30 following the review of Infrastructure Victoria's Recycling and resource recovery infrastructure evidence base report:

Recommendations for Strategy Refinement

- Updated Action 2.9 "Prepare a business case for developing waste and resource recovery facility and services that fosters a circular economy with regional partners and local governments".

3 Summary of the Key Changes

The following provides a summary of key recommended changes made to the draft Waste and Resource Recovery Strategy 2020-30 following the review of feedback from our community and stakeholders and the emerging waste policies and reports.

REVISIONS TO TARGETS

- Revised target under Goal 1 – 15 per cent reduction in total waste generation per capita between 2020 and 2030.
- Revised target under Goal 2 – 50 per cent reduction in the volume of organic material going to landfill between 2020 and 2030, with an interim target of 20 per cent reduction by 2025.
- New target under Goal 2 – In addition to the existing garden organics service, households have access to a food organics recycling service or local composting by 2030.

REVISIONS TO STRATEGIC ACTIONS

- New Action 1.3 – Strengthen the City's *Procurement Policy* to align with Australian Government's *Sustainable Procurement Guide*, and put waste minimisation into procurement practice.
- Expanded Action 1.19 – Advocate to state and federal governments for waste minimising design, manufacturing and packaging policy and legislation, and more product stewardship schemes.
- Updated Action 2.9 – Prepare a business case for developing waste and resource recovery facility and services that fosters a circular economy with regional partners and local governments.
- Expanded Action 2.14 – Maximise recycling of plant and infrastructure at the time of asset replacement or disposal, which includes the reuse and recycling of construction and demolition waste.
- Removed Action 2.36 – from the Strategy which was “advocate for waste reduction targets at the State Government level”. The advocacy for State waste reduction targets is no longer required as the targets are now set under the new *Recycling Victoria* policy,

Appendix 1 Stakeholder submissions from consultation

Stakeholder	Feedback	In support, addressed or response	How is this being addressed in the Strategy
Barwon South West Waste and Resource Recovery Group	**Food organics**		
	Supports increasing the recovery of organics from residual waste, with a focus on the recovery of food organics.	In support	
	Supports the proposed food organics collection service trial and business case for establishing a food organics processing facility.	In support	
	Acknowledging current constraints with processing infrastructure and significant costs associated with the collection and processing of food organics, the BSWWRRG strongly encourages the City to introduce a food organics service (including potentially a food organics and garden organics service) based on the learnings of the trial.	Addressed	Supported by Actions 2.2 and 2.3, the City is currently investigating options to divert food organics from landfill, including designing a trial and preparing business case for processing facility.
	Circular economy approach		
	Supports the Strategy's focus on circular economy principles, which are reflected in several of the strategic actions.	In support	
	Victorian Government's circular economy policy has yet to be released and this may have significant implications for the City, particularly in relation to the kerbside system reforms which are expected to be announced with the Policy.	Response	The new circular economy policy *Recycling Victoria* has been reviewed and incorporated into the final Strategy.
	Avoiding waste creation focus		
	Supports the Strategy's focus on avoiding the creation of waste, in line with the waste hierarchy principles.	In support	
	Supports activities to reduce waste in internal operations and events.	In support	
	We encourage the City to adopt more ambitious targets for increasing the recycling rate and recovery of food organics in internal operations.	Response	Targets have been adjusted to align with the Victorian waste reduction and recycling targets.

Stakeholder	Feedback	In support, addressed or response	How is this being addressed in the Strategy
	Collaboration		
	Supports initiatives that strengthen the region's recycling sector, particularly the City's education and kerbside audit programs and partnerships with G21, regional councils, and BSWWRRG, amongst others. It is appreciated that the City will continue to collaborate with us on business engagement activities and the implementation of the Regional Recycling Action Plan.	In support	
	Infrastructure plan		
	The City's waste and resource recovery infrastructure plan (Action 2.9) should specifically provide direction on future infrastructure needs for transfer stations, material recovery facilities, food and garden organics processing and residual waste.	Addressed	Action 2.9 has been updated to be more specific, whereas Action 3.4 focusses on a transfer facility. Action 2.3 focusses on organic waste, and Action 2.8 for residual waste.
Barwon Water	**Strategic direction**		
	Supportive of the strategy and the objective of reducing the creation of waste and increasing resource recovery to reduce the impact waste has on the environment.	In support	
	It is evident that Barwon Water and City of Greater Geelong are strongly aligned in our visions of contributing to a circular economy within the Barwon South West region. Particularly in relation to maximising the potential of organic waste and investigating opportunities to increase resource recovery and utilise alternative waste technologies.	In support	
	Collaboration		
	Barwon Water will continue to work collaboratively with the City of Greater Geelong and other agencies in the region to deliver on these goals and welcome opportunities to work in partnership on initiatives that contribute to the prosperity of the region.	In support	

Stakeholder	Feedback	In support, addressed or response	How is this being addressed in the Strategy
Geelong Sustainability	**Strategic direction**		
	In our opinion, the draft Strategy is well written and structured. We support the Strategy in general.	In support	
	We support the vision that, the City contributes to a circular economy by leading and supporting the community to actively avoid waste and increase resource recovery. We support the goals to 1). Avoid creating waste, 2) Recover more resources and 3) Protect the Environment.	In support	
	We support using the waste minimisation hierarchy to devise strategies that rethink, avoid and reduce waste generation and better manage all waste streams.	In support	
	Actions		
	We support the key actions in particular, • preparing a business case for a FOGO plant preferably at the new Green Organics site • recovering more resources by separating glass and cardboard/paper from the co-mingled stream • providing education and behaviour change programs, and • phasing out single use plastics across City-owned buildings.	In support	
	Goal 1: Avoid creating waste		
	1.2 - We think the City's plastic-wise program should be implemented long before 2025 1.4 - We think if the City adapted existing policies and templates from the Surf Coast Shire, it could implement a revised system by 2021 especially as the City previously resolved to implement a plastics policy in 2019.	Addressed	The plastic wise program has been gradually implemented since 2019, to prepare the City to phase out single-use plastics and implement further actions and projects under the program between now and 2025.

Stakeholder	Feedback	In support, addressed or response	How is this being addressed in the Strategy
	Goal 2: Recover more resources		
	The targets for removal of food organics from residual waste stream of 5% (2022) and 20% (2030) are inadequate. By 2030 it needs to be more like 80%.	Response	Targets have been adjusted which align with the new Victorian waste targets.
	The target to increase the recycling rate in all CoGG CBD offices by 10% over next 5 years is woefully low. We think the City can aim higher with its own staff.	Response	Recent waste audit showed that most City CBD offices have high recycling rates. Further 10% increase is considered a reasonable target for further improvement.
	2.2 - GS is also working with local cafes to reduce their waste to landfill and boost resource recovery via our Green Cafes project.	In support	
	2.4 – As the City has 1441 public waste bins compared to only 90 recycling bins, we would encourage the City to expand its public place recycling. We'd recommend installing more cigarette butt bins as they are the most common item found in local and statewide litter surveys.	Addressed	Action 2.4 supports a review of the public place bin network, including cigarette butt bins, to inform improvements and expansion. This needs to be supported by community education program to reduce recycling contamination.
	Goal 3: Protect the environment		
	We would also encourage the City to foster and support the excellent recycling of non-kerbside recyclables currently coordinated by local neighbourhood houses like South Barwon. We believe with appropriate support, volunteer-run community groups like Geelong Sustainability as well as neighbourhood houses could cost effectively deliver community education programs.	Addressed	Action 1.16 supports partnership and support to stakeholders and community groups to develop waste and recycling programs and initiatives.
	Government procurement policies should require a significant percentage of recycled components so that business like Replas are viable. For example, we understand the City currently purchases kerbside bins from all virgin plastic as they are cheaper than ones containing recycled plastics.	Response	Added a new Action under Goal 1 – Strengthen the City's Procurement Policy to align with Australian Government's Sustainable Procurement Guide, and put waste minimisation into procurement practice.

Stakeholder	Feedback	In support, addressed or response	How is this being addressed in the Strategy
	If our contention for a fourth goal was accepted then there are several Goal 3 strategic actions that would better fit under this heading.		Action 3.10 also supports the use of recycled products.
	We would also encourage the City to work with its Vision Partners to support the development of is an ideal location for a large national textile recycling centre.	Response	Revised Action 2.9 supports the City to work with regional partners and councils to explore this option.
	Education and behaviour change		
	We're willing to play a role in supporting Council to educate the public and encourage behaviour change to reduce contamination and increase resource recovery. We are concerned that Cleanaway is finding high levels of contamination since taking over the kerbside collection of co-mingled recyclables. We support the current bin auditing scheme and encourage you to devise other initiatives that reward the behaviour you want to encourage.	In support	Supported by education and behaviour change actions under Goal 2.
	Circular economy policy		
	As the state government has not yet released its much-anticipated Circular Economy policy it's appropriate that the final Strategy may need some adjustments. We will be disappointed if the long-awaited Container Deposit Scheme does not commence until 2023.	Response	The new circular economy policy Recycling Victoria has been reviewed and incorporated into the final Strategy. The City will continue to advocate for CDS under Action 2.35 until it is implemented.
	Proposal of a fourth goal – Close the loop		
	It is becoming widely accepted that you are not really recycling until you are also buying products containing recycled content. We think for the City to achieve its vision, there should be a fourth goal 4) Close the loop - Buy recycled products. Until this is a mandatory procurement policy, accounting staff will source the cheapest products which are unlikely to be the products with recycled components. The public also needs education about this 'closing the loop' requirement of a circular economy. It would be beneficial to promote emerging products that contain recycled materials especially plastics.	Response	A new Action 1.3 is added to strengthen the City's *Procurement Policy* and address this feedback. Action 3.10 also supports the procurement and use of recycled products. The *Regional Recycling Action Plan* for the Barwon South West region will deliver 'closing the loop' education, which is supported by Action 2.26 in the Strategy.

Stakeholder	Feedback	In support, addressed or response	How is this being addressed in the Strategy
	Regional MRF		
	We contend that CoGG should be doing a feasibility study into setting up a Material Recovery Facility (MRF) in our region. As we understand, CoGG has sufficient annual volume for 80% of a typical plant.	Response	Action 2.9 has been updated to address this feedback. Such facility will need to be delivered in regional partnership approach.
	Reference documents		
	Similar to our national waste policy, we would recommend that the Strategy also references the UN Sustainable Development Goal #12: Sustainable consumption and production. Some relevant targets that could be referenced and reported upon include: 12.3 By 2030, halve per capita global food waste at the retail and consumer levels and reduce food losses along production and supply chains, including post-harvest losses 12.4 By 2020, achieve the environmentally sound management of chemicals and all wastes throughout their life cycle, in accordance with agreed international frameworks, and significantly reduce their release to air, water and soil in order to minimize their adverse impacts on human health and the environment 12.5 By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse 12.7 Promote public procurement practices that are sustainable, in accordance with national policies and priorities	Response	City has recently developed our Sustainability Framework which is one of the guiding documents that shaped this Strategy as discussed in page 18 of the Strategy. As part of the development of the Framework, sustainability topics were align with corresponding Global Reporting Initiative (GRI) Standards and the United Nation Sustainable Development Goals. The revised Strategy targets align with the Victorian targets including 50% reduction of organic waste by 2030.
	Stakeholder engagement		
	We would recommend that the City establishes a multi stakeholder advisory panel to support this ambitious Strategy.	Response	Noted. Will be considered during the implementation of the Strategy. The implementation of the Strategy will be reported back to Council and the community every two years. The first report will be delivered in 2022.

Appendix 2 Community submissions from consultation

	Submission	Suburb	How is this being addressed in the Strategy
1.	Barwon South West Waste and Resource Recovery Group's submission is attached as Appendix 3.		
2.	A company advertisement from Closed Loop Environmental Solutions. No reference to the Strategy		
3.	Barwon Water's submission is attached as Appendix 4.		
4.	Hello. I believe the implementation of organic food waste collection as outlined in the draft is an excellent idea to help cut down on Co2 emissions from general waste. In terms of education, personally I would find it helpful to have a large fridge magnet that outlines what waste is recyclable and what is not, as I occasionally make a mistake when it comes to plastics. Having it easily accessible in the kitchen would make a big difference in my home in terms of our recycling habits. These can be easily designed and produced ethically, then sent out in the mail to all Geelong households. Thank you	Breakwater	Noted. Will be considered in designing kerbside recycling campaign. Supported by Action 2.2.
5.	There should be a composting program. It is a must! Also, the ability to recycle Tetra Paks.	Ocean Grove	Supported by Actions 2.1 and 2.2.
6.	Geelong Sustainability's submission is attached as Appendix 5.		
7.	I'd like to see more recycling options, such as soft plastics, managed by the council rather than left to the supermarkets	Belmont	Supported by Action 2.1.
8.	I think having a good waste system is important to introduce in Geelong as new suburbs and properties are smaller and people are therefore less likely to compost. There are also more high rises where there is no opportunity to reduce this waste.	Herne Hill	Supported by Action 2.11
9.	Would really love availability of composting system & perhaps a simpler soft plastics system, as other people might be more likely to use it if it was council-based/more readily available through bin-system. Thanks for your recent progress in getting recycling back!	Marshall	Supported by Actions 2.1 and 2.2.
10.	It's great to see so much thought being put into making the city more sustainable. Food waste is a huge issue in itself and a collection service would be great, along with encouraging more composting and worm farms, backyard chickens etc. I think education of businesses and schools is really important too because there is leverage - one policy change in a business or school could have quite a big impact and at the same time educate staff/students/parents. Regarding food waste, it would be good to think about staff kitchens and providing bins there to make it easy for people to separate their food waste. With schools, educating the principals / decision makers around introducing nude food policies would make a huge impact. Our daughter just started prep at Christian College and we are a little shocked at how little thought is being put into sustainability. Imagine the impact of a nude food policy at a school of that size. 2000+ lunches a DAY that currently produce packaging waste and could be	Belmont	Supported by Action 2.2.

	Submission	Suburb	How is this being addressed in the Strategy
	eliminated in an instant. We will certainly have a chat with the management, but an organised education / outreach effort by the city may be more impactful, across all schools in the region. Having a nude food policy also makes the parents think more about reducing waste, as well as the students themselves.		
11.	Soft plastic collection bin every month. So many people find it a hassle to collect and return soft plastics to the supermarket so they don't do it. It should be a part of our bin system. If soft plastics are put in our rubbish bin it makes up the majority of our rubbish. In today's day and age this waste is avoidable and can be used to create products. The next addition to our bin system should be compost. Green waste is another product that can be reused and can avoid becoming landfill and creating harmful waste in our environment.	Highton	Supported by Actions 2.1 and 2.2.
12.	Government needs to put pressure on supermarket packaging to minimise waste and find more natural ways to package food items. Do we really need stickers on each apple, etc. cut it all out and that will lead to less rubbish to be dealt with in the first place. Food producers should have to attain a packaging certification where each product is reviewed. Put some more money into research and development for new, natural ways to package food? Also more stations for getting back 10c per bottle recycled.	East Geelong	Supported by Actions 1.19 and 2.35
13.	Goal 1: avoid creating waste - Events create a lot of waste I.e. single use plastics and other disposables from food and beverage vans. Some now try to provide 'biocups' (and similar) and paper plates/straws but at the end of the day these are still using a lot of resources to manufacture and they are still going to landfill. How about making it a requirement that vendors reduce waste to run an event. E.g. patrons should be strongly encouraged to being reusable containers and there should be schemes on site where people can get reusable cups and plates for a deposit, which can be redeemed by returning the items when they leave. I have seen this done with beer cups at Nightjar, and at other festivals in Australia and overseas. - there should be more incentives for retail businesses to reduce waste as part of any accreditation or licensing requirements. For example food safety audits could build in requirements to reduce single use plastics in take-away stores. Or perhaps some kind of reward scheme for businesses that meet certain criteria in terms of waste reduction and recycling? - In my experience I would say MOST households are completely unaware of how to purchase and consume food, fashion and household goods in a way that creates less waste. Significant education is required here, and there are endless avenues for delivering this so it can reach as many people as possible but this is obviously going to be resource intensive. How about partnering with community groups, charities etc. who are trying to work in the sustainability space to develop an education 'package' to disseminate messages on waste reduction? Once this is developed the next step would be using community groups who are able to volunteer time to disseminate this message.	Wandana Heights	Supported by a number of actions in the Strategy. Will consider and incorporate these ideas in designing future projects and implementation plan.

	Submission	Suburb	How is this being addressed in the Strategy
	For example there are a lot of concerned parents out there who could become 'champions' in their school/kinder/daycare etc. to form small working groups within their setting. 'Australian parents against climate change' is setting up a local group and looking at ways they could have an impact on the community. Groups that reach older people for example churches, probus groups, golf clubs, exercise groups, knitting groups, social clubs etc. All of these could be contacted to see if there is a member willing to disseminate the message to others. Major local employers for example Barwon Health, GMHBA, skilled stadium could be recruited, again linking in with existing groups within organisations that would be interested in working in this area. For example Barwon Health has a waste/recycling department and recently an employee led group interested in climate change has been formed. Groups like 'Geelong Sustainability' might be interested in working with council to deliver education campaigns in multiple settings. Grants could be provided to settings to deliver education. - in addition to collecting food organic waste, how about providing free worm farms and compost bins (made from recycled plastic) for households to compost at home? - Reusable nappies - when I lived in the UK my council provided free trial packs for new parents with reusable nappies. This could be disseminated via maternity services and accompanied by information on where to find out more e.g. the group on social media 'clean cloth nappies down under' is where everyone who uses cloth nappies goes for information on their effective use, and there are similar groups to buy and sell cloth nappies for an affordable price. Even Aldi have sold cloth nappies recently! Now is the time to start helping these become mainstream. Before I moved to Geelong (5 years ago) I worked for Public Health at Wandsworth Council in London, UK. I managed several public health programs and have lots of ideas for working with the community, and I am extremely passionate about reducing waste. Please contact me if you think I could be of any further assistance I am happy to help.		
14.	Clear information on what can and can't be recycled. If items need to be washed or not? If washed, why? Won't it save water for the recycling centre to wash the items and have the facility to recycle the water.	Manifold Heights	Noted. Will be considered in designing kerbside recycling campaign.
15.	I would like federal government policy to introduce strict guidelines around packaging, I'd like bulk refill stores to sell products at regular prices rather than inflating them enormously and I would like CoGG to introduce compost waste in to green waste collection.	Hamlyn Heights	Supported by Action 2.2.
16.	I was wondering if it is possible to get a full coloured poster produced that has stuff that can be placed into our “yellow” bin. Even something the same as what was printed in the Geelong Advertiser Saturday on February 2	Lara	Noted. Will be considered in designing kerbside recycling campaign.

	Submission	Suburb	How is this being addressed in the Strategy
	I volunteer at a local op shop that has lots (30) of volunteers over the space of a month and can be hard to get this message across to the people as to what should and should not be placed in these bins. If a poster was produced that could be laminated and placed in the area of the bins would help us and others I am sure.		
17.	Hi, just a few comments for your consideration.	Ocean Grove	
	- I believe people need more education on the co-mingled recycling - there is so much conflicting information and understanding about what can and can not be put into these bins. Of course there are some who just throw anything in, however most people want to do the correct thing however are just not properly informed. A couple of examples that come to mind that I have been told different things: 1). Pizza boxes - are these too oily etc? 2). Do jars need to be washed and labels removed? 3). Many people still try and argue that soft plastics can go in... 4). does sticky tape and staples need to be removed from cardboard boxes? Note, these are just a few specific examples....		Noted. Will be considered in designing kerbside recycling campaign.
	- I am intrigued by the concept of an additional food waste bin. I understand that there is a significant amount of food waste generated, however it would be good if I (and others) were informed of how composting this waste separate from landfill changes the amount of methane produced so that you get better buy in from the public? I have personally only moved out of apartment living in the last 5 years and have since been composting all my own waste. I have been amazed how well this waste breaks down - especially using a barrel type compost bin which gets turned regularly. Rather than another collection service which has a high ongoing cost, could you provide all residents with their own compact style compost bin? I appreciate not everyone will have space, however I believe that a large portion of the community would take this up. I know that various councils in Melbourne (and probably others) have gone down this path and at least subsidize the compost bin costs. Food for thought!		Action 2.2 will investigate options to divert food organics from landfill, including home composting.
	- Although most people are catching on to the idea of reducing waste now, the fact that most humans are lazy and self interested will not change. Recycling needs to be convenient and as easy as possible. You would no doubt get complaints (you will whatever you do!) however most people would rather pay a higher fee rather than take their waste to a recovery centre themselves. The bottom line is that waste goes to landfill because it is the cheapest (short term) solution. I know it's easier said than done with the politics of these discussions, however please just do your best to charge us the correct amount to remove and recycle our waste properly - and if that means subsidizing a private company to process and recycle our waste then so be it. A savvy investor would certainly be willing to take on a Council backed (and most likely subsidised) business with a long-term view. Some people will inevitably complain about higher rates but Council need to make these hard decisions for the greater good. Engagement doesn't mean you need to listen to everyone - can't keep everyone happy!		Supported by Action 2.1.

	Submission	Suburb	How is this being addressed in the Strategy
	Keep up the good work and good luck!		
18.	I would like to see councils band (ban) together and put pressure on the big businesses to change their packaging practices. Coles and Woolworths need to do away with plastic bags altogether. They have just replaced the old bags with thicker plastic bags, supposedly not single use. Well, is that how they are really being used??? As a consumer I can only do so much. Eg I buy my milk in class recyclable bottles, I compost almost 100% of my food scraps, buy fresh foods that aren't wrapped in plastic, etc, etc. I separate my garbage, etc, etc. There needs to be pressure on all levels of government to develop new technologies of using recyclable waste. Local councils have the power and influence to do this. Lastly, please don't make me store any more large bins in my tiny yard. In dense housing areas with small blocks can we have some opt out of bins on site and some more community drop off points. Eg larger bins in local parks, the carparks (easily done in Pakington st precints in Geelong West, where I live.) This is a model that works well in Japan.	Geelong West	Supported by Action 1.19. Supported by Action 2.8. Supported by Action 2.7.
19.	These are great goals and the strategies appear to be really thorough and capturing a broad range of cases. It appears the educational piece will extremely important in order to get the required cultural shift. As a side note I'm curious to know if waste management systems found in countries such as Japan and South Korea have been studied? Whilst it's not an easy comparison to make, there could be a number of key learnings and practices that we in Australia could takeaway?	Manifold Heights	Actions under Goal 2 – Recovery more resources support the investigation of overseas and/or alternative waste systems.
20.	I would love to be able to add my kitchen waste to my green bin. I would be happy to have more much smaller bins and sort out my own rubbish. I also wouldn't mind if a different bin went out each day of the week like they do on the island of Mallorca in Spain. Or like in England where we have to sort out our glass bottles in to correct colours and drop them off in to allocated bins in the carpark at the local supermarket, maybe you could do this for glass and other recyclables. Thanks	Geelong West	Supported by Actions 2.2 and 2.1.
21.	At least an extra bin for glass. More than happy to split rubbish into more than 4 bins.	Curlewis	Supported by Action 2.1.
22.	Hi, to save the headache of sorting and sifting paper products/glass/aluminium, why not install recycle bins outside the local post offices and grocery stores with separate labels for paper, glass, green glass, amber glass and aluminium, where the public can drop off their recyclable materials?	Geelong	Supported by Actions 2.1 and 2.7.

	Submission	Suburb	How is this being addressed in the Strategy
	This system has worked in The Netherlands for over 20 years, and would be more time and energy efficient than the system Geelong currently uses. See the attached photo.		
23.	Firstly recycling needs to be picked up EVERY WEEK. Secondly there should be a soft plastics bin and council should offer soft plastics recycling. Thirdly people should be employed to clean recycled containers. Its absurd to have to wash everything to put it in the recycling bin	Hamlyn Heights	Noted. A service option is available to apply for additional bin at a cost.
24.	My recycle bin is always full so it goes in the general waste bin and I take cardboard and paper to the recycle centre every week. Need another yellow bin	Herne Hill	Noted. A service option is available to apply for additional bin at a cost.
25.	I would like to see Geelong council partner with Compost Revolution to provide residents with a discount and free shipping of products like compost bins and worm farms. We compost all our home food scraps and manage to only send one bag of rubbish to land fill each week. Promoting and highlighting bulk whole foods shops, like Valeries Pantry, to encourage consumers to purchase pantry, laundry and bathroom products in refillable jars and bottles. Providing RedCycle bins in areas other than supermarkets.	Mount Duneed	Action 2.2 will investigate options to divert food organics from landfill, including home composting. Supported by Actions 1.14 and 2.23.
26.	I'd love to see all the publicly distributed dog poop bags replaced with biodegradable options, and there's even a locally owned company having them produced. if food scraps in green waste in an option I expect that would save a lot of landfill. I think more marketing to the community about the value of waste reduction in the home is needed, perhaps even more strictly enforced fines for lazy idiots doing the wrong thing. some sort of incentive for local businesses to give a shit. the bin options have to be cheap, easy and very straightforward. what if every business who wanted one had a soft plastics wheelie bin for collection by the city or a subcontractor like GT Recycling? I imagine the worst waste offences are occurring at a commercial level, where there is no incentive for businesses to dispose of things carefully. medium sized retail business I work for was putting all their scrap steel (and a lot of it) into a general waste bin until ~6 months ago!	Hamlyn Heights	Action 2.4 supports review of public place bin network and consider opportunities to improve. Biodegradable dog waste bag option will be considered. Supported by Action 2.22.

	Submission	Suburb	How is this being addressed in the Strategy
27.	Recently returned from Eastern Europe. Local councils providing every household with 1000ltrs compost bin for free. I purchased one 8 months ago and effectively reduced amount of waste in purple lid bin by 2/3 or half at least! little bit of education and promotion and we can half the amount going into the landfill just like that!!!	Highton	Action 2.2 will investigate options to divert food organics from landfill, including home composting.
28.	A food scraps bin would be much appreciated. This makes up a fair percentage of our general waste currently. When we were using our own compost bin last year, we found we only had a quarter of one bag of waste each week. Other councils have this, why can't we?	East Geelong	Supported by Action 2.2.
29.	Recycle a greater range of products. The council should invest in recycling money making ventures such as using all plastic in outdoor furniture, road surfaces etc. It would be a win win.	Mount Duneed	Supported by Action 2.1.
30.	I would really like to see waste to energy. High time Australia became part of this. It would be awesome if Geelong became the first place to go down this pathway. 2nd comment is, that the new housing estate building waste and waste management is shocking; that needs a massive overhaul	St Leonards	Supported by Actions 2.8 and 2.22.
31.	Got the recycle pamphlets today which is great BUT red bins are too small ALSO green bins fills up very quickly in grass growing seasons as WE pay our rates we us ratepayers should chose bins suitable for our needs not the council	Hamlyn Heights	Noted. A service option is available to apply for additional bin at a cost.
32.	This strategy must explicitly express a commitment to urgently address anthropogenic climate change through emissions reductions, in line with the effective environmental management strategic priority established under the Council Plan 2018-2022. As we face a global climate emergency, climate mitigation must central to all environmental strategies of council.	Geelong West	The final Strategy is updated to acknowledge emissions from waste and to align with City's new Sustainability Framework which recognises climate change as a global emergency.
33.	In relation to this "More household waste will be produced as population increases. This increase in waste will put more pressure on our existing services and waste infrastructure. We therefore need to plan and change how we manage waste to meet the needs of our growing communities." I would suggest doing something to address the problem of population growth if we are serious about reducing waste. There's an assumption that we will continue to try and accommodate the increasing population,	East Geelong	Planning for population growth has been addressed in City's Settlement Strategy.

	Submission	Suburb	How is this being addressed in the Strategy
	rather than encourage population reduction. It's time take the population problem seriously if we are to take waste management seriously. I would also strongly suggest introducing something similar to the NSW Government's Container Deposit Scheme, Return and Earn, where users will receive a 10-cent refund for every eligible drink container submitted to a collection point. https://returnandearn.org.au/		Supported by Action 2.35.
34.	I applaud the Council for this strategy and support most of the steps suggested. Education in particular will be critical for success and communication with citizens is often something CoGG struggles with, mainly (I think) due to the diversity of residents and the variety of available channels to reach them. There are two points not in the plan that I think deserve consideration: * Encouragement of new industry to the area which deal with recovery or re-use. For instance a new sorting centre to replace SKM's plant would be good - or support for the innovative techniques coming from Deakin and CSIRO. * Guidelines for developers to reduce waste from both construction and occupation of new residential areas. This will be especially important during planning of the North and West development zones. Assistance and encouragement for good practices should be part of the planning office directions. Both these suggestions are areas where the Council has influence rather than direct control. I note that the Strategy tends to deal almost entirely with the latter. I am not sure if this is by design.	Geelong	Noted. Will be considered in designing waste education campaign. Actions 2.29 and 2.30 supports this idea. City will also develop business case for waste and recycling facility in partnership with other councils as listed under revised Action 2.9. Supported by Actions 2.22 and 3.14.
35.	Look for incentives for businesses that steer away from plastic bottle use. Such as take away shops have a water fountain to refill a water bottle or serve tap water in place of selling plastic bottles. Help with rental assistance or more promotional advertising. Vending stations where people can put plastic bottles or containers into a machine that provides them a discount or freebie at participating retailers, hospitality etc. Utilise construction waste (timber, brick, plaster etc..) at men's sheds, community groups that can re-purpose it for projects or have it crushed/shredded for other use.	Bell Park	Supported by Actions 1.14 and 1.15. Action 2.14 is revised to support construction waste reuse.
36.	The strategies number one theme and what is categorically supported by the community is to avoid creating waste in the first place. The number one source of waste is coming from producers and so where in the strategy are you proposing to avoid waste at the source?	Portarlington	Figure 3 on page 14 of the Strategy discussed City's areas of control and influence.

	Submission	Suburb	How is this being addressed in the Strategy
	Large organisations are pushing waste on to consumers by having excessive pre-packaging for convenience, where is your strategy to limit this? Large organisations do not want people to fix things and so they build in obsolescence as part of their business model, where is your strategy to limit this? May I suggest that if the council want to really avoid harmful waste that they have strategies to make businesses accountable for the waste they produce.		Avoidance of waste at source through advocacy is supported by Action 1.19, and new Action 1.3 to strengthen City's procurement policy to guide City's purchasing choices.
37.	I think separate bins for plastics, glass & paper/cardboard is a very good idea. It's silly to co-mingle everything just to have it separated out again at a later stage. The bins wouldn't have to be big. Not so sure about the food scraps bin as I compost everything. Maybe it could be optional.	Portarlington	Supported by Action 2.1.
38.	Hello would love to have a food composting system much like the one Adelaide City has in place! We live in a tiny unit with no yard so we can't compost. I would LOVE to be able to send my scraps away for good. But not only does the Adelaide system take food scraps it also takes tissues and paper towel	Manifold Heights	Supported by Action 2.2.
39.	Separate bins for glass/plastic/newspaper. Reduction in council waste. Composting bins. use of products made from recycled products by COGG wherever possible. including toilet paper, office paper, products made from recycled plastics. More community incentive and education. Turn off lights and reduce aircon use.	Curlewis	Supported by Action 2.2 and new Action 1.3 will strengthen City's procurement policy.
40.	purchased some apples in a plastic container. What do we do with that? Also what should we do with used Ventolin? We are happy to try and follow all your requirements, but it is hard to get everything right as some areas seem unclear. Thank you for the new initiatives.	East Geelong	Noted. Will be considered in designing kerbside recycling campaign.
41.	It is essential to the future of waste management and reduction that we adopt the proper separation of waste so that we can reuse the glass, paper and plastic. Hobson's Bay council is providing residents with an extra bin to collect glass, while food waste will be put with green waste and the other recyclables are then easier to sort. There is now a fortnightly landfill rubbish collection so people are forced to reduce the amount of stuff they just chuck out. There must also be top-down pressure on those manufacturers of goods who have not changed their packaging to make it recyclable. There is no excuse for this; it is lazy and expedient. We have to bring economic pressure to bear, for example,	Clifton Springs	Supported by Actions 2.1 and 2.2. New Action 1.3 will strengthen City's procurement policy to guide our purchasing choices.

	Submission	Suburb	How is this being addressed in the Strategy
	refusing to buy products which are excessively packaged or with non-recyclable packaging, and Council has a strong leadership role to play here. More bins are needed on walking paths, roadsides especially near bus stops and in parks and on beaches. I would pick up much more rubbish on my walks around Clifton Springs and Drysdale if there were more bins to put it in. As it is, waste gathers in gutters and roadside vegetation which looks terrible and of course ends up washing into our creeks and the sea.		Action 2.4 supports review of public place bin network and consider opportunities to improve and expand our services.
42.	You need to reduce your fees! I believe that the high fees are the main reason people dump their rubbish on roads, parks, etc.	Corio	Noted. City provides cost recovery waste services.
43.	If you require us to put carpets, rugs, blankets and cushions (in poor condition) into our rubbish bin, along with clothing & footwear (in poor condition) along with plastic milk containers along with plastic toys along with metal pots & pans (in poor condition) - then you will need to provide larger general waste rubbish bins. So all this will go to land fill??? How absurd!! The "Bin Inspection Program" pamphlet does not explain enough about certain items. It does not mention egg cartons or metal cans. As for storing buttons in glass jars - this made me laugh out loud. How many spare buttons do we have from year to year? - and nails!! As for 'buying in bulk' - are you kidding! what about elderly folk	Grovedale	Noted. A service option is available to apply for additional bin at a cost. To be considered in designing kerbside recycling campaign.
44.	Hello, I am very thankful for the thought and consideration taken in putting this plan together. I would like to suggest the opportunity to partner with initiatives such as The Compost Revolution to allow all members of the city of greater geelong community to be able to access equipment suitable to assist in processing green waste at a local level. Urban farming and permaculture is becoming increasingly popular and is a clear way forward for us in managing our waste, contributing to the fabric of our community and supporting sustainable backyard growers. As two parents working full time, we are committed to doing what we can to reduce our footprint and teach our sons a more sustainable lifestyle. Despite our work ethic, the cost involved in setting up our garden has been significant, and we are mindful not to introduce rodents or other pests to our areas while also not spending a lot of money. I am of the understanding this would also be restricting other families in their journey towards organic composting and work farming. I believe offering some support in this area would allow families in our region to learn more, spend more time contributing and in turn, strengthen our community fabric in the region. Subsidising the cost if this equipment allows all members of the community to broaden their knowledge and bridge intergenerational gaps.	Curlewis	Action 2.2 will investigate options to divert food organics from landfill, including home composting.
45.	Some suggestions – community education about composting at home - to encourage greater use/less food organic in landfill	Herne Hill	Action 2.2 investigates options to divert food organics

	Submission	Suburb	How is this being addressed in the Strategy
	– subsiding food dehydrators/composters in areas of social housing - with residents'/community education - resulting compost could be used for gardens – provide more recycling bins in public spaces (currently 90) - wherever/next to a general waste bin - to reduce litter/landfill		from landfill, including home composting. Action 2.4 supports a review of public place bin network and identify opportunities to improve.
46.	Rubbish and recycling is a mammoth problem and all householders have to work harder to help solve these varied problems. We cannot keep filling large holes. Rubbish and recyclables are a problem constantly on my mind. I've lived in East Geelong for nearly 35 years and regularly walk and ride my bicycle locally. I visit Eastern Park twice a week. I ride around the river. There would not be a time when I am out that I do not pick up rubbish. I bring recyclables back to my place and put it in my recycle bin. The problem is constant and people trash their surrounds without thought. During the 3 months of no yellow bin, I was one of those people that sorted my recyclables and took them to Douro Street, after getting reassurance that what I was taking would not go to landfill. Having done this, I can see the importance of SEPARATING AT THE HOUSEHOLD LEVEL. I advocate strongly for at least another bin. That is, a separate bin for plastics and another one for paper/cardboard. I've been told that there is no market for cardboard. That means we are going to end up with piles and piles of it stored and revisit our previous problems. There has to be a national pressure on manufacturers to work out a solution for end of life products and their packaging. With one bin for several different types of recyclables, it produces a "chuck it in; out of sight, out of mind" attitude. Sorting out truckloads of mixed recyclables would be the nightmare job. Separating at the household surely would work much better. There has to be a stronger emphasis on householders putting CLEANED articles in their bins to reduce contamination, mess and smell. I find it incomprehensible that households do not use a compost system but obviously I'm in the minority. Therefore, an additional bin for food scraps seems to be required. I know that several bins will add costs but discarding to landfill is not a solution, either. It also requires more space for bins at the household. New dwellings should have to allow additional space for a recycle/rubbish area. Not so hard to do; I did it when I renovated. Events in Eastern Park are many and varied. I see the rubbish left behind. Even the lake has rubbish floating in it with possible harm to the waterbirds that made it their home. Any organisation conducting an event must be held responsible for leaving the park clean.	East Geelong	Supported by Actions 3.1 and 3.2. Supported by Actions 2.1 and 2.7. Supported by Action 1.5.

	Submission	Suburb	How is this being addressed in the Strategy
47.	It is great to see CoGG taking action to put waste reduction as the primary step to addressing waste recovery. A comprehensive document to drive actions on the ground for Geelong and surrounds. As someone who works in this space it is evident that working together with reduction as the primary focus for individuals, community, business, events and land managers, great successes can be achieved in reducing waste. this not only reduces our overall waste but reduces costs, people power and impacts on the environment but also increases your environmental profile. Thanks for listening!	Mannerim	Noted.
48.	It would be great for there to be more options for recycling clothing and footwear. We do donate anything that can be of use to other people but are often at a loss as to how to be dispose of items that are worn out.	Waurn Ponds	Supported by Actions 1.14 and 2.1.
49.	The council has my full support for this ambitious program. I feel the majority of residents have the will to recycle (if not yet the will to reduce) waste but need to know exactly what can and can't be recycled. We have demonstrated a willingness to separate our recyclables during the last few months when many residents have been taking their recyclables to recovery centres. I support the 'Cash for Containers' lobby and urge the council to encourage the state government to implement this program, a program that was active in the past and was abandoned at our cost. My final comment regards feedback to the community. I note that feedback is scheduled for every second year but I feel that residents need to be encouraged by regular feedback. We want to know what is being done with our glass bottles, how our paper and cardboard are being used, what innovative use our plastics are put to. Nothing inspires more than a story of a new road surface using recycled materials, or furniture made from recycled plastics etc. We need constant reminders that our efforts to sort and be responsible for our waste are making a difference.	Geelong West	Noted. Will be considered in designing recycling campaign. The City will continue to advocate for a container deposit scheme under Action 2.35 until it is implemented. Feedback will be provided regularly to the community as per Actions 1.12 and 3.18.
50.	I wanted to congratulate the council on making moves towards a circular economy in your waste and resource recovery strategy draft. A lot of attention in the media and community is focused at the moment on domestic waste and recycling, however I believe there is also huge opportunities for waste diversion and resource recovery through the intelligent sorting, repair, distribution and marketing of goods reclaimed through hard rubbish. I have recently been in discussions with a number of outlets for second hand and reclaimed goods and the efficient collection, sorting, evaluation and distribution of such goods could have a major impact on demand and therefore waste diversion, as well as reducing the need to produce some new items. Such an exercise could also tie in to variations on your hard rubbish collection to maximise the amount of valuable goods recovered. You list reusing and repairing household items as an intent. Along with the above suggestion, there is opportunity for Geelong to move to the forefront of commercialising reuse of such items in Australia. In my work I see demand daily for the reuse and repurposing of household	Geelong	Supported by Actions 2.1 and 2.6.

	Submission	Suburb	How is this being addressed in the Strategy
	items from people who do not want to dispose of their current goods. Currently they have nowhere to turn to repurpose many items, however the establishment of an incubator and precinct for businesses based on the repair and repurposing of such materials could radically change this situation. Doing so would be a big step towards a circular local economy while also fostering Geelong's clever and creative reputation and manufacturing heritage. Developing markets for recovered resources is important across the spectrum, as you have identified. I am currently working in this area, having established The Reimaginarium, who's purpose in part is to reconsider how we market and present reclaimed goods. I hope Geelong will make moves in these directions and am available at any time to discuss them further.		Supported by Actions 1.14 and 3.19.
51.	This is great to see! I think these are great ideas: – develop a container deposit scheme – ban single use plastics – separate paper, cardboard, glass, tin, hard plastics out of the co-mingle recycling (separate bins for each?) – offer more soft plastic drop off sites.	Hamlyn Heights	
	I would support a food organics collection service, but it would need to be collected regularly (more than once a week) or else it will smell.		Supported by Action 2.2.
	I don't think the council should provide a booklet about what can and can't be recycled because I think it will be a waste of paper for a lot of people because they won't even read it. The best thing to do would be to do what you already do (posting on Facebook) and even post on Instagram. Maybe a simple poster can be created that can be requested online, so those that really want it will order one. People need to be more educated on the detrimental effects of not recycling properly and not reducing waste. Post more photos of what landfill looks like on your facebook page or what the green waste site looks like when people put rubbish in the green bins.		Noted. Will be considered in designing recycling campaign.
52.	Victoria needs to take on South Australia's method of recycling bottles, cartons etc. I was born & raised in SA & rarely do you see these items littering their streets like they are here in Vic. It's a great way to get some extra cash as everyone seems to need so come on Victoria pull your finger out & do something about it!!	Norlane	The City will continue to advocate for a container deposit scheme under Action 2.35 until it is implemented.

	Submission	Suburb	How is this being addressed in the Strategy
53.	Would have been good if you had thought to not send out a calendar (with no pictures of Geelong in it) to everyone regardless of whether they wanted it or not as well as it being wrapped in plastic. What a waste City of Greater Geelong!	Whittington	Noted.
54.	Start a soft plastics bin and home pickup instead of driving them to the supermarket.	Hamlyn heights	Noted. Will explore this option under Action 2.1.
55.	The new waste plan introduced 16/12/19 is major steps backwards I expected better. water wastage having to wash items, plastic that can be recycled to some extent forced into rubbish. Please do better, much better	Moolap	Noted.
56.	Make it mandatory to have a Recycle Shop at every tip. The one at Anglesea is brilliant - even though it's not open nearly enough, it's well organised and run by efficient friendly people. The one in Douro St Nth Geelong not so much, but at least it's there. The closure of the Drysdale one a few years ago was a crying shame in such times as these. Please embrace and support these tangibles, "immediate gratification" recycling initiatives. They tick all the boxes in terms of recycling/reusing/repurposing items that are perfectly useable and keeping them out of landfill. It's also helpful for people in the community who want to be able to get used items for philosophical and/or economic reasons.	Clifton Springs	Noted. Will explore this option under Action 2.1.
57.	I would like to make a few points that I see as very important to the management of waste now and into the future. The Container Deposit Scheme (CDS) must be established in Victoria and it would help greatly if Councils like Geelong were letting the State Government know just how important this scheme is. Littering could be minimised, our streets and waterways would feel the benefit. Educating children not to litter only goes so far but adding the incentive of collecting money for plastic and glass bottles and aluminium cans would make an enormous difference. Other States have found this scheme more than worthy of any initial costs to set up but the Victorian Government remains obstinate on this issue. This year COGG set up its annual hard-waste collection for residents. In my opinion it is one of the best ways to curb rubbish dumping. It still occurs, especially on new estates where houses under construction are a target for this type of activity. However, I believe that if this service continues each year more people will become aware of it. Perhaps more advertising of this vital service would increase its usage. Also, more advertising about what is available at transfer stations e.g. free cardboard recycling, white goods, etc. An enormous amount of commercial waste is being created by new housing development especially as huge houses seem to be quite popular. I think it's excellent that COGG is using recycled commercial waste to create other products for our growing area.	Curlewis	The City will continue to advocate for a container deposit scheme under Action 2.35 until it is implemented. Will consider under Action 2.6 when evaluating the hard waste trial. Action 3.10 and new Action 1.3 will strengthen City's

	Submission	Suburb	How is this being addressed in the Strategy
	However, my belief is that the percentage of this type of recycling needs to be increased. Innovative businesses need to be encouraged not just by councils but also State and Federal Governments. Perhaps Councils should try and work more closely with other tiers of Government to make this happen. It is also great that our organic waste can be processed and used locally. I believe that the ratepayers in the COGG area need educating as to what council can and can't do. Whilst talking to residents about issues such as dumping, overfull skips, graffiti, etc. they have said to me "well what can the council do to have the issue resolved?" I always come back and say that I have been treated with courtesy from COGG customer service whenever I have phoned in with an issue which is usually resolved		procurement policy and support the use of recycled and sustainable materials. Supported by Action 2.3. Noted. Will be considered in designing recycling campaign.
58.	Put out More recycling bins! Don't just change coastal bins from recycling to ordinary(!) because it's too buy and complicated to pick them up (Like Ocean Grove)! Make sure the rates we pay and options discussed are put to State (as mentioned before re Cans) and Environbank Get builders and construction to recycle and use the app I sent Re dog poo see next re Query Can you do an energy biodegradable resource recovery?	Ocean Grove	Action 2.4 supports a review of public place bin network and identify opportunities to improve. Supported by Actions 2.8 and 2.22.
59.	One of the big inefficiencies that never seems to get discussed, and that is a real waste of resources, is collecting bins that are half-full or less. Bins need to be designed so that there is an indication that the bin is full enough to collect, otherwise it is not collected. Some sort of flag on the bin that cannot easily be tampered with. This would also encourage the sharing of bins between neighbours.	Ocean Grove	Action 2.4 supports a review of public place bin network and identify opportunities to improve.
60.	The program looks good. Container deposit scheme as we used to have in Geelong when my now 40 year old son made pocket money from collecting cans and bottles - needs onto be reintroduced into Geelong/Victoria. There needs to be more education for residents as to what and where things can be deposited. I did not realise that cardboard milk cartons can't go in the yellow bin. The City website is useful in terms of this information, but it probably needs to go to every household eg with the rates.	Newtown	The City will continue to advocate for a container deposit scheme under Action 2.35 until it is implemented. Noted. Will be considered in designing recycling campaign. Supported by Action 2.34.

	Submission	Suburb	How is this being addressed in the Strategy
	Keep working with Deakin University to determine new uses and recycling options. Encourage businesses to take back their packaging or make it recyclable!		
61.	Excellent move forward by making events reduce the use of single use products. Other strategies could include: Encourage people to set up home compost through rebates and educations session. Encourage parents to reduce disposable nappies by providing education sessions on the use of modern cloth nappies and provide a rebate to support families with the high initial cost of cloth nappy purchasing. Mandate childcare centres to use cloth nappies in the region.	East Geelong	Action 2.2 investigates options to divert food organics from landfill, including home composting. Supported by Action 1.14.
62.	I would really love a green bin that accepts food scraps as well as green waste which is collected weekly. The rubbish would then be decreased to every second week collection. My mother lives in NSW and has this system set up, it is brilliant. She lives in the Corowa council district. We have no trim in our backyard for a proper compost heap and the food waste going into landfill kills me. It isn't necessary.	Armstrong Creek	Supported by Action 2.2.
63.	About the rubbish, why don't you recycle the rubbish and make roads out of them, that what they do in Europe.	Belmont, Geelong.	Supported by Action 2.8.
64.	Surely there is the technological and scientific prowess to just collect everything and then separate and recycle it all and turn the rest into clean energy?	Bell park	Supported by Action 2.8.
65.	It is great news that COGG have resumed recycle collection and it is not going into landfill. BUT what I am more concerned about, is it being recycled or just being put into storage. I am suspicious!!	Ocean Grove	Noted. Will consider this feedback in designing communication messages to build confidence in recycling.

Appendix 3 Submission from Barwon South West Waste and Resource Recovery Group

Barwon South West
Waste & Resource
Recovery Group

Level 1, 284 Bellerine St,
South Geelong VIC 3220
PO Box 82 Belmont VIC 3216
03 5223 2622
www.reduce-recycle.com.au
ABN 73 398 361 474

[redacted]
Senior Advisor Strategic Waste and Resource Recovery
City of Greater Geelong
PO Box 104
Geelong VIC 3220
[redacted]

Friday 17 January 2020

Dear [redacted]

Re: City of Greater Geelong Waste and Resource Recovery Strategy 2020-2030

Thank you for the opportunity to provide comment on the City of Greater Geelong Draft Waste and Resource Recovery Strategy 2020-2030.

Barwon South West Waste and Resource Recovery Group (BSWWRRG) would like the commend the City on the development of this comprehensive strategy and its ongoing commitment to waste reduction. BSWWRRG strongly supports the following initiatives from the Strategy.

- BSWWRRG supports increasing the recovery of organics from residual waste, with a focus on the recovery of food organics. The 2018 regional kerbside waste audits found that in the City, the average residual bin contained 34% food organics. This equates to around 15,300 tonnes of food organics currently going to landfill each year that could potentially be recovered. BSWWRRG supports the proposed food organics collection service trial and business case for establishing a food organics processing facility. BSWWRRG strongly encourages the City to introduce a food organics service (including potentially a food organics and garden organics service) based on the learnings of the trial. We acknowledge that there are current constraints with processing infrastructure and significant costs associated with the collection and processing of food organics, and we offer our continued support to work with the City on these issues.
- The Strategy has a good focus on circular economy principles, which is reflected in several of the strategic actions. As highlighted in the Strategy's case studies, Geelong has strong reputation for delivering circular economy innovations that provide benefits for the local economy and environment.
- The Strategy has a good focus on avoiding the creation of waste, in line with the waste hierarchy principles. In particular, BSWWRRG supports activities to reduce waste in internal operations and events. It is important that the City lead by example. BSWWRRG would

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Recovery Group

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ABN 73 398 361 474

however encourage the City to adopt more ambitious targets for increasing the recycling rate and recovery of food organics in internal operations.

- BSWWRRG supports initiatives that strengthen the region's recycling sector, particularly the City's education and kerbside audit programs and partnerships with G21, regional councils, and BSWWRRG, amongst others. It is appreciated that the City will continue to collaborate with us on business engagement activities and the implementation of the Regional Recycling Action Plan.

Acknowledging the City's growing population and the short lifespan of the Drysdale Landfill, the City's waste and resource recovery infrastructure plan (Action 2.9) should specifically provide direction on future infrastructure needs for transfer stations, material recovery facilities, food and garden organics processing and residual waste.

It is important to note that the Victorian Government's Circular Economy Policy has yet to be released and this may have significant implications for the City, particularly in relation to the kerbside system reforms which are expected to be announced with the Policy. BSWWRRG will assist Barwon South West councils to understand and prepare for these changes arising from the Policy, once it is released.

Should you have any further queries regarding our submission, please contact [redacted] Manager Government Relations and Engagement at [redacted] We look forward to continuing our strong working relationship with the City and supporting the delivery of the City's Strategy.

Yours sincerely,

[redacted]
Executive Officer

Appendix 4 Submission from Barwon Water

7 February 2020

Att: [redacted]

Dear [redacted]

Re: City of Greater Geelong – Waste and Resource Recovery Strategy 2020-30

We are writing to you in relation to the draft *Waste and Resource Recovery Strategy 2020-30* that has been released by City of Greater Geelong for public consultation and comment.

Barwon Water is supportive of the strategy and the objective of reducing the creation of waste and increasing resource recovery to reduce the impact waste has on the environment.

It is evident that Barwon Water and City of Greater Geelong are strongly aligned in our visions of contributing to a circular economy within the Barwon South West region. Particularly in relation to maximising the potential of organic waste and investigating opportunities to increase resource recovery and utilise alternative waste technologies.

Barwon Water will continue to work collaboratively with the City of Greater Geelong and other agencies in the region to deliver on these goals and welcome opportunities to work in partnership on initiatives that contribute to the prosperity of the region.

Yours sincerely,

[redacted]
Infrastructure Transformation Lead

Barwon Region Water Corporation
55 – 67 Ryrie Street, PO Box 659, Geelong, Victoria, 3220
T: 1300 656 007 E: info@barwonwater.vic.gov.au
www.barwonwater.vic.gov.au

Appendix 5 Submission from Geelong Sustainability

Geelong Sustainability Group Inc.
ABN 85 007 177 238
PO Box 258, Geelong, VIC 3220
www.geelongsustainability.org.au

7 February 2020

Attn: [redacted]
Senior Advisor Strategic Waste and Resource Recovery
Environment and Waste Services
City of Greater Geelong
PO BOX 104 GEELONG VIC 3220

[redacted]

Dear [redacted]

Submission re. CoGG's draft Waste & Resource Recovery Strategy 2020-30

Geelong Sustainability welcomes the opportunity to submit a written response to CoGG's draft Waste and Resource Recovery Strategy 2020-30. Our volunteer-led community group is well known to City Hall and we are a CoGG Vision Partner. Since 2014, our efforts have been guided by the One Planet Living framework, in particular the zero carbon energy and zero waste principles. Going forward we intend focusing on relevant UN Sustainable Development Goals (SDGs).

We agree the ABC TV series *War on Waste* raised public awareness and concern about over consumption, single use plastics and the industry's resource recovery practices. We responded by establishing a WoW task group that has been running educational events, offering wash against waste services, instigating a Green Cafes project and doing considerable advocacy work.

We agree with the Mayor, Cr Asher's assessment that, *Across the globe, humans are producing waste at unsustainable levels, and the traditional methods we've used to manage or dispose of it are failing*. The China ban created a national recycling crisis, which was compounded regionally by the collapse of SKM. However a crisis provides a valuable opportunity to review and reflect upon current practices. We must not waste this crisis. Hence we're pleased the draft Strategy acknowledges that the City of Greater Geelong wants to be a *leader amongst Victorian councils*.

Traditionally, the public expect councils to manage the 3 Rs: roads, rates and rubbish. We acknowledge that *when it comes to managing the growing logistical and environmental challenges of waste and recycling, local governments are on the frontline*. We recognise the major challenges that CoGG has faced over the last two years providing this essential service to ratepayers. We also appreciate that our region is fortunate to have the support of the Barwon South West Waste & Resource Recovery Group, which is working hard to develop effective customized recycling action plans.

Given the huge community support for the City's new clever and creative vision, we also agree that *our community expects its council to lead the way with innovative ideas and practical solutions to reduce, re-use and eliminate waste.* We acknowledge the innovative work the City has undertaken recently including:

- the shellfish reef project at Portarlington, which is also helping to combat coastal erosion,
- the Green Organics composting plant at Anakie, and
- the inclusion of recycled asphalt, rubber, glass and plastics in roads and paths.

General comments on the Strategy

In our opinion, the draft Strategy is well written and structured. We support the Strategy in general, especially the following important elements.

- The **vision** that, *The City contributes to a circular economy by leading and supporting the community to actively avoid waste and increase resource recovery*.
- The **goals** to 1). Avoid creating waste, 2) Recover more resources and 3) Protect the Environment.

- Using the **waste minimisation hierarchy** to devise strategies that rethink, avoid and reduce waste generation and better manage all waste streams.
- The **key actions** in particular,
    - preparing a business case for a FOGO plant preferably at the new Green Organics site
    - recovering more resources by separating glass and cardboard/paper from the co-mingled stream
    - providing education and behaviour change programs, and
    - phasing out single use plastics across City-owned buildings.

Waste minimisation and recycling are shared responsibilities of all levels of governments as well as business and communities. There is no away! We don't think it was a sustainable or ethical solution to ship our waste overseas. We also fully support the MAV (Municipal Association of Victoria) proposed *Rescue Our Recycling* action plan.

We're willing to play a role in supporting Council to educate the public and encourage behaviour change to reduce contamination and increase resource recovery. We are concerned that Cleanaway is finding high levels of contamination since taking over the kerbside collection of co-mingled recyclables. We support the current bin auditing scheme and encourage you to devise others initiatives that reward the behaviour you want to encourage. Small carrots and sticks work!

As the state government has not yet released its much anticipated Circular Economy policy it's appropriate that the final Strategy may need some adjustments. We will be disappointed if the long awaited Container Deposit Scheme does not commence until 2023.

While we accept there will be some residual waste, which cannot be recycled and will need some type disposal. We believe suitable technologies can be found without resorting to incineration, which is a terrible option from an environmental perspective. Burning plastic waste releases toxic pollution and more carbon dioxide than burning coal.

Fourth goal – Close the loop
It is becoming widely accepted that you are not really recycling until you are also buying products containing recycled content. Hence we think for the City to achieve its vision, there should be a fourth goal 4) Close the loop - Buy recycled products. Until this is a mandatory procurement policy, accounting staff will source the cheapest products which are unlikely to be the products with recycled components. The public also needs education about this 'closing the loop' requirement of a circular economy.

It would be beneficial to promote emerging products that contain recycled materials especially plastics. We'd like to see a bigger range of products produced from recycled soft plastics via REDcycle. The current Replas range is quite limited and not targeted to general consumers.

Regional MRF
There needs to be major investment in Victoria's processing capabilities and standardization of what materials can be recycled through kerbside schemes. There are insufficient quality recyclers in the G21 region. Cleanaway's current approach of using the South Geelong site as a bulk transport facility does not resolve the shortage of regional processing.

We contend that CoGG should be doing a feasibility study into setting up a Material Recovery Facility (MRF) in our region. As we understand, CoGG has sufficient annual volume for 80% of a typical plant. So when recyclables from adjoining G21 councils are included and the local foreshore managers, the numbers would stack up strongly in favour of establishing a Geelong MRF.

We've been informed that the Bellarine foreshore committees (Bellarine Bayside & Barwon Coast) have been unable to reinstate processing of recyclables in the new post-SKM regime with their waste contractors. Consequently, they are sending the contents of all their bins, both red and yellow, to landfill, which is a dreadful outcome that needs to be remedied ASAP.

Feedback on specific strategic actions and timeframes

Mindful of our preceding comments, we support the breadth of strategic actions being proposed. However there are some targets where we believe CoGG should do more and/or aim higher. In the process the City would be advancing the green economy and employment opportunities in our region.

Goal 1: Avoid creating waste

- 1.2 - We think the City's plastic-wise program should be implemented long before 2025
- 1.4 - We think if the City adapted existing policies and templates from the Surf Coast Shire, it could implement a revised system by 2021 especially as the City previously resolved to implement a plastics policy in 2019.

Goal 2: Recover more resources

- The targets for removal of food organics from residual waste stream of 5% (2022) and 20% (2030) are inadequate. By 2030 it needs to be more like 80%.
- The target to increase the recycling rate in all CoGG CBD offices by 10% over next 5 years is woefully low. We think the City can aim higher with its own staff.
- 2.2 - GS is also working with local cafes to reduce their wate to landfill and boost resource recovery via our Green Cafes project.
- 2.4 – As the City has 1441 public waste bins compared to only 90 recycling bins, we would encourage the City to expand its public place recycling. We'd recommend installing more cigarette butt bins as they are the most common item found in local and statewide litter surveys.

Goal 3: Protect the environment

- We would also encourage the City to foster and support the excellent recycling of non-kerbside recyclables currently coordinated by local neighbourhood houses like South Barwon
- We believe with appropriate support, volunteer-run community groups like Geelong Sustainability as well as neighbourhood houses could cost effectively deliver community education programs.
- Government procurement policies should require a significant percentage of recycled components so that business like Replas are viable. For example, we understand the City currently purchases kerbside bins from all virgin plastic as they are cheaper than ones containing recycled plastics.
- If our contention for a fourth goal was accepted then there are several Goal 3 strategic actions that would better fit under this heading.
- We would also encourage the City to work with its Vision Partners to support the development of is an ideal location for a large national textile recycling centre.

Strategy's References

We agree the City's approach will be impacted by changes to federal and state policies as well as industry trends and community expectations. From your social research and our community engagement, it's very clear that the public want to be part of the solution but they expect genuine solutions, honest communications, transparent information and clear instructions.

Similar to our national waste policy, we would recommend that the Strategy also references the UN Sustainable Development Goal #12: Sustainable consumption and production. Some relevant targets that could be referenced and reported upon include:

- 12.3 By 2030, halve per capita global food waste at the retail and consumer levels and reduce food losses along production and supply chains, including post-harvest losses
- 12.4 By 2020, achieve the environmentally sound management of chemicals and all wastes throughout their life cycle, in accordance with agreed international frameworks, and significantly reduce their release to air, water and soil in order to minimize their adverse impacts on human health and the environment
- 12.5 By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse

- 12.7 Promote public procurement practices that are sustainable, in accordance with national policies and priorities

We live in a finite world and we must all learn to value and utilise natural resources more sustainably. The ABC TV Series, *War on Waste* has raised public awareness that we cannot continue the thoughtless consumption of our finite natural resources. There's solid international evidence of quantifiable benefits, including job creation and greenhouse gas emissions reduction, from pursuing elements of a circular economy.

Just a generation ago, we packaged our products in re-usable or recyclable materials – glass, metals, and other products designed to last, that could be washed out and used repeatedly. We must go back to the future. We are confident the transition can occur once the legislative framework is in place and stakeholders are engaged in solving this urgent environmental problem!

We would recommend that the City establishes a multi stakeholder advisory panel to support this ambitious Strategy. Thank you for the opportunity to respond to the draft Strategy. We look forward to its adoption, funding and implementation.

Sincerely

[redacted]
President
On behalf of the committee, members and supporters of Geelong Sustainability Group Inc.
[redacted] **w:** www.geelongsustainability.org.au

7. PLASTIC WISE PROGRAM

Source: **City Services – Environment and Waste Services**
Director: **Guy Wilson-Browne**
Portfolio: **Environment**

Purpose

1. For Council to consider adopting the Plastic Wise Program Action Plan 2020/21 aimed at reducing plastic waste in Council operations.

Background

2. In August 2018, a notice of motion was initiated by Cr Mansfield for Council to develop a Plastic Wise Program to reduce single use plastics at City events and offices.

3. This program includes opportunities to reduce plastic (particularly single use plastic) generated within council offices and events.

4. The Program aligns with key City documents and projects including; A Clever and Creative Future, Council Plan 2018-22, Civic Precinct Project, Draft Waste and Resource Recovery Strategy and Draft Environment Strategy.

Key Matters

5. Waste audits were completed at CBD council offices in December 2019. Key recommendations include introducing a staff awareness program and upgrading and standardising waste systems to improve waste management and environmental outcomes.

6. The City's current events processes and documentation have been reviewed. The Event Application Form, Event Permit, Event Planning Guide and Community Events Grant Guidelines have been updated with wording encouraging recycling, the reduction of single-use plastic and non-recyclables, and other waste minimisation actions.

7. The City's Procurement Policy and Sustainable Buildings Policy will be reviewed in 2020. These reviews aim to improve waste management in Council buildings and identify opportunities for more sustainable purchasing.

Cr Mansfield moved, Cr Mason seconded -

8. That Council:

8.1 Adopt the Plastic Wise Program Action Plan 2020/21 (Attachment 3); and

8.2 Note that the Action Plan includes the development of a Plastic Wise Policy.

Carried.

Attachment 1

Financial Implications

1. Funding required to implement the actions of the Program will be considered in the annual planning and budget cycles.

Community Engagement

2. Extensive community consultation has been conducted as part of the development of the Councils Draft Waste and Resource Recovery Strategy. There has been strong community feedback that Council should take a leadership role in reducing and preventing the use of single use plastic.

3. Consultation has also been completed with internal stakeholders, including Waste Services, Events, Procurement and Facilities Maintenance teams. External stakeholders including the Barwon South West Waste Recovery and Recycling Group were also engaged.

4. The Plastic Wise Program Action Plan supports community initiatives to reduce waste including litter clean-ups and education.

Social Equity Considerations

5. The provision of high quality waste and recycling services will help ensure social equity via waste minimisation, increase amenity and service levels and reduce environmental impacts.

Policy/Legal/Statutory Implications

6. A review of the City's Procurement Policy and Sustainable Buildings Policy will take place in 2020. These reviews aim to improve waste management in Council buildings and identify opportunities for more environmentally sustainable purchasing options.

7. Officers will also commence work on the development of a Plastic Wise Policy.

Alignment to Council Plan

8. The Plastic Wise Program aligns with the Council Plan priorities of Planned Sustainable Development and Effective Environmental Management:

    8.1 Reducing single-use plastic across the region (Council Plan Update 2019-20, p.16);

    8.2 Have 100 per cent of new large, City-owned buildings rated 5-star 'Green Star' (Council Plan Update 2019-20, p.14); and

    8.3 Have 60 per cent of garbage, recyclables and green organics collected from kerbside bins diverted from landfill (Council Plan Update 2019-20, p.16).

Conflict of Interest

9. No City officers or contractors involved in the preparation of this report have a direct or indirect interest in the matters to which this report relates.

Risk Assessment

10. The delivery of the Plastic Wise Program will help reduce financial and environmental risks associated with excess waste.

Environmental Implications

11. The Plastic Wise Program aims to reduce waste produced by the City and by events on Council owned and/or managed land. This will minimise impacts on the environment.

Attachment 2

Discussion

1. In 2017 it was estimated that 8.3 billion tonnes of plastic were produced globally. This is expected to rise to 34 billion tonnes by 2050.
2. Data from local beach litter clean-ups show that plastic is by far the largest contributor to beach litter.
3. The majority of beach litter plastic was single use plastic including plastic food packaging, plastic drink bottles and plastic film.
4. The City is working in partnership with community groups to reduce plastic and has provided funding for the following projects:
   - 4.1 Minimising single use plastics in Ocean Grove (in partnership with Repair café);
   - 4.2 War on Waste: Green Cafes project (in partnership with Geelong Sustainability); and
   - 4.3 War on Waste: community education including development of an interactive searchable online directory as well as a 12-page A5 colour printed booklet (in partnership with Geelong Sustainability).
5. The City's efforts to reduce the use of plastic and minimise its impacts also include:
   - 5.1 reducing the use of single use plastic in key office buildings including replacing plastic disposable cups and cutlery;
   - 5.2 participation in events that reduce the impacts of single use plastic on the environment including Clean-up Australia Day; and
   - 5.3 participation in the Caring for Our Bays program coordinated by the Bellarine Catchment Network. The Program initiatives aim to raise awareness of litter and its impact and reduce the amount of litter, sediments and nutrients that enter waterways and the bay.

PLASTIC WISE PROGRAM ACTION PLAN - 2020/21

ACTION	DETAILS	TIMING	COST $
City Hall – Trial Site	• Remove individual desk bins and establish updated bin stations in strategic areas throughout the building (including kitchens). Bin stations to be established with bins having the same sized lids, colour coded in Australian standard colours and an organic stream set up in kitchens. • Establish a City Hall working group that will proactively implement the "roll-out" of the revised waste system that will implement and examine opportunities for general waste avoidance, reduce single use plastic and increase landfill diversion. • Conduct a staff awareness and education program that will advise staff of proposed changes, why they are being undertaken and timelines for the implementation of the new waste management system. • Undertake measures to reduce and phase out single use plastic. This includes replacing disposable single use plastic cups, cutlery, etc.. with non-disposable items. • Signage to be displayed at new bin stations advising of what waste is accepted in each bin. In addition, signage to be provided in all staff and public areas advising as to correct material segregation.	September 2020	New bin systems & signage: **$6,500** Staff training program/sessions: **$1,500** Food organics collection: **$1,500 p.a.** Single use plastic reduction: **$5000 p.a.**

ACTION	DETAILS	TIMING	COST $
Facilities • Review and Update Sustainable Buildings Policy	• The Sustainable Buildings Policy will be reviewed to raise the profile and implement waste minimisation in all Council buildings.	July – Sept 2020	N/A
Cleaning Contracts	• Review cleaning contracts for opportunities to tighten requirements for cleaners to ensure waste is put in correct bins. • Work with Storm International (cleaning contractors) to implement possible improvements. Storm have established further stream separation with other clients that could be replicated with CoGG. This will require adequate/appropriate bin systems to be in place for successful outcome.	July 2020	N/A
Procurement • Review and Update Procurement Policy • Office Supplies • Catering	• Strengthen the Procurement Policy to incorporate a compulsory weighting of 5%-10% for Recycled Content and Environmental Impacts. Environmental Impacts include waste minimisation and can be expanded to single-use plastics. These are currently non-compulsory evaluation conditions.	2020	N/A
	• Work with COS (our main stationery provider) to create a basket of sustainable versions of products that orders will be limited to.	August 2020	
	• Brief preferred suppliers of catering & event equipment of the City's expectations to phase out single use plastics. • An information sheet will be developed to inform suppliers of preferred cutlery and crockery options. This will distributed to all providers, and also the City's administrative staff who order these services and items.	July 2020	

ACTION	DETAILS	TIMING	COST $
Events	Review below documents and incorporate suggested changes with wording that encourages the reduction and phase out of single-use plastics, recycling, and non-recyclables and other waste minimisation actions • Event Application Form • Event Permit • Event Planning Guide • Community Events Grant Guidelines The City will continue to work with, and support community event organisers and also event volunteers who undertake actions to reduce plastic use.	April – June 2020 Ongoing	N/A
Develop Plastic Wise Policy	Develop a policy that demonstrates Council's commitment to progressively eliminate single use plastics. The policy will apply to council operations and council managed events including, but not limited to, official functions, civic events, community forums, workshops, meetings and training events. The policy will also apply to organised activities held at all sites owned and managed by the City.	April – June 2020	Development of policy: **$5,000**
Community	Community Groups have played a key role in reducing the use and impacts of single use plastic. The City will continue to provide support and work in close partnership with community groups. The City is an active participant in the Caring For Our Bays coordinated by the Bellarine Catchment Network: This project undertakes litter clean-ups, litter reporting (including soft plastics), community waste education and research to reduce plastic litter. The City has an extensive community waste and recycling education program. The program includes a monthly community newsletter, participation with community events (e.g. Clean-up Australia Day), website and community presentations.	Ongoing	Maintain Environment and Sustainability Community Grants Program to support community initiatives. **$70,000 p.a.** Continue to work with the Barwon Coast Network's steering committee for Event Waste Management.

ACTION	DETAILS	TIMING	COST $
			Maintain community waste education programs.
Infrastructure	The City installs and maintains a network of gross pollutant traps to trap and remove litter from our stormwater system. Most of the captured litter is single use plastic. The City maintains a network of over 1400 public place garbage and 90 recycling bins.	Ongoing	Continue to maintain gross pollutant traps. Continue to service public place garbage bins.

8. DRAFT SOCIAL INFRASTRUCTURE PLAN

Source:	**Community Life – Social Planning and Investment**
Director:	**Robyn Stevens**
Portfolio:	**Sport and Recreation**

Purpose

1. To seek Council endorsement to release the *Draft Social Infrastructure Plan* (**Attachment 2**) for community consultation for a period of six weeks.

Background

2. The City invests more than one-third of its annual expenditure toward social infrastructure, both services and facilities.

3. The *2016 Council Transformation Program* identified developing a social infrastructure plan as a priority project to guide Council's future investment in social infrastructure; aimed at providing an evidence-based plan that considers the City's long-term vision and provides links with asset management, open space and service planning.

4. The *Council Plan 2018-2022* identifies the Council vision, 'Putting the Community First', as a key consideration for delivering future services and facilities, with a strategic priority for 'informed social infrastructure and planning'.

5. During 2018 and 2019, the City undertook extensive community and Councillor engagement as part of a review of social infrastructure planning. The engagement provided insights about the community's social infrastructure needs and what the community believes Council should consider when making decisions about infrastructure investment.

6. In August 2019, the *Draft Social Infrastructure Policy* was released for community consultation. The draft policy articulated Council's future role(s) in social infrastructure planning, development and investment, establishes a set of principles to be applied when determining priorities, and defines the processes that will guide and support decision making into the future. The draft policy received strong community support; with 89% of respondents in support of the new policy.

Key Matters

7. The *Draft Social Infrastructure Plan* (SIP) delivers on Council's commitment to develop the City's first municipal, multidisciplinary and integrated plan based on evidence of need and recommendations for improving equity, accessibility, integration, operation, maintenance, use and experience of the City's social infrastructure.

8. This first public draft of the SIP incorporates Council's policy on how decisions are made and a plan for the delivery of social infrastructure in the short and medium term.

9. In the current context, and the community dealing with the impacts of COVID-19, the draft SIP articulates Council's intention to continue with its investment in social infrastructure that can support the health, wellbeing and connectedness of our community into the future. This next stage of community consultation will be designed to gain further insights from the community for consideration by Council prior to potentially endorsing the SIP later in 2020.

Cr Nelson moved, Cr Kontelj seconded -

10. That Council:

10.1 approve the release of the draft *Social Infrastructure Plan* (Attachment 2) for community consultation for a period of six weeks; and

10.2 note that planning for the Portarlington Recreation Reserve has commenced and for this to be included in the draft Social Infrastructure Plan prior to release.

Carried.

Attachment 1

Financial Implications

1. There are no budget requirements associated with the public exhibition of the *Draft Social Infrastructure Plan*.

2. Council is committed to processing investment decisions fairly and transparently. The draft SIP outlines how Council and the City of Greater Geelong will make investment decisions in the future.

3. Generally, the key funding mechanisms available to deliver social infrastructure are; the annual Council budget, internal and external grants, and funding contributions from clubs or community organisations.

4. Recommendations and propositions identified in the draft *Social Infrastructure Plan* are subject to available resources at any given time.

Community Engagement

5. In April 2018, Council resolved to review and revise the *Social Infrastructure Plan (2015)*, following preliminary engagement with the community.

6. In response to the initial engagement findings and aligning with the *Council Plan 2018-2022* priority of working towards more informed social infrastructure planning, it was identified that a new SIP was needed to guide our future activity and resources to deliver infrastructure, services and programs to the community in a sustainable way.

7. Between August and December 2018, the City undertook extensive community and stakeholder engagement to inform the drafting of a new SIP. The engagement provided insight from the community about their social infrastructure needs, as well as insight into the matters the community believed Council should consider when making decisions about social infrastructure investment.

8. The purpose of the engagement was to involve individuals, clubs and community groups, peak governing bodies and Councillors alike, to help develop a clearer understanding of the needs and priorities for the municipality as well as identify what the community believes should be driving our decision making.

9. Multiple engagement approaches were used throughout the process and included the following:

    9.1 Multilingual engagement opportunities, via an online survey and online mapping tool (1,064 survey respondents);

    9.2 Stakeholder workshops and community focus groups, including over 40 representatives from the health, community, sport and related service sectors;

    9.3 School holiday program activities to capture insights from young people; and

    9.4 A series of face-to-face ‘meet and talks’ with 25 community groups and clubs.

10. A series of cross-departmental meetings and four Councillor workshops were conducted throughout the development of the draft policy, between December 2018 and September 2019.

11. A clear need and directive emerged from the engagement process in relation to the policy, the plan and its function. Key stakeholders, Councillors and the organisation are seeking a policy framework and plan that is:

    11.1 simple;

    11.2 flexible;

    11.3 adaptable and responsive; and

    11.4 fair.

12. Engagement with our community, key stakeholders and interested parties directly informed the development and function of the draft SIP, and these documents respond to the needs and preferences indicated by our community, with reference to their desire for much needed clarity around roles, responsibilities and how decisions are made.

