MINUTES

COMMUNITY FOCUS COUNCIL MEETING

TUESDAY, 12 MAY 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 COMMUNITY FOCUS COUNCIL MEETING HELD AT THE COUNCIL CONFERENCE AND RECEPTION CENTRE CITY HALL, LITTLE MALOP STREET, GEELONG TUESDAY, 12 MAY 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 Murnane, P Murrihy, R Nelson, 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 acknowledged Wadawurrung Traditional Owners of this land and all Aboriginal and Torres Strait Islander People who are part of the Greater Geelong community today.

APOLOGIES: Nil.

CONFIRMATION OF MINUTES:

Cr Murrihy moved, Cr Mansfield seconded -

That the Minutes of the Community Focus Council Meeting held on 14 April 2020. be confirmed.

Carried.

DECLARATIONS OF CONFLICTS OF INTEREST:

Cr Kontelj declared a Conflict of Interest in Agenda Item 2 - Review of Hard Waste Services in that one of the parties mentioned in the report are a customer of the Company of which I am a Director.

Cr Nelson declared an Interest in Agenda Item 11 - Proposed Sale of Various Properties.

Cr Murnane declared an Interest in Agenda Item 11 - Proposed Sale of Various Properties.

PUBLIC QUESTION AND SUBMISSION TIME:

Sanja Van Huet asked the following questions:

Question 1

In regard to Council's reply to my questions dated 28 April 2020, I am not satisfied with your reply. Your answers were blanket comments with no real addressing of the issues brought to your attention. Also, there is no indication that Council actually was advised and contributed to answering these questions as all three replies were from City of Greater Geelong Planning, Design and Development.

Original Q 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.*

Further Question: Why is it necessary for residents to report these breaches but not have any feedback on how these matters are being dealt with? This does nothing to reassure residents that anything tangible is being done. Also, the 'dealt with' doesn't hasn't halted any breaches which have been ongoing. How many breaches have the company been responsible for?

Response:

Thank you, Sanja, for your question.

While Council undertakes inspections of subdivisions to ensure construction is undertaken in accordance with permit requirements, Council also investigates any reports of breaches by the community.

Based on the resident reporting, Planning Enforcement Officers have responded and will continue to respond to any complaints in relation to compliance with the Planning Permit.

Question 2

Is Council aware that the developer in question, David Blanche and his Company, have no contact details listed publicly. Not via Linkedin, White Pages, Google search etc. While I assume Council would have direct contact with the developer through the planning permit, there is no ability for the public to have any direct contact how do we know that this is occurring. This 'protection' of contact details for a proprietary limited company is not reassuring in terms of transparency with this land development.

Original Q 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.

Further Question: Victorian Planning permits generally have a 2-3 year expiration date. If this expired, it would have been renewed in 2017 then again 2020. If a longer permit had been

granted – what were the conditions regarding this? Were current merits taken into consideration?

Response:

Thank you, Sanja, for your question.

Planning Permit 1059-2013 was issued on the 22 January 2014 that allowed a Staged Multi-Lot Subdivision and Removal of Native Vegetation. Condition 77 relates to the expiry of the permit. The permit expires if the first stage of subdivision is not certified within 2 years of the date of the permit.

Stage 1 was certified on the 28 July 2014 therefore the permit condition has been met and the permit is still live.

Question 3

Original Q3: When will 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.

Further Question: So, although the land in question is considered significant – there is no mechanism for Council to work with the developer to ensure that this project protects known biodiversity sites- regardless of Council's advertised 'words' regarding sustainability. Even though Council acknowledge that breaches have already occurred. How will Council view their dealings with granting permits for the same area, and how are these going to be viewed in terms of the past permits but current knowledge of the DWELP overlay? Why is the relevant CEMP not available to the public, as advised by [name withheld] to [name withheld] 28th April this year?

Response:

Thank you, Sanja, for your question.

Planning permission has been granted for removal of native vegetation associated with the subdivision and removals to date have been in accordance with the endorsed plans.

There are areas of remnant native vegetation to be retained on-site and fenced off for protection during and after construction works. One of these areas is the offset site for the vegetation permitted to be removed.

Any future planning permit applications must be assessed on their merits and in accordance with the relevant statutory requirements including any updated best practice at that time.

A CEMP (Construction Environmental Management Plan) is a working document that forms part of both the Planning and Building Permit condition. As it is not an endorsed document under the Planning Permit, it is not a document Council is prescribed to make public in accordance with Section 70 of the Planning and Environment Act.

PETITION :

Cr Murrihy presented a petition from residents objecting to the types of trees and the location of which they are being planted in and around St Helens.

1. DRYSDALE SPORTING PRECINCT MASTER PLAN – FINAL REPORT

Source:	**Community Life – Social Planning and Investment**
Director:	**Robyn Stevens**
Portfolio:	**Sport and Recreation**

Purpose

1. To seek Council endorsement of the final Drysdale Sporting Precinct Master Plan (**Attachment 2**).

Background

2. The State and Federal governments made commitments of $5 million and $3.5 million, respectively, for delivery of sporting infrastructure at the Drysdale Sporting Precinct.

3. The Drysdale Sporting Precinct Master Plan provides direction for the future development of the precinct based on future needs and community aspirations.

4. The draft Master Plan was presented to Council on 9 July 2019 where Council resolved to release the draft Master Plan for an eight-week community consultation period. A summary of the consultation outcomes in provided in **Attachment 3**.

Key Matters

5. The key themes arising from the community and stakeholder consultation, along with a summary of any revisions to the draft masterplan are outlined below:

   5.1 Provision for a synthetic soccer pitch – be included as part of the master plan for a later stage of development, potentially alongside the proposed aquatic facility (pending determination of the preferred location). Investment in a synthetic pitch is a large and unique capital expenditure. As a result, officers had a further independent assessment undertaken, being the *Synthetic Turf Feasibility Study* (Attachment 4) completed in April 2020. The approach proposed is consistent with principle findings of the study that a synthetic facility at this location needs to be associated with other supporting infrastructure and placed under an active management model to maximise community benefit and the capital investment.

   5.2 Perimeter parking around the existing oval - has been included as part of the master plan as an optional item. This is due to the decision of the Drysdale Football and Netball Club not to relocate to this site at this stage, and the proposed future basketball stadium extension and Peninsula Drive realignment/extension will determine the viability of any additional perimeter parking.

   5.3 Inclusion of a larger pavilion – is highlighted on the master plan and illustrated as a concept only. The final pavilion design and its components will be prepared in consultation with stakeholders to ensure it meets the needs of all potential users.

   5.4 Inclusion of an aquatic facility – is identified in the final masterplan based on the findings of the recent 50m Outdoor Pool scoping study which identified Drysdale Sporting Precinct as one of two potential locations.

   5.5 Additional netball facilities - are proposed as part of the final master plan, subject to the Drysdale Netball club determining whether the Drysdale Sporting Precinct will be home to the football and netball club.

Cr Mason moved, Cr Sullivan seconded -

6. That Council:

6.1 Endorse the final Drysdale Sporting Precinct Master Plan (Attachment 2) for consideration as part of Council's future strategic resource planning and annual budget processes; and

6.2 Authorise the Chief Executive Officer to enter into separate funding agreements with the Victorian Government and Federal Government for delivery of stage 2 of the Drysdale Sporting Precinct Master Plan as outlined in this report.

Carried.

Attachment 1

Financial Implications

1. The preliminary estimate to deliver the entirety of the construction of the Drysdale Sporting Precinct Master Plan (Master Plan) is approximately $28 million.

2. It is proposed that the Master Plan acts as a guide for investment over the medium to long term and will be used to inform the City's long-term strategic resource planning and budget decisions for investment in this precinct.

3. Due to the size of the precinct and the diverse range of infrastructure proposed in the plan, there are a number of items that require investment and each of these items are considered in a staged approach.

4. Major investment items include but are not limited to:

4.1	New pavilion catering for multiple user-groups at the precinct;	$ 4,000,000
4.2	A synthetic soccer pitch;	$ 1,600,000
4.3	New multi-purpose winged oval;	$ 1,500,000
4.4	Netball Courts and associated ancillary infrastructure;	$ 250,000
4.5	Sports lighting to all new sports fields;	$ 700,000
4.6	Running/walking track around the perimeter of the precinct; and	$ 200,000
4.7	Improved and additional car parking.	$ 2,000,000

5. Further funding for detailed design and cost testing of the Master Plan and its components will be required to progress all infrastructure developments.

6. It is expected that the delivery of the Master Plan will be achieved via a series of funding partnerships between state and federal governments, local sporting clubs and the City.

7. The delivery of stage 2 (the next stage of development at Drysdale Sporting Precinct) would require Council to consider a contribution in the order of $4M, in addition to the potential total of $8.5M available from government.

8. Preliminary cost estimates associated with the Master Plan are provided at a point in time (as at April 2020) and are to be used as a guide only. The cost estimates attached to this report are subject to change based on further detailed design and community consultation. Cost estimates for construction components may be subject to escalation if delivery of components are delayed

Community Engagement

9. Community engagement has influenced all stages of the development of the Master Plan. The key stakeholders who participated in the Project Reference Group (PRG) included the Drysdale Soccer Club; Drysdale Football Club; Drysdale Netball Club; Bellarine Athletics; Peninsula Little Athletics; Drysdale Cricket Club; Bellarine Peninsula Basketball Association; St Thomas Catholic Primary School; St Ignatius College; Bellarine Secondary College; and the Potato Shed.

10. The Project Control Group for this project consisted of representatives from the City of Greater Geelong and Sport and Recreation Victoria (SRV).

11. Other consultative activities throughout the master planning process included an initial letter drop of residences within 400 metres of the reserve, reaching 100 properties, inviting them to complete a survey to help us understand usage, need and future aspirations for the reserve.

12. The draft Master Plan was available via the City's Have Your Say and social media pages. Along with the 113 completed Have Your Say submissions, there were an additional 358 social media engagements relating to the Master Plan.

13. The community consultation period opened from 15 July 2019 to 9 September 2019 and a total of 113 responses were received. The plan was broadly supported by the respondents with most responses coming from members of sporting clubs located at the precinct (52%). A summary of the consultation can be found in **Attachment 3.**

14. In summary, key themes raised and the proposed responses are outlined below:

Key Themes	Proposed Response
Provision for a synthetic soccer pitch to be located within the precinct.	Following the consultation period, officers undertook to have an independent '*Synthetic Turf Feasibility Study*' completed which concluded that a synthetic pitch constructed at the Drysdale Sporting Precinct would provide significant benefit to not only the user-groups at the precinct but also for the wider Geelong community. It was recommended in this study that the location of the synthetic pitch should be to the west adjoining the pavilion. Following discussions with the Drysdale Soccer Club regarding its position, the option for a synthetic pitch to also act as the premier pitch has been removed from consideration as it doesn't align with the club's requirements. The final masterplan proposes that three (3) turf pitches, including a turf premier soccer pitch adjacent to a newly built main pavilion be progressed as part of the next stage of works. In response the Drysdale Soccer Club noted *"access to three (3) well maintained (natural turf) pitches would meet the club's demands for the foreseeable future."* In order to maximise investment of this significant capital asset, it is recommended that Council consider the synthetic pitch be delivered in a later stage alongside the proposed aquatic facility under an active management model.
Perimeter parking around the existing oval to be included as part of the master plan.	City officers are investigating the viability of perimeter parking around the existing oval. Spatial restrictions on the eastern side of the precinct particularly regarding the proposed stadium extension and the road realignment/extension of Peninsula Drive are being mapped and the results of which will determine the viability of any additional perimeter parking.

Inclusion of a larger pavilion to cater for the needs of the growing tenant clubs.	The pavilion highlighted on the master plan is illustrated as a concept only. The final pavilion design and its components will be captured during detailed design and will be prepared in consultation with stakeholders to ensure it meets their needs.
Inclusion of an aquatic facility to be located at the precinct.	The City has currently undertaken a scoping study to determine the viability of an aquatic facility in the Bellarine. The Drysdale Sporting Precinct is one of two locations currently being considered for development. That area for the potential development of a 50M outdoor pool and other aquatic services has been provided for in the final master plan.
Additional netball facilities and supporting infrastructure to be included in the precinct.	The Drysdale Netball club has yet to determine whether the Drysdale Sporting Precinct will be home to this football and netball club. Additional netball facilities are still proposed as part of the final master plan. The club will continue to be included as a key stakeholder in the detailed design of the pavilion and supporting infrastructure. The club has been informed that a final decision from the club indicating their intention to relocate to the Drysdale Sporting precinct, or not, is required by August 2020.

Social Equity Considerations

15. Sporting clubs in Drysdale combined are home to a strong female participant base, with over 500 females across all clubs and groups. All tenanting users have a focus on inclusive participation and diversity. The provision of modern infrastructure that supports female and all abilities involvement has been a key driver for the development of the Master Plan.

16. The Drysdale Sporting Precinct is positioned relatively centrally in the Bellarine and has been identified as a strategic location to deliver infrastructure for a range of sporting and recreational activities. The projected population growth of 26% over the next 16 years along the Bellarine, warrants investment in the Reserve. Not coordinating future investment carries a risk of not being able to accommodate the future participation needs in the Bellarine.

17. The inclusion of a synthetic pitch at this precinct in addition to the premier pitch and additional multi-purpose oval would exceed the current needs of the tenant clubs. However, a synthetic pitch delivered under an active management model (similar to the Leisuretime Sports Precinct) would ensure equity across clubs competing for access and facilitate the activation of the asset during ‘off-peak’ periods along with mirroring the success of the Leisuretime facility in the northern suburbs of Geelong with a similar facility to service the population in the greater Bellarine area.

Policy/Legal/Statutory Implications

18. There are no known policy, legal or statutory implications associated with this report.

19. The Master Plan has been developed generally consistent with the principles in Council’s draft Social Infrastructure Policy and the standards regarding provision of sport and recreation facilities.

Alignment to Council Plan

20. The Master Plan is consistent with three of the eleven strategic priorities of the Council Plan *2018-2022*. The development of the Drysdale Sporting Precinct will provide:

    20.1 Improved social infrastructure and planning - providing quality spaces that support active lifestyles and the growth of sport through accessible and modern infrastructure;

    20.2 Informed social infrastructure and planning - through engagement with the community, best practice guidelines and Council policy; and

    20.3 A more inclusive and diverse community - by supporting activities and infrastructure that improves social equity and gender equality outcomes.

Conflict of Interest

21. No Council 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

22. Financial – The deliverability of the master plan is a key risk. The delivery of the master plan will require a coordinated effort on behalf of the federal, and state government, along with the City of Greater Geelong and the local community. To deliver on this Master Plan over the next decade is likely to require the Drysdale Sporting Precinct to become a key priority and focus for future investment in sporting infrastructure in this area.

Environmental Implications

23. During the construction of the Drysdale Bypass completed by Major Road Projects Victoria and VicRoads, some cultural heritage issues were identified. It is recommended that a Cultural Heritage Management Plan is completed for the entire precinct prior to the commencement of any future detailed design and civil works.

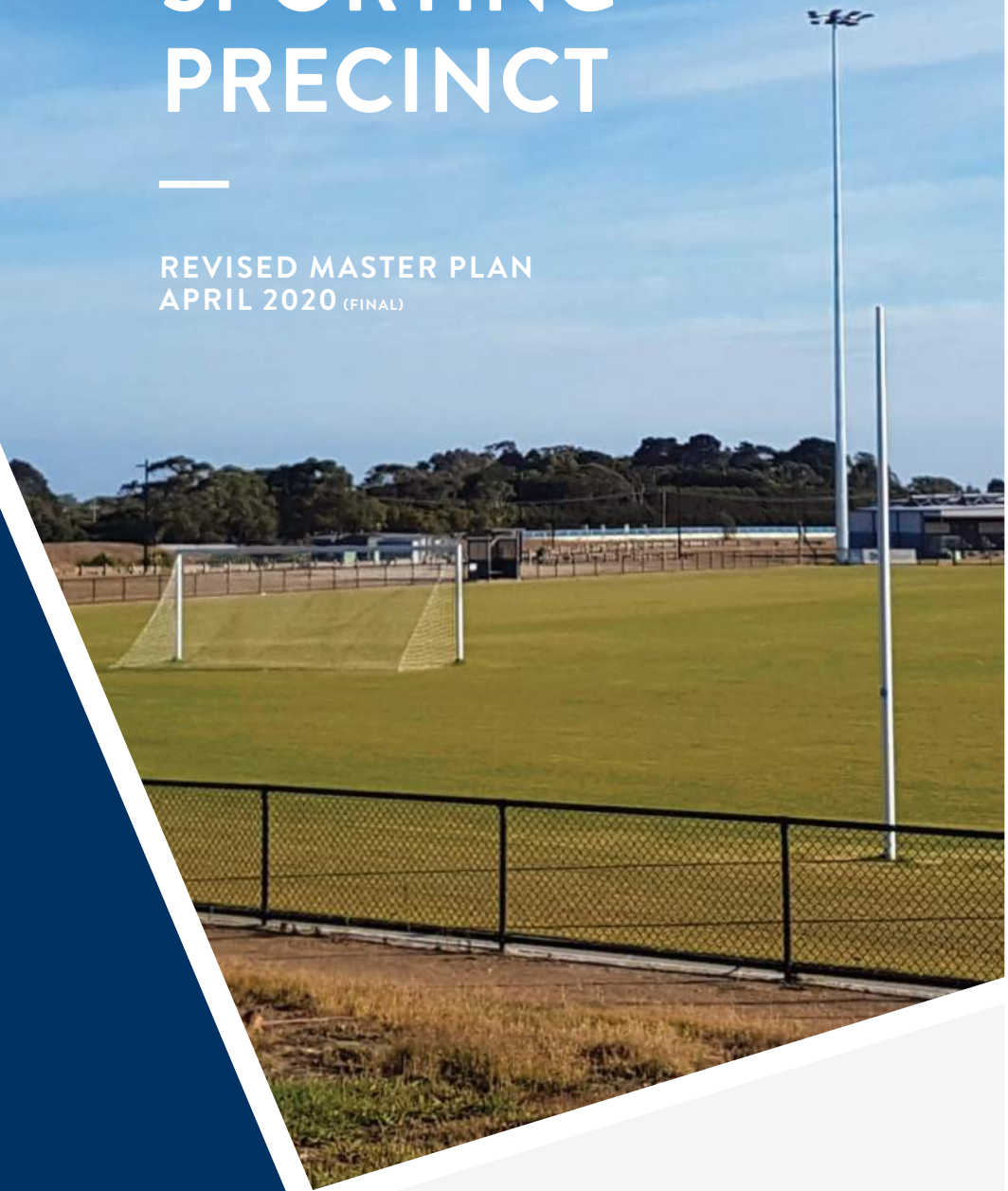
24. The Master Plan notes that the Drysdale Sporting Precinct is relatively devoid of remnant vegetation and provides very limited natural shade coverage. Future landscaping will provide additional and improved vegetation and tree canopy to improve amenity within the precinct.

25. In the landscape planning for this reserve consideration and prioritisation will be given to mature locally native plant species.

THE CITY OF
GREATER GEELONG

DRYSDALE SPORTING PRECINCT

REVISED MASTER PLAN
APRIL 2020 (FINAL)



CITY OF GREATER
GEELONG

We acknowledge the Traditional Custodians of the land, the Wadawurrung People of the Kulin Nations. We pay our respects to their Elders past and present, and acknowledge all Aboriginal and Torres Strait Islander people who are part of the Greater Geelong community today.

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Disclaimer: This Master Plan was prepared by an independent consultant in conjunction with City of Greater Geelong (The City). The Master Plan is reflective of a higher level vision for Drysdale Sporting Precinct and is subject to further consultation and consideration by The City.

The contents of this report are endorsed by The City, however, may require revision over time to reflect current council policy.

All illustrative plans, perspectives and imagery contained within this report are indicative artists impressions to illustrate conceptual ideas only and are subject to further resolution, consultation, detailed design, and approvals.

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Version	Date	Document	Author	Reviewer
1	30.05.19	Preliminary Draft	AS/SH/SW	JL
2	31.05.19	Revised Preliminary Draft	AS/SH/SW	JL
3	11.06.19	Draft A for Consultation	AS/SW/JL	JL
4	18.06.19	Draft B for Consultation	AS/SW/JL	JL
5	18.01.20	Draft Final Report	AS/SW/JL	JL
6	12.03.20	Amended Draft Final Report	SW/JL	JL
7	31.03.20	Amended Draft Final Report	AS/JL	JL
8	20.04.20	Final Report	AS/JL	JL

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EXECUTIVE SUMMARY

The Drysdale Sporting Precinct is a multi-use venue that currently plays host to Australian Rules football, cricket and soccer. The *Drysdale Clifton Springs Cultural and Community Hub Sub-Regional Sports Precinct Master Plan* was originally endorsed by The City of Greater Geelong in 2011. Recently constructed Stage One works were completed at the southern end of the site, however, what was delivered was different to the first stage outlined in the original Master Plan.

There are currently competing demands for existing sporting space and projected population growth and increases in junior sports participation indicate that more sporting facilities are required on this site. These recent changes and emerging constraints now require this plan to be reviewed and revised to ensure future facilities at this reserve meet community needs and fit within the reserve footprint.

EXISTING SITUATION

The 32.5 hectare site is located roughly 20 kilometres East of Geelong on a block bordered by Grubb, Belchers and Andersons Roads, and Peninsula Drive. The Precinct, is primarily made up of undeveloped, uneven topography with limited natural or artificial shade. The initial constructed outcomes include the following Precinct embellishments:

- one lit AFL/Cricket Oval and practice nets
- one lit AFL/Cricket Oval with two football field overlays
- one multi-purpose relocatable pavilion
- two unsealed car parks.

DEMAND FOR UPGRADE

Demand for upgrades to the Precinct has been established through consultation with The City of Greater Geelong, user groups and peak bodies and from consideration of existing opportunities.

Key directions include the following:

- strong growth in Football (soccer)
- steady growth in Australian Rules football
- retain potential for future provision of athletics
- limited recreation opportunities for local residents
- opportunity to install play opportunities
- limited parking and poor traffic flow on Peninsula Drive
- poor pedestrian links across the Precinct and to surrounding areas/networks.

DESIGN DIRECTIONS

The proposed master plan is located within Section 6. Proposed ultimate embellishment for the Precinct includes:

- three additional full-size soccer fields lit to competition standard
- additional multi-purpose oval
- main pavilion centrally located within the soccer/cricket/netball sub-Precinct
- two netball courts with capacity for expansion to four courts in the future
- recreation opportunities including a 2.5km cross-country/ParkRun loop
- district-level playground and recreation node located centrally with ancillary infrastructure including shelters, picnic facilities and public amenities
- common areas featuring landscape embellishments
- five formal car park areas and additional on-road sealed car parking opportunities
- new entry signage reflecting the function of the facility
- upgraded pedestrian pathway network, ensuring improved access for all.

ESTIMATED COST

Development of the Master Plan is proposed to be undertaken in three distinct stages, as detailed in the 'Implementation' section. The estimated total cost (provided by Zinc Cost Management) of implementing the Master Plan is $28,000,000 with the cost of each stage (with Stage 1 already completed) being:

- Stage 2: $13,000,000
- Stage 3: $6,000,000
- Stage 4: $5,500,000
- Stage 5: $3,500,000.

1.0 INTRODUCTION

1.1 PROJECT OVERVIEW

ROSS Planning was commissioned by The City of Greater Geelong (The City) to undertake a review and amendment of the existing *Drysdale Clifton Springs Cultural and Community Hub Sub-Regional Sports Precinct Master Plan 2011* (the Master Plan), which was developed and endorsed in 2011.

Since its endorsement, The City has undertaken initial construction works at the site. What was delivered, however, was different to the first stage outlined in the existing Master Plan. With Stage One of the Precinct operational since early 2018, the site is now a well-used sport and recreation facility with several regular user groups.

The region, however, is faced with a growing community and the Precinct is experiencing competing demands for the existing space. Recent changes and emerging site constraints now require the existing Master Plan to be reviewed to ensure future facilities at this reserve meet community needs, fit within the new reserve footprint and are based on identified demand (current and future).

This updated Master Plan represents an opportunity to build upon the existing uses and to ultimately provide a clear strategic (and sustainable) vision for the Precinct.

1.2 WHAT IS A MASTER PLAN?

A master plan provides a vision for a site, identifying what it should look like and how it should function into the future. It establishes a strong and consistent direction by providing a framework for ongoing improvement. It considers the interrelationship between:

- current character and functionality of the landscape
- public expectations and needs delivered by date
- emerging issues and trends
- the realities of the economic, social, environmental and legislative context of the time.

The result is a plan that balances needs across a range of often conflicting interests. The master plan does not necessarily suggest that all elements of the plan should proceed immediately, or that The City nor the user groups should be responsible for all capital costs, in respect of those items that are progressed.

It is important to note that the intent of a master plan is to provide a framework for future development of the Precinct over an extended period of time so that ad-hoc improvements are avoided, and community use and long-term viability are maximised. To ensure this intent is achieved, a master plan should be regularly monitored to ensure the outcomes continue to meet community needs in the best possible way. Hence, the trigger for this project and its intent to update the existing plan.

1.3 PROJECT OBJECTIVES

The revised Master Plan will provide a planning and design framework for the future development and enhancement of the Precinct. The Master Plan will guide the creation of sporting and recreational facilities to cater for the needs of the surrounding community and existing user groups over the next 5 to 10 years. The updated Master Plan has the following objectives:

- to cater for current and future sporting demands on the Bellarine Peninsula based on current demand and trends
- to provide a framework for built infrastructure that appropriately supports sporting activity and recreational needs whilst within the financial means of The City, and based on projected future demand
- to encourage informal recreation activities to be enjoyed by the general community
- to foster partnerships for capital development and ongoing management of the Precinct
- to create safe access and integrated movement through and to the Precinct
- to promote the natural environment, sustainable development, and practicable maintenance regimes.

1.4 PROJECT SCOPE

The site is owned by the The City and has a total area of approximately 32.5 hectares. The lower portion to the south-east is leased under two separate agreements to the Bellarine Secondary College, and a portion of the site to the western edge is leased to the Ambulance Service. The SES also occupies part of the Ambulance Service's leased site.

The City of Greater Geelong is revising the existing Master Plan due to the following reasons:

- Stage one works have already completed, however, they differ from the proposed staging listed in the 2011 Master Plan (i.e. the size, position and dimensions of these spaces differ from the proposed composition)
- This update is to ensure that the development of the land continues to be undertaken in alignment with the sites' zoning conditions and to meet current demand and emerging trends, whilst providing a high quality environment for the community
- There are currently competing demands for existing sporting space. Projected population growth and increases in junior sports participation indicate that more sporting facilities are required on this site
- The existing indoor stadium (Bellarine Secondary College) is at capacity and consideration needs to be given to an expansion of those facilities to cater for current and future indoor sporting demands
- The potential for sub-regional sports field development needs to be considered, i.e. turf and/or synthetic surface for training and/or competition for specific sports (NOTE: The City are currently undertaking a feasibility study to identify and document the need for an additional synthetic football pitch in the Bellarine-Peninsula region)
- Previous planning studies have identified gaps in quality local informal park and linear link sites, and The City see the need for new public facilities (such as playgrounds, park infrastructure and amenity) to cater to casual users.

1.5 PROCESS

The project program spans across five (5) stages and is scheduled to be delivered as follows:

Table 1: Project time line

STAGE	TASK/S	DATES
1	**Project Initialisation** • Inception meeting • Stakeholder engagement strategy • Background research • Site analysis • Stakeholder consultation	Feb - Mar 2019
2	**Issues & Opportunities Paper** • Needs assessment • Governance group meetings & workshop	Apr 2019
3	**Design & Cost Plan** • Draft plan preparation & presentation • Governance groups review	May 2019
4	**Draft revised Master Plan** • Draft plan preparation & presentation • Governance groups review • Community consultation	Jun - Sep 2019
5	**Final Revised Master Plan & Summary Document**	Apr 2020



Image above: Aerial photo of Stage one construction works for the Drysdale Sporting Precinct in September 2017 (image credit: Drysdale Sporting Precinct Funding Now)

2.0 STRATEGIC CONTEXT

2.1 LITERATURE REVIEW

In order to present a clear picture of the background issues and opportunities influencing the potential development of the Precinct, an extensive literature review has been undertaken. The following list of documents have been reviewed.

2.1.1 LIST OF REFERENCE DOCUMENTS

CORPORATE AND STRATEGIC DOCUMENTS

- *Drysdale Clifton Springs Cultural and Community Hub Sub-regional Sports Precinct Master Plan (2011)*
- *The City Council Plan 2018-22 Putting our Community First*
- *G21 Regional Growth Plan (2013)*
- *Greater Geelong - A Clever and Creative Future*
- *The City Physical Activity Strategy (2014-2017)*
- *The City Sustainable Communities Infrastructure Guidelines (2016)*
- *The City Social Infrastructure Plan (2015)*
- *The City The Urban Forest Strategy (2014)*
- *Drysdale Clifton Springs Structure Plan (2010)*
- *Greater Geelong Planning Scheme*
- *Geelong Play Strategy 2012-2021*
- *The City Municipal Council Neighbourhood Safer Places Plan (2010)*
- *Greater Geelong Cycle Strategy (2008)*

ADDITIONAL BACKGROUND INFORMATION

- *Victoria in Future 2016 Population and household projections to 2051*
- *Visitor Economy Strategy 2017-2021 (Tourism Greater Geelong & the Bellarine)*
- *Greater Geelong and the Bellarine Tourism Master Plan (2016)*
- *Barwon Strategic Directions Statement 2018 (Barwon Integrated Water Management Forum)*
- Drysdale Bypass proposal drawings and publications issued by Major Road Projects Victoria (as at Mar 2019)

2.1.2 KEY STRATEGIC DOCUMENTS

A detailed summary of the key strategic documents reviewed is included below.

DRYSDALE CLIFTON SPRINGS CULTURAL AND COMMUNITY HUB SUB-REGIONAL SPORTS PRECINCT MASTER PLAN

The Sub-Regional Plan was developed to provide a program for the development of a master plan document for the future development of the Drysdale/Clifton Springs Sub-Regional Sporting Precinct.

Key strategic actions are presented under five key focus areas. Preliminary urban design was undertaken in order to illustrate how a regional cultural and community hub may be developed. Some of the key features of the plan taken into consideration are:

- the Structure Plan identifies the vacant parcel of The City owned land as a major asset that presents significant opportunity to build on the existing site facilities
- a range of sports facilities
- connectivity to the existing facilities on the eastern portion of the site
- key activity focus in the central part of the Precinct where the arts facility in located
- extension of Peninsula Drive to the south to intersect with Belchers Road
- continued expansion of the education Precinct with future tertiary facilities.

There will be opportunities to further develop active transport links to connect this site with continued population growth in the surrounding area.

DRYSDALE CLIFTON SPRINGS STRUCTURE PLAN (2010)

The Structure Plan provides a strategic framework for the planning and development of the townships within the region. It identifies key issues, aspirations and needs for the community that are articulated by township boundaries, and identifies appropriate planning controls to safeguard and enhance the future development of these townships.