13. In August 2019, the *Draft Social Infrastructure Policy* was released for community consultation and received strong community support with 89% of respondents in support of the new policy. The draft policy articulates Council's future role(s) in social infrastructure planning, development and investment, establishes a set of principles to be applied when determining priorities, and defines the processes that will guide and support decision making into the future. This policy is now embedded in the draft SIP for further consultation.

14. Some strong themes emerged from the 28 submissions received (on behalf of both individuals and community groups). Positive comments were around the following themes:

    14.1 well-rounded and holistic (i.e. for all people and places);

    14.2 thank you / congratulations / commend Council / Council leadership;

    14.3 virtuous and promising, Clever and Creative / innovative;

    14.4 inclusion of evidence and intelligence;

    14.5 good / makes sense;

    14.6 fair and equitable / consistent and transparent;

    14.7 adaptable;

    14.8 prioritisation framework; and

    14.9 considers existing infrastructure and ongoing maintenance and management.

15. While some respondents raised concerns and considerations such as:

    15.1 needs to be more explicit around Access and Inclusion, Gender Equity and Clever and Creative;

    15.2 needs connection to how the policy will be managed and implemented;

    15.3 needs a stronger focus on and integration with budget, not just a reference and a comment that it does not currently align with the existing budget process;

    15.4 that the policy doesn't specifically address the perceived imbalance in support for the community interest in heritage, arts and culture compared with other recreational pursuits; and

    15.5 concern that the 'adaptive and reuse' objective is not applied in practice.

Social Equity Considerations

16. The draft SIP explicitly incorporates the principles of social equity, consistent with Council's endorsed *Social Equity Principles* (September 2017) where it was acknowledged that it would be difficult to achieve any of the aspirations contained in the *Geelong Clever and Creative City Strategy* unless inequity is addressed.

17. At that time Council adopted the following principles that are reflected in the SIP definition of 'equity':

    17.1 all activities of the City will be informed by up to date demographic and geographic information on social equity in the region which identifies priority areas and groups for attention;

    17.2 planning of all activities will be informed by effective, focused partnerships and engagement with priority groups and areas, aimed at fully understanding the particular needs and obstacles they experience in accessing services and facilities; and

    17.3 service and infrastructure design, location, communication and support arrangements will address the particular needs and obstacles faced by priority areas and groups.

18. The aim of adopting these principles is to drive greater consideration of equity when making decisions. The way we plan and deliver our social infrastructure can play an important role in improving equity, accessibility and connectivity while reducing disadvantage across our City.

Policy / Legal / Statutory Implications

19. The policy framework outlined in the draft plan, is proposed to both guide the decisions of Council and to provide guidance to the City on the matters that Council would like the organisation to consider when providing advice for decisions.

Alignment to Council Plan

20. The City of Greater Geelong *Council Plan 2018 – 2022* outlines how we will work towards making Greater Geelong a Clever and Creative city region. It will guide our resources to deliver infrastructure, services and programs to the community in a sustainable way.

21. The draft plan delivers on the strategic priority of the Council Plan that calls for 'informed social infrastructure and planning' and sets the foundation for Council's commitment to 'strive for social equity in the infrastructure and services we deliver for our community'.

22. The draft SIP will also guide future decision making on a number of key priorities related to 'informed social infrastructure and planning' as outlined in the Council Plan, these priorities are:

    22.1 providing more quality spaces that support active lifestyles;

    22.2 supporting the growth of localised and regional sporting facilities;

    22.3 delivering accessible and attractive community infrastructure, based on community need;

    22.4 advocating and planning for a range of social and affordable housing options; and

    22.5 maintaining our public open space.

Conflict of Interest

23. No City officers or contractors who have provided advice in relation to this report have declared a conflict of interest regarding the matter under consideration.

Risk Assessment

24. The lack of an existing policy position or plan related to the planning and investment of social infrastructure, can result in a risk of unsustainable or inequitable decision making. If not addressed there is a risk that the community will become increasingly frustrated with the lack of clarity about what is planned in their communities, and any current inequity across the various networks will remain, and fair access to services may be impacted. This means Council may not be able to deliver on their objective for fair and equitable decision making and for social equity in the infrastructure and services we deliver for our community.

25. Through Council's Asset Management Transformation program and the new SIP, Council aims to focus on establishing a process of asset management stewardship, a robust approach to assessing asset criticality, to inform clear and transparent decision making, and to ensure accountability for our asset management approach.

Environmental Implications

26. Sustainability, including environmental sustainability, is a key principle that underpins the draft plan and is proposed to form part of Council's decision-making process in relation to social infrastructure planning and investment.

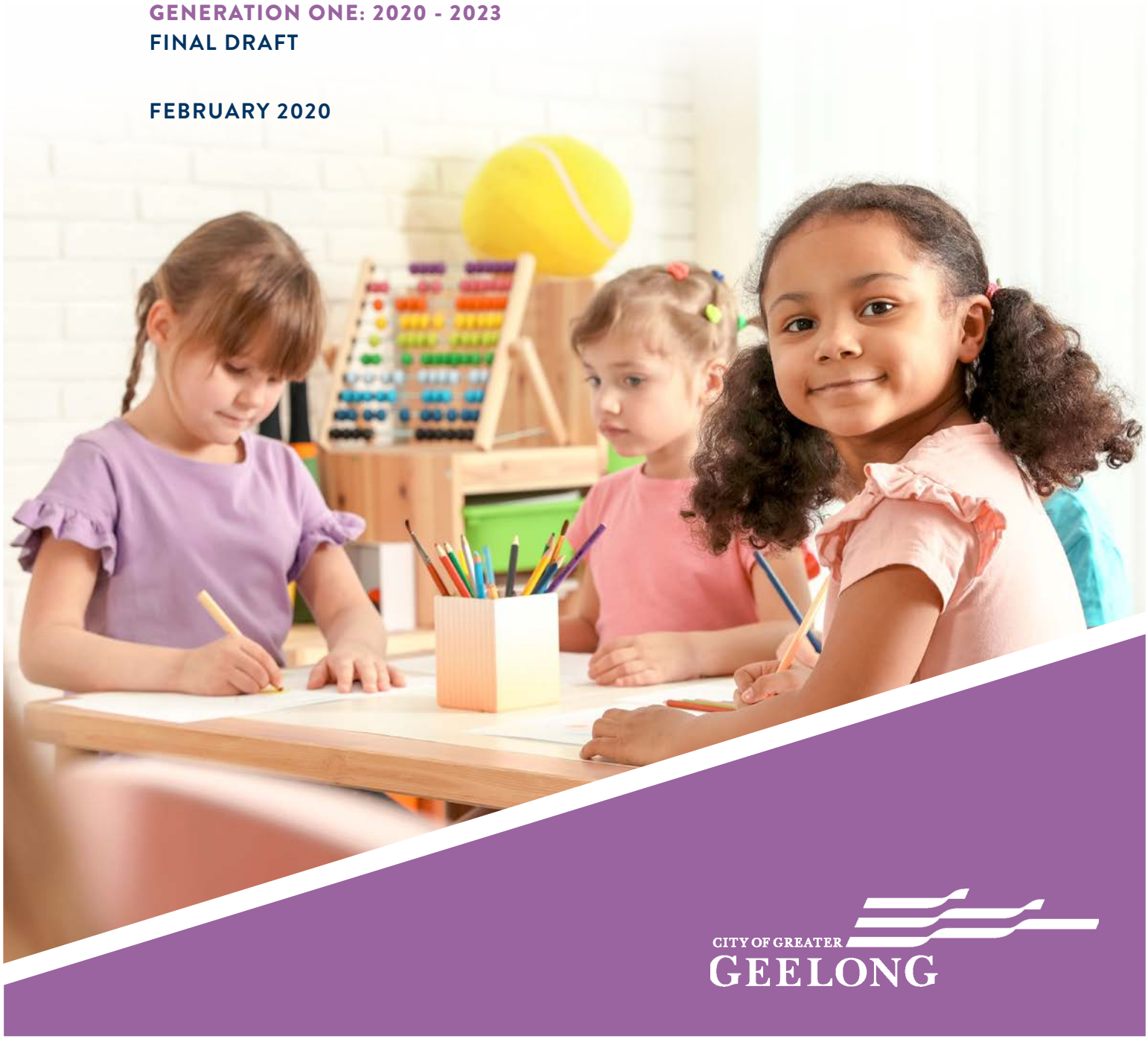
OUR COMMUNITY PLACES, SPACES AND SERVICES

A SOCIAL INFRASTRUCTURE PLAN FOR THE CITY OF GREATER GEELONG

GENERATION ONE: 2020 - 2023

FINAL DRAFT

FEBRUARY 2020



CITY OF GREATER GEELONG

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

ACKNOWLEDGEMENTS

The preparation of this Report has been a collaborative effort of our Council, all relevant Council departments, partner organisations, our community clubs, groups and associations, and the Greater Geelong community.

We would like to thank the involvement of all our key stakeholders for their collaboration, insight and commitment to the future of our community infrastructure and to a new way of working.

THE POLICY

The Social Infrastructure Planning and Investment Policy aims to provide Council and the City of Greater Geelong with a guide to fair and equitable decision making, and to provide our community with a clear understanding of Council's role and how decisions are made.

THE PLAN

The Social Infrastructure Plan will outline the needs of our community, investment priorities and the way forward to ensure that people know what is planned in the place that they live.

The plan is intended to provide Council and the community with a single, simpler and more integrated strategic summary of Council's investment priorities over the next 1-3 years.

The plan will be closely monitored and updated each year in line with the realisation of transformational elements identified in the document and as our understanding of social infrastructure continues to mature and grow.

DISCLAIMER

This Report is prepared by the City of Greater Geelong. The Report is solely for the use of the City of Greater Geelong and is not intended to, and should not be used, or relied upon by anyone else. The City of Greater Geelong does not accept any duty of care, to any other person or entity other than itself.

The information contained in this document has been developed through an assessment of the current known state of the City's infrastructure, rigorous analysis of the available evidence, existing strategic guidance, plans and strategies, and extensive stakeholder and community consultation over the course of two years 2017 - 2019.

Information contained in the Report is current as at the relevant dates stated in the Report and may not reflect any event or circumstances which occur after the stated date. It has been prepared in good faith and neither the City of Greater Geelong, nor its servants, consultants, agents or staff shall be responsible in any way whatsoever to any person in respect to the report, including any errors or omission therein.

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IMAGE: KINGSTON PARK PLAYGROUND OPENING

A WORD FROM OUR MAYOR



Social infrastructure is the fabric of our community. It refers to the places and spaces that bring us together; where we make friends, stay active, learn new skills and access important services.

For many of us, these places are like our second home.

Remarkably, the City of Greater Geelong provides over 865 indoor and outdoor community places and spaces, including sporting facilities, playgrounds and parks, leisure centres, community halls, libraries, neighbourhood houses and much more.

As Geelong's population grows, these places will become more important than ever to help us maintain the lifestyle and strong sense of community this region has always enjoyed. Planning, building and maintaining high quality social infrastructure, in partnership with our community and key stakeholders, will be essential for our overall physical and mental health, wellbeing and economic prosperity.

Throughout the development of this plan we have listened and heard your important insights. We recognise that these places and spaces are there to serve you and that you must have a major say in their development and use.

We made a commitment in our Council Plan 2018-22 to achieve more informed social infrastructure and planning, and to strive for social equity in the infrastructure and services we deliver for our community.

This plan delivers on that promise.

The new Social Infrastructure Policy and Plan is aimed at making sure our future decision making and investment in community infrastructure and services is clear, fair, equal, and based on evidence of need and the insights of our community.

The plan also marks the beginning of a journey to a new way of working, to ensure we're providing access to places, spaces and services where and when people need them the most.

By doing all this, we want you to be confident that your Council will make fair and transparent decisions that deliver the best results for our community.

We've been consistent about not making decisions just because we can; we are making them because it's the right thing to do.

This is your plan, so it's time to have your say. We've now reached an important milestone and we need your feedback on this essential document.

We hope that you can appreciate that with our new draft policy and plan, that we – as your councillors and representatives – are committed to putting you, our community, first.

Stephanie Asher, Mayor City of Greater Geelong

A JOURNEY TO A NEW WAY OF WORKING

2017
Review of Draft Social Infrastructure Plan (2015) in line with Commission of Enquiry recommendation

Consultation

2018
Scope and commence approach for a new Policy and Plan

Consultation

2019
Develop Social Infrastructure Planning and Investment Policy

Consultation

Develop Social Infrastructure Plan (Draft)

Consultation **(WE ARE HERE)**

2020
Final Policy and Plan Generation One: 2020 - 2023

BUT IT'S NOT THE END OF THE ROAD

2020 Beyond
Ongoing community engagement
Deliver Generation 2.0 within 12 months of the final plan, in line with new Council Plan and Municipal Health and Wellbeing Plan in 2021.

ABOUT THIS DOCUMENT

The new Social Infrastructure Policy and Plan is aimed at ensuring our future decision making and investment in community infrastructure and services is clear, fair, equitable, and based on evidence of need and insights from our community.

In 2017, following a Victorian Government Commission of Enquiry, the City of Greater Geelong was tasked with developing the City's first ever municipality-wide, multidisciplinary and integrated, social infrastructure Policy and Plan.

This is the draft Plan presented for community comment in May 2020.

This Plan marks the beginning of a transformative journey to ensure we are providing access to places, spaces and services where and when people need them the most.

It promotes municipality-wide solutions, but it is not a one-size-fits-all or linear approach. It includes recommendations for improving equity, accessibility, integration, operation, maintenance, use and experience of the City's social infrastructure.

These recommendations, and the needs they are designed to respond to, have been developed through an assessment of the current state of the City's infrastructure, rigorous analysis of the available evidence, existing strategic guidance, and extensive stakeholder and community consultation over the course of two years.

This process has revealed the scale of the task to understanding and improving our network of social infrastructure and the importance of alignment to need. We recognise that this is not the end of the road in our journey of understanding and our commitment to continuous improvement.

After the Draft Plan is tested with our community and endorsed by our Council, the City of Greater Geelong will respond to the recommendations and will continue to progress the necessary transformational improvements identified.

This is an adaptive plan that will be tracked, reported against and updated on an annual basis. We are already looking ahead to refreshing the Plan as transformational elements are achieved and we see the next generation of the plan as an opportunity to create something even better, informed by further research, understanding and consultation, and reflecting the ever-changing context of our dynamic community.

Note: This first-generation approach is inspired by the Infrastructure Victoria 30-year Infrastructure Strategy (December 2016).

EXECUTIVE SUMMARY

THE IMPORTANCE OF SOCIAL INFRASTRUCTURE

Social infrastructure is the fabric of our community. They are the places and spaces that bring community together. Where friendships are made and where we can access important services. For many of us, they are our second home.

The provision of social infrastructure, in partnership with our community and key stakeholders, is essential for the health, wellbeing and economic prosperity of our community.

Social infrastructure plays a key role in promoting social cohesion by providing focal points for community activity and providing places for people to meet and connect. It also provides opportunities for economic growth and serves as a key attractor for people to live, work, visit and play in our City.

However, we face many challenges that are impacting our ability to deliver and maintain this infrastructure, including: significant population growth, the state of our aging assets, some gaps in provision and connections, emerging technologies, constrained funding opportunities, and changing community expectations.

In addition, the quality, ease of access to and experience of, infrastructure varies for different types of social infrastructure, across different places and particularly for vulnerable groups of people, and in both our fast-growing suburbs and rural or coastal communities. This is consistent with our diverse communities, unique geographic spread, significant growth and our Clever and Creative aspirations.

Over a two-year period we conducted a range of consultation activities and some very strong themes emerged from our community engagement.

Our community care about access and connectivity, capacity building, partnerships and collaboration, maintenance and renewal, a desire to better understand and navigate Council's processes and the need for storage – everywhere!

From our community engagement we can also see that our community is well aware of the challenges Council is facing in terms of maintaining, upgrading and replacing existing facilities while balancing the need to build new facilities to respond to growth and changing policy directions.

Accessibility emerged as a universal concern by our community and includes access for all people, affordability, equity, integration, safety and amenity.

There is also an acknowledgement of the need to move towards a new way of doing things – one where our role is to be a stronger advocate, facilitator, planner and change leader, not always the provider of everything in the first instance.

These community insights formed the basis of this plan and we are committed to addressing these issues and responding to the changing needs of our community.

WHAT IS SOCIAL INFRASTRUCTURE?

Social Infrastructure relates to places and spaces of a communal, human or social nature that is required, by the different areas of the community, and progressively as a community grows.

Social infrastructure includes both informal and formal places and spaces providing access to community activities and services.

Social infrastructure is the sum of both 'hard' infrastructure (community facilities and public open space) and 'soft' infrastructure (support services, technology, information sharing, management systems, data and insights).

The full scope of social infrastrutcure is provided on page 17.

WHY A SOCIAL INFRASTRUCTURE PLAN?

The Social Infrastructure Plan (the plan) is designed to bring together all the relevant strategies, policies, plans, technical reports, data and community insights to provide a collective and considered view of social infrastructure and service priorities across our City.

We have a number of plans relating to social infrastructure such as strategic documents, policies, development plans and technical reports, which guide the work we do and decisions we make across all of our service areas, but this is the first time a municipal-wide approach has been used to bring all the needs and identified priorities together in one collective view.

This document outlines some of the challenges and opportunities the City of Greater Geelong faces in accessing affordable, high quality and sustainable infrastructure across a number of key social infrastructure networks and types.

The recommendations, and the needs they are designed to respond to, have been developed through an assessment of the current state of the City's infrastructure, rigorous analysis of the available evidence, existing strategic guidance, and extensive stakeholder and community consultation over the course of two years.

It provides a strong foundation for prioritising and implementing social infrastructure planning and development priorities for our community.

A NEW NETWORK APPROACH

While facilities are often considered individually, our many social infrastructure networks as a whole play a significant role in supporting Greater Geelong's economy, liveability and sustainability.

The collective scale of social infrastructure networks across the City is significant with over 642 buildings and indoor facilities (51% owned and/or managed by the City) and 556 outdoor places and spaces (97% owned and/or managed by the City) considered be social infrastructure.

In line with the approach of the Australian Infrastructure Audit (2018), this plan represents the broadening of the scope of social infrastructure beyond traditional community buildings to include public open space, outdoor facilities and supporting amenity, while also re-focusing the role of the City as it relates to ensuring reasonable access to places, spaces and services.

A current lack of integration across networks and planning portfolios can create disjointed social policy and infrastructure investment, and the potential for poor outcomes across our different communities. This plan signals the journey to a new way of working to address these challenges going forward.

This is Generation One of the plan, it covers 13 key social infrastructure networks and it will be updated each year.

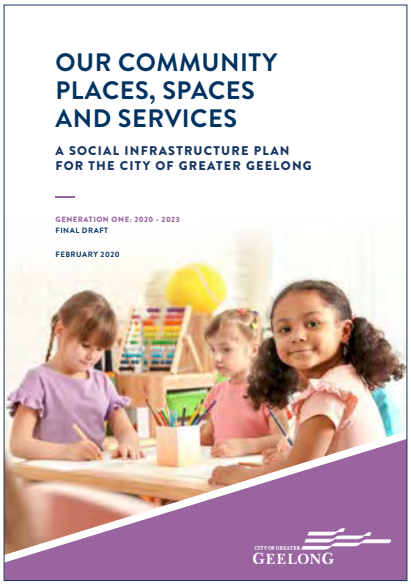
A NEW LOOK INFRASTRUCTURE PLAN

The following products and tools make up the City's first ever municipality-wide, multidisciplinary and integrated social infrastructure policy and plan.

It brings together all of the City's social infrastructure strategies, plans, needs, priorities and responses all in one easy to use place. You can explore the plan by place, by area of interest or look at all the priorities together, depending on your preferences.

The Our Community Places, Spaces and Services plan comprises the following documents and tools:

- Social Infrastructure Planning and Investment Policy
- Social Infrastructure Plan – Generation One: 2020-23
- Social Infrastructure Network Summaries (X13), and
- An easy to use Interactive Online Tool to explore what is planned in the place you live.



Generation One of the Social Infrastructure Plan covers the following social infrastructure networks:

- Early Years
- Youth Spaces
- Libraries
- Community Meeting and Program Spaces
- Arts and Culture
- Open Space
- Play Spaces
- Aquatics and Leisure
- Indoor Sport and Recreation
- Outdoor Sport and Recreation (including sports pavilions)
- Golf
- Cycling and Trails
- Public Toilets

To view the complete Social Infrastructure Network Reports, please refer to attachments 1 to 13 (from Page 80)

Explore the Social Infrastructure Plan - Interactive Online Mapping Tool

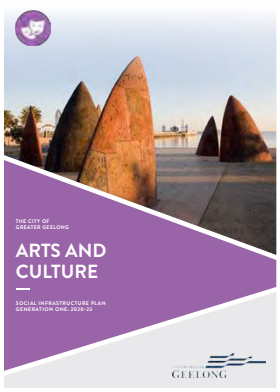








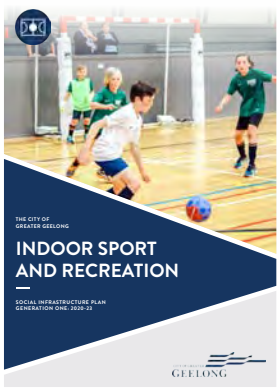




















FUTURE FOCUS

The way we plan, deliver and enable our social infrastructure will play an important role in improving equity, accessibility and connectivity while reducing disadvantage across our City.

As identified in Infrastructure Victoria 30-year Infrastructure Strategy (2016), Greater Geelong is being shaped by global trends as well as changing local conditions, and we recognise that good infrastructure is not an end in itself, but an enabler of better social, economic and environmental outcomes.

As we evolve and progress our understanding of the various social infrastructure networks, we will become better able to respond to community needs, discover new ways of working and deliver great community outcomes.

The Social Infrastructure Plan will focus on:

Improving access and connectivity – focus on interventions and investment that target the life stages and communities that will have the most impact.

Empowered and informed – build capacity and social capital in our communities through facilities and services that develop local participation and leadership, and by extension, the social health, wellbeing, amenity and governance of communities including supporting our community networks and partners that make infrastructure 'work'.

Intergenerational and adaptive – meet the changing needs of our community over time. We will focus on interventions that use new models to create greater connectivity and efficiencies (including partnerships, digital technology, mobile services, hub and spoke models and shared infrastructure).

Place based and fit-for-purpose – ensure targeted and place-based planning because different places, communities and activities have difference needs and unique challenges.

Addressing our ageing and obsolete infrastructure – Some of our infrastructure is not meeting current levels of need and expectation. We also know that the investment in renewing ageing infrastructure is expected to significantly increase over the next few years.

Bridging the differences in service provision across sectors and location - value manage and coordinate activities, ensuring that we deploy investment where and when it is needed. Some disparities in the levels of service and/or performance of infrastructure across different parts of Greater Geelong need to be addressed.

Contemporary systems and data – invest in modernising our data, systems and insights. Some of our infrastructure, asset management and engagement systems are becoming obsolete and do not meet contemporary requirements. Current systems do not integrate or interact and will need improving in line with improved data governance and our asset management transformation program.

WORKING BETTER TOGETHER - OUR COMMITTENT TO ONGOING COMMUNITY ENGAGEMENT

Community consultation, quality representation and participation will be a key focus going forward.

Traditional methods of online community consultation surveys, face to face meetings with community groups and clubs, in addition to peak body workshops were all fantastic and gave the City an insight into the needs, pressures and priorities for the City's social infrastructure at a point in time, however; they can also have their limitations. This can result in lower representation of communities, of youth age cohorts and meaningful participation from some underrepresented groups.

A key recommendation of this plan is to introduce a holistic, integrated and representative engagement program to inform the City's overall planning, including social infrastructure planning now and into the future. This will focus on creating a deeper understanding of our community's values, preferences, needs and experiences of the City's places, spaces and services by using a statistically valid, representative sample and place-based approach.

PLANNING AND INVESTING IN SOCIAL INFRASTRUCTURE

Our New Policy Framework

The Social Infrastructure Planning and Investment Policy (2019), that underpins this plan and aims to provide Council and the City of Greater Geelong with a guide for prioritising investment decisions and to provide our community with a clear understanding of Council's role and how decisions are made.

Ultimately the policy aims to ensure a fair and equitable approach to how investment is made in community places, spaces and services.

Our statement of commitment

- Social infrastructure is essential for the health, wellbeing and economic prosperity of the community.
- 'Putting Our Community First' means using evidence and insights to deliver equity and access for all.
- 'Exploring new opportunities and embracing new ways of working', to ensure the community gets the social infrastructure it needs.

For more detail around our promise, principles and parameters for decision making, please refer to Our Policy Framework section of this report.

HOW WE WILL PROCESS INVESTMENT DECISIONS

Although funding of social infrastructure has historically been the domain of State and Local Government, there is an increasing trend across Australia to utilise partnership approach, user pays and other innovative funding contributions to better align infrastructure provision with community need.

Council is committed to processing our investment decisions fairly and transparently.

To achieve this Council will process investment decisions using two key mechanisms - our 'Annual Budget' and 'Community Grants' processes.

The Annual Budget process will be the appropriate process to consider investments in social infrastructure where the investment is a legislated or contractual obligation and/or where it is a major strategic priority for the Council.

The budget process will also consider community led ideas and initiatives that aren't eligible for community grants and/or are request for ongoing support.

The Community Grants process will be the appropriate process where an item is a community led initiative and is a request for one-off funding or support.

In this process the Council will rely on an independent panel drawn from the community to undertake an assessment of community initiatives and provide a recommendation to Council for decision.



IMAGE: MOTHER AND CHILD ENJOYING A BOOK AT A LOCAL EARLY YEARS SERVICE

DELIVERING THE PLAN

Generation One of the Social Infrastructure Plan signals the beginning of a journey to a new way of working and as such will require a number of change management processes for it to be implemented and embedded successfully.

Following feedback from the community consultation of the Draft Social Infrastructure Plan, a comprehensive implementation and embedding program will be designed to ensure that the Social Infrastructure Plan is realised and addresses a number of fundamental and transformational elements required. The implementation and embedding program will be centred around the following themes;

Governance and Culture – Moving towards a new way of thinking about social infrastructure and guiding the organisation as we transform our skills, capabilities and culture around sustainable social infrastructure provision; supported by a governance framework to oversee the plan's implementation.

Transformational Elements and System Improvements Improving our capacity and capability as an organisation around long-term service and infrastructure planning while also developing and integrating our corporate systems, solutions, and practices.

Operationalising the Plan – Developing efficient and effective processes to ensure all projects and long-term improvements, transparency and accountabilities are embedded into everyday work practices and programs.

Tracking and Evaluation – This plan marks the beginning of a transformative journey to ensure we are providing access to places, spaces and services where and when people need them the most. This is the key success factor to ensuing sustained improvement in our network of social infrastructure and the importance of alignment to need. We recognise that this is not the end of the road in our journey of understanding and our commitment to continuous improvement.

NEXT STEPS

We want to hear from you, our community.

After considering the information in this report and exploring what is proposed for the place that you live, we would like to hear from you, our community about this important topic.

This is Generation One of the Social Infrastructure Plan; it is the first of its kind and we will continue to develop our understanding through improved systems, data and insights from our community. We would like to hear from you to ensure that we are on the right track.

The draft plan will be available for community consultation for a period of 6 weeks and once we have reviewed and considered all your feedback and views, the provision of a final report inclusive of an implementation and transition plan will brought back to Council for endorsement.

HOW TO PROVIDE FEEDBACK:

Go to: www.geelongaustralia.com.au/yoursay

OUR COMMUNITY PLACES, SPACES AND SERVICES

WHAT IS SOCIAL INFRASTRUCTURE?

Social infrastructure is the fabric of our community. They are the places and spaces that bring community together. Where friendships are made and where we can access important services. For many of us, they are our second home.

Social Infrastructure relates to places and spaces of a communal, human or social nature that is required, by the different areas of the community, and progressively as a community grows.

Social infrastructure includes both informal and formal places and spaces providing access to community activities and services. Social infrastructure is the sum of both 'hard' infrastructure (community facilities and public open space) and 'soft' infrastructure (support services, technology, information sharing, management systems, data and insights).

IN SCOPE

For the purposes of this plan, social infrastructure is recognised as the elements outlined in the following diagram.

Generation One of the plan provides recommendations on social infrastructure, with the exception of, education and training spaces, health, safety and emergency services, tourist facilities, day respite, social housing, migrant services and social services. These important elements will be further considered up in Generation Two of the plan, as planning, consultation and systems progress.

Figure 01 |
City of Greater Geelong Scope Infrastructure

SCOPE OF SOCIAL INFRASTRUCTURE

Leisure and recreation -
aquatic, indoor sport and recreation facilities;

Outdoor and active recreation -
outdoor playing fields, outdoor sports courts, boat ramps, skate parks, dog parks, off-road bike tracks / courses, walking trails and cycling paths for sport;

Public open spaces -
parks, walking trails and cycling paths for recreation, play spaces, passive reserves and active sport reserves;

Cultural spaces -
libraries, museums, art gallery, heritage spaces, memorials and public art;

Early years facilities -
childcare, kindergartens, playgroups and maternal and child health;

Targeted support spaces -
youth spaces, senior citizens, community / men's sheds, day respite spaces, social services, social housing, migrant service spaces and Aboriginal service spaces;

Community centers and spaces -
multipurpose community spaces, neighbourhood houses, community meeting rooms, community halls and community gardens;

Education and training spaces -
universities, TAFE, secondary and primary schools;

Health, safety and emergeny services' facilties -
hospitals community health services, police, ambulance, emergency services and fire stations;

Tourist Facilities -
tourist information spaces;

Lighting -
lighting for sport and recreation;

Public Toilets -
in public open space; and

Ancillary Infrastructure -
associated with and supports access to services.

STUDY AREA

With a population of over 244,798 people, the City of Greater Geelong is Victoria's largest regional municipality.

Located 75 kilometres south west of Melbourne, the City covers an area of 1,247 km2 comprising suburban, coastal, and country areas. Greater Geelong is bounded by the Moorabool Shire, Wyndham City Council, the Borough of Queenscliffe, Surf Coast Shire and Golden Plains Shire, as well as Bass Strait to the south.

The City of Greater Geelong comprises 60 suburbs aggregated into 15 planning areas. The following planning areas are designed to be reflective of the natural community catchments throughout the municipality which supports better planning and decision-making.

The municipality is also broken into four Council wards with eleven elected Council members.

PLANNING AREA	SUBURBS
1	Armstrong Creek - Marshall - Charlemont
2	Barwon Heads - Connewarre – Breamlea, Rural Bellarine Peninsula (Mannerim, Marcus Hill, Ocean Grove, Point Lonsdale, Swan Bay, Wallington)
3	Clifton Springs – Curlewis – Drysdale – Bellarine
4	Portarlington - St Leonards - Indented Head
5	Leopold
6	Newcomb – Moolap - St Albans Park - Thomson – Breakwater – Whittington
7	Grovedale - Mount Duneed - Waurn Ponds
8	Belmont – Highton - Wandana Heights – Ceres
9	East Geelong – Geelong -South Geelong – Drumcondra
10	Geelong West - Manifold Heights – Newtown
11	Bell Park - Bell Post Hill -North Geelong – Rippleside
12	Hamlyn Heights - Herne Hill – Fyansford
13	Corio – Norlane - North Shore
14	Lara
15	Lovely Banks – Batesford -Moorabool

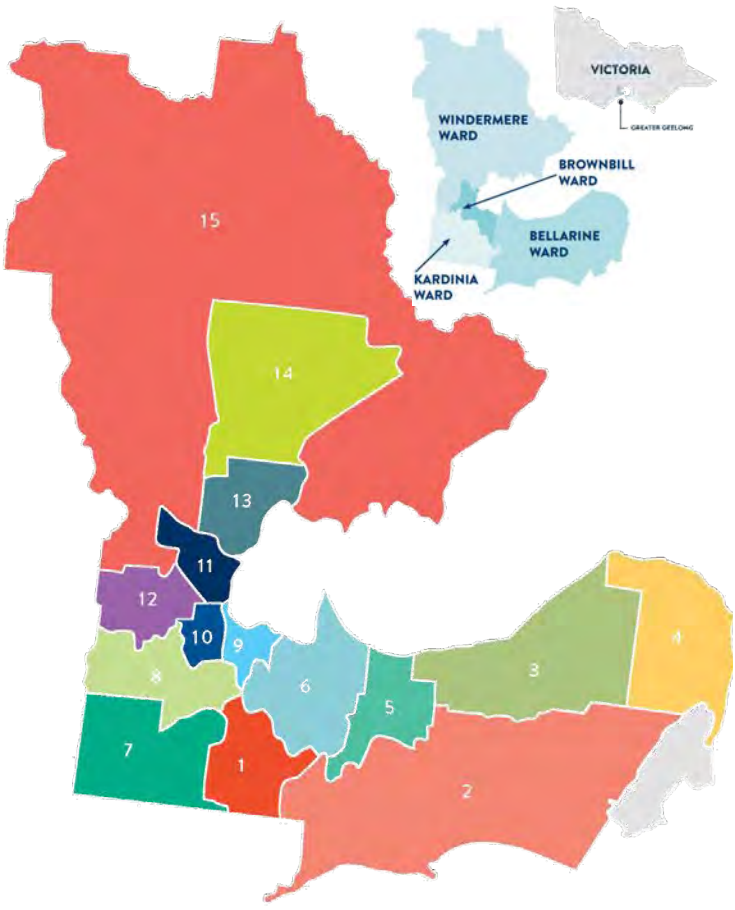


Figure 02 |
City of Greater Geelong Planning Areas and Ward Areas

STRATEGIC CONTEXT

Putting our community first for a clever and creative future.

Guiding the development of this Plan are the following key strategic documents:

CITY OF GREATER GEELONG COUNCIL PLAN (2018-22)

Driving Council's Strategic Priorities.

Council Plan guides the City's resources to deliver infrastructure, services and programs to the community in a sustainable way.

- Improved health and safety for the community
- Informed social infrastructure and planning
- A more inclusive and diverse community
- Planned sustainable development
- Effective environment management
- Vibrant Arts and Culture
- Integrated transport connections
- A thriving and sustainable economy
- Growing tourism and events
- Innovative finances and technology
- Organisational leadership, strategy and governance

The Social Infrastructure Plan reflects the strategic priorities of our Council.

VICTORIAN LOCAL GOVERNMENT ACT (S:3E)

Defining our role and function as a Council:

Two of the functions of Council relating to Social Infrastructure noted in this Act are;

- Planning and providing services and facilities for the local community; and
- Providing and maintaining community infrastructure in the municipal district.

GREATER GEELONG: A CLEVER AND CREATIVE CITY REGION

The 30-year community vision for our municipality.

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

- A prosperous economy that supports jobs and education opportunities
- A leader in developing and adopting technology
- Creativity drives culture
- A fast, reliable and connected transport network
- People feel safe wherever they are
- An inclusive, diverse, healthy and socially connected community
- Sustainable development that supports population growth and protects the natural environment
- Development and implementation of sustainable solutions

A destination that attracts local and international visitors This Social Infrastructure Plan is helping to transform our aspirations into reality.

MUNICIPAL STRATEGIC STATEMENT

Defining the controls over land use and the planning scheme.

The Municipal Strategic Statement (MSS) contains the strategic planning, land use and development objectives of the municipality and the strategies for achieving them. It is effectively the basis for the use of zones and other land use controls within the planning scheme.

The purpose of the Planning Scheme is:

- To provide a clear and consistent framework within which decisions about the use and development of land can be made.
- To express state, regional, local and community expectations for areas and land uses, and
- To provide for the implementation of State, regional and local policies affecting land use and development.

This Social Infrastructure Plan will consider the MSS and Planning Scheme in its recommendations.

MUNICIPAL PUBLIC HEALTH AND WELLBEING PLAN (2018-2021)

Setting our health goals and platforms for change.

- Improving mental health through social connections
- Increasing participation in physical activity
- Improving access to safe and healthy local environments, services and food
- Increasing community safety and preventing violence and injury
- To deliver outcomes that align with the three health platforms for change:
    - People centred impacts: Putting people, families and communities at the centre of our efforts
    - Place-based impacts: Designing and delivering healthy places where people live, learn, work and play; and
    - Healthy and sustainable environments: Reflecting the connection between health and liveable neighbourhoods.

This Social Infrastructure Plan continues to ensure the provision of quality social infrastructure and plays a key role in promoting health and wellbeing for our community.

This plan also considers a significant number of other plans relating to social infrastructure such as strategic documents, policies, development plans and technical reports, which guide the work we do and decisions we make across all our service areas.



IMAGE: CHILDREN PLAYING ON PLAYGROUND

KEY DRIVERS INFORMING OUR PLANNING

There are many varying and complex considerations impacting the planning, provision and investment in social infrastructure across our municipality. To make it easier we have highlighted the key considerations driving our planning below.

THE ROLE OF INFRASTRUCTURE IN ADDRESSING DISADVANTAGE

Disadvantage is complex and multifaceted, and different areas of our community have varying levels and types of disadvantage. We have a responsibility to ensuring equitable provision, access and experience of social infrastructure as a means of uplifting the whole community.

This Plan is guided by the following **City of Greater Geelong Social Equity Principles (2017)**.
We will ensure that:

- All activities of the City will be informed by up to date demographic and geographic information on social equity in the region which identifies priority areas and groups for attention;
- Planning of all activities will be informed by effective, focused partnerships and engagement with priority groups and areas, aimed at fully understanding the particular needs and obstacles they experience in accessing services and facilities; and
- Service and infrastructure design, location, communication and support arrangements will address the particular needs and obstacles faced by priority areas and groups.

As identified in Infrastructure Victoria's background report, *The role of addressing regional disadvantage in Victoria (2019)*, infrastructure will need to be part of a targeted package of integrated investments across the municipality, that address multiple issues and needs simultaneously, rather than focusing on a single asset. This will require coordinating local areas and service planning across a collective number of social infrastructure networks.

HEALTHY, SAFE AND SUSTAINABLE ENVIRONMENTS

Social infrastructure should be well managed, sustainable and able to provide a focal point to enhance community identity and connection. It will be important to have strong governance structures in place to ensure ongoing viability of our places, spaces and services.

This means creating and co-designing liveable communities that are safe, attractive, environmentally sustainable, socially cohesive and inclusive.

The environment is also a key platform for consideration, reflecting the connection between health and wellbeing and liveable neighbourhoods through:

- Active transport;
- Access to parks and green space;
- Sustainable environments; and
- Reducing and/or adapting to the impacts of climate change.

CREATING COMMUNITIES FOR ALL

Access and inclusion is at the heart of good community places, spaces and services. Social infrastructure should be inclusive, designed for all ages and abilities and be a central point for community activity so people can meet, connect and access important services.

Throughout the development of this plan we identified the close and complex relationships that exist between a range of social infrastructure types, recognising that many people require access to multiple and overlapping services and facilities, and this can also change depending on a person's life-stage.

A WHOLE OF LIFE APPROACH

A whole-of-life and intergenerational approach will be important to ensure we are developing 'generation-neutral' cities that are inclusive, accessible and promote active, healthy and connected lifestyles.

Whether you are 8 or 80 years old, places and spaces should work for everyone (8-80 Cities, 2007). It will be important to develop a child and aged friendly community where children and older adults have access to the full range of opportunities to participate in community life and reach their full potential.

Most older adults want to age in place. Doing so is possible if homes are appropriately designed or modified and if our community includes affordable housing options for varying life stages. Critical accessibility features such as connected footpaths, reliable and varied transport options, and service navigation information are all needed to support aging in place.

The World Health Organisation's Eight Domains of Liveability (2005), stated that the model for an age-friendly community should include multi-sector involvement and incorporate all aspects of the natural, built, and social environment.

Intergenerational places, spaces and activities are a great way for young and old to interact, learn from one another, honour what each has to offer and, at the same time, feel good about themselves (WHO, 2005).

ACCESS AND INCLUSION - BY DESIGN

Developing culturally appropriate places and spaces will require improved engagement and understanding. Recognising the needs of cultural groups in the planning and design of community facilities to ensure that they are appropriate and inclusive, will be important. Geelong is a priority area for humanitarian settlement and currently receives a large proportion of refugees coming to Victoria. It will be important to continue advocating for cultural awareness and ensure social infrastructure is planned with our Culturally and Linguistically Diverse (CALD) community.

A person living with a disability should have access to all places and spaces used by the public. Universal Design is 'the design and composition of an environment so that it can be accessed, understood and used to the greatest extent possible by all people regardless of their age, size, ability or disability. An environment (or any building, product, or service in that environment) should be designed to meet the needs of all people who wish to use it', (CEUD, 2007).

These are not special requirements, for the benefit of only a minority of the population. It is a fundamental element of good design. If an environment is accessible, usable, convenient and a pleasure to use, everyone benefits.

IMAGE: AQUA AEROBICS CLASS



COUNCIL'S ASPIRATION

We will strive for social equity in the infrastructure and services we deliver for our community.

Our Council Plan (2018 – 2022) outlines the priorities of our Council. Driven by a focus of 'putting our community first', the Council Plan identified a range of key priorities and aspirations to ensure informed social infrastructure planning into the future. We are committed to:

- Providing more quality spaces that support active lifestyles.
- Supporting the growth of localised and regional sporting facilities.
- Delivering accessible and attractive community infrastructure, based on community need.
- Advocating and planning for a range of social and affordable housing options.
- Maintaining public open space, and
- Mobilising and building capacity within our community.

GLOBAL RECOGNITION OF OUR CREATIVE HERITAGE AND DESIGN-DRIVEN FUTURE

Geelong is Australia's first UNESCO City of Design; an evolving, dynamic city with a deep sense of place and a strong industrial past. We embrace change to build a Clever and Creative Future.

Geelong has a long and proud history as a creative city and a leader in design. On 31 October 2017 Geelong was designated a member of the UNESCO Creative Cities Network (UCCN). The City of Design designation is about using creativity and innovation to build more sustainable, resilient and inclusive communities.

OUR COMMITMENT TO SUSTAINABILITY

It is important that new and renewed spaces, places and facilities are designed and developed to maximise environmental sustainability, including thoughtful management of resource use in construction and operation of the facility. Any building designs must use best practice environmentally sustainable design criteria and should achieve best practice environmentally sustainable design standards.

REGIONAL CITY - REGIONAL RESPONSBILITIES

Greater Geelong is a regional city and is the centre of the G21 region, with responsibility for a range of infrastructure serving the region.

Greater Geelong is the location of many of the region's existing regional level facilities and there is a heavy reliance on the City to provide regional scale facilities. It is recognised that regional level social infrastructure has an important role in resourcing and supporting places, spaces and services at district and local level as well as their broader catchment responsibilities. It is expected that future provision of regional facilities will also be located in our municipality.

Given Greater Geelong is a regional city with metropolitan rates of growth and broader regional responsibilities, it will be increasingly important to demonstrate the necessary level of investment urgency required and advocate for the appropriate level of support from all levels of government.

GROWING PAINS

Greater Geelong is experiencing record rates of population growth from overseas, interstate, Melbourne and other parts of regional Victoria. The growth rate has increased from 1.5 per cent to 2.7 per cent over the past 5 years (ABS).

It is expected that by 2036 our population will reach 387,900, a growth of 152,600 (2.5% annual growth rate). Households are expected to reach 160,800, increasing by 65,700 (2.7% growth annual growth rate) and dwellings are expected to reach 179,500, an increase of 73,400 (annual growth rate of 2.7%), according to Spatial Economics Pty Ltd (2018).

There are significant growth areas identified in Armstrong Creek, Lara, Central Geelong and the future Northern and Western Geelong Growth Areas (Lovely Banks and Batesford), as well as areas across the Bellarine that have been nominated for some restricted growth.

Our growing and aging population, increasing urbanisation, migration, advancements in technology, and the changing nature of work will impact the demand and delivery of social infrastructure from now and over the next 15 years, according to the Australian Infrastructure Audit (2018).

These trends will increase demand for social infrastructure, particularly in our key population centres and growth areas across the municipality and will likely change the expectations people have for the variety, quality and accessibility of social infrastructure and access to services.

DEMAND IS NOT ALL CREATED EQUAL

Drivers of demand for social infrastructure are not uniform across all networks and communities. While we aim to provide easy and affordable access to high-quality social infrastructure for all, we must also manage demands for different types of social infrastructure across a diverse range of networks and across communities with different needs and requirements.

Demand for social infrastructure is largely driven by social policy and service delivery requirements. These drivers inform infrastructure requirements and decision making for the planning, delivery, operation and maintenance of social infrastructure assets and networks. Continuing to enhance our understanding of local needs for places, spaces and services to guide future investment will be important.

DELIVERING PLACES, SPACES AND SERVICES

Social infrastructure is traditionally delivered in a fragmented way, with only limited co-ordination between different funding organisations. The ability to work collaboratively and in partnership with others is essential. Leadership will also be important in developing and supporting new concepts, innovative practices, early collaboration, successful models of delivery, and regular evaluation of initiatives and provision levels to ensure desired outcomes are achieved.

We recognise the need for better integration across all social infrastructure networks across our municipality and, as identified in the Australia Infrastructure Audit (2018), this provides opportunities for better alignment and integration to achieve better outcomes and more sustainable models of delivery. We also recognise that this can make planning and management of social infrastructure more complex for some community groups and service providers.



IMAGE: RIDE TO SCHOOL DAY

ENABLING NEW COMMUNITIES

To enhance the social value of new communities, it will be critical to invest in community building activities in the early stages of development (including community development, place making, social infrastructure provision, service coordination, partnering and planning).

Future social infrastructure developments and improvement should be planned to be flexible, versatile and innovative to match changing needs over time. Social infrastructure across the municipality should be responsive to new and future technology and have the ability to evolve as community expectations change.

Securing the land and identifying service models early will save costs in the future and ensure the most accessible sites for community facilities.

ENHANCING ESTABLISHED AREAS

The provision of social infrastructure in established areas will be heavily influenced by the opportunities that lie in the infrastructure that already exists.

This is primarily due to the limited land availability in established areas and where land may be available, the price is often excessive. Redevelopment and adaptive reuse or re-purposing of existing places, spaces and facilities will be the preference, while it will be important that existing social infrastructure continues to be improved, and use is maximised.

Social infrastructure provision in established areas should focus on reducing standalone facilities and moving towards more flexible, multipurpose, community hubs, that are located with good access to a range of transport modes. Existing places and spaces should complement the provision of new social infrastructure.

BALANCING NEW AND RENEW

There will need to be a greater focus, and balanced investment, in changing the composition of capital spending from new to renewal.

As the City's renewal gap continues to grow, we will need to reduce the difference between the City's current renewal funding and the required renewal demand. There is a fine line between balancing the demands for the provision of new social infrastructure (expenditure on new works or acquisitions that create an asset that did not exist in any shape or form), and renewal (expenditure on an existing asset which returns the service function or improves the life of the asset).

SERVICE PLANNING TO LEAD THE WAY

Service planning and sustainable asset management will be key to future proofing our social infrastructure. Understanding and leveraging the interrelationships between social infrastructure networks can be a challenge for organisations that are operating within sector-based structures, however the solution lies in improved service planning.

A comprehensive review, and planning, is required in all areas of service delivery. The development of service levels that focus on quality, efficiency and performance, and the ability to sustainably meet the needs of the community will be critical to informing the provision of current and future assets.

THE STATE OF OUR ASSETS

The sustainable delivery of Council services is dependent on asset infrastructure which has been developed and maintained to a good standard, over generations. This investment continues to grow strongly as a result of the City's capital investment and renewal programs along with developer contributed assets.

Most council assets are long lived and require significant on-going investment in maintenance and renewal activities to ensure they deliver the required levels of service expected by the community.

Ageing buildings and facilities create challenges in providing modern, fit-or-purpose spaces and some services are in buildings and locations that are still disconnected from other infrastructure, creating further challenges for functionality, accessibility and sustainability.

Despite the slight increase in renewal spending across the municipality over recent years, the proportion of infrastructure in poor condition is not improving, indicating there is a need to move into a major renewal phase over the coming 10 to 20 years.

According to the Australian Local Government Association's National State of the Assets Report in 2018, now marks the beginning of the renewal of infrastructure built during the "baby boom" and rapid growth period in the 60's and 70's. This is compounded by the requirement to upgrade infrastructure to meet contemporary standards and changing functional requirements.

According to the report, old kerbside infrastructure built in the 60's and 70s don't generally meet Disability Discrimination Act (DDA) requirements. For this reason alone, these assets will need to be upgraded when they are due for renewal, inevitably at a higher cost. With a larger proportion of the population entering older demographics and therefore facing a time of reduced mobility, this will become a growing safety and equity requirement.

ASSET MANAGEMENT AND ACCOUNTABILITY

Local Councils in Victoria are the custodians of infrastructure and other assets on behalf of their communities. Ageing infrastructure is an issue that is currently faced by many local government authorities around Victoria including the City of Greater Geelong which has a capital replacement value of over $386M.

The framework used to guide provision strategies for social infrastructure takes into account Council's Asset Management Policy.

Asset and risk-management plans are mandatory documents – essential for each council to report infrastructure funding needed into the future, however there are inconsistent links between asset management plans and current funding programs, and this makes a coordinated approach to infrastructure planning even harder.

The introduction of AAS27, new accounting standard for local government financial reporting, requires all local councils to report not just the traditional size of their asset bases, but also their value, condition and lifespan. With our currently fragmented systems and data, and without a complete view of our assets, condition, risk, needs and funding strategies, we cannot make robust long-term investment decisions.

Through Council's Asset Management Transformation program and this plan, the City's aim is to focus on establishing a process of asset management stewardship, inform clear and transparent decision making, and to ensure accountability for our asset management approach.

20 MINUTE NEIGHBOURHOOD

The 20 minute neighbourhood is about creating a liveable city by giving people the ability to meet most of their everyday needs within a 20 minute walk, cycle or local public transport trip of their home.

The Department of Environment, Land, Water and Planning (DELWP) is responsible for the delivery of a whole-of-government approach to 20 minute neighbourhoods and are assisting local governments to improve accessibility and achieve 20 minute neighbourhoods.

To improve travel accessibility to places, spaces and services it will be important to consider the location of services, facilities, jobs, retail and other uses, in conjunction with new or improved footpath and cycle links and public transport routes.



Figure 03 | 20 Minute Neighbourhoods; Figure adapted from Plan Melbourne 2017 - 2050



IMAGE: PEOPLE ENJOYING THE CITY'S SHARED TRAILS NETWORK

TRAVEL ACCESSIBILITY

Driving should not be the only way to get around. Travel accessibility will need to consider a multi-mode approach to connecting people with the community places, spaces and services they need, including connected walking paths, safe cycling routes and reliable public transport.

Opportunities for improved transport and movement networks, including pedestrian and cyclist linkages throughout the town centres and linking with surrounding areas, should be considered as an important component of social infrastructure.

Public transport options can be as large as a train or bus system or as targeted as a taxi or ride sharing service that provides non-drivers with alternative options to access the places, spaces and services they need. It will also be important to provide reliable information about travel accessibility and planning trips.

PLANNING FOR PLACE

Place based and fit-for-purpose planning will be important because different places, communities and activities have difference needs and unique challenges.

Greater Geelong is one of the largest municipalities in Victoria in terms of geographic area, numerous townships and overall population size. It is characterised by urban, rural and coastal areas supporting our diverse communities.

Community places, spaces and services should reflect the needs of people living within a particular place rather than the aspirations of a specific program or activity. Social infrastructure provides a community benefit, and place-based responses will ensure that facilities and services are responsive to community needs.

Adopting a planning for place approach allows for practical outcomes through gaining close 'on-the-ground' knowledge of communities, identifying and targeting clear priorities working towards the overall vision for an area in a logical and timely way, tailoring service delivery to specific needs and aspirations, and minimising the impact of resource constraints.

LOCATION, LOCATION, LOCATION

The location of community places and spaces is one of the primary determinants of function and usage. Social infrastructure should be well located and connected to the community it serves. Planning social infrastructure to maximise community participation means locating it close to public transport and walking / cycling networks. Locating social infrastructure in key activity centers for visibility will also play an important role in activating spaces.

New facilities should be integrated with surrounding land uses such as open space and recreation, complementing existing uses, with an aim to activate spaces. An active, high profile location will also increase real and perceived safety for potential community users of our places, spaces and services.

SHARED USE OF COMMUNITY INFRASTRUCTURE

Innovative models of infrastructure delivery are being considered. One such model is the shared use of community infrastructure where community groups are able to use schools, clubs, community facilities, multi-arts space and libraries. Where possible and appropriate facilities such as schools should be developed under a model of shared use with main users and the general community. All future social infrastructure development should consider the integration and/or co-location of uses with other like uses.

INTEGRATED SERVICE DELIVERY

Having a robust and responsive service system is essential for maintaining and enhancing the quality of life for our communities. All levels of government and planners are recognising the need for better planning and integration of services, with government, private and community sectors working together to better coordinate and address service and infrastructure gaps. The introduction of dedicated facility and activation coordinators, one-stop shops and community service hubs are all examples of recent attempts to create an integrated service system.

EMERGING TECHNOLOGY

Community facilities need to be planned to maximise the contribution of new technologies, including those supporting service delivery, creative industries, learning and community building. Examples such as Wi-Fi accessibility should be considered part of the facilities' design.

Technology can be used to share information and improve quality of life for residents, in particular older adults, through smart phone apps and other means. However, we recognise that not everyone has a smartphone or internet access and that information needs to be disseminated through a variety of means.

Digital technology can also assist in capturing and sharing data for more informed decision making associated with the performance, design, planning and delivery of social infrastructure.

A SHARED RESPONSIBILITY

The provision of social infrastructure is complex, and responsibility is shared by a number of key stakeholders. Responsibility is shared between local government, many state government portfolio agencies, developers and other private providers, as well as, not-for-profit and community organisations. Each of these groups has its own mechanism for funding and delivering social infrastructure, and they do not always fit together coherently or easily.

Where appropriate, the City will support government, private sector and community service providers to plan facilities and deliver services. The City will explore this option where market conditions allow and where efficient, sustainable and/or integrated service delivery can be achieved.

Where appropriate, the City will partner with and empower the community, private and not-for-profit sector to deliver on shared priorities that maximise community benefit.

LIMITED RESOURCES

A key challenge is competition for the same resources to address community needs on a number of different fronts. In addition to this, it has been recognised that the City has a significant portfolio of assets, some of which are underutilised, in poor condition or not fit for purpose. In some cases these challenges can be resolved through better coordination of resources and effort.

A focus on targeted investment, value managed delivery and development, and clever and creative resourcing, will be key in achieving the 'biggest bang for buck' in our community places, spaces and services.

IMAGE: COUPLE ACCESSING NEW TECHNOLOGY AT A GREATER GEELONG LIBRARY SERVICE
(PHOTO CREDIT: GEELONG REGIONAL LIBRARY CORPORATION)



BUILDING CAPACITY IN OUR COMMUNITY – BEYOND THE BRICKS AND MORTAR

Social policy and service delivery considerations need to drive social infrastructure decision making and investment, as well as drive the need to focus on community development and activation – the hard and the soft side of social infrastructure.

There is growing recognition that social services do not end at delivering a single asset. It needs to be well integrated with other services and other connectors so that people can access it, and it requires collaboration and effective management to ensure the services are accessible in the way people need them.

In addition to the initial capital expenditure required to construct new or expand existing community places, spaces and services, there are additional and often significant costs associated with management of community facilities and assets, and the recurring operational costs relating to resourcing, staffing and service delivery. It is often the case that planning for new community facilities fails to take into account the ongoing, recurrent costs associated with providing a facility, space or service, which can have a substantial impact on its long-term financial sustainability.

A strong focus on building capacity in the community through support and community development activities will be critical to the success of our social infrastructure networks.

However, challenges remain in overcoming sector-based planning, funding and governance structures which can limit the incentives for different infrastructure networks to work together towards sustainable delivery models, to improve service performance and benefits to the community.

Continuing to work in partnership with our community groups and organisations across our social infrastructure networks and assisting all key stakeholders through navigating the change together towards a new way of working, will be key.

FAIR PLAY AND FAIR SHARE

The cost of social infrastructure is highly subsidised by all levels of government, and local government in particular are one of the key owners, maintainers and supporters of all community infrastructure.

The subsidy and cost recovery models associated with community infrastructure is inconsistent across the various networks despite the similarities in assets, user type and relative activities. In response to this inequity, there is a need to apply a consistent methodology in the subsidy of community facilities to ensure fair and equitable access for all.

IMPROVED DATA AND INSIGHTS

Investment in systems and data to improve our knowledge and insights about social infrastructure will lead to more targeted investments, greater value and outcomes, and will lead to significant cost savings.

Some of our current infrastructure systems are becoming obsolete, do not meet contemporary requirements or are missing altogether. Ensuring that we prioritise the development of systems that capture and store information that we need, that integrate or interact with other corporate systems and ensure good data governance, will form a significant part of the transformational elements of this plan.

Investing in predictive asset management software, communication and information sharing tools, booking systems, city intelligence and asset performance data will be a key focus of the Social Infrastructure Plan.

OTHER IMPORTANT CONSIDERATIONS

Other important considerations informing the development of this plan include, but not limited to; Geelong - UNESCO City of Design, One Planet Living Principles, Environmental Management Strategy, Disability Discrimination Act, Universal Design, Eight Domains of Liveability and 8 – 80 Cities, City of Greater Geelong Settlement Strategy, relevant legislation and standards and, other existing strategies, master plans and needs studies, and our City's demographic, social and health data.



IMAGE: CHILDREN ENJOYING AN OUTDOOR PLAY SPACE AT AN INTERGRATED CHILDREN'S CENTRE

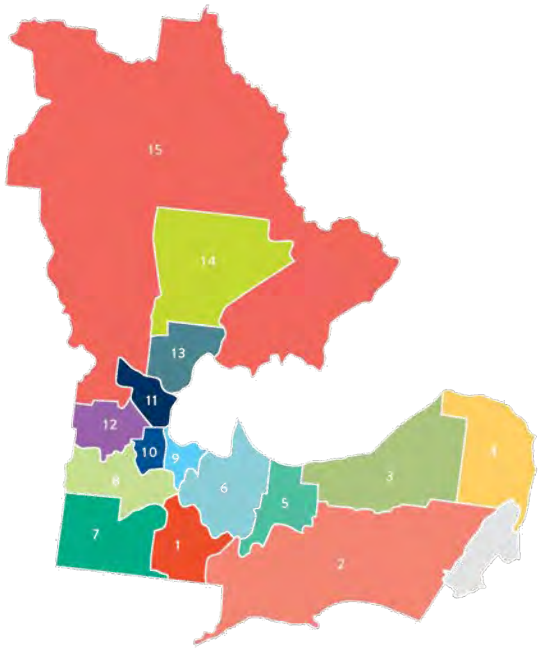
OUR COMMUNITY PROFILE

Greater Geelong boasts some of the most diverse communities, people and landscapes. We have urban, rural and coastal areas as well as areas with metropolitan rates of growth. The rich diversity in our people make Greater Geelong a vibrant and wonderful place to live.

We recognise that means the drivers of demand for social infrastructure are not uniform across all networks and communities, and why it is so it is important that we understand the diversity of our community.

While we aim to provide easy and affordable access to high-quality social infrastructure for all, we must also manage demands for different types of social infrastructure across a diverse range of networks and across communities with different needs and requirements.

The following provides a summary of our diverse community.



1 Armstrong Creek - Marshall - Charlemont

Population Today: 2019 – 10,973.
Population 2036: 38,655. Change ▲ 27,682 ▲ 253.2%
Location and features: Located to the south of the municipality, Planning Area 1 is a major greenfield development growth corridor, serving a role as a future Sub-Regional centre.
Population is characterised by: Predominantly families with children (53.15%), with high future population growth across all age groups.
Social indicators: A higher proportion of its residents have a high income (27.9%) compared to the CoGG average (22.0%).

2 Barwon Heads - Connewarre – Breamlea, Rural Bellarine Peninsula (Mannerim, Marcus Hill, Ocean Grove, Point Lonsdale, Swan Bay, Wallington)

Population Today: 2019 – 24,106.
Population 2036: 30,845. Change ▲ 6,739 ▲ 28.0%
Location and features: Located on the south eastern side of the Bellarine Peninsular, Planning Area 2 has a mix of urban and rural areas, with many natural assets including Lake Connewarre. The area also has significant values for environmental and Indigenous cultural heritage. The proximity of Barwon Heads to Ocean Grove means that the two communities share access to some facilities.
Population is characterised by: Households predominantly contain couples (63.6%), either with (30.9%) or without (32.7%) children.
Social indicators: A higher proportion of its residents have completed year 12 or higher (54.1%) compared to the CoGG average (46.4%)

3 Clifton Springs – Curlewis – Drysdale – Bellarine

Population Today: 2019 – 16,121.
Population 2036: 25,524. Change ▲ 9,403 ▲ 58.3%
Location and features: located to the east of the Geelong CBD, comprising of rural hinterland and coastal towns, Planning Area 3 is a popular tourist destination. The proximity of Drysdale to Ocean Grove (in Planning Area 2) means that the two communities share access to some facilities.
Population is characterised by: Predominantly of households contain couples (62.3%), either with (29.4%) or without (32.9%) children.
Social indicators: A lower proportion of the population aged 15 or older (54.9%) are participating in the labour force compared with the CoGG average (57.9%).

4 Portarlington - St Leonards - Indented Head

Population Today: 2019 – 7,877.
Population 2036: 11,178. Change ▲ 3,301▲ 41.9%
Location and features: Located on the far east side of the Bellarine, Planning Area 4 is made up of small seaside villages.
Population is characterised by: A small permanent population, many of which are retirees, and a large holidaying population during peak times.
Social indicators: 45.5% of residents are aged over 60, compared to the CoGG average (24.0%).

5 Leopold

Population Today: 2019 – 13,353.
Population 2036: 16,916. Change ▲ 3,563 ▲ 26.7%
Location and features: Regarded as the gateway to the Bellarine, Leopold is a distinct urban community that acts as a sub-regional centre.
Population is characterised by: Households predominantly contain couples (62.3%), either with (32.2%) or without (30.1%) children.
Social indicators: A higher proportion of the population aged 15 or older (61.2%) are participating in the labour force compared with the CoGG average (57.9%).

6 Newcomb – Moolap - St Albans Park - Thomson – Breakwater – Whittington

Population Today: 2019 – 18,090.
Population 2036: 20,075. Change ▲ 1,985 ▲ 11.0%
Location and features: Located to the east of the Geelong CBD, Planning Area 6 includes a mix of residential, agricultural and industrial land uses.
Population is characterised by: High proportion of lone person (34.6%) households, and a low proportion of households with children (36.0%)
Social indicators: High proportion of households (15.6%) experiencing housing stress compared to CoGG average (11.8%), and low proportion of population (35.3%) with year 12 or higher compared with CoGG average (46.4%).

7 Grovedale - Mount Duneed - Waurn Ponds

Population Today: 2019 – 23,222.
Population 2036: 37,031. Change ▲ 13,809 ▲ 59.5%
Location and features: Located south of the Geelong CBD, Planning Area 7 is the gateway to the Surfcoast. Grovedale is one of the City's largest residential suburbs, and Waurn Ponds is the home to the largest Geelong campus of Deakin University and the Epworth Hospital. The area acts as a sub-regional centre, which also provides access to services for residents Planning Area 1 due to its proximity to the newly developing suburb of Armstrong Creek.
Population is characterised by: A high proportion of families with children (44.3%) compared to CoGG average (41.8%).
Social indicators: A higher proportion of its residents have completed year 12 or higher (49.6%) compared to the CoGG average (46.4%).

8 Belmont – Highton - Wandana Heights – Ceres

Population Today: 2019 – 37,777.
Population 2036: 43,781. Change ▲ 6,004 ▲ 15.9%
Location and features: primarily residential area, located in close proximity to the south-west of the Geelong CBD. Belmont is one of Geelong's oldest and larges suburbs, and Highton and Wandana Heights are two of Geelong's most desirable suburbs with premium views from their high elevation.
Population is characterised by: Households predominantly contain couples (58.1%), either with (31.5%) or without (26.6%) children.
Social indicators: A higher proportion of its residents have completed year 12 or higher (55.8%) compared to the CoGG Average (46.4%).

9 East Geelong – Geelong South Geelong – Drumcondra

Population Today: 2019 – 11,778.
Population 2036: 16,673. Change ▲ 4,895 ▲ 41.6%
Location and features: Includes Central Geelong and the Geelong Waterfront, which is the G21 region's primary centre of commercial, retail, arts, culture, entertainment, education, health and industrial activity.
Population is characterised by: Lower proportion of households have children (31.5%) compared with CoGG Average (41.8%)
Social indicators: A higher proportion of its residents have completed year 12 or higher (56.0%) compared to the CoGG Average (46.4%).

10 Geelong West - Manifold Heights – Newtown

Population Today: 2019 – 20,878.
Population 2036: 23,024. Change ▲ 2,146 ▲ 10.3%
Location and features: Located to the west of the Geelong CBD, Planning Area 10 contains commercial and residential areas, with some of the City's oldest and most valuable homes. Rising property values has led to the displacement of some community service organisations into other areas across the municipality.
Population is characterised by: Households predominantly contain couples (53.8%), either with (28.5%) or without (25.3%) children.
Social indicators: A higher proportion of its residents have completed year 12 or higher (60.1%) compared to the CoGG average (46.4%).

11 Bell Park - Bell Post Hill -North Geelong – Rippleside

Population Today: 2019 – 15,055.
Population 2036: 21,393. Change ▲ 6,338 ▲ 42.1%
Location and features: Located to the north-west of the Geelong CBD, Planning Area 11 contains a mix of residential, commercial and industrial areas. Population is characterised by: A culturally diverse population, with a high proportion of residents born overseas (28.8%) compared with CoGG average (16.2%)
Social indicators: The City's highest proportion of residents who speak English as a second language (28.8%) compared to the CoGG average (10.8%)

12 Hamlyn Heights - Herne Hill – Fyansford

Population Today: 2019 – 10,714.
Population 2036: 14,647. Change ▲ 3,933 ▲ 36.7%
Location and features: Located 10 minutes to the north west of the Geelong CBD, Planning Area 12 is predominantly residential.
Population is characterised by: Predominately households without children (62.4%) compared with CoGG Average (58.5%)
Social indicators: A higher proportion of the population aged 15 or older (60.9%) are participating in the labour force compared with the CoGG average of 57.9%.

13 Corio – Norlane - North Shore

Population Today: 2019 – 25,024.
Population 2036: 27,529 Change ▲ 2,505 ▲ 10.0%
Location and features: Located to the north of the Geelong CBD, Planning Area 13 is a residential and industrial area, acting as a sub-regional centre in the north, providing affordable housing options and employment opportunities.
Population is characterised by: A high proportion of lone person (32.2%) and one parent family (20.1%) households.
Social indicators: A lower proportion of its residents have completed year 12 or higher (28.6%) compared to the CoGG Average (46.4%), and a lower proportion of the population aged 15 or older (46.0%) are participating in the labour force compared with the CoGG average of 57.9%.

14 Lara

Population Today: 2019 – 17,549.
Population 2036: 22,127 Change ▲ 4,578 ▲ 26.1%
Location and features: Lara is the major township on the northern side of the municipality, with a mix of urban and rural living, as well as conservation areas such the You Yangs Regional Park and Serendip Santuary. Lara also has industrial areas in its south, towards Corio.
Population is characterised by: A high proportion of families with children (50.8%) compared to CoGG average (41.8%). High future growth expected with Lara West growth area (11,000 estimated new residents).
Social indicators: High proportion of families with children (50.8%) compared with CoGG average of 41.5%.

15 Lovely Banks – Batesford -Moorabool - Rural North

Population Today: 2019 – 4,665.
Population 2036: 11,624 Change ▲ 6,959 ▲ 149.2%
Location and features: The City's northern most planning area consisting predominantly of rural living. This area has lower access to facilities and services due to the challenges associated with economies of scale, therefore adequate maintenance of existing facilities will be important.
Population is characterised by: High proportion of families with children (51.0%) compared with CoGG average (41.8%).
Social indicators: A lower proportion of its residents have completed year 12 or higher (41.0%) compared to the CoGG average (46.4%), however a higher proportion of the population aged 15 or older (62.2%) are participating in the labour force compared with the CoGG average of (57.9%).

OUR COMMUNITY INSIGHTS

The City of Greater Geelong sought to hear from our community about our community places and spaces, throughout October and November 2018, as part of the Social Infrastructure Plan Review.

The purpose of the engagement was to involve individuals, clubs and community groups, peak governing bodies and Councillors alike, to help us develop a clearer understanding of the needs and priorities for the municipality as well as identify what the community believes should be driving our decision making.

Our goal during the engagement process was to understand what places and spaces our community feel they can't easily access right now, and why; and how they believe the City should make 'fair and informed' decisions when planning and investing in social infrastructure.

The following provides summary of engagement findings.

Our Community

INSIGHTS FROM OUR COMMUNITY

Access and Transport to Places, Spaces and Services.

Driving' was consistently indicated as a primary mode of transport, followed by 'walking'.

Respondents were most likely to walk to parks or open spaces (32.4%) followed by tracks and trails (23.4%), play spaces (17.3%), outdoor fields and courts (15.2%) and libraries (14.9%).

Public transport recorded the lowest response rate but showed an increased trend with notable destinations such as arts and culture places or spaces (5.0%), museums (4.9%) and libraries (4.0%).

Respondents were most likely to ride a bike to trails / tracks (12.6%) and parks and open spaces (5.1%).

Needs Reported by Individuals.

Respondents were asked the question, "Is there a place, space or service that is not currently provided that you need, or you can't easily access at the moment?" with 38.1% of individuals provided a response to this question, indicating their needs.

The most common topics raised across all respondent types was the desire for greater access to:

- Parks and Open Space
- Play Spaces
- Walking Tracks
- Aquatic Spaces
- Busses and Public Transport, and
- Universities

Important themes and priorities raised by our community and call for a focus on:

- Gender equity and universal access
- Affordability
- Travel accessibility
- Safety and maintenance standards (particularly from young people)
- Integrated, multi-purpose hubs with flexible spaces (including makers spaces)
- Sustainability and avoiding single-uses and single-users, make better use of existing buildings and facilities.
- Adapting infrastructure to respond to changing demographics
- Maintaining what we have and to consistent standards
- Alternative energies programs
- Improving the quality, relevance and availability of data and information to assist groups in decision-making.
- Providing services where they are needed with a focus on areas of disadvantage.
- Whole community benefit and evidence of need
- Governance, management and support of integrated facilities, and
- Council's processes and systems, to become more efficient and user-friendly.

Our Community Groups

INSIGHTS FROM OUR COMMUNITY GROUPS

Twenty-five community groups took the opportunity to participate in a 'meet and talk' with Council officers to talk face to face about their needs, and to share some insights about their area of activity.

We found that participating groups understood the challenges the City is facing because they are experiencing similar challenges themselves. In particular; challenges around growth in membership and the impact on existing venues, rising costs, maintaining affordability and managing the rising expectations of their users and members.

There is also an acknowledgement that new ways need to be found to address these challenges. Suggestions from participants included learning new skills, accessing knowledge and information to support decision-making and upgrading and/or introducing new contemporary systems to support the way we work.

Similarly, there is a recognition that the City's role will change, shifting from being the default provider and more towards being involved as an advocate, facilitator, planner and partner.

Important themes and priorities raised by our community and call for a focus on:

- Accessibility
- Affordability
- Transport and travel accessibility
- Access to Arts and Culture and Makers' Spaces
- Access to Bay for fishing, boating and swimming.
- Competing access to community infrastructure driven by population growth and increased school use
- Sustainability and alternative energy programs
- Aquatic Services for people living in north Bellarine
- Integrated, multi-purpose Community Hubs
- Improving Council's Processes and System
- Building Capacity of groups, service providers and organisations
- 55+ Places and Spaces for active ages
- Maintaining what we have and to consistent standards
- Parks and Playgrounds and sports infrastructure as critical community assets, and
- Space and storage to support flexibility and sharing of spaces

Our Governing Organisations

INSIGHTS FROM OUR PEAK BODY ORGANISATIONS

A workshop, held on Thursday, 29th November 2018, involved representatives from 37 Peak Organisations who came together over half a day for the purpose of sharing and exploring their experiences, challenges and potential new ways forward.

A good problem to have. Increasing population means positive growth in participation, but it also means increasing levels of demand on our community places and spaces.

Organisations are faced with the challenge of how to provide opportunities, make maximum use of venues, resource increased participation in relation to facilities, personnel and finances, and how to ater for the increased use of assets and manage community expectations.

Key organisations are experiencing a range of common challenges (and associated key issues). Important themes and priorities raised and call for a focus on:

- Affordability
- Gender equity and universal design
- Travel Accessibility
- Equity with equitable access to facilities and services.
- Sustainability and addressing underutilisation
- Club and group support through community development, systems and processes
- Information and knowledge sharing and collaboration
- Quality, relevance and availability of data and information to assist groups in decision-making, and
- Contemporary management and leadership capacity throughout the networks.



IMAGE: CHILD PLAYING SOCCER UNDER LIGHTS

OUR POLICY FRAMEWORK



IMAGE: A PERSON EXPERIENCING MORE THAN BOOKS AT HER LOCAL LIBRARY USING VIRTUAL REALITY

OUR PROMISE

OUR POLICY FRAMEWORK

The Social Infrastructure Planning and Investment Policy (2019), that underpins this plan, aims to provide Council and the City of Greater Geelong with a guide for prioritising investment decisions and to provide our community with a clear understanding of Council's role and how decisions are made.

The policy aims to ensure a fair and equitable approach to how investment is made in community places, spaces and services.

STATEMENT OF COMMITTMENT

Social infrastructure is essential for the health, wellbeing and economic prosperity of the community.

We will continue to ensure the provision of quality social infrastructure and play a key role in promoting social cohesion by providing focal points for community activity and places for people to meet and connect. The City's social infrastructure will also provide opportunities for economic growth and serve as a key attractor for people to live, work, visit and play in Greater Geelong.

We aim to be an inclusive, diverse, healthy, equitable and socially connected community. We will focus on addressing the particular needs and obstacles faced by the community, and priority groups, across different areas of the municipality (including rural, coastal and urban areas) to ensure that investment decisions and processes are fair and transparent.

We will strive for social infrastructure investment to keep pace with the scale of growth and to positively and sustainably shape the City for future generations to enjoy.

'Putting Our Community First' means using evidence and insights to deliver equity and access for all.

We will plan and invest in services and infrastructure based on a clear set of principles and objectives to deliver on Council's commitment of 'Putting our Community First'.

We will invest in social infrastructure that is consistent with its principles and with a focus to deliver social equity and accessibility.