Key opportunities that this master planning update have taken into consideration include the following:

- community facilities should be provided commensurate with the community's needs

- pursue opportunities for enhancement and provision of additional open space, recreational and cultural facilities and linkages wherever possible
- it is recognised that the Precinct is somewhat isolated from the existing community, and the future development of site will need to ensure that safe and efficient pedestrian and cycle links are provided, particularly when the Drysdale Bypass works have been completed
    - notably, residents of the township rely almost entirely upon private cars for transport
- investigate opportunities to provide improved and more frequent public transport options, with future improvements to the Precinct likely consisting of more frequent bus services and improved weekend service to Ocean Grove
- the Master Plan is to investigate road improvements, particularly the extension of Peninsula Drive through to Belchers Road to address the operational constraints at the Geelong – Portarlington Road/Drysdale – Ocean Grove Road/Jetty Road roundabout during school hours
- connect existing and proposed community, recreation and open space facilities through footpaths and/or shared pathways, along with safe bicycle routes for school children off the main roads
    - the provision of green cycle lane treatments should be considered in high-conflict areas and provide provision bicycle parking facilities to encourage active travel
- the region will continue to have a high proportion of families which is an important consideration when planning for community infrastructure and facilities
- drainage infrastructure is under increasing pressure and its performance is reducing, therefore, on-site stormwater quality controls are recommended
- indigenous vegetation on roadsides and reserves is to be protected, and planting programs using local indigenous species should be undertaken.

GREATER GEELONG PHYSICAL ACTIVITY STRATEGY 2014-2017

The aim of the Strategy is to establish an evidence base to guide policy and decision making at a regional and municipal level.

This will help create an environment that supports physical activity and generate recommendations that are linked into the *Municipal Public Health and Wellbeing Plan*. It is underpinned by the following mission statement:

"To encourage more people to be more active more often".

LITERATURE REVIEW - SUMMARY

When considered together, the literature review highlights a number of key considerations:

- The City acknowledges the importance of sport and recreation facilities for the community
- The City highlights the need to review current uses and facility layout at Drysdale Sporting Precinct
- there is a need to provide safe pedestrian and cyclist travel options, as part of the development of the Precinct, particularly to align with Bypass infrastructure
- no additional turf pitches are required for the region in the short to medium term
- population growth projections indicate that additional soccer pitches and AFL fields will be required across Greater Geelong by 2036
- there is strong growth in female AFL and soccer participation, seeing 41% growth in the year 2015 to 2016, reflecting an increased need for female friendly infrastructure.

2.1.3 ADDITIONAL BACKGROUND INFORMATION

Through reviewing state sporting body documents the following recommendations are suggested:

CRICKET - DRAFT G21 & CRICKET VICTORIA BARWON REGIONAL CRICKET STRATEGY

- the region's overall turf pitch provision level (23% of overall provision) is in fact lower than that of the Cricket Victoria Country Region (30%)
    - 90% (or 32 of the 36) pitches in the Barwon region are, however, concentrated within the The City
- In the short - medium term this means no additional turf pitches are required for the region, with the Bellarine Peninsula Cricket Association competition being held on synthetic wickets only.

SOCCER - VICTORIAN FOOTBALL FACILITIES STRATEGY TO 2036

- projected population growth in the region will see participation rates increase by 4,668 overall players (1.1% projected increase), 5,738 (2% increase) or 7,657 (5% increase). This would require an additional pitch requirement of 16 (1.1% increase), 20 (2% increase) or 27 (+5%) respectively.
- Football Victoria advise that an additional 21 pitches is seen as desirable for Greater Geelong by 2036.

AUSTRALIAN RULES FOOTBALL (AFL) - AFL VICTORIA FOOTBALL FACILITIES DEVELOPMENT STRATEGY 2017-2022

- the Strategy expects an additional 20,000 - 30,000 individuals aged 5 - 39 in the Geelong region by 2031. This would represent a need for 8 to 10 new ovals by the year 2031.
- acknowledged the strong growth in female football participation with a 41% increase from 2015-16.

3.0
ANALYSIS & PLANNING

3.1 SITE CONTEXT

The Precinct is located approximately 20 kilometres east of Geelong on a large block bordered by Grubb Road to the west, Peninsula Drive to the east (including St Thomas Catholic Primary School; St Ignatius College, Bellarine Arts Centre "Potato Shed" and Bellarine Secondary College), Belchers Road to the south, and Andersons Road to the north.

The original Master Plan covered an area of approximately 45 hectares, however, since its endorsement, the site area has reduced to approximately 32.5 hectares. This is resultant from approximately 4 hectares of the site being acquired by VicRoads for the Drysdale Bypass corridor and an associated connecting link from Grubb Road into Peninsula Drive, as well as the removal of the Landcare Bellarine property from the master planned area.

The lower portion to the south-east of the Precinct is leased under two separate agreements to the Bellarine Secondary College (includes Landcare Bellarine), and a portion of the site to the western edge, which is leased to the Ambulance Service. The SES also occupies part of the Ambulance Service's leased site.

The bordering roads to the north of the site will change as part of Drysdale Bypass works. This includes the closure of vehicular access to Andersons Road from Peninsula Drive, and replaced with an extension of Peninsula Drive to connect into a new roundabout constructed at its intersection with Grubb Road.

The Precinct, is primarily made up of undeveloped, uneven topography with limited natural or artificial shade and limited embellishments. As of 2019, only the southern end of the site is developed.

SITE INSPECTIONS

Several site inspections have been undertaken across the Precinct and of the areas surrounding the Precinct. The following observations have been sought:

- sport and recreation opportunities and restrictions
- community facilities and services including asset condition and performance considerations
- existing uses, potential for broader use and new use including interactions with adjacent and nearby uses (e.g. schools, the Potato Shed and Landcare Bellarine)
- site topography, attributes and values, including cultural heritage, fauna and flora, and the identification of opportunities for improving and beautifying the site
- site layout, the relationship between elements and spaces and the flow between them, as well as, its linkages to adjoining areas
- existing furniture, materials and finishes including signage, lighting and pathway network
- site access, egress and circulation for pedestrians, cyclists and motor vehicles (including car parking) and the condition and capacity of the adjoining road systems including current Drysdale Bypass construction works and potential road upgrade projects by The City
- drainage, stormwater and flooding considerations
- equity issues such as disability access
- safety, security and areas of risk on the site
- The City's management policies (including lease/ tenancy arrangements) and use of various spaces and facilities
- demand for passive recreation such as play, shade, picnic, walking and cycling facilities
- pedestrian and cycling connectivity and linkages to the site (including public transport)
- spatial connections, such as the integration of nearby open space and key community facilities
- town planning constraints.

Where relevant, the above observations have been mapped on **Figure 1: Existing Conditions Plan**.

Images over page:

A) Precinct entry sign and large car park adjacent to the multi-use field
B) Pavilion with change rooms and amenities (inset photos courtesy of KLMS Australia)
C) Existing granitic pathways
D) Field lighting and typical granitic spectator area
E) Cricket practice nets
F) Existing rainwater tank
G) Main field (cricket & AFL) looking west
H) Second multi-use field (soccer, AFL & cricket) looking north.

3.2 EXISTING SITUATION

Stage one of construction was completed in early 2018 and has delivered the following sport and recreation facilities and embellishments:

- a main field serviced by a synthetic cricket pitch and AFL oval
  - » both ovals feature black chain mesh fencing with gated entrances and coaches/player boxes
- a second turf field serviced by a multi-use layout that currently accommodates:
  - » two soccer fields, one AFL field and one cricket oval
- cricket practice nets (2x bays)
- field lighting to both fields (competition standard)
- demountable pavilion, consisting of:
  - » a large community meeting space
  - » kitchen/kiosk
  - » two sets of change rooms and amenities
  - » two umpires rooms
  - » two store rooms and a first aid/office
  - » a built-in-verandah and viewing deck extending along the full length of both elevations to service spectating over both playing fields
- two separate car parks (one large and one small), both unsealed and edges delineated by timber bollards
  - » the larger car park (approximately 200 bays) is accessed off Belchers Road at the southern end of the Precinct
  - » the smaller car park provides nose-in parking to the western edge of the main oval
  - » informal parking is popular at the Precinct due to the large amounts of undeveloped space
- field irrigation system linked to an on-site rainwater tank
- decomposed granite pedestrian paths and spectator areas to the perimeters of both fields and linking each field with car parks and the pavilion
- Precinct entry sign at the access on Belchers Road.

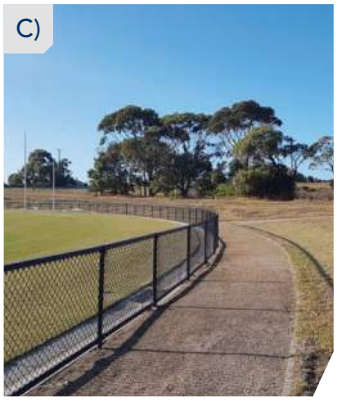
A)



B)



C)



D)



E)



F)



G)



H)



3.3 EXISTING FACILITIES SNAPSHOT

SOCCER-SPECIFIC FACILITIES

Soccer fields are overlaid across the multi-use field which also provides the second AFL oval for the Precinct. The two soccer fields offer additional flexibility as games can be played with fields orientated both north-south and east-west.

Drysdale Soccer Club currently utilise both ovals for training purposes in conjunction with Drysdale Football Club.

Key features:

- two senior-sized soccer fields (lit to competition standard).

AFL-SPECIFIC FACILITIES

The Precinct has two playing ovals for AFL. The premier oval is shared with cricket. The second oval is on the multi-use field which includes "wings" that also have two soccer field overlaid.

Key features:

- two senior-sized ovals (lit to competition standard).

CRICKET-SPECIFIC FACILITIES

The single cricket oval has a quality turf outfields and central synthetic cricket pitch.

Key features:

- premier playing field with central synthetic pitch
- high quality, two-net cricket practice facility located north-north-west of the oval.

COMMON FACILITIES

There are several facilities shared in common amongst the various Precinct user groups, and managed and maintained by The City.

Key features:

- single storey multi-use shared pavilion (used by AFL, soccer and cricket)
- coaches/player boxes
- irrigation controllers to the fields.

A)



B)



C)



D)



E)



F)



Images:

A) Multi-use field looking east at the soccer fields
B) Multi-use field looking north at the AFL goal posts
C) Main cricket oval looking west at the field with pavilion in the background
D) The main large car park
E) Typical coaches/players boxes
F) The shared pavilion

3.4 ENVIRONMENTAL CONTEXT

CLIMATE

The site is subject to moderate winds (prevailing southerlies, westerlies and northerlies). This often causes problems for users running into the wind and may also be affecting the condition of the natural landscape in terms of erosion.

Temperatures on the Bellarine Peninsula have recorded highs in the mid-40's^{O}C and lows in the range of 0-9^{O}C. Annual average rainfall is 420.7mm with a monthly average of 43.1mm (April typically experiences the most rainfall).

LANDSCAPE AND TOPOGRAPHY

The site is relatively devoid of remnant vegetation and provides very limited natural shade coverage, particularly over spectator areas. There are large canopy trees lining the southern boundary and part of the western boundary, which are notable assets to the site. There has been some revegetation plantings installed along Belchers Road within the road reserve and in parts of the Precinct by Landcare Bellarine volunteers (in collaboration with The City).

A lack of vegetation growing on the modified embankment east of the multi-use field is experiencing erosion issues and is in need of stabilisation to prevent further erosion. There are plans in place for this embankment to be revegetated.

The topography across the Precinct is undulating and the landform appears to be significantly altered from its likely original natural state. The character of the landscape is open cultivated grassland. Some higher grades on the site appear to be remnants of stockpiled fill and earthworks undertaken to construct Stage one of the Precinct. Distant views to the You Yangs are visible from a high point on the south-east corner of the site.

The landform along the northern boundary is highly altered by construction works for Drysdale Bypass, which is actively underway at the time of this report. The final formation and landscape treatments from the Bypass corridor are to be incorporated into the updated Master Plan. VicRoads engineering drawings provided to The City will inform the future road and stormwater networks to service the Precinct.

There is a general lack of landscape permeability across the site with only one formal existing access provided to the Precinct from Belchers Road. Informal off-road vehicle movements are causing erosion issues in various locations across the Precinct, most notably a path traversing across the top of embankment to the south-east corner of the multi-use field.

CULTURAL HERITAGE

According to a Victorian State Government Environment, Land, Water and Planning property report investigation, the site is registered as having all or part of the property being an '*area of cultural heritage sensitivity*' (extract of the Aboriginal Heritage map provided on the next page). Known cultural the site is registered as having all or part of the property being an 'area of cultural heritage sensitivity' (extract of the Aboriginal Heritage map provided on the next page). Known cultural heritage sites and areas with sensitivity exist in the vicinity of the Precinct, however, no findings were recorded during the recent construction of Stage one undertaken in 2017.

A)



B)



C)



D)



Images:

A) Existing farmers dam (VICSES Bellarine in background)
B) Existing mature trees along Belchers and Grubb Roads (looking west)
C) Existing eroding embankment proposed for revegetation works
D) Western embankment showing off-road vehicle movements that traverse the top of embankment causing dust and erosion issues

Notably, Drysdale Bypass construction works have recently identified numerous aboriginal and some historical archaeological artefacts within that construction corridor. It would, therefore, be prudent of The City to prepare a Cultural Heritage Management Plan for future stages of constructing the Precinct, particularly in the northern area of the site. This is based on two potential factors:

- under the *Aboriginal Heritage Regulations 2018*, 'areas of cultural heritage sensitivity' are one part of a two part trigger that requires a Cultural Heritage Management Plan be prepared where a listed 'high impact activity' is proposed
- the proximity of the Precinct to the Bypass construction corridor, and the notable number of cultural heritage findings uncovered by that construction activity.



Image: State Government of Victoria 'Areas of Aboriginal Cultural Heritage Sensitivity Map' with the Precinct highlighted in red

3.5 STORMWATER

The City advise that the existing farmer's dam (see photograph 'A' on previous page) most likely lacks structural integrity, as it was unlikely to have been constructed with appropriate engineering. The preference is to remove it as the Precinct develops to avoid public safety risks.

A second basin exists on the western boundary to the north of the VICSES Bellarine leased area. This basin is proposed to be filled in and levelled as part of Drysdale Bypass works, A new culvert stormwater pipe will then drain water off-site.

Predominant overland flow paths traverse south to north for the site and ultimately entering the Corangamite Catchment, which is interconnected to many surrounding water assets including reserves, water bodies, creek lines and the coast. The City staff advise that sediment originating from the site is possibly affecting downstream water quality with site runoff entering the local stormwater network.

The *Barwon Strategic Directions Statement* envisions future stormwater management in the region as:

> *"Integrated, collaborative management of the water cycle that enables sustainable environmental, social, cultural and community prosperity for the Barwon Region."*

A specific action for Clifton Springs is to reorientate all drainage infrastructure via sustainable connections to existing natural catchments and water features. Drysdale Sporting Precinct is identified by the strategy's Integrated Water Management Plan as a potential opportunity for reuse and rehabilitation of water on site. This would assist with relieving pressure on existing drainage infrastructure in the region, which is under increasing pressure.

A new link from Grubb Road to Peninsula Drive has been delivered as part of Drysdale Bypass works and benefits the Precinct in terms of improved vehicle, pedestrian and cycle access. As part of these State road upgrades, new stormwater management systems have been constructed, including a large detention basin located between the Bypass and the interchange at Grubb Road. The City advised that this basin was sized to accommodate stormwater runoff discharging from the Precinct by traversing the road via a network of swales and culverts.