We will use evidence and community insights to inform our decision making.

We will rely on processes that ensure there is transparency and that the community have a say in the planning and investment decisions the City makes.

Exploring new opportunities and embracing new ways of working, to ensure the community gets the social infrastructure it needs.

We will take a strategic and holistic approach to planning and investing in social infrastructure that focuses on delivering community benefit and outcomes, embracing different ways of identifying needs and delivering outcomes.

We will commit to a coordinated effort with all levels of government and will continue to explore opportunities to partner with the private and not-for-profit sectors in order to meet community needs and outcomes.

We will continue to plan and invest in new facilities and services and monitor what is provided to ensure community needs are being met.

OBJECTIVES

The Council and City are committed to all sections of the community having reasonable access to the places, spaces and services they need.

The City's objectives and aspirations for social infrastructure are defined in the table below.

Table 02 |
Social Infrastructure Planning and Investment Policy - Objectives

OBJECTIVES	DESCRIPTION	AIMS
EQUITABLE	Fair access to facilities and services that are needed across the municipality including healthy, safe and inclusive places, spaces and services.	Social equity, based on need, for all in the community.
ACCESSIBLE	Accessible for all abilities, affordable and easy for people to get to.	Fair distribution, universally designed and affordable for all.
ADAPTABLE	Flexible to meet the changing needs of the community and can be used for more than one purpose.	Responsive to changing needs and a range of uses.
INTEGRATED	Integrated with other services where possible and a place for people to come together.	A seamless and positive experience of our services.
SUSTAINABLE	Environmentally, fiscally, socially and culturally responsible, well designed, effectively managed and usage is optimised, now and into the future.	Meet our Environmentally Sustainable Design (ESD) obligations, responsibilities under UNESCO Creative Cities Network, value managed places, spaces and services and ensure efficiency of operation.

PRINCIPLES

The Council and City are committed to making fair, equitable and evidence-based decisions about how we plan, provide and invest in social infrastructure.

The following principles underpin the City's planning and investment decision making.

Table 03 |
Social Infrastructure Planning and Investment Policy - Principles

AS A PRINCIPLE WE WILL:	WHAT WILL THIS LOOK LIKE IN PRACTICE?
Consult and engage with the community and stakeholders	We will connect meaningfully with the community and stakeholders in planning for infrastructure and access to support and services. We will make a commitment to engaging with the community to ensure the community has a voice and can influence investment priorities. We cannot solve the complex issues alone and through collaborative partnerships we will work with others to deliver shared outcomes for maximum community benefit.
Be driven by evidence of need and the benefit to the community	We will take a purposeful and strategic approach to funding projects that deliver meaningful community benefit and social impact. We will ensure that decisions are aligned to the agreed provision standards, robust evidence and intelligence, and the insights of the community. As a priority, we will consider solutions that meet the place-based needs of the community and focus on addressing social challenges and opportunities.
Provide access to services where it is needed, in a timely way	We will ensure that service and infrastructure design, location, investment and support arrangements will address the particular needs and obstacles faced by the community, priority groups and areas, and those required progressively over time. We will ensure that the community has access to infrastructure, support and services where it is needed and as soon as practicable.
Align decisions with Council's role, strategic priorities, and needs of the community	We will ensure that community spend is focussed on delivering on strategic objectives and priorities, while ensuring there are appropriate mechanisms to consider valuable community led ideas and initiatives. We will play a stronger role as an advocate, leader, facilitator, planner, monitor and funder of social infrastructure. We will continue to fulfil a variety of roles as appropriate, including the support and delivery of infrastructure, while ensuring they first explore partnering opportunities that leverage the best outcome for the community.
Demonstrate fairness and transparency in decision making	We will be fair and transparent in our funding priorities, processes and decision making. We will provide the community with a clear understanding of Council's role and how decisions are made to ensure that the community understands what is planned for the place that they live.

OUR ROLE

We will be exploring new ways of working but the City will continue to ensure the community has access to the social infrastructure it needs.

SIGNALLING A SHIFT IN THE WAY WE WORK

We will focus on partnerships in the delivery of social infrastructure to increase Council's capacity to respond to needs in the community and maximise the community benefit that can be achieved from investments in social infrastructure.

While we will continue to build and provide the infrastructure necessary to meet community needs, we will focus on pursuing opportunities to deliver the social infrastructure outcomes in partnership with others.

The following provides a summary of the City of Greater Geelong's primary roles and responsibilities (as it relates to social infrastructure).

The City's partnership role will encompass:

- The joint funding of social infrastructure with other levels of government to deliver on the needs of the community. The funding of Council and all levels of government should be consistent with the objectives and principles of the Social Infrastructure Planning and Investment Policy (2019).
- Exploring opportunities with the private sector, where market conditions allow, when the community benefit can be demonstrated, while ensuring the policy principles and objectives can be achieved.
- Continuing to work together with community clubs, organisations and the not-for-profit sector to deliver on shared priorities and maximise the capacity and contributions that local clubs and community organisations can make in delivering the best value possible for our community.

Table 04 |
Social Infrastructure Planning and Investment Policy – Our role

	OUR ROLE	WHAT WILL THIS LOOK LIKE IN PRACTICE?
FIRST RESPONSE	Advocacy	Providing and leveraging influence to proceed on a project or initiative by working with and engaging developers, government and community members in decision-making, including utilising advisory committees, working groups and peak bodies.
	Leadership	Demonstrating leadership through strategic planning, policy development, innovation and execution, and the strategic facilitation of key stakeholders for the purposes of achieving community objectives and outcomes.
	Planning and Service Development	Play a coordinating role by planning the types and location of community infrastructure through strategic, statutory and service planning. services where it is needed and as soon as practicable.
	Partnerships and Coordination	Where appropriate, support government, private sector and community service providers to plan facilities and deliver services. We will explore this option where market conditions allow and where efficient, sustainable and/or integrated service delivery can be achieved. Where appropriate, we will partner with and empower the community, private and not-for-profit sector to deliver on shared priorities that maximise community benefit.
	Feasibility and Funding	Responsible for capital, planning and/or operational funding, from time to time, in cooperation and/or in partnership with others. is planned for the place that they live.
WHEN REQUIRED	Building / Land Provision	Construct and develop community infrastructure either directly or through funding agreements and contracts.
	Operating and Delivery	Provide services either directly or through funding, service agreements and/or contracts. Where appropriate, act as the 'safety net' to the community where a critical service is no longer available and/or the community is at risk.

HOW WE MAKE DECISIONS

PRIORITISATION FRAMEWORK

When considering and prioritising an investment decision the Council and the City will use tools and methods that ensure the following questions are considered.

The decision-making framework will be supported by a range of tools, data and processes that will enable the assessment of each of the questions, when considering investment in social infrastructure.

Not all projects and needs are created equal and whether we are considering a simple park bench through a community request or a multimillion dollar community facility through a robust feasibility study, this decision making framework, supported by a range of inputs, will provide a tool to help ensure our decision making is fair, transparent and informed by evidence of need and clearly defined outcomes.

This approach allows Council and the City to be more adaptive when assessing priorities for investment and ensures we are looking beyond the financial implications alone but rather looking at a range of important factors to ensure that we are making decisions not just because we can but because it's the right thing to do.

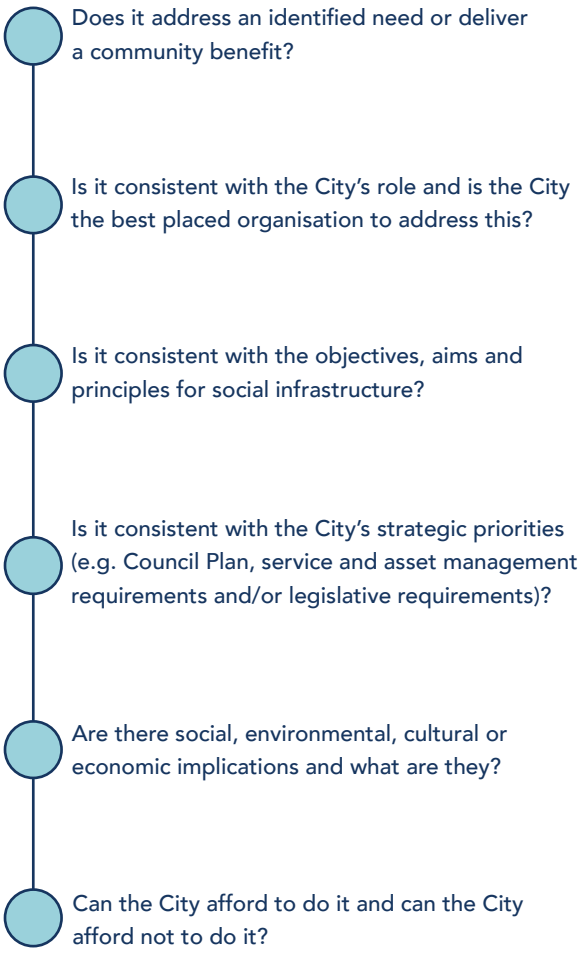


Figure 04 | Social Infrastructure Planning and Investment – Prioritisation Framework

OUR NETWORKS NEEDS AND RESPONSES

EMERGING NEEDS AND RESPONSES

NETWORK PROFILES

When considering and prioritising an investment decision the Council and the City will use tools and methods that ensure decisions are based on equity and evidence of need.

The Social Infrastructure Plan will outline the needs of our community, identified investment priorities and the way forward to ensure that people know what is planned in the place that they live. The plan is intended to provide Council and the community with a single, simpler and more integrated strategic summary of Council's investment priorities over the next 1-3 years.

This is Generation One of the plan and it will be updated each year.

Generation One: The Plan

Each Network Plan contains a summary table that highlights the social infrastructure needs and network requirements over the next 1-3 years, understanding that the plan component will be updated annually, as new information becomes available.

The identified projects within the summary plan for each network are broken down into five key streams:

- New
- Renew
- Maintenance
- Planning
- Services / People

This summary enables you to clearly view what is planned for the place you live.

Generation One: The Networks Covered


Early Years


Youth Spaces


Libraries


Community Meeting and Program Spaces


Arts and Culture


Open Space


Play Spaces


Aquatics and Leisure


Indoor Sport and Recreation


Outdoor Sport and Recreation (including sports pavilions)


Golf


Cycling and Trails


Public Toilets

To view the complete Social Infrastructure Network Reports, please refer to attachments 1 to 13 (from Page 80)

WHAT CAN YOU FIND IN EACH NETWORK PROFILE AND PLAN.

Overview of the network + Map

Each network consists of an introduction including background context and a map of known facilities, an overview of what the network is, what it is made up of, it's value and what some of the emerging issues and opportunities are, in addition to any related plans, community insights and key considerations.

Our guiding documents

A summary of related documents including strategies, plans, policies, needs assessments and technical reports.

What our community told us

A summary of relevant community feedback and insights.

Generation One – Things we considered

A summary of key considerations relating to each network (i.e. legislative changes, emerging issues and trends).

Current State - Snapshot

A snapshot of what we know about the network so far including, known provision, condition, travel accessibility and service provision.

A gap analysis based on existing industry benchmarks compared with today's provision.

Indicators of need by planning area

Provision, population, social and health indicators by each planning area to help inform any relevant areas of need and opportunities.

Strategic focus areas and directions

In response to the needs and opportunities identified, this section outlines the strategic focus areas and directions for each network, including a high-level mantra to guide planning and investment for the next three years.

The Plan: 2020 - 2023

Generation One of the plan provides a summary table of identified projects by 'Network' broken down into five streams – New, Renew, Maintenance, Planning, and Services / People. A summary Plan by 'Planning Area' can also be found on Page [153].

OUR NETWORKS AND STRATEGIC RESPONSES

The Social Infrastructure Plan will outline the needs of our community, focus areas, investment priorities and the way forward to ensure that people can clearly see what is planned for the place that they live.

The plan is intended to provide Council and the community with a single, simpler and more integrated strategic summary of Council's investment priorities over the next 1-3 years.

The plan will be closely monitored and updated each year in line with the realisation of transformational elements identified in the document and as our understanding of social infrastructure continues to mature and grow.

The following provides a summary of our strategic focus areas across each network over the next 3 years.

To view each of the detailed network reports including the current state of provision, needs, strategic focus areas, directions and plans; please refer to Social Infrastructure Network Summary Reports found in Attachments 1 - 13.

In the next three years we will focus on:

EARLY YEARS | RE-FOCUSING THE NETWORK **ATTACHMENT 1**



INTEGRATE FAMILY SERVICES	PREPARE FOR SECTOR GROWTH	STRENGTHEN PARTNERSHIP / SERVICE MODEL	DEPLOY SERVICES WHERE AND WHEN THEY ARE NEEDED
Focus on building integrated children's centres and integrating children's services.	Better understand sector capacity and prepare for sector growth.	Support collaborative partnerships and networks that encourage service access and coordination.	Explore new service delivery model for core family services.

YOUTH SPACES | ESTABLISHING THE NETWORK

ATTACHMENT 2



ESTABLISH A NETWORK TO SUPPORT YOUTH SERVICES

Establish a network of Integrated Youth Services across the City and in areas of most need.

INTEGRATE PLACES AND SPACES FOR YOUTH

Integrate youth in planning for all community places, spaces and connections.

WORK IN PARTNERSHIP WITH THE SECTOR

Plan and develop a youth facility and service network in partnership with the broader youth service sector.

ENHANCE YOUTH ENGAGEMENT

Commit to increased youth engagement and improving the wellbeing of young people.

LIBRARIES | RE-CALIBRATING THE NETWORK

ATTACHMENT 3



EVOLVE AND RESPOND TO CHANGING NEEDS

Buildings and spaces must evolve to meet contemporary user needs and expectations.

RE-CALIBRATE SERVICE MIX

Realign service provision with the service model hierarchy and areas of most need.

STRENGTHEN PARTNERSHIP MODEL

Strengthen partnership model with Geelong Regional Library Corporation and other key stakeholders.

NEW AND EMERGING TECHNOLOGY

Libraries to be primary access points for new and/or emerging technologies.

COMMUNITY MEETING AND PROGRAM SPACES | OPTIMISING THE NETWORK

ATTACHMENT 4



INTERGENERATIONAL COMMUNITY HUBS

Adapt places and spaces to serve and evolve with the intergenerational needs of the community.

ADDRESS AGEING AND OBSELETE INFRASTRUCTURE

Conduct criticality assessments including fit-for-purpose and condition audits of all facilities.

CONTEMPORARY GOVERNANCE AND MANAGEMENT

Support groups to address the challenges and opportunities of running a contemporary facility.

COMMUNITY ACTIVATION AND USE

Support promotion and activation to maximise use and community outcomes.

ARTS AND CULTURE | FRAMING THE NETWORK

ATTACHMENT 5



CONNECT PEOPLE WITH PLACE AND ENVIRONMENT

Connecting Geelong City, Coast and Country through arts, culture and heritage.

CELEBRATE OUR HISTORY AND HERITAGE

Understand and future proof our City's local history and cultural heritage.

CONDUCT HOLISTIC AND COORDINATED PLANNING

Coordinated approach to support and promote arts, culture and heritage.

WORK IN PARTNERSHIP WITH THE SECTOR

Enhance the potential reach, impact and sustainability of our creative and cultural sector.

OPEN SPACE | STRENGTHENING THE NETWORK

ATTACHMENT 6



SETTING THE STANDARDS

Adopting provision and experiential standards across the open space network.

UNDERSTANDING THE NETWORK

Assessing the existing network against agreed standards

INVESTING IN THE NETWORK

Ensure equitable opens pace provision across the City.

ONGOING MONITORING

Align strategic planning, maintenance, renewal programs and budgets to meet agreed service levels.

PLAY SPACES | DIVERSIFYING THE NETWORK

ATTACHMENT 7



DIVERSITY OF EXPERIENCES

Develop a diversity of opportunities and create informal, spontaneous play opportunities.

INCLUSIVE PLAY SPACES

Provide play opportunities for under-represented groups and activities.

SUSTAINABLE DESIGN AND DISTRIBUTION

Improve play value and distribution of play spaces throughout the municipality.

CO-DESIGN AND COMMUNITY PARTNERSHIPS

Improve coordination of play space design and development through partnerships.

AQUATICS AND LEISURE | ADAPTING THE NETWORK

ATTACHMENT 8



DEVELOP THE NORTHERN ARC

Enhance community health, well-being and social connection in the North.

ADAPT TO NEW TECHNOLOGIES

Adapt and integrate new technologies for efficient, effective and sustainable operations.

SUSTAIN HIGH QUALITY FACILITIES

Develop a detailed understanding of facility requirements to meet the changing needs of the community.

UNLOCK EXISTING MARKET POTENTIAL

Maximise use of existing facilities and work with local private and education providers.

INDOOR SPORTS AND RECREATION | RE-THINKING THE NETWORK

ATTACHMENT 9



GREATER USE OF EXISTING FACILITIES

Maximise use of existing facilities and work with local private and education providers.

PLANNING BEYOND BASKETBALL

Expand and adapt a range of sports and activities into our planning and provision.

SUSTAIN HIGH QUALITY FACILITIES

Develop a detailed understanding of facility requirements to meet the changing needs of the community.

EXPLORE NEW MODELS OF DELIVERY

Explore contemporary delivery models to ensure equitable access to indoor facilities.

OUTDOOR SPORTS AND RECREATION | BUILDING CAPACITY IN THE NETWORK

ATTACHMENT 10



BUILDING CAPACITY IN THE NETWORK

Focus on building capacity and capability across the existing network.

MAINTENANCE AND RENEWAL PROGRAMS

Align maintenance programs and budgets to meet agreed service levels.

CONTEMPORISE PLANNING, DATA AND SYSTEMS

Contemporise and undertake holistic planning and policy development.

MAKE ROOM FOR NEW

Ensure adequate resource alignment to enable and service growth and new projects.

GOLF | RE-IMAGINING THE NETWORK

ATTACHMENT 11



PERFORMANCE AND PARTICIPATION

Improve understanding of participation and performance of golf courses.

CONTEMPORARY GOVERNANCE AND MANAGEMENT

Ensure clubs are addressing the challenges and opportunities of the contemporary golf facility.

WORKING IN COLLABORATION AND PARTNERSHIPS

Continue to work in collaboration with clubs and key stakeholder in the delivery of golf.

SUPPORT SUSTAINABLE DELIVERY

Safeguard facility quality through maintenance while also protecting the environment.

CYCLING AND TRAILS | CONNECTING THE NETWORK

ATTACHMENT 12



CONNECT PEOPLE WITH PLACES

Connecting commuter and active transport routes to ensure people can access key places, spaces and services.

INCREASE THE LEVEL OF COMFORT, SAFETY AND INTEREST

Improve participation in walking and cycling though network improvements and information sharing.

WORK IN PARTNERSHIP WITH THE SECTOR

Work in partnership to deliver, integrate and manage the network.

BUILD CYCLING TOURISM

Take advantage of our world class events, unique attractions and picturesque landscapes.

PUBLIC TOILETS | REFRESHING THE NETWORK

ATTACHMENT 13



BE DRIVEN BY SAFETY AND COMFORT

Improve safety guided by Crime Prevention Through Environmental Design (CPTED) principles.

EXPLORE NEW MODELS OF DELIVERY

Explore contemporary delivery models to ensure equitable access to specialised facilities.

SUSTAIN HIGH QUALITY FACILITIES

Develop a detailed understanding of facility performance requirements to meet the changing needs of the community.

EMBRACE NEW AND EMERGING TECHNOLOGY

Monitor, track and assess network performance to better understand use, needs and manage levels of service.



IMAGE: MARVELOO MOBILE ACCESSIBLE TOILET GEELONG

HOW WE WILL DELIVER OUR PLAN

IMPLEMENTATION AND EMBEDDING

Generation One of the Social Infrastructure Plan signals the beginning of a journey to a new way of working and as such will require a number of change management processes for it to be implemented and embedded successfully.

A comprehensive implementation and embedding program will be designed to ensure that the Social Infrastructure Plan is realised and addresses a number of fundamental and transformational elements required.

The implementation and embedding program will be centred around the following themes;

Governance and Culture – Moving towards a new way of thinking about social infrastructure and guiding the organisation as we transform our skills, capabilities and culture around sustainable social infrastructure provision; supported by a governance framework to oversee the plan's implementation.

Transformational Elements and System Improvements – Improving our capacity and capability as an organisation around long-term service and infrastructure planning while also developing and integrating our corporate systems, solutions, and practices.

Operationalising the Plan – Developing efficient and effective processes to ensure all projects and long-term improvements, transparency and accountabilities are embedded into everyday work practices and programs.

Tracking and Evaluation – This plan marks the beginning of a transformative journey to ensure we are providing access to places, spaces and services where and when people need them the most. This is the key success factor to ensuing sustained improvement in our network of social infrastructure and the importance of alignment to need.

We recognise that this is not the end of the road in our journey of understanding and our commitment to continuous improvement.

This is an adaptive plan that will be tracked, reported against and updated on an annual basis. We are already looking ahead to refreshing the plan as transformational elements are achieved and we see the next generation of the plan as an opportunity to create something even better, informed by further research, understanding and consultation, and reflecting the ever-changing context of our dynamic community.

OUR INVESTMENT STRATEGY

FUNDING MECHANISMS

Although funding of social infrastructure has historically been the domain of State and Local Government, there is an increasing trend across Australia to utilise partnership approaches, user pays and other innovative funding contributions to better align infrastructure provision with community need.

There are several funding mechanisms available to deliver the range of facilities, places and spaces required for the communities including:

- State and Local Government taxes, rates and charges can be used to provide essential or desired infrastructure that are considered necessary for the effective functioning of society.
- Rates and taxes are often utilised when significant external benefits are likely to be present.
- Federal and State Government provides a range of grants in a range of categories which are made available to communities, local governments and NGOs towards the provision of infrastructure and programs.
- Public Private Partnerships or joint ventures generally involve a commercial partner gaining rights to develop government owned land in return for the construction of social or other infrastructure, sometimes associated with a cash payment.
- Leverage or rationalisation of government owned assets (i.e. under-performing or excess assets) can be a cost-effective option to achieving new, purpose built social infrastructure.
- Incentives for private development encourages developers to act on Council incentives that encourage the delivery of items or facilities that are in the public interest.
- Developer contributions can be utilised to fund certain components of community infrastructure and usually include land, works, and/or payments towards the provision of infrastructure and are imposed via conditions of approval.
- Voluntary infrastructure agreements can be utilised to provide land, facilities and/or costs associated with the provision of infrastructure. These agreements are voluntary agreements between amenable parties.

In addition to the initial capital expenditure required to construct new or expand existing places, spaces and services, there are additional and often significant costs associated with management of community facilities and assets (such as general upkeep, building maintenance and repairs) and the recurring operational costs relating to resourcing, staffing and service delivery.

It is often the case that planning for new community infrastructure fails to take into account the ongoing, recurrent costs associated with providing a facility, space or service, which can have a substantial impact on its long-term financial sustainability.

HOW WE WILL PROCESS INVESTMENT DECISIONS

Council is committed to processing our investment decisions fairly and transparently.

To achieve this Council will process investment decisions using two key mechanisms - our 'Annual Budget' and 'Community Grants' processes.

The Annual Budget process will be the appropriate process to consider investments in social infrastructure where the investment is a legislated or contractual obligation and/or where it is a major strategic priority for the Council.

The budget process will also consider community led ideas and initiatives that aren't eligible for community grants and/or are request for ongoing support.

The Community Grants process will be the appropriate process where an item is a community led initiative and is a request for one-off funding or support.

In this process the Council will rely on an independent panel drawn from the community to undertake an assessment of community initiatives and provide a recommendation to Council for decision.

OUR COMMUNITY GRANTS

The Community Investment and Support Fund (CISF) offers a variety of grant programs for groups and organisations to undertake projects that benefit the local community.

The Clever and Creative Future vision is about developing a consistent approach to get things done and collaborating to create opportunities that address our challenges. This approach will assist in achieving the elements of a successful community.

Our community grant programs include:

- Creative Communities Grant Program
- Creative Communities Grant Program – Quick Response and Professional Development Grants
- Community Events Grants Fund
- Community Infrastructure Grants Fund
- Central Geelong Heritage Grants Program
- Children's weeks Grants
- Environment and Sustainability Grants Program
- Geelong Major Grants
- Healthy and Connected Communities Grants Program
- Neighbourhood House Grant Program, and
- Seniors Festival Grants.

OUR PLAN.
WHAT IS PLANNED IN THE PLACE YOU LIVE

EXPLORING THE PLAN

Generation One of the plan provides a summary of identified priority projects by 'Network' (i.e. Aquatics, Early Years or Libraries) and by 'Place', providing a collective view of projects in any given planning area.

Identified priority projects are broken down into five streams to reflect the 'hard infrastructure' and the 'soft infrastructure' requirements over the next 1 – 3 years. Project are categorised as follows:

- New
- Renew
- Maintenance
- Planning, and
- Services / People

The following section provides a collective summary of the identified strategic priorities, across the municipality and by each planning area (1 - 15) over the next 3 years. In these summaries you can see what is collectively planned in the place you live.

To explore the plan further you can:

- Explore the **Interactive Online Map** and search by place, address or a subject you are interested in.
- View the **Social Infrastructure Network Reports** for a collective view of priorities for a particular network (Attachments 1 - 13).
- View the **Social Infrastructure Planning Area Summaries** (in this document) for a collective view of priorities in a particular community.



EXPLORE WHAT'S PLANNED IN THE PLACE YOU LIVE - INTERACTIVE ONLINE MAP

ACROSS THE WHOLE MUNICIPALITY: **CITY OF GREATER GEELONG**

Our Plan: Summary of identified social infrasrtucture projects over the next 3 years.

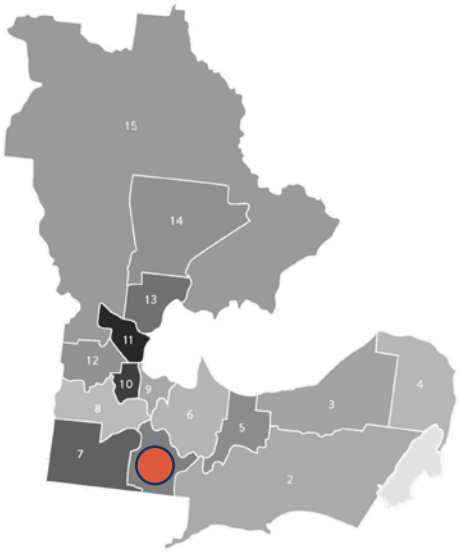
COGG

HARD INFRASTRUCTURE			SOFT INFRASTRUCTURE	
NEW	**RENEW**	**MAINTENANCE**	**PLANNING**	**SERVICES/ PEOPLE**
New: 300,000 trees in 3 years - Implement Tree Canopy Cover Target (30%).	**Major Refurbishment:** Cycling and Trail Planning and Upgrade Program. Aquatic and Leisure Centre Concourse Renewal and Replacement Program (all sites). Aquatic and Leisure Centre Gym Equipment Replacement Program. Aquatic and Leisure Centre Aquatic play equipment upgrades (all sites). Aquatic and Leisure Centre Locker replacement. Aquatic and Leisure Centre entry access controls and door scanners. Cycling Line Marking Program. Disability Access Program and Budget. Implement the Shared Trails Master Plan. Implement the Principal Bicycle Network (PPBN) and the Strategic Cycling Corridor (SCC). Implement the Pedestrian Priority Network (PPN).	Concrete / Concourse areas, gymnasium equipment replacement, aquatics play spaces, mechanical plant. Early Years and Community Infrastructure Upgrade Program. Play Space Upgrade Program. Hard Surfaces Upgrade Program. Active Open Space Reserve Upgrade Program. Passive Open Space Reserve Upgrade Program.	Develop Asset Management Plan in line with asset condition, fit-for-purpose and criticality audits. Social Data and Asset Predictor Development Project - Strategic Service and Facility Planning. Early Years Capacity and Needs Assessment. Review Children's Services Policy. Continue to investigate a new delivery model for Maternal and Child Health Services. Community Infrastructure Fair Share Review, including review of Fair Play Strategy. Community building condition and fit-for-purpose audits. Develop Strategic Asset Management Plan for each social infrastructure network. Youth Facility Network Feasibility Study. Youth Services Needs Study. Play Space Needs Study. Open Space and Community Infrastructure - Land Acquisition Framework and develop the Open Space Acquisition and Redundancy Plan. Open Space Irrigation Plan. Review the Sustainable Communities Infrastructure Development Guidelines. Update the Greater Geelong Planning Scheme - Open Space. Open Space Standard Provisions and Levels of Service. Community Facility Governance and Management Review. Develop a long-term improvement program for public toilet and amenities and define associated standard provision and levels of service. Golf Review - Operating, governance and management models.	Introduce a holistic, integrated and representative engagement program to inform the City's planning. Continue to support the Greater Geelong Youth Council. Implement Smart City Technology. Places to Play (in Greater Geelong) App. Indoor Sports Venues - Branding, marketing, promotion and activation. Investigate the human resource requirements to support sports development with a focus on new communities and sport in the north. Develop active travel maps and digital wayfinding (including 'plan my trip' functionality). To include pre-trip inspiration, promotion and planning assistance. ► **Planning Continued:** Implement online booking system for all community assets. Review the Public Arts Strategy. Review the Our Heritage, Our Collections Strategy. Implement Social Housing Plan (2020). Develop Healthy Ageing Strategy. My Community' - City of Greater Geelong Community Services and Navigation App. Regional Facility Needs and Future Directions Plan. Develop City of Greater Geelong Sports and Recreation Needs Study (including regional and minor sports). Arts, culture , local history, heritage collections - Purpose Built Storage Facility. Implement Shared Trails Master Plan (2020). Develop Active Transport Plan.

PLANNING AREA 1

ARMSTRONG CREEK - MARSHALL - CHARLEMONT

Our Plan: Summary of identified social infrastructure projects over the next 3 years.

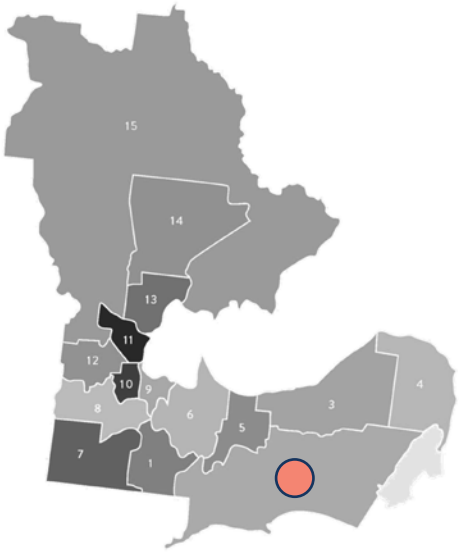


HARD INFRASTRUCTURE			SOFT INFRASTRUCTURE	
NEW	**RENEW**	**MAINTENANCE**	**PLANNING**	**SERVICES/ PEOPLE**
New: Armstrong Creek Play Space (delivered by developers). Sovereign Drive, Armstrong Creek - 2nd Sporting Oval development. Armstrong Creek Regional Sports Venue - Land Acquisition.	**Minor refurbishment:** **Major Refurbishment:**	Based on Asset Management Plan – develop annual maintenance program(s).	Develop Asset Management Plan in line with asset condition and fit-for-purpose audits. Armstrong Creek West Early Years Partnership Investigation and Business Case. Armstrong Creek Library Service (Armstrong Creek Town Centre) - Service Planning and Detailed Design. Armstrong Creek Neighbourhood House / Community Learning Centre Business Case. Armstrong Creek Indoor Sports Stadium Feasibility Study and Management Plan. Armstrong Creek Aquatics and Leisure Needs Assessment.	Investigate human resource needs for Maternal Child Health. Implement Smart City Technology assessing existing service performance.

PLANNING AREA 2

BARWON HEADS - CONNEWARRE – BREAMLEA, RURAL BELLARINE PENINSULA (MANNERIM, MARCUS HILL, OCEAN GROVE, POINT LONSDALE, SWAN BAY, WALLINGTON)

Our Plan: Summary of identified social infrastructure projects over the next 3 years.



HARD INFRASTRUCTURE

NEW

New:

Kingston / Oakdene, Ocean Grove Recreation Reserve - 2nd sporting oval and pavilion development.

Barwon Heads Community and Arts Hub.

Develop a series of dedicated play spaces for dogs using the Fenced Dogs Park Siting, Design and Management Guidelines. Priority areas of need include; Lara, an area south of the Barwon River and on the Bellarine.

Barwon Heads to Barwon Heads Surf Life Saving Club – Implement trail in partnership with Barwon Coast Committee of Management.

RENEW

Minor Refurbishment:

Boorai Play yard upgrade between Kangaroo and Long Day Care yard.

Emergency messaging system retrofit – Boorai, Leopold and Norlane CFC.

Major Refurbishment:

Breamlea – Breamlea Recreation Reserve Playground Upgrade.

Ocean Grove Seniors internal refurbishment.

Bellarine Aquatic and Sports Centre Redevelopment - warm water pool and expansion of health and fitness facilities.

Wallington Reserve, Wallington Pavilion Upgrade - Gender Neutral Change Facilities.

MAINTENANCE

Based on Asset Management Plan – develop annual maintenance program(s).

SOFT INFRASTRUCTURE

PLANNING

Develop Asset Management Plan in line with asset condition and fit-for-purpose audits.

Ocean Grove Library Capacity and Future Needs Assessment.

Ocean Grove Community Infrastructure and Services Place-based Needs Study.

Aquatic and Leisure Capacity and Future Directions Plan - Leisure link, Splashdown and BASC.

Barwon Heads Village Park Master Plan including Barwon Heads Bowling Club - Pavilion Upgrade Concept Design.

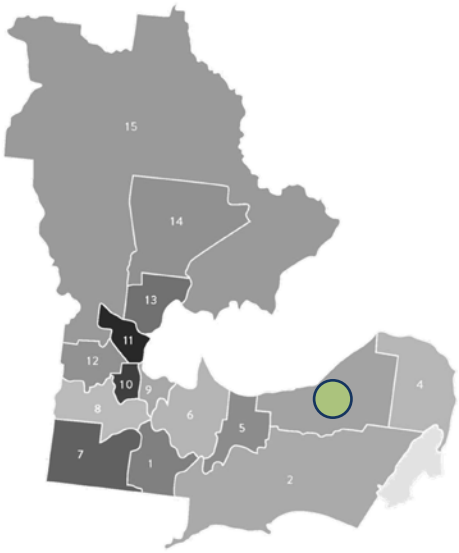
Improve pedestrian and bicycle pathways and facilities throughout the Bellarine townships and within the open space areas.

Develop a business case and confirm shared trails corridor availability between Drysdale to Ocean Grove.

SERVICES/ PEOPLE

Implement Smart City Technology assessing existing service performance.

PLANNING AREA 3



CLIFTON SPRINGS - CURLEWIS-DRYSDALE - BELLARINE

Our Plan: Summary of identified social infrastructure projects over the next 3 years.

HARD INFRASTRUCTURE

NEW

New:

Curlewis, Jetty Road Early Years Facility (New provision) - Capital.

Drysdale Multipurpose Community Hub including Drysdale Library - Construction.

Drysdale Sporting Precinct Stage 2 - Pavilion and Ovals.

New facility, Drysdale – Consider the development of an aquatic and leisure facility to service the needs of the north Bellarine community.

Develop a series of dedicated play spaces for dogs using the Fenced Dogs Park Siting, Design and Management Guidelines. Priority areas of need include; Lara, an area south of the Barwon River and on the Bellarine.

RENEW

Major Refurbishment:

Drysdale – Finalise decommissioning of services at Drysdale Kindergarten – services moved to the new Drysdale City Learning and Care Centre. Investigate potential re-purposing of remaining buildings on site.

Beacon Point Preschool - Bathroom and playground upgrade - Capital.

Clifton Springs Early Learning Centre Upgrade - Design and capital.

Drysdale – Drysdale Recreation Reserve North Playground.

Clifton Springs – Malcom Reserve Playground Upgrade.

Beacon Point Reserve Master Plan Implementation.

Bellarine Secondary College Indoor Sports Stadium Expansion - Land Contribution.

Lake Lorne Drysdale Pony Club – Toilet Upgrade.

Bellarine Rail Trail Sealing Program.

MAINTENANCE

Based on Asset Management Plan – develop annual maintenance program(s).

SOFT INFRASTRUCTURE

PLANNING

Develop Asset Management Plan in line with asset condition and fit-for-purpose audits.

Curlewis, Jetty Road (New provision) - Planning.

Drysdale Senior Citizens Future Home - Site selection and detailed design.

Springdale Neighbourhood House Future Directions Plan.

Review Potato Shed Master Plan (2010).

Complete detailed design and costings for the development of a 50m pool in Drysdale.

Develop a business case and confirm shared trails corridor availability between Drysdale to Ocean Grove.

Develop a business case for the foreshore shared trails corridor between Drysdale and Portarlington.

Investigate, in conjunction with the St Leonards and Point Lonsdale project, the requirements for the shared trails corridor between Drysdale and St Leonards.

SERVICES/ PEOPLE

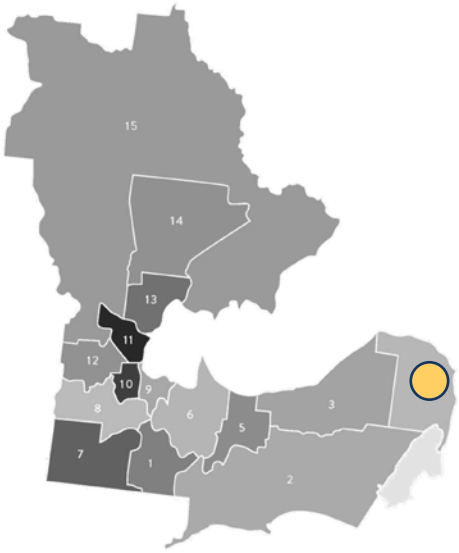
Investigate human resource needs for Maternal Child Health.

Implement Smart City Technology assessing existing service performance.

PLANNING AREA 4

PORTARLINGTON - ST LEONARDS - INDENTED HEAD

Our Plan: Summary of identified social infrastructure projects over the next 3 years.



HARD INFRASTRUCTURE

NEW

New:

St Leonards - Early Years Hub (New provision).

St Leonards Lake Oval Floodlights.

New facility, Drysdale – Develop an outdoor 50m pool in Drysdale to service the needs of the north Bellarine community.

RENEW

Minor refurbishment:

Major Refurbishment:

St Leonards foreshore pavillion - supporting infrastructure.

St Leonards Lake Reserve - Skate Park Upgrade.

Portarlington Oval 1 Floodlight Upgrade.

Portarlington Netball Courts Floodlight Upgrade.

MAINTENANCE

Based on Asset Management Plan – develop annual maintenance program(s).

SOFT INFRASTRUCTURE

PLANNING

Develop Asset Management Plan in line with asset condition and fit-for-purpose audits.

Develop a Master Plan for the development of a new multipurpose community and sports hub at St Leonards Lake Reserve, St Leonards.

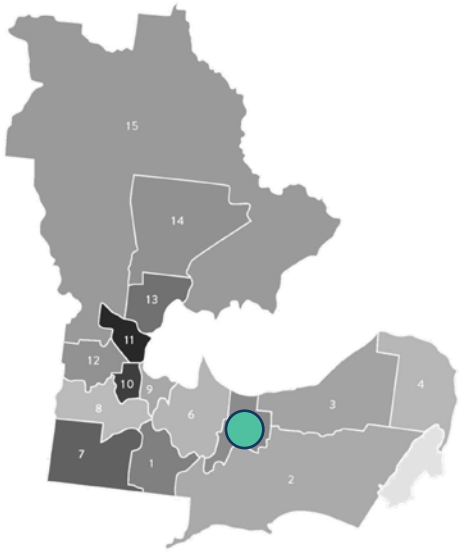
Complete detailed design and costings for the development of an aquatic facility for north Bellarine.

Develop a business case for the foreshore shared trails corridor between Drysdale and Portarlington.

SERVICES/ PEOPLE

Implement Smart City Technology assessing existing service performance.

PLANNING AREA 5

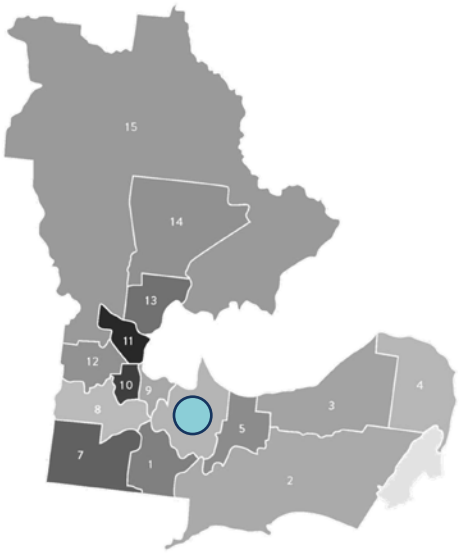


LEOPOLD

Our Plan: Summary of identified social infrastructure projects over the next 3 years.

HARD INFRASTRUCTURE			SOFT INFRASTRUCTURE	
NEW	**RENEW**	**MAINTENANCE**	**PLANNING**	**SERVICES/ PEOPLE**
New: Estuary Reserve, Leopold - Develop Modular Pavilion.	**Minor refurbishment:** Emergency messaging system retrofit – Boorai, Leopold and Norlane CFC. **Major Refurbishment:** Allanvale Bathroom Upgrade - Design and Capital. Estuary Reserve Field Irrigation.	Based on Asset Management Plan – develop annual maintenance program(s).	Develop Asset Management Plan in line with asset condition and fit-for-purpose audits. Estuary Reserve, Leopold - Field Irrigation - Planning. Develop Active Transport Plan. Review the strategic footpath network across the municipality and consider the implementation of the Leopold Strategic Footpath Network.	Implement Smart City Technology assessing existing service performance.

PLANNING AREA 6

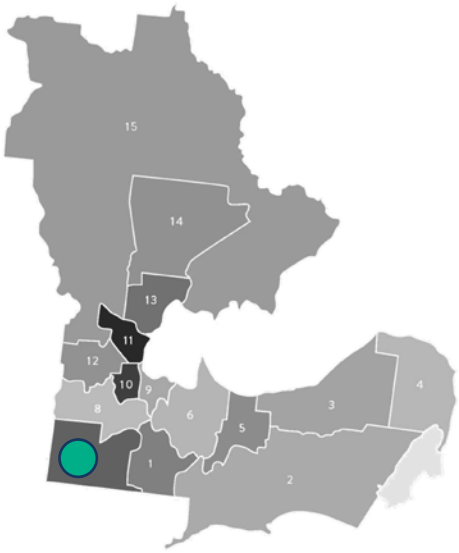


NEWCOMB - MOOLAP - ST ALBANS PARK - THOMSON - BREAKWATER - WHITTINGTON

Our Plan: Summary of identified social infrastructure projects over the next 3 years.

HARD INFRASTRUCTURE			SOFT INFRASTRUCTURE	
NEW	**RENEW**	**MAINTENANCE**	**PLANNING**	**SERVICES/ PEOPLE**
New:	**Major Refurbishment:** Aldershot Master Plan Implementation – Stage 1 subdivide and detailed design. Newcomb Hall (Formerly Senior Citizens Centre) toilet upgrade. Splashdown Aquatic and Leisure Centre Redevelopment. Grinter Reserve Pavilion Upgrade - Gender Neutral Change Facilities. Grinter Reserve Oval 1 Floodlight Upgrades. Thomson Reserve. Thomson Pavilion Upgrade - Gender Neutral Change Facilities. Renew five local passive parks - focusing on Bell Park, Corio, Norlane and Whittington. St Albans Reserve, Oval 1 Portarlington Netball Courts.	Based on Asset Management Plan – develop annual maintenance program(s).	Develop Asset Management Plan in line with asset condition and fit-for-purpose audits. Whittington Community Infrastructure and Services Place-based Needs Study. Investigate the development of a community hub. Ervin Reserve, Newcomb Change Facilities Upgrade and irrigation - Planning. Aquatic and Leisure Capacity and Future Directions Plan - Leisure link, Splashdown and Bellarine Aquatic and Sports Centre.	Implement Smart City Technology assessing existing service performance.

PLANNING AREA 7



GROVEDALE - MOUNT DUNEED - WAURN PONDS

Our Plan: Summary of identified social infrastructure projects over the next 3 years.

HARD INFRASTRUCTURE

NEW

New:

Southern Link (Waurn Ponds to Central Geelong) Stages 1 and 2.

Develop a series dedicated play spaces for dogs using the Fenced Dogs Park Siting, Design and Management Guidelines. Priority areas of need include; Lara, an area south of the Barwon River and on the Bellarine.

RENEW

Minor refurbishment:

Waurn Ponds Library minor refurbishment.

Major Refurbishment:

Grovedale Kinder Bathroom Upgrade.

Grovedale – Burdoo Reserve Playground Upgrade.

Waurn Ponds – Playground, Skate Park and BMX Track.

Relocation and enhancement of Grovedale Community Garden.

Leisurelink Aquatic and Leisure Center Redevelopment.

Burdoo Reserve, Grovedale Pavilion Upgrade Stage 2 - Gender Neutral Change Facilities.

MAINTENANCE

Based on Asset Management Plan – develop annual maintenance program(s).

SOFT INFRASTRUCTURE

PLANNING

Develop Asset Management Plan in line with asset condition and fit-for-purpose audits.

Leisurelink Aquatic and Leisure Centre 50m Pool Replacement Design and Business Case.

Aquatic and Leisure Capacity and Future Directions Plan - Leisure link, Splashdown and Bellarine Aquatic and Sports Centre.

Develop a business case and confirm shared trail corridor availability for Deakin University to Waurn Ponds Station.

Engage with Geelong Line Upgrade project to identify preferred route for Waurn Ponds Station southern cross access.

SERVICES/ PEOPLE

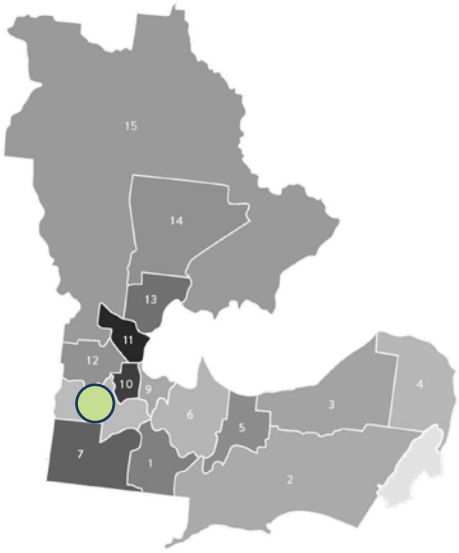
Investigate human resource needs for Maternal Child Health.

Implement Smart City Technology assessing existing service performance.

PLANNING AREA 8

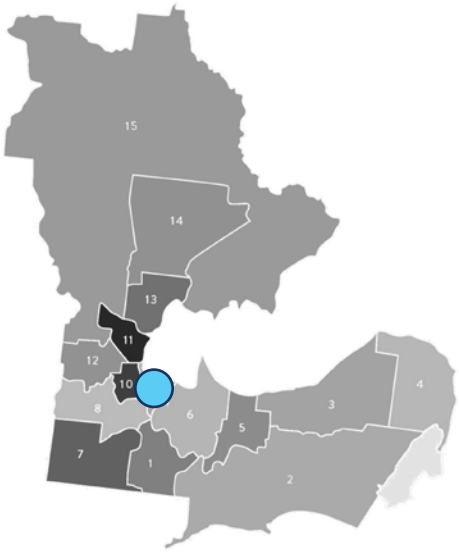
BELMONT - HIGHTON - WANDANA HEIGHTS - CERES

Our Plan: Summary of identified social infrastructure projects over the next 3 years.



HARD INFRASTRUCTURE			SOFT INFRASTRUCTURE	
NEW	**RENEW**	**MAINTENANCE**	**PLANNING**	**SERVICES/ PEOPLE**
New:	**Minor refurbishment:** Highton Library minor refurbishment. **Major Refurbishment:** Queens Park Oval 1 Floodlight Upgrade. Queens Park Golf Club Irrigation - Stage 1. Drewan Park, Wandana Heights – reinstatement of public open space (including demolition of existing dwelling on site).	Based on Asset Management Plan – develop annual maintenance program(s).	Develop Asset Management Plan in line with asset condition and fit-for-purpose audits. Belmont Park Pavilion Future Directions Plan. South Barwon Reserve - Investigate multi-use potential.	Implement Smart City Technology assessing existing service performance.

PLANNING AREA 9



EAST GEELONG - GEELONG - SOUTH GEELONG - DRUMCONDRA

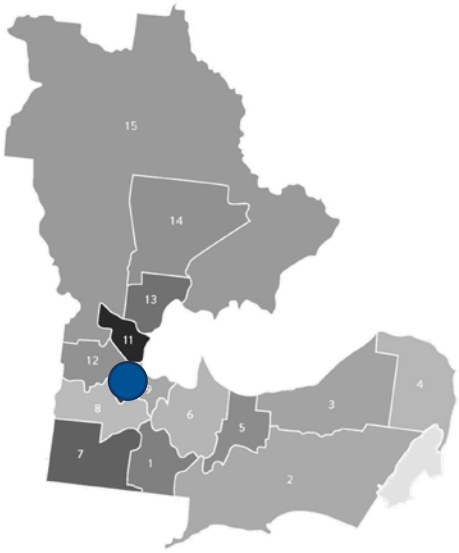
Our Plan: Summary of identified social infrastructure projects over the next 3 years.

HARD INFRASTRUCTURE			SOFT INFRASTRUCTURE	
NEW	**RENEW**	**MAINTENANCE**	**PLANNING**	**SERVICES/ PEOPLE**
New: Southern Link (Waurn Ponds to Central Geelong) Stages 1 and 2.	**Major Refurbishment:** Irrigate Austin Park, Geelong - Greening Our Parks. Kardinia Aquatic Centre Redevelopment.	Based on Asset Management Plan – develop annual maintenance program(s).	Develop Asset Management Plan in line with asset condition and fit-for-purpose audits. Central Park / Town Square Development in Planning Area 9 - East Geelong – Geelong - South Geelong – Drumcondra. Implement the Revitalising Central Geelong Public Open Space Network Report Recommendations. Howard Glover Reserve Pavilion Development, Management Review and Business Case Undertake and develop strategic plan, vision and key priorities for the National Wool Museum. Develop a business case and confirm shared trail corridor availability for the Railway / Princess Highway Crossing. Develop a business case to address cycling and trail network gaps in Eastern suburbs north-south connectivity. Investigate the connections from Ted Wilson Trail to Bayside Trail, following the implementation and monitoring of western link corridor. Consult with landowners to confirm shared trail corridor availability for Cowies Creek Trail to Bay Trail.	Implement Smart City Technology assessing existing service performance.

PLANNING AREA 10

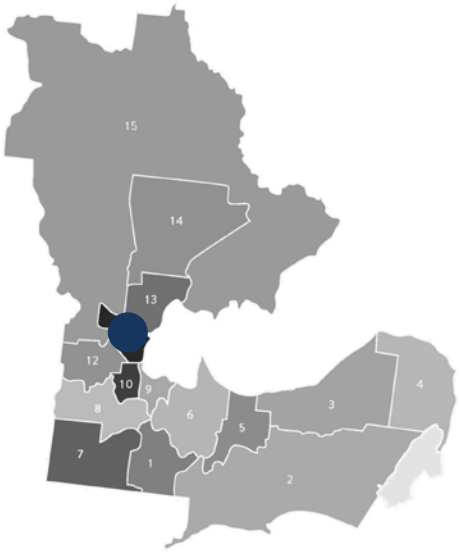
GEELONG WEST - MANIFOLD HEIGHTS - NEWTOWN

Our Plan: Summary of identified social infrastructure projects over the next 3 years.



HARD INFRASTRUCTURE			SOFT INFRASTRUCTURE	
NEW	**RENEW**	**MAINTENANCE**	**PLANNING**	**SERVICES/ PEOPLE**
New:	**Minor refurbishment:** Geelong West Library minor refurbishment (drainage / mould solution). **Major Refurbishment:** Geelong West Seniors Airconditioning upgrade. Elderslie Reserve, Newtown, Change Facilities Upgrade - Gender Neutral Change Facilities.	Based on Asset Management Plan – develop annual maintenance program(s).	Develop Asset Management Plan in line with asset condition and fit-for-purpose audits. Chillwell Library Needs Assessment and Future Directions Plan. Geelong West and Newtown Community Infrastructure and Services Place-based Needs Study. Investigate the development of a community hub. Continue to investigate a new delivery model for Maternal and Child Health Services (focus on no single nurse facilities). Feasibility to include a Maternal and Child Health Hub model / centre of excellence, to support our staff and services, (e.g. explore opportunity to repurpose the Virginia Todd facility in Geelong West). Frier Reserve, Newtown Change Facilities Upgrade and irrigation.	Implement Smart City Technology assessing existing service performance.

PLANNING AREA 11



BELL PARK - BELL POST HILL - NORTH GEELONG - RIPPLESIDE

Our Plan: Summary of identified social infrastructure projects over the next 3 years.

HARD INFRASTRUCTURE

NEW

New:

Bell Post Hill (Consolidation of early years assets) - Land Purchase.

Bell Post Hill (Consolidation of early years assets) - Capital.

Hume Reserve, Bell Park Pavilion Replacement and gender-neutral change facilities.

West Oval Pavilion Redevelopment.

Ripplside Regional Inclusive Play Space – Construction.

RENEW

Minor refurbishment:

Implement path via line marking for:

- Bay Trail at Rippleside
- Tom McKean Trail to Cowies Creek Trail

Major Refurbishment:

North Geelong Football Club Upgrade – Complete Stage 2 gender-neutral change facilities.

Geelong North – St Helens Reserve Playground Upgrade.

Irrigate Petit Park, Bell Post Hill - Greening Our Parks.

Irrigate St Helens Park, Rippleside - Greening Our Parks.

Hume Reserve Master Plan Implementation – paths and park furniture.

The Geelong Arena Roof Replacement.

The Geelong Arena Disability Access Toilets Upgrade.

Geelong Arena install heating and air-conditioning in the Annex.

Hamlyn Park Reserve, Bell Park, Change Facilities Upgrade - Gender Neutral Change Facilities.

Implement the Sustainable Development Plan for Osborne House.

Renew five local passive parks - focusing on Bell Park, Corio, Norlane and Whittington.

MAINTENANCE

Based on Asset Management Plan – develop annual maintenance program(s).

SOFT INFRASTRUCTURE

PLANNING

Develop Asset Management Plan in line with asset condition and fit-for-purpose audits.

Bell Post Hill (Consolidation early years of assets) - Planning.

West Oval Velodrome Relocation.

Arts, Cultural and Heritage Infrastructure Needs Analysis.

Develop a Sport in the North – Sports Development Plan.

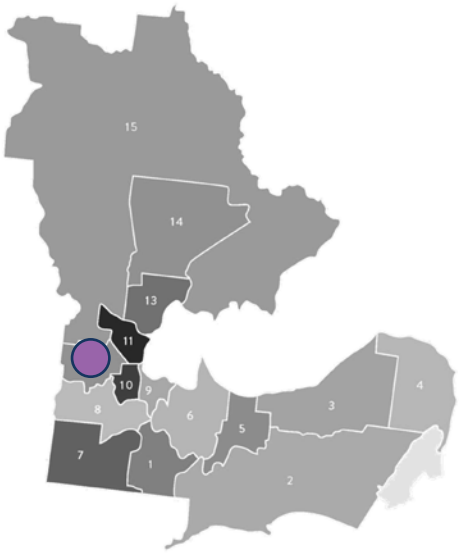
Investigate the connections from Ted Wilson Trail to Bayside Trail, following the implementation and monitoring of western link corridor.

Consult with landowners to confirm shared trail corridor availability for Cowies Creek Trail to Bay Trail.

SERVICES/ PEOPLE

Implement Smart City Technology assessing existing service performance.

PLANNING AREA 12

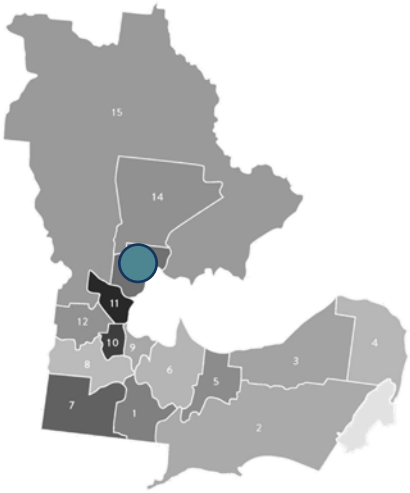


HAMLYN HEIGHTS - HERNE HILL - FYANSFORD

Our Plan: Summary of identified social infrastructure projects over the next 3 years.

HARD INFRASTRUCTURE			SOFT INFRASTRUCTURE	
NEW	**RENEW**	**MAINTENANCE**	**PLANNING**	**SERVICES/ PEOPLE**
New: Herne Hill Reserve - Pavillion development.	**Major Refurbishment:** Herne Hill - Kevin Kirby Reserve Playground Upgrade.	Based on Asset Management Plan – develop annual maintenance program(s).	Develop Asset Management Plan in line with asset condition and fit-for-purpose audits. Develop a business case and confirm shared trail corridor availability for the Ted Wilson Trail (Fyansford).	Implement Smart City Technology assessing existing service performance.

PLANNING AREA 13



CORIO – NORLANE – NORTH SHORE

Our Plan: Summary of identified social infrastructure projects over the next 3 years.

HARD INFRASTRUCTURE

NEW

New:

Northern ARC - Health and Wellbeing Hub.

Windsor Park Oval Floodlights.

RENEW

Minor refurbishment:

Emergency messaging system retrofit – Boorai, Leopold and Norlane CFC.

Major Refurbishment:

Norlane Skate Park Removal and reclamation of open space.

Implement Bay Trail to North Shore Station connection through widening of the existing footpath.

Norlane - Finalise decommission of Trudy Mortiz City Learning and Care building. Site reclamation (Evans Reserve).

Corio - Finalise decommission of Corio Kindergarten and Corio City Learning and Care building – service has moved to new facility at Purnell Road, Corio.

Norlane West Kindergarten – Bathroom upgrade.

Corio Library Major Redevelopment - Detailed design and construct.

The Fort Youth Hub (North Geelong) Refurbishment.

Irrigate Stead Park Passive Open Space, Corio - Greening Our Parks

Irrigate Corio Community Park, Corio - Greening Our Parks.

Norlane Community Centre redevelopment.

Leisuretime Centre Expansion - Capital.

Renew five local passive parks – Corio / Norlane.

Shell Road, Corio - Change Facilities Upgrade - Gender Neutral Change Facilities.

MAINTENANCE

Based on Asset Management Plan – develop annual maintenance program(s).

SOFT INFRASTRUCTURE

PLANNING

Develop Asset Management Plan in line with asset condition and fit-for-purpose audits.

Leisuretime Centre Regional Facility Development and Expansion Plan - Planning.

Flinders Peak (Hendy Street Reserve) - Multi-use potential.

Develop a Sport in the North – Sports Development Plan.

Investigate the connections from Ted Wilson Trail to Bayside Trail, following the implementation and monitoring of western link corridor.

Complete a Master Plan for Corio Community Reserve (Hendy Street, Corio), including early years, recreation and open space.

Labuan Square - Placemaking project.

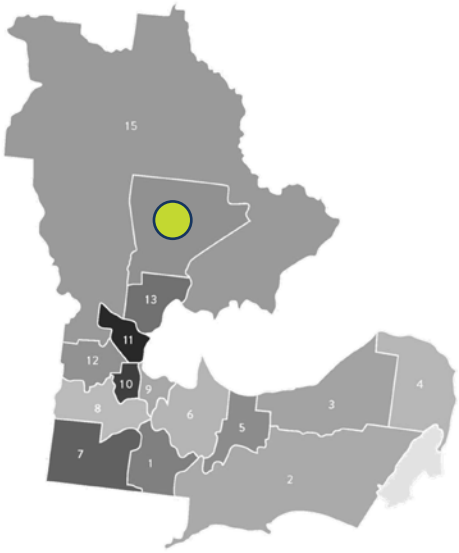
SERVICES/ PEOPLE

Implement Smart City Technology assessing existing service performance.

PLANNING AREA 14

LARA

Our Plan: Summary of identified social infrastructure projects over the next 3 years.



HARD INFRASTRUCTURE

NEW

New:

Lara - (Consolidation of Early Years, Library and Community Assets) - Capital.

Lara Master Plan Implementation (including flood lights).

Lara - Elcho drain line Link (funded).

Develop a series dedicated play spaces for dogs using the Fenced Dogs Park Siting, Design and Management Guidelines. Priority areas of need include; Lara, an area south of the Barwon River and on the Bellarine.

RENEW

Major Refurbishment:

Lara Lake Community Pre-school Bathroom Upgrade - Design and Capital.

Lara – Flinders Reserve Playground Upgrade.

Lara Oval 1 Floodlight Upgrade.

Renew 'whole of park' local passive park - Chirnside Park, Lara.

MAINTENANCE

Based on Asset Management Plan – develop annual maintenance program(s).

SOFT INFRASTRUCTURE

PLANNING

Develop Asset Management Plan in line with asset condition and fit-for-purpose audits.

Lara - (Consolidation of Early Years, Library and Community Assets) – Planning.

Lara West Indoor Stadium Development and Management Plan.

Explore a feasibility via environmental investigations and consultation for a shared trail connection between Hovells Creek Trail and Lara.

SERVICES/ PEOPLE

Investigate human resource needs for Maternal and Child Health.

Implement Smart City Technology assessing existing service performance.

PLANNING AREA 15

LOVELY BANKS - BATESFORD - MOORABOOL - RURAL NORTH

Our Plan: Summary of identified s ocial infrastructure projects over the next 3 years.



HARD INFRASTRUCTURE			SOFT INFRASTRUCTURE	
NEW	**RENEW**	**MAINTENANCE**	**PLANNING**	**SERVICES/ PEOPLE**
New:	**Major Refurbishment:** Anakie Community House Upgrade - Capital. Batesford Hall Upgrade - Capital.	Based on Asset Management Plan – develop annual maintenance program(s).	Develop Asset Management Plan in line with asset condition and fit-for-purpose audits. Anakie Community House Upgrade - Planning. Batesford Hall Upgrade - Planning.	Implement Smart City Technology assessing existing service performance.

DEFINITIONS

This section defines the key terms used in the Policy Framework section.

CITY

The City of Greater Geelong organisation, led by the CEO.

COUNCIL

The City of Greater Geelong Council comprising elected councillors and led by the Mayor.

SOCIAL INFRASTRUCTURE

Social infrastructure – meaning assets relating community places, spaces and services.

Social Infrastructure relates to places and spaces of a communal, human or social nature that is required progressively as a community grows. Social infrastructure provides for both informal and formal places and spaces providing access to community activities and services. Social infrastructure is the sum of both **hard infrastructure** (community facilities and public open space) and **soft infrastructure** (support services, technology, information sharing, management systems, data and insights).

Civil Infrastructure relates to the physical networks necessary for the functioning of a modern community (for example; roads, bridges, railways, drainage, street furniture and telecommunications).
Civic Infrastructure relates to places of Council administration and other business (for example; administration buildings, customer service centres and town halls).

Corporate Assets relate to items such as smart assets, fleet equipment, information and communication technology.

INVESTMENT

Investment in this Policy means the provision of time, support, resources and/or financial investment for the creation of capital or community capacity capable of producing a community benefit and other capacity, capital or services.



IMAGE: NATURE PLAY AT KINGSTON PARK RESERVE

ATTACHMENTS SOCIAL INFRASTRUCTURE NETWORK REPORTS

ATTACHMENTS 1 – 15

1 - EARLY YEARS

2 - YOUTH SPACES

3 - LIBRARIES

4 - COMMUNITY MEETING AND PROGRAM SPACE

5 - ARTS AND CULTURE

6 - OPEN SPACE

7 - PLAY SPACES

8 - AQUATICS AND LEISURE

9 - INDOOR SPORT AND RECREATION

10 - OUTDOOR SPORT AND RECREATION

11 - GOLF

12 - CYCLING AND TRAILS

13 - PUBLIC TOILETS



THE CITY OF
GREATER GEELONG

EARLY YEARS

SOCIAL INFRASTRUCTURE PLAN
GENERATION ONE: 2020-23

CITY OF GREATER
GEELONG

EARLY YEARS



SCOPE

Childcare, Kindergarten, Playgroups, Integrated Children's Centres, Maternal and Child Health, and Family Day Care.

The City of Greater Geelong is a wonderful place to bring up children. This plan ensures we can continue to improve on our liveability and the support we offer to all families.

Council recognises that it has a leadership role within the community and early childhood industry to promote the welfare and education of children and to provide high quality services that are accessible and equitable to all families; including people encountering economic and social disadvantage.

With a rapidly increasing population, it is important we continue to provide the services and support for our growing number of families to help children achieve their full potential.

An agreement between the Municipal Association of Victoria (MAV) and the Victorian Department of Education and Training underpins early years planning in all Victorian Councils. In this agreement, Local Government is recognised as a leader for all early years services across the municipality, as well as an important organisation with a broader role to play in building communities.

Our Municipal Early Years Plan 2018-2022 outlines how we can improve the health and wellbeing of children aged 0-8 and their families, across the Greater Geelong region, over the next four years. The plan is centred around supporting families to help children achieve their full potential; promoting high-quality, innovative services; providing early and sustained support for those who need it most; and providing accessible and inclusive services.

Our aim for early years as outlined in our Council Plan 2018 – 2022 is to; complete planning to upgrade existing children's centres and provide new ones, acquire land for new community infrastructure, and upgrade community facilities and make them safer. Our measure of success is - 100 per cent of plans for key community infrastructure projects completed.

While Council provides a range of infrastructure that supports children and families across Greater Geelong, early childhood services are provided by a mix of public, private, and not-for-profit providers, and most centres are government funded and/or subsidised.

The emergence of the private sector in childcare and kindergarten provision specifically, has added to the sectors complexity and has reduced the need for additional Council operated facilities in Greater Geelong. However, Council is still responsible for the planning and, where appropriate, the development of new infrastructure for children and families, which will be focussed on building integrated children's centres and no longer building standalone or single use facilities.

Recent changes in legislation has stated that within the next 10 years every three-year-old in Victoria will have access to 15 hours of subsidised kindergarten programs. This means that three-year-old funded kindergarten will be introduced in 2022 where, by 2029, 1 place per child will be required. This follows a State Government announcement in relation to the provision of kindergarten infrastructure in line with the delivery of new schools. It will be important to understand the current and future capacity of the local early years sector to provide kindergarten infrastructure and programs, as required.

The establishment of the National Quality Framework (NQF) in 2012 has provided more transparency and assurance for early years infrastructure. The framework specifically outlines the physical environment standards for early childhood education providers including fit-for-purpose design and specific maintenance requirements (source: The Australian Infrastructure Audit, 2018).

We recognise the importance of our role as facilitator and planner of early childhood services for children and families. Particular attention will be given to the progressive movement toward the development of fully integrated children and family centres comprising a range of early years services. We will also continue to work in partnership with stakeholders to deliver services including maternal and child health, kindergartens, childcare, family and in-home day care, school holiday programs and enhancing the lives of children and families in the region.

OUR GUIDING DOCUMENTS:

The following related documents were used to inform this Plan (including strategic plans, policies, legislation and infrastructure plans):

- Council Plan (2018- 2022)
- Municipal Early Years Plan (2018 – 2022)
- Local Government Act 1989 – Victoria State Regulations (1989)
- Children's Services Policy (2012)
- Children's Services Infrastructure Audit (2018) / Municipal Children's Services Infrastructure Plan (2013)
- NQF National Quality Framework (2012)
- Education and Care Services National Law Act (2010) / Education and Care Services National Regulations (2011)
- Child Safe Standards (under review in 2019) & Child Wellbeing and Safety Act (2005)

WHAT OUR COMMUNITY TOLD US:

- The Integrated Children's Centre Functional Review (2018) indicated an opportunity for increased shade provision, improved parking and a review of internal temperature control in new centres.

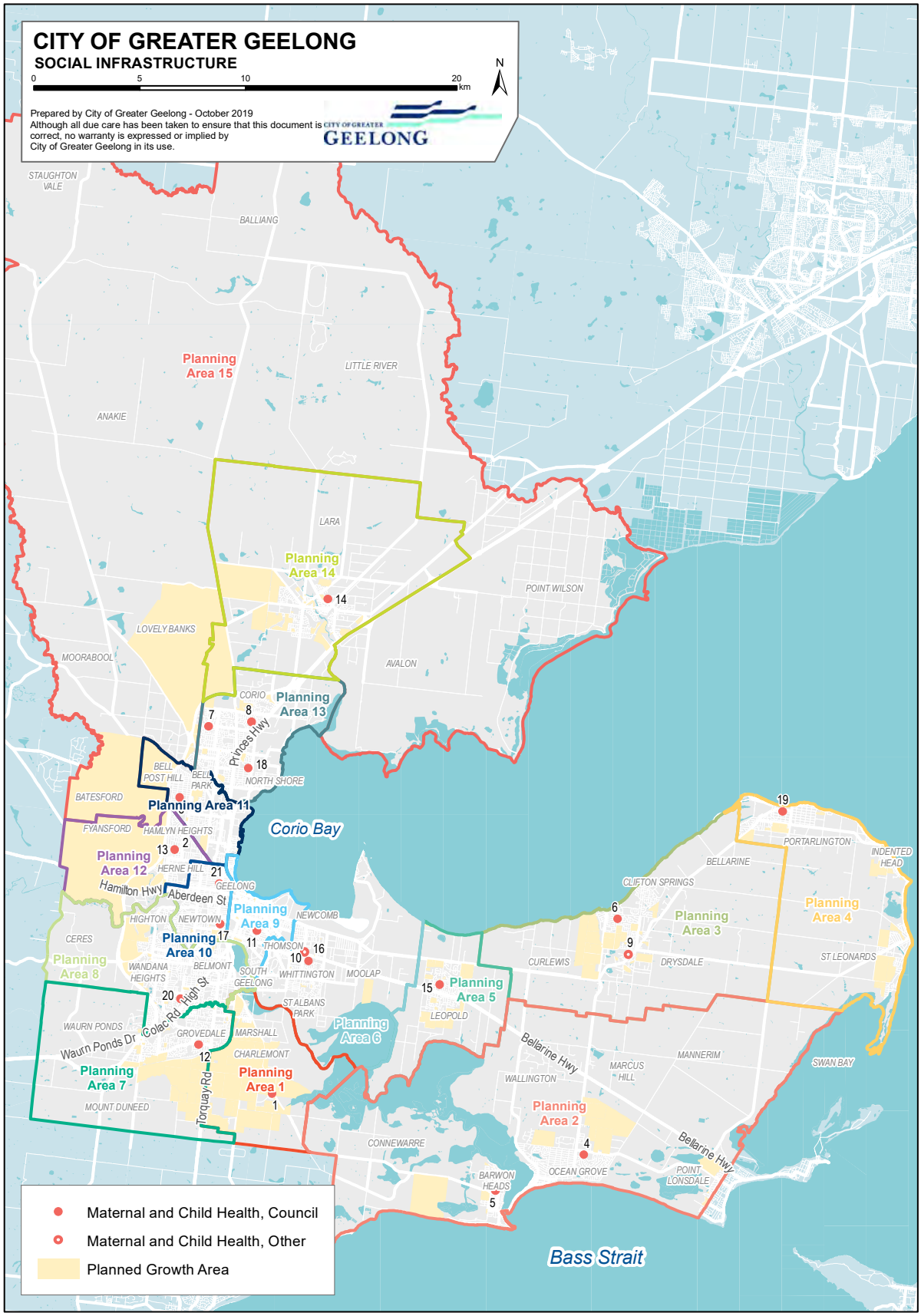
THINGS WE CONSIDERED:

- Emergence of the private sector in childcare and kindergarten is reducing the need for additional Council operated facilities.
- Implications of recent legislative and policy shifts relating to the provision of kindergarten services and future delivery models (in new schools) will need to be better understood.
- To ensure the sustainability of the infrastructure network there is a need to better define standard provisions, levels of service and the level of subsidy associated with City of Greater Geelong owned buildings, in particular, the provision of kindergarten assets run by other service providers.
- A review is required of the Children's Services Policy in line with the Municipal Early Years Plan (2018 – 2022) and the recommendations of this plan. This policy also fulfils Council's responsibility in relation to compliance with Competitive Neutrality and Competition and Consumer Act 2010 requirements in relation to the provision of long day care.
- The Victoria Local Government Act (1989) mandates the provision of Maternal and Child Health.
- A future need for additional Maternal Child Health services across the City – specifically in Armstrong Creek, Lara and Clifton Springs.
- A focus on access to services where and when they are needed and to ensure we provide a safe, effective and suitable delivery model of Council services. Potential to explore alternative service models for some support services.
- The Children's Services Audit (2018) audited the condition and fit-for-purpose of 29 early years facilities and all facilities were found to be of good or excellent condition, with some recommendations for minor improvements, with a focus on accessibility.
- The City's development of any new infrastructure for children and family services will be focussed on building integrated children's centres and will no longer be building standalone or single use facilities.