3.6 TRAFFIC AND TRANSPORT

VEHICULAR MOVEMENTS

The Drysdale Bypass impacts the northern boundary of the site by requiring acquisition of approximately four hectares of land from the northern section of the Precinct. The Bypass will terminate vehicular access to Anderson Road from Peninsula Drive, however, will provide a new extension to Peninsula Drive to replace the existing T-intersection. Further, a pedestrian underpass is proposed to maintain pedestrian and cycle connectivity to Anderson Road and the existing shared path to Lake Lorne Reserve.

Peninsula Drive is critical for the Precinct, as it provides access to the education, arts and culture sub-Precinct of the area (consisting of the Potato Shed, Bellarine Secondary College, St Ignatius College and St Thomas Catholic Primary School.) Due to the isolated nature of the Bellarine Peninsula and the lack of public transport services to this area, these community and educational destinations require a significant number of parents to drive their children to school, creating parking and drop-off issues. Issues include double parking, parking in 'No-Standing' areas and on verges, cars pulling out in front of buses, etc. The Drysdale – Clifton Springs Structure Plan notes that the Department of Transport receives regular negative feedback from drivers because of these issues.

The City are developing concept plans to extend Peninsula Drive by connecting through to Belchers Road. A 25.0m wide corridor is incorporated into the updated Master Plan and will deviate around the proposed future extension of the indoor stadium. The City further advise that future upgrades to Peninsula Drive, Belchers Road and the intersection with Grubb Road will likely require three new roundabouts as traffic management solutions around the Precinct.

In terms of new vehicular access to be provided to the Precinct, The City has advised that no new driveways be considered along Grubb Road as this corridor is under VicRoads jurisdiction. Any new entries will need to occur along Peninsula Drive and/or Belchers Road.

PUBLIC TRANSPORT

There are currently no public bus services servicing the Precinct. The nearest bus route is along Portarlington Road (route numbers 60 and 64) stopping at the Jetty Road bus interchange, which is an 800m walk (approximately 10 minutes) from St Thomas Catholic Primary School.

The Drysdale – Clifton Springs Structure Plan (September 2010) notes that school bus movements to and from Peninsula Drive are problematic and the Department of Transport strongly advocates for improved access to and from the bus interchange at the Potato Shed. The mix of buses, parent's cars, pedestrians and bike riders impedes operation during morning drop-off and afternoon pick-up.

It is recommended that the Master Plan identifies the location of a potential bus layover area and that conversations with Public Transport Victoria commence to implement a new bus service to the Precinct.

PEDESTRIAN/CYCLE CONNECTIVITY

This site is relatively isolated from the existing community, however, the future completion of Drysdale Bypass will improve pedestrian and cycle access to the Precinct through provision of new pedestrian and cycle connections. It is critical for the Master Plan to incorporate safe and efficient pedestrian and cycle paths that connect with links from the Bypass, surrounding suburban areas, and the existing schools adjacent to the Precinct.

3.7 OTHER CONSIDERATIONS

PLANNING

Greater Geelong Planning Scheme

After the original Master Plan was endorsed, the site was rezoned to a Special Use Zone (shown on the planning scheme map as SUZ13) to encourage the use and development of the Drysdale Regional Community and Cultural Hub (formally the Bellarine Sub-Regional site) for a range of civic, community, education and recreation activities. Permitted uses (not requiring a permit) include:

- car parking associated with the use of the land
- education centre and emergency services facility
- minor sport and recreation facility
- store, transport terminal and utility installation
- landscaping, pathways/trails and associated recreation infrastructure (e.g. furniture, lights, irrigation, etc.)
- playground/sporting equipment
- extension to existing buildings (with controls).

Other uses potentially supported on the site (but requiring a permit) include:

- caretakers house, childcare centre, markets, place of assembly, and outdoor recreation facility
- food and drink premises (i.e. convenience restaurant, hotel, restaurant and tavern).

Greater Geelong - A Clever and Creative Future 2017

A 30-year vision for the Greater Geelong region is for a 'clever and creative region'. The vision has several strategic foundations that include improved health and safety of the 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 tourism and events, innovative finances and technology, organisational leadership, strategy and governance.

There is great potential for this Precinct to contribute to a number of measures of success outlined by the vision's action plan, including:

- being able to access all parts of Greater Geelong within 30 minutes through a variety of travel options
- connect into municipal pedestrian and cycling network
- 100% of public places in Greater Geelong are disability access compliant
- ensure equity the provision of community infrastructure and designing public areas is accessible to all levels of ability
- over 50% of residents reporting their health as very good or excellent
- provide a diversity of open space opportunities with high amenity public space outcomes that are well connected, sustainably developed and maintained
- suburban tree canopy is greater than 25%
- by increasing biodiversity, preserving, enhancing and growing natural areas
- 20% of all water used in the municipality is sourced from alternative sources
- by employing best practice standards for water efficiency and management.

Play infrastructure

The Geelong Play Strategy does not identify the need for a new play space specifically within the Precinct, however The City has advised that a district-level playground would be justified for this site. A district-level facility meets most of the strategic requirements outlined by the Play Strategy. Notably, the Strategy recommends gaps in the provision of play opportunities be filled by creating new play spaces on land already owned by The City.

Neighbourhood Safer Places (NSPs)

NSPs are places of last resort during the passage of a bushfire. There are a number of criteria used to determine if a site can be designated as a NSP, all of which the Precinct are capable of meeting. Designations are assessed by Country Fire Authority (CFA). It is recommended that The City further investigate the nomination of the Precinct as a NSP, as the location of the Precinct is well known to the community, it is centrally located and it has good access.

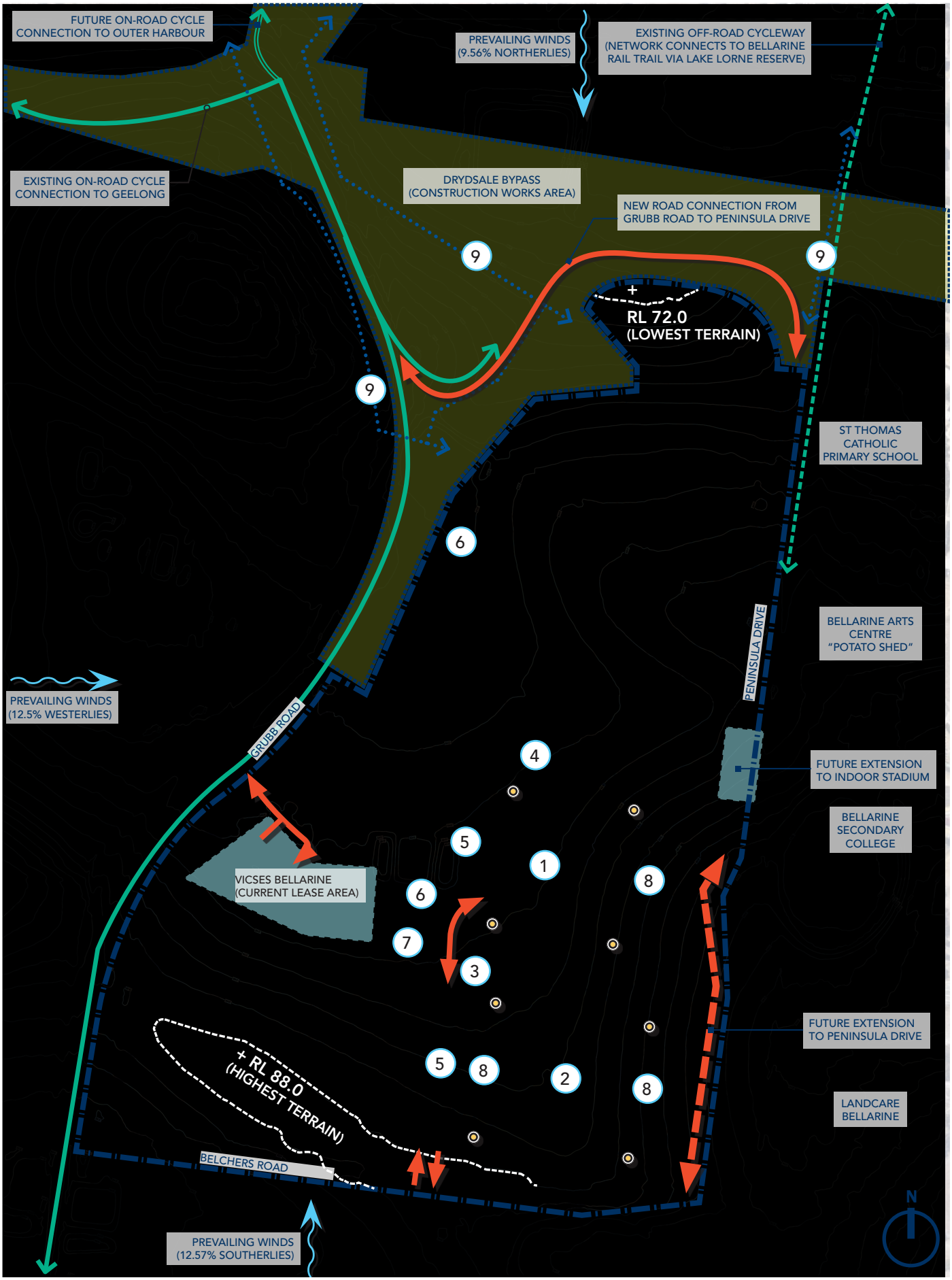


Figure 1: Drysdale Sporting Precinct showing existing conditions and surrounding context (Credit: aerial photograph taken by Nearmaps in late Feb. 2019)

LEGEND

1. Main field (cricket & AFL)
2. Second field (soccer, AFL & cricket)
3. Pavilion (demountable)
4. Cricket nets
5. Car park (unsealed)
6. Water detention basins
7. Rainwater tank
8. Spectator area
9. Future pedestrian/cycle connections with Drysdale

Bypass works
Existing field lights
Precinct access & internal roads

3.8 DEMOGRAPHICS CONSIDERATIONS

In order to understand the make-up for the Precinct 'catchment', a snapshot of existing and future population and demographic characteristics has been undertaken.

Given Drysdale Sporting Precincts' position as a future premier sports facility, population characteristics for the entire City area have been the focus, where possible. It is acknowledged that some participants will come from outside this catchment. Core participation, however, will come from within The City boundaries.

The population for Drysdale - Bellarine is 4,816 (as at 2019), with a forecasted total of 6,493 people by 2036 (a 34.82% change). By 2026 the largest forecast increase in household types is expected in couples without dependants (projections by forecast.id.com.au & ABS 2016 Census).

According to Victoria in Future 2016, by 2051 the population of Victoria will increase by 10.1 million people, 8.0 million of which are projected within the Greater Melbourne area. Greater Geelong is projected to increase by 81,000, being one of the top five largest regional growth areas in Victoria.

The largest concentrations of population growth by 2031 are projected for major regional cities, such as Greater Geelong, accounting for approximately half of Victoria's regional population. 40 to 43% of households will be families with children between 2011 and 2051.

Ocean Grove and Drysdale/Clifton Springs are identified as planned growth areas by the G21 Regional Growth Plan, which foresees significant growth according to local planning processes. These areas will in future accommodate a majority of new residents and jobs, and play an important role in supporting district centres, the community, and primary industry's located in the surrounding area.

> *"Between 2016 and 2026, the age structure forecasts for Drysdale - Bellarine indicate a 17.8% increase in population under working age, a 31.3% increase in population of retirement age, and a 17.0% increase in population of working age."*
>
> - Drysdale - Bellarine: Forecasted Population & Age Structure (Australian Bureau of Statistics, 2016)

DEMOGRAPHIC CONSIDERATIONS - KEY IMPLICATIONS

In terms of impacts for the future development of the Precinct, these demographic considerations suggest:

- a range of sport and recreation opportunities that are attractive across the ages should continue to be made available at the Precinct (e.g. both formal sport and passive recreation activities)
- with an increasing population base, sports club memberships can, at least, be maintained (although clubs should be looking to achieve increases).

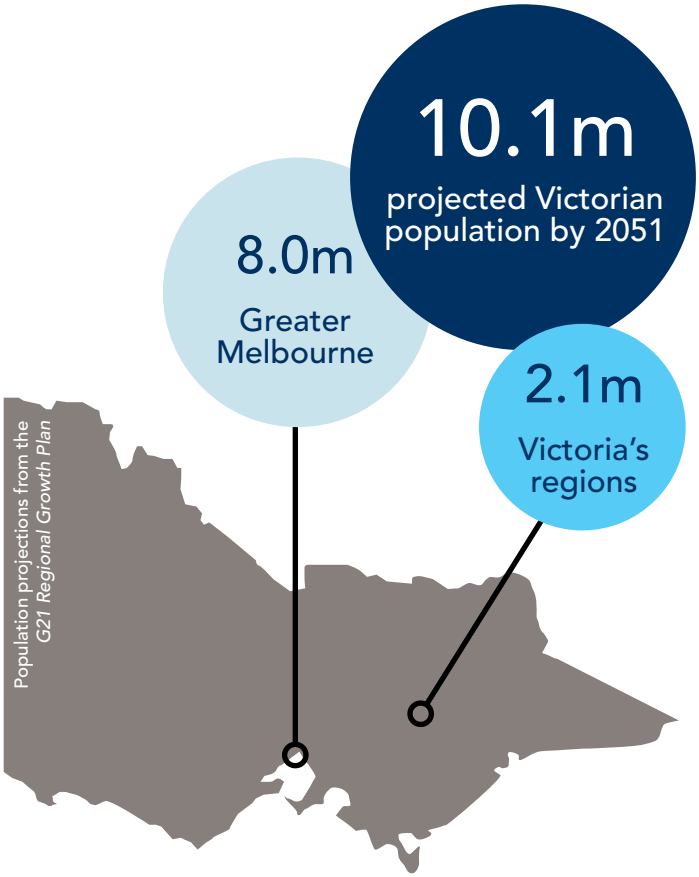


Table 2: Projections for Greater Geelong

Total Population					Total Households					% Aged under 20 yrs		% Aged 65 years +	
2011	2021	2031	Annual % change 2011-2021	Annual % change 2021-2031	2011	2021	2031	Annual % change 2011-2021	Annual % change 2021-2031	2011	2031	2011	2031
215,800	253,200	296,400	1.6	1.6	88,300	104,400	122,400	1.7	1.6	24.9	24.4	16.7	21.9

Ref: Victoria in Future 2016 Population and household projections to 2051

3.9 TREND CONSIDERATIONS

3.9.1 FORMAL SPORT TRENDS

FIELD AND COURT QUALITY

Facility providers face an increasing trend to develop and re-develop sporting fields and courts to a higher level in order to increase carrying capacity. Upgrades, such as lighting and field irrigation, allow training and competition times to be extended and increases the ability of turf playing fields to cope with the resulting wear and tear. Further, to achieve ongoing field quality, fields need 'rest periods' (of up to four weeks) where necessary maintenance can be undertaken.

The replacement of turf fields with synthetic fields however, can significantly increase carry capacity by limiting maintenance-required field down time and also allow fields to be used immediately following inclement weather. A feasibility report regarding the benefits of such surfaces, how they are best managed, and the most suitable locations for their future provision across The City is currently being undertaken.

FIELD SHARING

With many sports extending the lengths of pre-season and season fixtures, sports are no longer classifying themselves as strictly summer or winter sports, this has led to the sharing of field space becoming more difficult. While providers strive to maximise the use of community resources (and State Governments espouse field sharing), the reality is that shared use of ancillary facilities (e.g. clubhouses, car parks) rather than fields may be more appropriate, field sharing has been proposed for the Precinct.