MAP 1 – EARLY YEARS: MATERNAL AND CHILD HEALTH

MAP REFERENCE	NAME
1	Armstrong Creek East Child and Community Centre
2	Bell Park Maternal and Child Health Centre
3	Bell Post Hill Maternal and Child Health Centre
4	Boorai Child and Family Centre
5	Bop Bop Karrong Child and Family Centre
6	Clifton Springs Maternal and Child Health Centre
7	Cloverdale Community Centre/ Corio West MCH
8	Corio Maternal and Child Health Centre
9	Bellarine Community Health
10	Early Learning and Family Centre @ Apollo
11	Geelong Maternal and Child Health Centre
12	Grovedale Children's and Community Centre
13	Hamlyn Heights Maternal and Child Health Centre
14	Lara Maternal Child Health
15	Leopold Community Hub and Library
16	Newcomb Maternal and Child Health Centre
17	Newtown Maternal and Child Health Centre
18	Norlane Child and Family Centre
19	Portarlington Maternal and Child Health Centre
20	Reynolds Road Maternal and Child Health Centre
21	Virginia Todd Community Centre

MAP 1 - EARLY YEARS: MATERNAL AND CHILD HEALTH

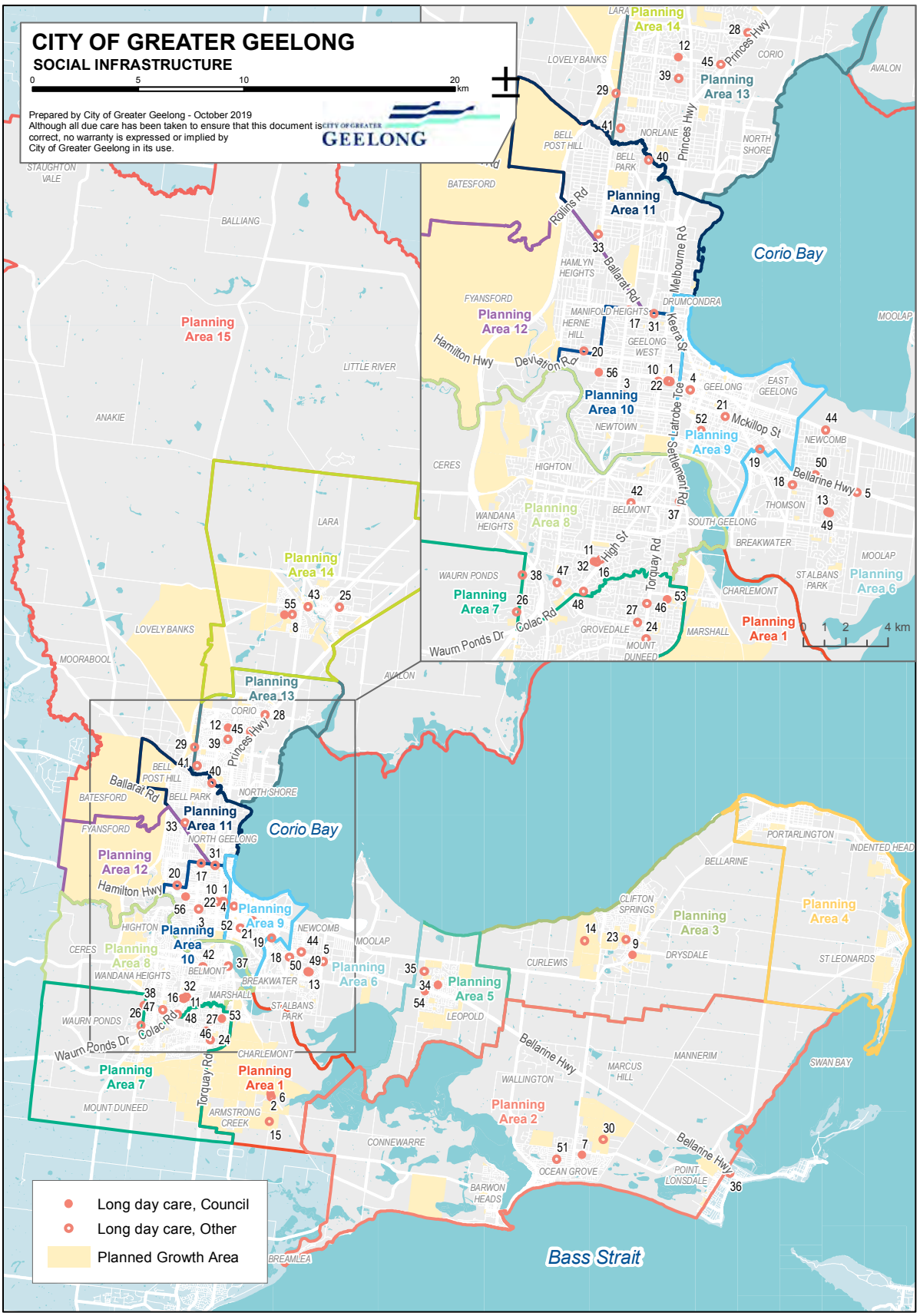


MAP 2 – LONG DAY CARE

MAP REFERENCE	NAME
1	Aberdeen Street Early Learning & Kinder
2	Armstrong Creek East Child and Community Centre
3	Bambini Early Learning Centre
4	Bay City Early Learning Centre
5	Bellarine Children's Centre
6	Bluebird Early Education Armstrong Creek
7	Boorai Child and Family Centre
8	Buckingham Street Early Learning Centre
9	City Learning & Care - Drysdale
10	City Learning and Care - Ariston
11	City Learning and Care - Belmont
12	City Learning and Care - Corio
13	City Learning and Care - The Link
14	Eclipse Early Education Centre
15	Eclipse Early Education Warralilly
16	Elements Child Care and Early Learning Centre
17	Elements Child Care and Early Learning Centre
18	First Steps Child Care Centre
19	Geelong Children's Centre
20	Geelong World of Learning Child Care Centre
21	Goodstart Early Learning - East Geelong
22	Goodstart Early Learning - Newtown
23	Goodstart Early Learning Centre - Drysdale
24	Goodstart Early Learning Centre - Grovedale South
25	Goodstart Early Learning Centre - Lara
26	Goodstart Early Learning Centre - Waurn Ponds
27	Goodstart Early Learning Centre- Grovedale
28	Happy Feet Early Learning Centre
29	Happy Hippo Kindergarten and Childcare
30	Headstart Early Learning Centre
31	Headstart Early Learning Centre
32	Highton Child Care & Development Centre
33	Kardinia Kids Early Learning and Care
34	Leopold Community Hub and Library
35	Leopold World of Learning Centre
36	Lonsdale House Childcare Centre
37	Mitchell Street Early Learning Centre
38	Next Steps Early Learning Centre
39	Northern Bay College Child Care Centre
40	One World Children's Centre

MAP REFERENCE	NAME
40	One World Children's Centre
41	Paisley Park Early Learning Centre
42	Play CC & K Kindergarten and Child Care
43	Sparrow House Early Learning Centre
44	The Hive Early Learning Centre - Geelong
45	Cheeky Clouds Early Learning Centre
46	Evolve Early Learning and Kindergarten
47	Town and Country Children's Centre
48	Waurnvale Drive Early Learning Centre
49	Whittington Child and Family Centre
50	Wilsons Road Early Learning Centre
51	Woodlands Child Care Centre
52	Young Minds Early Learning Centre
53	Nido Early School Grovedale
54	Leopold Early Learning Centre
55	HEI Schools Lara Early Learning Centre
56	Federation Children Newtown

MAP 2 - EARLY YEARS: LONG DAY CARE

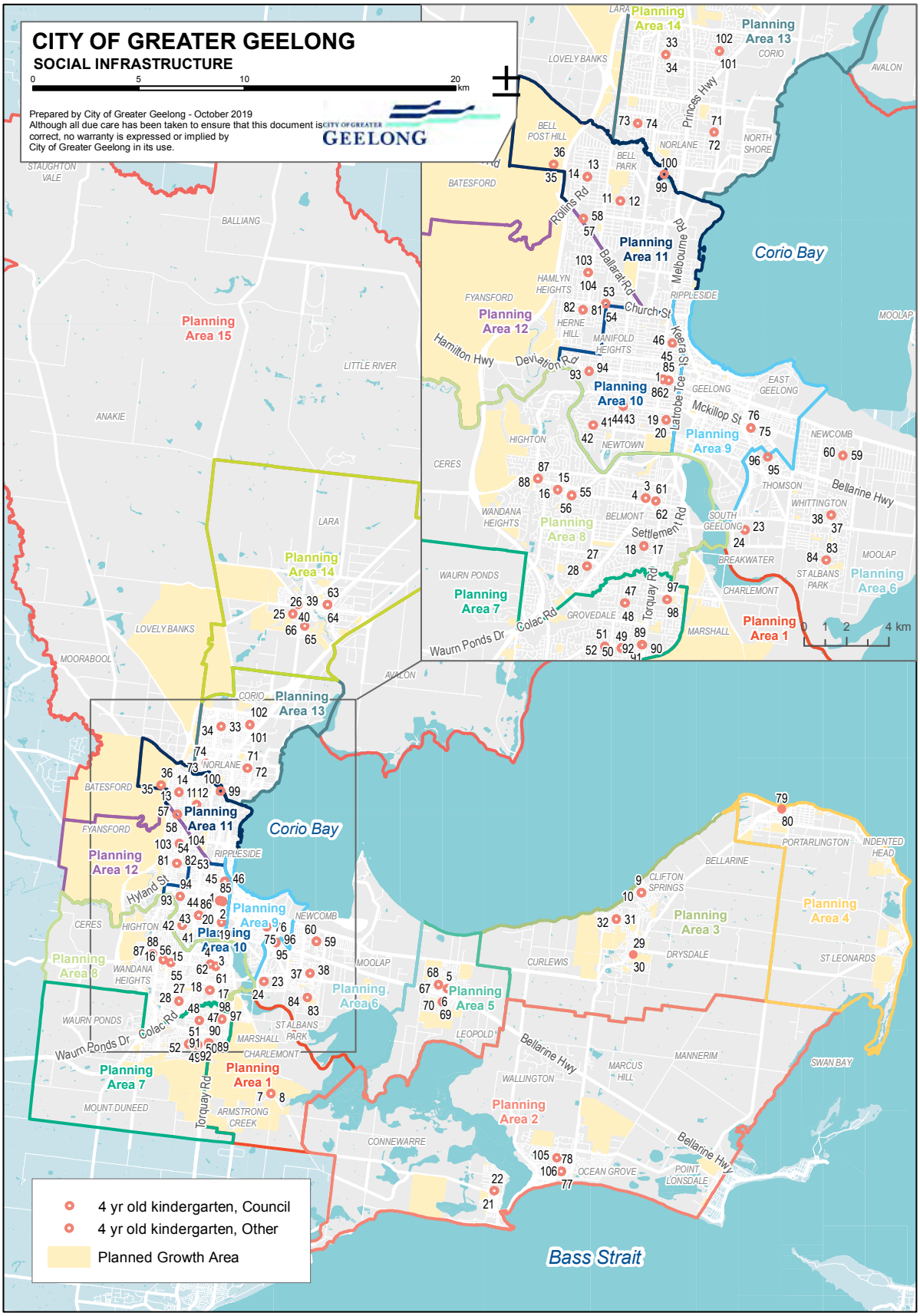


MAP 3 – KINDERGARTEN

MAP REFERENCE	NAME
1	Aberdeen Street Early Learning & Kinder
2	Aberdeen Street Early Learning & Kinder
3	Alexander Thomson Preschool
4	Alexander Thomson Preschool
5	Allanvale Preschool
6	Allanvale Preschool
7	Armstrong Creek East Child and Community Centre
8	Armstrong Creek East Child and Community Centre
9	Beacon Point Preschool
10	Beacon Point Preschool
11	Bell Park Kindergarten
12	Bell Park Kindergarten
13	Bell Post Hill Kindergarten
14	Bell Post Hill Kindergarten
15	Bellevue Preschool Centre
16	Bellevue Preschool Centre
17	Belmont Community Kindergarten
18	Belmont Community Kindergarten
19	Bond Street Kindergarten
20	Bond Street Kindergarten
21	Bop Karrong Child and Family Centre
22	Bop Karrong Child and Family Centre
23	Breakwater Kindergarten
24	Breakwater Kindergarten
25	Buckingham Street Early Learning Centre
26	Buckingham Street Early Learning Centre
27	Christian College - Williams House Kindergarten
28	Christian College - Williams House Kindergarten
29	City Learning & Care - Drysdale
30	City Learning & Care - Drysdale
31	Clifton Springs Preschool
32	Clifton Springs Preschool
33	Corio Kindergarten
34	Corio Kindergarten
35	Covenant College Kindergarten
36	Covenant College Kindergarten
37	Early Learning and Family Centre @ Apollo
38	Early Learning and Family Centre @ Apollo
39	Flinders Kindergarten
40	Flinders Kindergarten
41	Fyans Park Kindergarten
42	Fyans Park Kindergarten
43	Geelong Grammar Bostock House Early Learning Centre
44	Geelong Grammar Bostock House Early Learning Centre
45	Geelong West Kindergarten
46	Geelong West Kindergarten
47	Greenville Kindergarten
48	Greenville Kindergarten
49	Grovedale Children's and Community Centre
50	Grovedale Children's and Community Centre
51	Grovedale Kindergarten

MAP REFERENCE	NAME
52	Grovedale Kindergarten
53	Herne Hill Kindergarten
54	Herne Hill Kindergarten
55	Highton Preschool Centre
56	Highton Preschool Centre
57	Kardinia International College Kindergarten
58	Kardinia International College Kindergarten
59	Kirralee Preschool
60	Kirralee Preschool
61	La Petite ecole French Preschool
62	La Petite ecole French Preschool
63	Lara Kindergarten
64	Lara Kindergarten
65	Lara Lake Community Preschool
66	Lara Lake Community Preschool
67	Leopold Community Hub and Library
68	Leopold Community Hub and Library
69	Leopold Kindergarten
70	Leopold Kindergarten
71	Norlane Child and Family Centre
72	Norlane Child and Family Centre
73	Norlane West Kindergarten
74	Norlane West Kindergarten
75	Normanby Street Preschool
76	Normanby Street Preschool
77	Ocean Grove Kindergarten
78	Ocean Grove Kindergarten
79	Portarlington Children's Centre
80	Portarlington Children's Centre
81	Rix Street Kindergarten
82	Rix Street Kindergarten
83	St Albans Park Kindergarten
84	St Albans Park Kindergarten
85	St Johns Lutheran Kindergarten
86	St Johns Lutheran Kindergarten
87	St Lukes Kindergarten
88	St Lukes Kindergarten
89	St Pauls Lutheran Church Community Centre
90	St Pauls Lutheran Church Community Centre
91	St Pauls Lutheran Kindergarten
92	St Pauls Lutheran Kindergarten
93	The Geelong College Early Learning Centre
94	The Geelong College Early Learning Centre
95	Thomson Preschool
96	Thomson Preschool
97	United Children Child Care and Kindergarten
98	United Children Child Care and Kindergarten
99	Wathaurong Health and Early Childhood
100	Wathaurong Health and Early Childhood
101	William Hovell Preschool
102	William Hovell Preschool
103	William Parker Memorial Kindergarten
104	William Parker Memorial Kindergarten
105	Woodlands Kindergarten
106	Woodlands Kindergarten

MAP 3 - EARLY YEARS: KINDERGARTEN



EARLY YEARS

Childcare, Kindergarten, Playgroups, Integrated Children's Centres, Maternal and Child Health, and Family Day Care.

BUILDINGS & OWNERSHIP

53 57% COGG
KINDERGARTENS

55 16% COGG
LONG DAY CARE CENTRES

22 64% COGG
MATERNAL AND CHILD HEALTH CENTRES

10 100% COGG
INTEGRATED CHILD AND FAMILY CENTRES

SERVICE	CURRENT PROVISION STANDARDS	TODAY	BENCHMARK	DIFFERENCE
3-Year-Old Pre-Kindergarten	***1 licensed place per child aged 3 years old	Unknown	3,289 places	Unknown
4-Year-Old Kindergarten	1 licensed place per child aged 4 years old	2,250 places* Sessional Kinder Only	3,362 places	Unknown
Long Day Care	1 licensed place per 150 persons aged 0-5 years	5,841 places	2,941 places	2,900 places
Maternal and Child Health	1 EFT (total service requirements) based on hours per persons aged 0 – 5 years.	21.0 EFT**	20.8 EFT	0.2 EFT
Playgroup (Standard)	2.1 group sessions per 1,000 persons aged 0-5 years	63 playgroups / 208 sessions	41 sessions	167 sessions
Playgroup (Supported)	No provision standard	24 playgroups****	N/A	N/A
Family Day Care / In Home Care	No provision standard	33 Educators***	N/A	N/A

Data Notes: *Only represents sessional kinder places and does NOT include private market provision (i.e. Kindergarten delivered in long day care centres). 3-year-old funded kindergarten being introduced in 2022 with 1 place for 1 child required by 2029, provision and capacity assessment is underway (2020). **MCH is based on a service capacity model (including contact hours, administration and development time) across the 0 to 5-year age profile and uses actual birth rates from 2019. 0-4m = 3.75hrs, 8-12m = 1.25hrs, 18m = 0.5hrs, 2yrs = 0.5hrs and 3.5yrs = 0.75hrs. *** Only represents Council registered in-home educators and does NOT include other providers of family day care. ****Supported playgroups provide targeted support for specific groups and/or needs.

DISTRIBUTION

EQUITY

GOOD DISTRIBUTION OF SITES AND ACCESS TO SERVICES

HIGHER CONCENTRATION ON COMMUTER ROUTES INTO CBD

CONDITION

36 100% COMPLETED
CONDITION AUDITS
CITY OF GREATER GEELONG BUILDINGS ONLY

AVERAGE SCORE: 1.5 - GOOD

RANGE:
1 – VERY GOOD TO
2 – GOOD

TRAVEL ACCESSIBILITY

ACCESSIBILITY

ON AVERAGE **244%** OF DWELLINGS ARE WITHIN A 20-MINUTE WALK TO ONE OR MORE PLACE, SPACE OR SERVICE

100% OR MORE
EXCELLENT WALKABILITY
Meaning that most residents live within a 20-minute walk to more than one option

50% - 100%
GOOD WALKABILITY
Meaning that more than half of residents live within a 20-minute walk

50% OR LESS
LIMITED WALKABILITY
Meaning that less thank half of residents live within a 20-minute walk

NOTE: Comprehensive multi-mode travel accessibility assessments are in development

USAGE / OCCUPANCY

SUSTAINABILITY

SERVICE DELIVERY
7% COGG

Only 7% of the total service delivery (across all early years' services) is delivered by the City of Greater Geelong. 93% of services are run by others including not-for-profit agencies and private providers.

FELT NEED

Emergence of private providers in long day care and kindergarten provision has significantly shifted the market share away from Council run services in recent years.

Implications of recent legislative and policy shifts relating to the provision of kindergarten services and future delivery models (in new schools) will need to be better understood.

The Children's Services Audit (2018) audited the condition and fit-for-purpose of 29 facilities. All facilities were found to be of good to excellent condition, with some recommendations for minor improvements with a focus on accessibility.

EARLY YEARS

INDICATES A METRIC THAT IS OF SIGNIFICANCE TO ASSESSING NEED

DESCRIPTION OF SMALL AREAS	BY PLANNING AREA														
	Armstrong Creek - Marshall - Charlemont	Barwon Heads – Ocean Grove – Rural Bellarine Peninsula	Clifton Springs-Curlewis - Drysdale-Bellarine	Portarlington – St Leonards - Indented Head	Leopold	Newcomb-Moolap - Thomson - Breakwater – Whittington	Grovedale - Mount Duneed - Waurn Ponds	Belmont-Highton - Wandana Heights –Ceres	East Geelong – Geelong - South Geelong – Drumcondra	Geelong West - Manifold Heights - Newtown	Bell Park - Bell Post Hill - North Geelong – Rippleside	Hamlyn Heights - Herne Hill – Fyansford	Corio – Norlane – North Shore	Lara	Lovely Banks – Batesford – Moorabool - Rural North
KNOWN PROVISION	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Integrated Child and Family Centres (multiple services)	1	2	1	0	1	1	1	1	0	0	0	0	2	0	0
Long Day Care (places)	462	331	211	0	256	390	682	644	389	841	430	116	458	501	130
Maternal Child Health (EFT)**	1.4	1.6	1.2	0	1.2	1.2	2	2.9	0.9	2.3	1.1	0.8	2.5	1.7	0
4-Year-Old Kindergarten* (places)	99	164	94	53	139	172	222	289	36	239	227	111	239	166	0
Playgroups (Supported)	0	0	1	0	2	2	2	1	2	0	3	2	8	1	0
Playgroup (Standard)	3	4	2	1	1	2	2	6	0	3	4	3	4	3	1
PROVISION GAP	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Long Day Care (places)	259	45	38	-53	90	225	412	220	284	593	264	-4	163	288	78
4-Year-Old Kindergarten* (places)	-133	-183	-94	-13	-63	-27	-73	-208	-64	-41	34	-17	-96	-78	-53
OTHER INDICATORS	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Condition by area (rating)	AUDITS TO BE COMPLETED IN 2020														
Access by area (rating) – Maternal Child Health	Poor	Good	Good	Poor	Good	Good	Good	Poor	Good	Good	Good	Poor	Good	Good	Poor
Access by area (rating) – Long Day Care	Good	Good	Good	Poor	Good	Good	Good	Good	Good	Good	Good	Good	Good	Good	Good
SOCIAL INDICATORS	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Households with Families with Children	1974	4023	2666	936	2358	2895	3765	6314	1619	3425	2512	1747	4504	3056	826
Children Aged 0 - 5	1122	1567	934	282	919	916	1499	2346	589	1380	937	687	1653	1162	287
Vulnerability* *% of children surveyed who are deemed vulnerable on one of more domain in their first year of school	N/A	19.5%	15.1%	30.8%	17.1%	35.2%	13.4%	16.4%	22.0%	16.4%	19.3%	15.1%	35.7%	17.8%	17.4%
SEIFA – Average of local area scores	1030	1064	993	945	987	891	1020	1024	1037	1050	937	968	793	1000	1001
Workforce Participation % of Planning Area population	67.9%	59.7%	54.9%	39.6%	61.2%	53.0%	60.2%	61.7%	62.8%	64.9%	53.7%	60.9%	45.9%	60.6%	62.2%
Lowest – Medium Lowest Income % of Planning Area population	41.2%	47.0%	55.8%	63.3%	51.3%	58.9%	54.8%	49.8%	45.4%	44.3%	56.9%	51.2%	67.4%	48.6%	52.3%
No Access to a Car - % of Planning Area population	2.3%	2.2%	3.0%	4.1%	2.3%	9.1%	4.7%	5.2%	8.2%	7.9%	8.2%	7.5%	12.2%	2.9%	1.4%
HEALTH INDICATORS	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Psychological distress (%) - High / Very high distress rates	9.1%	6.8%	7.1%	12.0%	13.8%	12.0%	10.1%	10.6%	3.7%	8.7%	6.5%	4.1%	21.3%	8.5%	11.0%
Food security (%) - Ran out of food in the last month and couldn't afford to buy more	5.7%	1.6%	1.8%	6.8%	3.2%	4.3%	2.3%	3.5%	8.3%	2.6%	2.8%	2.1%	15.5%	4.3%	4.9%
Life satisfaction (%) – Rated their life satisfaction as high or very high.	82.6%	95.8%	84.8%	90.4%	86.8%	83.2%	85.7%	87.0%	88.6%	88.6%	80.3%	95.1%	68.1%	88.9%	84.9%

EARLY YEARS

IN THE NEXT 3 YEARS WE WILL FOCUS ON:

RE-FOCUSING THE NETWORK

STRATEGIC FOCUS AREAS

INTEGRATE FAMILY SERVICES

Focus on building integrated children's centres and integrating children's services.

PREPARE FOR SECTOR GROWTH

Better understand sector capacity and prepare for sector growth.

STRENGTHEN PARTNERSHIP / SERVICE MODEL

Support collaborative partnerships and networks that encourage service access and coordination.

DEPLOY SERVICES WHERE AND WHEN THEY ARE NEEDED

Explore new service delivery model for core family services.

DIRECTIONS

REF	DIRECTION	POLICY / RESPONSE ALIGNMENT
1.	Develop an aligned approach to delivering an integrated service model throughout Council's integrated early childhood centres. Particular attention will be given to the progressive movement toward the development of fully integrated children and family centres comprising a range of early years services. Focus any new developments on the integrated service model and avoid developing any standalone, single use service centres.	In response to the need for greater integration, sustainability and access to family services.
2.	Ensure the sustainability of infrastructure in the network. Define standard provisions, levels of service and the level of subsidy associated with City of Greater Geelong owned buildings, in particular, the provision of kindergarten buildings run by other service providers.	In response to the need for equity and sustainability across the infrastructure network. In response to the need to define service standards locally and improve consistency in the level of quality and outcomes across the sector.
3.	Investigate usage and occupancy, in both public and private services, to help determine need and demand across the City. Develop an understanding of the implications of recent legislative and policy shifts relating to the provision of kindergarten services and future delivery models (i.e. kindergartens in new schools). Complete capacity and needs assessment for all early years' services factoring in, but not limited to, the emergence of the private sector, building capacity, licensed places capacity, occupancy levels and the introduction of 3-year-old funded kindergarten.	In response to recent legislative and policy shifts relating to the provision of kindergarten services and future delivery models (in new schools). In response to the need for robust data and insights to understand capacity and supply versus demand, and to inform service planning.
4.	Develop collaborative partnerships and networks that encourage service access, coordination and integration. Review Children's Services Policy in line with Municipal Early Years Plan (2018 – 2022) and the recommendations of this plan.	In response to the emergence of the private sector in childcare and kindergarten reducing the need for additional Council owned and/or operated facilities outside of the integrated model. In response to Council's responsibility in relation to compliance with Competitive Neutrality and Competition and Consumer Act 2010 requirements in relation to the provision of long day care.
5.	Focus on access to services where and when they are needed and to ensure we provide safe, effective and suitable delivery models for Council services. Explore alternative service models for some support services.	In response to a need for future Maternal and Child Health services across the City. In response to the need for an improved service delivery model that meets the contemporary needs of our community and our staff.

IDENTIFIED PROJECTS

SUMMARY OF INFRASTRUCTURE DEVELOPMENT OVER THE NEXT 3 YEARS (2020-23)

EARLY YEARS

HARD INFRASTRUCTURE

NEW

New:

Integrated Centres:

- Lara – Central (Consolidation of assets)
- Curlewis, Jetty Road (New provision)
- Bell Post Hill (Consolidation of assets)
- St Leonards (New provision)

RENEW

Minor refurbishment:

As required.

Major Refurbishment:

Norlane West Kindergarten – Bathroom upgrade

Beacon Point Preschool - Bathroom and playground upgrade

Boorai CFC - Play yard upgrade between Kangaroo and Long Day Care yard

Allanvale Kinder - bathroom upgrade

Grovedale Kinder- bathroom upgrade

Lara Lake Community Pre-school - bathroom upgrade

Emergency messaging system retrofit Boorai, Leopold and Norlane CFC

Decommission:

Norlane - Finalise decommissioning of Trudy Mortiz City Learning and Care building and Sparks Road Maternal and Child Health / PASDA Service.

Drysdale – Finalise decommissioning of services at Drysdale Kindergarten – services moved to the new Drysdale City Learning and Care Centre Investigate potential re-purposing of remaining buildings on site.

MAINTENANCE

Based on Asset Management Plan – develop annual maintenance program(s).

Create a consolidated 'Early Years and Community Infrastructure Planning and Upgrade Program' and budget to include DDA compliance, building and surrounds and incorporating existing 'Children's Services Upgrade Budget'.

SOFT INFRASTRUCTURE

PLANNING

Complete capacity and needs assessment for early years factoring in the emergence of the private sector, current building and licensed places capacity, actual occupancy levels, the introduction of 3-year-old funded kindergarten, and the state government delivery of kindergarten infrastructure inline with new schools.

Review Children's Services Policy in line with Municipal Early Years Plan (2018 – 2022) and to define Council's role in the provision of childcare and kindergarten. This policy also fulfils Council's responsibility in relation to compliance with Competitive Neutrality and Competition and Consumer Act 2010 requirements in relation to the provision of long day care.

Continue to investigate a new delivery model for Maternal and Child Health Services (focus on no single nurse facilities). Feasibility to include a Maternal and Child Health Hub model / centre of excellence, to support our staff and services, (e.g. explore opportunity to repurpose the Virginia Todd facility in Geelong West).

Consider consolidation of existing facilities and investigate the potential development of new multi-use and intergenerational community hubs (to include Early Years' Services) in the following areas:

- Whittington
- Geelong West / Newtown, and
- Thomson

For buildings owned by CoGG. Review standard provisions, levels of service and level of subsidy.

Develop Asset Management Plan in line with asset condition, fit-for-purpose and criticality audits.

SERVICES / PEOPLE

Collaborate with private and not-for-profit service providers to ensure service access.

Investigate the human resource requirements for the Maternal Child Health Service.

Pursue a partnership model in Armstrong Creek West to service the needs of a broader catchment.



THE CITY OF
GREATER GEELONG

YOUTH SPACES

SOCIAL INFRASTRUCTURE PLAN
GENERATION ONE: 2020-23

CITY OF GREATER
GEELONG

YOUTH SPACES



SCOPE

Youth Drop-In Centres and Youth Program Spaces

The City provides opportunities for young people to engage, connect and participate in their communities. Our aim is to provide young people with improved social and community connections, personal and skill development opportunities, safe and youth informed events, qualifications, excursions, reduce isolation, and access to accurate, up to date and relevant information.

City of Greater Geelong offer a number of programs and activities for young people and have established Youth Action Groups running across the municipality to support youth engagement, as well as the development and facilitation of youth engagement and development initiatives.

Youth programs are delivered from a variety of Community Centre's, schools and public places across the region in addition to the exclusive use of a youth specific building called "The fOrT", located in Corio, and facilitates daily activities for young people across the region.

The City's Youth Development Unit drives the planning and delivery of youth-informed programs and activities. Priority areas identified for the Youth Development Unit are identified as:

- Social and Community Connections
- Mental Health and Wellbeing
- Skill development, education / employment and capacity building
- Youth Council

Youth services are delivered in a number of dynamic ways including, but not limited to: assertive outreach, drop in programs, education / skill development, events, holiday programs, secondary consultations, supported referrals, youth arts and social media, skate, scoot and bmx, Youth Action / Advisory Groups (YAG), Youth Council, L2P - learner driver mentor program, CALD, Aboriginal and Torres Strait Islander, and GASP Gender and Sexuality Education.

Our programs also provide other services and assistance to key stakeholders with;

- Specialist advice relating to young people, and
- A response to identified community areas related to issues involving young people.

Through these programs young people also have the opportunity to gain the driving experience required to apply for a probationary licence, specialist support and programs aimed at diverse backgrounds and/or people newly arrived to the region (or Australia), and specialist support and programs to young people who identify as Aboriginal or Torres Strait Islander.

The City works with a range of partners and have a shared commitment to improving the wellbeing of young people in the City's catchment.

There are areas across the municipality with high levels of Youth Poverty (People Aged 15 Years and Under Living in Poverty) and Young Adult Poverty (People Aged 15 - 24 Years Living in Poverty), specifically Planning Area 1 – Corio Norlane, Planning Area 4 – Portarlington, St Leonards, Indented Head, Planning Area 11 – Bell Park, Bell Post Hill, and Planning Area 3 - Clifton Springs, Curlewis and Drysdale all between 21% and 32%.

As a result, there is significant health inequality across our City. In particular, young people within Greater Geelong have relatively high rates of depressive symptoms, road trauma, youth suicide and self-harm, early school disengagement, homelessness, family violence and housing insecurity, and high levels of young people not in employment, education or training.

There are concerns that young people in our City are accessing services, social and community connections and programs at lower rates than would be expected, and that many vulnerable young people are missing out on the services and supports they need.

There is a need to create a network of integrated youth services and spaces across the municipality with the capacity to offer a range of complementary services and programs for young people and their families, including but not limited to, access to doctors, mental health, maternal and child heath nurses, counsellors, drug and alcohol clinicians, and other youth support services.

Planning for young people (ages 5 to 17) will be a priority. It is acknowledged that extensive work has already been undertaken in this space over the past few years through the Geeyoung Project and Geelong Better Youth Services Project. It will be important to continue advocating for youth and ensuring appropriate places, spaces and services are provided to meet the needs of this target group.

OUR GUIDING DOCUMENTS:

The following related documents were used to inform this Plan (including strategic plans, policies, legislation and infrastructure plans):

- Council Plan (2018- 2022)
- Child Safe Standards (under review in 2019) and Child Wellbeing and Safety Act (2005)

THINGS WE CONSIDERED:

- The need for dedicated spaces for integrated youth services that are accessible across the municipality, with a focus on the most vulnerable communities.
- The exit of youth programs in two central Geelong locations in 2019 has created increased urgency on the need for youth drop-in spaces, particularly in Central Geelong as a key gathering point for youth.
- The need to continue the strong partnerships in place with sector organisations and service providers.
- The opportunity for intergenerational community facilities to include places, spaces and services for young people.

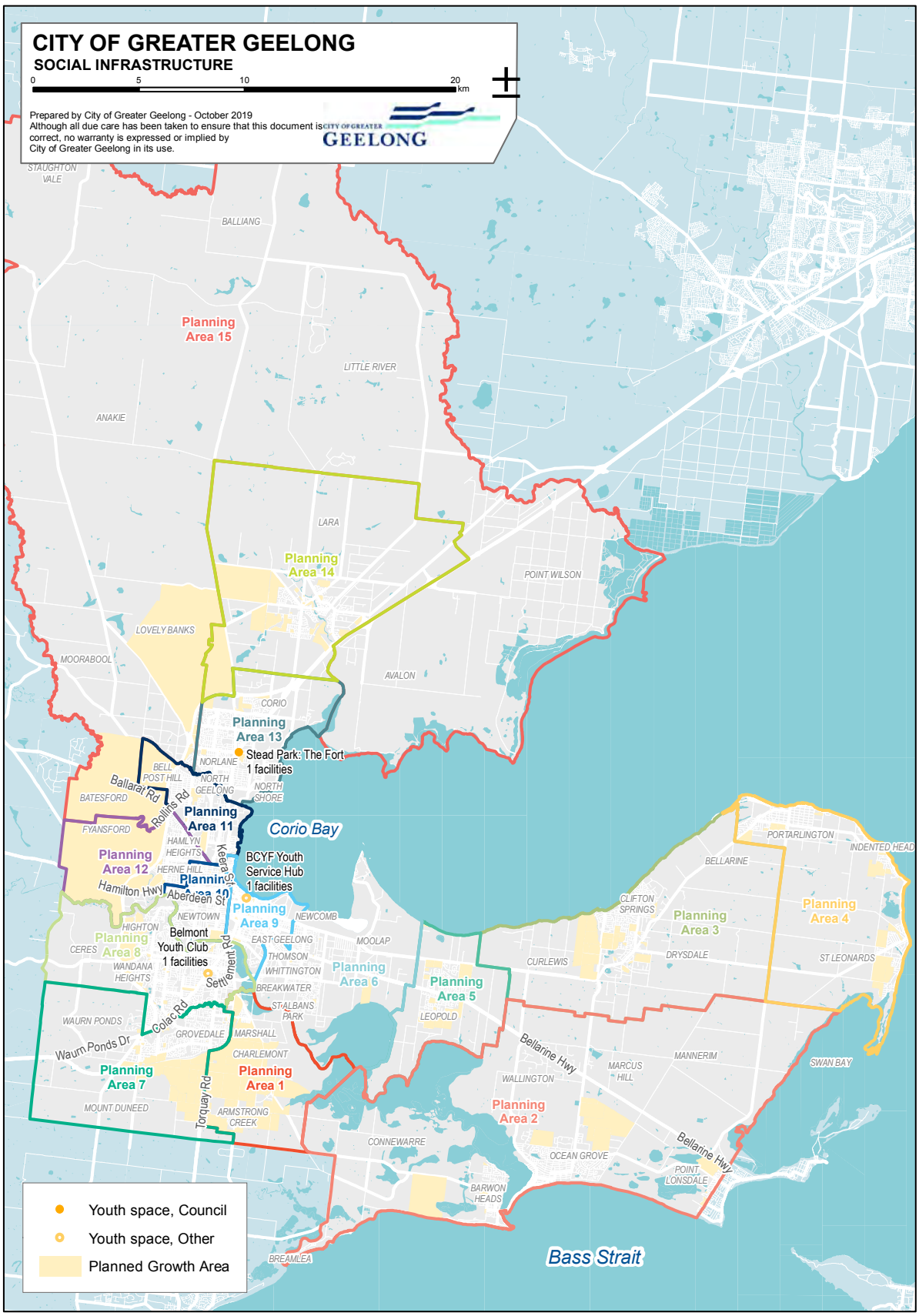
WHAT OUR COMMUNITY TOLD US:

- Mission Australia Youth Survey – Geelong (2018) received responses from 561 young people across the City of Greater Geelong region.
- The top three issues of personal concern for young people were 'coping with stress', mental health and body image (47.7%, 34.2% and 33.4%). The proportion of responses for each of these top concerns were higher than VIC (45.0%, 32.8% and 31.8% respectively).
- Significantly, over double the proportion of females living in our City identified 'coping with stress' as their top issue of concern (58.2% compared with 28.3%) and over four in ten females reported high levels of concern about mental health (42.3%) and body image (42.0%).
- More than one in ten young people indicated feeling very sad / sad with their life as a whole (10.9% compared with 8.9% of VIC respondents). A slightly higher proportion of females than males felt very sad / sad with their life as a whole (12.4% compared with 9.5%).
- For young people the three most commonly cited barriers to finding work were school responsibilities (16.1%), lack of skills / experience (11.1%) and lack of jobs (8.5%) (compared with 18.4%, 12.9% and 10.2% of VIC).
- Compared with VIC, higher proportions of young people cited mental health (11.8% compared with 7.1%) and lack of skills / experience (18.9% compared with 12.9%) as barriers impacting upon them finding work.

MAP 4 – YOUTH SPACES

MAP REFERENCE	NAME
1	Stead Park: The Fort
2	BCYF Youth Service Hub
3	Belmont Youth Club
1	Stead Park: The Fort

MAP 4 - YOUTH SPACES



YOUTH SPACES

Youth Drop-In Centres and Youth Program Spaces

BUILDINGS & OWNERSHIP

1 100% COGG
DEDICATED YOUTH DROP IN CENTRE

2 0% COGG
YOUTH SPACES

SERVICE	CURRENT PROVISION STANDARDS	TODAY	BENCHMARK	DIFFERENCE
Youth Facility	1 Facility per 20,000 Persons (all ages)	3	12.9	- 9.9

Data Notes:

DISTRIBUTION

EQUITY

POOR DISTRIBUTION OF SITES AND ACCESS TO SPACES

ONLY DEDICATED FACILITY IS IN NORTH GEELONG. CENTRAL GEELONG PROVISION CEASED IN 2019.

CONDITION

1 100% COMPLETED
CONDITION AUDITS CITY OF GREATER GEELONG BUILDING ONLY

AVERAGE SCORE: 2.1 - GOOD

TRAVEL ACCESSIBILITY

ACCESSIBILITY

ON AVERAGE **26%** OF DWELLINGS ARE WITHIN A 20-MINUTE WALK TO ONE OR MORE PLACE, SPACE OR SERVICE

100% OR MORE EXCELLENT WALKABILITY
Meaning that most residents live within a 20-minute walk to more than one option

50% - 100% GOOD WALKABILITY
Meaning that more than half of residents live within a 20-minute walk

50% OR LESS LIMITED WALKABILITY
Meaning that less thank half of residents live within a 20-minute walk

NOTE: Comprehensive multi-mode travel accessibility assessments are in development

USAGE / OCCUPANCY

SUSTAINABILITY

MANAGEMENT / SERVICE DELIVERY
33% COGG

The City of Greater Geelong is the service provider of 1 of 3 youth facilities.

AVERAGE VISITATIONS / INTERACTIONS
6,000+
AT CITY OF GREATER GEELONG PROGRAMS

FELT NEED

There are currently 18,326 young people aged 5 to 17 years.

There are areas across the municipality with high levels of youth poverty, specifically Planning Area 1 –Corio Norlane, Planning Area 4 – Portarlington, St Leonards, Indented Head, Planning Area 11 – Bell Park, Bell Post Hill, and Planning Area 3 - Clifton Springs, Curlewis and Drysdale all between 21% and 32%.

Two centrally located facilities, running youth programs, have become unavailable for use in late 2019, further exacerbating the need for dedicated youth spaces and services.

The top three issues of personal concern for young people were coping with stress, mental health and body image (47.7%, 34.2% and 33.4%). The proportion of responses for each of these top concerns were higher than VIC (45.0%, 32.8% and 31.8% respectively).

There is one dedicated youth drop-in centre run by Council and two others run by not-for-profit providers across the municipality.

Existing community spaces available for use will require a fit-for-purpose audit to determine future opportunities and their longer-term suitability.

YOUTH SPACES

INDICATES A METRIC THAT IS OF SIGNIFICANCE TO ASSESSING NEED

DESCRIPTION OF SMALL AREAS	Armstrong Creek - Marshall - Charlemont	Barwon Heads – Ocean Grove – Rural Bellarine Peninsula	Clifton Springs-Curlewis - Drysdale-Bellarine	Portarlington – St Leonards - Indented Head	Leopold	Newcomb-Moolap - Thomson - Breakwater – Whittington	Grovedale - Mount Duneed - Waurn Ponds	Belmont-Highton - Wandana Heights –Ceres	East Geelong – Geelong - South Geelong – Drumcondra	Geelong West - Manifold Heights - Newtown	Bell Park - Bell Post Hill - North Geelong – Rippleside	Hamlyn Heights - Herne Hill – Fyansford	Corio – Norlane – North Shore	Lara	Lovely Banks – Batesford – Moorabool - Rural North
BY PLANNING AREA															
KNOWN PROVISION	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Youth Space	0	0	0	0	0	0	0	1	1	0	1	0	0	0	0
PROVISION GAP	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Youth Space	-0.6	-1.2	-0.8	-0.4	-0.7	-0.9	-1.2	-0.9	0.6	-1.0	0.2	-0.5	-1.3	-0.9	-0.2
OTHER INDICATORS	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Condition by area (rating)	-	-	-	-	-	-	-	Good	Good	-	Good	-	-	-	-
Access by area (rating)	Poor	Poor	Poor	Poor	Poor	Poor	Poor	Good	Good	Poor	Good	Poor	Poor	Poor	Poor
SOCIAL INDICATORS	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
One Parent Families %	10.3%	8.5%	10.4%	7.6%	10.7%	13.6%	10.4%	9.1%	7.9%	8.8%	12.7%	10.1%	20.1%	10.7%	8.4%
School Age (5 – 17 years) No.	683	1781	1179	360	979	1090	1617	2814	593	1535	914	651	2398	1286	446
School Age (5 – 17 years) %	17.3%	17.8%	16.8%	11.0%	16.4%	13.3%	15.6%	16.6%	10.9%	16.1%	13.8%	13.4%	18.4%	16.9%	18.4%
Vulnerability* *% of children surveyed who are deemed vulnerable on one of more domain in their first year of school	N/A	19.5%	15.1%	30.8%	17.1%	35.2%	13.4%	16.4%	22.0%	16.4%	19.3%	15.1%	35.7%	17.8%	17.4%
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Workforce Participation % of Planning Area population	67.9%	59.7%	54.9%	39.6%	61.2%	53.0%	60.2%	61.7%	62.8%	64.9%	53.7%	60.9%	45.9%	60.6%	62.2%
Youth Poverty % People Aged 15 Years and Under Living in Poverty	-	13%	21%	25%	19%	25%	18%	12% - 18%	12% - 17%	17%	22%	15%	32%	21%	-
Young Adult Poverty People Aged 15 - 24 Years Living in Poverty	-	14%	17%	25%	13%	21%	12%	13% - 16%	13% - 15%	15%	21%	17%	32%	9%	-
Year 12 Completion % of Planning Area population	55.8%	54.1%	41.6%	34.0%	43.1%	35.3%	49.6%	55.8%	56.0%	60.1%	41.2%	46.2%	28.6%	42.0%	41.0%
Lowest – Medium Lowest Income % of Planning Area population	41.2%	47.0%	55.8%	63.3%	51.3%	58.9%	54.8%	49.8%	45.4%	44.3%	56.9%	51.2%	67.4%	48.6%	52.3%
No Access to a Car - % of Planning Area population	2.3%	2.2%	3.0%	4.1%	2.3%	9.1%	4.7%	5.2%	8.2%	7.9%	8.2%	7.5%	12.2%	2.9%	1.4%
HEALTH INDICATORS	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Psychological distress (%) - High / Very high distress rates	9.1%	6.8%	7.1%	12.0%	13.8%	12.0%	10.1%	10.6%	3.7%	8.7%	6.5%	4.1%	21.3%	8.5%	11.0%
Food security (%) - Ran out of food in the last month and couldn't afford to buy more	5.7%	1.6%	1.8%	6.8%	3.2%	4.3%	2.3%	3.5%	8.3%	2.6%	2.8%	2.1%	15.5%	4.3%	4.9%
Life satisfaction (%) – Rated their life satisfaction as high or very high.	82.6%	95.8%	84.8%	90.4%	86.8%	83.2%	85.7%	87.0%	88.6%	88.6%	80.3%	95.1%	68.1%	88.9%	84.9%

YOUTH SPACES

IN THE NEXT 3 YEARS WE WILL FOCUS ON:

ESTABLISHING THE NETWORK

STRATEGIC FOCUS AREAS

ESTABLISH A NETWORK TO SUPPORT YOUTH SERVICES

Establish a network of Integrated Youth Services across the City and in areas of most need.

INTEGRATE PLACES AND SPACES FOR YOUTH

Integrate youth in planning for all community places, spaces and connections.

WORK IN PARTNERSHIP WITH THE SECTOR

Plan and develop a youth facility and service network in partnership with the broader youth service sector.

ENHANCE YOUTH ENGAGEMENT

Commit to increased youth engagement and improving the wellbeing of young people.

DIRECTIONS

REF	DIRECTION	POLICY / RESPONSE ALIGNMENT
1.	Work with a range of partners and key stakeholders that have a shared commitment to improving the wellbeing of young people in the City of Greater Geelong.	In response to the need for greater coordination of youth services across the municipality. In response to concerns that young people are accessing services, social and community connections and programs at lower rates than would be expected, and that many vulnerable young people are missing out on the services and supports they need
2.	Explore opportunities for the establishment of intergenerational community hubs with dedicated youth space and for all community facilities to consider places, spaces and services for young people.	In response to the need to create a network of Integrated Youth Services spaces with the capacity to offer a range of complementary services and programs for young people and their families. In response to the need for dedicated spaces for youth services that are accessible across the municipality and a focus on the most vulnerable communities. In response to the immediate need for a youth drop-in presence in Central Geelong, Bellarine and the North.
3.	Improve engagement and community connection in young people, reduce isolation and provide access to accurate, up to date and relevant information. Youth drop-in centres to be an access point for young people to new and/or emerging technologies.	In response to the need for increased youth engagement as well as the development and facilitation of youth engagement initiatives. In response to providing equitable access to youth services, information and digital technology in areas of most need.
4.	Continue youth-informed leadership in the form of the City of Greater Geelong Youth Council. Embed Youth Council consultation and involvement in matters relating to, and/or with potential impacts, on youth.	In response to the success and value of the inaugural City of Greater Geelong Youth Council, and the need for the youth of our municipality to have a stronger voice.

IDENTIFIED PROJECTS

SUMMARY OF INFRASTRUCTURE DEVELOPMENT OVER THE NEXT 3 YEARS (2020-23)

YOUTH SPACES

HARD INFRASTRUCTURE			SOFT INFRASTRUCTURE	
NEW	**RENEW**	**MAINTENANCE**	**PLANNING**	**SERVICES / PEOPLE**
New: Recommendations pending the findings of the Youth Facility Network Feasibility Study.	**Minor refurbishment:** The Fort Youth Hub, North Geelong - Establish an integrated youth-friendly service space in Corio, within the existing fOrT building. **Major Refurbishment:** None.	Based on Asset Management Plan – develop annual maintenance program(s).	Conduct a Youth services needs study and review the existing Youth Strategy. Conduct a Youth Facility Network feasibility and business case for the establishment of an integrated youth facility in each Ward, at a minimum. Must consider response to the need for a youth drop in presence in Central Geelong, Bellarine and the North. Integrate youth needs in all community infrastructure planning. Develop Asset Management Plan in line with asset condition, fit-for-purpose and criticality audits.	Work in collaboration with private and not-for-profit service providers as well as the education sector, to ensure reasonable access to youth spaces, programs and services across the municipality. Collaborate with service providers in all infrastructure planning. Continue the City of Greater Geelong Youth Council. Develop a corporate approach to improve youth engagement and participation in consultative activities. Implement Smart City Technology assessing existing service performance.



THE CITY OF
GREATER GEELONG

LIBRARIES

SOCIAL INFRASTRUCTURE PLAN
GENERATION ONE: 2020-23

CITY OF GREATER
GEELONG

LIBRARIES



SCOPE

Regional Library and Branch Libraries

Libraries provide a rich array of reading and literacy programs and services that recognise and reflect the strengths, needs and aspirations of local communities, and complement the work of families, communities, kindergartens, schools and adult education providers, in facilitating literacy development.

Library services across the municipality are run by the Geelong Regional Library Corporation. Services provided in Geelong include; borrowing, 24-hour Wi-Fi, printing and scanning, access to computers and mobile devices, venue hire, meeting spaces, heritage and research, mobile and home library services.

In addition to the large geographic area covered, there are two other notable characteristics of the network, which are: the large number of library branches for the population (highest number of library branches of all library services in Victoria), and the size of the branches. There is approximately one library for every 18,000 people in the region and some libraries are considered small for the populations they serve.

The library network can be described as a cluster of libraries in the centre of Geelong including the Geelong Library & Heritage Centre (GLHC), Geelong West, Chilwell, Highton and Belmont. A ring of libraries then serve outer suburbs that include Newcomb to the east, Corio to the north and Waurn Ponds to the south. Beyond the Geelong metro area, there are seven branch libraries that serve discreet growth areas or townships and their catchments.

These include Lara, Leopold, Drysdale, Ocean Grove owned by the City of Greater Geelong. The Barwon Heads Library and the Western Heights College Libraries are community access libraries located in schools.

The Geelong Region Library Corporation Infrastructure Plan (2019) details a proposed Service Model Hierarchy that provides a framework in which libraries for different communities and catchments can be scaled. A summary of the hierarchy is outlined below:

- Central Library - the Geelong Library & Heritage Centre providing central library and heritage services to the wider region;
- Branch Libraries - suburban and town-based libraries providing a range of community focussed services including Bannockburn, Belmont, Corio, Drysdale, Geelong West, Newcomb, Lara, Leopold, Ocean Grove, Queenscliff, Torquay and Waurn Ponds.
- Community Libraries - providing a local service that is complemented by services in larger nearby branches. They are the smaller libraries and library services in schools and include Chilwell, Highton, Barwon Heads and Western Heights College. It would also cover alternative models of service delivery such as book depots;
- Mobile Libraries – providing services to remote and rural communities;
- E-Library Services - website access to all online library resources 24/7.

While the library service is run by the Geelong Region Library Corporation, decisions regarding infrastructure models, the extent of library networks and infrastructure provision sit appropriately with the City of Greater Geelong. Both organisations will continue to work in close partnership in any library infrastructure planning.

To remain relevant in this rapidly changing environment library services have successfully adapted and grown over the last decade. The buildings and spaces that house library collections, services, programs and people must continue to evolve and respond to the demands of 21st century library users.

The Geelong Regional Library Corporation's Draft Infrastructure Plan (2019) proposed that decisions to advance library projects in the Geelong region be informed by eight guiding principles as follows:

- New libraries be guided by People Places building area standards.
- Equity and fairness in development and renewal.
- Local community needs will drive library design and renewal.
- Libraries are for everyone and will engender pride in the community.
- Libraries will be accessible to all and feature universal design.
- Libraries will be "future proofed", built and redeveloped for the future incorporating Environmentally Sustainable Design (ESD) principles and flexibility.
- New libraries in the region will be developed in partnership and/or located with other services, and
- Libraries will be primary access points for new and emerging technologies.

OUR GUIDING DOCUMENTS:

The following related documents were used to inform this Plan (including strategic plans, policies, legislation and infrastructure plans):

- Victorian Public Libraries, Reading and Literacy For All strategic framework
- Draft Geelong Region Library Corporation Infrastructure Plan (2019)
- Reading Ahead Geelong Regional Library Corporation Library Plan (2017 – 2021)

WHAT OUR COMMUNITY TOLD US:

In 2018, the GRLC conducted a Library User Survey. 3,382 respondents provided feedback on their use of, and satisfaction with, library services and the value of the library represents to them and their community. Library members identified a number of opportunities for improvement to library facilities. Key issues can be grouped around the following themes;

- Noise – inadequate space for quiet reflection, study and work, mobile phones users, noisy programs such as children's story time.
- Building size and amenity – not big enough; looks tired and dated; no toilets.
- Power – not enough power points to recharge devices.
- Furniture – looks tired and worn; not enough chairs, tables, study and informal seating.
- Parking – not enough; not close by.
- Collections and shelving – not big enough; not enough of the right things; shelving too low or too high or inappropriate.
- Self check and returns chutes – not enough and or in the wrong places.

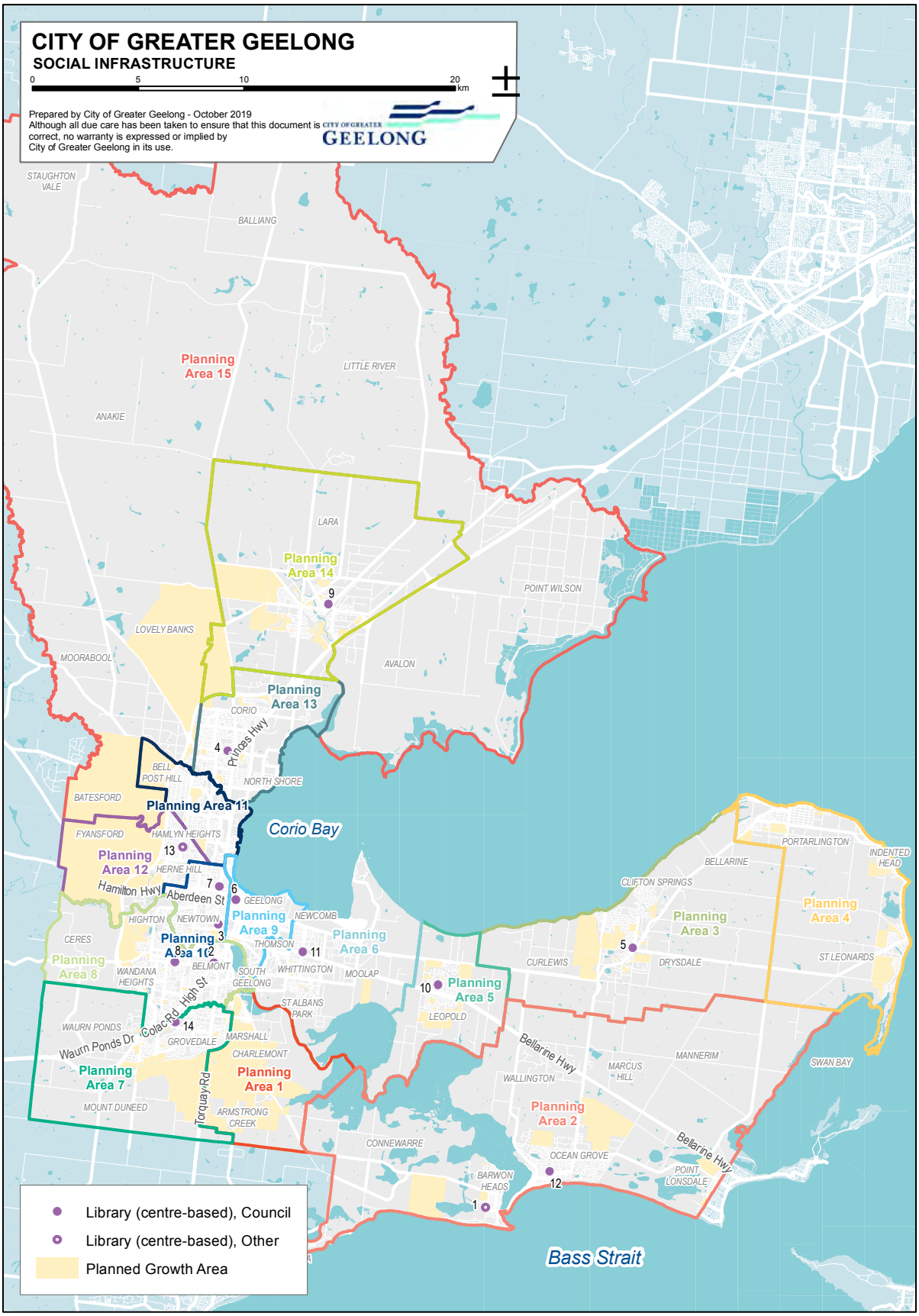
THINGS WE CONSIDERED:

- The provision, condition and performance of library infrastructure to meet contemporary user needs.
- Digital accessibility and 'at home internet' access. Library services will be increasingly important with the emergence of smart boards, online learning and communication tools, and the heavy reliance on access to the internet in education settings and other learning centres.
- Service provision and hours of operation to better provide access to services where and when they are needed most.
- Opportunities to integrate library services and infrastructure with other community service needs.
- Maintain strong partnership with the Geelong Regional Library Corporation, together ensuring equitable access to library services.

MAP 5 – LIBRARIES

MAP REFERENCE	NAME
1	Barwon Heads Library
2	Belmont Library and Shopfront
3	Chilwell Library
4	Corio Library
5	Drysdale Library
6	Geelong Library and Heritage Centre
7	Geelong West Library/Shopfront
8	Highton Library
9	Lara Library
10	Leopold Community Hub and Library
11	Newcomb Public Library
12	The Grove Centre
13	Vines Road Library (Western Heights College)
14	Waurn Ponds Library

MAP 5 - LIBRARIES



LIBRARIES

Regional Library, Branch Libraries and Mobile Library Service

BUILDINGS & OWNERSHIP

1 100% COGG
REGIONAL LIBRARY

13 85% COGG
BRANCH LIBRARIES

2 0% COGG
MOBILE LIBRARIES

SERVICE	CURRENT PROVISION STANDARDS	TODAY	BENCHMARK	DIFFERENCE
Central (Regional) Library	1 facilities per 200,000 Persons (all ages)	1	1	0
Branch Library	1 facilities per 50,000 Persons (all ages)	13	5.1	7.9
Mobile Library Service	No parameters	2 services	N/A	N/A

Data Notes:

DISTRIBUTION

EQUITY

INEQUITABLE DISTRIBUTION OF SITES AND ACCESS TO SERVICES

HIGHER CONCENTRATION IN CENTRAL GEELONG

CONDITION

11 100% COMPLETED
CONDITION AUDITS
CITY OF GREATER GEELONG BUILDINGS ONLY

AVERAGE SCORE: 2.1 - GOOD

RANGE:
1 – VERY GOOD TO
3.75 – POOR

TRAVEL ACCESSIBILITY

ACCESSIBILITY

ON AVERAGE
54%
OF DWELLINGS

ARE WITHIN A 20-MINUTE WALK TO ONE OR MORE PLACE, SPACE OR SERVICE

100% OR MORE EXCELLENT WALKABILITY
Meaning that most residents live within a 20-minute walk to more than one option

50% - 100% GOOD WALKABILITY
Meaning that more than half of residents live within a 20-minute walk

50% OR LESS LIMITED WALKABILITY
Meaning that less thank half of residents live within a 20-minute walk

NOTE: Comprehensive multi-mode travel accessibility assessments are in development

USAGE / OCCUPANCY

SUSTAINABILITY

MANAGEMENT / SERVICE DELIVERY

0% COGG

The Geelong Regional Library Corporation is 100% Service Provider in the City of Greater Geelong.

FELT NEED

As the role and service mix for libraries continues to diversify, it will be important to ensure everyone has access within a reasonable catchment.

Two of the library services are located at schools.

Only two library services are open on a Sunday.

79% of services provide access at evenings / after hours but this is at an average of only two evenings per week across the network.

Usage of libraries differs across the network.

There are two notable characteristics of the network, which are: the large number of library branches for the population (highest number of library

branches of all library services in Victoria), and the size of the branches.

Libraries will be primary access points for new and emerging technologies.

Any shift in the service offering will need to consider the parts of the service the community may like to retain locally.

LIBRARIES

INDICATES A METRIC THAT IS OF SIGNIFICANCE TO ASSESSING NEED

BY PLANNING AREA

DESCRIPTION OF SMALL AREAS	Armstrong Creek - Marshall - Charlemont	Barwon Heads – Ocean Grove – Rural Bellarine Peninsula	Clifton Springs-Curlewis - Drysdale-Bellarine	Portarlington – St Leonards - Indented Head	Leopold	Newcomb-Moolap - Thomson - Breakwater - Whittington	Grovedale - Mount Duneed - Waurn Ponds	Belmont-Highton - Wandana Heights –Ceres	East Geelong – Geelong - South Geelong – Drumcondra	Geelong West - Manifold Heights - Newtown	Bell Park - Bell Post Hill - North Geelong – Rippleside	Hamlyn Heights - Herne Hill – Fyansford	Corio – Norlane – North Shore	Lara	Lovely Banks – Batesford – Moorabool - Rural North
KNOWN PROVISION	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Central (Regional) Library	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0
Branch Library	0	2	1	0	1	1	1	2	0	2	0	1	1	1	0
Most used by Library survey respondents (2018) % of total	0%	14%	6%	0%	0%	6%	9%	15%	12%	13%	0%	1%	4%	4%	0%
PROVISION GAP	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Central (Regional) Library	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Branch Library	-0.3	1.5	0.6	-0.2	0.7	0.6	0.5	1.2	0.7	1.6	-0.3	0.8	0.5	0.6	-0.1
OTHER INDICATORS	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Condition by area	N/A	Good	Good	N/A	Good	Good	Good	Good	Good	Good	N/A	Good	Very Poor	Poor	N/A
Operational Hours by area (2019)	N/A	62.5	50.5	N/A	50	42.5	57	93	74	79.5	N/A	39.5	57.5	47	N/A
Operational Days / Evenings by area (2019)	N/A	10 / 1	6 / 1	N/A	6 / 1	6 / 1	7 / 3	12 / 5	7 / 5	11 / 2	N/A	5 / 1	6 / 5	6 / 2	N/A
Access by area	Poor	Good	Good	Poor	Good	Good	Good	Good	Good	Good	Poor	Good	Good	Good	N/A
SOCIAL INDICATORS	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Households with Families with Children (%)	1974	4023	2666	936	2358	2895	3765	6314	1619	3425	2512	1747	4504	3056	826
Internet Access at Home (%)	84.7%	84.7%	79.7%	69.9%	83.0%	70.1%	82.2%	81.4%	79.4%	79.1%	69.1%	73.8%	64.5%	83.7%	77.1%
Vulnerability* *% of children surveyed who are deemed vulnerable on one of more domain in their first year of school	N/A	19.5%	15.1%	30.8%	17.1%	35.2%	13.4%	16.4%	22.0%	16.4%	19.3%	15.1%	35.7%	17.8%	17.4%
SEIFA – Average of local area scores	1030	1064	993	945	987	891	1020	1024	1037	1050	937	968	793	1000	1001
Workforce Participation % of Planning Area population	67.9%	59.7%	54.9%	39.6%	61.2%	53.0%	60.2%	61.7%	62.8%	64.9%	53.7%	60.9%	45.9%	60.6%	62.2%
Year 12 Completion % of Planning Area population	55.8%	54.1%	41.6%	34.0%	43.1%	35.3%	49.6%	55.8%	56.0%	60.1%	41.2%	46.2%	28.6%	42.0%	41.0%
Lowest – Medium Lowest Income % of Planning Area population	41.2%	47.0%	55.8%	63.3%	51.3%	58.9%	54.8%	49.8%	45.4%	44.3%	56.9%	51.2%	67.4%	48.6%	52.3%
HEALTH INDICATORS	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Psychological distress (%)- High / Very high distress rates	9.1%	6.8%	7.1%	12.0%	13.8%	12.0%	10.1%	10.6%	3.7%	8.7%	6.5%	4.1%	21.3%	8.5%	11.0%
Life satisfaction (%) – Rated their life satisfaction as high or very high.	82.6%	95.8%	84.8%	90.4%	86.8%	83.2%	85.7%	87.0%	88.6%	88.6%	80.3%	95.1%	68.1%	88.9%	84.9%

LIBRARIES

IN THE NEXT 3 YEARS WE WILL FOCUS ON:

RE-CALIBRATING THE NETWORK

STRATEGIC FOCUS AREAS

EVOLVE AND RESPOND TO CHANGING NEEDS

Buildings and spaces must evolve to meet contemporary user needs and expectations

RECALIBRATE SERVICE MIX

Realign service provision with the service model hierarchy and areas of most need.

STRENGTHEN PARTNERSHIP MODEL

Strengthen partnership model with Geelong Region Library Corporation and other key stakeholders.

NEW AND EMERGING TECHNOLOGY

Libraries to be primary access points for new and/or emerging technologies.

DIRECTIONS

REF	DIRECTION	POLICY / RESPONSE ALIGNMENT
1.	Focus on providing services that meet local and contemporary user needs and ensure they are accessible where and when they are needed. Explore the opportunity to realign and/or redeploy operational hours and resources to alleviate immediate service needs and provide greater access to library services in the evenings.	In response to the need for equity of access and sustainability across the infrastructure network.
2.	Build out the Service Model Hierarchy to provide a framework to guide the provision of library services for different communities and catchments and identify how they can be scaled. This includes a mix of a Central Library & Heritage Centre, Branch Libraries, Community Libraries, Mobile Libraries and E-Library Service. Libraries will be accessible to all, feature universal design and will be 'future proofed', built and redeveloped for the future incorporating sustainable design guidelines and a focus on flexibility.	In response to the need to define service standards locally and improve consistency in the level of quality, accessibility, experience and outcomes across the network.
3.	Provide spaces for learning, study, work and leisure and provide facilities that can accommodate engaging library programs, events and activities encouraging a lifelong love of reading and increase social inclusion. Promote libraries as a primary access point for new and emerging technologies. Conduct a digital technology audit of library services to better understand how to provide access to technology where and when people need it. Investigate and implement Smart City and other digital technology to better understand usage and activity patterns.	In response to the need for greater integration, sustainability and access to a diverse range of library services. In response to remaining relevant in a rapidly changing environment and adapting to changing needs and expectations. In response to the need for library services to be one of the primary access points to digital technology and the internet.
4.	Present welcoming, purposeful and safe library facilities that are at the heart of the community. Develop any new libraries in the City of Greater Geelong in partnership and/or located with other services.	In response to the need for greater equity and accessibility to library services across the municipality. In response to the need for greater integration, sustainability and access to a diverse range of library services.

IDENTIFIED PROJECTS

SUMMARY OF INFRASTRUCTURE DEVELOPMENT OVER THE NEXT 3 YEARS (2020-23)

LIBRARIES

HARD INFRASTRUCTURE			SOFT INFRASTRUCTURE	
NEW	**RENEW**	**MAINTENANCE**	**PLANNING**	**SERVICES / PEOPLE**
New: Drysdale Library Lara Library	**Minor refurbishment:** Geelong West Library (drainage / mold solution) Highton Library Waurn Ponds Library **Major Refurbishment:** Corio – Investigate integration opportunities with Northern ARC precinct.	Based on Asset Management Plan – develop annual maintenance program(s) that can also inform GRLC's annual capital expenditure for Furniture, Fittings and Equipment (FFE) in library branches.	Begin planning and design for the Lara Library. Investigate integration with Maternal Child Health and other community services as required. Investigate the re-purposing opportunities and future directions of Chilwell Library in line with local community needs. Conduct a needs assessment to better understand the capacity of Ocean Grove Library. In line with growth area planning, commence planning for Armstrong Creek Library Service (Armstrong Creek Town Centre) – Detailed design. Consider consolidation with other community facilities and infrastructure. Conduct fit-for-purpose review of all buildings and assets in line with strategic asset management framework. Develop Asset Management Plan in line with asset condition, fit-for-purpose and criticality audits.	Collaborate with Geelong Regional Library Corporation (GRLC) in all facility planning. Work with GRLC to investigate access to services and opportunities to redeploy and/or extend operational hours to better meet localised needs. Conduct a digital technology audit of all library services to support the planning for E-Library services. Implement Smart City Technology assessing existing service access and performance. Continue to advocate for resources to ensure library buildings remain up to date and attractive, fit-for-purpose, and capable of delivering dynamic library services and expectations.



THE CITY OF
GREATER GEELONG

COMMUNITY MEETING & PROGRAM SPACES

SOCIAL INFRASTRUCTURE PLAN
GENERATION ONE: 2020-23

CITY OF GREATER
GEELONG

COMMUNITY MEETING AND PROGRAM SPACE



SCOPE

Community Hub, Multipurpose Community Hall / Room, Neighbourhood House or Community Learning Centre, Senior Citizens Centre, Men's / Community Shed, and Community Garden

The City of Greater Geelong own and manage a diverse range of community facilities which provide the primary mechanism to access to places, spaces and services across the life span.

Regardless of age; loneliness negatively affects a person's health and sense of wellbeing. Isolation can be combatted by the availability of accessible, affordable, and fun social activities (WHO, 2005).

Community facilities must recognise and respond to the dynamic and changing nature of communities. The design of facilities, places and spaces should be distinctive to Geelong, be flexible, innovative and adaptable to meet the needs of the current and future population.

Many of our social infrastructure networks and, in particular, some community buildings and halls, are often ageing and not fit-for-purpose and their usage and performance is largely unknown. This is particularly evident for community buildings, meeting and program spaces where advances in technology are driving the need for more digitally-equipped and flexible spaces.

Traditionally community facilities and program spaces have been delivered as standalone buildings designed for a single use and/or group and often developed independently of each other in the same community.

In many cases, it is not feasible or appropriate to provide stand-alone community facilities for the exclusive use of specific groups. There is a need to develop flexible, multipurpose community facilities, places and spaces which can incorporate a range of community services and activities and are able to change over time as a community matures. Multipurpose facilities should also be site and community specific, recognising that not 'one size fits all'.

There is a need to focus on adaptive and intergenerational community facility design in conjunction with a 'planning for place' approach that considers all the service and access needs associated with any given community. Particular attention will be given to the progressive movement toward the development of intergenerational community hubs comprising a range of community programs, activities and services.

The City will be expected to provide a range of functions for community infrastructure including regional, district, and local scale facilities. Generally, community facilities, places and spaces serving a local catchment should have a 'neighbourhood' feel, provide relatively informal spaces, have pedestrian access, and ideally be managed by the local community, however we understand that this is not always possible.

District and regional level community facilities, places and spaces should provide a broader range of structured and semi-structured spaces for community use. This should include the provision of spaces to support a range of program and service delivery needs.

In smaller rural communities where there is often limited access to facilities and services due to the challenges associated with economies of scale, community halls, libraries and sports pavilions become critical infrastructure for these communities. Maintenance and renewal programs for these facilities to ensure they are in good working order supported by a programme to upgrade disability access should be seen as critical for Council.

The Australian Infrastructure Audit (2018), identified 'fragmented governance' as a key driver for unequal access, quality and cost of community facilities and spaces. Further, the ability of these facilities to adapt to change is often hindered by the complexity and interdependency of these sectors on others, such as volunteers and government funding.

Reviewing the capacity and performance of existing community infrastructure across the municipality will be critical to addressing issues associated with access. Existing infrastructure may be underutilised for a range of reasons that include poor awareness (promotion), spaces are not-fit-for-purpose, access is restricted by a controlling organisation and/or poor facilities management. If this is found to be the case, steps must be taken to ensure that the existing capacity in existing facilities is utilised (e.g. reuse / re-purposing) prior to new facilities being considered and/or provided.

To make community hubs and precincts work more effectively, dedicated community development, activation and management support is required to establish programs, support community groups and networks, and link groups and programs with existing facilities and spaces. This could be achieved through implementing a place-based approach and the appointment of a dedicated place manager or team.

A renewed focus on community development will be key in the overall development, accessibility and sustainability of community facilities. Building capacity within across the network and helping to mobilise community groups and organisations will be increasingly important.

In line with building capacity in the network, it will be important to understand the current state. This includes the need to review governance and management of community facilities with an initial focus on senior citizens centres and neighbourhood houses and develop an in-depth understanding of programming, usage and opportunities within the network.

Rising land values are contributing to the displacement of community service agencies and other community groups, increasing the need for affordable access to places and spaces to deliver community activities and services in some areas across the municipality.

Community organisations are also affected by rising rents and in some cases the loss of community office space due to the commercial reality of leasing space in a CBD location. Holistic solutions to affordable office and program space will be required. For example, the shared use of other community facilities that have capacity, this could potentially activate an underutilised space and help reduce operational costs.

The network also requires an identity, branding and functional review. For example a review of the program needs, current facility performance and the transition of traditional delivery models to new contemporary and inclusive ones (such as Men's shed and senior citizens centres, to reflect more 'community sheds and facilities'). Marketing and awareness campaigns can help to create more welcoming and inclusive environments and increase participation in community, education and other programs.

AFFORDABLE HOUSING

The Australian Infrastructure Audit (2018) analysed the challenges people face in accessing adequate and affordable housing, with a particular focus on social housing as an infrastructure class. It identifies a lack of social housing dwellings of the right type and in the right place and explores the difficulty of transitioning between types of housing, particularly from social housing into the private market. It highlights the poor outcomes, particularly for health and education, that have resulted from overcrowding in remote areas due to a lack of fit-for-purpose dwellings and supply, with negative impacts for Aboriginal and Torres Strait Islander communities.

With 11.8% of people living within the City of Greater Geelong experiencing housing stress (rent or mortgage is 30% or more of household income) there will need to be a consideration of Council's role in advocating for affordable housing options. Great work has already begun in this space with the completion of the City's Social Housing Pan (2020), ready for implementation.

POSITIVE AGING AND AGING WELL

Governments are involved in a number of aspects of caring for and supporting older residents. These include organising and subsidising care and support services, supporting the provision of agreed care infrastructure and supporting carers. At present the City of Greater Geelong provide a range of in-home services to meet care needs and enable independence.

There are a number of challenges facing aged care and disability care sectors, which are not responding to user needs and changing preferences. With our growing and ageing population there will be greater pressure on, and increase to, the cost of health and aged care infrastructure.

There is also an increasing preference for older Australians to remain in their homes and communities. Social connectedness is a key determinant of health, with older people living in residential care reporting feeling lonelier than those living in the community, as reported by the Australia Infrastructure Audit (2018).

Catering to the preference for people to age in their communities will require greater provision of and access to a diversity of services and supports, more adaptable homes, and a diversity of housing types and public spaces that cater for older people and people living with a reduced mobility.

There will need to be a greater focus on preventative health, active lifestyles, aging well and independent living; including at-home aged care and utilising existing spaces to better meet older residents' individual needs.

OUR GUIDING DOCUMENTS:

The following related documents were used to inform this Plan (including strategic plans, policies, legislation and infrastructure plans):

- Council Plan (2018- 2022)
- City of Greater Geelong Draft Social Infrastructure Plan – Needs Assessment (2015)
- Ocean Grove Structure Plan
- Drysdale and Clifton Springs Community Infrastructure Analysis
- Drysdale and Clifton Springs Community Hub and Active Transport Plan
- Central Geelong Action Plan
- Corio North Community Infrastructure Plan
- Future Provision of Community Services Infrastructure in Lara Overview and Implementation Plan.