VOLUNTEER SPORT ORGANISATIONS

The rate of volunteering in sport and recreation clubs has been declining for many years. Often, the responsibility for running clubs falls to one or two key personnel. To address this issue, there is a move toward amalgamations, with multi-sport clubs becoming more common. In other cases, organisations may become aligned to larger licensed clubs that take over some or all of the volunteers' roles as well as asset management responsibilities. Some 'professionalisation' of clubs is also likely to take place with volunteer positions attracting a basic remuneration. The commercial sector will also displace some clubs by offering competitions that allow participants to compete without any requirements to undertake other duties (e.g. umpiring or canteen duty).

FACILITY MANAGEMENT

Councils across Australia and Victoria employ various management structures over their sport and recreation facilities. Where resources allow, there is a growing trend towards Councils taking on more responsibility for the overall management (and maintenance) of facilities. This involves users (tenant clubs) paying higher user fees, but being able to focus more on their core function of providing the relevant sport/activity, not facility management (and maintenance).

TREND CONSIDERATIONS - SUMMARY

What do these trends mean for the Precinct?:

- ensure the provision of a range of high quality field and court facilities
- ensure the inclusion of female-friendly facilities
- promote shared-use of key ancillary facilities
- maximise opportunities for walking and cycling, as these are popular physical activity options
- create naturally and artificially shaded areas
- cater for all age groups and abilities.

GENDER EQUALITY

There is a current focus on the role of sport in promoting gender equality from all levels of government. The Victorian Government's Inquiry into Women and Girls in Sport and Active Recreation- A Five Year Game Plan for Victoria contains nine recommendations for the sport and recreation sector, state and local governments and other partners to bring about change. This is known as the 'Change Our Game' campaign. One of the most relevant themes for this Strategy is 'Change the Environment', with key recommendations to deliver female friendly built environments and equitable facility usage policies, and to build an enabling environment through education and training.

3.9.2 PASSIVE RECREATION TRENDS

PARK DESIGN

Parks play multiple roles in establishing and maintaining a community's quality of life; ensuring the health of residents and visitors and contributing to the economic and environmental well-being of a community. The design of a park is critical in ensuring that it is successfully utilised by the community. Public open spaces should include:

- a range of recreation nodes that comprise clustered activities such as picnic and play areas that are attractive and safe open areas with good lighting, seating, shade, shelters and areas for play
- well-lit, level and shaded walk/cycleways that provide links to open space, community, commercial areas, and public transport (where available)
- a range of infrastructure that supports all abilities participation and Disability Discrimination Act compliant.

Numerous studies highlight the need for trails linking residential areas with parks and other types of open spaces. Walking continues to be the preferred physical activity for both men and women. ParkRun has experienced unprecedented growth and is one of the largest running events in the world (averaging around 250,000 runners taking part in 1,500 events spread over 20 countries each week)[1]. There is, therefore, a recognised need for path systems that provide good connectivity between places of activity, aesthetic appeal, safety, and are easy to understand for a first-time user.

1 www.theguardian.com/sport/blog/2018/oct/01/parkrun-five-mlllion-runners

4.0
DEMAND ANALYSIS



4.1 CONSULTATION PROCESS

4.1.1 KEY STAKEHOLDERS

The following groups have been targeted to understand future design and use of facilities and stakeholder expectations with core needs and aspirations identified. These groups will have ongoing input into the design of the Master Plan as key stakeholders and users of the Precinct.

PROJECT PARTNERS AND STAKEHOLDERS

- City of Greater Geelong (inter departmental)
- Project Control Group (PCG)
- Project Steering Group (PSG)
- Project Reference Group (PRG)
- Football Victoria (formerly Football Federation Victoria)
- AFL Barwon
- Cricket Victoria
- Netball Victoria
- Tennis Victoria
- Hockey Victoria
- Croquet Victoria
- Drysdale Football Netball Club (Football)
- Drysdale Football Netball Club (Netball)
- Drysdale Soccer Club
- Drysdale Cricket Club
- Drysdale Tennis Club
- Bellarine Athletics
- Peninsula Little Athletics Club
- Ocean Grove Barwon Heads Little Athletics Club
- Bellarine Peninsula Basketball Association
- St Thomas Catholic Primary School
- St Ignatius College
- Bellarine Secondary College
- Bellarine Arts Centre "Potato Shed"
- VICSES Bellarine Unit
- Landcare Bellarine.

4.2 CONSULTATION OUTCOMES

Demand for future development at the Precinct has been established through consultation with the project partners and stakeholders listed; a review of outcomes from state Sport and Recreation Plans of sporting associations using the site; combined with an analysis of existing opportunities, participation and facility design trends.

CITY OFFICER FEEDBACK

Issues

- access/egress from Grubb Road (due to VicRoads jurisdiction) will not be possible
- there is currently no connection to Belchers Road from Peninsula Drive
- there is a need for improved access to and from the bus interchange at the Potato Shed
- the internal path system suffers from settlement and erosion issues, creating uneven surfaces for pedestrians
- the existing external path system is very limited
- no current public transport routes service the Precinct
- the existing pavilion requires an upgrade or expansion to cater to demand
- there is potential for sub-regional sports field development; turf and/or synthetic surface for training and/or competition for specific sports.

Opportunities

- majority of the site is currently undeveloped with only Stage one works completed to the south of the Precinct
- the location of the Precinct adjacent to three schools offers a great opportunity to attract new players and members to the clubs who operate from the site, including shared use of Precinct facilities
- projected population growth in the region positions the Precinct as the future home for sport and recreation in the Bellarine-Peninsula catchment
- inclusion of a maintenance facility/shed on-site.

EXISTING CLUB USER GROUPS

Drysdale Soccer Club

Membership considerations

- club currently has three male and two female teams along with 150 juniors
- club membership is steadily growing due to rising popularity of soccer and increased population to the Bellarine-Peninsula.

Facility usage

- primary use of multi-use field and pavilion
- shared use with AFL club, sometimes using AFL field for juniors.

Clubs proposed development considerations

- the Club would benefit from the addition of a multi-purpose synthetic pitch to service the Precinct
- Club is content with sharing the current pavilion with AFL under the condition it is expanded to ensure adequate space for a club room, club memorabilia, etc.
- Club would be interested in the idea of installing a bike/cross-country trail through the Precinct
- with projected female participation numbers, female-friendly facilities will be required at the Precinct in the short-medium term
- current lack of shade and wind breaks at the facility cause issues for both players and spectators alike.

Football Victoria (FV) Comments

The Club is growing well with an increase of 100 members in the last two seasons and have a keen group of committee members. FV have acknowledged that the Precinct is a necessary venue for the region. Provision for a full sized synthetic pitch, available to seniors and juniors would be a welcome addition to the venue. FV would like to see upgrades to the current pavilion and the addition of a second pavilion to service additional pitches into the future.

Drysdale Football Club

Membership considerations

- Drysdale Football Club had a combined 484 players across junior, youth and senior competition in 2018, this includes 101 female players
- the Club had 15 teams participate in 2018 (including three female teams)
- Club is set to field three new female teams (U12, U15 and U18) in 2019.

Facility usage

Club is currently unable to play games at Drysdale Sporting Precinct without a scoreboard and timekeepers area (currently use Drysdale Recreation Reserve for home fixtures).

Clubs proposed development considerations

- the Club would welcome a multi-purpose synthetic pitch on the site in order to allow for training in wet weather
- require the installation of a digital scoreboard and timekeepers area in order to start playing fixtures at the Precinct
- modern change rooms, female friendly facilities and a gym would benefit the club and the Precinct moving forward.

AFL Barwon Comments

Geelong has the highest participation of any Country Victorian region. This number of participants is expected to see Geelong require an increase of 8-10 ovals by 2031. A high proportion of this growth is from female membership (41% increase in the 2016 season). Despite this large increase in females playing the sport, 80% of venues in the region do not have access to female-friendly facilities.

Drysdale Cricket Club

Membership considerations

- membership is steady after dropping off in the last few years
- in 2018, the Club fielded four senior mens teams and seven junior and women teams.

Facility usage

- the Club currently uses the Precinct for 3rd and 4th grade with 1st and reserve grade playing at the Drysdale Recreation Reserve
- the Club uses the ovals at Saint Thomas and Saint Ignatius for training and games when required.

Clubs proposed development considerations

- the Club would welcome a synthetic pitch at the Precinct stating that it will be needed for the future
- Club acknowledged the need for improvement to the shade options at the facility and noted the issues that arise for bowlers when running into the wind and the need for wind breaking solutions.

Cricket Victoria Comments

Cricket Victoria acknowledge the Barwon region saw a 3.6% decrease (214 participants lost). By 2022, 85 synthetic wickets will require replacement and currently 75% of the change facilities are not considered female friendly.

Bellarine Peninsula Basketball Association

Membership considerations

- current membership has reached capacity with approximately 260 teams competing
- there is an under supply of court space for training and games to both occur.

Facility usage

- games are conducted everyday of the week including club and school commitments
- matches are conducted on Saturdays and Sundays at La Trobe University
- junior development programs are held on Monday nights.

Clubs proposed development considerations

- the Association would like to see improvements to the access and parking at the Precinct
- the Association currently doesn't have access to the stadium during the day, they would be able to book out the space with school programs if option was made available
- the Association would utilise any rectangular pitches (synthetic or natural) for fitness purposes when available.

Peninsula Little Athletics Club

Membership considerations

- the Club has seen a steady decrease in membership over the last three years with 61 recorded members for the current season (2018-19)
- the upcoming Olympic games in 2020 have the Club hopeful for membership to increase to roughly 100 members next year
- John Landy Field, located in Geelong, is the closest premier level track in the region. As such, many junior athletes fail to "step up" past Little Athletics. An opportunity lies to retain 'home-grown' players if a suitable venue was located closer.

Facility usage

- the Club currently competes at another venue as there is no athletics track or associated infrastructure at present.

Clubs proposed development considerations

- the Club are in favour of an 8-lane, synthetic athletics track to be built on the Precinct
- to complement the track, the Club would welcome a grass infield to allow for throwing events such as javelin, as well as, a throwing cage for discus, shot put and hammer throw
- the Club has outlined that the Precinct needs to accommodate the projected population increase, which will subsequently experience an increase in demand for athletics in the region, with the Precinct an ideal location to become an athletics hub that services the Bellarine-Peninsula Region.

Drysdale Tennis Club

Membership considerations

- for the 2018-19 season the Club has a member base of 400, this includes a total of 19 teams split between 11 junior, three senior and three midweek teams, representing 85 players
- over the next 3-5 years the Club anticipates numbers to double and potentially triple by 2025.

Facility usage

- the Club currently competes at Wathaurong Reserve.

Clubs proposed development considerations

- the Club has noted that due to proposed expansion at their current facility, there is no current or immediate need for tennis facilities at the Precinct.

CONSULTATION - SUMMARY

- existing user groups identified a significant need for additional sporting fields and a larger pavilion with club room/social spaces and female-friendly facilities
- facility development should be aimed at creating a Precinct with shared facilities
- a premier, synthetic rectangular field is desired by most stakeholders
- traffic and parking issues being experienced along Peninsula Drive could be addressed by the Master Plan
- the adjacent school/colleges and Little Athletics Club indicated a strong desire for an athletics facility with a synthetic running track
- no need for the inclusion of tennis courts within the Precinct was identified
- the importance of pathways linking activity areas throughout and around the site.

OTHER EXISTING USER GROUPS

Saint Ignatius Catholic College & Saint Thomas Catholic Primary School

- the school's preference is for the site to contain a heated swimming pool, cross-country course, and a synthetic 8-lane athletics track, as there is a desire for shared use of the facilities by both schools
- the College noted the importance of extending Belchers Road to improve traffic flow in peak hour school pickup and drop off times, as it will alleviate congestion issues during peak school times.

Bellarine Arts Centre "Potato Shed" (The City operated)

- the organisation is in favour of passive recreation nodes being included on the site
- the issue of traffic management that arises during peak school times is a concern, with the lack of a thoroughfare on Peninsula Drive noted as the major contributing factor
- the centre is currently dealing with conflicts relating to school buses parking for the day in the centres' designated parking bays, causing issues for patrons and staff. The centre has requested that a separate area for these buses to park be considered in the updated plan.

5.0 PREVIOUS MASTER PLAN

5.1 OVERVIEW OF THE 2011 MASTER PLAN

The Master Plan aimed to cater to a range of current and future sporting needs for the Bellarine Peninsula and reinforced a number of directions set by relevant strategic documents at the time (i.e. the *Recreation and Leisure Needs Study* [2005] and the *Drysdale Clifton Springs Structure Plan* [2009]).

The Master Plan was based on a framework that envisioned multi-use, sharing and flexible design objectives to ensure that the Precinct could continue to cater to sport and recreation pursuits and other activities as they may emerge over time. It provided ovals, rectangular playing fields, running tracks and courts to provide for athletics, cricket, football, soccer, netball and tennis, which were based on a review of research and participation trends. It also made recommendations for sporting and recreation infrastructure, landscaping and amenity, car parking and traffic management, signage, other service infrastructure, buffers, stormwater and irrigation, and earthworks.

Specific issues addressed by the Master Plan included:

- ensuring adequate provision of additional sporting facilities to relieve the pressure on existing facilities and in response to projected population growth (particularly increasing junior participation rates)
- providing an environmentally sensitive design approach for constructing, operating and maintaining the Precinct
- providing complementary facilities to encourage alternative uses (i.e. informal recreation features)
- ensuring new building designs were multi-use and catered for all users whilst consolidating storage, change, clubroom, public toilet and social meeting facilities within a minimal number of built structures
- providing a traffic and pedestrian management strategy for accessing and travelling across the Precinct
- prioritising delivery via an implementation plan and details to support funding over many years.

5.2 DEPARTURES FROM ORIGINAL PLANNING

A major influence on the changes proposed by this review is the absence of the proposed City depot in the south-western aspect of the site. This has allowed planning for the development of a true sporting Precinct, taking advantage of the site's topography and the existing facilities. With a centrally located, shared large car park and pavilion, the site now has a defined entry with easily identified activity areas.

Developments identified in the 2011 Master Plan that have since been constructed have varied from the original design, mainly in regard to the size of the playing fields and location of the pavilion. Further, some features that were proposed in the previous Plan have been either identified as possible inclusions only once a demand has been demonstrated, or excluded. These departures are outlined below.

ATHLETICS

The previously proposed synthetic track athletics facility can still be accommodated within the site, but is only recommended to be developed once a significant demand is demonstrated.

MULTI-PURPOSE COURTS

Such facilities do not deliver satisfactory outcomes for individual sports. No demand was demonstrated for either tennis or outdoor basketball courts, hence the recommended provision of dedicated netball courts only due to the existing constraints of the netball facilities at the Drysdale Recreation Reserve.

RECTANGULAR SPORTING FIELDS

In the previous Master Plan, individual rectangular sporting fields were spread across the site, decreasing their ability to provide flexible field configurations and the provision of a consolidated sporting Precinct. Sports that require rectangular fields (such as soccer) retain access to a total of five fields, more than adequate for current and future regular participation levels and also providing the ability to host major sporting carnivals.