WHAT OUR COMMUNITY TOLD US:

- **Single use facility model is unsustainable:** Community organisations have raised concerns over the sustainability of facilities and services with many frustrated by the exclusive-use and under-utilisation of some current buildings and facilities. The current, and often single use, facility model is not seen as a sustainable one.
- **Community development and volunteer support is key:** Although there is an expectation of groups to maximise use of the venues, peak organisations noted that to achieve this, volunteer groups need assistance in promoting the venues along with supportive processes (e.g. booking systems), to facilitate use.
- **Knowledge sharing:** Knowledge sharing is seen as essential for future efficiencies and effectiveness. The quality and accessibility of existing data and information is seen as challenging. There is a lot of useful data that exists, but organisations feel that at present, the sharing and integration of data and information is poor and therefore, its full potential is not realised.
- **Community Hubs:** The new integrated, multipurpose 'hubs' were described as contemporary models to access spaces, services, programs and activities by participants. They were also seen as socialisation centres and a focal point for local communities.
- **Limited community capacity to manage facilities well:** Participating organisations identified a limited capacity, knowledge and skills to effectively manage venues and share resources and facilities. In their experiences the ability to develop relationships and partnerships, engage with all levels of government, private and not-for-profit sectors, was currently constrained. Developing contemporary management skills and leadership capacity throughout the network was also seen as essential.
- **Competing Access to Community Infrastructure:** Population growth affects all social infrastructure. Schools and educational institutions are also experiencing growth and as a result they are increasing their reliance and use of community infrastructure. This in turn can impact the amount of access time community groups have for the infrastructure they need.
- **55+ Places and Spaces:** There was a specific request for places and spaces for the 55+ age cohort as this group don't feel they fit the traditional facilities provided, and are not considered 'senior citizens', rather they are wanting to 'age well' and this means staying active and connected to one another. More flexible and welcoming spaces to cater for the growth in this cohort would be welcomed.
- **Building Capacity:** Participants noted that building capacity and increasing the knowledge and skills of groups and organisations along with the provision of information would be welcomed and would potentially deliver more positive and productive outcomes for all involved.
- **Space and storage:** Storage requirements are also a challenge. Participating groups raised storage as a general issue across all activity types. To support the increased need for flexible spaces, and to support sharing spaces with multiple users and activity types, adequate storage was seen as a critical success factor.
- **Fit-for-purpose is driven by activity type and the community it serves:** Community centres / spaces need to consider the type of activities and communities they serve. This may include the need to access smaller meeting spaces or even large community hall spaces (e.g. for communities to come together for events and celebrations versus smaller committee meetings). Any future community meeting and activity spaces will need to be designed to increase flexibility and functionality.
- **Multicultural support:** Multicultural places, spaces and services including access to support services for refugee communities, cultural awareness and safety programs, and access to interpreters, were identified as a gap across the municipality.

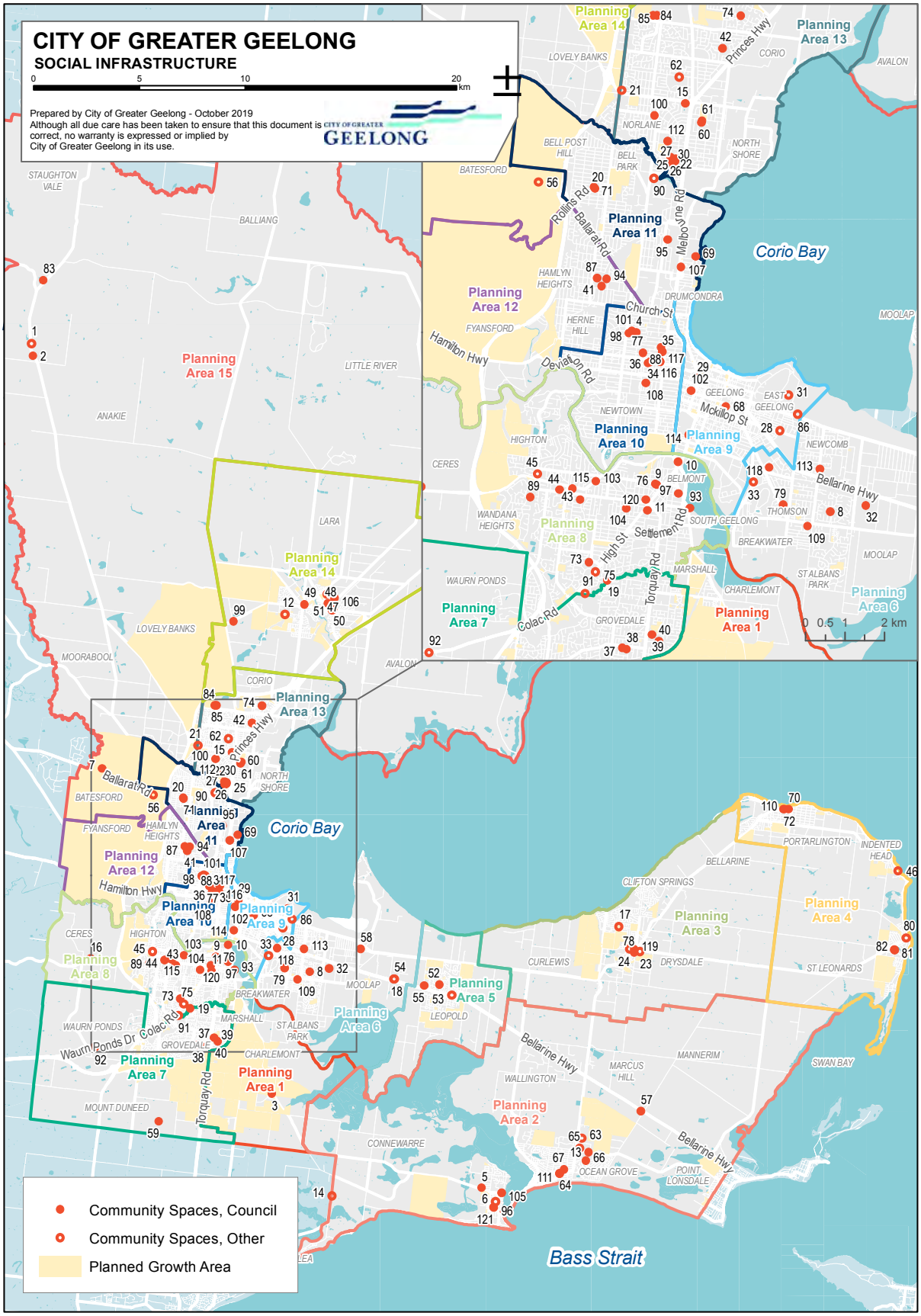
THINGS WE CONSIDERED:

- Standalone facilities are exacerbating isolation. There is an opportunity to integrate facilities with a 'planning for place' approach and create mixed use / multi-use program spaces to provide the necessary access to meet a range of intergenerational programming and service needs.
- Focus on developing flexible, multipurpose community facilities / spaces which can incorporate a range of commercial and community services and change over time as the community matures.
- Ability for these facilities to adapt is often hindered by the complexity and interdependency of these sectors on others, such as volunteers. A focus on community development and building capacity across the network will be important.
- Focus on preventative health, active, affordable and independent living for all people living in our community. Considering partnerships and other enablers to deliver the services needed, where and when they are needed (e.g. access to information around food security, gardening support and transport options).
- Understand network performance including; programming, capacity, occupancy and usage, operational sustainability and improvement opportunities within the network.
- Review governance and management of community facilities with an initial focus on senior citizens centres, community halls and neighbourhood houses.
- Focus on connecting people with places. A key barrier identified is the limited and, at times, inconsistent public transport options, limited available navigation information, and gaps in connectors such as key footpath networks across the municipality.
- Focus on digital accessibility and capability will be important. Embracing new technologies has the potential to reduce time and distance barriers to accessing some community services and information.
- Develop targeted maintenance and renewal programs for community facilities to ensure they are in good working order supported by a programme to upgrade overall disability access.

MAP 6 – COMMUNITY MEETING AND PROGRAM SPACE

MAP REF	NAME
1	Anakie Community Garden
2	Anakie Community House
3	Armstrong Creek East Child and Community Centre
4	Bakers Oval Men's Shed
5	Barwon Heads Community Arts Garden
6	Barwon Heads Community Hall
7	Batesford Public Hall
8	Bellarine Living & Learning Centre
9	South Barwon Community Centre
10	Belmont Park Pavilion
11	Belmont Scout Hall
12	Bisinella Lara Community Centre
13	Boorai Child and Family Centre
14	Breamlea Community Garden
15	Centenary Hall
16	Ceres Temperance Hall
17	Clifton Springs Community Men's Shed
18	Club Italia (Geelong)
19	Cobbin Farm Community Room
20	Cobradah - Senior Citizens Clubrooms
21	Croatian Community Centre
22	Diversitat Northern Community Hub
23	Drysdale RSL
24	Drysdale Scout Hall
25	DW Hope Centre - Filipino Club
26	DW Hope Centre - German Club
27	DW Hope Centre - Spanish Club
28	Eastern Hub Geelong
29	Geelong City Hall
30	Geelong Community Men's Shed
31	Geelong Conference Centre
32	Geelong East Mens Shed
33	Geelong Showgrounds
34	Geelong West Community Garden
35	Geelong West Town Hall
36	Geelong West Youth Club (Boxing Gym)
37	Grovedale Children's and Community Centre
38	Grovedale Community Garden
39	Grovedale Reserve Hall
40	Grovedale Scouts Hall
41	Hamlyn Park
42	Hendy Street Hall
43	Highton and District Girl Guides Hall
44	Highton Community Hall
45	Highton St Luke's Men's Shed
46	Indented Head Community Hall
47	Lara Community Arts and Garden Precinct
48	Lara Community Centre
49	Lara Hall
50	Lara RSL Centre
51	Lara Scout Hall
52	Leopold Community Hub and Library
53	Leopold Hall and Senior Citizens Club
54	Leopold Men's Shed
55	Leopold Reserve
56	Macedonian Hall Geelong
57	Marcus Hill Community Hall
58	Moolap Reserve
59	Mt Duneed Hall
60	Norlane Neighbourhood House
61	Norlane RSL (Windsor Park)
62	Northern Bay College Family Centre
63	Ocean Grove and District Men's Shed
64	Ocean Grove Community Garden
65	Ocean Grove Mirrabooka Kingston Park Guide Hall
66	Ocean Grove Community Hub
67	Ocean Grove Scouts Hall
68	Old Geelong Gaol
69	Osborne House
70	Parks Hall
71	Pettit Park Hall
72	Portarlington Rotunda
73	Reynolds Road Maternal and Child Health Centre
74	Rosewall Community Hub
75	South Barwon Civic Centre
76	South Barwon Community Centre
77	Sparrow Park Hall
78	Springdale Community Centre
79	St Albans Reserve
80	St Leonards Community Centre
81	St Leonards Men's Shed
82	St Leonards Recreation Reserve
83	Staughton Vale Hall / Anakie Hall
84	Sutcliffe Reserve Austrian Club
85	Sutcliffe Reserve Serbian Club
86	Try Boys Sports Stadium
87	Vines Road Community Centre
88	Virginia Todd Community Centre
89	Wandana Heights Hall
90	Wathaurong Aboriginal Cooperative
91	Waurn Ponds Community Garden
92	Waurn Ponds Hall
93	Barwon Valley Activity Centre
94	Hamlyn Park
95	Roseneath Street Office
96	Barwon Heads Community Hub
97	Geelong RSL
98	Bakers Oval Model Train Club
99	2nd Lara Scout Hall
100	Norlane West Scout Hall
101	Hamlyn Heights Scout Hall
102	Geelong Scout Hall
103	Highton Scout Hall
104	Belmont Scout Hall
105	Barwon Heads Scout Hall
106	1st Lara Scout Hall
107	North Geelong Senior Citizens Centre
108	Newtown Senior Citizens Centre
109	Whittington Senior Citizens
110	Portarlington Senior Citizens
111	Ocean Grove Senior Citizens Centre
112	Norlane Senior Citizens Centre
113	Newcomb Senior Citizens Centre
114	Kardinia Senior Citizens Centre
115	Highton Recreation Centre (Seniors Club)
116	Geelong West Senior Citizen's Club
117	Geelong West Senior Citizens Centre
118	East Geelong Senior Citizens
119	Drysdale Senior Citizens Centre
120	Belmont Senior Citizens Centre
121	Barwon Heads Senior Citizens Centre

MAP 6 - COMMUNITY MEETING AND PROGRAM SPACE



COMMUNITY MEETING AND PROGRAM SPACE

Community Hub, Multipurpose Community Hall / Room, Neighbourhood House or Community Learning Centre, Senior Citizens Centre, Men's / Community Shed and Community Garden

BUILDINGS & OWNERSHIP

28 75% COGG
COMMUNITY HALL

12 67% COGG
NEIGHBOURHOOD HOUSE / COMMUNITY LEARNING CENTRE

8 50% COGG
MEN'S / COMMUNITY SHED

7 57% COGG
COMMUNITY GARDEN

16 81% COGG
SENIOR CITIZENS CENTRE

SERVICE	CURRENT PROVISION STANDARDS	TODAY	BENCHMARK	DIFFERENCE
Community Hall	No Parameters	28	N/A	-
Neighbourhood House / Community Learning Centre	1 Facility per 10,000 Persons (all ages)	12	25.7	-13.7
Men's / Community Shed	1 Facility per 20,000 Persons (all ages)	8	12.9	-4.9
Senior Citizens Centre	1 Facility per 20,000 Persons (all ages)	16	12.9	3.1
Community Gardens	No Parameters	8	-	-

Data Notes: There are three community hub models delivered across the municipality (Armstrong Creek, Leopold and Grovedale). There are 67 multipurpose meeting rooms across a range of community facilities. There are six locations where 'delivered meals' are prepared. Not all community gardens are accessible to the broader community.

DISTRIBUTION

EQUITY

GOOD DISTRIBUTION OF SITES AND ACCESS TO AQUATIC SPACES

HIGHER CONCENTRATION IN CENTRAL GEELONG

CONDITION

57 83% COMPLETED
CONDITION AUDITS
CITY OF GREATER GEELONG BUILDINGS ONLY*

AVERAGE SCORE:
2.1 - GOOD

RANGE:
1.6 – VERY GOOD TO
3.1 – GOOD

TRAVEL ACCESSIBILITY

ACCESSIBILITY

ON AVERAGE
164%
OF DWELLINGS

ARE WITHIN A 20-MINUTE WALK TO ONE OR MORE PLACE, SPACE OR SERVICE

100% OR MORE
EXCELLENT WALKABILITY
Meaning that most residents live within a 20-minute walk to more than one option

50% - 100%
GOOD WALKABILITY
Meaning that more than half of residents live within a 20-minute walk

50% OR LESS
LIMITED WALKABILITY
Meaning that less thank half of residents live within a 20-minute walk

NOTE: Comprehensive multi-mode travel accessibility assessments are in development

USAGE / OCCUPANCY

SUSTAINABILITY

MANAGEMENT / SERVICE DELIVERY

Currently under review across the complex networks of community meeting and program spaces.

FELT NEED

Fit-for-purpose is driven by activity type and the community it serves: Community centres / spaces need to consider the type of activities and communities they serve.

The current, and often single use, facility model is not seen as a sustainable one. Community organisations have raised concerns over the sustainability of facilities and services with many frustrated by the exclusive-use and under-utilisation of some current buildings and facilities.

Community development and volunteer support is key. Need to focus on providing assistance with promoting the venues along with other supporting processes (for example booking systems), to facilitate use.

The new integrated, multipurpose 'hubs' were described as contemporary models to access spaces, services, programs and activities by participants. They were also seen as socialisation centres and a focal point for local communities.

COMMUNITY MEETING AND PROGRAM SPACE

INDICATES A METRIC THAT IS OF SIGNIFICANCE TO ASSESSING NEED

BY PLANNING AREA

DESCRIPTION OF SMALL AREAS	Armstrong Creek - Marshall - Charlemont	Barwon Heads – Ocean Grove – Rural Bellarine Peninsula	Clifton Springs-Curlewis - Drysdale-Bellarine	Portarlington – St Leonards - Indented Head	Leopold	Newcomb-Moolap - Thomson - Breakwater – Whittington	Grovedale - Mount Duneed - Waurn Ponds	Belmont-Highton - Wandana Heights –Ceres	East Geelong – Geelong - South Geelong – Drumcondra	Geelong West - Manifold Heights - Newtown	Bell Park - Bell Post Hill -North Geelong – Rippleside	Hamlyn Heights - Herne Hill – Fyansford	Corio – Norlane – North Shore	Lara	Lovely Banks – Batesford – Moorabool - Rural North
KNOWN PROVISION	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Community Hall	1	3	0	4	1	0	4	4	0	3	2	1	2	1	3
Neighbourhood House / Community Learning Centre	0	1	0	1	0	2	1	0	1	0	0	1	2	2	1
Senior Citizen Centre	0	2	1	1	0	3	0	3	1	3	1	0	1	0	0
Men's / Community Shed	0	1	1	1	0	2	0	1	0	1	0	0	1	0	0
Community Garden	0	3	0	0	0	0	2	0	0	2	0	0	0	0	1
PROVISION GAP	**1**	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**	**10**	**11**	**12**	**13**	**14**	**15**
Community Hall	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Neighbourhood House / Community Learning Centre	-1.1	-1.4	-1.6	0.2	-1.3	0.2	-1.3	-3.8	-0.2	-2.1	-1.5	-0.1	-0.5	0.2	0.5
Senior Citizen Centre	-0.6	0.8	0.2	0.6	-0.7	2.2	-1.3	1.1	0.4	2	0.2	-0.5	-0.3	-0.9	-0.2
Men's / Community Shed	-0.6	-0.2	0.2	0.6	-0.7	1.2	-1.3	-0.9	-0.6	0	-0.8	-0.5	-0.3	-0.9	-0.2
Community Garden	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
OTHER INDICATORS	**1**	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**	**10**	**11**	**12**	**13**	**14**	**15**
Condition by area	To be determined														
Access by area	Poor	Good	Good	Good	Good	Good	Good	Good	Good	Good	Good	Good	Good	Good	Poor
SOCIAL INDICATORS	**1**	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**	**10**	**11**	**12**	**13**	**14**	**15**
Households with Families	1974	4023	2666	936	2358	2895	3765	6314	1619	3425	2512	1747	4504	3056	826
Vulnerability* *% of children surveyed who are deemed vulnerable on one of more domain in their first year of school	N/A	19.5%	15.1%	30.8%	17.1%	35.2%	13.4%	16.4%	22.0%	16.4%	19.3%	15.1%	35.7%	17.8%	17.4%
SEIFA – Average of local area scores	1030	1064	993	945	987	891	1020	1024	1037	1050	937	968	793	1000	1001
Workforce Participation % of Planning Area population	67.9%	59.7%	54.9%	39.6%	61.2%	53.0%	60.2%	61.7%	62.8%	64.9%	53.7%	60.9%	45.9%	60.6%	62.2%
Car Ownership % of households without access to a car	2.3%	2.3%	3.0%	4.1%	2.3%	9.1%	4.7%	5.2%	8.2%	7.9%	8.2%	7.5%	12.2%	2.9%	1.4%
HEALTH INDICATORS	**1**	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**	**10**	**11**	**12**	**13**	**14**	**15**
Self-rate health (%) – rated their health as fair or poor	9.5%	5.2%	8.8%	15.3%	11.4%	18.4%	11.9%	7.3%	10.1%	11.5%	6.6%	6.3%	21.2%	14.0%	9.5%
Physical activity (%) – Classified as sedentary	10.4%	5.1%	11.9%	8.3%	9.1%	14.1%	14.3%	6.7%	2.8%	8.0%	8.8%	4.1%	22.6%	13.1%	11.7%
Overweight (%) – Based on Body Mass Index	50.6%	29.4%	35.1%	31.6%	35.8%	47.0%	34.7%	34.4%	39.1%	37.4%	30.9%	28.2%	25.9%	45.4%	35.9%
Obese (%) – Based on Body Mass Index	15.4%	21.6%	18.9%	31.6%	26.6%	29.5%	19.5%	10.9%	12.9%	12.5%	30.9%	23.9%	28.4%	31.1%	19.8%
Psychological distress (%)- High / Very high distress rates	9.1%	6.8%	7.1%	12.0%	13.8%	12.0%	10.1%	10.6%	3.7%	8.7%	6.5%	4.1%	21.3%	8.5%	11.0%
Life satisfaction (%) – Rated their life satisfaction as high or very high.	82.6%	95.8%	84.8%	90.4%	86.8%	83.2%	85.7%	87.0%	88.6%	88.6%	80.3%	95.1%	68.1%	88.9%	84.9%

COMMUNITY SPACES

IN THE NEXT 3 YEARS WE WILL FOCUS ON:

OPTIMISING THE NETWORK

STRATEGIC FOCUS AREAS

INTERGENERATIONAL COMMUNITY HUBS

Adapt places and spaces to serve and evolve with the intergenerational needs of the community.

ADDRESS AGEING AND OBSOLETE INFRASTRUCTURE

Conduct criticality assessments including fit-for-purpose and condition audits of all facilities.

CONTEMPORARY GOVERNANCE AND MANAGEMENT

Support groups to address the challenges and opportunities of running a contemporary facility.

COMMUNITY ACTIVATION AND USE

Support promotion and activation to maximise use and community outcomes.

DIRECTIONS

REF	DIRECTION	POLICY / RESPONSE ALIGNMENT
1.	Develop an aligned and coordinated approach to delivering an intergenerational and integrated model throughout the City's community program and meeting spaces. Particular attention will be given to the progressive movement toward the development of co-located, and where appropriate, integrated community facilities comprising a range of community activities and services. Focus any new developments on the intergenerational service and provision model and avoid developing any standalone community facilities or centres. Develop flexible, multi-purpose community facilities and spaces which have the potential to incorporate a range of commercial and community services, and that can also change over time as the community matures.	In response to the need for greater integration, sustainability and access to community programs and services. In response to the changing needs of the community, programs and services. In response to the need for adaptable places and spaces that evolve with the intergenerational needs of the community at any given time. In response to the need to value manage capital development and ensure ongoing sustainable management and operation.
2.	Maximise usage of existing community facilities and spaces, and maximising access to existing services through planning for place. Increase digital accessibility and capability and embrace new technologies to reduce time and distance barriers to accessing some community services and information. Review the capacity and performance of existing community infrastructure across the municipality. Investigate usage and occupancy, in both public and private services, to help determine need and demand across the City.	In response to the need for greater sustainability and access to places, spaces and services. In response to the need for robust data and insights to understand supply versus demand and inform service planning. In response to the need to create adaptable community facilities and spaces appropriate to the level of service required. In response to the need to plan for the collective needs of a community and a place.
3.	Focus on community development and building capacity across the network with consideration that the sectors ability to adapt is often hindered by the complexity and interdependency on others, such as volunteers. Review governance and management of community facilities with an initial focus on senior citizens centres, community halls and neighbourhood houses. Focus on preventative health, active, affordable and independent living for all people living in our community. Resolve Council's role through sector collaboration and planning with the implementation of the Social Housing Plan and the Healthy Aging Plan.	In response to the need for the sustainable planning, development and operation of community facilities. In response to the need for a considered approach to ensuring our community has access to affordable housing options. In response to the preference of older residents to age well and independently.
4.	Ensure the sustainability of infrastructure in the network. Define standard provisions, levels of service and the level of subsidy associated with City's owned buildings and managed buildings. Develop maintenance and renewal programs for these facilities to ensure they are in good working order and a programme to upgrade disability access.	In response to the need for equity and sustainability across the infrastructure network. In response to the need to define service standards locally and improve consistency in the level of quality and outcomes across the sector.

IDENTIFIED PROJECTS

SUMMARY OF INFRASTRUCTURE DEVELOPMENT OVER THE NEXT 3 YEARS (2020-23)

COMMUNITY MEETING AND PROGRAM SPACES

HARD INFRASTRUCTURE

NEW

New:

Complete Drysdale Multipurpose Community Hub.

Provide a community hall and meeting space as part of the Northern ARC project - potential for a meeting space with a capacity of up to 300 people.

RENEW

Minor refurbishment:

As required.

Changing places facility at Bellarine Aquatic and Sports Centre, Ocean Grove.

Geelong West Seniors Airconditioning upgrade.

Ocean Grove Seniors internal refurb including removal of wall.

Major Refurbishment:

Relocate the Grovedale Community Garden to the rear of the site to increase safety, maximise use, and provide better quality open space on the site.

Based on audit findings roll out Smart City technology across priority facilities.

Norlane Community Centre redevelopment.

Newcomb Hall (Formerly Senior Citizens Centre) toilet upgrade.

MAINTENANCE

Based on Asset Management Plan – develop annual maintenance program(s).

SOFT INFRASTRUCTURE

PLANNING

Develop Asset Management Plan in line with asset condition, fit-for-purpose and criticality audits.

Develop standard provisions, levels of service and level of subsidy (fees and charges) review for all community facilities.

Investigate repurpose of facilities at Eversley Street, Drysdale, and investigate role and future direction of Springdale Neighbourhood House.

Investigate the potential for the inclusion of a neighbourhood house / community learning centre in Armstrong Creek Town Centre Precinct and Armstrong Creek West. Provision to include youth facilities, community meeting spaces, flexible arts and culture spaces and other planned activity groups.

Consider consolidation of existing facilities and investigate the potential development of new multi-use and intergenerational community hubs in the following areas:

- Whittington
- Ocean Grove
- Geelong West / Newtown, and
- St Leonards

Commence planning for the replacement of the Belmont Park Pavilion (community facility), currently not fit-for-purpose and requires relocation from existing site. Consider as part of planning for a new community and cultural hub.

Plan upgrades at Anakie Community House and Batesford Hall as the current facilities are not considered fit for-purpose.

SERVICES / PEOPLE

Work in collaboration with private and education providers to ensure reasonable access to facilities, spaces and programs across the municipality.

Conduct a governance and management review of the sector including an identity, branding and functional review of places, spaces and services.

Develop online booking system for community assets.

Implement Smart City Technology assessing existing service performance

Participate in Kardinia Park Master Plan, in partnership with the Kardinia Park Stadium Trust, with consideration of the future direction of the overall site, sports clubs, Kardinia Park Senior Citizens Centre, public open space and Kardinia Aquatic Centre.

Implement Social Housing Plan (2020).

Finalise Healthy Aging Plan.

Conduct a trial of aged care outreach services across the community facility network in each planning area. Review access to service outcomes.

Trial new technologies to support access to service. Develop a community app by working in partnership with other providers to provide access to services and information about access, availability, navigation and transport, and the program and service provision at all community facilities.



THE CITY OF
GREATER GEELONG

ARTS AND CULTURE

SOCIAL INFRASTRUCTURE PLAN
GENERATION ONE: 2020-23

CITY OF GREATER
GEELONG

ARTS AND CULTURE



SCOPE

Multi Art forms (Music, Dance, Theatre, Visual, Literature, Digital), Cultural Centres, Performing Arts Centres, Museums, Art Galleries, Outdoor Performance and Entertainment spaces, Public Art, Indigenous and Cultural Heritage sites and places of significance, Heritage Collections (Monuments, Plaques, Memorials), Maker Spaces and Studios.

Greater Geelong has a rich and diverse history of arts, culture and heritage and we recognise the critical role each area plays in strengthening cultural identity, social inclusion, place-making, and in delivering economic empowerment for our community.

The role of arts and culture is strengthened through the provision of social infrastructure enabling a connection of people to place and to each other, but also through clear policy direction, enhanced services, technology, information sharing, and management systems.

A wide range of social infrastructure types exist in Greater Geelong, while not all are the responsibility of Council, they can influence municipal planning and service delivery.

The scope of arts, culture and heritage infrastructure is also broad and encompasses a complex diversity of publicly accessible facilities and outdoor spaces. These can include performance and rehearsal spaces, construction and fabrication shops, studio spaces, exhibition and display spaces, natural and built form cultural heritage sites, indigenous keeping places and sites of cultural significance, events and public gathering places, public art and storage spaces for makers, producers, companies and collections. These facilities often have distinct technical and operational requirements not always found in other public facilities.

The City's arts, culture and heritage facilities are utilised by a broad range of residents and visitors; from professionals to amateurs, individuals to groups, schools and educators to specialists and industry. Social infrastructure provides the opportunities needed to create work, build skills and capacity, reach audiences and markets and maximise both community and visitor participation in arts, culture and heritage activities.

The G21 Regional Alliance recognises that 'Booming population growth and ageing infrastructure is creating a strong demand for modern arts and cultural facilities in the G21 region'. Support of these increasing demands is evidenced through our Clever and Creative vision, where 'creative spaces and precincts' are a key aspiration.

There are several considerations that will be key for the City in addressing the changing context and growing community demand for arts, culture and heritage places, spaces and services. This includes developing a greater understanding of Council's role and plans for working towards improved access to fit-for-purpose spaces that can accommodate a diverse mix of users and activities.

Together with the needs of a growing population and significant increases in tourism; the City's continued support will build social capital allowing the City's rich and diverse communities to be integrated, embraced and celebrated. Our support and service also contributes to education and professional development outcomes, economic and business opportunities, and improved health and wellbeing.

The City is in the process of developing an Arts and Cultural Strategy which will inform the future direction and plan for arts and culture over the next 10 years. As part of this work research and mapping of arts, cultural and heritage assets will help inform our decisions around the provision of infrastructure and needs specific to this service.

It will address current limitations, map cultural infrastructure, identify future opportunities and explore potential incentives for landowners accommodating creative industries. In addition, critical and outstanding issues will require collaborative management and funding. For example; providing storage and exhibition space for the community and the need to protect significant collections of art and heritage objects.

Consideration will also be given to recent amendments to the Victorian Planning Provisions which legislates the new 'Agent of Change' principle, which serves to support music activity in both social infrastructure and live music venues.

The new 52.43 Particular Provision clause will capture not just traditional licensed venues, but registered rehearsal studios. Non-traditional venues such as community halls, record stores and radio performance spaces will also be captured by the clause, and this may have an impact on some community venues.

OUR GUIDING DOCUMENTS:

The following related documents were used to inform this Plan (including strategic plans, policies, legislation and infrastructure plans):

- Council Plan (2018 - 2022)
- Public Art Strategy
- Our Heritage, Our Collection (Heritage Asset Strategy) and Heritage Strategy (2017 – 2021)
- Central Geelong Live Music Action Plan (LiveMAP) and Geelong Major Events Strategy (2016-2026)
- UNESCO Creative Cities Mission Statement

WHAT OUR COMMUNITY TOLD US:

- **Access to Arts and Culture:** Two issues were raised in relation to arts and culture – the need for 'mid-sized', affordable spaces for performance and cultural activities; and the concern that some venues were no longer 'fit for purpose' and may be struggling to accommodate participation and audience numbers.
- **'Makers' Spaces:** A number of 'maker' groups are seeking more permanent locations with spaces for practicing their craft, storing their tools and belongings and with evening access to accommodate members who can only participate at night. Encouraging and having other groups share the spaces was also seen as desirable to support each other's events and also increase memberships.
- **Cultural Spaces:** Demand by arts, culture and heritage communities for dedicated arts spaces is increasing, and has been strongly voiced by these communities for many years. Such spaces could accommodate, for instance heritage displays, rehearsal and performance, multi- arts or multi-media outcomes (sound recording, filmmaking, digital design, editing etc), visual art-making, photography, exhibitions and design.
- **Performance Spaces:** More space for local arts and performance groups for example; dance space and drama students. The Potato Shed in Drysdale is operating at full capacity. Expansion of the Potato Shed to become a 250- 300 retractable seat facility is desirable. Other gaps include space for ceramic artists and painters. There is a general need for low cost space for arts, cultural and heritage activity.
- **Space and storage:** Storage requirements are also a challenge. Participating groups raised storage as a general issue across all activity types. To support the increased need for flexible spaces and to support sharing spaces with multiple users and activity types, adequate storage was seen as a critical success factor.

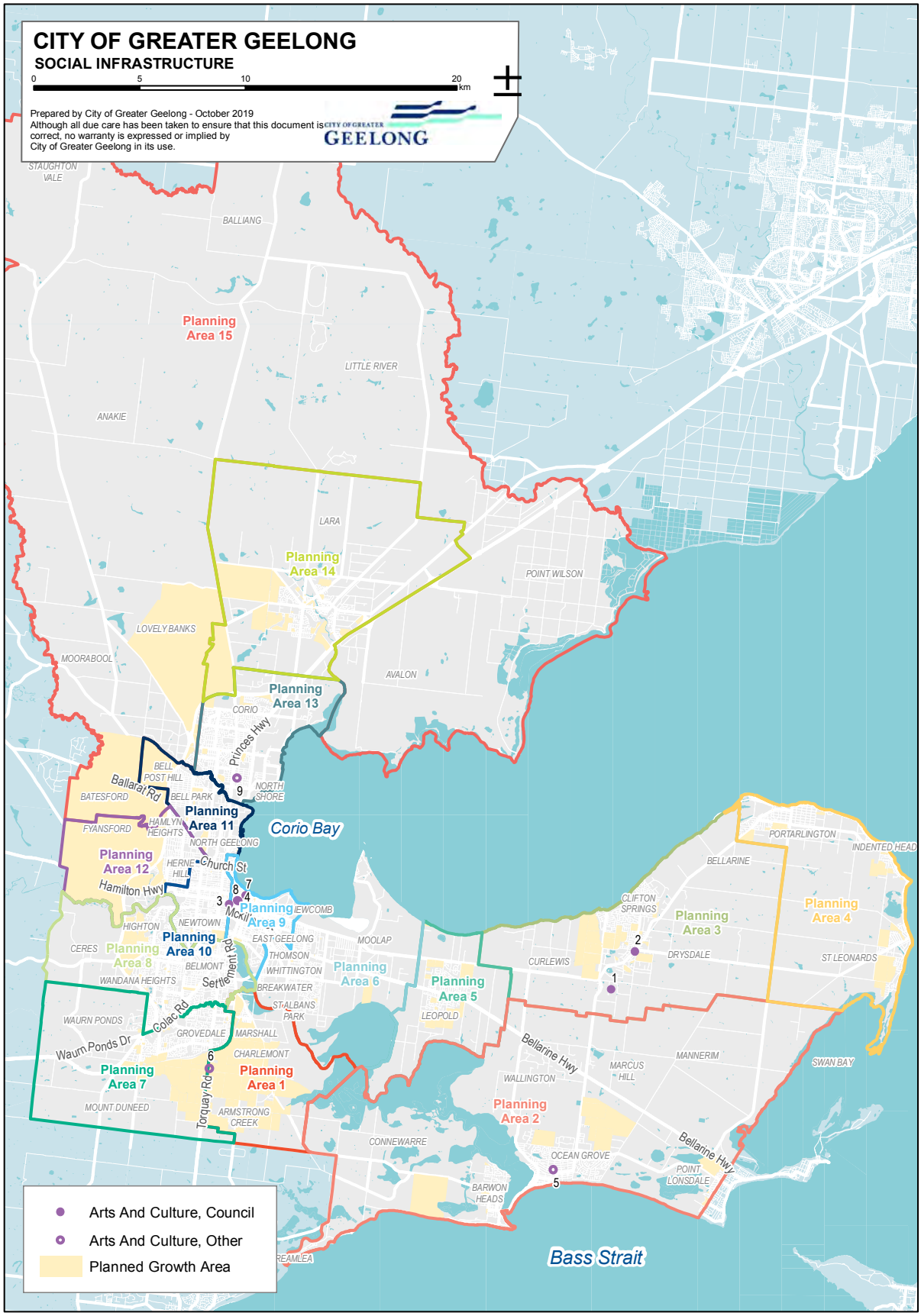
THINGS WE CONSIDERED:

- There is a need for greater clarity around the holistic needs and provision requirements for a thriving and sustainable arts and culture network in Greater Geelong.
- Comprehensive planning currently underway through the development of the Arts and Cultural Strategy will inform future infrastructure and service requirements.
- Arts, culture and heritage opportunities should be considered in all social infrastructure projects, places and spaces.
- Investment in preserving our heritage, built form and collections, requires significant improvement and policy direction.

MAP 7 – ARTS AND CULTURE

MAP REFERENCE	NAME
1	The Potato Shed
2	Drysdale Court House Museum
3	Geelong Art Gallery
4	Geelong Performing Arts Centre
5	Ocean Grove Performance Space
6	Narana Creations
7	National Wool Museum
8	Courthouse Youth Arts
9	Wathaurong Family, Education, Language Centre

MAP 7 - ARTS AND CULTURE



ARTS AND CULTURE

Multi Art forms (Music, Dance, Theatre, Visual, Literature, Digital), Cultural Centres, Performing Arts Centres, Museums, Art Galleries, Outdoor Performance and Entertainment spaces, Public Art, Indigenous and Cultural Heritage sites and places of significance, Heritage Collections (Monuments, Plaques, Memorials), Maker Spaces and Studios.

BUILDINGS & OWNERSHIP



2 0% COGG
CULTURAL CENTRE



3 100% COGG
GALLERY OR EXHIBITION SPACE



3 66% COGG
INDOOR PERFORMANCE SPACE



1 100% COGG
THEATRE (200 SEATS OR LESS)

SERVICE	CURRENT PROVISION STANDARDS	TODAY	BENCHMARK	DIFFERENCE
Cultural Centre	No parameters	2	-	-
Gallery or exhibition space	No parameters	3	-	-
Indoor performance space	No parameters	3	-	-
Theatre (200 Seats or less)	No parameters	1	-	-
Museum	1 Facility per 30,000 Persons (all ages)	2	7.8	5.8
Creative Spaces	No parameters	Unknown	-	-

Data Notes: The data represents all known facilities at the time of writing and does not include many privately owned and operated facilities. The City is currently undertaking research, benchmarking and mapping of all hard and soft cultural assets to identify the holistic arts, culture and heritage provision throughout the municipality. This research will be completed throughout 2020.

DISTRIBUTION

EQUITY



INEQUITABLE DISTRIBUTION OF SITES AND ACCESS TO SERVICES



HIGHER CONCENTRATION IN CENTRAL GEELONG

CONDITION



3 50% COMPLETED
CONDITION AUDITS CITY OF GREATER GEELONG BUILDINGS ONLY*



AVERAGE SCORE: 2.2 - GOOD

RANGE:
2.4 – GOOD TO
2.6 – GOOD

TRAVEL ACCESSIBILITY

ACCESSIBILITY



ON AVERAGE **33%** OF DWELLINGS

ARE WITHIN A 20-MINUTE WALK TO ONE OR MORE PLACE, SPACE OR SERVICE

100% OR MORE EXCELLENT WALKABILITY
Meaning that most residents live within a 20-minute walk to more than one option

50% - 100% GOOD WALKABILITY
Meaning that more than half of residents live within a 20-minute walk

50% OR LESS LIMITED WALKABILITY
Meaning that less thank half of residents live within a 20-minute walk

NOTE: Comprehensive multi-mode travel accessibility assessments are in development

USAGE / OCCUPANCY

SUSTAINABILITY



MANAGEMENT / SERVICE DELIVERY

Currently under review across the complex networks of arts, culture and heritage spaces.

FELT NEED



At the time of this plan, a new Arts and Cultural Strategy was under development. A key action of the strategy will be to clarify the future approach to supporting arts, culture and heritage across the municipality, Council's role and inform potential social infrastructure needs and responses.

Demand by arts, culture and heritage communities for dedicated arts spaces is increasing, and has been strongly voiced by these communities for many years. Such spaces could accommodate preferences for local history and heritage displays, rehearsal and performance spaces, multi-arts or multi-media outcomes (sound recording, filmmaking, digital design, editing), visual art-making, photography, creative spaces, exhibitions and design.

ARTS AND CULTURE

INDICATES A METRIC THAT IS OF SIGNIFICANCE TO ASSESSING NEED

DESCRIPTION OF SMALL AREAS	BY PLANNING AREA														
KNOWN PROVISION	Armstrong Creek - Marshall - Charlemont 1	Barwon Heads – Ocean Grove – Rural Bellarine Peninsula 2	Clifton Springs-Curlewis - Drysdale-Bellarine 3	Portarlington – St Leonards - Indented Head 4	Leopold 5	Newcomb-Moolap - Thomson - Breakwater – Whittington 6	Grovedale - Mount Duneed - Waurn Ponds 7	Belmont-Highton - Wandana Heights –Ceres 8	East Geelong – Geelong - South Geelong – Drumcondra 9	Geelong West - Manifold Heights - Newtown 10	Bell Park - Bell Post Hill -North Geelong – Rippleside 11	Hamlyn Heights - Herne Hill – Fyansford 12	Corio – Norlane – North Shore 13	Lara 14	Lovely Banks – Batesford – Moorabool - Rural North 15
Cultural Centre	1	0	0	0	0	0	0	0	0	0	0	0	1	0	0
Gallery or exhibition space	0	0	1	0	0	0	0	0	2	0	0	0	0	0	0
Indoor performance space	0	1	0	0	0	0	0	0	2	0	0	0	0	0	0
Theatre (200 Seats or less)	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0
Museum	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PROVISION GAP	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Museum	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
OTHER INDICATORS	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Condition by area	To be determined														
Access by area	Poor	Good	Good	Good	Good	Good	Good	Good	Good	Good	Good	Good	Good	Good	Poor
SOCIAL INDICATORS	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Households with Families	1974	4023	2666	936	2358	2895	3765	6314	1619	3425	2512	1747	4504	3056	826
Vulnerability* *% of children surveyed who are deemed vulnerable on one of more domain in their first year of school	N/A	19.5%	15.1%	30.8%	17.1%	35.2%	13.4%	16.4%	22.0%	16.4%	19.3%	15.1%	35.7%	17.8%	17.4%
SEIFA – Average of local area scores	1030	1064	993	945	987	891	1020	1024	1037	1050	937	968	793	1000	1001
Workforce Participation % of Planning Area population	67.9%	59.7%	54.9%	39.6%	61.2%	53.0%	60.2%	61.7%	62.8%	64.9%	53.7%	60.9%	45.9%	60.6%	62.2%
Car Ownership % of households without access to a car	2.3%	2.3%	3.0%	4.1%	2.3%	9.1%	4.7%	5.2%	8.2%	7.9%	8.2%	7.5%	12.2%	2.9%	1.4%
HEALTH INDICATORS	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Self-rate health (%) – rated their health as fair or poor	9.5%	5.2%	8.8%	15.3%	11.4%	18.4%	11.9%	7.3%	10.1%	11.5%	6.6%	6.3%	21.2%	14.0%	9.5%
Physical activity (%) – Classified as sedentary	10.4%	5.1%	11.9%	8.3%	9.1%	14.1%	14.3%	6.7%	2.8%	8.0%	8.8%	4.1%	22.6%	13.1%	11.7%
Overweight (%) – Based on Body Mass Index	50.6%	29.4%	35.1%	31.6%	35.8%	47.0%	34.7%	34.4%	39.1%	37.4%	30.9%	28.2%	25.9%	45.4%	35.9%
Obese (%) – Based on Body Mass Index	15.4%	21.6%	18.9%	31.6%	26.6%	29.5%	19.5%	10.9%	12.9%	12.5%	30.9%	23.9%	28.4%	31.1%	19.8%
Psychological distress (%)- High / Very high distress rates	9.1%	6.8%	7.1%	12.0%	13.8%	12.0%	10.1%	10.6%	3.7%	8.7%	6.5%	4.1%	21.3%	8.5%	11.0%
Life satisfaction (%) – Rated their life satisfaction as high or very high.	82.6%	95.8%	84.8%	90.4%	86.8%	83.2%	85.7%	87.0%	88.6%	88.6%	80.3%	95.1%	68.1%	88.9%	84.9%

ARTS AND CULTURE

IN THE NEXT 3 YEARS WE WILL FOCUS ON:

FRAMING THE NETWORK

STRATEGIC FOCUS AREAS

CONNECT PEOPLE WITH PLACE AND ENVIRONMENT

Connecting Geelong City, Coast and Country through arts, culture and heritage.

CELEBRATE OUR HISTORY AND HERITAGE

Understand and future proof the City's local history and cultural heritage.

CONDUCT HOLISTIC AND COORDINATED PLANNING

Coordinated approach to support and promote arts, culture and heritage.

WORK IN PARTNERSHIP WITH THE SECTOR

Enhance the potential reach, impact and sustainability of our creative and cultural sector.

DIRECTIONS

REF	DIRECTION	POLICY / RESPONSE ALIGNMENT
1.	Undertake an Arts, Cultural and Heritage Infrastructure Needs Assessment (municipal level) as a key action of the Arts and Cultural Strategy, to guide the future approach to supporting arts, culture and heritage across the municipality, to clarify Council's role and inform potential social infrastructure needs and responses. The strategy will have input and guidance from local creative industries representatives, build on local strengths and improve collaboration across the region. Focus on holistic arts and cultural planning to include consideration of, but not limited to: • Preserving and celebrating our cultural heritage • Performance spaces (rehearsal and performance) • Creative spaces • Makers spaces • Exhibition spaces • Multi-arts or multi-media spaces (visual art-making, design, photography) • Public art • Cultural spaces • Heritage spaces and displays • Heritage and local history collection • Events and experiences	In response to the need for a coordinated approach to supporting all arts, culture and heritage across the municipality. In response to the need to enhance the potential reach, impact and sustainability of our arts, culture and heritage sector.
2.	Continue to develop and host a program of cultural activities and events.	In response to the need for important community activities and events to provide opportunities for people to meet, interact socially and create new friendships and support networks across our municipality.
3.	Investigate the storage requirements, restoration needs, and maintenance requirements associated with the City's heritage buildings and sites, and our significant heritage and local history collections.	In response to the need to understand the state of current heritage assets and the need for a coordinated plan to preserve our heritage (including sites, built form and collections).

IDENTIFIED PROJECTS

SUMMARY OF INFRASTRUCTURE DEVELOPMENT OVER THE NEXT 3 YEARS (2020-23)

ARTS AND CULTURE

HARD INFRASTRUCTURE

NEW

New:

Barwon Heads Community and Arts Hub.

Implement Heritage Assets Strategy (collections), once completed.

RENEW

Minor refurbishment:

As required.

Major Refurbishment:

Implement the Sustainable Development Plan for Osborne House.

MAINTENANCE

Based on Asset Management Plan – develop annual maintenance program(s), to including consideration of Council's movable assets and collections.

Investigate the restoration needs and maintenance requirements associated with Council's heritage buildings.

SOFT INFRASTRUCTURE

PLANNING

Undertake an arts, cultural and heritage infrastructure needs analysis (municipal level) as a key action of the Arts and Cultural Strategy, to identify provision needs, opportunities and resources required.

Review the Public Arts Strategy.

Review the Our Heritage, Our Collections Strategy

Undertake and develop strategic plan, vision and key priorities for the National Wool Museum.

As identified in the Our Heritage, Our Collections Strategic Plan Report - Undertake the planning and development of a purpose-built collections' storage facility for Council's heritage collection, including options to include community heritage collections storage capability. Identify site options and develop a business case.

Consider a large hall / performance space capable of hosting a minimum of 500 people with flexible meeting rooms in line with future Convention / Exhibition Centre.

In line with new Civic Accommodation building, develop a business case for the expansion of the Art Gallery into City Hall.

Review the Potato Shed Master Plan 2010 in line with the subsequent review being undertaken in 2020, to test contemporary needs against proposed Stage 1 recommendations for an additional theatre space, music lab and recording and rehearsal space and additional car parking. Stage 2 proposes a 350-seat theatre space.

Develop Asset Management Plan in line with asset condition, fit-for-purpose and criticality audits.

SERVICES / PEOPLE

Work in collaboration with all providers (including private and education) to ensure reasonable access to arts, culture and heritage spaces and activities across the municipality.

Work in partnership with key stakeholders, and the G21 Region Arts and Culture Pillar members to develop a regional cultural strategy focussed on providing a roadmap for supporting organisations and practitioners.

Investigate the use of technology in enhancing user experience of arts, culture and makers spaces across the municipality.

Implement Smart City Technology as a method of engagement and for assessing existing service performance.



THE CITY OF
GREATER GEELONG

OPEN SPACES

SOCIAL INFRASTRUCTURE PLAN
GENERATION ONE: 2020-23

CITY OF GREATER
GEELONG

OPEN SPACE



SCOPE

Sport (Active), Community (Passive), Conservation and Other Open Space

The City of Greater Geelong is committed to protecting and providing one of the communities most valued assets; an open space network that is fit-for-purpose, sustainable, accessible and safe for all residents and visitors to enjoy.

'Australian's rate access to parks and open space more highly than telecommunications and public transport when choosing where to live', as reported in the Australia Infrastructure Audit (2018).

The value of open space, through it's public affinity and its social, environmental and economic benefits, demonstrates that it is crucial for: protecting our natural and heritage environments by conserving areas of vegetation and protecting biodiversity, offsetting the impacts of climate and extreme weather events, supporting community interaction, cultural and spiritual practices, contributing to the mental, physical wellbeing and quality of life of our community, driving economic growth through tourism and amenity uplift to surrounding properties, and the overall rise in liveability factors.

The City contains a variety of open spaces and recreation facilities that take advantage of the area's diverse landscapes of coastal and river foreshores, creek systems, wetlands, rural and heritage settings, as well as new and established suburbs.

There are over 1,000 individual parcels of open space in Greater Geelong covering an area of over 13,000 hectares. The City either owns or has management responsibility on behalf of the Crown for the majority of these open spaces, but other public land managers operating in the region are also responsible for large areas, including coastal reserves, Ramsar-listed wetland complexes, waterway corridors and National and Regional Parks. Not all of these open spaces have recreation or conservation as their primary use, and some have no recreational or conservation role at all.

The City's is in the process of developing an Open Space Strategy which will provide a framework to guide Council, the City, external stakeholders, the development industry, and the broader community on open space planning and its overall provision. The strategy will specifically relate to Council owned and / or managed open space. Open space owned or managed by other land managers, that is also available for the community to access, will form part of an integrated open space network but is considered outside of Council's control unless specific agreements have been established.

Over the past decade, Greater Geelong has seen a marked quantum and quality improvement in open space provision in the emerging growth areas, which has highlighted the disparity of provision in Greater Geelong's existing and older suburbs. These existing areas were developed under different planning eras when open space was not as highly valued as it is today. Compounding this inequity and pressure is the fact that many established areas are still are undergoing significant growth through infill development and densification.

There is a need to provide baseline provision and development standards for primary recreation open space that is in line with best practice and that will provide clarity as to Council's desired level of open space provision and service across the municipality. Assessment of the entire open space network against these standards is an integral part of the Open Space Strategy and will be completed once the proposed new standards of provision are tested with our community.

OPEN SPACE NETWORK – PROPOSED NEW PROVISION STANDARDS

This Social Infrastructure Plan provides a unique component for it's Open Space Network to reflect the propositions of the Draft Open Space Stagey – Open Space Framework and Future Directions Report (2020). A new hierarchy and classification system for public open space, including quantum and provision standards, has been proposed and will be tested through the Draft Social Infrastructure Plan community consultation.

These standards are designed to facilitate the diversification of the open space network while making the network easier to understand and accurately assess current provision. It will also be key to establishing new open space quality and provision standards extending to land delivery, design outcomes, infrastructure development and user experience.

OUR GUIDING DOCUMENTS:

The following related documents were used to inform this Plan (including strategic plans, policies, legislation and infrastructure plans):

- Greater Geelong Planning Scheme
- Precinct Structure Planning Guidelines (VPA)
- Subdivisions Act
- Open space Planning and Design Guidelines (PLA)
- Sustainable Communities: Infrastructure Development Guidelines (2016)
- City of Greater Geelong Urban Forest Strategy (2015 - 2025)
- Landscape Standards Manual and the Infrastructure Design Manual
- City of Greater Geelong Play Strategy (2012 - 2021)
- City of Greater Geelong Physical Activity Strategy (2014 - 2017)

THINGS WE CONSIDERED:

- Changing planning standards over the past few decades have resulted in the delivery of high quality recreational open spaces in our newer growth areas. This improved provision has raised the community's general expectations of open space embellishment and as a result most of the parks within the established areas fall short of these expectations.
- Provision of a recreational 'hub' model for active open spaces by providing a high level of embellishment (i.e. playgrounds, informal courts, picnic areas) of the 'peripheral' open space to encourage greater utilisation of the reserve for passive (non-sporting) uses.
- Recognition of the value, importance and significant community affiliation with public open spaces.

WHAT OUR COMMUNITY TOLD US:

- Our Clever and Creative Future engagement revealed that; the outdoor recreational choices available within the region were highly valued, especially walking and cycling tracks, parks and gardens, the Waterfront, Botanic Gardens, Eastern Beach and Barwon River. Also mentioned were playgrounds and skate parks.
- Many people valued Greater Geelong's diverse and natural environment, including our clean beaches and air, nature reserves, open spaces, parks and the You Yangs, the rivers, sea, beaches and foreshore.
- Our Community Places and Spaces engagement revealed that; parks and playgrounds are seen as valuable community spaces and there is a need to ensure they keep pace with changing demographics while providing attractive and stimulating environments and equipment for children, teenagers and adults. Respondents felt that the provision of toilets and shade should be considered as a standard level of amenity and identified the need for access to more dog parks.
- The Australia Infrastructure Audit (2018) identified that Australian's rate access to parks and open space more highly than telecommunications and public transport when choosing where to live.

OPEN SPACE

Sport (Active), Community (Passive), Conservation and Other Open Space



PROPOSED QUANTUM PROVISION STANDARDS FOR OPEN SPACE

CLASSIFICATION	PARK SUB-CLASSIFICATION	HIERARCHY	VPA PROVISION STANDARDS	QUANTUM EXPRESSED AS HA / 1,000 PEOPLE (UNENCUMBERED)
Sport	Sport Open Space	Local*	6% NDAR (Residential)	2 ha / 1,000 people (Collectively)
		District		
		Regional**	0.5 ha / 1,000 people	
	Sports Venue	District / Regional	5 ha / 60,000 people	5 ha / 60,000 people
Community	Community Open Space	Local / District / Regional	4% NDAR (Residential)	1 ha / 1,000 people (Collectively)
	Civic	District / Regional		
	Linear***	District / Regional		
	Employment	Local	2% NDAE (Employment)	

Definitions:

VPA – Victorian Planning Authority / NDAR – Net Developable Land – Residential / NDAE – Net Developable Land – Employment

Data Notes:

* Local AOS is not a provision standard supported in current planning. In the established areas, there are however AOS sites that due to their size, configuration and embellishment level only function at a local standard level.

** Land allocated in the PSP. In new PSP's the City is to purchase as this provision is not DCP funded (Armstrong Creek PSP's have designated 3 'regional' sport open spaces. Two are being delivered as part of the 10% OSC. One is in addition to the district provision on encumbered flood land and being purchased via a DCP contribution.)

***Linear open space only forms part of the credited open space contribution under strict circumstances. Conservation, encumbered, landscape amenity and other linear do not have quantum provision standards.

**Tract Integrated Open Space Report (2011) prepared as a background document for the development of the VPA PSP Guidelines recommended on the back of work undertaken by Sport and Recreation Victoria, the provision of 2ha/1000people for Active Open Space (AOS). It was then translated into 6% NDAR for 'local' AOS plus 0.5ha/1000 regional AOS provision for growth area 'greenfield' planning areas.

^ Passive Open Space (POS) provision of 1ha/1000 against AOS 2ha/1000 with an original 4/6% split is in recognition of the move towards creating larger sport recreation 'hub's which serve both sport and community leisure needs.

HIERARCHY, CLASSIFICATION, SIZE, DIMENSION, CATCHMENT, POPULATION AND LENGTH OF STAY STANDARDS

HIERARCHY	DESCRIPTION	CLASSIFICATION			SIZE	DISTANCE / CATCHMENT	DIMENSIONS **	POPULATION CATCHMENT	LENGTH OF STAY
		SPORT	COMMUNITY	LINEAR					
Local	Services the immediate neighbourhood	a	a	x	Sport: <5ha	Urban & Suburban: 400m	Broadly Square or Rectangular with sides no greater than 2:1	750 - 3,000	Short
						Rural Living: NA			
					Community :>0.5-1ha (Preference 1ha	Urban & Suburban: 400m			
						Rural Living: NA			
District	Services several neighbourhoods	a	a	a	Sport: 8-15ha (Preference 12-15ha)	Urban & Suburban: 1km	Broadly Square or Rectangular Broadly Square or Rectangular, with sides no greater than 3:1	3,000 - 5,000	Long
						Rural Living: 5km			
					Community (Civic): <0.3ha	Urban: 200m			
					Community: 1-2.5ha	Suburban: 1km			
						Rural Living: 5km			
					Linear	Urban & Suburban: 1km	Minimum of 25m width		
						Rural Living: 5km			
Regional	Serves one or more geographical regions and will attract visitors from across and outside the local government area	a	a	a	Sport & Community: As required	Urban, Suburban & Rural Living: NA	Broadly Square or Rectangular, with sides no greater than 3:1	200,00+ or 20min drive	Long
					Linear		Minimum of 25m width		

Data Notes:

* Linear open space will only be accepted as credited open space under strict criteria and at the City's discretion.

District and Sub-Regional sport open space is typically embellished to the same standard, with the district sport open space catering to the top 5 sports and the sub-regional sport open space catering to the minority sports (hence larger distance & population catchments). Both typically cater to a 'district' level of play.

** Park dimensions minimums as stated. Alternative dimension requires design justification and approval by the City of Greater Geelong's Open Space Planning team.



IMAGE: COMMUNITY TREE PLANTING DAY

OPEN SPACE

INDICATES A METRIC THAT IS OF SIGNIFICANCE TO ASSESSING NEED

BY PLANNING AREA

DESCRIPTION OF SMALL AREAS	Armstrong Creek – Marshall - Charlemont	Barwon Heads – Ocean Grove – Rural Bellarine Peninsula	Clifton Springs-Curlewis - Drysdale-Bellarine	Portarlington – St Leonards - Indented Head	Leopold	Newcomb-Moolap - Thomson - Breakwater – Whittington	Grovedale - Mount Duneed - Waurn Ponds	Belmont-Highton - Wandana Heights –Ceres	East Geelong – Geelong - South Geelong – Drumcondra	Geelong West - Manifold Heights - Newtown	Bell Park - Bell Post Hill -North Geelong – Rippleside	Hamlyn Heights - Herne Hill – Fyansford	Corio – Norlane – North Shore	Lara	Lovely Banks – Batesford – Moorabool - Rural North
KNOWN PROVISION	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
	To be completed on endorsement of new provision standards														
PROVISION GAP	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
	To be completed on endorsement of new provision standards														
OTHER INDICATORS	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Access by area	Poor	Good	Good	Good	Good	Good	Good	Good	Good	Good	Good	Good	Good	Good	Poor
SOCIAL INDICATORS	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
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Car Ownership % of households without access to a car	2.3%	2.3%	3.0%	4.1%	2.3%	9.1%	4.7%	5.2%	8.2%	7.9%	8.2%	7.5%	12.2%	2.9%	1.4%
HEALTH INDICATORS	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Self-rate health (%) – rated their health as fair or poor	9.5%	5.2%	8.8%	15.3%	11.4%	18.4%	11.9%	7.3%	10.1%	11.5%	6.6%	6.3%	21.2%	14.0%	9.5%
Physical activity (%) – Classified as sedentary	10.4%	5.1%	11.9%	8.3%	9.1%	14.1%	14.3%	6.7%	2.8%	8.0%	8.8%	4.1%	22.6%	13.1%	11.7%
Overweight (%) – Based on Body Mass Index	50.6%	29.4%	35.1%	31.6%	35.8%	47.0%	34.7%	34.4%	39.1%	37.4%	30.9%	28.2%	25.9%	45.4%	35.9%
Obese (%) – Based on Body Mass Index	15.4%	21.6%	18.9%	31.6%	26.6%	29.5%	19.5%	10.9%	12.9%	12.5%	30.9%	23.9%	28.4%	31.1%	19.8%
Psychological distress (%)- High / Very high distress rates	9.1%	6.8%	7.1%	12.0%	13.8%	12.0%	10.1%	10.6%	3.7%	8.7%	6.5%	4.1%	21.3%	8.5%	11.0%
Life satisfaction (%) – Rated their life satisfaction as high or very high.	82.6%	95.8%	84.8%	90.4%	86.8%	83.2%	85.7%	87.0%	88.6%	88.6%	80.3%	95.1%	68.1%	88.9%	84.9%

OPEN SPACE

IN THE NEXT 3 YEARS WE WILL FOCUS ON:

STRENGTHENING THE NETWORK

STRATEGIC FOCUS AREAS

SETTING THE STANDARDS

Adopting provision and experiential standards across the open space network.

UNDERSTANDING THE NETWORK

Assessing the existing network against agreed standards.

INVESTING IN THE NETWORK

Ensure equitable opens pace provision across the City.

ONGOING MONITORING

Align strategic planning, maintenance, renewal programs and budgets to meet agreed service levels.

DIRECTIONS

REF	DIRECTION	POLICY / RESPONSE ALIGNMENT
1.	Adopt an open space hierarchy and classification system that facilitates the diversification of the open space network whilst making the network easier to analyse against adopted standards and ongoing inventory assessment. Adopt desired open space quantum provision standards across the network based on those being utilised in Geelong's new growth areas. Adopt desired open space accessibility provision standards based on the Municipality's three distinct settlement types; Urban, Suburban and Rural Living. Set open space quality standards covering land delivery, design, infrastructure and user experience.	In response to the need to understand what type of open space exists within the network. In response to the need to understand how much open space is within the network. In response to the need to understand how accessible open space is within the network. In response to the need to ensure the provision and maintenance of quality and fit-for-purpose open spaces.
2.	Digitally map the open space network according to hierarchy, classification and other relevant property information. Ensure that this information available on the City's GIS spatial mapping system. Undertake municipal-wide and small area assessments of the open space network to understand the open space supply at the local, district and municipal level. Develop a robust understanding of the networks performance by conducting fit-for-purpose audits and user satisfaction surveys for the existing open space network (including quality, condition, amenity, accessibility and safety).	In response to the need to have 'real-time' digital understanding of the open space network. In response to the need to compare open space provision against the adopted standards, and to be able to inform improvements in the network. In response to ensure our parks are fit-for-purpose according to their hierarchy, classification and user satisfaction.
3.	Ensure all new subdivisions are contributing to open space, through land, financial contribution or both. As the municipality grows, so does the need to provide open space for residents, workers and visitor to enjoy. Development must support Council in the provision of quality open space for our community. Review and update City of Greater Geelong's Planning Scheme to support Councils open space objectives and the collection of Public Open Space Contributions. Develop an Integrated Asset Management Plan to ensure all open space assets are captured in Council's asset register, and that maintenance and renewal budgets are commensurate with the agreed service levels for the open space network. Review existing Council opens space policies to ensure compliance and that they reflect best practice.	In response to the need for new development to provide open space to support the open space needs of their communities. In response to the requirement to update the Planning Scheme to deliver Council open space planning objectives. In response to provide a true indication of Councils open space assets to inform management, maintenance and renewal. To ensure Council is meeting all policy and regulatory obligations.

DIRECTIONS, CONT.

REF	DIRECTION	POLICY / RESPONSE ALIGNMENT
4.	Undertake an Open Space Acquisition and Retirement Plan that ultimately strengthens the open space network based on the provision and quality standards adopted. Thoroughly investigate opportunities to acquire larger land parcels when schools and other larger sites become surplus to need. Complete a Play Space Needs Study and renewal program. Playgrounds are a key infrastructure items that often is the main attractor to an open space. Ensure the provision of play (and supporting infrastructure) best meets community expectation while meeting the open space hierarchy standards. Review the Sustainable Communities Infrastructure Development Guidelines to ensure both internal and external stakeholders delivering and designing open space are guided by Council's adopted standards and preferred practices. Fund the renewal of five 'whole of park' local passive open space each year to gradually improve the amenity of the local park network to encourage everyday use. Invest to improve the local park network by improving the basic amenity such as shade, shelter, seating, access, drinking fountains, signage, garden beds and trees in our local park network in the older established areas. Provide one district passive park per planning area. District passive parks are characterised by increased infrastructure that support a diversity of recreation and social opportunities in the one location and promote longer stays.	In response to the need to provide a high quality accessible open space network . In response to the need to better understand the communities desired embellishment standards for play whilst being matched against provision standards. In response to providing guidance on the development levels of open spaces. In response to the need to offer better quality and diversification of our local park network, by addressing the whole park not just the playgrounds in renewal activities. In response to the need to improve experiential factors relating to open space at the local level. In response to ensuring our communities have at least one 'destination park' that supports longer park stays within close proximity to home.

IDENTIFIED PROJECTS

SUMMARY OF INFRASTRUCTURE DEVELOPMENT OVER THE NEXT 3 YEARS (2020-23)

OPEN SPACE

HARD INFRASTRUCTURE

NEW

New:

Utilise the Public Open Space Reserve Fund to purchase land and/or upgrade existing open space in line with public open space retirement or acquisition plan.

Implement 30% tree canopy cover target with the introduction of 1,000,000 Trees Program (starting with 300,000 tress in 3 years). $1M per year = 100,000 trees per year of largely tube stock).

RENEW

Minor refurbishment:

As required.

Major Refurbishment:

Initially identify one passive park per planning area for elevating to district level and formulate a capital improvement program to deliver.

Renew up to five 'whole of park' local passive parks per year. Focus initial renewal activity in Bell Park, Corio, Lara (Chirnside Park), Norlane and Whittington.

Seek investment to improve the basic amenity of the local park network within the older established suburbs.

Beacon Point Reserve Master Plan Implementation

Hume Reserve Master Plan Implementation – paths and park furniture.

Aldershot Master Plan Implementation – Stage 1 subdivide and detailed design.

St Leonards Foreshore Pavilion (shaded seating and showers) to support community and visitor use and experience.

Drewan Park, Wandana Heights – reinstatement of public open space (including demolition of existing dwelling on site).

Irrigate five district parks as part of 'Greening Geelong':

- Stead Park Open Space (investigate opportunities for water re-use of water from surrounds).
- Corio Community Park, Corio
- Petit Park – Bell Post Hill in line with any reclamation works
- St Helens, Rippleside
- Austin Park, Central Geelong

MAINTENANCE

Based on Asset Management Plan – develop annual maintenance program(s).

Establish a dedicated Passive Open Space Reserve Planning and Upgrade Program (and budget) to include passive open space areas, park furniture, drinking fountains, BBQ's, retaining walls, minor structures and landscaping.

Establish a dedicated program (and budget) for renewal of passive elements in active open space reserves. Can include park furniture, drinking fountains, BBQ's, and landscaping. Signage can also be considered in this program.

Seek investment to improve the basic amenity of the local park network within the older established suburbs.

SOFT INFRASTRUCTURE

PLANNING

Council to develop and implement land acquisition framework and budget for open space and community infrastructure across the municipality and formulate an acquisition and redundancy plan that will strengthen the open space network.

Develop Asset Management Plan in line with asset condition, fit-for-purpose and criticality audits.

Develop open space irrigation plan as part of Greening Geelong with a focus on district parks.

Commence planning to address open space needs in central Geelong and immediate areas to include consideration of a central park or town square and Green space, retention of parkland and open recreation spaces for local residents.

Complete the City of Greater Geelong Open Space Strategy.

Adopt the suite of desired open space provision standards and assess the current network against these standards.

Update the Greater Geelong Planning Scheme:

- Investigate the immediate application of 5% open space requirement under the Subdivision Act for all non-residential zoned subdivision. Planning scheme adoption may be required.
- Develop Council's Open Space Contributions Framework to support any changes proposed to clause 53.01 Public Open Space Contribution and Subdivision of the Planning Scheme.
- Update relevant section of the City of Greater Geelong's Planning Scheme (MSS, Open Space Policy).

Review the Sustainable Communities Infrastructure Development Guidelines.

SERVICES / PEOPLE

Work in collaboration with other open space landowners and/or managers to ensure reasonable access to public open space and parklands across the municipality. Facilitate partnerships with other public land managers to address gaps in provision.

Collaborate with Revitalising Central Geelong Project Team to delivery the objectives of the Revitalising Central Geelong Public Open Space Network Report.

Partner with Parks and Gardens Department to formulate open space standards of service based on adopted provision standards.

Identify opportunities for tree planting within open space to support the objectives of the Urban Forest Strategy.

Map the open space network according to classification & hierarchy.

Introduce an open space layer into Council's GIS spatial mapping platform.

Explore innovative communication methods for residents to access information regarding the open space network.

Implement Smart City Technology assessing existing service performance, including use of sensor data to understand open space usage and patterns.

Undertake park intercept surveys to gauge community experiences and satisfaction levels with open space.



THE CITY OF
GREATER GEELONG

PLAY SPACES

SOCIAL INFRASTRUCTURE PLAN
GENERATION ONE: 2020-23

CITY OF GREATER
GEELONG

PLAY SPACES



SCOPE

Playground, Fitness Circuit, Mountain Bike Track, Skate, Scoot or BMX Park and Fenced Dog Parks

Play helps children to learn about the world in which they live, learn how to get along with others, engage with nature, challenge themselves, learn new skills and to simply enjoy themselves.

The City recognises that play not only contributes to a child's health, wellbeing, education and physical, social and cognitive development, but is also an invaluable tool in the development of strong community connections.

The importance of play is recognised at the international level by Article 31 of the United Nations Convention on the Rights of the Child. This key document recognises play as a right for all children. The City also recognises the important role play offers in relation to the development of children and their families and in the development of prosperous and cohesive communities.

Local play spaces are accessible to the whole community due to their location within residential neighbourhoods and if these spaces are well designed, accessible and inclusive, feature appropriate supporting infrastructure and offer a diversity of play opportunities in an attractive setting they can provide valuable, inexpensive physical activity and socialisation opportunities for children and their parents / carers to access independently or via active transport.

Regional play spaces, because of their size and catchment, can provide a much greater range of activities and experiences and may attract people from the entire municipality and beyond. High quality regional facilities can instil a sense of pride and unique character in communities and add to the sense of place.

The Greater Geelong Play Strategy (2012 - 2021) provides the City with a strategic framework to guide play space design, development, management and maintenance throughout the municipality.

The overall purpose of the plan has ensured the provision of well located, well designed, fun and accessible play spaces across the municipality. The Play Strategy outlined the City's vision for play spaces being - Geelong: A Great Place to Play.

The planning principles to accompany the vision state that play spaces in the City of Greater Geelong will:

- Encourage a diversity of experiences.
- Be inclusive and accessible.
- Be inviting and welcoming.
- Be unique in design.
- Be connected to communities and transport links.
- Be challenging, yet safe.
- Be sustainable.
- Promote community interactions.
- Be well designed and planned.
- Respect and protect heritage, natural, biodiversity and cultural features.
- Incorporate the natural environment.
- Be well maintained.
- Extend children's learning, skills and early development.

The Play Strategy has been very successful and largely delivered ahead of it's expected schedule. There are a considerably large number of play spaces, and some excellent examples of installations across the municipality, however there is a need to reassess the quality, distribution and experiences offered across the network so that our play spaces may continue to adapt and meet the changing needs of our community and visitors.

In 2019, the City also developed the first ever Fenced Dog Park Siting, Design and Management Guidelines to develop safe, fit-for-purpose and quality spaces for the City's many fur-children.

This Play Strategy identified opportunities to:

- Improve supporting infrastructure at play spaces, such as natural shade, seats and paths and improve landscaping and public art at play spaces.
- Create better connections to cycling / walking networks.
- Identify appropriate resource levels to maintain and renew existing play stock including in supervised early childhood play settings.
- Improve play value and distribution of play spaces throughout the municipality, utilising design guidelines.
- Improve play opportunities throughout the municipality by focusing on developing a diversity of opportunities and creating informal, spontaneous play opportunities throughout the City for people of all ages and abilities as well as programs to encourage play in public spaces.
- Provide play opportunities for under-serviced age groups (e.g. 0-2 year old's and young people over 10 years of age). Incorporating play spaces that offer challenging activities and develop a risk-benefit assessment to support these activities.
- Increase natural play opportunities and loose materials in play spaces and increase the number of play spaces which offer tactile / sound / sensory experiences.
- Improve opportunities for people with disabilities to access and use play spaces.
- Improve marketing practices, including web-based opportunities.
- Identify potential partnerships with residents and community organisations in the design and development of play spaces.
- In recent years, the City has taken to donating play equipment for re-use when one of the City's playgrounds has been upgraded. Working in partnership with local service clubs such as Rotary, play equipment that is still in good consition, is being sent to locations such as Sri Lanka to be used by communities in need.

OUR GUIDING DOCUMENTS :

The following related documents were used to inform this Plan (including strategic plans, policies, legislation and infrastructure plans):

- Council Plan (2018- 2022)
- City of Greater Geelong Play Strategy (2012 – 2021)
- Fenced Dog Park Siting, Design and Management Guidelines (2019)

WHAT OUR COMMUNITY TOLD US:

- Two of the most common topics raised across all respondent types were the desire for greater access to Parks and Open Space and play Spaces.
- Investing in and adapting infrastructure to respond to changing demographics in various areas is considered important, with specific reference to playgrounds, performance spaces and sport and recreation facilities.
- Parks and playgrounds are seen as valuable community spaces and there is a need to ensure they keep pace with changing demographics while providing attractive and stimulating environments and provision for children, teenagers and adults. Respondents felt that the provision of public toilets and shade should be considered as a standard level of amenity and identified the general need for access to more dog parks

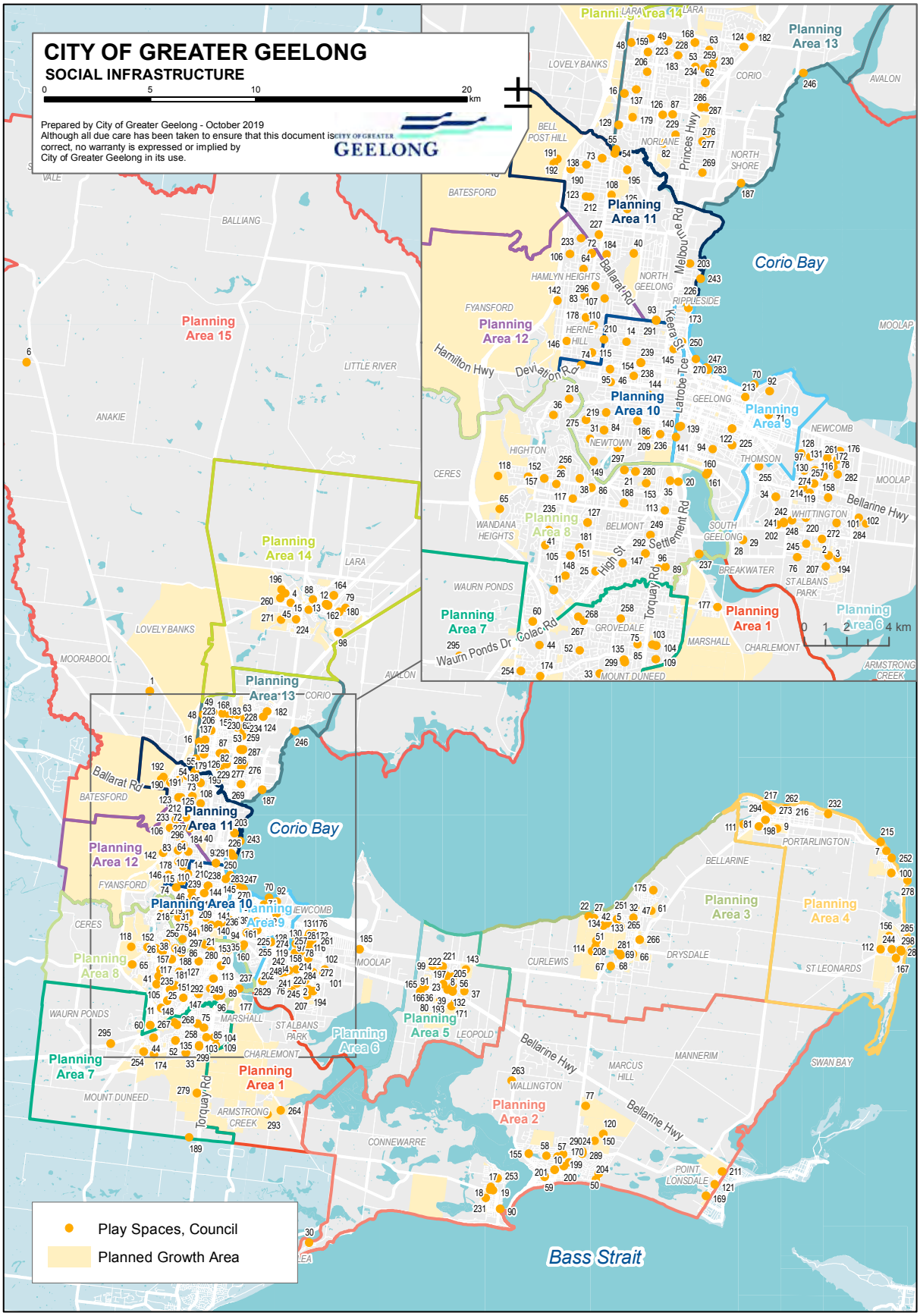
THINGS WE CONSIDERED:

- There is an opportunity to review and update the current play strategy and to also include skate, scoot, BMX and other play space activities.
- Opportunity to integrate all play spaces into future holistic planning and renewal programs.
- Open space areas such as bush land, conservation areas, coastal reserves, roadside reserves to also be considered to provide important play opportunities where gaps exist in the provision of formal playground or other public open space.