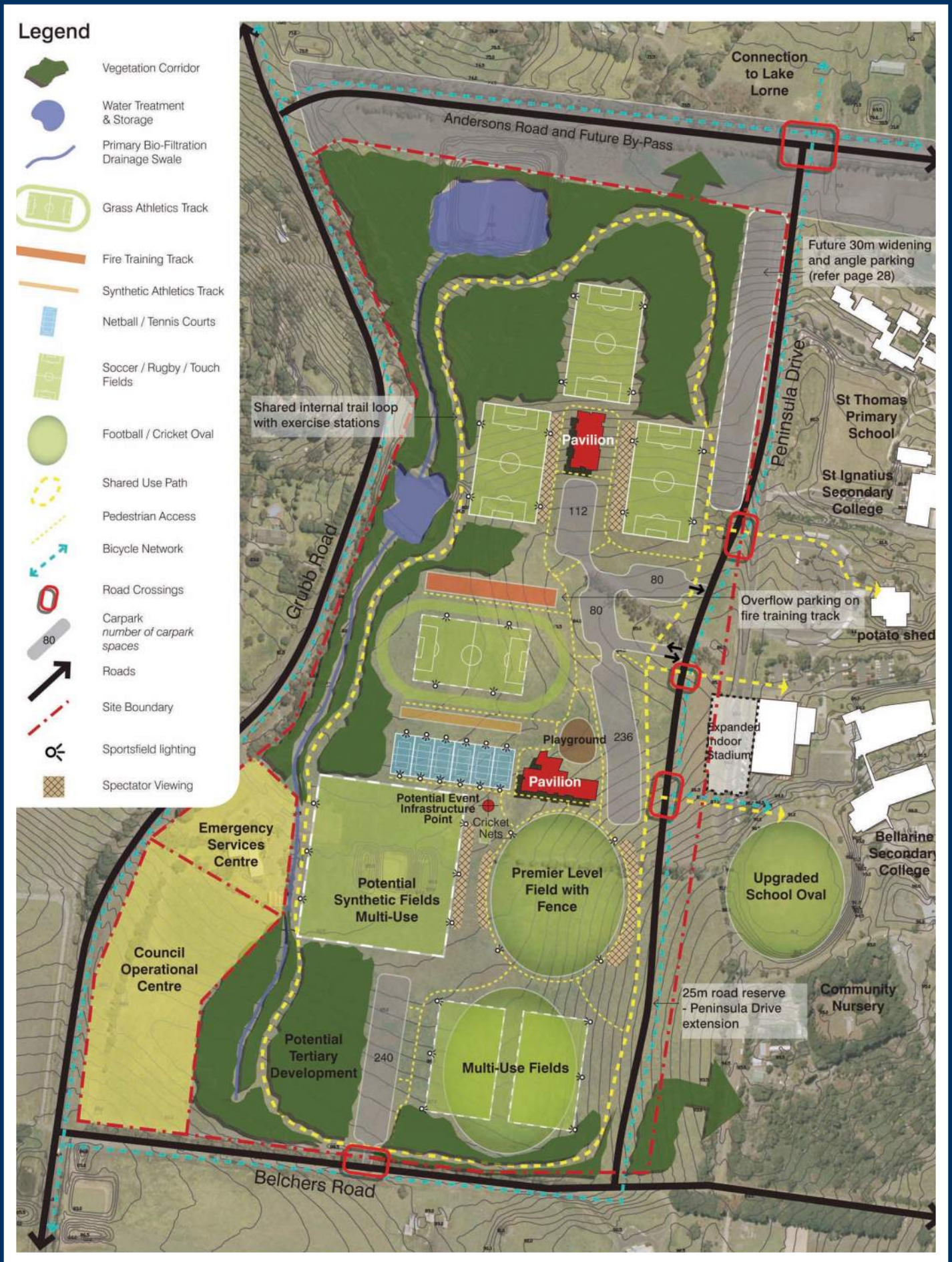


Figure 2: Existing Drysdale Clifton Springs Cultural and Community Hub Sub-Regional Sports Precinct Master Plan (endorsed in 2011)

6.0
REVISED MASTER PLAN

6.1 WHAT IS PROPOSED?

The Master Plan has been developed by considering all consultation, appropriate strategic contexts and previous research. Overall, it provides an ideal opportunity to significantly enhance the capacity of the facility to meet the needs of the sporting community and also the recreation needs of nearby residents and visitors.

The Master Plan sits well within the existing open space network - providing for local residents and complementing the existing facilities.

The Master Plan integrates a number of the existing site features with a limited range of new elements and embellishments. The provision of quality recreation facilities and a more attractive environment will encourage passive recreational use from the non-sporting community and with the range of facilities and programs available, all age groups will find activities to enjoy.

A set of guiding design principles have been developed based on the issues and opportunities identified. Many of the principles of the existing 2011 Master Plan still apply, as these are still relevant and considered holistic approaches to future development of the Precinct.

These principles will provide the rationale for successfully delivering the Master Plan elements over the next stages.

PROPOSED GUIDING PRINCIPLES:

- cater for current and future sports demands on the Bellarine Peninsula based on demand and trends
- provide built infrastructure to appropriately support sporting activity and recreational needs within the financial means of The City and based on actual future demand
- encourage informal recreation activity by the general community
- develop partnerships for capital development and ongoing management of the Precinct
- create safe access and integrated movement through and to the site
- promote the natural environment and sustainable development and maintenance regimes.

6.2 THE REVISED MASTER PLAN

The revised Drysdale Sporting Precinct Master Plan can be found on the following pages. The Master Plan includes an overall layout and is supported by perspective artists impressions.

LEGEND

SPORTS FACILITIES:

A. Existing lit multi-use oval (cricket & AFL)
B. Existing lit multi-use field (x2 soccer & AFL)
C. Proposed lit multi-use field (x2 soccer & AFL)
D. Proposed lit premier soccer field
E. Proposed netball courts (x2) with future expansion of two additional courts to the north
F. Proposed district-level playground with proprietary play equipment, landscaping and other embellishments (i.e. picnic shelters, barbeques, drinking fountain and rubbish bins)
G. Proposed 'learn to ride' track
H. Proposed community recreation and leisure area.
I. Proposed passive recreation space (potential for disc golf or other passive uses).

SUPPORTING INFRASTRUCTURE:

1. Primary entry to Precinct off Belchers Road (upgraded) with co-located bus stop
2. Secondary entry to Precinct off Peninsula Drive
3. Upgrade and extension of Peninsula Drive to connect with Belchers Road. Intersection of Belchers Road and Grubb Road to be upgraded.
4. Provision for a large multi-function pavilion to cater for tenants needs. Consideration to be given to staging the construction of the pavilion to allow for any emerging or changing community trends/needs
5. Proposed expansion to indoor stadium
6. Proposed public amenities and shelter
7. Grand stand (tiered seating)
8. Terraced seating
9. Entry forecourt and pedestrian node incorporating a drop-off turnaround, loading zone, disabled parking and feature plaza treatments
10. Proposed car parking area
11. Additional irrigation tank
12. Proposed 2.5-3.0m wide shared path. Potential to be used for cross-country and ParkRun (2.5km loop)
13. Proposed 2.0m wide concrete path
14. WSUD drainage swales (combination of grass-lined swales and rocklined/vegetated swales)
15. Revegetation area
16. Carnival/pop-up event space
17. Proposed scoreboards
18. Proposed extension of lease area to Bellarine SES.



Disclaimer - This master plan proposal has been prepared solely for information purposes and the benefit of City of Greater Geelong, and in no way implies commitment to its implementation by any party. Any information shown may be withdrawn or altered at any time without notice or obligation to the reader.

CITY OF GREATER GEELONG

ross planning

REVISED MASTER PLAN

DRYSDALE SPORTING PRECINCT

NORTH

Scale: 1:2500 at A3

Date: Mar 2020

Version: Final

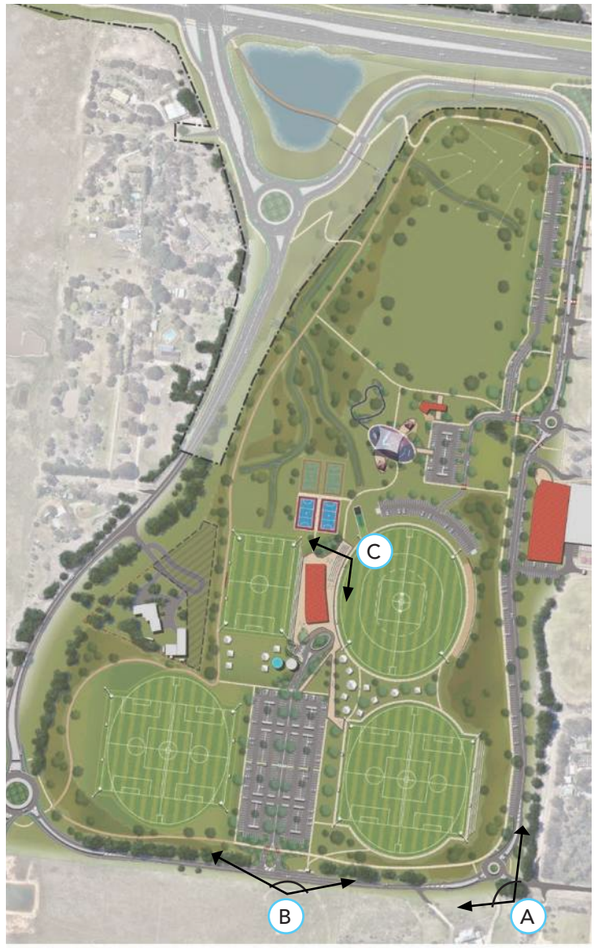


Fig. 3 Locations of perspective views



VIEW A: Peninsula Drive extension (looking north-west over the Precinct)

The extension of Peninsula Drive is proposed to connect into Belchers Road, fulfilling a critical link for local traffic movements around the Precinct. The streetscape provides an opportunity to deliver the 2.5km shared pathway loop that circles the perimeter of the Precinct. This high point on the Precinct provides a unique vantage point that overlooks revegetated embankments that flow down to the existing and future multi-use sporting fields, as well as, expanded car parking area and pavilion in the background.



VIEW B: Main Precinct entry off Belchers Road (looking north into the Precinct)

The main entry into the Precinct is upgraded and incorporates feature landscaping and wayfinding signage to welcome visitors upon arrival and directs them to key areas across the site. Expansive parking areas and the drop-off and turnaround point for the pavilion are located off this new central driveway. Tree plantings provide amenity and much needed shade for the Precinct and bring the vast open space to a more pedestrian-friendly scale. Pictured are participants in a ParkRun event utilising the 2.5km shared pathway loop.



VIEW C: Pavilion (looking south-west)

The pavilion creates a central node for the Precinct, providing a multi-sided outlook over the two main fields (oval and new premier soccer field) and new netball courts. Grandstands and terracing provide spectators with comfortable seating to support their teams, and a large forecourt area connects with a series of pathways that extend to other facilities across the Precinct.

6.3 ARTISTS IMPRESSIONS

6.4 MASTER PLAN ELEMENTS

6.4.1 NEW SPORT AND RECREATION FACILITIES

MULTI-USE FIELDS

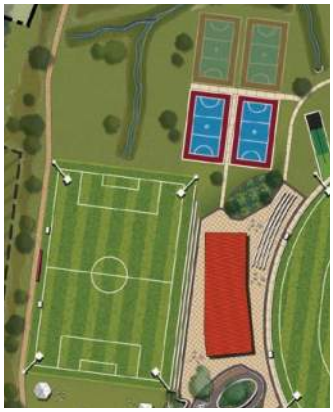


The proposed multi-use fields will be similar to the existing facility, but aimed at primarily being utilised for soccer and other future rectangular field sports. The overall design allows the oval to be of variable dimensions so it can easily be adapted to cater for a range of competition levels.

Additional space between the two rectangular fields will allow for improved spectating and officiating opportunities, with the playing service being fully irrigated and potentially lit to competition standard.

The proposed location allows direct interaction with the proposed synthetic premier field and an open area between caters for various options on competition days and carnivals. There is also direct access from the proposed extended car park.

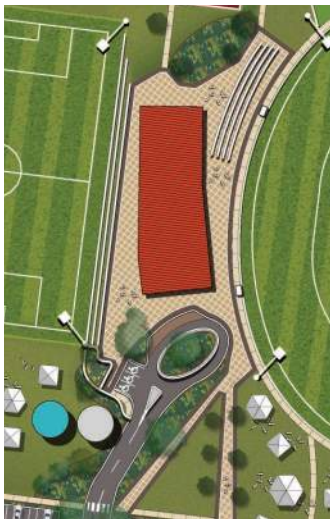
PREMIER RECTANGULAR FIELD AND NETBALL COURTS



Located immediately to the west of the pavilion, the rectangular field is proposed to be the premier field at Drysdale Sporting Precinct. The proposed location allows direct viewing from the pavilion and ensures the site operates as a Precinct with direct links to parking and other activity areas.

The proposed netball courts, with plexi-paved surfaces and wide run-offs to better cater for the sport, have similarly been positioned immediately adjacent to the pavilion and other activity areas to increase the effectiveness of the Precinct. All facilities are connected through a network of internal concrete paths.

PAVILION



The new pavilion will provide the essential features identified as needed by the current user groups and other stakeholders, incorporating female-friendly facilities, club rooms, canteen/kiosk, storage areas (including that for ground maintenance equipment), social areas, meeting room/s, and other associated requirements. The pavilion will be the hub of the Precinct and provide a base for all user group operations.

Options for the relocation and expansion of the existing pavilion will be explored to accommodate tenant needs. Subsequently, rigorous consultation with user groups will need to be undertaken during the detailed design phase for the facility.











Monbulk Soccer Centre (by Devco Construction for Yarra Ranges Council)



Peter Mathieson Pavilion in Alex Nelson Reserve (by Co-op Studio for City of Greater Dandenong)

COMMUNITY RECREATION AND LEISURE AREA



This area has been designed to provide various informal sport and recreation opportunities to the community and also provide an 'overflow' function for user groups for larger competitions, carnivals and events. The large, open nature of the area will allow community events and recreational activities to be hosted without impacting on the high quality sporting fields to the south of the site. The proposed adjacent car parking will also allow the Precinct to cater more effectively for such events.

It should be noted that the large community area is designed to become a flexible space capable of accommodating a range of different structured and non-structured recreational activities (e.g. Athletics, Touch Football, markets, etc.) and builds-in flexibility to respond to future demand and community needs. Public amenities to service this area and the playground are proposed. One of the key recommendations is to consider the development of a new aquatic and leisure facility through the delivery of a new 50m pool aquatic facility alongside an actively managed synthetic pitch to accommodate a range of community recreation and sporting activities. The needs analysis that has informed the final masterplan identifies there is demand in the southern (Bellarine) area of the municipality for a synthetic pitch, with this location providing potential to mirror the success and operating model of the Leisuretime synthetic pitch currently located in the north of the municipality. This approach would be consistent with the findings of both the Synthetic Surface Feasibility Study and Drysdale 50m Outdoor Pool Scoping Study that was recently adopted by Council. It is recommended that these major pieces of infrastructure development be considered as part of planning for delivery of stage 3 of the master plan.

Complementing the large community area is a less formal, passive recreation area to the north, which allows community involvement in various recreational pursuits, such as the locally popular disc golf or other activities that may be identified by the local community.

DISTRICT-LEVEL PLAYGROUND AND 'LEARN TO RIDE'



Complementing the sporting facilities to the south and the community features to the north, the proposed playground would be considered a district-level facility with a variety of play experiences, aimed primarily at children up to the age of 12-13 years. The playground is not intended to attract users from across the whole region on its own, but more to provide complementary recreation opportunities to users of the sport and recreation facilities within the Precinct.

The 'learn to ride' feature is proposed to be a small bitumen track, representing a scaled down version of roads to provide bicycle education opportunities for the community. 'Stop' and 'Give Way' signs, pedestrian crossings and other traffic control features are incorporated to provide safe, off-road learning opportunities. Again, this facility is aimed at complementing existing sport and recreation facilities within the Precinct and may also become popular with the expected growth in the number of young families in the area in the future.













6.4.2 ACCESS AND CIRCULATION

Improved access and circulation around the Precinct is critical. The following improvements seek to achieve this, and encourage active modes of travel whilst recognising the need for most user groups to travel by car to the Precinct.