MAP 8 – PLAY SPACES

MAP REF	NAME
1	Abe Wood Reserve
2	Aitken Park
3	Aldershot Reserve
4	Allister Reserve
5	Almerta Reserve
6	Anakie Reserve
7	Andreson Reserve
8	Arden Av Reserve
9	Arlington Rise Reserve
10	Arthur Powell Reserve
11	Augustine Reserve
12	Austin Park
13	Austin Park Skate Park
14	Bakers Oval
15	Bank Reserve
16	Banksia Reserve
17	Barwon Heads Community Play Park
18	Barwon Heads Skate Park
19	Barwon Tennis Playground
20	Barwon Valley Activity Centre
21	Barwon Valley Fun Park
22	Beach Vista Drive - North Playground
23	Belcher Park
24	Bellarine Aquatic Sports Centre - Skate Park
25	Belmont Child Care Centre
26	Bennett Reserve
27	Bonavista Way Reserve
28	Brahman Reserve
29	Breakwater Reserve
30	Breamlea Reserve
31	Buckingham Reserve
32	Bullimah Reserve
33	Burdoo Reserve
34	Callander Reserve
35	Cameron Park
36	Cannes Reserve
37	Canowindra Reserve
38	Cara Reserve
39	Carmichael Reserve
40	Castle Reserve
41	Cedmar Reserve
42	Central Reserve
43	Ceres Reserve
44	Chenin Mews Reserve
45	Chirnside Park - South Playground
46	Churchill Reserve
47	Clear Water Reserve
48	Clunies Reserve
49	Cohuna Reserve
50	Collendina Recreation Reserve
51	Connor Park
52	Coolabah Park
53	Corio Community Park
54	Corio Leisure Skate Park
55	Corio Leisuretime Centre
56	Cornthwaite Reserve
57	Crane Reserve
58	Cuthbertson Reserve
59	Dare Reserve
60	Deakin Estate Playground
61	Delungra Avenue Playground
62	Detroit Reserve
63	Donax Reserve
64	Downie Reserve
65	Drewan Park
66	Drysdale Child Care Centre
67	Drysdale Railway Station Picnic Areas
68	Drysdale Recreation Reserve
69	Drysdale Recreation Reserve
70	Eastern Beach Reserve
71	Eastern Park
72	Edgecombe Reserve
73	Edison Reserve
74	Elderslie Reserve
75	Elinbank Reserve
76	Ellstone Reserve
77	Empress Blvd Reserve
78	Ervin Reserve
79	Esperance Reserve
80	Estuary Reserve
81	Evandale Reserve
82	Evans Reserve
83	Fairlie Reserve (East)
84	Fairmont Reserve
85	Felix Reserve
86	Ferndale Reserve
87	Flamingo Reserve
88	Flinders Reserve (South)
89	Francis Reserve
90	Frank Ellis Reserve
91	Gateway Sanct Playground
92	Geelong Special Playspace
93	Geelong West Oval
94	George Trickey Playground
95	Girton Reserve
96	Glenbrae Reserve
97	Glover St. Reserve
98	Goldfinch Reserve
99	Grassland Grove Playground
100	Grieve Av Reserve
101	Grinter Reserve
102	Grinter Reserve
103	Grovedale Recreation Reserve
104	Grovedale Reserve
105	Gwyther Reserve
106	Haines Reserve
107	Hamlyn Park
108	Hammersley Reserve
109	Hansen Reserve
110	Harold Hurst Reserve
111	Hawthorn Reserve
112	Henty Reserve
113	Herd Reserve
114	Hermsley Park
115	Herne Hill Reserve (East)
116	Hibiscus Reserve
117	Highton Reserve
118	Highview Estate Playground
119	Hinchcliff Cr Playground
120	Holburn Rise Basin Playground
121	Hollywood Reserve
122	Hopetoun Park
123	Hosie Reserve
124	Howitt Reserve
125	Hume Reserve
126	Ibis Reserve
127	Iona Reserve
128	Ising Reserve
129	Jamina Reserve
130	Janet Reserve
131	Japonica Park
132	Jaycees Park
133	Jetty Rd Reserve
134	Jetty Rd Reserve
135	John Croft Reserve
136	Kanimbla Reserve
137	Kanooka Reserve
138	Kansas Reserve
139	Kardinia (1) Playground
140	Kardinia (2) Playground
141	Kardinia Fitness Playground
142	Katoomba Reserve
143	Kensington Estate
144	Kenwith Park
145	Kenworthy Reserve
146	Kevin Kirby Reserve
147	Kidman Reserve
148	Kindale Reserve
149	King Lloyd Reserve
150	Kingston Downs Reserve
151	Konrads Reserve
152	Kyeema Av Reserve
153	Kyle Reserve
154	L.J. Keavy Park
155	Lake Av Reserve
156	Lake View Reserve
157	Lambhill Reserve
158	Lancaster Reserve
159	Landale Reserve
160	Landy Field
161	Landy Field
162	Lara Community Centre
163	Lara Lake Reserve
164	Lara Recreation Reserve
165	Leopold Memorial Recreation Reserve
166	Leopold Skate Park
167	Leviens Reserve
168	Lincoln Reserve
169	Longuehaye Reserve
170	Lorikeet Cl Playground
171	Lubeck Reserve
172	Lucas Reserve
173	Lunan Park
174	Malbec Loop Reserve
175	Malcolm Reserve
176	Mars Reserve
177	Marshall Reserve
178	Maurice Reserve
179	Maynooth Reserve
180	Mcclelland Reserve
181	McDonald Reserve
182	McShane Reserve
183	Meath Reserve
184	Milton Reserve
185	Moolap Reserve
186	Moorak Park
187	Moorpanyal Park
188	Morris Reserve
189	Mt Duneed Hall
190	Myers Reserve
191	Myers Reserve
192	Myers Reserve
193	Myuna Reserve
194	Nada Cl Playground
195	Nicholson Reserve
196	Norseman Reserve
197	Northview Reserve
198	Nottingham Reserve
199	Ocean Grove Community Hub
200	Ocean Grove Memorial Reserve
201	Ocean Grove Park
202	Orchard Playground
203	Osborne Park
204	Osprey Reserve
205	Paech Park
206	Paley Reserve
207	Paramount Cr Reserve
208	Percy Cherry Park
209	Percy Reserve
210	Peter Lowe Reserve
211	Peterho Boulevard Reserve
212	Pettitt Park West
213	Pevensey Park
214	Pitman Ave. Reserve
215	Point George R
216	Portarlington Skate Park
217	Portarlington Tennis Club
218	Queens Park
219	Queens Reserve
220	R. Sharp Reserve
221	Railway Reserve
222	Rebecca Reserve
223	Remington Reserve
224	Richard Reserve
225	Richmond Oval
226	Rippleside Park
227	Rita Ct
228	Rodbrough Reserve
229	Rosella Reserve
230	Rotella Reserve
231	Seabanks Reserve
232	Seaforth Reserve
233	Sharland Park
234	Shell Reserve
235	Shoubra Reserve
236	Sladen Park
237	South Barwon
238	Sparrow Park
239	Sparrow Park
240	Sparrow Park Sth
241	St Albans Reserve
242	St Albans Reserve
243	St Helens Reserve
244	St Leonards Recreation Reserve
245	Stan Swain Childrens Playground
246	Stead Park
247	Steampacket Gardens
248	Stephania Mews Reserve
249	Stork Avenue Playground
250	Stradling Reserve
251	Sundial Drive Reserve
252	Taylor Reserve
253	The Mews Reserve
254	The Vineyard Reserve
255	Thomson Recreation Reserve
256	Thornbury Reserve
257	Tilly Reserve
258	Timbarra Reserve
259	Tolona Reserve
260	Upton Reserve
261	Vega Reserve
262	W.G. Little Reserve
263	Wallington Reserve
264	Warralilly Blvd Reserve
265	Water Vista Reserve
266	Wathaurung Reserve
267	Waurn Ponds BMX Track
268	Waurn Ponds Skate Park
269	Waverley Reserve
270	Western Beach
271	Westlakes Blvde Playground
272	Whittington/freedom playground
273	Wiffen Park
274	Wilton Avenue Reserve
275	Windmill Reserve
276	Windsor Park
277	Windsor Park
278	Wrathhall Reserve
279	Armstrong Boulevard Reserve
280	Barwon Valley Fun Park
281	Drysdale Recreation Reserve
282	Ervin Reserve
283	Geelong Waterfront Youth Activities Space
284	Grinter Reserve
285	Harvey Park
286	Stead Park
287	Stead Park
288	St Leonards Lake Reserve
289	Shell Road Reserve
290	Shell Road Reserve
291	Western Oval
292	Winter Reserve
293	Nodal Park
294	Portarlington Recreation Reserve
295	Waurn Ponds Reserve
296	Vines Reserve
297	The Hill - Mountain Bike Park
298	St Leonards Lake Reserve
299	John Croft Reserve

MAP 8 - PLAY SPACES



PLAY SPACES

Playground, Fitness Circuit, Mountain Bike Track, Skate, Scoot or BMX Park

BUILDINGS & OWNERSHIP

303 100% COGG PLAYGROUNDS

5 100% COGG FITNESS STATIONS

14 100% COGG SKATE / SCOOT PARKS

5 100% COGG BMX PARK

1 100% COGG DOG PARK

SERVICE	CURRENT PROVISION STANDARDS	TODAY	BENCHMARK	DIFFERENCE
Playgrounds / Fitness Stations	1 Facility per 1,500 Persons (all ages)	303	171.5	131.5
Skate Parks	1 Facility per 50,000 Persons (all ages)	14	20	14.9
BMX Track		5		
Mountain Bike Track		1		
Fenced Dog Park	No Parameters	1	-	-

Data Notes: Playground inventory data is supplied by the City of Greater Geelong internal playground auditors and is updated annually.

DISTRIBUTION

EQUITY

GOOD DISTRIBUTION OF SITES AND ACCESS TO PLAY SPACES

HIGH CONCENTRATION OF SMALL PLAYGROUNDS

CONDITION

317 100% COMPLETED CONDITION AUDITS CITY OF GREATER GEELONG ASSETS ONLY

PLAY SPACE AUDIT COMPLETED ANNUALLY TO ENSURE SAFETY AND COMPLIANCE.

TRAVEL ACCESSIBILITY

ACCESSIBILITY

ON AVERAGE **661%** OF DWELLINGS ARE WITHIN A 20-MINUTE WALK TO ONE OR MORE PLACE, SPACE OR SERVICE

100% OR MORE EXCELLENT WALKABILITY
Meaning that most residents live within a 20-minute walk to more than one option

50% - 100% GOOD WALKABILITY
Meaning that more than half of residents live within a 20-minute walk

50% OR LESS LIMITED WALKABILITY
Meaning that less thank half of residents live within a 20-minute walk

NOTE: Comprehensive multi-mode travel accessibility assessments are in development

USAGE / OCCUPANCY

SUSTAINABILITY

MANAGEMENT / SERVICE DELIVERY 100% COGG

City of Greater Geelong is 100% provider of public play spaces.

FELT NEED

The network consists of a large number of play spaces, but their quality, provision and distribution is inconsistent.

There is an opportunity to explore community partnerships in the co-design and development of inclusive play spaces.

Marketing, awareness and activation of play spaces will be important.

BMX and Pump tracks are in poor condition.

There is high demand for skate parks, particularly in coastal townships. Several skate parks are in a state of disrepair across the network and are in need of an overhaul, with the exception of the waterfront.

PLAY SPACE

INDICATES A METRIC THAT IS OF SIGNIFICANCE TO ASSESSING NEED

BY PLANNING AREA

DESCRIPTION OF SMALL AREAS	Armstrong Creek - Marshall - Charlemont	Barwon Heads – Ocean Grove – Rural Bellarine Peninsula	Clifton Springs-Curlewis - Drysdale-Bellarine	Portarlington – St Leonards - Indented Head	Leopold	Newcomb-Moolap - Thomson - Breakwater – Whittington	Grovedale - Mount Duneed - Waurn Ponds	Belmont-Highton - Wandana Heights –Ceres	East Geelong – Geelong - South Geelong – Drumcondra	Geelong West - Manifold Heights - Newtown	Bell Park - Bell Post Hill -North Geelong – Rippleside	Hamlyn Heights - Herne Hill – Fyansford	Corio – Norlane – North Shore	Lara	Lovely Banks – Batesford – Moorabool - Rural North
KNOWN PROVISION	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Playgrounds / Fitness Stations	9	28	22	22	18	35	17	39	17	18	20	12	35	19	2
Skate / Scoot / BMX / Mountain Bike Parks	0	2	1	2	1	1	4	1	1	2	1	1	2	1	0
Fenced Dog Park	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0
PROVISION GAP	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Playgrounds / Fitness Stations	2.3	6	10.2	16.8	9.1	22.9	1.5	13.9	9.1	4.1	10	4.8	18.3	7.3	-1.1
Skate / Scoot / BMX / Mountain Bike Parks	-0.3	1.9	0.7	1.9	0.9	0.7	3.9	0.9	0.7	1.9	0.8	0.9	1.9	0.7	-0.3
OTHER INDICATORS	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Condition by area	Audits to be completed in 2020.														
Access by area	Poor	Good	Good	Good	Good	Good	Good	Good	Good	Good	Good	Good	Good	Good	Poor
SOCIAL INDICATORS	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Households with Families	1974	4023	2666	936	2358	2895	3765	6314	1619	3425	2512	1747	4504	3056	826
Children Aged 0 - 5	1122	1567	934	282	919	916	1499	2346	589	1380	937	687	1653	1162	287
School Age (5 – 17 years) No.	1893	4300	2703	869	2184	2401	3633	6260	1284	3362	2076	1433	4609	2963	860
School Age (5 – 17 years) %	17.3%	17.8%	16.8%	11.0%	16.4%	13.3%	15.6%	16.6%	10.9%	16.1%	13.8%	13.4%	18.4%	16.9%	18.4%
Vulnerability* *% of children surveyed who are deemed vulnerable on one of more domain in their first year of school	N/A	19.5%	15.1%	30.8%	17.1%	35.2%	13.4%	16.4%	22.0%	16.4%	19.3%	15.1%	35.7%	17.8%	17.4%
SEIFA – Average of local area scores	1030	1064	993	945	987	891	1020	1024	1037	1050	937	968	793	1000	1001
Workforce Participation % of Planning Area population	67.9%	59.7%	54.9%	39.6%	61.2%	53.0%	60.2%	61.7%	62.8%	64.9%	53.7%	60.9%	45.9%	60.6%	62.2%
Car Ownership % of households without access to a car	2.3%	2.3%	3.0%	4.1%	2.3%	9.1%	4.7%	5.2%	8.2%	7.9%	8.2%	7.5%	12.2%	2.9%	1.4%
HEALTH INDICATORS	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Self-rate health (%) – rated their health as fair or poor	9.5%	5.2%	8.8%	15.3%	11.4%	18.4%	11.9%	7.3%	10.1%	11.5%	6.6%	6.3%	21.2%	14.0%	9.5%
Physical activity (%) – Classified as sedentary	10.4%	5.1%	11.9%	8.3%	9.1%	14.1%	14.3%	6.7%	2.8%	8.0%	8.8%	4.1%	22.6%	13.1%	11.7%
Overweight (%) – Based on Body Mass Index	50.6%	29.4%	35.1%	31.6%	35.8%	47.0%	34.7%	34.4%	39.1%	37.4%	30.9%	28.2%	25.9%	45.4%	35.9%
Obese (%) – Based on Body Mass Index	15.4%	21.6%	18.9%	31.6%	26.6%	29.5%	19.5%	10.9%	12.9%	12.5%	30.9%	23.9%	28.4%	31.1%	19.8%
Psychological distress (%)- High / Very high distress rates	9.1%	6.8%	7.1%	12.0%	13.8%	12.0%	10.1%	10.6%	3.7%	8.7%	6.5%	4.1%	21.3%	8.5%	11.0%
Life satisfaction (%) – Rated their life satisfaction as high or very high.	82.6%	95.8%	84.8%	90.4%	86.8%	83.2%	85.7%	87.0%	88.6%	88.6%	80.3%	95.1%	68.1%	88.9%	84.9%

PLAY SPACES



IN THE NEXT 3 YEARS WE WILL FOCUS ON:

DIVERSIFYING THE NETWORK

STRATEGIC FOCUS AREAS



DIVERSITY OF EXPERIENCES

Develop a diversity of opportunities and create informal, spontaneous play opportunities.



INCLUSIVE PLAY SPACES

Provide play opportunities for under-represented groups and activities.



SUSTAINABLE DESIGN AND DISTRIBUTION

Improve play value and distribution of play spaces throughout the municipality.



CO-DESIGN AND COMMUNITY PARTNERSHIPS

Improve coordination of play space design and development through partnerships.

DIRECTIONS

REF	DIRECTION	POLICY / RESPONSE ALIGNMENT
1.	Reassess the quality, distribution and experiences offered across the network so that our play spaces may continue to adapt and meet the changing needs of our community and visitors. Consider the increased needs and carrying capacity that seasonal and tourist populations brings to some areas of the community.	In response to the need to better understand the usage needs and requirements across the network.
2.	Improve play opportunities throughout the municipality by focusing on developing a diversity of opportunities and creating informal, spontaneous play opportunities throughout the City for people of all ages, genders, abilities and comfort levels, as well as programs to encourage play in public spaces. Provide play opportunities for under-serviced age groups (e.g. 0-2 year olds and young people over 10 years of age) and the City's dogs. Incorporating play spaces that offer challenging activities and develop a risk-benefit assessment to support these activities.	In response to the need for diversity of experiences across the network. In response to the need for more holistic play space planning to include skate, scoot and BMX. In response to the need to be inclusive and provide opportunities for under-represented groups. In response to the need for dedicated play spaces for dogs (fenced dog parks).
3.	Improve play value and distribution of play spaces throughout the municipality, utilising play space provision hierarchy and design guidelines. Consider rationalisation of some underutilised play spaces to invest and improve the quality and experience of play spaces in the surrounding network. Increase natural play opportunities and loose materials in play spaces and increase the number of play spaces which offer tactile / sound / sensory experiences.	In response to the need to adapt the network and meet contemporary user needs and expectations. In response to the need to ensure equity in the provision, condition and access to quality play spaces across the municipality.
4.	Improve coordination of play space development through the establishment of an Internal-Council working group and identification of Council and key stakeholder champions to progress the play space network. Engage community and key stakeholders in the design of play spaces across the municipality. Continue to work in partnership with key stakeholders to repurpose playground equipment, following upgrades, by donating it to children in need overseas.	In response to the need for improved coordination, engagement and partnerships. In response to the need for greater sustainability and reuse of good materials. In response the human right of a child to have access to play spaces.

IDENTIFIED PROJECTS

SUMMARY OF INFRASTRUCTURE DEVELOPMENT OVER THE NEXT 3 YEARS (2020-23)

PLAY SPACES

HARD INFRASTRUCTURE

NEW

New:

Gifted assets (delivered by developers):

- Armstrong Creek
- Lara
- Jetty Road, Clifton Springs

Rippleside Regional Inclusive Play Space – Construction

Develop a series dedicated play spaces for dogs using the Fenced Dogs Park Siting, Design and Management Guidelines. Priority areas of need include; Lara, an area south of the Barwon River and on the Bellarine.

RENEW

Minor refurbishment:

As required.

Major Refurbishment:

Grovedale – Burdoo Reserve Playground

Herne Hill - Kevin Kirby Reserve Playground

Drysdale – Drysdale Recreation Reserve North Playground

Breamlea – Breamlea Recreation Reserve

Geelong North – St Helens Reserve Playground

Clifton Springs – Malcom Reserve Playground

Lara – Flinders Reserve Playground

Waurn Ponds – Playground, Skate Park and BMX Track

St Leonards Lake Reserve - Skate Park

In line with development of new Northern Skate Park, decommission of Norlane Skate Park and reclamation of open space.

MAINTENANCE

Based on Asset Management Plan – develop annual maintenance program(s).

Play Space Upgrade Program and budget. Establish a dedicated program for the renewal of playgrounds, play equipment, skate parks and skate elements, BMX / pump tracks. Should allow for the inclusion of shade elements.

SOFT INFRASTRUCTURE

PLANNING

Complete a holistic Play Space Needs Study and renewal program (including playgrounds, fitness stations, skate, scoot, BMX and nature play spaces), to supersede the Greater Geelong Play Strategy.

Develop Asset Management Plan in line with asset condition, fit-for-purpose and criticality audits.

SERVICES / PEOPLE

Consider the role of an Activation Officer or program for Skate, Scoot and BMX facilities.

Develop a marketing and community awareness campaign around all play spaces across the municipality, including the development of a 'places to play' app.

Explore community partnerships, where appropriate, in the design and delivery of regional play spaces.

Implement Smart City Technology assessing existing play space performance and track before and after upgrade use in play spaces.



THE CITY OF
GREATER GEELONG

AQUATICS AND LEISURE

SOCIAL INFRASTRUCTURE PLAN
GENERATION ONE: 2020-23

CITY OF GREATER
GEELONG

AQUATICS AND LEISURE



SCOPE

Aquatic and Leisure Centres, Swim Schools, Swimming Pools (outdoor) and Ocean Pools.

Aquatics and leisure facilities play an important role in providing health, wellbeing, water education and safety programs for our community.

The aquatics and leisure network can be characterised by a mix of indoor pools and aquatics spaces located across a number of aquatic and leisure centres, outdoor pools for seasonal use, private learn to swim centres and an iconic ocean pool.

While the City provides a range of infrastructure that supports access to aquatics and leisure across Greater Geelong, services and facilities are provided by a mix of public, private, and not-for-profit providers, and most privately owned centres designed around the provision of learn to swim programs.

The industry accepted level of provision is one aquatic and leisure facility for every 60,000 people and located within a 20-minute drive or public transport trip. Given the size and geographical spread of Greater Geelong and according to the population projections; our current provision benchmarks indicate that we will not require any additional aquatic facilities for the next 20 years. However, the carrying capacity, condition and connections to aquatic and leisure facilities will require some improvement and/or replacement.

There will also be a need to keep track of other aquatic and leisure providers given our reliance on the private and education sector to provide some community access and learn to swim programs.

The focus will need to be on providing more capacity at existing centres along with more warm water exercise and program space in the short to medium term.

The City of Greater Geelong Aquatic and Leisure Infrastructure Strategy Plan (2017) outlines a realistic and service-centric approach to the planning and development of aquatics and leisure infrastructure across the municipality over the next ten years.

The Plan outlined five guiding principles to guide future provision and operation of aquatics and leisure infrastructure:

- Enhance community health, wellbeing and social connection
- Equitable access to facilities
- Sustain high quality facilities
- Affordable development and sustainable operations, and
- Maximise the use of existing ad future assets.

The Plan included a comprehensive review of facilities and services at a site-specific level and a number of broad themes relative to the network of facilities was identified:

Facility quality across the network is inconsistent. Leisurelink and BASC are comparable with industry leading aquatic and leisure facilities. Splashdown and Waterworld are in comparatively poor condition and lack facility elements included in contemporary aquatic and leisure facilities. They are also not consistent with customer expectations and aspects of the centres are at the end of their effective life.

Provision for people living with disabilities and mobility issues is poor across the network and facilities generally do not comply with DDA requirements. There are varying issues of non-compliance at a number of centres including non-compliant change rooms, an adequate number of change rooms, and a lack of compliant access points to aquatic spaces. Specifically, Splashdown, Waterworld, Kardinia Aquatic Centre and Lara Swimming Pool do not currently meet disability access requirements of the Disability (Access to Premises – Buildings) Standards 2010. Further, accessibility within health and fitness areas does not always reflect universal design requirements.

The travel analysis undertaken suggests that service provision and accessibility in terms of travel time to the aquatic and leisure centres across the municipality is adequate; except for north Bellarine where travel accessibility is an issue for growing communities.

The aquatics plan indicated that in line with current usage patterns, expected population growth and given current facility designs, there will be capacity issues in the short to medium term at both BASC and Leisurelink, and that these facilities would be unable to accommodate future projected usage without some investment. It is for this reason the plan recommended that Leisurelink be further developed to accommodate associated future demand.

In 2019, the City also commissioned a scoping study to explore the costs and benefits of investing in a 50m outdoor pool in the Drysdale catchment area to service the growing needs of the north Bellarine community; including consideration of potential locations, capital costs and financial performance. The scoping study identifies the north Bellarine as a catchment that is lacking equitable access to aquatic services when compared to most other areas within the municipality.

Specific recommendations for high priority facility development are outlined below (from high to medium priority):

- Waterworld Redevelopment – replacement of the old leisure and aquatic centre as part of the Northern ARC precinct development.
- Spalshdown Redevelopment – achieve DDA compliance, redeveloped health and fitness area, modify 25m pool to three lanes and provide a new learn to swim pool.
- Leisurelink Redevelopment – indoor leisure water area, replacement of the 50m pool, develop a large multi-purpose program pool and additional change space.
- BASC Redevelopment – new warm water pool.
- Drysdale Development – new outdoor 50m pool.
- BASC – expand health and fitness, and administration areas.
- Kardinia Aquatic Centre – refurbishment and renew.
- Lara Swimming Pool – renewal.

OUR GUIDING DOCUMENTS :

The following related documents were used to inform this Plan (including strategic plans, policies, legislation and infrastructure plans):

- Council Plan (2018- 2022)
- Aquatics and Leisure Infrastructure Strategy Plan (2017)
- Bellarine Peninsula 50m Outdoor Pool Scoping Study (2020)

WHAT OUR COMMUNITY TOLD US:

- **Aquatic Services:** Swimmers, learn to swim and surf lifesavers make use of Council's existing pools however, travelling to access existing aquatic services was seen as possible but not desirable for people living in outer and rural areas. Travel accessibility is seen as an increasing issue for people living in northern Bellarine communities.
- **Access to Bay:** The Bay is seen as a playground for those who like to be out on, in or near water for fishing, boating and swimming. A limitation was raised around water access and the need for jetties and launch ramps to be maintained and/or developed over time.

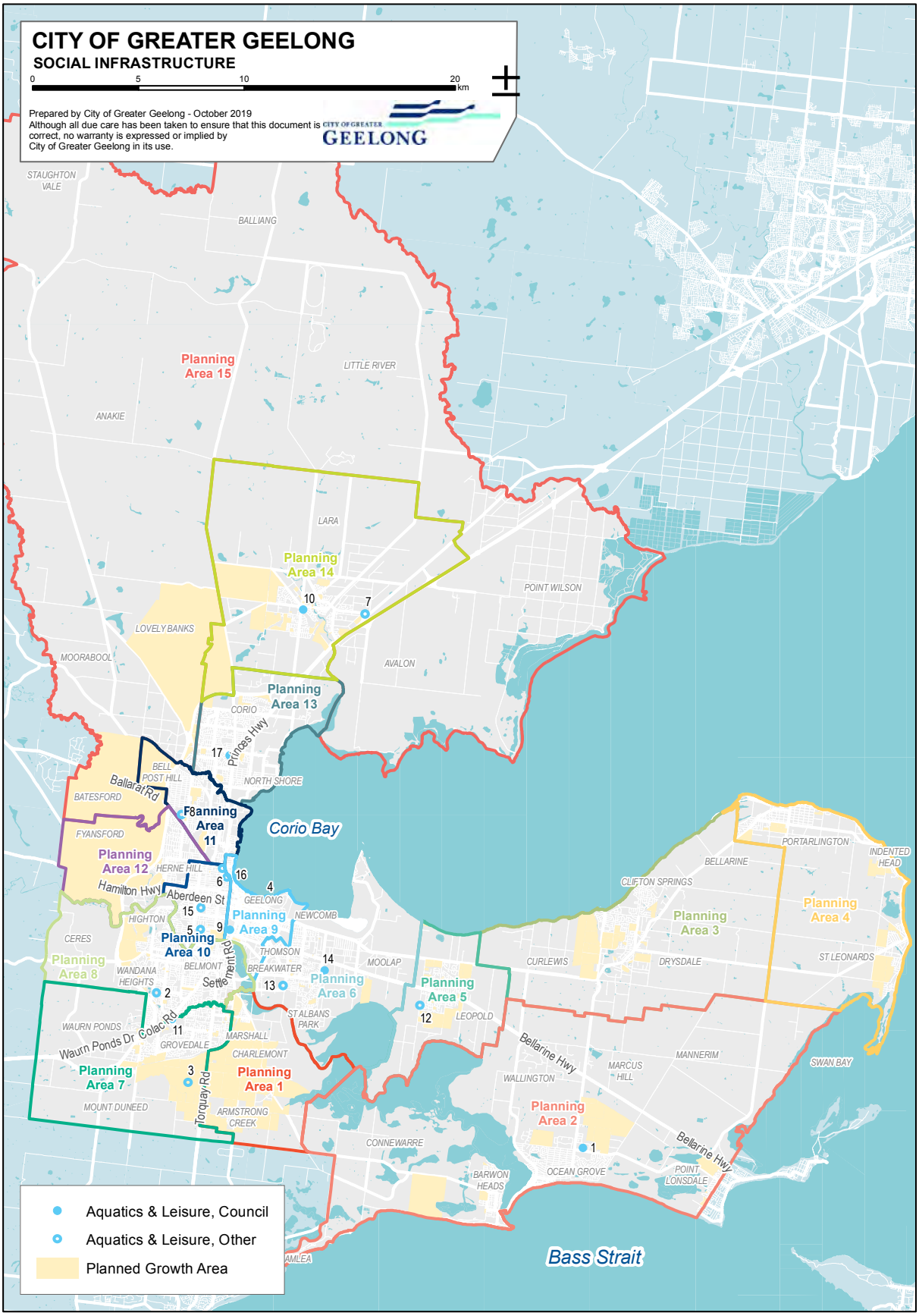
THINGS WE CONSIDERED:

- There are a large number of aquatics and leisure providers across the municipality given the relative size of the population.
- The Northern ARC development in Corio is a major priority for aquatics and leisure development for the City, with a particular focus on improving the health and wellbeing of the community.
- Focus needs to be given to the renewal of existing facilities, building capacity across the network and diversifying aquatic offerings (i.e. warm water exercise and water play spaces). This includes greater use of technology to improve access, use, experience and sustainability of aquatics and leisure facilities.
- Travel accessibility is a key barrier for some coastal communities on the Bellarine; a review of services, public transport and other connectors will be required.
- Accessibility for all abilities will be a key focus for public swimming pools and aquatic spaces.

MAP 9 – AQUATICS AND LEISURE

MAP REFERENCE	NAME
1	Bellarine Aquatic and Sports Centre
2	Christian College - Middle School Campus
3	Club Armstrong
4	Eastern Beach Swimming Enclosure
5	Geelong Aquatic Centre
6	JUMP! Swim School - Geelong West
7	JUMP! Swim School - Lara
8	Kardinia College - H2O Swimming Works
9	Kardinia Park
10	Lara Public Swimming Pool
11	Leisurelink Aquatic & Recreation Centre
12	Leopold Swim School
13	Splash Swim School Geelong
14	Splashdown Leisure Centre
15	The Geelong College
16	Tri Swimming
17	Waterworld Aquatic Centre

MAP 9 - AQUATICS AND LEISURE



AQUATICS AND LEISURE

Aquatic and Leisure Centres, Swim Schools, Swimming Pools (outdoor) and Ocean Pools.

BUILDINGS & OWNERSHIP

9 45% COGG
INDOOR AQUATIC AND LEISURE CENTRES

4 Council sites and 1 private providers offer publicly accessible dry program and gym facilities.

5 0% COGG
LEARN TO SWIM CENTRES (ONLY)

2 100% COGG
OUTDOOR SWIM CENTRES

1 100% COGG
OCEAN POOL

SERVICE	CURRENT PROVISION STANDARDS	TODAY	BENCHMARK	DIFFERENCE
Aquatic and Leisure Centre	1 Facility per 60,000 Persons (all ages)	8	4.3	3.7
Learn to Swim Centres	No parameters	5	N/A	N/A
Swimming Centres (Outdoor)	No parameters	2	N/A	N/A
Ocean Pool	No parameters	1	N/A	N/A

Data Notes:

DISTRIBUTION

EQUITY

GOOD DISTRIBUTION OF SITES AND ACCESS TO AQUATIC SPACES

HIGHER CONCENTRATION IN CENTRAL GEELONG AND LIMITED ACCESS IN NORTH BELLARINE

CONDITION

4 100% COMPLETED
CONDITION AUDITS INDOOR AQUATIC CENTRES, OWNED BY COUNCIL ONLY

AVERAGE SCORE: 2.2 - GOOD

RANGE: 1.2 – VERY GOOD TO 5 – VERY POOR

TRAVEL ACCESSIBILITY

ACCESSIBILITY

ON AVERAGE **50%** OF DWELLINGS ARE WITHIN A 20-MINUTE WALK TO ONE OR MORE PLACE, SPACE OR SERVICE

100% OR MORE EXCELLENT WALKABILITY
Meaning that most residents live within a 20-minute walk to more than one option

50% - 100% GOOD WALKABILITY
Meaning that more than half of residents live within a 20-minute walk

50% OR LESS LIMITED WALKABILITY
Meaning that less thank half of residents live within a 20-minute walk

NOTE: Comprehensive multi-mode travel accessibility assessments are in development

USAGE / OCCUPANCY

SUSTAINABILITY

MANAGEMENT / SERVICE DELIVERY
41% COGG

The City of Greater Geelong is only 41% service provider of all aquatic spaces. 59% are run by others, including commercial and education providers.

AVERAGE ANNUAL VISITATIONS
2.23 MILLION VISITS (94% INDOOR, 6% OUTDOOR)

FELT NEED

Our Community Places and Spaces engagement found that swimmers, learn to swim and surf lifesavers make use of Council's existing pools however, travelling to access existing aquatic services was seen as possible but not desirable for people living in outer and rural areas. Travel accessibility is seen as an increasing issue for people living in northern Bellarine communities.

'Access to the Bay' was also raised as a limitation and the need for jetties and launch ramps to be maintained and/or developed over time.

Survey respondents we asked, "Is there a place, space or service that you need, or you can't easily access at the moment?". 38.1% of respondents indicated 'yes, there was something they needed or that they couldn't easily access at the moment'. Some clear themes emerged, including access to aquatic spaces, the top themes were:

- Parks and gardens
- Play spaces
- Walking tracks
- Aquatic spaces
- Buses and public transport, and
- Universities

AQUATICS AND LEISURE

INDICATES A METRIC THAT IS OF SIGNIFICANCE TO ASSESSING NEED

BY PLANNING AREA															
DESCRIPTION OF SMALL AREAS	Armstrong Creek - Marshall - Charlemont	Barwon Heads – Ocean Grove – Rural Bellarine Peninsula	Clifton Springs-Curlewis - Drysdale-Bellarine	Portarlington – St Leonards - Indented Head	Leopold	Newcomb-Moolap - Thomson - Breakwater – Whittington	Grovedale - Mount Duneed - Waurn Ponds	Belmont-Highton - Wandana Heights –Ceres	East Geelong – Geelong - South Geelong – Drumcondra	Geelong West - Manifold Heights - Newtown	Bell Park - Bell Post Hill - North Geelong – Rippleside	Hamlyn Heights - Herne Hill – Fyansford	Corio – Norlane – North Shore	Lara	Lovely Banks – Batesford – Moorabool - Rural North
KNOWN PROVISION	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Aquatic Spaces (All)	**0**	**1**	**0**	**0**	**1**	**2**	**2**	**1**	**2**	**4**	**1**	**0**	**1**	**2**	**0**
Indoor Aquatic and Leisure Centre	0	1	0	0	0	1	2	1	0	2	0	0	1	0	0
Learn to Swim Centre (only)	0	0	0	0	1	1	0	0	0	2	1	0	0	1	0
Outdoor Swim Centre	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0
Ocean Pool	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0
PROVISION GAP	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Aquatic Spaces (All)	**0.2**	**0.5**	**0.2**	**0.2**	**0.2**	**0.3**	**0.5**	**0.6**	**0.2**	**0.4**	**0.3**	**0.2**	**0.5**	**0.3**	**0**
OTHER INDICATORS	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Condition by area * CoGG Facilities Only	N/A	Good	N/A	N/A	Good	Good	Good	Good	Good	Good	N/A	N/A	Very Poor	Good	N/A
Public Access	To be determined														
Access by area	To be determined														
SOCIAL INDICATORS	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Households with Families	1974	4023	2666	936	2358	2895	3765	6314	1619	3425	2512	1747	4504	3056	826
Vulnerability* *% of children surveyed who are deemed vulnerable on one of more domain in their first year of school	N/A	19.5%	15.1%	30.8%	17.1%	35.2%	13.4%	16.4%	22.0%	16.4%	19.3%	15.1%	35.7%	17.8%	17.4%
SEIFA – Average of local area scores	1030	1064	993	945	987	891	1020	1024	1037	1050	937	968	793	1000	1001
Workforce Participation % of Planning Area population	67.9%	59.7%	54.9%	39.6%	61.2%	53.0%	60.2%	61.7%	62.8%	64.9%	53.7%	60.9%	45.9%	60.6%	62.2%
Car Ownership % of households without access to a car	2.3%	2.3%	3.0%	4.1%	2.3%	9.1%	4.7%	5.2%	8.2%	7.9%	8.2%	7.5%	12.2%	2.9%	1.4%
Lowest – Medium Lowest Income % of Planning Area population	41.2%	47.0%	55.8%	63.3%	51.3%	58.9%	54.8%	49.8%	45.4%	44.3%	56.9%	51.2%	67.4%	48.6%	52.3%
HEALTH INDICATORS	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Self-rate health (%) – rated their health as fair or poor	9.5%	5.2%	8.8%	15.3%	11.4%	18.4%	11.9%	7.3%	10.1%	11.5%	6.6%	6.3%	21.2%	14.0%	9.5%
Physical activity (%) – Classified as sedentary	10.4%	5.1%	11.9%	8.3%	9.1%	14.1%	14.3%	6.7%	2.8%	8.0%	8.8%	4.1%	22.6%	13.1%	11.7%
Overweight (%) – Based on Body Mass Index	50.6%	29.4%	35.1%	31.6%	35.8%	47.0%	34.7%	34.4%	39.1%	37.4%	30.9%	28.2%	25.9%	45.4%	35.9%
Obese (%) – Based on Body Mass Index	15.4%	21.6%	18.9%	31.6%	26.6%	29.5%	19.5%	10.9%	12.9%	12.5%	30.9%	23.9%	28.4%	31.1%	19.8%
Psychological distress (%)- High / Very high distress rates	9.1%	6.8%	7.1%	12.0%	13.8%	12.0%	10.1%	10.6%	3.7%	8.7%	6.5%	4.1%	21.3%	8.5%	11.0%
Life satisfaction (%) – Rated their life satisfaction as high or very high.	82.6%	95.8%	84.8%	90.4%	86.8%	83.2%	85.7%	87.0%	88.6%	88.6%	80.3%	95.1%	68.1%	88.9%	84.9%

AQUATICS AND LEISURE

IN THE NEXT 3 YEARS WE WILL FOCUS ON:

ADAPTING THE NETWORK

STRATEGIC FOCUS AREAS

DEVELOP THE NORTHERN ARC

Enhance community health, well-being and social connection in the North.

ADAPT TO NEW TECHNOLOGIES

Adapt and integrate new technologies for efficient, effective and sustainable operations.

SUSTAIN HIGH QUALITY FACILITIES

Develop a detailed understanding of facility requirements to meet the changing needs of the community.

UNLOCK EXISTING MARKET POTENTIAL

Maximise use of existing facilities and work with local private and education providers.

DIRECTIONS

REF	DIRECTION	POLICY / RESPONSE ALIGNMENT
1.	Develop the Northern ARC as a priority. The Northern ARC development in Corio is a major priority for aquatics and leisure development for the City, with a particular focus on improving the health and wellbeing of the community.	In response to the need to improve the health and wellbeing of the community. In response to the need for equity of access to facilities and services in the North.
2.	Embrace and encourage greater use of technology to improve access, use, experience and sustainability of aquatics and leisure facilities.	In response to the need for greater accessibility to information, experience and sustainability in operations.
3.	Focus on achieving compliance against the Disability Discrimination Act (DDA) standards and providing accessibility for all abilities to all public swimming pools and aquatic spaces. Work in partnership with the sector and public transport providers to improve travel accessibility to aquatic and leisure facilities across the municipality.	In response to equity and access requirements for all. In response to the need to maximise use of existing facilities.
4.	Develop an in depth understanding of the network's condition, quality, capacity, criticality and compliance requirements. Expand existing facilities and reduce barriers to access with focus on building capacity across the network and diversifying aquatic offerings (i.e. warm water exercise and water play spaces) to meet the changing needs of the community.	In response to building capacity across the network. In response to the need to maximise use of existing facilities. In response to the changing needs of the community.

IDENTIFIED PROJECTS

SUMMARY OF INFRASTRUCTURE DEVELOPMENT OVER THE NEXT 3 YEARS (2020-23)

AQUATICS AND LEISURE

HARD INFRASTRUCTURE

NEW

New:

Waterworld, Corio – Replace Waterworld and develop new Health and Wellbeing Hub as part of the Northern ARC precinct development.

New facility, Drysdale – Consider the development of an aquatic and leisure facility to service the needs of the north Bellarine community.

RENEW

Minor refurbishment:

Bellarine Aquatic and Sports Centre Learn to swim office upgrade and replace waterplay structure.

Concourse renewal and replacement program across all sites.

Gym equipment annual replacement program.

Aquatic play equipment upgrades across all sites

Locker replacement at Leisure Centres with RFID capability for members

Major Refurbishment:

Bellarine Aquatic and Sports Centre Redevelopment – new warm water pool and expansion of health and fitness facilities.

Splashdown, Moolap – DDA compliance, redeveloped health and fitness area, review the 25-metre pool design for additional lap lanes and a new warm water pool added to the facility.

Leisurelink, Waurn Ponds - replacement of the failing Astral 50m pool with an insitu concrete design. Must be done 2021/22 based on engineering assessments of current pool shell structure.

Kardinia Aquatic Centre, refurbishment of pools, replace waterslide, DDA compliance and move the café to the entrance foyer area.

Lara Swimming Pool, ensure DDA compliance to change rooms.

MAINTENANCE

Based on Asset Management Plan – develop annual maintenance program(s).

Implement Aquatic and Leisure Upgrade Programs.

SOFT INFRASTRUCTURE

PLANNING

Develop Asset Management Plan in line with asset condition, fit-for-purpose and criticality audits.

Conduct Access and Inclusion audits at all sites.

Develop a detailed capacity and feasibility study relating to the future development of Leisurelink, Splashdown and BASC.

Complete detailed design and costings for the development of a 50m outdoor pool in Drysdale.

Review longer term Armstrong Creek aquatic facility needs study.

Leisurelink Pool 50m Pool Replacement - Detailed design and business case.

SERVICES / PEOPLE

Work in collaboration with private and education providers to ensure reasonable access to aquatic spaces and programs across the municipality.

Contemporise systems to include a software upgrades across all aquatic and leisure centres.

Implement Smart City Technology assessing existing service performance and future requirements.



THE CITY OF
GREATER GEELONG

INDOOR SPORT AND RECREATION

SOCIAL INFRASTRUCTURE PLAN
GENERATION ONE: 2020-23

CITY OF GREATER
GEELONG

INDOOR SPORT AND RECREATION



SCOPE

Multipurpose Indoor Sports Facility, Gymnastics Centre, Squash Court(s) and Table Tennis Venue

Indoor sport and recreation facilities provide one of the most multi-use and dynamic facilities in our community. They accommodate a wide range of community and physical activities, but the overall provision, distribution and quality of indoor venues is inconsistent across our municipality.

Indoor facility usage trends indicate that people aged between 0 to 39 years are twice as likely to participate in indoor leisure / sporting activities and use indoor stadiums. This age group currently represents (54.4%) of the area population.

There is a strong need to plan for continued high demand for indoor court spaces that provide sporting and activity activities for residents of younger ages and family groups.

The review indicates that indoor recreation facility provision was low with only thirty-four (34) large / full size indoor courts available for community use in the City, whilst adjoining municipalities only provide a further six large indoor courts.

Education providers (Primary / Secondary Schools and Tertiary Education) provide a total of 25 large indoor courts but only 13 of these courts (just above 50%) are available for regular community use. A total of 10 large indoor courts are provided by other organisations with all courts available for community use.

There were also a further 44 undersize courts across the municipality but the majority of these were not suitable for competition purposes (largely due to lack of run-off area and undersize of courts).

Benchmarking against other regional areas indicated found the City had the second lowest number of useable courts per population ratio of the regional areas reviewed.

The facility inventory also indicated that the majority of multiple court venues had high peak time use but many of the single court venues had low use and therefore had some capacity for more use (likely to be junior teams and training use).

The review of future population growth areas indicated that there was sufficient future facility development opportunities identified in the southern, eastern and northern growth areas of the municipality to meet increasing demand, at the time when expected population increases occur, as long as planning and funding strategies are commenced in these key areas.

In 2014, the Indoor Recreation Facilities Strategy had been based on "the available indoor recreation facility supply being inadequate for the city's population needs', but consideration must be given to the large number of non-compliant / undersized courts and the low number of compliant competition courts. The strategy recommendations were therefore based on the need to:

- Increase use at a range of existing and suitably located centres that allow community use.
- Support and improve access to the best located and accessible education / institution centres that do not currently allow community use.
- Plan for between 7 to 10 new courts to be built and operational by 2018 and a further 7 to 10 courts planned and operational by 2031 to fill the gap in compliant courts across the municipality.
- Continue to operate and manage the facilities under direct Council management to ensure all user groups have access and that maximum facility occupancy is encouraged.

In response to the findings, the recommendations were:

- Develop facilities in areas of need and population growth.
- Expand key facilities in the north (Leisuretime Centre, Corio) and on the Bellarine.
- Encourage greater use of underutilised community / school indoor recreation facilities to provide more local area facility use and access.
- Develop new facilities in key growth areas with indoor recreation facilities at Armstrong Creek Precincts (up to 3 facilities) and Lara West (1 facility) as development is taken up and population triggers are reached.
- The emergence of a private provider in Marshall, 900 meters away from the recommended Brearley Reserve Council site had deferred development progress on that site. There is an opportunity to explore a potential partnership and/or expansion of the new private site to deliver on the deficit of courts south of the Barwon river.

OUR GUIDING DOCUMENTS :

The following related documents were used to inform this Plan (including strategic plans, policies, legislation and infrastructure plans):

- Council Plan (2018- 2022)
- Indoor Recreation Facilities Strategy (2014)
- Brearley Reserve Regional Indoor Court Facility Feasibility Study (2017)
- New Stadium Management Options on Education Land - Report (2018)

WHAT OUR COMMUNITY TOLD US:

- **Sports Infrastructure:** With continuing growth in participation rates in sport and more recently in significant growth in women's sport, facilities and grounds are being challenged to meet demand.
- **Competing Access to Community Infrastructure:** Population growth affects all social infrastructure. Schools and educational institutions are also experiencing growth and as a result they are increasing their reliance and use of community infrastructure. This in turn can impact the amount of access time community groups have for the infrastructure they need.

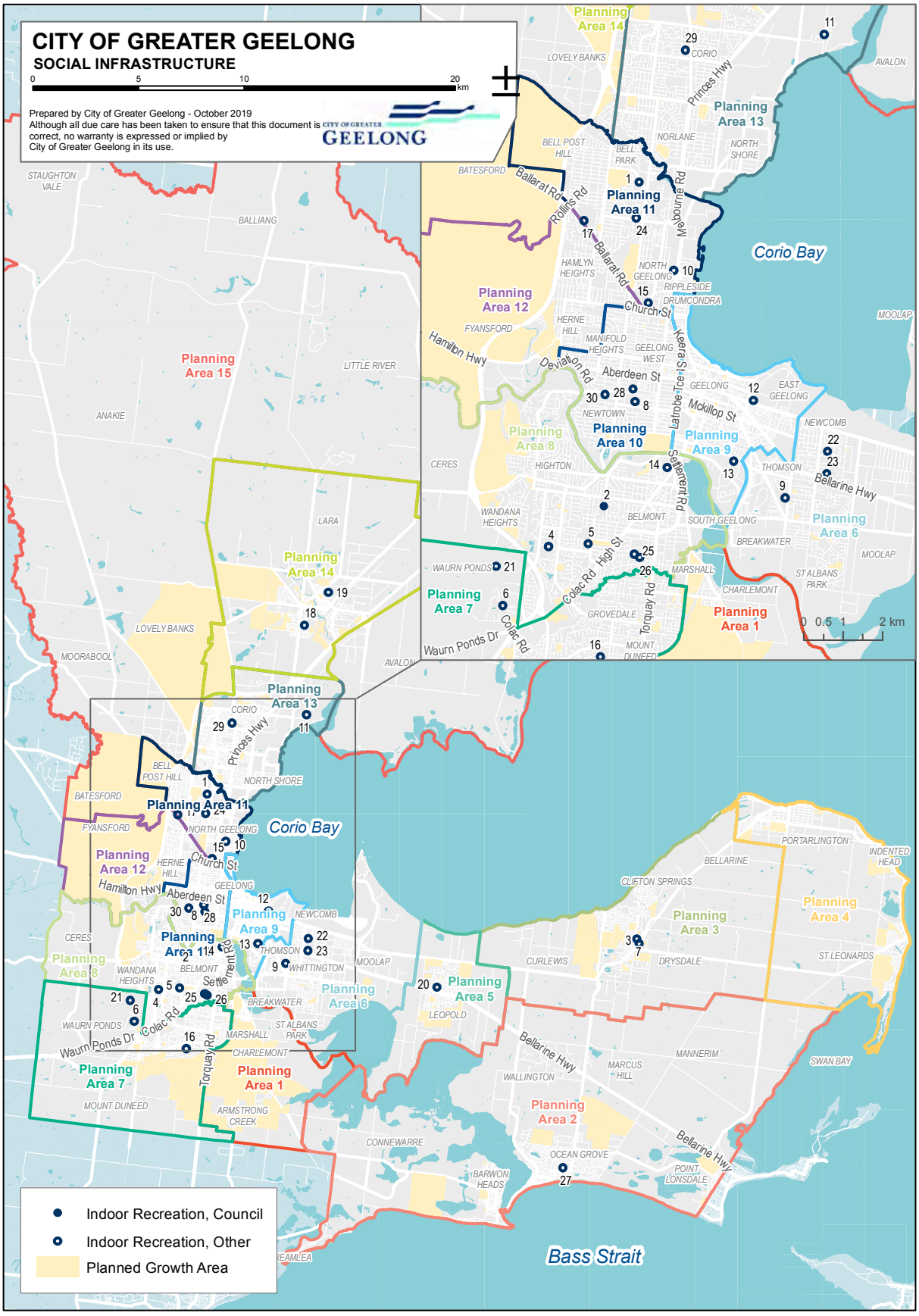
THINGS WE CONSIDERED:

- The low amount of compliant / full size courts for sports competitions and no compliant indoor netball courts available for regular use in the municipality.
- Emergence of private providers and the need to explore new ways of working.
- Finding the right delivery model in each unique area will be important. Increased pressure on education-based facility provision may affect overall community access to facilities.
- Indoor / high-ball centres will need to be adaptive to a range of activities and to be able to meet the changing needs of the community, and include provision for basketball, netball, volleyball, gymnastics, squash, table tennis and futsal at a minimum.
- Any future development will need to consider the ongoing management, operation, maintenance and renewal as part of any business case.
- Consider realignment of renewal, planning and development programs going forward to better respond to need and value manage outcomes.
- Consider a review of the 2014 strategy in line with new delivery models and changing expectations.

MAP 10 – INDOOR SPORT AND RECREATION

MAP REFERENCE	NAME
1	Action Indoor Sports Centre
2	Belmont Secondary College
3	Christian College - Drysdale Campus
4	Christian College - Middle School Campus
5	Clairvaux College
6	KD Stewart Centre (Deakin University, Waurn Ponds Campus)
7	Drysdale Primary School
8	Geelong College Senior School
9	Geelong East Primary School
10	Geelong Gymnastics Centre
11	Geelong Grammar
12	Geelong High School
13	Geelong Indoor Sports Centre
14	Geelong Lawn Tennis Club
15	Geelong Table Tennis Centre
16	Grovedale Secondary College
17	Kardinia International College- Indoor Sports Courts
18	Lara Lake Primary School - Indoor Sports Court
19	Lara Secondary College - Indoor Sports Court
20	Leopold Primary School (LINCS) - Indoor Sports Court
21	Marcus Oldham College
22	Newcomb Park Primary School - Indoor Sports Court
23	Newcomb Secondary College Hall - Indoor Sports Court
24	North Geelong Secondary College
25	Oberon Secondary College
26	Oberon South Primary School
27	Ocean Grove Memorial Hall
28	Sacred Heart College
29	St Francis Xavier Primary School
30	St Josephs College

MAP 10 - INDOOR SPORT AND RECREATION



INDOOR SPORT AND RECREATION

Multipurpose Indoor Sports Facility, Gymnastics Centre, Squash Court(s) and Table Tennis Venue

BUILDINGS & OWNERSHIP

27 11% COGG
MULTIPURPOSE INDOOR SPORTS FACILITY

5 20% COGG
GYMNASTICS CENTRE

2 100% COGG
SQUASH COURTS

1 100% COGG
TABLE TENNIS VENUE

SERVICE	CURRENT PROVISION STANDARDS	TODAY	BENCHMARK	DIFFERENCE
Multipurpose Indoor Sports Courts Facility (i.e. Basketball / Netball / Futsal)	1 Facility per 12,000 Persons (all ages)	27 Facilities **(56% comprise undersized courts)**	21.4 Facilities	5.6 Facilities
Gymnastics Centre	1 Facility per 500,000 Persons (all ages)	5	1	4
Squash Courts	No Parameters	2	N/A	-
Table Tennis Venue	1 Facility per 500,000 Persons (all ages)	1	1	-

Data Notes: Despite the large number of indoor sports facilities, there is a lack of compliant / full-size and publicly accessible indoor sports courts with approximately on 44% of all courts provided across 27 sites are considered full-size for training and competition use.

DISTRIBUTION

EQUITY

GOOD DISTRIBUTION OF SITES BUT ACCESS IS RESTRICTED

HIGHER CONCENTRATION IN NORTH GEELONG

CONDITION

0 0% COMPLETED
CONDITION AUDITS CITY OF GREATER GEELONG ASSETS ONLY

AVERAGE SCORE:
AUDITS TO BE COMPLETED

TRAVEL ACCESSIBILITY

ACCESSIBILITY

ON AVERAGE **78%** OF DWELLINGS ARE WITHIN A 20-MINUTE WALK TO ONE OR MORE PLACE, SPACE OR SERVICE

100% OR MORE EXCELLENT WALKABILITY
Meaning that most residents live within a 20-minute walk to more than one option

50% - 100% GOOD WALKABILITY
Meaning that more than half of residents live within a 20-minute walk

50% OR LESS LIMITED WALKABILITY
Meaning that less thank half of residents live within a 20-minute walk

NOTE: Comprehensive multi-mode travel accessibility assessments are in development

USAGE / OCCUPANCY

SUSTAINABILITY

MANAGEMENT / SERVICE DELIVERY
11% COGG

The City of Greater Geelong is only 11% service provider of all indoor sports. The majority of facilities are run by others, including commercial and education providers.

AVERAGE ANNUAL VISITATIONS
634,891 VISITS
- 54% ARENA
- 26% LEISURETIME
- 20% BVAC

FELT NEED

There is a significant need for access to full-size compliant indoor sport and recreation facilities.

There is an inequity in the provision and distribution of access to indoor sports courts with a particular focus on the southern areas of Greater Geelong.

Over half of all courts provided across the 27 sites are considered undersized and not compliant for competition use.

The emergence of private providers and new school developments creates and opportunity for partnerships, however a placed-based approach will be key.

Any developments will need to consider the ongoing management and operation during the design phase to ensure desired outcomes are achieved.

INDOOR SPORT AND RECREATION

INDICATES A METRIC THAT IS OF SIGNIFICANCE TO ASSESSING NEED

BY PLANNING AREA															
DESCRIPTION OF SMALL AREAS	Armstrong Creek - Marshall - Charlemont	Barwon Heads – Ocean Grove – Rural Bellarine Peninsula	Clifton Springs-Curlewis - Drysdale-Bellarine	Portarlington – St Leonards - Indented Head	Leopold	Newcomb-Moolap - Thomson - Breakwater – Whittington	Grovedale - Mount Duneed - Waurn Ponds	Belmont-Highton - Wandana Heights –Ceres	East Geelong – Geelong - South Geelong – Drumcondra	Geelong West - Manifold Heights - Newtown	Bell Park - Bell Post Hill -North Geelong – Ripplside	Hamlyn Heights - Herne Hill – Fyansford	Corio – Norlane – North Shore	Lara	Lovely Banks – Batesford – Moorabool - Rural North
KNOWN PROVISION	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Multi-purpose Indoor Sports Facility	0	1	2	1	2	1	7	3	3	3	2	2	0	0	1
Gymnastics Centre	0	0	0	0	0	0	1	0	0	2	2	0	0	0	0
Squash Court(s)	0	0	0	0	0	0	0	2	0	0	0	0	0	0	0
Table Tennis Venue	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0
PROVISION GAP	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Multi-purpose Indoor Sports Facility	GAP	GAP	-	-	-	-	-	-	-	-	-	-	GAP	GAP	-
OTHER INDICATORS	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Condition by area	To be determined														
Access by area	Poor	Good	Good	Good	Good	Good	Good	Good	Good	Good	Good	Good	Good	Good	Poor
SOCIAL INDICATORS	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Households with Families	1974	4023	2666	936	2358	2895	3765	6314	1619	3425	2512	1747	4504	3056	826
School Age (5 – 17)	17.3%	17.8%	16.8%	11.0%	16.4%	13.3%	15.6%	16.6%	10.9%	16.1%	13.8%	13.4%	18.4%	16.9%	18.4%
Young Adults (18 – 34)	31.6%	15.0%	18.7%	11.1%	21.2%	23.1%	27.2%	23.7%	28.9%	23.7%	23.4%	27.1%	24.1%	23.6%	21.2%
Vulnerability* *% of children surveyed who are deemed vulnerable on one of more domain in their first year of school	N/A	19.5%	15.1%	30.8%	17.1%	35.2%	13.4%	16.4%	22.0%	16.4%	19.3%	15.1%	35.7%	17.8%	17.4%
SEIFA – Average of local area scores	1030	1064	993	945	987	891	1020	1024	1037	1050	937	968	793	1000	1001
Workforce Participation % of Planning Area population	67.9%	59.7%	54.9%	39.6%	61.2%	53.0%	60.2%	61.7%	62.8%	64.9%	53.7%	60.9%	45.9%	60.6%	62.2%
Car Ownership % of households without access to a car	2.3%	2.3%	3.0%	4.1%	2.3%	9.1%	4.7%	5.2%	8.2%	7.9%	8.2%	7.5%	12.2%	2.9%	1.4%
HEALTH INDICATORS	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Self-rate health (%) – rated their health as fair or poor	9.5%	5.2%	8.8%	15.3%	11.4%	18.4%	11.9%	7.3%	10.1%	11.5%	6.6%	6.3%	21.2%	14.0%	9.5%
Physical activity (%) – Classified as sedentary	10.4%	5.1%	11.9%	8.3%	9.1%	14.1%	14.3%	6.7%	2.8%	8.0%	8.8%	4.1%	22.6%	13.1%	11.7%
Overweight (%) – Based on Body Mass Index	50.6%	29.4%	35.1%	31.6%	35.8%	47.0%	34.7%	34.4%	39.1%	37.4%	30.9%	28.2%	25.9%	45.4%	35.9%
Obese (%) – Based on Body Mass Index	15.4%	21.6%	18.9%	31.6%	26.6%	29.5%	19.5%	10.9%	12.9%	12.5%	30.9%	23.9%	28.4%	31.1%	19.8%
Psychological distress (%)- High / Very high distress rates	9.1%	6.8%	7.1%	12.0%	13.8%	12.0%	10.1%	10.6%	3.7%	8.7%	6.5%	4.1%	21.3%	8.5%	11.0%
Life satisfaction (%) – Rated their life satisfaction as high or very high.	82.6%	95.8%	84.8%	90.4%	86.8%	83.2%	85.7%	87.0%	88.6%	88.6%	80.3%	95.1%	68.1%	88.9%	84.9%

INDOOR SPORT & RECREATION

IN THE NEXT 3 YEARS WE WILL FOCUS ON:

RE-THINKING THE NETWORK

STRATEGIC FOCUS AREAS

GREATER USE OF EXITING FACILITIES

Maximise use of existing facilities and work with local private and education providers.

PLANNING BEYOND BASKETBALL

Expand and adapt a range of sports and activities into our planning and provision.

SUSTAIN HIGH QUALITY FACILITIES

Develop a detailed understanding of facility requirements to meet the changing needs of the community.

EXPLORE NEW MODELS OF DELIVERY

Explore contemporary delivery models to ensure equitable access to indoor facilities.

DIRECTIONS

REF	DIRECTION	POLICY / RESPONSE ALIGNMENT
1.	Planning beyond basketball. Expand and adapt a range of sports and activities into our planning and provision. Contemporise and undertake holistic planning and policy development. Indoor / high-ball centres will need to be adaptive to a range of activities and be able to meet the changing needs of the community; including provision for basketball, netball, volleyball, gymnastics, squash, table tennis and futsal at a minimum. Include planning for people and place (i.e. Gender-neutral provision, positive aging and access for all abilities).	In response to the need to diversify, contemporise and holistically plan for future sport and recreation provision, and sustainable management and operation. In response to the low amount of compliant / full size courts for sports competitions and no compliant indoor netball courts in the municipality at all.
2.	Encourage greater use of underutilised community and school indoor recreation facilities to provide more local area facility access and use. Explore new models of delivery that ensure access to facilities where and when they are needed and in consideration of the long-term sustainability, management, operation and renewal of the facility. This may include working with the private, not-for-profit and/or education sectors to assess the appropriateness of planning and development together.	In response to the emergence of private and education providers and the need to explore new ways of working. In response to the need to find the right delivery model that fits each unique area and opportunities, will be important. In response to increased pressure on education-based facility provision that may affect overall community access to facilities. In response to the need for sustainability. Any future development will need to consider the ongoing management, operation, maintenance and renewal as part of any business case. In response to competing access to community infrastructure.
3.	Focus on infrastructure projects that build the quality, functionality and carrying capacity of the existing network. Maximise use of existing facilities by initiating and supporting upgrade projects that focus on creating flexible multi-use spaces and building overall capacity. Focus on strategic partnerships to build capacity and capability across the network to deliver on infrastructure needs. Plan and develop legislated and/or contractual obligations in growth areas in a timely and efficient manner. A place-based approach is required for development in growth areas to ensure that the timely sequencing of delivery can be achieved to support a sustainable operating model and it's intended use.	In response to the significant deficit of compliant and accessible courts across the municipality. In response to the need for equity and accessibility. In response to the need to build capacity in the network and working with others.

IDENTIFIED PROJECTS

SUMMARY OF INFRASTRUCTURE DEVELOPMENT OVER THE NEXT 3 YEARS (2020-23)

INDOOR SPORT AND RECREATION

HARD INFRASTRUCTURE			SOFT INFRASTRUCTURE	
NEW	**RENEW**	**MAINTENANCE**	**PLANNING**	**SERVICES / PEOPLE**
New:	**Minor refurbishment:** As required. **Major Refurbishment:** Reconfigure and expand Leisuretime Centre to provide more functional indoor courts and replace outdoor netball courts: Plan for up to 4 additional indoor courts with new floodlighting, redevelop existing indoor courts to become multi-purpose and provide new amenities to meet future northern area population growth. Explore opportunity to work in partnership to develop new courts in the East: New court extensions at Bellarine Secondary College to meet future eastern area population growth (potential to contribute via gifted land). Replace the roof at The Geelong Arena. Geelong Arena Disability Access Toilets Upgrade in line with DDA compliance. Geelong Arena install heating and air-conditioning in the Annex.	Based on Asset Management Plan – develop annual maintenance program(s). Implement Indoor Sport / Stadium Upgrade Programs.	Develop Asset Management Plan in line with asset condition, fit-for-purpose and criticality audits. In line with proposed Sport and Recreation Needs Study – consider the ongoing requirements and opportunities for high-ball activities. Leisuretime Centre Regional Facility Development Plan. Including a focus on detailed design and business case for internal court development including engineering. Conduct feasibility of Indoor Sports Stadium in Armstrong Creek Town Centre (including multicourt indoor sports stadium with potential for flexible entertainment space). Explore alterative delivery model and use of developer contributions. Investigate a potential partnership to achieve the expansion of the Indoor stadium at Bellarine Secondary College Indoor Sports Centre. Develop New Growth Area Facilities. Investigate the diversification and rebranding of The Geelong Arena to become a community and cultural hub (with basketball and gymnastics provision). Commence planning for new 3 court indoor stadium located at Lara West as development is taken up and population triggers are reached.	Work in collaboration with private, not-for-profit and education providers to ensure reasonable access to indoor sport across the municipality. Promotion and activation of indoor recreation centres – appointment of a marketing and program development resource. Implement Smart City Technology assessing existing service performance.



THE CITY OF
GREATER GEELONG

OUTDOOR SPORT AND RECREATION

SOCIAL INFRASTRUCTURE PLAN
GENERATION ONE: 2020-23

CITY OF GREATER
GEELONG

OUTDOOR SPORT AND RECREATION



SCOPE

Cricket Ovals, Football Ovals, Hockey Pitches, Rugby Pitches, Soccer Pitches, Baseball / Softball Diamonds, Athletics Tracks, Netball Courts (outdoor), Tennis courts (outdoor) and Multipurpose Courts (outdoor), Sports Pavilions and Change Rooms, and Scout Halls.

The provision of sport and recreation facilities, in partnership with clubs and volunteers, plays a significant role in the health and wellbeing of our community and we want to ensure that sports clubs and community groups continue to thrive.

There is a clear need to sustainably plan and provide for all community and social infrastructure and Council will have a strong focus on exploring the service synergies and shared use opportunities that exist.

The Australian Infrastructure Audit (2018), identified that in regional areas, sporting and community facilities often play a central role in social cohesion, while in urban areas, pressure is being placed on scarce land and there is a need to protect and maintain exiting natural spaces to cope with intensification of urban areas and to help mitigate the urban heat island effect.

Historically, Council has had a strong focus on supporting a core suite of sport, recreation and leisure facilities throughout the municipality however, there is a need to broaden our planning to consider the diversity in activity types and preferences of our community.

Many of Council's community facilities and assets are aging and will eventually need renewal and repair. As our community continues to grow so too does the pressure and demand for access to community facilities and spaces.

The management, maintenance and increasing costs of providing community assets plays a key part in the City's capacity to meet our community obligations, now and into the future.

Council, and the community, is increasingly being asked to consider their priorities in order to guide overall provision and resource allocation. Demand for new sport facilities across the City is likely to continue to grow, particularly within designated urban growth areas, however a focus on maintaining and improving existing assets to maximise usage, maintain safety and meet contemporary user expectations will also increase in demand.

A key challenge continues to be effective and sustainable asset maintenance and renewal, particularly considering legislative financial constraints (i.e. rate and grant capping), growth pressures and ageing infrastructure and there is a strong need to realign and manage community expectations going forward. The consolidation of existing funding programs can help to achieve more holistic and integrated renewal and maintenance outcomes.

The City must adopt a more strategic approach to managing its public property and assets, to ensure the local community gets the best value from our broad range of public facilities.

It is a key focus of Council to continue to develop, activate and support sport and recreation facilities and clubs, based on a sound decision-making framework to ensure equity, transparency and financial stability for the City.

Despite the large number of facilities we have the opportunity to address the inequity in provision and condition across the municipality and ensure that any investment or development is underpinned by a sound rationale and clear set of principles, creating a fairer network for all.

This also means that we will be looking at ways to build capacity and get the most out of our existing facilities including any future facilities we develop. We will be looking for opportunities to create assets that can be used by multiple community groups and clubs, and for various types of activity. This will ensure that we encourage and build community facilities that can be flexibly used and sustainably managed, responding to the community's needs as they change over time.

OUR GUIDING DOCUMENTS :

The following related documents were used to inform this Plan (including strategic plans, policies, legislation and infrastructure plans):

- Council Plan (2018 - 2022)
- City of Greater Geelong Sport, Leisure and Recreation Needs Study – Background Report (2017)
- G21 Regional Sports Plans
- G21 Regional Football (Soccer) Strategy (2013 -2023)
- G21 AFL and Barwon Region Strategy (2015 - 2025)
- G21 Regional Tennis Strategy (2015 -2025)
- G21 and Cricket Victoria Barwon Regional Cricket Strategy (2019 – 2029)
- G21 Regional Hockey Strategy (2019 - 2019)
- City of Greater Geelong Physical Activity Strategy (2014-2017)
- Armstrong Creek Sports Development Plan (2013)
- Various master plans, concept plans and development plans.

WHAT OUR COMMUNITY TOLD US:

- **Maintain What We Have:** Participating groups were generally happy with the space they currently use but felt that some maintenance programs and associated service standards needed improvement, with specific reference to; public toilets, playgrounds, parks, tracks, trails, roadside verges and nature strips. Young people who participated also highlighted the importance of maintenance standards around the places and spaces they use.
- **Sports Infrastructure:** With continuing growth in participation rates in sport and more recently the significant growth in women's sport, facilities and grounds are being challenged to meet demand. Participating groups felt that extended play / practice time is being hindered by the lack of lights on activity spaces and while some clubs are working in partnerships with others to find innovative solutions there is still a need to look at building capacity to meet demand into the future.
- **Competing Access to Community Infrastructure:** Population growth affects all social infrastructure. Schools and educational institutions are also experiencing growth and as a result they are increasing their reliance and use of community infrastructure. This in turn can impact the amount of access time community groups have for the infrastructure they need.

THINGS WE CONSIDERED:

- Anecdotally we know that there is a vast difference in condition and quality of facilities across the network. Understanding the building condition, capacity, functionality and sustainability across the network is key.
- Participation, usage and occupancy of sport and recreation facilities is not well known.
- Need to consider the conversion and adaptability of the network to provide for more diverse sports and activities.
- Building capacity across the existing network is key to meet the increasing demand on places and spaces. Building capacity includes working with sports clubs and community groups in the activation, promotion and planning for facilities.
- Consider realignment of renewal, planning and development programs going forward to better respond to needs and value managed outcomes.
- Recognising that the health of the increasing number of older Australians (aged 55+) and providing more opportunities for whole-of-life participation.