ROAD UPGRADES

Extending Peninsula Drive and upgrading Belchers Road to enhance access and functionality of the Precinct, and complement the new Bypass road worksroundabouts are proposed at the intersections of Peninsula Drive and Belchers Road, Grubb Road and Belchers Road, and at the second entry to the Precinct opposite the Potato Shed

- it is envisioned that road upgrades will be funded and delivered by a separate civil capital works budget, which includes a 2.5-3.0m wide footpath (along the western verge) to form part of the Precinct's 2.5km shared path loop.

VEHICLES AND CAR PARKING

- the primary Precinct entry point will remain off Belchers Road, to be upgraded as part of Stage 3 to allow for the provision of a central driveway that will service an expanded, two part car park (sealed, line marked and landscaped)
- a secondary entry is provided opposite the Potato Shed to service the northern part of the Precinct and provide access to a partial ring of parking to overlook the main oval
- the central driveway leading off Belchers Road will service access to the two main car parks, and terminates as a turnaround drop-off zone for the pavilion
- car parks of varying sizes are dispersed appropriately throughout the site to service adjacent facilities and areas of activity, including:
    - » on-street parking provided along Peninsula Drive (between the Potato Shed and Belchers Road) as nose-in parking bays for spectators to overlook the two main ovals from their vehicles
    - » additional on-street car parking is provided outside the expanded indoor stadium for users of that facility
    - » a drop off-area is provided as part of the car park located opposite Saint Ignatius College. Due to the proximity of the parking area to the schools, the area will predominantly service drop-offs and provide short-term parking bays.
- access for maintenance and emergency vehicles is to be provided at key entries and via internal points throughout the Precinct
- provision of equal access parking is to be provided at the entry to the pavilion and appropriately within other car parking areas
- kerb and channel, bollards and shade trees define internal roads and car parks, with WSUD drainage integrated into the car park designs.

PEDESTRIANS AND CYCLISTS

- 2.5-3.0m wide walkway is provided around the outer edge of the Precinct as a 2.5km long shared path loop (note: sections of the proposed path are an optional mix of materials, such as granitic, asphalt or concrete)
- 2.0m wide pedestrian paths are proposed for all other areas throughout the Precinct
- paths are to link car parks, pavilions, amenities, key destinations and activity zones throughout Precinct, and ensure connections are provided into existing surrounding pathway networks













- provide end of trip facilities (i.e. bike racks and drinking fountains) at appropriate locations and in high visibility positions
- ensure medium to large canopy trees are planted at regular intervals along pathways to provide much needed shade across the Precinct.

6.4.3 AMENITY

There are many opportunities to enhance the visual amenity of the Precinct, through formal and informal treatments. Broad revegetation areas will stabilise embankments in areas not designated for sporting facilities and, in turn, improve both the aesthetics of the Precinct and local biodiversity by connecting with the natural landscape corridor of nearby open space reserves. Further, key nodes within the Precinct are opportunities for higher levels of embellishment (i.e. both hardscapes and planting) to formalise and delineate spaces/entries by creating focal points. Site embellishments are to consider:

- the use of iconic specimen trees to the periphery of parking areas and in rows of north-south alignment to act as wind buffers for sports fields
- well-placed tree plantings throughout the site to provide amenity and shade for users
- barbeques, picnic tables, seating, shelters and other appropriate park furniture to complement passive open space areas and support sporting facilities and club activities
- new public amenities with disabled access to be centrally located to key activity areas
- signage and gateway treatments to delineate Precinct entry points.

6.4.4 WATER SENSITIVE URBAN DESIGN

Sustainable water-saving and reuse practices are recommended for the successful ongoing maintenance of turf fields and landscaping, and may consider the following Water Sensitive Urban Design (WSUD) initiatives:

- use drought tolerant grass species for sustainable sports field development
- maintain natural drainage lines wherever possible, via turf and/or vegetated swales (lined by buffer strips) and integrated within passive recreation elements
- consider incorporating biofiltration devices as part of the open space provision, appropriately integrated as part of the Precinct's overall character and amenity
- use drainage corridors directed into local ponds (treated on-site first, wherever possible) before discharging into adjacent Bypass stormwater detention areas
- ensure car parks are landscaped and specifically designed to contain long recessed areas that encourage the detention and treatment of stormwater. Wherever possible, provide cross-falls that direct flow towards on-site detention storage (i.e. rainwater tanks) for capturing and reuse on-site.

6.4.5 IRRIGATION

- provide access to a recycled or sustainable water supply, preferably via on-site stormwater detention stores (such as rainwater tank/s or detention basin/s).

6.4.6 PRECINCT EMBELLISHMENTS

The character and amenity of built form and hardscape features introduced within the Precinct is to reflect the Drysdale area and Bellarine Peninsula, which is characterised by its rural setting and a village feel. This is predominantly comprised of low-height and small-scale built form and heritage vernacular.











GENERAL DESIGN GUIDANCE

- apply Crime Prevention Through Environmental Design (CPTED) principles
- ensure that landscaping complies with the Federal Disability Discrimination Act 1992
- ensure that landscaping complies with the The City Landscape Standard Manual
- the design of all landscaped areas (road reserves and within the Precinct) should ensure that safety concerns are addressed through maintaining clear zones, sight lines and passive surveillance.

HARDSCAPE MATERIALS

All hard landscape elements, including barbeque facilities, shade shelters, lighting, playground equipment, furniture, litter bins, paving and signage must be installed in accordance with The City infrastructure standards.

PATHWAYS AND NODES

- feature paving is to be used to highlight key nodes within the Precinct using treatments such as pavers, coloured concrete, patterning, etc.
- plain broom finished concrete for pathways in high-use areas
- granitic (cement stabilised) or asphalt for shared or pedestrian pathways in low-use areas (or concrete if future use becomes high).

FURNITURE & PLAY EQUIPMENT

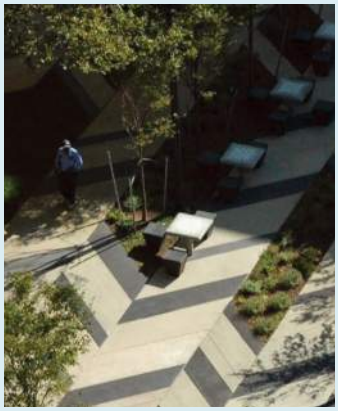
- use proprietary furniture and play equipment that is robust and vandal resistant
- all furniture and equipment should conform to The City Infrastructure Standards.

SIGNAGE & WAYFINDING

- meaningful and appropriate site signage will be needed to clearly denote arrival at key entries into the Precinct (i.e. gateway signs) and direct users to destinations, facilities and recreational opportunities located around the Precinct (i.e. directional signs)
- a second entry statement 'gateway' sign (to match the existing sign at the entry off Belchers Road) to be supplied at the new secondary entry proposed off Peninsula Drive
- pedestrian desire lines and priority need to be clearly delineated within car parking areas via contrast paving treatments, provision of pathways, and directional signs
- all signage should be informed by The City Signage Standards and Specifications.

PUBLIC LIGHTING

- all public lighting is to incorporate the use of energy efficient luminaires and The City may consider installing environmentally responsible options, such as solar lights, for car parking and pedestrian path lighting within the Precinct
- decorative (non-standard) lighting is not needed within this Precinct, however, may be incorporated as part of the pavilion's architectural statement and built outcome.











6.4.7 NATURAL LANDSCAPE CHARACTER

Drysdale is part of Central Bellarine Hills, which once had a landscape character that was predominantly a coastal woodland community with a diversity of shrub and grass understorey species beneath a mix of Gum and She-oak populations. These species are typical of areas with poor sandy soils; remnants of old sand dunes. The area is known to have:

> *"...a complex mix of soil types, including, clays, sands and gravels on gently sloping hills with poor to moderate fertility and which are poor to well drained." (The City, 2018)*

Within proximity of Drysdale Sporting Precinct is Basin Reserve (Bellarine 110 Bushland Reserve). This small reserve contains remnant vegetation exemplifying how the Bellarine Peninsula landscape once looked, hence the native palette species recommended.

It is worth noting that Landcare Bellarine volunteers have expressed an interest, and currently have an active role, in undertaking revegetation works across the Precinct. This role and initiative is key to the successful delivery of revegetation extents proposed.

6.4.8 PLANTING

There are two different planting regimes proposed across the Precinct:

- 'embellished landscape areas' - which seek to enhance the amenity of key built form features and major activity nodes, and envisioned as a formal arrangement of highly-aesthetic planting palette
- 'revegetation areas' - which seeks to promote vegetation cover across the site, utilising species that reflect indigenous vegetation of The Peninsula in informal natural patterns.

Other planting initiatives include:

- retaining healthy existing trees wherever possible, as these are significant assets to the Precinct (in terms of aesthetic and native fauna values) and protects environmental integrity
- new planting should be predominantly of native or indigenous species from the Central Bellarine Hills, but non-invasive exotics may be considered if deemed appropriate to reinforce character or to fulfil other site requirements
- where appropriate, revegetation planting zones should be planted with local native tree, shrub and groundcover species with a diversity of layers to rehabilitate the qualities of the natural Geelong landscape and preserving fauna habitat values
- retain visual breaks where appropriate to maintain important views and vistas, and to promote the local landscape character, as well as, ensure maintain passive surveillance
- achieve regular tree planting and where possible plant for potential interlinking tree canopy over car parking areas to reduce Urban Heat Island Effect. Landscaping to car park areas will soften the appearance the large spans of hardscape. Trees planted at regular intervals to car parks (and spectator areas) will provide much needed shade
- street tree planting is to comply with the Code of Practice for Management of Infrastructure in Road Reserves and to reflect The City's streetscaping expectations for this Precinct and designation of road. Consider street trees on both sides of all roads at regular intervals and/or in accordance with The City Infrastructure and Landscape Standards.
- refer to the Zone 3 - Indigenous plants of the Geelong Region plant list published by The City for further recommendations on an appropriate planting palette.











Table 3: Indicative plant list

Botanical Name	Common Name	Locations							
		Feature Areas	Revegetation Zones	WSUD	Wind Break / Buffer	Car Parks	Bypass Interface & Peninsula Drive	Passive Open Space	Active Open Space
TURF									
Pennisetum clandestinum	Kikuyu Grass							•	
Cynodon dactylon x C. transvaalensis	Santa Ana Couch Grass			•			•		•
TREES (MIN. POT SIZE INSTALLED: 150L)									
Acacia implexa	Lightwood	•	•	•		•	•		
Acacia mearnsii	Black Wattle		•						
Acacia melanoxylon	Blackwood	•	•	•		•	•		
Acacia pycnantha	Golden Wattle		•						
Allocasuarina littoralis	Black Sheoak		•	•					
Allocasuarina verticillata	Drooping Sheoak		•		•				
Angophora costata	Smooth-barked Apple						•		
Banksia marginata	Silver Banksia	•				•	•		
Corymbia citriodora	Lemon Scented Gum					•	•		
Corymbia ficifolia	Flowering Gum						•		
Corymbia maculata	Spotted Gum	•				•			
Eucalyptus camaldulensis	River Red Gum			•					
Eucalyptus leucoxylon ssp bellarinensis	Bellarine Yellow Gum		•		•		•		
Eucalyptus ovata	Swamp Gum		•	•					
Eucalyptus viminalis	Manna Gum		•	•					
Exocarpos cupressiformis	Cherry Ballart		•						
Melaleuca lanceolata	Moonah		•	•		•			
SHRUBS									
Acacia acinacea	Gold-dust Wattle		•				•		
Acacia paradoxa	Hedge Wattle		•						
Acacia suaveolens	Sweet Wattle		•						
Acacia verniciflua	Varnish Wattle		•						
Allocasuarina misera	Dwarf Sheoak		•		•				
Atriplex paludosa	Marsh Saltbush		•	•	•	•	•		
Banksia marginata	Silver Banksia	•			•				
Bossiaea cinerea	Showy Bossiaea		•		•				
Bursaria spinosa var macrophylla	Sweet Bursaria		•		•		•		
Cassinia aculeata	Dogwood		•		•				
Correa alba	White Correa	•				•	•		
Daviesia latifolia	Hop Bitter-pea		•		•				
Dillwynia cinerascens	Grey Parrot-pea		•		•				
Dillwynia glaberrima	Smooth Parrot-pea		•		•				

Botanical Name	Common Name	Locations							
		Feature Areas	Revegetation Zones	WSUD	Wind Break / Buffer	Car Parks	Bypass Interface & Peninsula Drive	Passive Open Space	Active Open Space
Dodonaea viscosa	Giant Hop-bush	•	•		•	•			
SHRUBS (CONTINUED)									
Goodenia ovata	Hop Goodenia	•		•		•			
Leptospermum continentale	Prickly Tea-tree		•		•		•		
Leptospermum myrsinoides	Heath Tea-tree		•		•				
Leucopogon parviflorus	Coast Beard-heath		•		•				
Leucopogon virgatus	Common Beard-heath		•		•				
Myoporum insulare	Common Boobialla	•	•	•		•			
Myoporum viscosum	Sticky Boobialla		•						
Olearia lirata	Snowy Daisy-bush		•		•				
Ozothamnus ferrugineus	Shrub Everlasting	•	•	•	•				
Persoonia juniperina	Prickly Geebung		•		•				
Pomaderris oraria	Coast Pomaderris		•		•				
Prostanthera nivea	Snowy Mint-bush		•		•				
Rhagodia candolleana	Sea Berry Saltbush		•		•				
Solanum laciniatum	Kangaroo Apple		•		•				
Viminaria juncea	Golden Spray		•	•	•				
Westringia 'Wynyabbie Gem'	Wynyabbie Gem	•				•	•		
Xanthorrhoea australis	Grass-tree	•	•			•			
GROUNDCOVERS & GRASSES									
Atriplex semibaccata	Berry Saltbush		•			•			
Chrysocephalum apiculatum	Common Everlasting	•	•			•			
Dianella revoluta	Black Anther Flax-lily	•	•	•		•			
Lomandra confertifolia ssp rubiginosa 'Grey Leaf'	Lomandra 'Greyscape'	•				•	•		
Myoporum parvifolium	Creeping Boobialla	•	•	•		•			
Tanika® Lomandra longifolia	Lomandra 'Tanika'	•		•		•	•		
Poa labillardier	Tussock Grass	•	•		•	•			
Themeda triandra	Kangaroo Grass		•		•				

NOTE: this list is not exhaustive and is indicative only. It is provided for the purpose of demonstrating the intended landscape character of the Precinct.

7.0 IMPLEMENTATION

7.1 STAGING AND FUTURE WORKS

The following preliminary estimates are based on the proposed stages of development of the revised Drysdale Sporting Precinct Master Plan. It should be noted that due to the previously undertaken first stage of development of the site, the proposed stages of the updated Master Plan begin at Stage two.

The overall estimated cost is $28,000,000 for the implementation of the Master Plan. Thus, this section provides staged budgeting (see Figure 4 over page for a Staging and Implementation Plan). The information provided is designed as a flexible guide and may be altered to meet changing demands and budgetary requirements. Changes in user group priorities or earlier opportunities for funding may alter staging.

7.2 COST ESTIMATES

STAGE 2 (SHORT-TERM)

- construct proposed premier rectangular field (x1 natural turf) with sports field lighting
- proposed multi-use field (x2 soccer and x1 AFL) with sports field lighting
- pavilion (with female friendly change rooms, social room, multi-functional room, entry hall, kitchen and spectator viewing decks)
- primary entry to Precinct off Belchers Road (upgraded) with co-located bus stop and proposed secondary entry to precinct off Peninsula Drive
- entry forecourt and pedestrian node incorporating a drop-off turnaround, loading zone, disabled parking and feature plaza treatments
- car parking area expansion
- internal 2.0m concrete pathways
- remaining landscaping (revegetation areas, etc.)