MAP 11 – OUTDOOR FOOTBALL // MAP 12 – OUTDOOR CRICKET

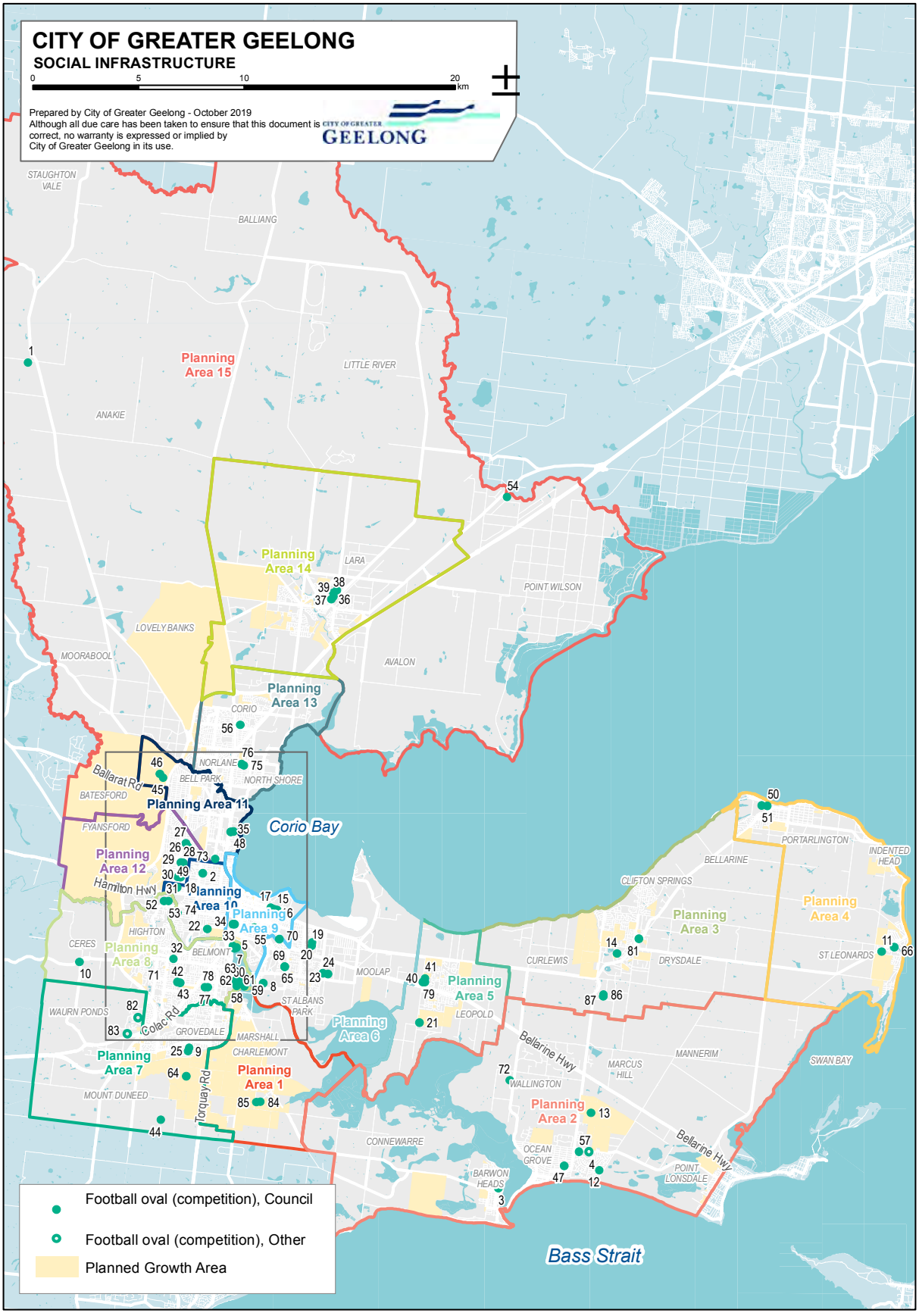
MAP REF	FOOTBALL OVALS (NAME)
1	Anakie Reserve
2	Bakers Oval
3	Barwon Heads Village Park
4	Bellarine Secondary College
5	Belmont Common
6	Belmont Common
7	Belmont Common
8	Breakwater Reserve
9	Burdoo Recreation Reserve
10	Ceres Recreation Reserve
11	St Leonards Charles Mccarthy Memorial Oval
12	Collendina Recreation Reserve
13	Devlins Road Reserve - Sports Ovals (Oakdene)
14	Drysdale Recreation Reserve
15	Eastern Park
16	Eastern Park
17	Eastern Park
18	Elderslie Reserve
19	Ervin Reserve
20	Ervin Reserve
21	Estuary Oval
22	Frier Reserve
23	Grinter Reserve
24	Grinter Reserve
25	Grovedale Secondary College Oval
26	Hamlyn Park
27	Hamlyn Park - School Ovals
28	Harold Hurst Reserve
29	Harold Hurst Reserve
30	Herne Hill Reserve
31	Herne Hill Reserve
32	Highton Reserve
33	GMHBA Stadium- Kardinia Park
34	Kardinia Park
35	Osborne Park - Keith Barclay Oval 1
36	Lara Recreation Reserve
37	Lara Recreation Reserve
38	Lara Recreation Reserve
39	Lara Recreation Reserve
40	Leopold Memorial Recreation Reserve
41	Leopold Memorial Recreation Reserve
42	McDonald Reserve
43	McDonald Reserve
44	Mt Duneed Recreation Reserve
45	Myers Reserve
46	Myers Reserve
47	Ocean Grove Memorial Reserve
48	Osborne Park Oval 2
49	Peter Lowe Reserve
50	Portarlington Recreation Reserve
51	Portarlington Recreation Reserve
52	Queens Park
53	Queens Park
54	Rees Reserve
55	Richmond Oval
56	Shell Oval
57	Shell Rd Reserve
58	South Barwon Reserve
59	South Barwon Reserve
60	South Barwon Reserve

MAP REF	FOOTBALL OVALS (NAME)
61	South Barwon Reserve
62	South Barwon Reserve
63	South Barwon Reserve
64	Sovereign Drive Reserve
65	St Albans Reserve
66	St Leonards Recreation Reserve
67	Stead Park
68	Stead Park
69	Thomson Recreation Reserve
70	Thomson Recreation Reserve
71	Tim Hill Reserve
72	Wallington Reserve
73	Western Oval
74	Windmill Reserve
75	Windsor Park
76	Windsor Park
77	Winter Reserve
78	Winter Reserve
79	Leopold Football Netball Club
80	King Lloyd Reserve
81	Wathaurong Reserve
82	Deakin University (Waurn Ponds Campus)
83	Deakin University Waurn Ponds Campus - Sports Oval & Arches
84	Armstrong Creek East (Central Boulevard) - Oval 1
85	Armstrong Creek East (Central Boulevard) - Oval 2
86	Drysdale Sporting Precinct - Oval 1
87	Drysdale Sporting Precinct - Oval 2
88	Breamlea Sports Oval

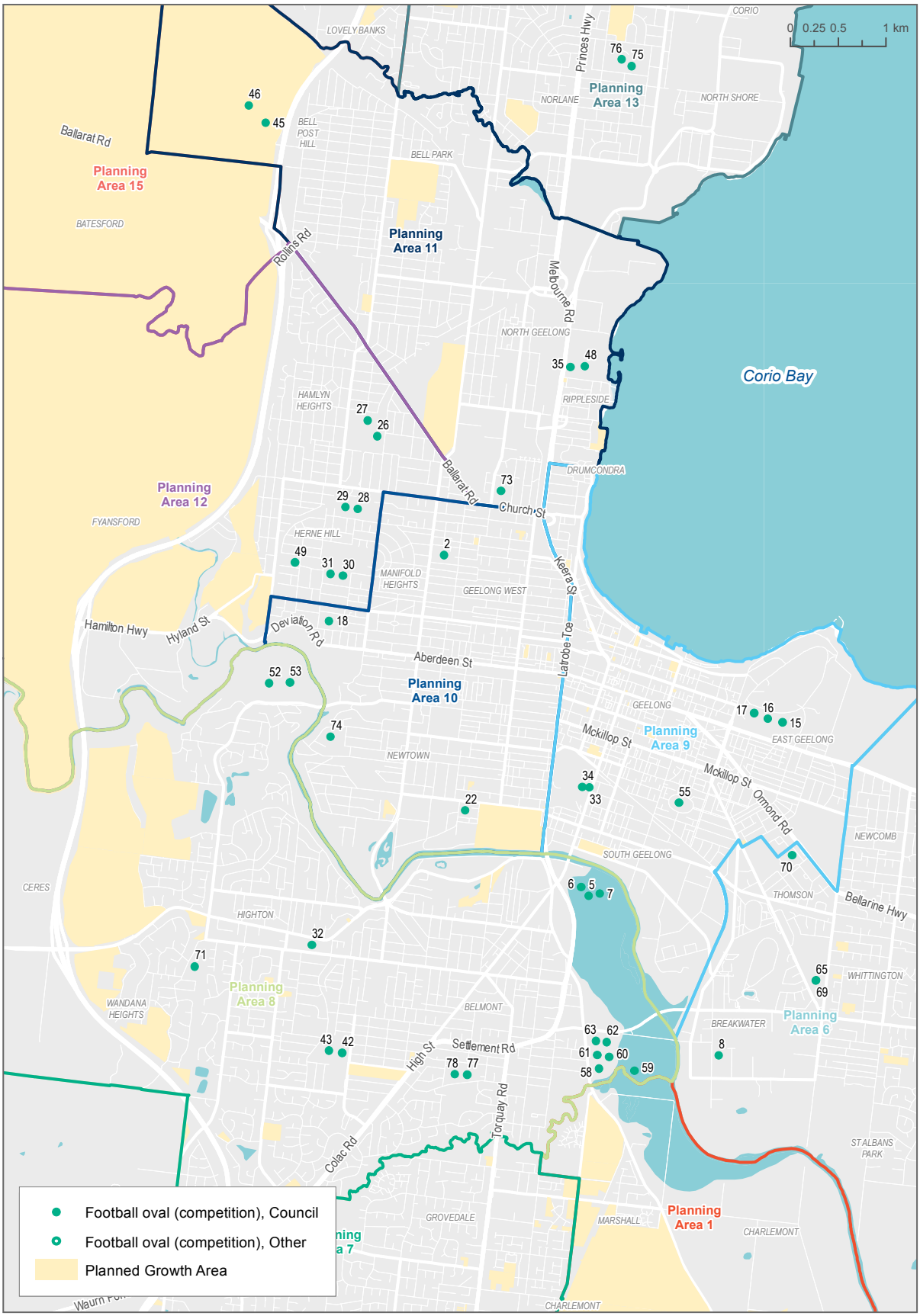
MAP REF	CRICKET OVALS (NAME)
1	Anakie Reserve
2	Bakers Oval
3	Barwon Heads Village Park
4	Bellarine Secondary College
5	Belmont Common
6	Belmont Common
7	Belmont Common
8	Breakwater Reserve
9	Breamlea Reserve
10	Burdoo Recreation Reserve
11	Ceres Recreation Reserve
12	St Leonards Charles Mccarthy Memorial Oval
13	Collendina Recreation Reserve
14	Devlins Road Reserve - Sports Ovals (Oakdene)
15	Drysdale Recreation Reserve
16	Eastern Park
17	Eastern Park
18	Eastern Park
19	Eastern Park
20	Elderslie Reserve
21	Ervin Reserve
22	Ervin Reserve
23	Estuary Oval
24	Evans Reserve
25	Flinders Peak
26	Frier Reserve
27	Grinter Reserve
28	Grinter Reserve
29	Grovedale Recreation Reserve
30	Hamlyn Park
31	Hamlyn Park - School Ovals
32	Harold Hurst Reserve
33	Herne Hill Reserve
34	Herne Hill Reserve
35	Highton Reserve
36	GMHBA Stadium- Kardinia Park
37	Kardinia Park
38	Kardinia Park
39	Osborne Park - Keith Barclay Oval 1
40	King Lloyd Reserve
41	King Lloyd Reserve
42	Lara Recreation Reserve
43	Lara Recreation Reserve
44	Lara Recreation Reserve
45	Lara Recreation Reserve
46	Lara Recreation Reserve
47	Leopold Memorial Recreation Reserve
48	Leopold Memorial Recreation Reserve
49	McDonald Reserve
50	McDonald Reserve
51	Mt Duneed Recreation Reserve
52	Myers Reserve
53	Myers Reserve
54	Ocean Grove Memorial Reserve
55	Osborne Park Oval 2

MAP REF	CRICKET OVALS (NAME)
56	Peter Lowe Reserve
57	Portarlington Recreation Reserve
58	Portarlington Recreation Reserve
59	Queens Park
60	Queens Park
61	Rees Reserve
62	Richmond Oval
63	Shell Oval
64	Shell Rd Reserve
65	South Barwon Reserve
66	South Barwon Reserve
67	South Barwon Reserve
68	South Barwon Reserve
69	South Barwon Reserve
70	South Barwon Reserve
71	Sovereign Drive Reserve
72	St Albans Reserve
73	St Leonards Recreation Reserve
74	Thomson Recreation Reserve
75	Thomson Recreation Reserve
76	Tim Hill Reserve
77	Wallington Reserve
78	Western Oval
79	Windmill Reserve
80	Windsor Park
81	Windsor Park
82	Winter Reserve
83	Winter Reserve
84	Leopold Football Netball Club
85	Wathaurong Reserve
86	Deakin University (Waurn Ponds Campus)
87	Deakin University Waurn Ponds Campus - Sports Oval & Arches
88	Armstrong Creek East (Central Boulevard) - Oval 1
89	Armstrong Creek East (Central Boulevard) - Oval 2
90	Drysdale Sporting Precinct - Oval 1
91	Drysdale Sporting Precinct - Oval 2
92	Breamlea Sports Oval

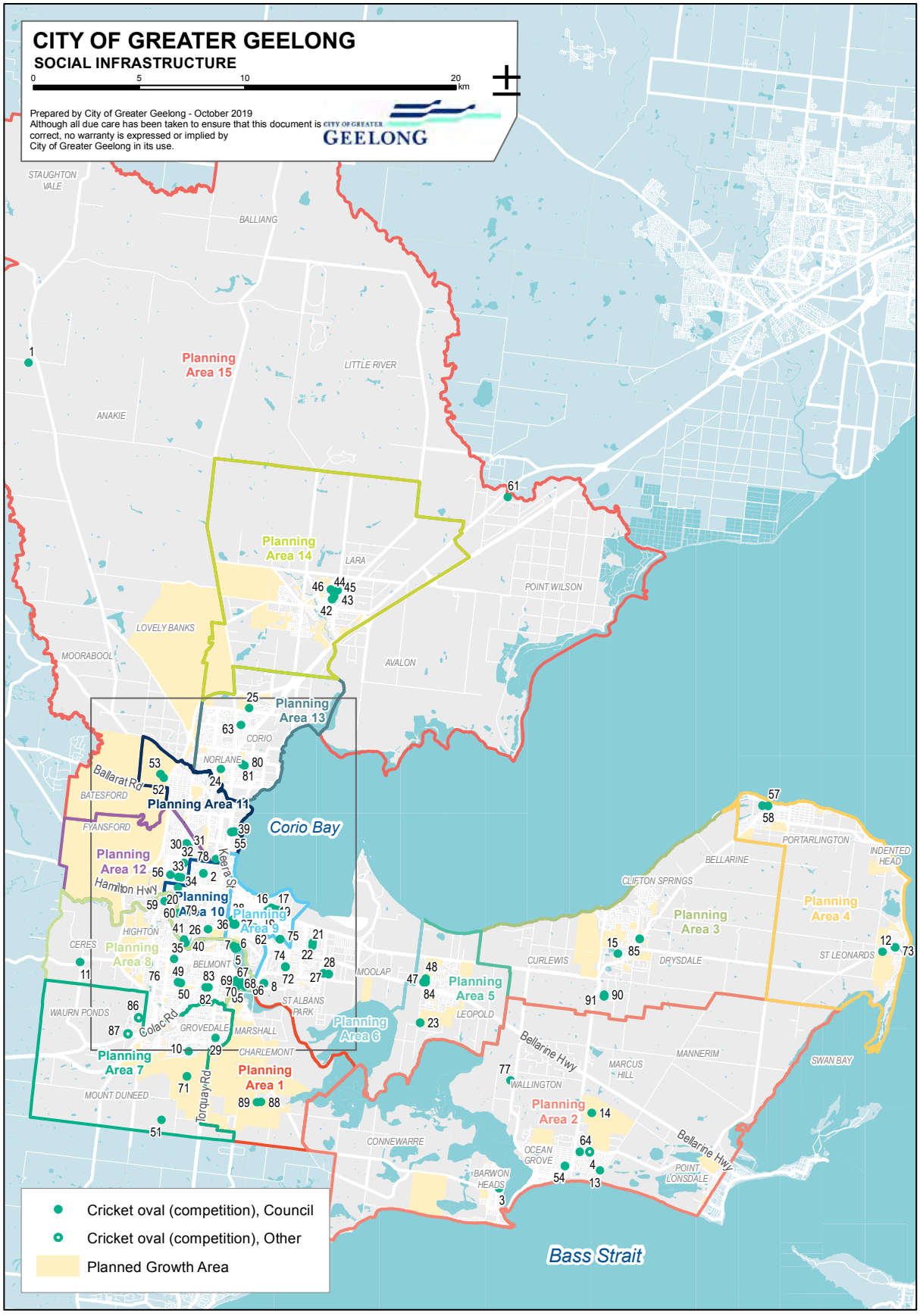
MAP 11 - OUTDOOR SPORTS FIELDS - FOOTBALL



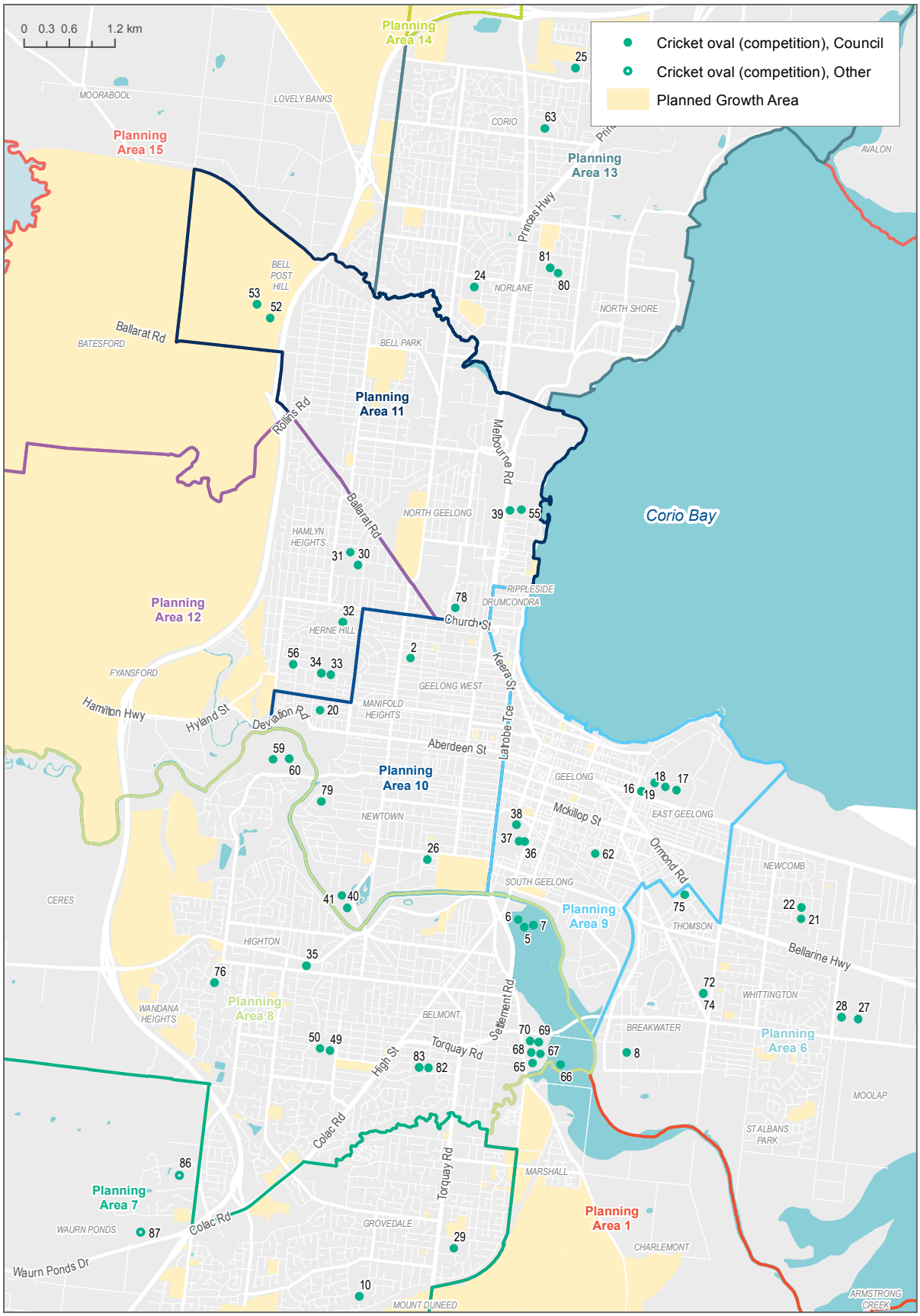
MAP 11B - OUTDOOR SPORTS FIELDS - FOOTBALL INSET



MAP 12A - OUTDOOR SPORTS FIELDS - CRICKET



MAP 12B - OUTDOOR SPORTS FIELDS - CRICKET INSET

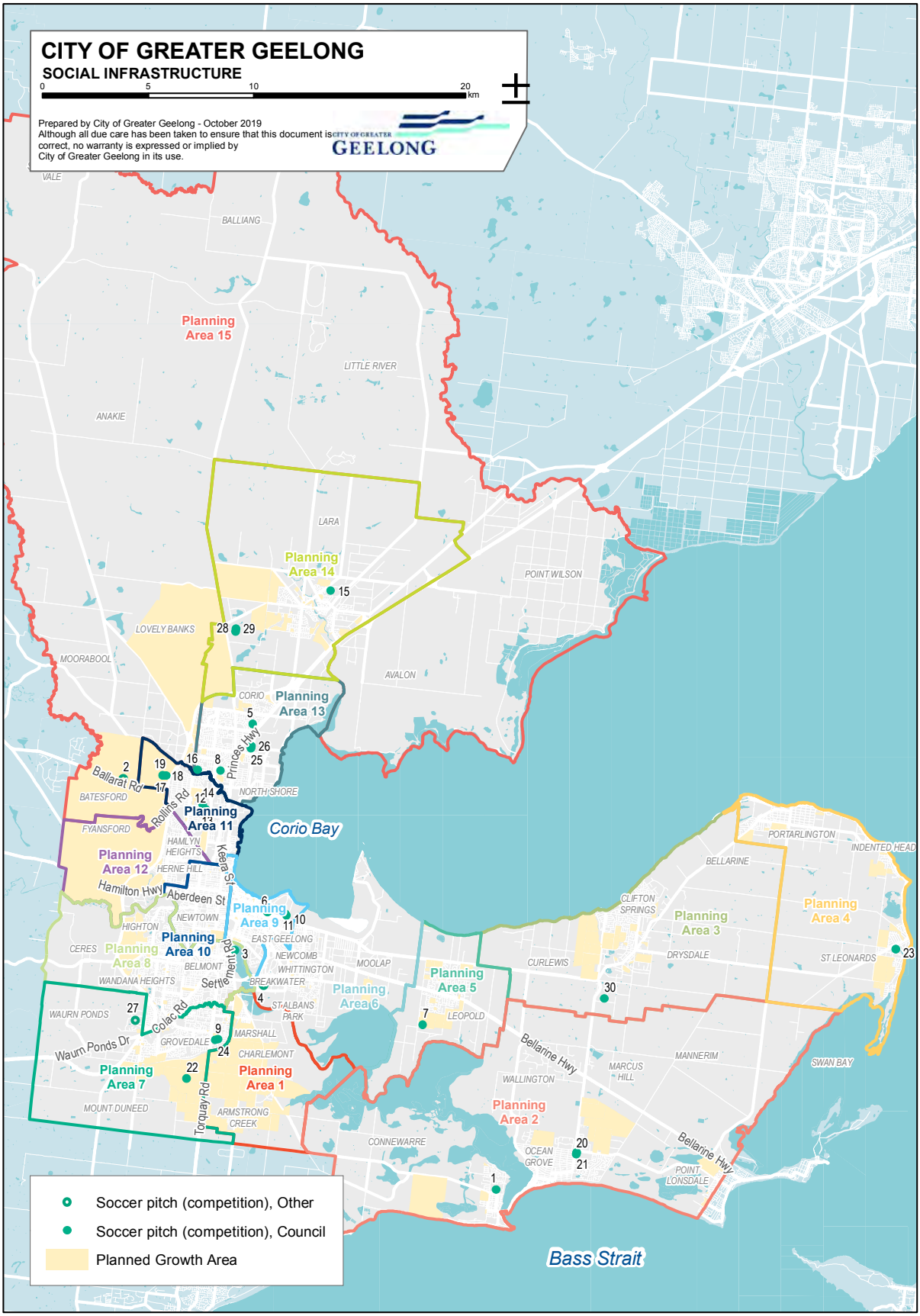


MAP 13 – OUTDOOR SOCCER // MAP 14 – OUTDOOR RUGBY

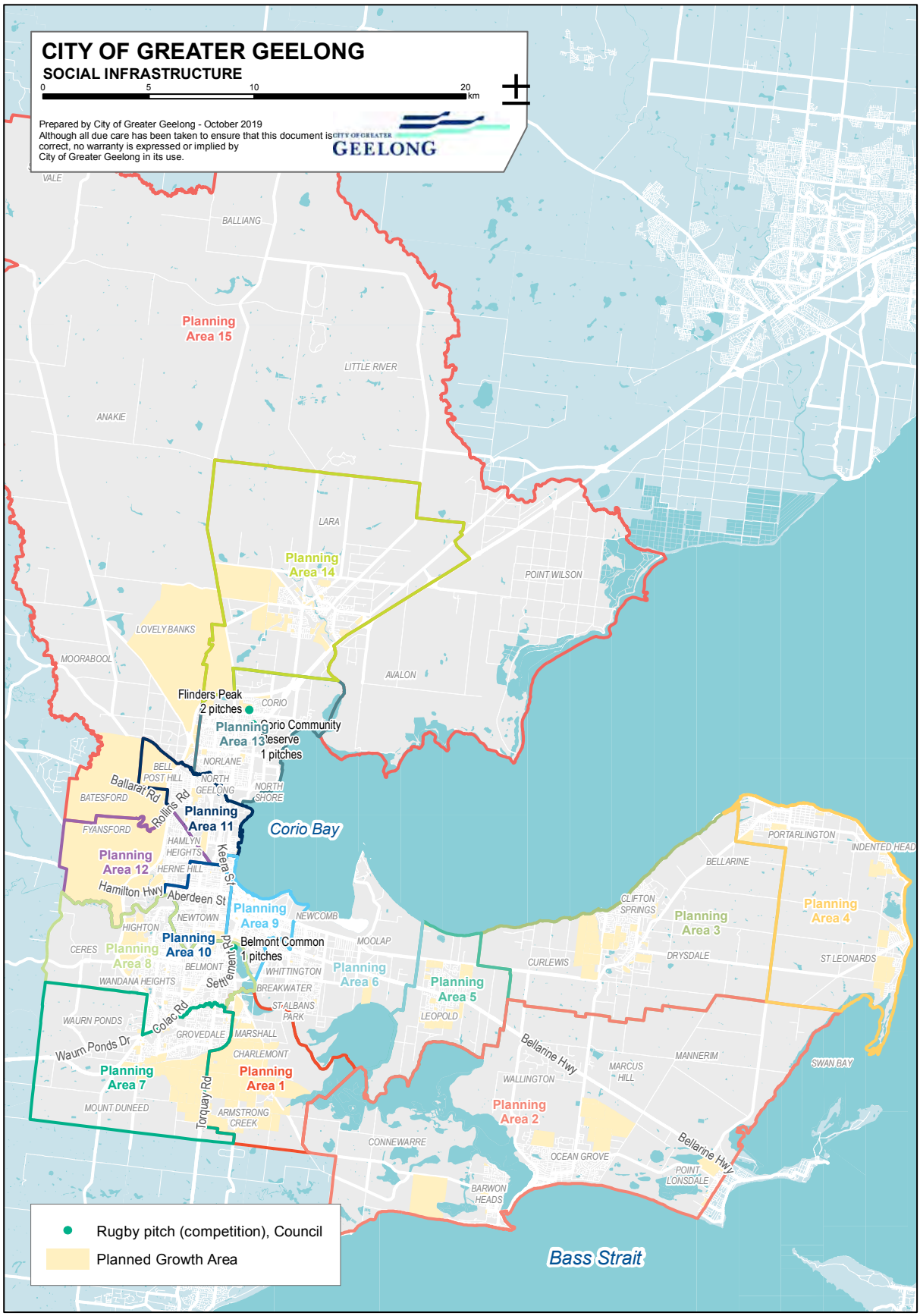
MAP REF	SOCCER PITCHES (NAME)
1	Barwon Heads Village Park
2	Bell Park Sports Club - Pavilion
3	Belmont Common
4	Breakwater Eagles Soccer Club - White Eagle House
5	Corio Community Reserve
6	Eastern Park
7	Estuary Soccer
8	Evans Reserve
9	Grovedale Recreation Reserve
10	Howard Glover Reserve
11	Howard Glover Reserve
12	Hume Reserve
13	Hume Reserve
14	Hume Reserve
15	Lara Recreation Reserve
16	Leisuretime Centre
17	Myers Reserve
18	Myers Reserve
19	Myers Reserve
20	Shell Rd Reserve
21	Shell Rd Reserve
22	Sovereign Drive Reserve
23	St Leonards Recreation Reserve
24	Grovedale Reserve - Synthetic Training Pitch
25	Stead Park
26	Stead Park
27	Deakin University (Waurn Ponds Campus)
28	North Geelong Soccer Club
29	North Geelong Soccer Club

MAP REF	RUGBY PITCHES (NAME)
1	Belmont Common
2	Corio Community Reserve
3	Flinders Peak

MAP 13 - OUTDOOR SPORTS FIELDS - SOCCER



MAP 14 - OUTDOOR SPORTS FIELDS - RUGBY

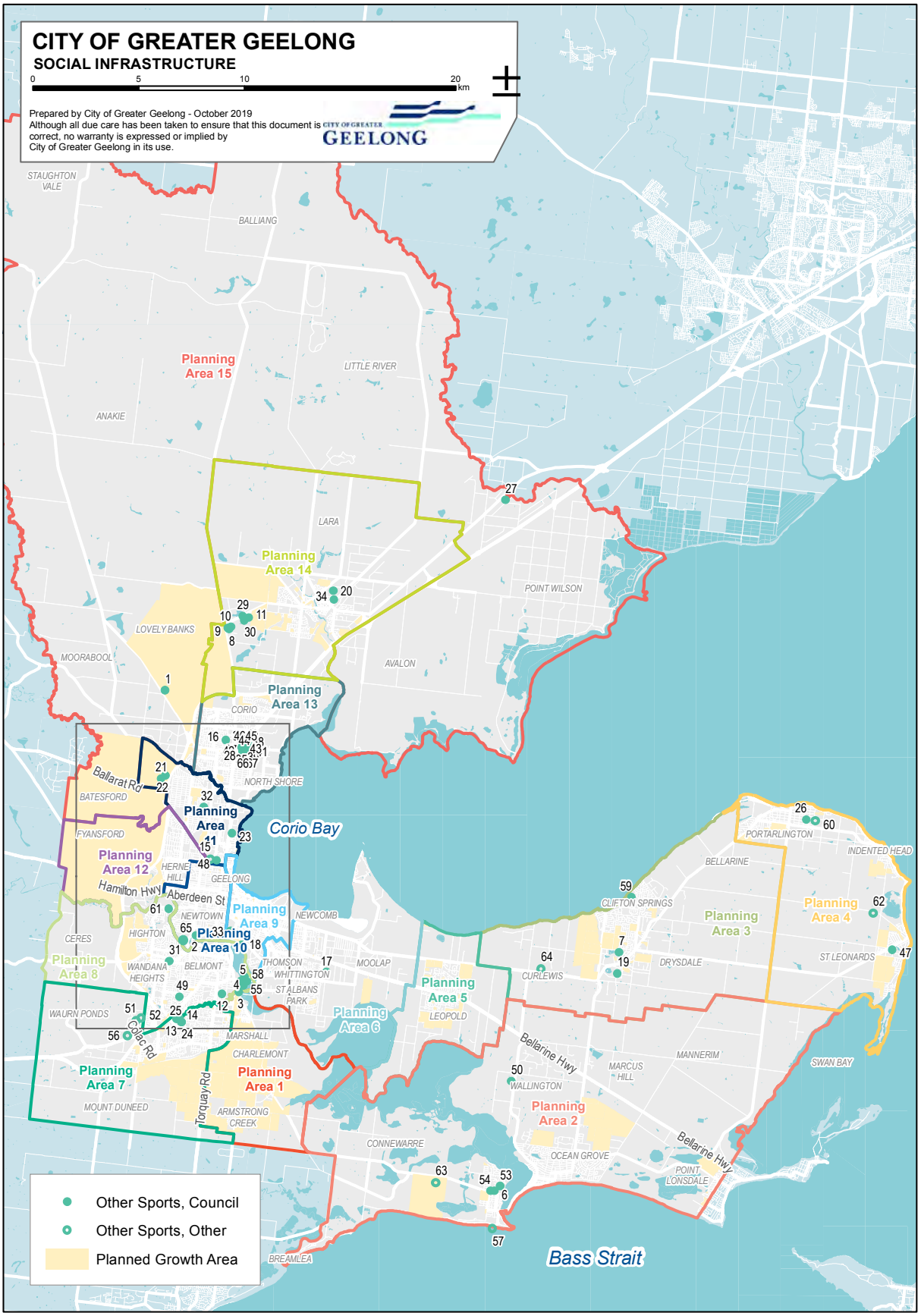


MAP 15 – OTHER OUTDOOR SPORTS FACILITIES

MAP REF	OTHER SPORTS FACILITIES	AREA
1	Abe Wood Reserve	Archery area
2	Balyang Par 3 Golf Course	
3	Belmont Common	Equestrian
4	Belmont Common	Canine Area
5	Belmont Common	Rifle Range
6	Bop Bop Karrong Child and Family Centre	
7	Drysdale Recreation Reserve	Netball & Fire track
8	Elcho Park	Canine Area
9	Elcho Park	Equestrian Sand Arena
10	Elcho Park	Cross Country Equestrian
11	Elcho Park	Lara Golf Course
12	Francis St Reserve	Croquet Lawn
13	Geelong Baseball Centre	Diamond 1
14	Geelong Baseball Centre	Diamond 4
15	Geelong Regional Lawn Bowls Facility	
16	Goldsworthy Reserve	Athletic Field
17	Grinter Reserve	Equestrian
18	John Landy Athletic Field	Athletic Track
19	Lake Lorne Reserve	Equestrian
20	Lara Recreation Reserve	Baseball Diamond 1
21	Myers Reserve	Bowling Green
22	Myers Reserve	Cricket Oval 2
23	Osborne Park	Fire track
24	Geelong Baseball Centre	Diamond 2
25	Geelong Baseball Centre	Diamond 3
26	Portarlington Pony Club Reserve	Equestrian
27	Rees Reserve	Equestrian
28	Stead Park	Bowling Green
29	Elcho Golf Club	Residence
30	Elcho Golf Club	Pro Shop
31	Highton Reserve	Bowling Green
32	Hume Reserve	Bocce Court
33	Kardinia Pool	Kiosk and Amenities
34	Lara Reserve	Kiosk
35	Stead Park	Baseball Diamond 1
36	Stead Park	Baseball Diamond 2
37	Stead Park	Baseball Diamond 3
38	Stead Park	Baseball Diamond 4
39	Stead Park	Baseball Diamond 5
40	Stead Park	Baseball Diamond 6
41	Stead Park	Baseball Diamond 7
42	Stead Park	Baseball Diamond 8
43	Stead Park	Bowling Green
44	Stead Park	Dog Park
45	Stead Park	Softball Diamond
46	Stead Park	Softball Diamond
47	St Leonards Lake Reserve	Bocce Court
48	Western Oval	Velodrome
49	Ten Pin Bowling Lanes	
50	Wallington Reserve	Baseball Diamond 1
51	Deakin University (Waurn Ponds Campus)	Athletics track
52	Deakin University (Waurn Ponds Campus)	Baseball field
53	Barwon Heads Village Park	Equestrian Area
54	Barwon Heads Village Park	Lawn bowls green
55	South Barwon Reserve	Oval 6
56	Deakin University Waurn Ponds Campus - Sports Oval & Arches	Sports Oval (outer) and Archery

MAP REF	OTHER SPORTS FACILITIES	AREA
57	Barwon Heads Golf Course	Golf Course
58	Barwon Valley Golf Course	Golf Course
59	Clifton Springs Golf Club	Golf Club
60	Portarlington Golf Club	Golf Course
61	Queens Park Golf Club	Golf Course
62	St Leonards Golf Club	Golf Course
63	Thirteenth Beach Golf Club	Golf Course
64	Curlewis Golf Club	Golf Course
65	Stead Park	Hockey Field 1
66	Stead Park	Hockey Field 2
67	King Lloyd Reserve	Hockey Field

MAP 15 - OUTDOOR SPORTS FIELDS - OTHER

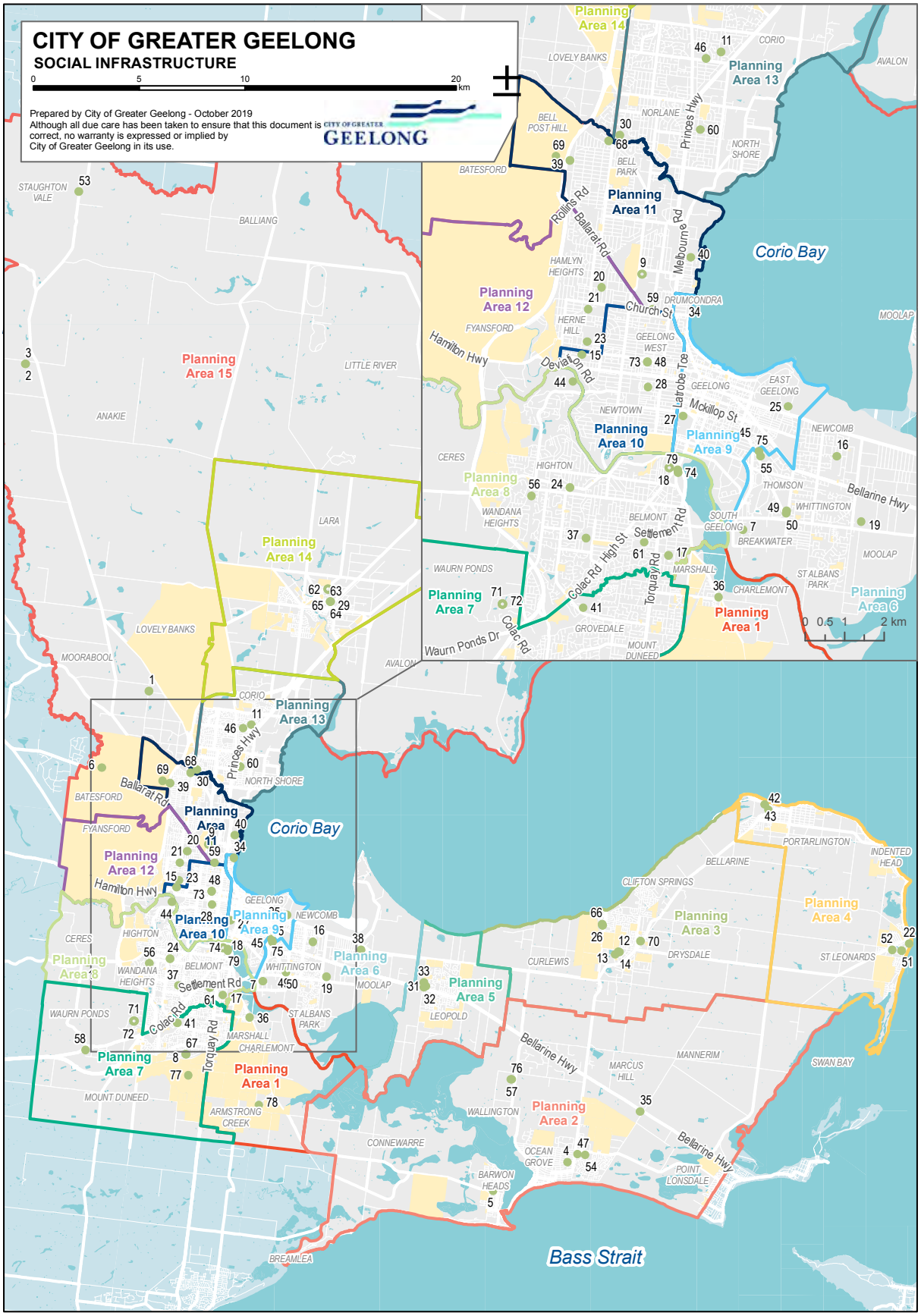


MAP 16 – OUTDOOR SPORTS COURTS

MAP REF	OUTDOOR SPORTS COURTS	
1	Abe Wood Reserve	Tennis Courts
2	Anakie Reserve	Tennis Courts
3	Anakie Reserve	Synthetic netball court
4	Ocean Grove Tennis Reserve	Tennis Courts
5	Barwon Heads Village Park	Tennis Courts
6	Batesford Reserve	Tennis Courts
7	Breakwater Reserve	Tennis Courts
8	Burdoo Recreation Reserve	Tennis Courts
9	Centre Court Indoor Tennis Centre	
10	Ceres Tennis Courts	
11	Corio Community Reserve	Tennis Courts
12	Drysdale Recreation Reserve	Synthetic Netball Court
13	Drysdale Recreation Reserve	Tennis Courts
14	Drysdale Recreation Reserve	Netball & Fire Track
15	Elderslie Reserve	Netball Courts
16	Ervin Reserve	Tennis Courts
17	Francis St Reserve	Tennis Courts
18	Geelong Regional Tennis Centre	
19	Grinter Reserve	Netball courts
20	Hamlyn Park	Tennis Courts
21	Harold Hurst Reserve	Netball Courts
22	Harvey Park	Tennis Courts
23	Herne Hill Reserve	Netball Courts
24	Highton Reserve	Tennis Courts
25	Howard Glover Reserve	Tennis Courts
26	Jetty Rd Reserve	Tennis Courts
27	Kardinia Park	Netball Courts
28	Kenwith Park	Tennis Court
29	Lara Recreation Reserve	Tennis Courts
30	Leisuretime Centre	Outdoor Netball Courts
31	Leopold Memorial Recreation Reserve	Netball Courts (south)
32	Leopold Memorial Recreation Reserve	Tennis Courts
33	Leopold Memorial Recreation Reserve	Netball Courts (north)
34	Lunan Park	Tennis Courts
35	Marcus Hill Reserve	Tennis Courts
36	Marshall Reserve	Tennis Court
37	McDonald Reserve	Netball Courts
38	Moolap Reserve	Tennis Courts
39	Myers Reserve	Tennis Courts
40	Osborne Park	Netball Court
41	Pioneer Park	Tennis Courts
42	Portarlington Recreation Reserve	Netball Courts & Fire track
43	Portarlington Recreation Reserve	Tennis courts
44	Queens Park	Netball Courts
45	Richmond Oval	Netball Court
46	Shell Oval	Netball Court
47	Shell Rd Reserve	Netball Courts
48	Smith Reserve	Tennis Court
49	St Albans Reserve	Netball Courts
50	St Albans Reserve	Tennis Courts
51	St Leonards Lake Reserve	Netball Court
52	St Leonards Lake Reserve	Tennis courts
53	Stughton Vale Tennis Reserve	Tennis Court
54	Surfside Reserve	Tennis Court
55	Thomson Recreation Reserve	Netball courts
56	Tim Hill Recreation Reserve	Tennis Courts
57	Wallington Reserve	Tennis Courts
58	Waurn Ponds Tennis Club	Tennis Courts
59	Western Oval - Netball Courts	Netball Courts
60	Windsor Park	Netball Courts

MAP REF	OUTDOOR SPORTS COURTS	MAP REF
61	Winter Reserve	Netball
62	Lara Primary School	Indoor Sports Court
63	Lara Recreation Reserve Combined Tennis / Netball Court	Combined Tennis and Netball Court
64	Lara Recreation Reserve Combined Tennis / Netball Court	Combined Tennis and Netball Court
65	Lara Recreation Reserve Combined Tennis / Netball Court	Combined Tennis and Netball Court
66	Jetty Road Reserve	Tennis Court Synthetic Surface
67	Burdoo Recreation Reserve	Netball Court
68	Corio Leisuretime Centre	
69	Myers Reserve	Netball Courts
70	Wathaurong Reserve	Tennis Court
71	Deakin University (Waurn Ponds Campus)	Multi-lined outdoor court
72	Deakin University (Waurn Ponds Campus)	Multi-lined outdoor court
73	Doris Smith Reserve	Tennis Court
74	Barwon Valley Activity Centre	Indoor Stadium
75	Thomson Reserve Tennis Courts	Tennis Courts
76	Wallington Reserve Netball Court	Netball Court
77	Sovereign Drive Reserve - Netball Courts	Netball Courts
78	Armstrong Creek East (Central Boulevard) - Netball Courts	Netball Courts
79	Barwon Valley Activity Centre	

MAP 16 - OUTDOOR SPORTS COURTS



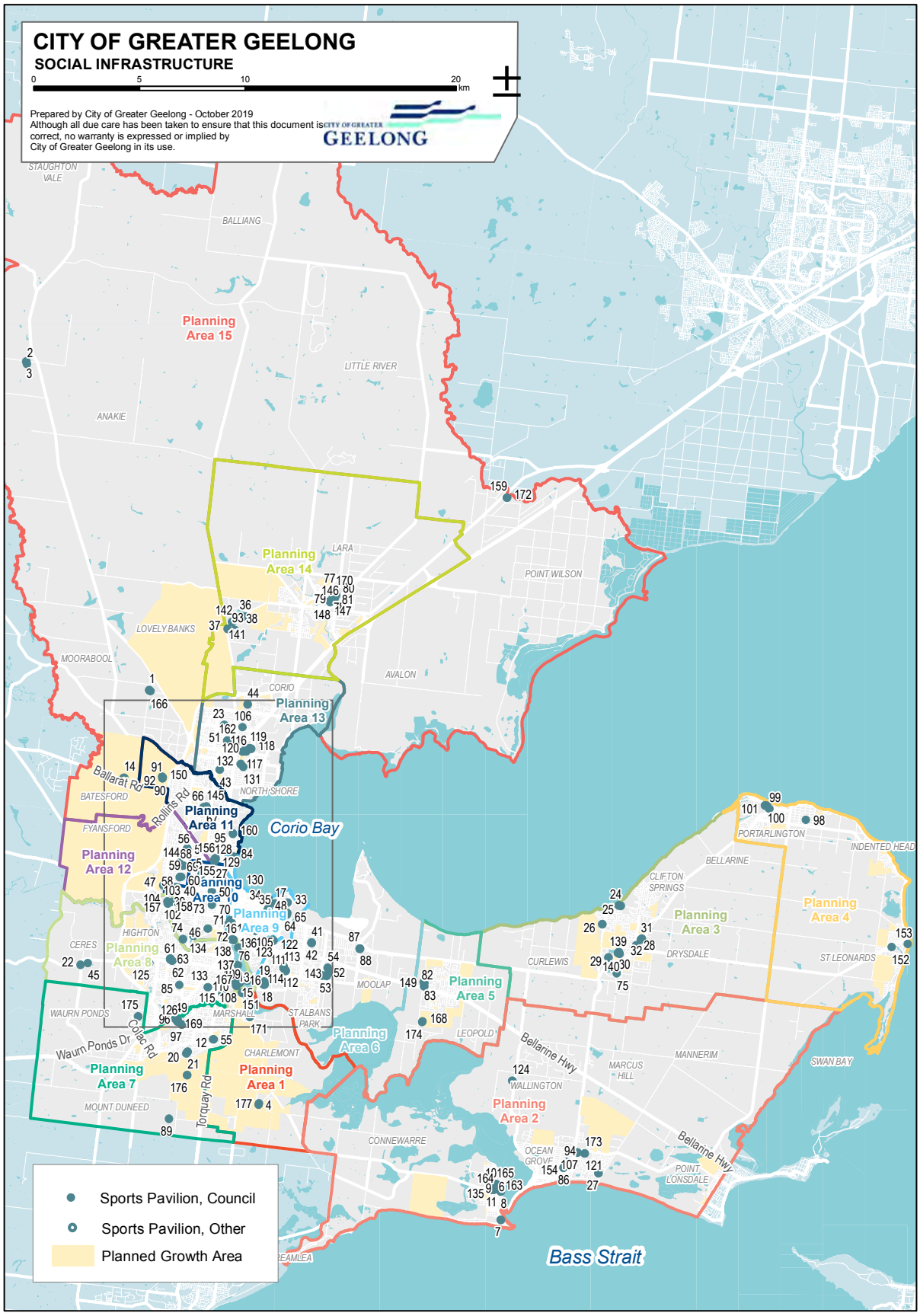
MAP 17 – SPORTS PAVILIONS

MAP REF	SPORTS PAVILION	
1	Abe Wood Reserve	Pavilion 1
2	Anakie Reserve	Football Amenities/Social Rooms
3	Anakie Reserve	Tennis pavilion
4	Armstrong East Precinct NAC Warralilly NAC Ovals	Pavilion
5	Bakers Oval	Amenities & Social Room
6	Barwon Heads Bowls Pavilion	
7	Barwon Heads Football Netball Club - Pavilion	
8	Barwon Heads Reserve	Scouts Pavilion
9	Barwon Heads Reserve	Cricket Pavilion
10	Barwon Heads Reserve	Pony Pavilion
11	Barwon Heads Tennis Pavilion	
12	Barwon Soccer Club Pavilion	
13	Barwon Valley Golf Club	Pavilion
14	Bell Park Sports Club - Pavilion	
15	Belmont Common	Dog Obedience Club
16	Belmont Common	Rifle Club Pavilion
17	Botanic Gardens Public Conservatory	
18	Breakwater Eagles Soccer Club - White Eagle House	
19	Breakwater Reserve	Pavilion
20	Burdoo Reserve	Tennis Pavilion
21	Burdoo Reserve	Pavilion
22	Ceres Reserve	Pavilion
23	Cheshire Reserve	Marching Pavilion
24	Clifton Springs Bowling Club	
25	Clifton Springs Golf Club	
26	Jetty Road Reserve - Pavilion	Clifton Springs Tennis Club - Pavilion
27	Collendina Recreation Reserve	Pavilion
28	Drysdale Bowling and Croquet Club	
29	Drysdale Recreation Reserve	Cricket Pavilion
30	Drysdale Recreation Reserve	Netball/Fire Pavilion
31	Drysdale Sporting Precinct	
32	Drysdale Tennis Pavilion	
33	East Geelong Golf Club	
34	Eastern Beach Reserve	Kiosk
35	Eastern Park	Lawn Bowls Club
36	Elcho Park	Golf Club
37	Elcho Reserve	Corio Pony Club
38	Elcho Reserve	Canine Club Rooms
39	Elderslie Reserve	Pavilion
40	Elderslie Reserve	Newtown Netball Changerooms
41	Ervin Reserve	Ron Hayes Pavilion
42	Ervin Reserve	Ross Pavilion (Tennis)
43	Evans Reserve	Amenities Pavilion
44	Flinders Peak	Sports Pavilion
45	Frank Mann Reserve	Tennis Club
46	Frier Reserve	Pavilion
47	Geelong Cement Bowls Club	
48	Geelong Eastern Park Croquet Club	
49	Geelong Regional Baseball Centre	Main Pavilion
50	Geelong West Tennis Pavilion	
51	Goldsworthy Reserve - Change Facility	Change Facility
52	Grinter Reserve	Netball Pavilion
53	Grinter Reserve	Pavilion
54	Grinter Reserve	Pony Club
55	Grovedale Reserve Sports Pavilion	Pavilion
56	Hamlyn Park	Tennis Clubroom
57	Hamlyn Park	Alex Rizun Pavilion
58	Herne Hill Reserve	St Peters Cricket Pavilion
59	Herne Hill Reserve	Football and Netball Club - Pavilion
60	Herne Hill Reserve	St Josephs Social & Amenities
61	Highton Bowling	Pavilion
62	Highton Reserve	Football / Cricket Pavilion
63	Highton Tennis Club	Tennis Pavilion
64	Howard Glover Reserve	Tennis Pavilion
65	Howard Glover Reserve	Soccer Pavilion
66	Hume Reserve	Pavilion - Social Rooms
67	Hume Reserve	Amenities
68	Hurst Reserve	Pavilion
69	Hurst Reserve	Netball Kiosk
70	Regional Netball Facility - Kardinia Park	Netball Pavilion
71	Kardinia Park Umpire Pavilion	Umpires Pavilion
72	Kardinia Park West Pavilion	Kardinia Park West Pavilion (St Mary's)
73	Kenwith Park Tennis Club Pavilion	Tennis Pavilion
74	King Lloyd Reserve	Pavilion
75	Lake Lorne Reserve	Pony Club Pavilion
76	Regional Athletics Facility - John Landy Athletics Facility	Athletics Pavilion
77	Lara Baseball Pavilion	
78	Lara Bowling Club Pavilion	
79	Lara Recreation Reserve	Red Cross Building
80	Lara Soccer Pavilion	
81	Lara Sporting Club Pavilion	
82	Leopold Reserve	Tennis Pavilion
83	Leopold Reserve	Pavilion
84	Lunan Park	Tennis Club Pavilion
85	McDonald Reserve	Pavilion
86	Memorial Park Sports Pavilion	
87	Moolap Reserve Tennis - Pavilion	
88	Moolap Reserve Street Rodders Pavilion	
89	Mt Duneed Recreation Reserve	Pony Club Pavilion
90	Myers Reserve	Football Pavilion
91	Myers Reserve	Bowling Pavilion
92	Myers Reserve	Soccer Pavilion
93	Elcho Park	North Geelong Soccer Club - Private
94	Ocean Grove Tennis	Pavilion
95	Osborne Park	Pavilion
96	Pioneer Park	Tennis Pavilion
97	Pioneer Park Baseball Pavilion	Pioneer Park Baseball Pavilion
98	Portarlington Pony Club (Shed)	Pavilion
99	Portarlington Recreation Reserve	Netball/Fire Pavilion
100	Portarlington Recreation Reserve	Pavilion
101	Portarlington Recreation Reserve	Tennis Pavilion
102	Queens Park	Pavilion
103	Queens Park	Netball Pavilion
104	Queens Park	Football Club Kiosk
105	Richmond Oval	Pavilion
106	Shell Reserve	Pavilion
107	Shell Road Reserve	Sports Pavilion
108	South Barwon Recreation Reserve	Cricket Pavilion 1
109	South Barwon Recreation Reserve	Cricket Pavilion 2
110	South Barwon Recreation Reserve	Cricket Pavilion 3
111	St Albans Reserve	Tennis Pavilion
112	St Albans Reserve	Netball Pavilion
113	St Albans Reserve	Pavilion
114	St Albans Reserve	Football Cricket Pavilion
115	St Stephen's Tennis/Croquet Pavilion	
116	Stead Park	Norlane Bowls Club Pavilion
117	Stead Park	Darts Pavilion
118	Stead Park	Soccer Pavilion
119	Stead Park	Hockey Pavilion
120	Stead Park	Softball Pavilion
121	Surfside Tennis Pavilion	
122	Thomson Reserve	Change Rooms
123	Thomson Reserve	Pavilion
124	Wallington Reserve	Sports Pavilion

MAP 17 – SPORTS PAVILIONS, CONT.

MAP REF	SPORT1S PAVILION	
144	Hamlyn Reserve	Pavilion (Commercial)
155	Hume Reserve	Soccer Pavilion - Clubrooms
146	Lara Reserve	Tennis Club Pavilion
147	Lara Reserve	Sporting Pavilion
148	Lara Reserve	Grandstand and Change
149	Leopold Reserve	Netball Pavilion
150	Myers Reserve	Tennis Pavilion
151	South Barwon Reserve	Pony Club Pavilion
152	St Leonards Reserve	Football and Cricket Pavilion
153	St Leonards Tennis	Pavilion
154	Ocean Grove Hall	Football Pavilion
155	western Oval	Kiosk
156	Western Oval	Canteen
157	Queens Park	Golf Club and Kiosk
158	Queens Park	Sports Pavilion
159	Rees Reserve	Storeroom, Office and Kiosk
160	Osborne Park	Kiosk
161	Corio Bay Rowing Club	
162	Goldsworthy Reserve	Pavilion
163	Barwon Heads Village Park	Sports Pavilion
164	Barwon Heads Village Park	Tennis Pavilion
165	Barwon Heads Village Park	Equestrian pavilion
166	Abe Wood Reserve	Pavilion 2
167	South Barwon Recreation Reserve	Pavilion 4
168	Estuary Reserve	temporary change rooms
169	Geelong Baseball Indoor Training Facility	Indoor Batting Facility
170	Lara Reserve	Soccer Pavilion
171	Marshall Reserve Tennis Pavilion (Shelter)	Tennis Shelter
172	Rees Reserve	Equestrian Pavilion
173	Shell Road Reserve Tennis Pavilion	Tennis Pavilion
174	Estuary Sports Amenities (Portable)	Portable Amenities
175	Deakin University Waurn Ponds Campus - Sports Pavilion	Sports Pavilion
176	Sovereign Drive Reserve - Change Facilities (Portable)	
177	Armstrong Creek East Sports Pavilion (Central Boulevard)	Pavilion

MAP 17 - SPORTS PAVILIONS



OUTDOOR SPORTS FIELDS

Cricket Ovals (competition), Football Ovals (competition), Hockey Pitches (competition), Rugby Pitches (competition), Soccer Pitches (competition)

BUILDINGS & OWNERSHIP



SERVICE	CURRENT PROVISION STANDARDS	TODAY	BENCHMARK	DIFFERENCE
Cricket Oval	1 Field per 4,000 Persons (all ages)	91	64	27
Football Oval	1 Field per 5,000 Persons (all ages)	84	51	33
Soccer Pitch	1 Field per 5,000 Persons (all ages)	36	51	- 15
Rugby Pitch	1 Field per 100,000 Persons (all ages)	4	3	1
Hockey Pitch	1 Field per 100,000 Persons (all ages)	7	3	4
Baseball Diamond	1 Diamond per 40,000 Persons (all ages)	17	6	11

Data Notes:

DISTRIBUTION

EQUITY

GOOD DISTRIBUTION OF SITES AND ACCESS TO OUTDOOR SPORT AND RECREATION SPACES

HIGHER CONCENTRATION IN SUBURBAN AREAS. POOR PROVISION IN CENTRAL GEELONG.

CONDITION

70 APPROX. 49% COMPLETED CONDITION AUDITS

AVERAGE SCORE: 2.0 - GOOD

RANGE: 1.0 – VERY GOOD TO 4.7 – VERY POOR

TRAVEL ACCESSIBILITY

ACCESSIBILITY

ON AVERAGE **78%** OF DWELLINGS ARE WITHIN A 20-MINUTE WALK TO ONE OR MORE PLACE, SPACE OR SERVICE

100% OR MORE EXCELLENT WALKABILITY
Meaning that most residents live within a 20-minute walk to more than one option

50% - 100% GOOD WALKABILITY
Meaning that more than half of residents live within a 20-minute walk

50% OR LESS LIMITED WALKABILITY
Meaning that less thank half of residents live within a 20-minute walk

NOTE: Comprehensive multi-mode travel accessibility assessments are in development

USAGE / OCCUPANCY

SUSTAINABILITY

MANAGEMENT / SERVICE DELIVERY

97% COGG

The City of Greater Geelong manages 97% of all outdoor sport and recreation spaces.

FELT NEED

Focus on building the capacity in the network.

Need to consider the conversion and adaptability of the network to provide for more diverse users, activities and sports.

There is a shortfall on functional spaces for soccer and the opportunity to re-grade some traditional sportsgrounds to accommodate increased soccer use.

OUTDOOR SPORTS COURTS AND TRACKS

Netball Courts (outdoor competition), Tennis courts (competition) and Multipurpose courts.

BUILDINGS & OWNERSHIP

66 NETBALL COURTS — 100% COGG

201 TENNIS COURTS — 85% COGG

2 MULTIPURPOSE COURTS — 100% COGG

3 ATHLETICS TRACK — 66% COGG

SERVICE	CURRENT PROVISION STANDARDS	TODAY	BENCHMARK	DIFFERENCE
Netball Court (outdoor)	1 Court per 7,070 Persons (all ages)	66	36	30
Tennis Court (outdoor)	1 Court per 3,000 Persons (all ages)	201	86	115
Multipurpose Court (outdoor)	No Parameters	2	N/A	N/A
Athletics Track	1 Facility per 100,000 Persons (all ages)	3	2.6	0.4

Data Notes:

DISTRIBUTION

EQUITY

GOOD DISTRIBUTION OF SITES AND ACCESS TO OUTDOOR COURTS

HIGHER CONCENTRATION IN SUBURB AREAS. POOR PROVISION IN CENTRAL GEELONG.

CONDITION

35 CONDITION AUDITS — 50% SITES COMPLETED

AVERAGE SCORE: 2.1 - GOOD

RANGE: 1.0 – VERY GOOD TO 4.5 – VERY POOR

TRAVEL ACCESSIBILITY

ACCESSIBILITY

ON AVERAGE **38%** OF DWELLINGS ARE WITHIN A 20-MINUTE WALK TO ONE OR MORE PLACE, SPACE OR SERVICE

100% OR MORE EXCELLENT WALKABILITY
Meaning that most residents live within a 20-minute walk to more than one option

50% - 100% GOOD WALKABILITY
Meaning that more than half of residents live within a 20-minute walk

50% OR LESS LIMITED WALKABILITY
Meaning that less thank half of residents live within a 20-minute walk

NOTE: Comprehensive multi-mode travel accessibility assessments are in development

USAGE / OCCUPANCY

SUSTAINABILITY

MANAGEMENT / SERVICE DELIVERY — 97% COGG

The City of Greater Geelong manages 97% of all outdoor sport and recreation spaces.

FELT NEED

Renewal programs need to consider supporting infrastructure such as nets, winders, poles and fences.

Greater clarity is required around the level of service and replacement of courts with regards to synthetic surfaces.

SPORT AND RECREATION PAVILIONS

Sports pavilions (shared use), Sports change room(s), Sports clubroom(s), Sports pavilion and clubroom(s), Sports shelters, and Scout / Guide Halls.

BUILDINGS & OWNERSHIP

176 96% COGG
SPORTS PAVILION AND CLUBROOMS

15 47% COGG
SCOUTS / GUIDE HALLS

SERVICE	CURRENT PROVISION STANDARDS	TODAY	BENCHMARK	DIFFERENCE
Sports Pavilion and Change Rooms	No parameters available.	177	-	-
Scout / Guide Hall	No parameters available.	15	-	-

Data Notes:

DISTRIBUTION

EQUITY

GOOD DISTRIBUTION OF SITES AND ACCESS TO PAVILIONS

HIGHER CONCENTRATION IN CENTRAL GEELONG

CONDITION

72 41% COMPLETED
CONDITION AUDITS

AVERAGE SCORE: 2.23 - GOOD

RANGE:
1.0 – VERY GOOD TO
5.0 – VERY POOR

TRAVEL ACCESSIBILITY

ACCESSIBILITY

ON AVERAGE **97%** OF DWELLINGS ARE WITHIN A 20-MINUTE WALK TO ONE OR MORE PLACE, SPACE OR SERVICE

100% OR MORE EXCELLENT WALKABILITY
Meaning that most residents live within a 20-minute walk to more than one option

50% - 100% GOOD WALKABILITY
Meaning that more than half of residents live within a 20-minute walk

50% OR LESS LIMITED WALKABILITY
Meaning that less thank half of residents live within a 20-minute walk

NOTE: Comprehensive multi-mode travel accessibility assessments are in development

USAGE / OCCUPANCY

SUSTAINABILITY

MANAGEMENT / SERVICE DELIVERY

96% COGG

The City of Greater Geelong manages 96% of all sports and recreation pavilions.

FELT NEED

There is a need to ensure facilities are fit-for-purpose and provide access for all, including gender neutral / unisex change facilities.

Some pavilions are in poor condition and it will be important to understand the quality, functionality and use of sports and recreation pavilions across the municipality.

OUTDOOR SPORT AND RECREATION

INDICATES A METRIC THAT IS OF SIGNIFICANCE TO ASSESSING NEED

DESCRIPTION OF SMALL AREAS	BY PLANNING AREA														
KNOWN PROVISION	1 Armstrong Creek - Marshall - Charlemont	2 Barwon Heads – Ocean Grove – Rural Bellarine Peninsula	3 Clifton Springs-Curlewis - Drysdale-Bellarine	4 Portarlington – St Leonards - Indented Head	5 Leopold	6 Newcomb-Moolap - Thomson - Breakwater – Whittington	7 Grovedale - Mount Duneed - Waurn Ponds	8 Belmont-Highton - Wandana Heights –Ceres	9 East Geelong – Geelong - South Geelong – Drumcondra	10 Geelong West - Manifold Heights - Newtown	11 Bell Park - Bell Post Hill - North Geelong – Rippleside	12 Hamlyn Heights - Herne Hill – Fyansford	13 Corio – Norlane – North Shore	14 Lara	15 Lovely Banks – Batesford – Moorabool - Rural North
Football Field	2	8	4	4	4	8	6	18	5	4	5	7	3	4	2
Cricket Field	2	9	4	4	4	8	6	18	7	6	5	6	5	5	2
Soccer Pitch	0	3	2	1	1	0	5	1	3	0	6	0	6	4	0
Rugby Pitch	0	0	0	0	0	0	0	1	0	0	0	0	3	0	0
Hockey Pitch	0	0	1	0	0	0	0	0	0	3	0	0	3	0	0
Baseball / Softball Diamond	0	1	0	0	0	0	5	0	0	0	1	0	9	1	0
Athletics Track	0	0	0	0	0	0	1	0	1	0	0	0	1	0	0
Tennis Court (outdoor)	1	21	17	9	9	33	20	47	6	6	5	5	4	9	9
Netball Court (outdoor)	2	5	5	3	4	2	5	5	11	2	5	8	7	1	1
Sports Pavilion	3	18	11	6	5	16	12	20	16	11	14	9	13	15	7
PROVISION GAP	**1**	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**	**10**	**11**	**12**	**13**	**14**	**15**
Football Field	-0.2	3.1	0.7	2.4	1.3	4.3	1.4	10.4	2.6	-0.2	2	4.9	-2	0.5	1
Cricket Field	-0.8	3	0	2	0.7	3.5	0.1	8.5	4.1	0.8	1.2	3.3	-1.2	0.6	0.8
Soccer Pitch	-2.2	-1.9	-1.3	-0.6	-1.7	-3.7	0.4	-6.6	0.6	-4.2	3	-2.1	1	0.5	-1
Rugby Pitch	-0.1	-0.2	-0.2	0	-0.1	-0.1	-0.3	0.7	-0.1	-0.2	-0.2	-0.1	2.7	-0.2	0
Hockey Pitch	-0.1	-0.2	0.8	0	-0.1	-0.1	-0.3	-0.3	-0.1	2.9	-0.2	-0.1	2.7	-0.2	0
Baseball / Softball Diamond	-0.3	0.4	-0.4	-0.2	-0.3	-0.5	4.4	-1	-0.3	-0.6	0.7	-0.3	8.4	0.6	-0.1
Athletics Track	-0.1	-0.2	-0.2	0	-0.1	-0.1	0.7	-0.3	0.9	-0.2	-0.2	-0.1	0.7	-0.2	0
Tennis Court	-2.7	12.9	11.6	6.4	4.6	27.1	12.3	34.4	2.1	-1	0	1.5	-4.3	3.1	7.5
Netball Court	1	2	3	2	2	-1	2	0	9	-1	3	7	4	-2	0
Sports Pavilion	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
HEALTH INDICATORS	**1**	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**	**10**	**11**	**12**	**13**	**14**	**15**
Self-rate health (%) – rated their health as fair or poor	9.5%	5.2%	8.8%	15.3%	11.4%	18.4%	11.9%	7.3%	10.1%	11.5%	6.6%	6.3%	21.2%	14.0%	9.5%
Physical activity (%) – Classified as sedentary	10.4%	5.1%	11.9%	8.3%	9.1%	14.1%	14.3%	6.7%	2.8%	8.0%	8.8%	4.1%	22.6%	13.1%	11.7%
Overweight (%) – Based on Body Mass Index	50.6%	29.4%	35.1%	31.6%	35.8%	47.0%	34.7%	34.4%	39.1%	37.4%	30.9%	28.2%	25.9%	45.4%	35.9%
Obese (%) – Based on Body Mass Index	15.4%	21.6%	18.9%	31.6%	26.6%	29.5%	19.5%	10.9%	12.9%	12.5%	30.9%	23.9%	28.4%	31.1%	19.8%
Psychological distress (%)- High / Very high distress rates	9.1%	6.8%	7.1%	12.0%	13.8%	12.0%	10.1%	10.6%	3.7%	8.7%	6.5%	4.1%	21.3%	8.5%	11.0%
Life satisfaction (%) – Rated their life satisfaction as high or very high.	82.6%	95.8%	84.8%	90.4%	86.8%	83.2%	85.7%	87.0%	88.6%	88.6%	80.3%	95.1%	68.1%	88.9%	84.9%

OUTDOOR SPORT & REC

IN THE NEXT 3 YEARS WE WILL FOCUS ON:

BUILDING CAPACITY IN THE NETWORK

STRATEGIC FOCUS AREAS

BUILDING CAPACITY IN THE NETWORK

Focus on building capacity and capability across the existing network.

MAINTENANCE AND RENEWAL PROGRAMS

Align maintenance programs and budgets to meet agreed service levels.

CONTEMPORISE PLANNING, DATA AND SYSTEMS

Contemporise and undertake holistic planning and policy development.

MAKE ROOM FOR NEW

Ensure adequate resource alignment to enable and service growth and new projects.

DIRECTIONS

REF	DIRECTION	POLICY / RESPONSE ALIGNMENT
1.	Focus on infrastructure projects that build the quality, functionality and carrying capacity of the existing network. Maximise use of existing facilities by initiating and supporting upgrade projects that focus on sports lighting, gender neutral (i.e. Female Friendly) change facilities, sports surface conversion and supporting infrastructure such as supplementary training spaces. Focus on strategic partnerships to build capacity and capability across the network to deliver on infrastructure needs. Plan and develop legislated and/or contractual obligations in growth areas in a timely and efficient manner. A place-based approach is required for development in growth areas to ensure that the timely sequencing of delivery can be achieved to support the intended use.	In response to the need to adapt and increase the carrying capacity of the network. In response to the immediate need for gender neutral, inclusive and welcoming facilities. In response to the need to build capacity throughout the network.
2.	Develop a robust understanding of network performance. Conduct a fit-for-purpose audit of the network and investigate usage and occupancy, in both the public, private and education services, to help determine need and demand across the City. Invest in developing contemporary systems, data and insights and mature our current provision and performance reporting. Continue to enhance the relationship between peak governing bodies, government and community partners in the planning and provision of facilities. Align planning at local, municipal, regional, state and federal levels to ensure that all levels of the planning cycle are working collaboratively to deliver benefits to the community.	In response to the need for robust data and insights to understand supply versus demand and inform future infrastructure investment and service planning. In response to the role of the City as a host of many regional level facilities and need to update regional planning. In response to the need to building capacity and sustainability in the network, recommend a review of the Fair Play Strategy in line with a review of sports lighting provision across the City.
3.	Contemporise and undertake holistic planning and policy development. Focus on data, monitoring and reporting. Include planning for people and place (i.e. Gender-neutral provision, positive aging and access for all abilities).	In response to the need to diversify, contemporise and holistically plan for future sport and recreation design, provision and management.
4.	Develop an Integrated Asset Management Plan and ensure planning, development and renewal budget programs are commensurate with the agreed service levels and outcomes for the network. Review existing renewal programs and budgets against agreed service levels.	In response to the need for equity in investment across the network (in both place and activity). In response to the need for better aligned and integrated facility planning, development and investment programs.
5.	Initiate and support club and community development activities that respond to changing clubs needs with a focus on supporting financial sustainability, club capacity development and strategic planning. Initiate and support the activation of new sites and the establishment of new clubs as well as the support and activation of areas in need.	In response to the need for sports development, support and activation to maximise the use and sustainability of Council's sport and recreation facilities. In response to the need for equity and the need to help support and mobilise groups who need it the most.

IDENTIFIED PROJECTS

SUMMARY OF INFRASTRUCTURE DEVELOPMENT OVER THE NEXT 3 YEARS (2020-23)

OUTDOOR SPORT AND RECREATION

HARD INFRASTRUCTURE

NEW

New:

Kingston / Oakdene, Ocean Grove recreation reserve - 2nd Sporting oval and pavilion.

Sovereign Drive, Armstrong Creek - 2nd Sporting Oval.

Estuary Reserve, Leopold - Develop Modular Pavilion.

Lara Sports Precinct – Developments as identified in the Lara Master Plan.

Drysdale Sporting Precinct Stage 2 - Pavilion and Ovals

Hume Reserve, Bell Park Pavilion Replacement and gender-neutral change facilities.

West Oval Pavilion Redevelopment.

Armstrong Creek. New regional sports venue – 10ha land purchase.

Floodlights -

- Lara Sports Precinct (soccer)
- St Leonards Lake Oval
- Windsor Park Oval

RENEW

Minor refurbishment:

As required.

Major Refurbishment:

Floodlights:

- Grinter Reserve Oval 1
- Lara Oval 1
- Queens Park Oval 1
- Portarlington Oval 1
- St Albans Oval 1
- Portarlington Netball Courts

Gender Neutral Change Facilities:

Grinter Reserve Pavilion Upgrade to include gender neutral change facilities.

Burdoo Reserve, Grovedale – Complete Stage 2 Pavilion Upgrade (funded).

Thomson Reserve, Thomson – Provide gender neutral change facilities (partial funded)

Wallington Reserve, Wallington – Upgrade pavilion and change facilities to be gender neutral.

Elderlies Reserve, Newtown – Upgrade change facilities to be gender neutral.

Hamlyn Park Reserve, Bell Park – Upgrade change facilities to be gender neutral.

Shell Road, Corio - Change Facilities Upgrade - Gender Neutral Change Facilities.

North Geelong Football Club Upgrade – Complete Stage 2 gender-neutral change facilities.

Other:

Estuary Reserve Field Irrigation.

Portarlington Netball Court Upgrade.

Lake Lorne Drysdale Pony Club – Toilet Upgrade

MAINTENANCE

Based on Asset Management Plan – develop annual maintenance program(s).

Implement Planning, development and upgrade programs:

- Infrastructure Design Program
- Active Open Space Reserve Upgrade Program
- Passive Open Space Reserve Upgrade Program
- Play Space Upgrade Program
- Hard Surfaces Upgrade Program
- Cycling and Trail Upgrade Program

SOFT INFRASTRUCTURE

PLANNING

Conduct a complete condition and fit-for-purpose audit of all outdoor and indoor sport and recreation assets.

Develop Asset Management Plan in line with asset condition, fit-for-purpose and criticality audits.

Develop City of Greater Geelong Sports and Recreation Needs Study (including regional and minor sports).

Complete the planned review of the Fair Play Strategy (2017).

Complete a sports development plan for the northern areas of the municipality, to include needs, development and activation plan to ensure the long-term sustainability of sport in the north.

Develop a business case for the management, use and future upgrade of Howard Glover Reserve Pavilion.

Develop a Master Plan for the development of a new multipurpose community and sports hub at St Leonards Lake Reserve, St Leonards.

Barwon Heads Village Park Master Plan including Barwon Heads Bowling Club - Pavilion Upgrade Concept Design.

Investigate the potential development of change facilities and/or irrigation at Ervin Reserve Newcomb, Frier Reserve, Newtown and Estuary Reserve (Leopold).

Investigate the potential to provide football / cricket oval and tennis courts at Flinders Peak (Hendy Street Reserve), Corio.

Investigate the potential conversion of South Barwon Reserve to include provision for soccer / multi-use.

SERVICES / PEOPLE

Work in collaboration with private, not-for-profit and education providers to ensure reasonable access to outdoor sport and recreation spaces and programs across the municipality.

Collaborate with peak governing bodies in all facility planning.

Review MOU with Leisure Networks to provide club with training opportunities.

Initiate a program to ensure clubs and community groups can easily navigate and access available funding opportunities.

Investigate the human resource requirements to support sports development with a focus on the northern suburbs and key growth areas.

Continue to apply for funding through the government and peak body funding opportunities.

Implement Smart City Technology assessing existing service performance.

Develop online booking system for community assets.

Develop an Annual 'State of Play' Performance Report.



THE CITY OF
GREATER GEELONG

GOLF

SOCIAL INFRASTRUCTURE PLAN
GENERATION ONE: 2020-23

CITY OF GREATER
GEELONG

GOLF



SCOPE

Golf Courses

Golf is one of Australia's most popular participation sports. It delivers valuable wellbeing, social, environmental and economic benefit to local communities.

There are many benefits associated with golf facilities, including:

- Golf promotes physical and mental wellbeing, particularly for older Australians, trough increased health, social interaction and self-esteem.
- Golf contributes to social and community development through volunteering and inclusion.
- Golf provides valuable open and maintained green space areas through the providing areas for flora, fauna and habitat.
- Golf stimulates local economic development through financial contribution (operating surpluses), local employment, local goods and service suppliers, charitable support, and tourism opportunities.
- Overall, golf is in the top ten sports and physical activities for Older Australians (Men ranking at no. 3 and Women ranking at no. 7).

Council has seven golf courses available for public use – Balyang Par 3, Barwon Valley, Clifton Springs, East Geelong, Lara, Ocean Grove and Queens Park (Council's Golf Facilities). Each facility is operated in accordance with one of three management models – 100% Council managed, leased facilities and Council maintained course, or a full-site lease.

Including Council's Golf Facilities, there are 27 golf courses across the 'G21 Region', comprising the five municipalities of Colac Otway, Golden Plains, Greater Geelong, Queenscliffe and Surf Coast. The courses are managed under a range of business models –from simple volunteer-run regional facilities to premium member-based clubs and resorts.

Council completed a comprehensive strategic assessment of its golf facilities to inform the development of the Draft Golf Facilities Strategy in 2017. The strategy sets a clear vision for the future use, management and sustainability of Council's golf facilities.

According to the draft strategy, Australians are now participating in golf in a variety of ways, and not just on golf courses. Driving ranges, mini-golf facilities and the emerging virtual golf all have an important role to play in providing golf participation opportunities to a broader audience.

It is interesting to note that 'competition' and 'maintain an official golf handicap' are very low motivators for golf participation. Historically many golf facilities, and most golf clubs, have placed a strong emphasis on competition play. However recent evidence clearly supports the need for golf facilities to offer a fun and social experience with less emphasis on competitions.

In 2017, Council assessed the performance and future potential for each Council Golf Facility, and compares each to the 'Challenges and Opportunities for the Contemporary Golf Club and Facility' below:

- Golf clubs and facilities must be market-focused and adapt to stay relevant to succeed in today's changing sport, recreation and leisure market. Only a few of Council's golf facilities have adapted their operating model. Many are showing declining relevance to the needs of its community, as evidence by declining visitation.

- Golf clubs and facilities must be customer-focused and need to become friendlier to women, families, younger generations, diverse groups and social golf clubs. Where a club operates at a Council golf facility, the current member profile is not diverse, although largely consistent with other golf clubs nationally. Interestingly, Queens Park Golf Club outperformed other facilities and the national average with women representing 32% of members.

- Golf clubs and facilities should focus less on competition golf and introduce social, short-format and other golf-entertainment participation options. Council's golf facilities typically offer traditional golf play formats only, except for Balyang which offers a short-format par 3 layout.

Golf clubs and facilities will need to consider new business models to ensure greater facility visitation and revenue diversification; and deliver high-quality customer experiences, especially hospitality.

Most of Council's golf facilities have diversified their revenue streams beyond key golf drivers of membership and green fee income.

Golf clubs and facilities must further develop skills to actively and regularly engage with customers via better communication and marketing; and take advantage of technology to assist. Each Council golf facility engages with local people for club membership, but there is minimal marketing activity undertaken.

Golf clubs and facilities must continue to provide valuable social, community, environmental and economic benefits; and actively engage with their local community to create a community hub.

Whilst focused on local markets, most Council golf facilities do not play a significant role in their communities beyond offering golf play.

To support the future sustainable provision of golf clubs and facilities in the municipality, Council has adopted 6 strategic principles:

- Delivering community benefit
- Supporting golf clubs and facilities
- Ensuring publicly accessible golf facilities
- Conserving and protecting the environment
- Integrating with Council's recreation and leisure strategies
- Safeguarding facility maintenance

OUR GUIDING DOCUMENTS :

The following related documents were used to inform this Plan (including strategic plans, policies, legislation and infrastructure plans):

- Council Plan (2018- 2022)
- Draft Golf Facilities Strategy (2019 – 2021)
- Golf in Geelong – State of Play Report (2014).
- Physical Activity Strategy (2014-2017)
- Fair Play Strategy (2017)

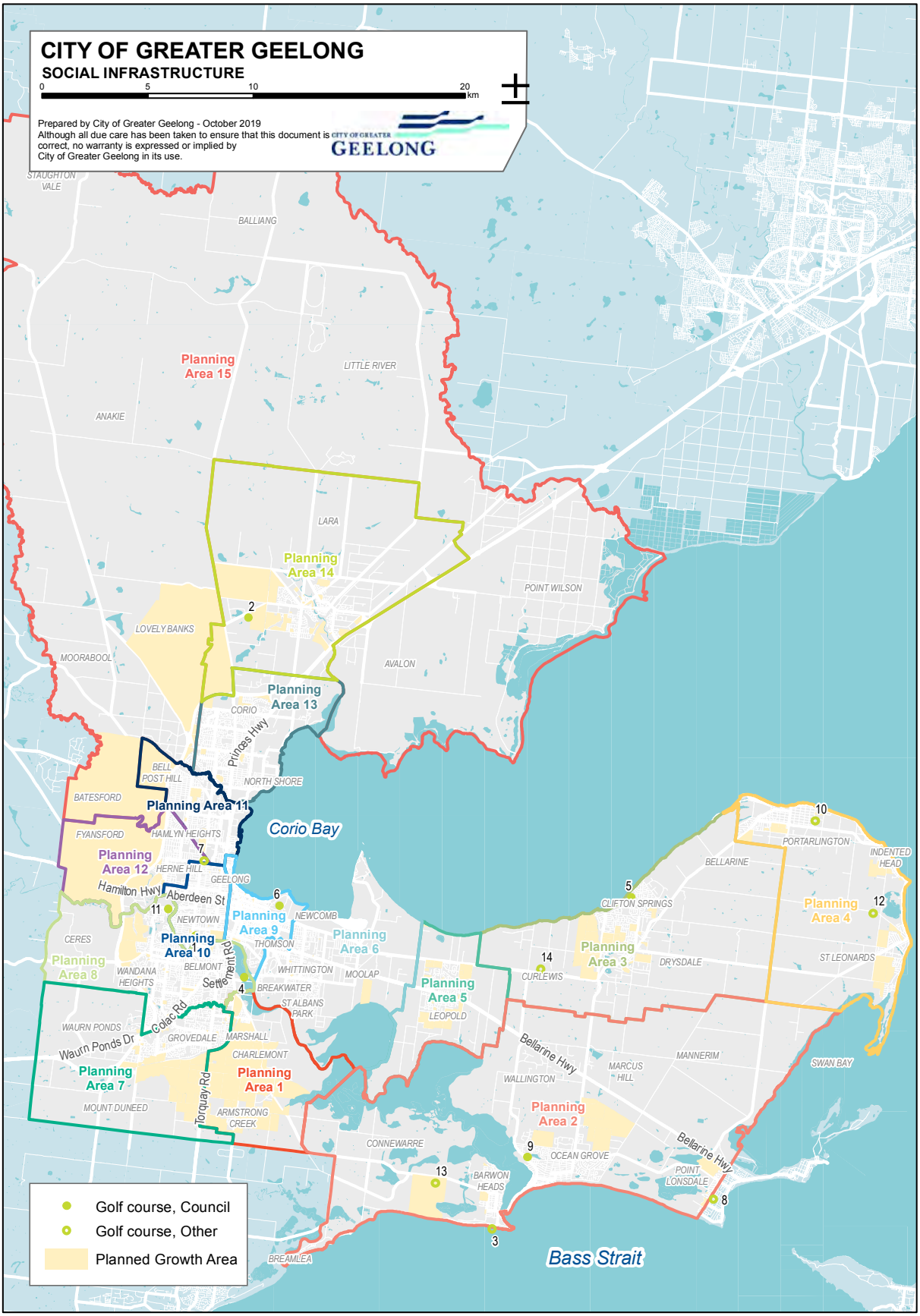
THINGS WE CONSIDERED:

- The cost of participation and equitable access to golf facilities across the municipality.
- Our ageing population and the need to promote physical activity opportunities.
- The changing profile and interest in gold related activities and the need to diversity and contemporise offerings.
- The need for improvement in the performance and overall sustainability of our golf courses.
- The need to understand the most appropriate management models for golf going forward.
- The need to support local clubs and build management and leadership capacity across the network.

MAP 18 – GOLF

MAP REFERENCE	NAME
1	Balyang Par 3 Golf Course
2	Elcho Park
3	Barwon Heads Golf Course
4	Barwon Valley Golf Course
5	Clifton Springs Golf Club
6	East Geelong Golf Course
7	Geelong Golf Club
8	Lonsdale Golf Club
9	Ocean Grove Golf Club
10	Portarlington Golf Club
11	Queens Park Golf Club
12	St Leonards Golf Club
13	Thirteenth Beach Golf Club
14	Curlewis Golf Club

MAP 18 - GOLF


CITY OF GREATER GEELONG
SOCIAL INFRASTRUCTURE
0 5 10 20 km
Prepared by City of Greater Geelong - October 2019
Although all due care has been taken to ensure that this document is correct, no warranty is expressed or implied by City of Greater Geelong in its use.
CITY OF GREATER GEELONG
STAUGHTON VALE
BALLIANG
LITTLE RIVER
ANAKIE
Planning Area 15
LARA
Planning Area 14
POINT WILSON
LOVELY BANKS
MOORABOOL
AVALON
Planning Area 13
CORIO
Princes Hwy
BELL POST HILL
NORTH SHORE
BATESFORD
Planning Area 11
Corio Bay
FYANSFORD
HAMLYN HEIGHTS
Planning Area 12
HERNE HILL
GEELONG
Hamilton Hwy
Aberdeen St
NEWTOWN
CERES
Planning Area 10
Planning Area 9
NEWCOMB
THOMSON
Planning Area 6
Planning Area 8
WANDANA HEIGHTS
BELMONT
Settlement Rd
WHITTINGTON
MOOLAP
BREAKWATER
ST ALBANS PARK
Planning Area 5
LEOPOLD
WAURN PONDS
Colac Rd
Waurn Ponds Dr
GROVEDALE
MARSHALL
CHARLEMONT
Planning Area 7
Planning Area 1
Torquay Rd
MOUNT DUNEED
ARMSTRONG CREEK
CONNEWARRE
Planning Area 2
OCEAN GROVE
BARWON HEADS
BREAMLEA
Bass Strait
BELLARINE
PORTARLINGTON
INDENTED HEAD
CLIFTON SPRINGS
Planning Area 4
Planning Area 3
DRYSDALE
ST LEONARDS
CURLEWIS
Bellarine Hwy
WALLINGTON
MARCUS HILL
MANNERIM
SWAN BAY
POINT LONSDALE
2
5
6
7
8
9
10
11
12
13
14
3
4
Golf course, Council
Golf course, Other
Planned Growth Area

GOLF

Golf Courses

BUILDINGS & OWNERSHIP

14 GOLF COURSES

50% COGG

SERVICE	CURRENT PROVISION STANDARDS	TODAY	BENCHMARK	DIFFERENCE
Golf Course	No parameters	14	N/A	-

Data Notes:

DISTRIBUTION

EQUITY

GOOD DISTRIBUTION OF SITES AND ACCESS TO SPACES

PUBLIC ACCESS TO AFFORDABLE GOLF COURSES IS CURRENTLY WELL PROVIDED ACROSS THE MUNICIPALITY.

CONDITION

1 CONDITION AUDITS CITY OF GREATER GEELONG CENTRES ONLY

100% COMPLETED

AVERAGE SCORE: 2.1 - GOOD

TRAVEL ACCESSIBILITY

ACCESSIBILITY

ON AVERAGE **3%** OF DWELLINGS ARE WITHIN A 20-MINUTE WALK TO ONE OR MORE PLACE, SPACE OR SERVICE

100% OR MORE EXCELLENT WALKABILITY
Meaning that most residents live within a 20-minute walk to more than one option

50% - 100% GOOD WALKABILITY
Meaning that more than half of residents live within a 20-minute walk

50% OR LESS LIMITED WALKABILITY
Meaning that less thank half of residents live within a 20-minute walk

NOTE: Comprehensive multi-mode travel accessibility assessments are in development

USAGE / OCCUPANCY

SUSTAINABILITY

MANAGEMENT / SERVICE DELIVERY

50% COGG

AVERAGE VISITATIONS

EXACT USAGE AND VISITATION IS UNKNOWN

FELT NEED

Ensure access to affordable community access to golf within the network.

GOLF

IN THE NEXT 3 YEARS WE WILL FOCUS ON:

RE-IMAGINING THE NETWORK

STRATEGIC FOCUS AREAS

PERFORMANCE AND PARTICIPATION

Improve understanding of participation and performance of golf courses.

MAINTENANCE AND RENEWAL PROGRAMS

Ensure clubs are addressing the challenges and opportunities of the contemporary golf facility.

WORKING IN COLLABORATION AND PARTNERSHIPS

Continue to work in collaboration with clubs and key stakeholder in the delivery of golf.

SUPPORT SUSTAINABLE DELIVERY

Safeguard facility quality through maintenance while also protecting the environment.

DIRECTIONS

REF	DIRECTION	POLICY / RESPONSE ALIGNMENT
1.	Continue to work in collaboration with golf club representatives, service contractors, members and Council staff to ensure that Council's golf facilities continue to provide valuable social, community, environmental and economic benefits to our community. Ensure the ongoing provision of publicly accessible golf courses.	In response to the need for strong partnerships and a focus on community benefit. In response to ensuring reasonable access to golf facilities and programs across the municipality. In response to the need for greater engagement across all infrastructure and service planning.
2.	Improve overall governance, management and sustainability of community golf courses. Engage clubs to set governance standards, offer support and monitor performance of these clubs with a focus on ensuring clubs are addressing the challenges and opportunities of the contemporary golf club and facility. Transition the management and operations of the facility to a club model, where appropriate.	In response to the need for sustainability and viability of all Council's facilities. In response to the need for contemporary golf facility provision, programming and management.
3.	Obtain accurate performance data to enable transparency and better inform long-term decision making.	In response to the need for equity, accessibility and sustainability of golf courses through understanding of asset performance and needs.
4.	Safeguard facility quality through appropriate maintenance programs while also supporting the conservation and protection of the environment.	In response to the need for sustainability and viability of all Council's facilities. In response to ensure equity of access to quality facilities.

IDENTIFIED PROJECTS

SUMMARY OF INFRASTRUCTURE DEVELOPMENT OVER THE NEXT 3 YEARS (2020-23)

GOLF

HARD INFRASTRUCTURE			SOFT INFRASTRUCTURE	
NEW	**RENEW**	**MAINTENANCE**	**PLANNING**	**SERVICES / PEOPLE**
New:	**Minor refurbishment:** As required. **Major Refurbishment:** Irrigation upgrade at Queens Park Golf Club - Stage 1 (3-year, staged project)	Based on the Asset Management Plan – develop annual maintenance program(s).	Develop Asset Management Plan in line with asset condition, fit-for-purpose and criticality audits. Consider future operating model, considering both club and 3rd party operator models, and transition requirements for: • Balyang Golf Course • Lara Golf Club (the resident club) • Queens Park Golf Club Conduct a management and governance review, and set new governance standards: • Ocean Grove Golf Course • Clifton Springs Golf Course • East Geelong Golf Club • Barwon Valley Golf Course • Lara Golf Club (the resident club).	Work in collaboration with clubs, private and not-for-profit service providers to ensure reasonable access to golf facilities and programs across the municipality. Collaborate with clubs and service providers in all facility planning. Understand usage and performance of Council managed golf courses.



THE CITY OF
GREATER GEELONG

CYCLING AND TRAILS

SOCIAL INFRASTRUCTURE PLAN
GENERATION ONE: 2020-23

CITY OF GREATER GEELONG

CYCLING AND TRAILS



SCOPE

Cycling Paths and Shared Trails, Criterium Track and Velodrome.

Cycling and walking provides many benefits to our health, transport, social connections and the environment. The City of Greater Geelong has many trails, paths and other facilities that allow people to walk and cycle for transport, recreation and sport.

At present only 41% of Greater Geelong adults meet physical activity guidelines with 10.3% categorised as sedentary, which can lead to a number of health issues. Increased physical activity through walking and cycling can help reduce the risk of health-related issues such as heart disease, obesity, osteoporosis and type 2 diabetes.

Walking and cycling for recreation and transport is an affordable and easily accessible form of exercise for many people. Walking and cycling are relatively low cost, flexible in terms of timing and can be very social when done with others. Not only is it good for physical health but it also has great benefits for mental health as well.

The City is seeking to encourage active travel, recreation and tourism as part of an improved and expanded cycling and shared trails network. These networks form an important element of providing for the growing population and associated health and wellbeing benefits across the community.

The City is also looking to encourage more people to leave their car at home and use active modes of travel to commute to work or make short trips to shops, schools and services. Walking and cycling for short trips reduces car dependency and decreases carbon emissions and fossil fuel consumption, while also improving air quality.

The City's Clever and Creative vision set a target of 50% of journeys to work being made by public transport, walking or cycling. Travel to work data from the 2016 Census, shows a 1% mode share for cycling, 3% mode share for walking and 6% mode share for public transport while 83% travelled by car and 4% worked from home.

People need safe places to walk or cycle, and even the perception of poor levels of safety can stop people from walking or cycling. The safety of facilities in terms of surface, road safety and public safety are all key to attracting people to use a path or trail.

The Victorian Cycling Strategy identifies that women, children and senior Victorians cycle far less than the typical cyclist, who is generally male and under the age of 45. Making the network safer and lower-stress will increase the participation of underrepresented groups. We can help encourage more people to walk or cycle by building facilities that reduce interactions with motor vehicles by providing paths and trails that are separated from traffic and providing safe crossing points.

Connecting people to destinations and connectivity between paths is also key to attracting people to walking and cycling. The City has commenced the delivery of the Principal Bicycle Network (PBN) and a network of Strategic Cycling Corridors (SCC), that provide safe spaces for cyclists of all levels of abilities and ages. These corridors form the spine of our cycle infrastructure and deliver people to services, education, retail and employment precincts.

The City's Shared Trails Master Plan (2020) identifies a number of gaps and deficiencies in our shared trail network and sets out a plan for the City's shared trails that will increase physical activity and create better connections between people and places. Connecting trails and paths allows people of all ages and ability to safely explore the region and provides an opportunity for cycle and trail tourism.

The shared trails network is defined as all off-road components of the Principle Bicycle Network (PBN) plus on-road and off-road components of the Strategic Cycling Corridor (SCC) network.

The nine major trails which make up the shared trails network are the: Barwon River Trail, Bay Trail, Bellarine Bayside Trail, Bellarine Rail Trail, Cowies Creek Trail, Hovells Creek Trail, Ted Wilson Trail, Tom McKean Trail; and Waurn Ponds Creek Trail. Each of these is managed by the City except for the Barwon River Trail managed by Corangamite Catchment Management Authority, and the Bellarine Foreshore Trail managed by Bellarine Bayside Foreshore Committee.

There is opportunity to improve and increase the number of regional trails throughout Greater Geelong, and the Bellarine, that take advantage of the City's unique and picturesque landscapes and attractions. Further development of cycling route infrastructure across the region, including upgrading paths, linking key trails through off-road routes and signage, would enhance the opportunity to draw in tourism and niche cycling visitor markets. Geelong's world class cycling events also provide opportunities to increase visitation to the region and provide a quality cycling tourism experience.

Cycling for sport is also increasing significantly across Greater Geelong and is putting pressure on existing facilities. The City is home to some distinctive cycling facilities including a regional cycling facility, purpose-built criterium track, and a velodrome for training.

To ensure the appropriate level of planning, investment, integration and management of Greater Geelong's cycling and shared trail networks, the City will need to continue to work closely with key partners, stakeholders and other management authorities.

OUR GUIDING DOCUMENTS :

The following related documents were used to inform this Plan (including strategic plans, policies, legislation and infrastructure plans):

- Shared Trails Master Plan (2020)
- Integrated Comprehensive Transport Plan (2015)
- Shared Path Management Plan (2018)
- Road Safety Strategy (2012 – 2017)
- Greater Geelong Physical Activity Strategy (2014 – 2017)
- Greater Geelong Cycling Strategy (2008) and Victorian Cycling Strategy (2018 – 2028)
- G21 Region Road Transport Plan (2017 – 2027) and G21 Regional Growth Plan (2006)
- Greater Geelong and Bellarine Tourism Development Plan (2019-22)

WHAT OUR COMMUNITY TOLD US :

Through the Shared Trails Master Plan community engagement process in 2019, over 1,400 comments were received and are summarised into the three themes outlined below:

GAPS AND OPPORTUNITIES

- Central - Strong desire to link networks (Barwon River Trail to Ted Wilson Trail and Barwon River Trails to Bellarine Rails Trail.
- Bellarine – General lack of shared paths and cycling facilities. Opportunities to connect towns, ferries and Bellarine Rail Trail with local business and wineries for tourism.
- Bellarine – Connection between Point Lonsdale and Ocean Grove, and the connection from Ocean Grove to Drysdale (with a particular focus on connections between townships and schools).
- Lara – Focus is connecting schools and connections from Lara town centre and You Yangs.
- Central – Focus on connecting the paths throughout the network (focus on Bell Park, Bell Post Hill, Wandana Heights / Highton, Waurn Ponds, Breakwater and South Geelong).

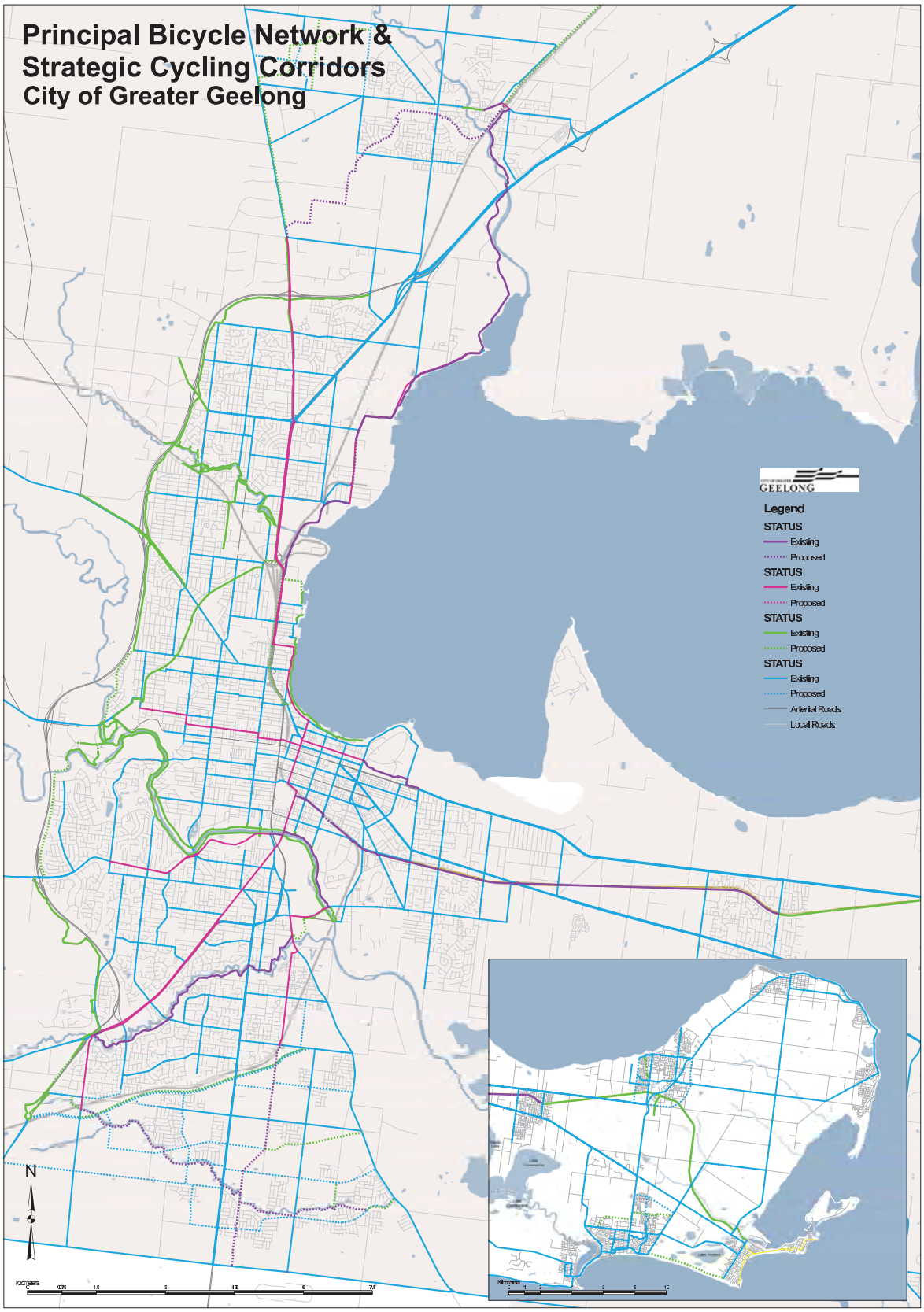
ISSUES AND COMMENTS

- Interaction between speed of cyclists, behaviour of walkers and dogs off lead all create issues due to path widths and configuration / lack of separation / delineation.
- Path condition, network gaps and compromised infrastructure in need of improvement. Perceived limited investment specifically in the north.
- 13th Beach road safety issues and environmental constraints. Difficult for infrastructure development.
- Point Lonsdale to ocean grove comprises environmental and cultural heritage concerns due to the dune system.

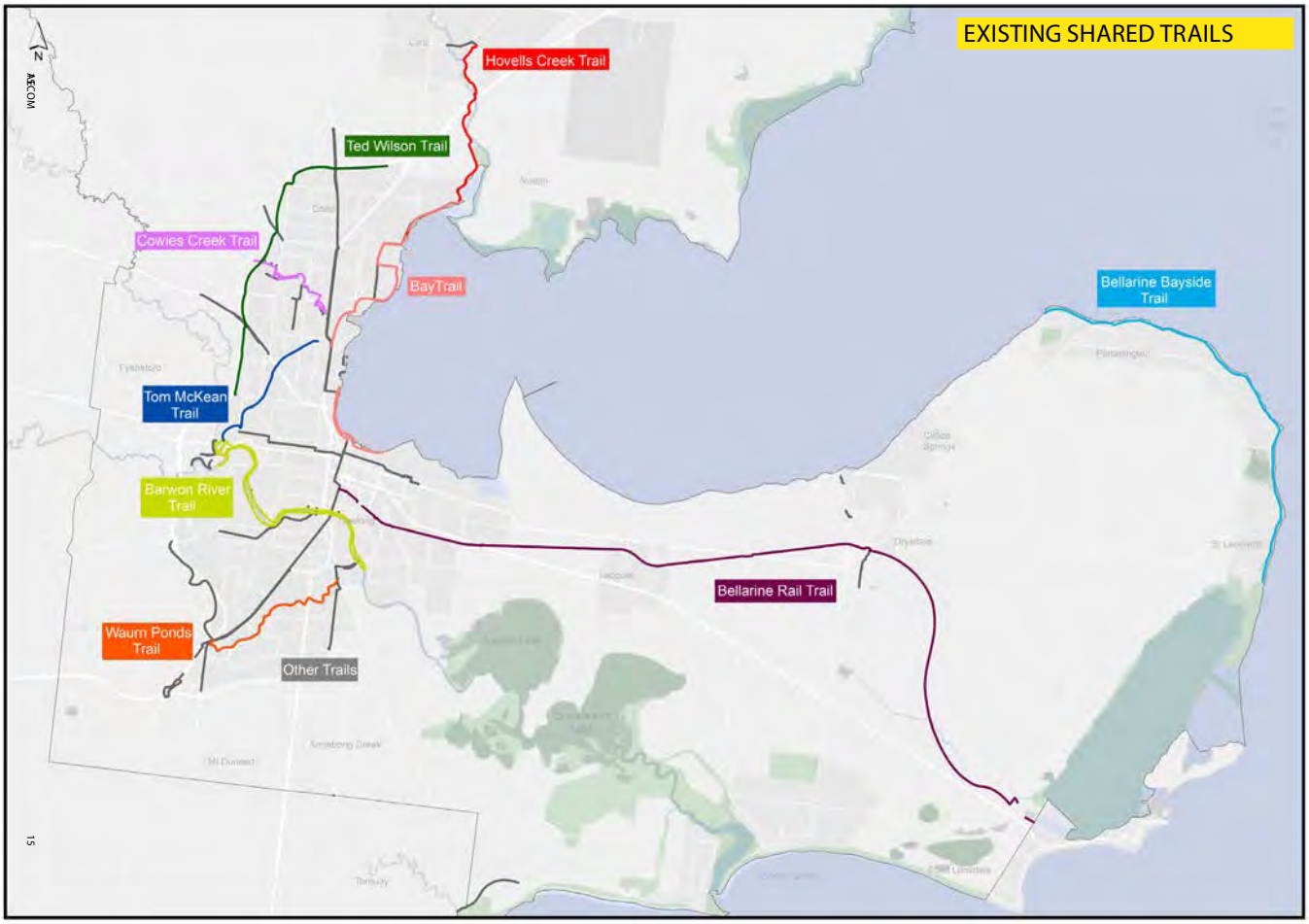
SUPPORTING AMENITIES

- Seats, drinking fountains, bicycle maintenance stations, wayfinding signage, lighting, end of trip facilities and public toilets. Focus on Central Geelong and where there are existing path networks.

MAP 19 - PRINCIPLE BICYCLE NETWORK (PBN) AND STRATEGIC CYCLING CORRIDORS (SCCS)



MAP 20 - MAJOR SHARED TRAILS



CYCLING AND TRAILS

Cycling Paths and Shared Trails, Criterium Track and Velodrome.

BUILDINGS & OWNERSHIP



9 78% COGG
MAJOR SHARED TRAILS



1 100% COGG
CRITERIUM TRACK



1 100% COGG
VELODROME

SERVICE	CURRENT PROVISION STANDARDS		TODAY	BENCHMARK	DIFFERENCE
Cycling Routes – Commuter and recreation paths (on-road and off-road)	Principal Bicycle Network (PBN)	– On-road – Off-road	609 Km 142 Km	- -	- -
	Strategic Cycling Corridors (SCC)	– On-road – Off-road	50 Km 56 Km	- -	- -
Shared Trails	Official Shared Trails Network*		9 Trails	-	-
Velodrome	1 Facility per 500,000 Persons (all ages)		1 Facility	1	0
Criterium Track	No industry benchmark available.		1 Facility	-	-

Data Notes: For the purposes of the Social Infrastructure Plan, Official Shared Trails Network refers to trails that are officially named and/or are recognised as part of the Principal Bicycle Network (PBN) or recognised as being a 'recreational trail'. While it is recognised that other less formalised trails and connections exist that also contribute to the network, these have not been included in Generation One of the Social Infrastructure Plan.

DISTRIBUTION

EQUITY



GOOD COVERAGE OF TRAILS AND CYCLING ROUTES BUT CONNECTIONS AND LINKS NEED IMPROVEMENT.



THERE IS GENERAL LACK OF SHARED PATHS AND CYCLING FACILITIES ON THE BELLARINE.

CONDITION



9 100% COMPLETED
SHARED TRAIL PROVISION AND CONDITION AUDITS



AVERAGE SCORE: *NOT APPLICABLE*

TRAVEL ACCESSIBILITY

ACCESSIBILITY



ON AVERAGE
UNDER DEVELOPMENT IN 2020-21
OF DWELLINGS

ARE WITHIN A 20-MINUTE WALK TO ONE OR MORE PLACE, SPACE OR SERVICE

100% OR MORE EXCELLENT WALKABILITY
Meaning that most residents live within a 20-minute walk to more than one option

50% - 100% GOOD WALKABILITY
Meaning that more than half of residents live within a 20-minute walk

50% OR LESS LIMITED WALKABILITY
Meaning that less thank half of residents live within a 20-minute walk

NOTE: Comprehensive multi-mode travel accessibility assessments are in development

USAGE / OCCUPANCY

SUSTAINABILITY



MANAGEMENT / SERVICE DELIVERY



78% COGG

SEVEN OFFICIAL TRAILS, OR 170KM OF THE SHARED TRAILS NETWORK, IS MANAGED DIRECTLY BY THE CITY WHILE TWO ARE MANAGED BY OTHERS.

Of the nine major trails, seven are managed by the City, while the Barwon River Trail is managed by Corangamite Catchment Management Authority and the Bellarine Foreshore Trail is managed by Bellarine Bayside Foreshore Committee.

FELT NEED



Linking residents with employment and education precincts, shops and services will be important.

Improve provision of supporting amenities along existing path networks and in Central Geelong.

Improve level of comfort and safety by providing pathways that protect people, are separated from traffic or aligned with low traffic volume streets.

The City's Clever and Creative vision set a target of 50% of journeys to work being made by public transport, walking or cycling. Travel to work data from the 2016 Census, shows a 1% mode share for cycling, 3% mode share for walking and 6% mode share for public transport while 83% travelled by car and 4% worked from home.

Increased effort will be required to achieve the necessary behaviour change and mode share.

CYCLING AND TRAILS

IN THE NEXT 3 YEARS WE WILL FOCUS ON:

CONNECTING THE NETWORK

STRATEGIC FOCUS AREAS

CONNECT PEOPLE WITH PLACES

Connecting commuter and active transport routes to ensure people can access key places, spaces and services.

INCREASE THE LEVEL OF COMFORT, SAFETY AND INTEREST

Improve participation in walking and cycling though network improvements and information sharing.

WORK IN PARTNERSHIP WITH THE SECTOR

Work in partnership to deliver, integrate and manage the network.

BUILD CYCLING TOURISM

Take advantage of our world class events, unique attractions and picturesque landscapes.

DIRECTIONS

REF	DIRECTION	POLICY / RESPONSE ALIGNMENT
1.	Connect people with places and active transport routes through network improvements and connections. Guided by the Shared Trails Master Plan Assessment Framework (2020) and the Cycling Investment Prioritisation Tool (2015), address path and trail deficiencies, create key connections and deliver improvements across the network. Improvements should be focussed on addressing the following themes: • Network gaps: Gaps between corridors and key destinations or attractions which require the planning and development of new shared trails and paths. • Trail or pathway gaps: Minor gaps in existing trail and path corridors. • Network deficiencies: Deficiencies in the existing network which may include issues with corridor safety, surface condition, path configuration and/or criticality of specialised cycling infrastructure (e.g. regional cycling facility / criterium track). • Amenity gaps: Gaps in the provision of supporting amenities with a focus on existing path networks and trails. Improve visitor and user safety and experience. Improve participation in walking and cycling though improved user safety, experience and overall network improvements. Improve the level of comfort and safety by providing pathways that are protected, separated from traffic or are aligned with low traffic volume streets. Focus priority of investment on linking residents with employment and education precincts, transport nodes, shops and services.	In response to ensure equity of access, provision and continuity, quality and access, to shared paths and cycling facilities. In response to the need to create key connections in the network; connecting people to the places they need. In response to the need to encourage people to walk and cycle, especially when commuting to work, taking short trips or exercising. In response to the need for sustainability and viability of all facilities and networks. In response to the need to further develop cycling route and trail infrastructure across the network. In response to the need to increase visitor and user safety and experience of existing networks.
2.	Continue to grow the visitor economy by linking tourism destinations to townships and quality experiences. Target cycling and walking tourism and enhance the opportunity to draw in tourists and niche cycling visitor markets through the improvement of infrastructure, visitor experience and increased marketing and promotion of recreational trails, unique attractions and picturesque landscapes. Retain Geelong's world class cycling events to provide opportunities for increase visitation to the region while providing quality and memorable cycling tourism experiences. Cycling evets should also consider trip cycles, pre-trip inspiration and planning assistance, promotion and information sharing and capturing the post trip feedback loop.	In response to the need to grow tourism and the visitor economy. In response to connecting trails and paths allowing people of all ages and ability to safely explore the region and provides an opportunity for cycle and trail tourism.
3.	Continue to collect and monitor the performance of the City's pathways and shared trails including, but not limited to: Connection to the network and travel accessibility; Condition, safety and fit-for-purpose; Network usage, participant demographics and modes of transport; Surrounding road, public transport and on-road cycle network; Crash history; Land use and population catchments; Planning scheme overlays (including environmental, heritage and flooding), and Health data identifying local levels of physical activity.	In response to the need for equity, accessibility and sustainability of paths and trails through understanding of asset performance, usage preferences, gaps and needs.
4.	Continue to work in partnership with landowners, management authorities, funding partners and other agencies to ensure a coherent and connected network.	In response to the need to work in partnership with key stakeholders and partners to ensure a coherent and connected network.

IDENTIFIED PROJECTS

SUMMARY OF INFRASTRUCTURE DEVELOPMENT OVER THE NEXT 3 YEARS (2020-23)

CYCLING AND TRAILS

HARD INFRASTRUCTURE

NEW

New:

Southern Link (Waurn Ponds to Central Geelong) Stages 1 and 2

Lara - Elcho drain line Link (funded).

Barwon Heads to Barwon Heads Surf Life Saving Club – Implement trail in partnership with Barwon Coast Committee of Management.

RENEW

Minor refurbishment:

In conjunction with line marking program, identify opportunities for line-marking for cycling.

Implement path via line marking for:

- Bay Trail at Rippleside
- Tom McKean Trail to Cowies Creek Trail

Major Refurbishment:

Implement Bay Trail to North Shore Station connection through widening of the existing footpath.

Finalise the delivery of the Bellarine Rail Trail sealing projects – segments to be completed.

MAINTENANCE

Asset Management Plan – develop annual maintenance program(s).

Priority investment should be given to the Principal Bicycle Network (PPBN) and Strategic Cycling Corridor (SCC) and the

Pedestrian Priority Network (PPN) – with a focus on Grovedale and Ocean Grove.

SOFT INFRASTRUCTURE

PLANNING

Implement Shared Trails Master Plan (2020).

Develop Asset Management and Renewal Plan to address network gaps and deficiencies (including supporting amenities).

Develop Active Transport Plan. Review the strategic footpath network across the municipality and consider the implementation of Leopold Strategic Footpath Network.

Develop a business case to address network gaps in Eastern suburbs north-south connectivity.

Investigate the connections from Ted Wilson Trail to Bayside Trail, following the implementation and monitoring of western link corridor.

Develop a business case and confirm shared trail corridor availability for:

- Drysdale to Ocean Grove
- Ted Wilson Trail (Fyansford)
- Railway / Princess Highway Crossing
- Deakin University to Waurn Ponds Station

Consult with landowners to confirm shared trail corridor availability for Cowies Creek Trail to Bay Trail.

Engage with Geelong Line Upgrade project to identify preferred route for Waurn Ponds Station southern cross access.

Develop a business case for the foreshore shared trail corridor between Drysdale and Portarlington.

Investigate the requirements for the shared trail corridor between Drysdale and St Leonards.

Explore a feasibility via environmental investigations and consultation for a shared trail connection between Hovells Creek Trail and Lara.

Develop a business case for West Oval velodrome relocation and co-locate with regional cycling facility, Belmont.

SERVICES / PEOPLE

Work in collaboration with private and not-for-profit infrastructure providers to ensure reasonable access to youth spaces and programs across the municipality.

Collaborate with key stakeholders and multi-agency infrastructure providers in all facility planning.

Develop active travel maps and digital wayfinding (including 'plan my trip' functionality). To include pre-trip inspiration, promotion and planning assistance.

Participate in Parks Victoria You Yangs precinct master plan.

Implement Smart City Technology assessing existing service performance.



THE CITY OF
GREATER GEELONG

PUBLIC TOILETS

SOCIAL INFRASTRUCTURE PLAN
GENERATION ONE: 2020-23

CITY OF GREATER
GEELONG

PUBLIC TOILETS



SCOPE

Public Toilets and Changing Places Facilities

The provision of public toilets improves local amenity and supports activity in public parks and activity areas throughout the municipality. There are 168 dedicated public amenity blocks owned and managed by the City and numerous other toilets available to the public in non-council facilities.

The City's public toilet network consists of over 168 amenity blocks throughout the municipality primarily serving:

- Recreation reserves,
- Foreshores and environment areas,
- Car parks and shopping centres, and the
- Central Business District (CBD).

Due to the age of these facilities, several public toilets are now in a poor condition, do not meet current service level expectations or standards for accessibility, are vulnerable to antisocial behaviour and could potentially become a public safety risk.

The challenge for the City is to provide a sustainable network of well-located accessible public toilets that provide all users with a convenient, safe, positive and welcoming experience.

The City's Clever and Creative Vision outlines the objective of Community Wellbeing "to improve the health and quality of life of all residents of Greater Geelong", this extends to the City's public toilets and amenities.

The Council Plan guides the City in prioritising new initiatives and improvements to our services and allows us to ensure resources are directed to areas of need and where action is needed to deliver on our Council Plan priorities. Public toilets and amenities feature in a number of Council Plan priorities including:

- Improved health and safety of our community,
- Improved safety of, and user satisfaction with, community infrastructure,
- Informed social Infrastructure and planning, and
- Upgraded community facilities to make them safer.

Toilets should be designed and constructed in accordance to Environmentally Sustainable Design (ESD) principles, specifically considering energy and water use. Energy demands should be minimized with the use of high levels of natural light and ventilation. Solar power and low energy lighting fixtures on timers or sensors should be used. The toilet facility should be painted in a light colour internally to maximize reflected light. It is preferred that all materials that are sourced are to be recycled, recyclable and/or renewable. Water-saving devices such as dual-flush cisterns, waterless urinals, spring-loaded tapware and "greywater" systems for flushing should be considered an integral part of the facility.

The City recognises that there is an ageing stock of public toilet buildings, following recent condition assessments of existing public toilet and amenity buildings, and there is a need for more contemporary and accessible amenities across the municipality.

The application of Crime Prevention Through Environmental Design (CPTED) principles and improving the safety of facilities in terms of its physical location, lighting, limited opportunities for concealment, and increasing passive surveillance by those passing by, will also be important.

There is a now a need for the development of a long-term improvement program that directs the placement and design of new toilet facilities and the refurbishment of existing facilities. There is also a need to articulate the standard provision, levels of service and criteria to assist the decision-making process for managing the refurbishment and replacement of public toilet facilities in the municipality.

In 2019, each of the City's public toilet facilities was assessed for the purposes of determining priorities for improvements. The audit assessed the facility against four key areas and scored them based on; demand, performance, accessibility, and safety. These are further defined below:

- **Demand –** the user-driven demand of the facility, including sensitivity of the location. A high number indicates a high-profile building that will be regularly used and/or seen.
- **Performance –** a measure of comfort, physical condition, and quality of the facility and its internal fittings. A high number indicates a facility in poor condition that does not suit the needs of the user.
- **Accessibility –** a measure of how accessible the facility is for people living with a disability, and the compliance of the facility with contemporary standards and user expectations. A high number indicates a facility where the entrance, internal dimensions, and pathway do not meet relevant standards, and there is no nearby accessible parking.
- **Safety –** a measure of the safety of the facility in terms of its physical location, lighting, limited opportunities for concealment, and measure of passive surveillance by those passing by (e.g. applying CPTED principles). A high number indicates a facility that is isolated, with obstructions that offer opportunities for concealment, and is perceived by users to be unsafe.

For each, a ranking between 1 and 5 was given, the higher the score (e.g. 3 – 5) indicates a priority for renewal / upgrade, while a lower score (e.g. 1-2) indicates that the facility is performing adequately and requires no immediate improvement works.

In addition to public toilets and amenities, the City also offers six Changing Places accessible facilities and one portable, fully accessible changing places facility called a Marveloo, that can be transported to events and community sites throughout the Greater Geelong. Many Changing Places facilities are located across the City in shopping centres and similar facilities with higher levels of active management and access.

A Changing Places facility offers a full-sized change table and hoist to meet the needs of people who cannot use standard accessible toilets.

With over 1.3 million Australian's having a profound or severe core limitation, the lack of toilet facilities available in public places is a major social barrier preventing families and individuals from enjoying basic day to day activities.

OUR GUIDING DOCUMENTS:

The following related documents were used to inform this Plan (including strategic plans, policies, legislation and infrastructure plans):

- Council Plan (2018 – 2022)
- Greater Geelong Public Toilet Replacement Program (2019)
- The City's Access and Inclusion Plan (2018–2022)
- Open Space Strategy
- Pedestrian Strategy
- Integrated Transport Strategy
- Public Lighting Policy
- Community Facility and Directional Signage Policy.

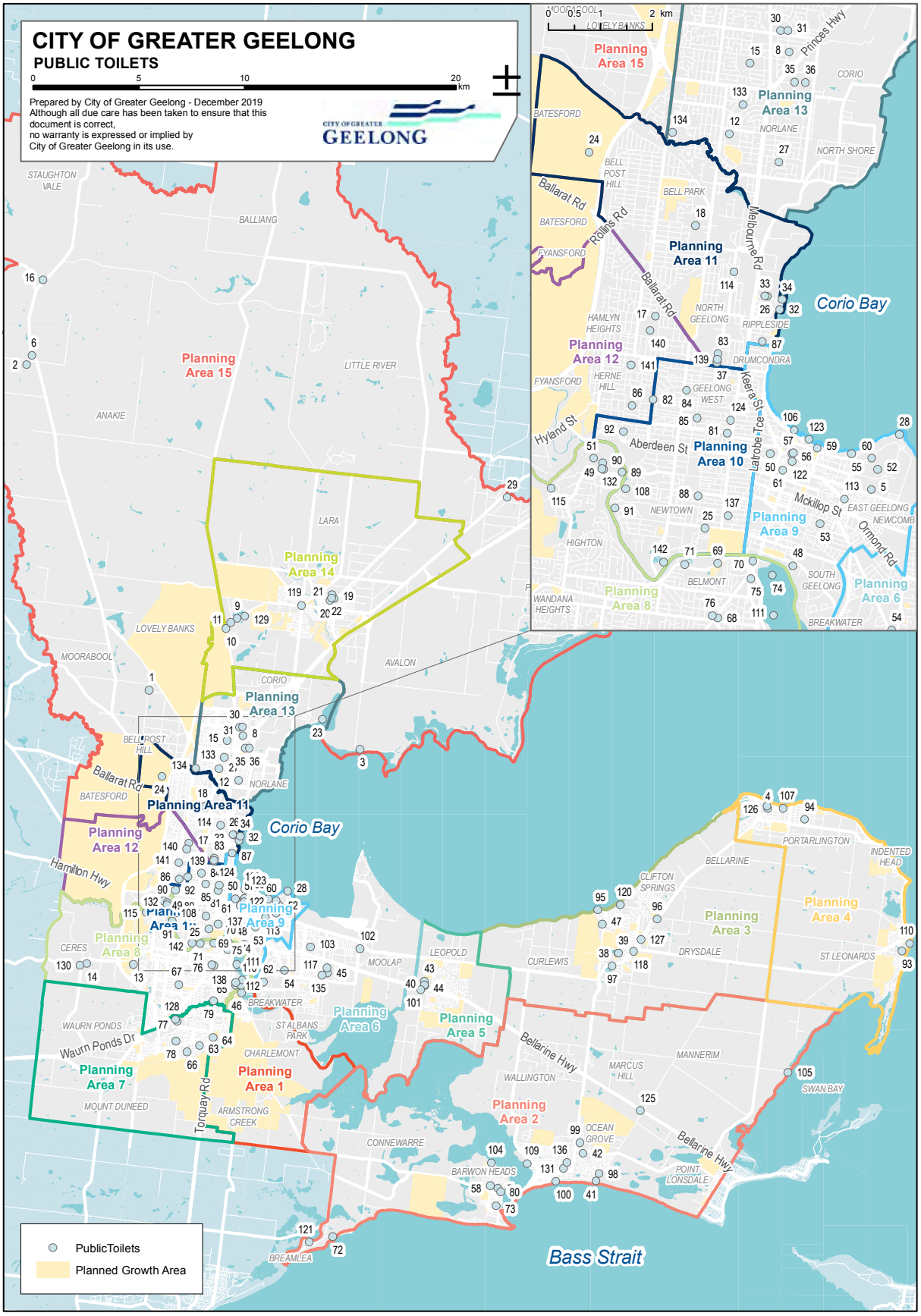
WHAT OUR COMMUNITY TOLD US :

In 2017, the City undertook an expansive community engagement process (A Cleaver and Creative Future) with stakeholders from across the region. This consultation process demonstrated a local demand for improved, new and inclusive toilet facilities throughout the City.

MAP 21 – PUBLIC TOILETS

MAP REF	NAME
1	AB WOOD RESERVE TOILET BLOCK
2	ANAKIE RESERVE PUBLIC TOILET
3	AVALON BEACH PUBLIC TOILETS
4	PORTARLINGTON RES PUB TOILETS
5	EASTERN PARK STH TOILET
6	ANAKIE COMMUNITY CENTRE TOILET
7	B HEADS RESERVE CRICKET TOILET
8	DETROIT CRESCENT TOILET BLOCK
9	ELCHO RES CANINE TOILETS
10	ELCHO RES TOILET
11	ELCHO RES TOILET/CHANGE ROOMS
12	EVANS RESERVE TOILET BLOCK
13	CERES LOOKOUT TOILETS
14	CERES RESERVE TENNIS TOILETS
15	GOLDSWORTHY RES AMENITIES
16	STAUGHTON VALE HALL / TOILETS
17	HAMLYN RES TOILET (NTH)
18	HUME RESERVE TOILET BLOCK
19	LARA RES AMEN/CHANGE ROOMS
20	LARA RES TENNIS TOILET BLOCK
21	LARA LT LEAGUE CHANGE/TOILET
22	LARA RES PUB TOILET (NORTH)
23	LIMEBURNERS LAGOON TOILETS
24	MYERS RES AMEN/CHANGE ROOMS
25	FRIER RES PUBLIC TOILET
26	OSBORNE PARK MEN S TOILET
27	LABUAN SQUARE TOILET BLOCK (2)
28	LIMEBURNERS POINT TOILET BLOCK
29	REES RESERVE PUBLIC TOILETS
30	SHELL RESERVE TOILET BLOCK
31	SHELL RESERVE CHANGEROOMS
32	ST HELENS RES CHANGRMS/TOILT
33	OSBORNE PARK LADIES TOILET
34	ST HELENS BOAT/COAST TOILET
35	STEAD PARK PUBLIC TOILETS
36	STEAD PARK AMENITIES/CHANGRMS
37	WESTERN OVAL SOUTH PUBLIC TOIL
38	DRYSDALE RES F BALL CHANGE
39	DRYSDALE RES AMEN / TOILETS
40	LEOPOLD RES TOILET-STH TENNIS
41	COLLENDINA FORESHORE TOILET
42	SHELL RD RES TOILETS
43	LEOPOLD RES TOILETS-NTH FOOTY
44	LEOPOLD RES TENNIS AMENITIES
45	GRINTER RESERVE BMX TOILETS
46	STH BARWON RES PONY TOILETS
47	C SPRINGS TENNIS CLUB/TOILETS
48	LANDY FIELD TOILET BLOCK
49	QUEENS PARK TOILET-NEAR ENTRY
50	JOHNSTONE PARK TOILET BLOCK
51	QUEENS PARK RIVER ROTUNDA
52	BOTANICAL GARDEN PUBLIC TOILET
53	RICHMOND CRES TOILET/STOREROOM
54	ST ALBANS RESERVE TOILET
55	E BEACH AMEN (LIFEGUARD/PUMP)
56	MOORABOOL FEMALE UNDRGRD TLET
57	MOORABOOL MENS UNDERGRD TOILT
58	BARWON HEADS RES TLT
59	TRANSVAAL SQUARE TOILETS
60	EASTERN PARK NTH TOILET BLOCK
61	LT RYRIE ST CAR PARK TOILET
62	BREAKWATER RES TOILET BLOCK
63	GROVEDALE COMM CENTRE TOILET
64	GROVEDALE RESERVE TOILET BLOCK
65	STH BARWON PAV.2/TL(CRKT CLUB)
66	BURDOO RES AMEN/SOC PAV/TOILET
67	MCDONALD RES AMEN/SOC RM/TOILT
68	BELMONT LIBRARY TOILETS
69	BARWON VALLEY PARK TOILET NO 2
70	BARWON VALLEY PARK TOILET NO 3
71	BARWON VALLEY PARK TOILET NO 1
72	BANCOORA SURF CLUB TOILETS
73	BARWON HEADS HITCHCOCK TOILETS
74	BELMONT COMMON BASEBALL TOILET
75	BVAC TOILET
76	HEMISPHERE TOILET BLOCK
77	PIONEER RES TENNIS PAV/TOILETS
78	COOLABAH PARK TOILET BLK
79	TORQUAY ROAD TOILETS
80	BARWON HEADS RES TLTS
81	WEST PARK TOILET BLOCK
82	PETER LOWE RESERVE TOILET BLK
83	WESTERN OVAL TOILETS (NORTH)
84	BAKERS OVAL TOILET BLOCK
85	SPARROW PARK TOILET
86	HERNE HILL RES TOILET BLOCK
87	RIPPLESIDE PARK TOILET BLOCK
88	MOORAK PARK TOILET BLOCK
89	QUEENS PARK TLT/CHANGE (RIVER)
90	QUEENS PARK SOC RMS/ AMEN/TLT
91	FYANS PARK PUBLIC TOILET
92	ELDERSLIE RES PUBLIC TOILET
93	ST LEONARDS NETBALL TOILET
94	PORTARLTON PONY CLUB TOILETS
95	C SPRINGS BOAT RAMP PUB TOILET
96	QUARRY PARK TOILET BLOCK
97	DRYSDALE STATION RES TOILETS
98	COLLENDINA RESERVE TOILET BLK
99	KINGSTON PARK TOILET BLOCK
100	HODGSON STREET PUBLIC TOILETS
101	GATEWAY SANCTUARY TOILET BLOCK
102	MOOLAP RESERVE TENNIS TOILETS
103	ERVIN RESERVE TOILETS
104	BHEADS RES TOILET (RIVER END)
105	SWAN BAY TOILET NEW
106	CUNNINGHAM PIER TOILET(SMORGY)
107	PORTARLINGTON MAIN ST TOILETS
108	WINDMILL RESERVE TOILET
109	OCEAN GROVE BOAT RAMP TOILETS
110	ST LEONARDS HARVEY PARK TOILET
111	BARWON VALLEY GOLF TOILET BLK
112	STH BARWON RES BMX TOILETS
113	ORMOND/MYERS STREET TOILETS
114	GLG REC&WAS TRAN STN AMENITIES
115	BUCKLEY FALLS INFORMATION ROTU
116	BELMONT COMMON RIFLE CLUB TLET
117	GRINTER RES PONY CLUB TOILETS
118	DRYSDALE MAIN ST EXELOO TOILET
119	LARA TOILET - EXE LOO
120	C SPRINGS FAIRY DELL TOILET
121	BREAMLEA RESERVE TOILET BLOCK
122	LT MALOP MALL TOILET EXELOO
123	GREEN WHARF SHED / TOILETS
124	GEELONG WEST TOWN HALL/ P TLT
125	MARCUS HILL HALL
126	PORTARLINGTON RES AMEN/SOC/TLT
127	DRYSDALE TENNIS PAV & TOILETS
128	GEELONG REGIONAL BASEBALL CENT
129	ELCHO GOLF CLUBROOMS & TOILETS
130	CERES RES CLUBROOMS (COCHRANE)
131	OCEAN GROVE HALL F BLL RMS RSL
132	QUEENS PARK GOLF CLUB & KIOSK
133	ROBIN AVENUE TOILET BLOCK
134	CORIO LEISURE TIME CENTRE
135	GRINTER RES AMEN/SOC ROOMS/TLT
136	OCEAN GROVE TENNIS PAV/TOILETS
137	SLADEN PARK TOILET
138	STH BARWON PAV.3/ TL (SFTBALL)
139	WEST OVAL G STAND/CHG/TOILETS
140	HAMLYN RES AMNTIES/TLT/FL CLRM
141	HURST OVAL RES TOILET
142	BALYANG PUBLIC TOILET BLOCK

MAP 21 - PUBLIC TOILETS



PUBLIC TOILETS

Public Toilets and Changing Places Facilities

BUILDINGS & OWNERSHIP

168 100% COGG
PUBLIC TOILET / AMENITY BLOCKS

7 86% COGG
CHANGING PLACES FACILITIES

SERVICE	CURRENT PROVISION STANDARDS	TODAY	BENCHMARK	DIFFERENCE
Public Toilets	No provision standards	168	-	-
Changing Places Facilities	No provision standards	7	-	-

Data Notes: Data provided is based on City-led audits completed in 2019 and represent the City's owned and managed public toilet and amenity facilities. It does not include those provided in other private facilities or on land managed by others.

DISTRIBUTION

EQUITY

EXCELLENT DISTRIBUTION OF SITES AND ACCESS TO SPACES

CHANGING PLACES FACILITIES ARE BECOMING A KEY FEATURE IN NEW COMMUNITY FACILITY DEVELOPMENTS.

CONDITION

168 100% COMPLETED
CONDITION AUDITS

AVERAGE SCORE:
CONDITION VARIES ACROSS THE NETWORK. UPDATED FACILITY AUDITS CURRENTLY UNDERWAY

TRAVEL ACCESSIBILITY

ACCESSIBILITY

ON AVERAGE
UNDER DEVELOPMENT IN 2020-21
OF DWELLINGS

ARE WITHIN A 20-MINUTE WALK TO ONE OR MORE PLACE, SPACE OR SERVICE

100% OR MORE EXCELLENT WALKABILITY
Meaning that most residents live within a 20-minute walk to more than one option

50% - 100% GOOD WALKABILITY
Meaning that more than half of residents live within a 20-minute walk

50% OR LESS LIMITED WALKABILITY
Meaning that less thank half of residents live within a 20-minute walk

NOTE: Comprehensive multi-mode travel accessibility assessments are in development

USAGE / OCCUPANCY

SUSTAINABILITY

MANAGEMENT / SERVICE DELIVERY

7 86% COGG
CHANGING PLACES FACILITIES

Six Changing Places facilities are managed directly by the City, while shopping centres and retail precincts are beginning to provide facilities due to the benefits of increased hours of operation and accessibility.

FELT NEED

In 2017, the City undertook an expansive community engagement consultation process (a cleaver and creative future) with stakeholders from across the region. This consultation process demonstrated a local demand for improved and new and inclusive toilet facilities thought the city.

There is an opportunity to explore new delivery models throughout the planning, design and delivery of specialised Changing Places accessible facilities. Careful consideration should be given to location and siting, maximising access and use, appropriate management models, potential delivery partners, and ultimately user experience.

PUBLIC TOILETS

IN THE NEXT 3 YEARS WE WILL FOCUS ON:

REFRESHING THE NETWORK

STRATEGIC FOCUS AREAS

BE DRIVEN BY SAFETY AND COMFORT

Improve safety guided by Crime Prevention Through Environmental Design (CPTED) principles.

EXPLORE NEW MODELS OF DELIVERY

Explore contemporary delivery models to ensure equitable access to specialised facilities.

SUSTAIN HIGH QUALITY FACILITIES

Develop a detailed understanding of facility performance requirements to meet the changing needs of the community.

EMBRACE NEW AND EMERGING TECHNOLOGY

Monitor, track and assess network performance to better understand use, needs and manage levels of service.

DIRECTIONS

REF	DIRECTION	POLICY / RESPONSE ALIGNMENT
1.	Continue to audit, monitor and assess public toilet and amenity provision and performance against the following areas: • Demand – the user-driven demand of the facility, including sensitivity of the location. • Performance – a measure of comfort, physical condition, and quality of the facility and its internal fittings. • Accessibility – a measure of how accessible the facility is for people living with a disability, and the compliance of the facility with contemporary standards and user expectations. This extends to the provision of nearby accessible parking. • Safety – a measure of the safety of the facility in terms of its physical location, lighting, limited opportunities for concealment, and measure of passive surveillance by those passing by (e.g. applying CPTED principles). Focus on the delivery identified renewal and replacement priority projects.	In response to the need to refresh and renew the existing ageing and often obsolete infrastructure. In response to the need to invest in facilities based on need and criticality of the facility / amenities. In response to the need to base decisions on evidence of need and the insights of our community.
2.	Explore new delivery models throughout the planning, design and delivery of specialised Changing Places accessible facilities. Careful consideration should be given to location and siting, maximising access and use, appropriate management models, potential delivery partners, and ultimately user access and experience.	In response to the need for equity of access to a changing places facility that achieves maximum and reliable access, where and when people need them the most.
3.	Ensure new and renewed public toilets and amenities are designed to meet contemporary standards for provision, access and safety.	In response to provide healthy, safe and welcoming facilities.
4.	Embrace new and emerging technologies to better understand network performance, needs, service levels and responses. Using this information, conduct a provision and capacity assessment across the municipality to determine the standard provision, distribution and level of service requirements associated with public toilets and amenities.	In response to ensure equity of access, provision and continuity, quality and access to public toilets and amenities.

IDENTIFIED PROJECTS

SUMMARY OF INFRASTRUCTURE DEVELOPMENT OVER THE NEXT 3 YEARS (2020-23)

PUBLIC TOILETS

HARD INFRASTRUCTURE			SOFT INFRASTRUCTURE	
NEW	RENEW	MAINTENANCE	PLANNING	SERVICES / PEOPLE
New: Deliver a Changing Places Facility in Ocean Grove.	**Minor refurbishment:** As required. **Major Refurbishment:** Replacement of existing public toilet facilities: • Labuan Square, Norlane • W.G. Little Reserve, Portarlington • Robin Avenue, Norlane • Detroit Crescent, Corio • Shell Reserve, Corio • Evans Reserve, Norlane • Elcho Reserve, Lara • Lara Reserve (north), Lara • Elcho Reserve public toilet & change room, Lara • Lara Reserve (tennis), Lara • Anakie Reserve, Anakie • Grovedale Reserve, Grovedale • St Helens Reserve public toilet & change rooms, Rippleside, • St Albans Reserve, Thomson, • Sladen Park, Newtown • Seagull Reserve, North Geelong • Breakwater Reserve, Breakwater • Bakers Oval, Geelong West • Western Oval (south), Geelong West • Leopold Reserve (North and South), Leopold	Based on the Asset Management Plan – develop annual maintenance program(s).	Develop Asset Management Plan in line with asset condition, fit-for-purpose and criticality audits. Develop a long-term improvement program that directs the placement and design of new toilet facilities and the refurbishment of existing facilities. Articulate the standard provision and levels of service associated with public toilet and amenity facilities.	Implement Smart City Technology assessing existing network performance.

CITY OF GREATER GEELONG

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ASSEMBLY OF COUNCIL RECORD

Source: **Governance, Strategy and Performance**
Chief Executive Officer: **Martin Cutter**
Portfolio: **Leadership & Governance**

Summary

1. Section 80A (2) of the Local Government Act 1989 requires the record of an Assembly of Council be reported to the next practicable Ordinary Meeting of Council.
2. A record of Assembly of Council meeting(s) is attached as an Appendix to this report.

Cr Sullivan moved, Cr Mason seconded -

3. That the information be received.

Carried.

RECORD OF ASSEMBLIES OF COUNCIL
(Council Meeting 28 April 2020)

Assembly Details	Councillors	Officer Attendees	Agenda Items	Conflict of Interest Disclosures
Council Briefing **7 April 2020**	Crs Asher, Aitken, Grzybek, Harwood, Kontelj, Mansfield, Mason, Murrihy, Murnane, Nelson, Sullivan	M Cutter (CEO G Smith (DIR) M Dugina (DIR) R Leonard (DIR) R Stevens (DIR) G Wilson-Browne (DIR) B Luxford (DIR) K Phyland (DIR) J Hurse (MGR) R Thomas (MGR) I Hicks (MGR) M Paton (MGR) J Lane (MGR) D Scott (MGR) M Macgugan (SNR COMM ADV) L Raimondo (ADV TO MAYOR & CEO) K Ivens (Snr Advisor - Mayor & CEO)	• Our Heritage – Our Collection • Armstrong Creek Community Shed • 2020 Christmas Program • Community Support Packages • Draft Geelong Town Hall Conservation Management Plan • Reconciliation Action Plan • External Membership - Potato Shed • Planning Authorisation – Council to Staff	• Nil.
Civic Accommodation Project Advisory Committee **15 April 2020**	Crs, Asher, Mason, Nelson, Harwood, Aitken, Murnane, Sullivan, Murrihy, Mansfield	M Cutter (DIR) M Dugina (DIR) B Luxford (DIR) R Leonard (DIR) P Anderson (PROJ DIR) T Kirwood (MGR) S Broadbent (MGR) L Beaumont (PROJ MGR) J Brown (CO ORD) L Raimondo (ADV TO MAYOR & CEO) D Chrimes (OFF)	• Project Status Update Civic Precinct	• Nil

Council Briefing **21 April 2020**	Crs Asher, Aitken, Grzybek, Harwood, Kontelj, Mansfield, Mason, Murrihy, Murnane, Nelson, Sullivan	M Cutter (CEO B Luxford (DIR) G Smith (DIR) M Dugina (DIR) R Leonard (DIR) R Stevens (DIR) G Wilson-Browne (DIR) K Phyland (DIR) R Thomas (MGR) K Olesnicky (OFF) N O'Shea (OFF) I Hicks (MGR) J Brown (CO ORD) L Raimondo (ADV TO MAYOR & CEO) K Ivens (Snr Advisor - Mayor & CEO) M Macgugan (SNR COMM ADV)	• Draft Environment Strategy 2020-2030 • Waste and Resource Recovery Strategy • Plastic Wise Program • Draft Social Infrastructure Plan • Council Plan 2018-22, Update 2020 and Adoption of Proposed 2020-21 Budget • Further Community and Economic Support Measures • 2019-20 Loan Borrowing Provision of $25M • Youth Council First Report 2020	• Nil

PLANNING DELEGATIONS – MARCH 2020

Source: **Planning, Design & Development – City Development**
Director: **Gareth Smith**
Portfolio: **Planning**

Purpose

1. To provide the schedule of planning permit applications determined under delegation since the last report.

Background

2. Section 98 of the *Local Government Act 1989* and section 188 of the *Planning and Environment Act 1987* empower Council to delegate its powers, duties and functions under relevant legislation to members of Council staff.

3. Sections 86 and 87 of the *Local Government Act 1989* and section 188 of the *Planning and Environment Act 1987* allow Council to establish special committees with delegated powers to determine planning permit applications.

4. At its meeting on 9 July 2019, Council:

   4.1 Amended the Council to staff instrument of delegation to allow staff delegates to determine planning permit applications where there are less than 6 objections lodged; and

   4.2 Amended the Planning Committee's terms of reference to provide for its determination, if required, of planning permit applications where there are 6 or more objections lodged.

5. The City is required by Council to provide information on planning permit applications determined under delegation.

Key Matters

6. The Schedule attached to this report provides information on the planning permit applications determined under delegation since the last report.

Cr Sullivan moved, Cr Grzybek seconded -

7. That Council receive the information in the Schedule.

Carried.

Planning Decisions Report - March 2020

App Number	Location	Application Type	Decision Date	Description	Authority Description/ No of Objectors
PP-1016-2019	199 Thompson Road, BELL PARK VIC 3215	Use of the Land for a Childcare Centre	12/3/2020	DMC - Planning Permit	Decision Making Committee
PP-1114-2019	386 Aberdeen Street, NEWTOWN VIC 3220	Construction of Two (2) Dwellings, Two (2) Lot Subdivision and Creation of Access to a Road Zone Category 1	6/3/2020	DMC Refusal	Decision Making Committee
PP-1338-2011	1 Newcombe Street, PORTARLINGTON VIC 3223	Development of a Three-Storey Building comprising Twelve (12) Dwellings and Alteration (Removal) of Access to a Road Zone Category 1	26/3/2020	Extended Planning Permit	Delegated Authority
PP-1450-2018	50 Earls Road, MOOLAP VIC 3224	Use and Development of the land as a Contractors Depot (Retrospective)	12/3/2020	DMC Refusal	Decision Making Committee
PP-151-2019	9 Perth Street, BELMONT VIC 3216	Construction of Four (4) Dwellings and Four (4) Lot Subdivision	17/3/2020	Delegate - No Appeal Lodged	Delegated Authority
PP-685-2019	651-699 Lake Road, CONNEWARRE VIC 3227	Subdivision of the Land into Two (2) Lots (Re-subdivision), Building and Works to Convert a Dwelling to an Outbuilding, Use and Development of a Dwelling on Proposed Lot 2 and Removal of Native Vegetation	27/3/2020	DMC Refusal	Decision Making Committee
PP-852-2015	1-43 Beach Road, LARA VIC 3212	Use and development of the land for a materials recycling facility in a Farming Zone subject to an Environmental Significance Overlay; Reduction in the number of car parking spaces required under Clause 52.06-5.	17/3/2020	Extended Planning Permit	Delegated Authority
PP-858-2019	251-255 Founds Road, DRYSDALE VIC 3222	Use and Development of the Land for a Dwelling	6/3/2020	DMC Refusal	Decision Making Committee
PP-993-2019	60 Wilton Avenue, NEWCOMB VIC 3219	Development of the Land for Three (3) Dwellings and Three (3) Lot Subdivision	20/3/2020	DMC - Planning Permit	Decision Making Committee
PP-1155-2019	32B Wellington Street, GEELONG WEST VIC 3218	Demolition of Existing Dwelling and Construction of a New Dwelling on a Lot Less than 300sqm within a Heritage Overlay	6-Mar-2020	NOD - Delegate	2

PP-1172-2019	19 Dare Street, OCEAN GROVE VIC 3226	Construction of Two (2) Dwellings and Two (2) Lot Subdivision including the Removal of Trees in a Significant Landscape Overlay Schedule 7	23-Mar-2020	NOD - Delegate	1
PP-1175-2019	140 Orton Street, OCEAN GROVE VIC 3226	Use and Development of the Land for a Dwelling	12-Mar-2020	NOD - Delegate	2
PP-1181-2019	15 Wilray Street, GROVEDALE VIC 3216	Use of the Land for a Restricted Recreation Facility(Gymnasium)	3-Mar-2020	NOD - Delegate	3
PP-1200-2019	2156 Ballan Road, ANAKIE VIC 3213	Two (2) Lot Subdivision, alteration of access to a road zone - category 1 and Removal of Vegetation	19-Mar-2020	NOD - Delegate	1
PP-1213-2019	5 Louis Court, NEWTOWN VIC 3220	Construction of a Dwelling over 7.5 metres in height	16-Mar-2020	NOD - Delegate	4
PP-1272-2019	Roadside (Planning) ., GEELONG VIC 3220	Removal of Native Vegetation	16-Mar-2020	NOD - Delegate	1
PP-1282-2019	176 The Esplanade, INDENTED HEAD VIC 3223	Building and Works Associated with the Construction of a Dwelling	31-Mar-2020	NOD - Delegate	1
PP-1319-2019	47 Lascelles Avenue, MANIFOLD HEIGHTS VIC 3218	Construction of a Dwelling over 7.5m in Height	19-Mar-2020	NOD - Delegate	2
PP-1333-2019	2 Ballater Avenue, NEWTOWN VIC 3220	Buildings and Works associated with the Construction of Two (2) Dwellings and a Two (2) Lot Subdivision	27-Mar-2020	NOD - Delegate	1
PP-1355-2019	64 Skene Street, NEWTOWN VIC 3220	Partial Demolition and Alterations and Additions to Existing Dwelling in a Heritage Overlay	16-Mar-2020	NOD - Delegate	1
PP-1373-2019	129B Tower Road, PORTARLINGTON VIC 3223	Construction of a Dwelling Over 7.5 metres in Height	13-Mar-2020	NOD - Delegate	5
PP-1403-2018	285 Avalon Road, AVALON VIC 3212	Use of Land for Aquaculture, Associated Buildings and Works, Removal of Native Vegetation and Display of Business Identification Signage	16-Mar-2020	NOD - Delegate	2
PP-349-2019	11 Paley Drive, CORIO VIC 3214	Buildings and Works for the Construction of Three (3) Dwellings	12-Mar-2020	NOD - Delegate	2
PP-6-2020	21 Retreat Road, NEWTOWN VIC 3220	Partial Demolition and Alterations and Additions to an Existing Dwelling in the Heritage Overlay	24-Mar-2020	NOD - Delegate	1

PP-632-2019	29-33 Fraser Street, HERNE HILL VIC 3218	Buildings and Works Associated with the Construction of a Third Dwelling, Construction of a Deck to an Existing Dwelling and Re-Subdivision of Lots	24-Mar-2020	NOD - Delegate	1
PP-735-2019	3 Stringers Lane, GEELONG VIC 3220	Buildings and Works associated with the Construction of Dwelling on a Lot Less than 300sqm	13-Mar-2020	NOD - Delegate	2
PP-761-2019	43 Riverview Terrace, BELMONT VIC 3216	Buildings and Works for Partial Demolition, Alterations and Additions to Existing Dwelling, Outbuilding and Vehicle Crossover in a Heritage Overlay	6-Mar-2020	NOD - Delegate	1
PP-925-2019	28 Fairfax Street, PORTARLINGTON VIC 3223	Construction of a Third Dwelling, Construction of a Garage for an Existing Dwelling and a Three (3) Lot Subdivision	5-Mar-2020	NOD - Delegate	1
PP-964-2019	47 Horwood Drive, BREAMLEA VIC 3227	Construction of a Double Storey Dwelling	30-Mar-2020	NOD - Delegate	1

CLOSE OF MEETING

As there was no further business the meeting closed at 8.59pm Tuesday, 28 April 2020.

Signed: _____

Cr Stephanie Asher (Mayor)

Date: _____