Sub-total for Stage 2: (rounded) $13,000,000

STAGE 3 (MEDIUM-TERM)

- construct proposed rectangular field (x1 synthetic turf) with sports field lighting
- proposed netball courts (x2) with sports field lighting and provision for future expansion of two additional courts to the north
- grandstand (tiered seating) and terraced seating
- proposed car parking area with lighting
- 2.5-3.0m shared path (granitic)
- additional irrigation tank.

Sub-total for Stage 3: (rounded) $6,000,000

STAGE 4 (MEDIUM TO LONG-TERM)

- proposed district-level playground with proprietary play equipment, landscaping and other embellishments (i.e. picnic shelters, barbeques, drinking fountain and rubbish bins)
- proposed 'learn to ride' track
- proposed public amenities and shelter
- concrete pathways (around existing fields)
- proposed car parking area with lighting
- internal 2.0m concrete pathways and 2.5-3.0m shared path (granitic)
- WSUD treatments to open drainage channels
- remaining landscaping (revegetation areas, etc.)

Sub-total for Stage 4: (rounded) $5,500,000

STAGE 5 (LONG-TERM)

- proposed community events and recreation area (flexible use space) with lighting
- proposed passive recreation space (potential for disc golf or other passive uses)
- proposed car parking area with lighting
- internal 2.0m concrete pathways and 2.5-3.0m shared path (granitic)
- WSUD treatments to open drainage channels
- remaining landscaping (revegetation areas, etc.)

Sub-total for Stage 4: (rounded) $3,500,000

The above summaries are indicative costs for each stage and include a contingency/sundry site works allowance of 10% and allowances for detailed design fees. Cost escalations have been factored into the QS, however, the provision of services and works external to site boundaries, legal fees and goods and services tax (GST) have not been included in this estimation.

UPON FUTURE DEMONSTRATED DEMAND

It is noted that the estimated cost of developing an athletics facility with a synthetic running track and the associated field events would be subject to further site investigations, detailed design and cost estimates.

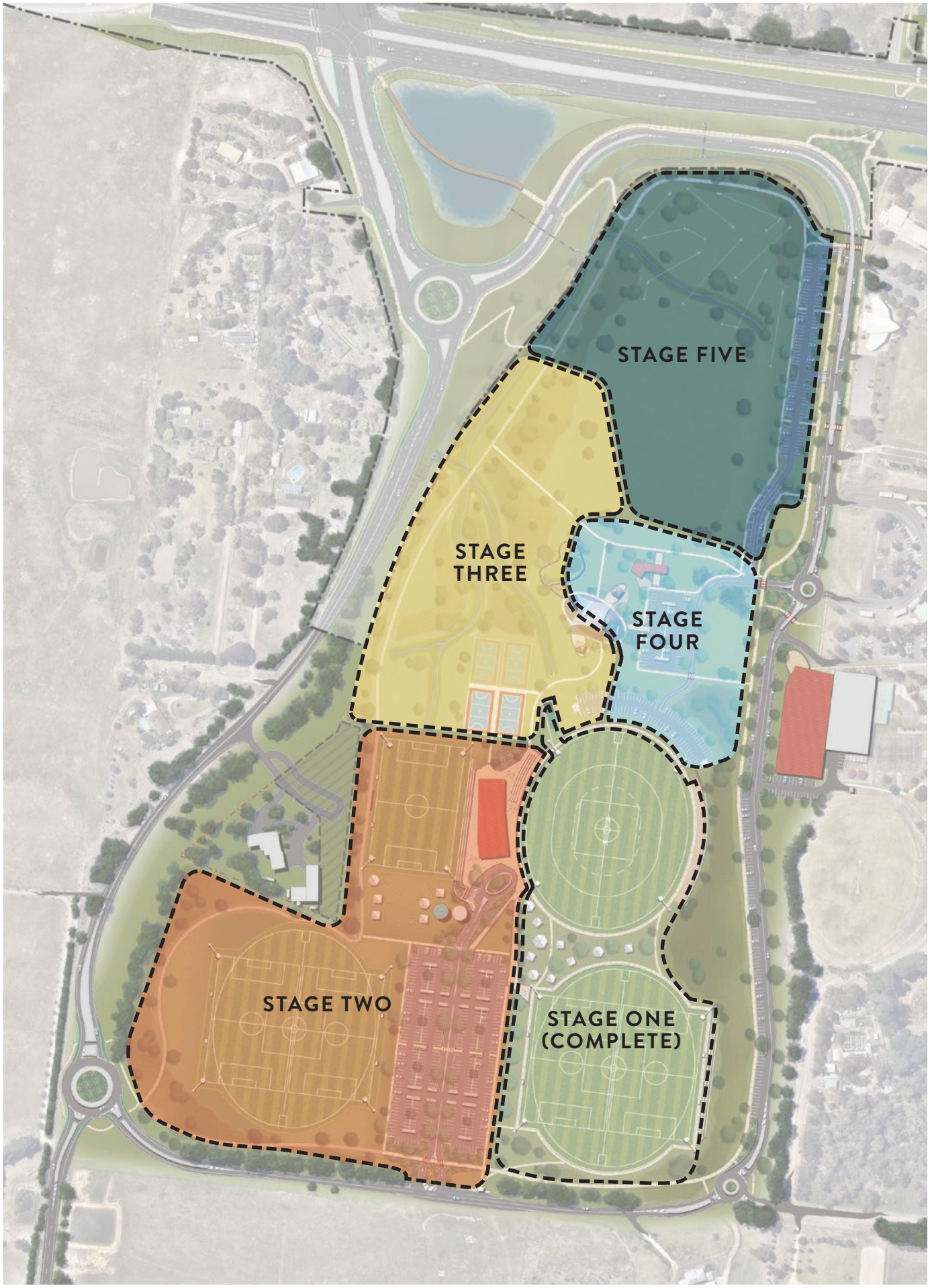


Figure 4: Proposed staging and implementation plan

8.0 MANAGEMENT & GOVERNANCE

8.1 RECOMMENDED MANAGEMENT PRACTICES

A wide range of maintenance/management practices are employed by local governments in regard to community facilities such as the Drysdale Sporting Precinct, with no one structure being perfect for all. Subject to the local government's population, financial and human resources, philosophical position on the provision of sport and recreation, and many other factors, The City's need to determine what suits their community best. The main types of structures in place across Australia currently include seasonal hire agreements, leases, licences (generally less formal and shorter term leases), Section 86 Committees, incorporated bodies, friend's groups, advisory groups, direct City management and permits to use.

MAINTENANCE AND AGREEMENTS

A key recommendation is that The City, in collaboration with tenanted sporting clubs, develop new licence agreements for the sports Precinct following the completion of the proposed staged works. The City will work closely with the user groups and provide advice regarding management and governance items.

Ongoing maintenance of the playing fields and supporting infrastructure (playground, seating, car parks, etc.) will remain The City's responsibility to ensure continued provision of high quality facilities within the Precinct. Licence agreements, in conjunction with The City's Fair Play Policy, will inform the fees and charges and maintenance schedule.



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CUSTOMER SERVICE CENTRE

100 Brougham Street
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8.00am – 5.00pm

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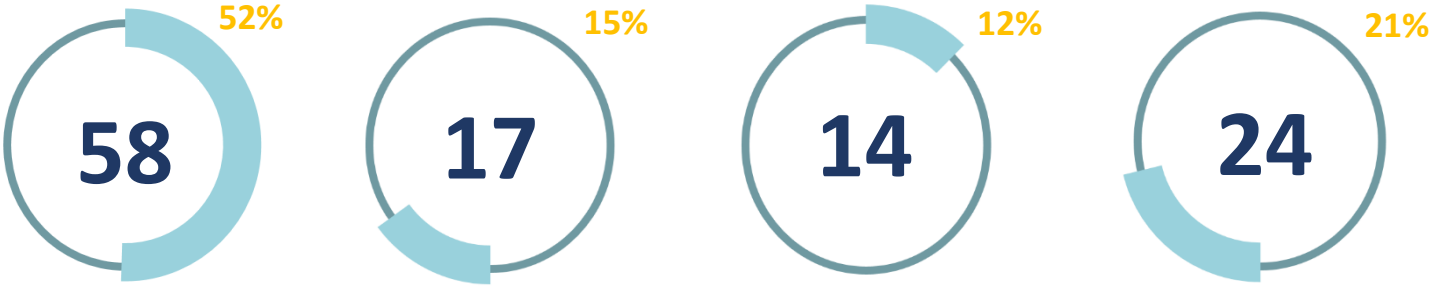
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ENGAGEMENT SUMMARY KEY FINDINGS
THEMES AND RESPONSES

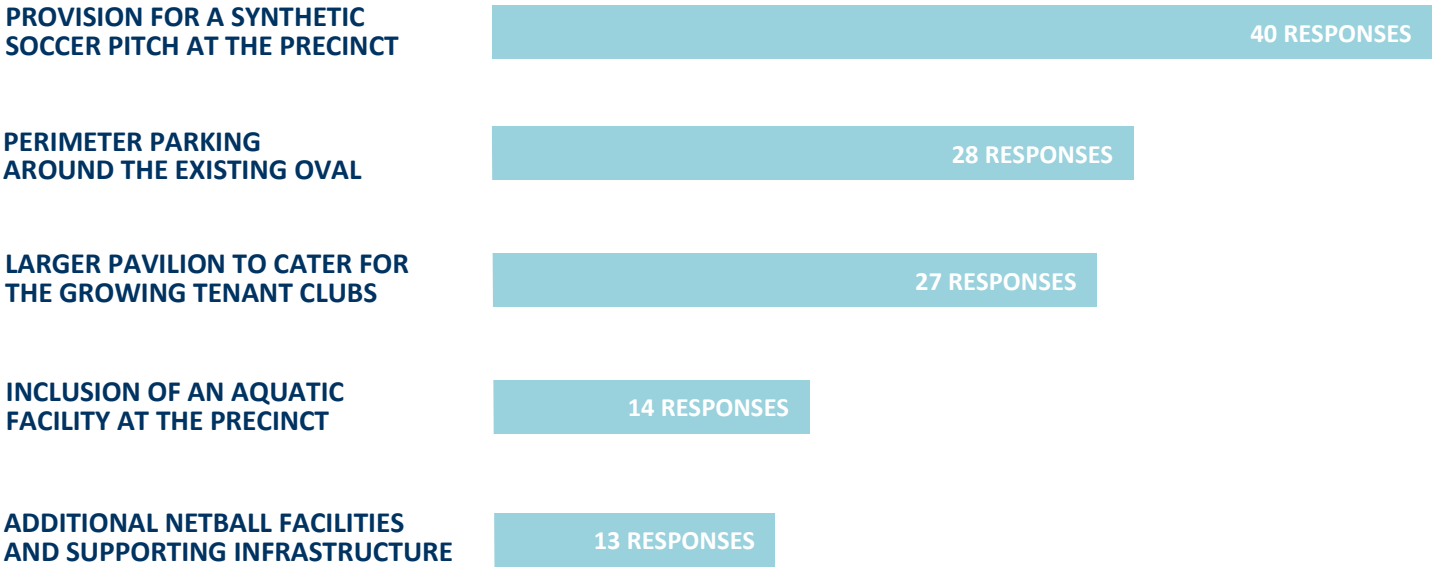
The following provides a summary of key themes as they relate to the feedback collected and considered through public exhibition of the **Drysdale Sporting Precinct Master Plan**. Please note that respondents may have expressed multiple views and the number of responses represented in the table below denotes the number of respondents who expressed this view.

RESPONDENT SNAPSHOT

113 TOTAL COMPLETED SURVEY RESPONSES



KEY THEMES



*PLEASE NOTE THAT RESPONDENTS MAY HAVE EXPRESSED MULTIPLE VIEWS AND THE NUMBER OF RESPONSES REPRESENTED IN THE TABLE BELOW DENOTES THE NUMBER OF RESPONDENTS WHO EXPRESSED THIS VIEW.

RESPONDENT SUMMARY	TOTAL	
I am a member of a club located at the sporting precinct.	51.3%	58
I live within walking distance of the sporting precinct.	15.0%	17
I visit the sporting precinct but do not live nearby.	12.4%	14
Other - Write In	21.2%	24
	TOTAL	**113**

* Please note that respondents may have expressed multiple views and the number of responses represented in the table below denotes the number of respondents who expressed this view.

THEMES SUMMARY

THEME	FEEDBACK / DISCUSSION	RESPONSE / RECOMMENDATION
1. PROVISION FOR A SYNTHETIC SOCCER PITCH TO BE INCLUDED AT THE PRECINCT Respondents: 40	There was strong support for the provision of a synthetic soccer pitch to be included as part of the master plan. The sentiments from the respondents centred around increased year-round usage capacity and a reduction in the impact on the environment. *"I believe a synthetic pitch would be a major asset for the whole community and needs to be included in the master plan"*	RECOMMENDATION: City officers along with consultants are completing benchmarking across several regional LGA's to investigate management models and maintenance regimes to determine the viability of a synthetic pitch at the Drysdale Sporting Precinct.
2. PERIMETER PARKING AROUND THE EXISTING OVAL Respondents: 28	There was a high number of respondents who felt perimeter parking around the existing oval was critical component for local football (AFL). *"Around the ground parking is a vital component of community football in Victoria providing a fantastic atmosphere envied by other sports"*	RECOMMENDATION: Officers are investigating the viability of perimeter parking around the existing oval. Spatial restrictions on the eastern side of the precinct particularly regarding the proposed stadium extension and the road realignment are currently being mapped the results of which will determine the viability of any additional perimeter parking.
3. LARGER PAVILION TO CATER FOR THE GROWING TENANT CLUBS Respondents: 27	There was support for a larger pavilion capable of catering for the existing tenant clubs and their growing membership and supporter base. Respondents stated that the pavilion should be large enough to allow multiple clubs concurrent access and be female friendly and compliant with DDA regulations. *"The establishment of a new pavilion is paramount to enable all precinct tenants to attract new participants to their respective sports"*	RECOMMENDATION: The pavilion highlighted on the draft plan is illustrated as a concept only. The final pavilion design and components will be captured during detailed design and will be prepared in consultation with stakeholders to ensure it meets their needs.

THEME	FEEDBACK / DISCUSSION	RESPONSE / RECOMMENDATION
4. INCLUSION OF AN AQUATIC FACILITY AT THE PRECINCT Respondents: 14	14 respondents supported the inclusion of an aquatic facility at the precinct. There were several references to the recent election commitment of $10m from Sarah Henderson for an aquatic facility in the north Bellarine area. *"(The master plan at the Drysdale Sporting Precinct) does not address the need for a pool on the Northern Bellarine"*	RECOMMENDATION: The City is currently undertaking a feasibility study to determine the viability of an aquatic facility in the Bellarine.
5. PROPOSED TRAFFIC TREATMENTS TO CONSIDER PRACTICALITY AND SAFETY FOR BOTH ROAD USERS AND PEDESTRIANS AS WELL AS ADDITIONAL PUBLIC TRANSPORT CONNECTIONS. Respondents: 13	There was a significant response regarding the traffic treatments and the road network surrounding the precinct. Respondents supported the extension of Peninsula Drive and sealing Belchers Road but did state that the master plan didn't appear to have an adequate amount of parking particularly during peak usage. Consideration needed to be given for larger vehicles and trailers navigating the surrounding roads as well as additional public transport connections around the precinct. Respondents also stated that the shared path surrounding the precinct must have good sight-lines and passive security. This path would benefit from having less road crossings which would increase the safety of participants and practicality for running events.	RECOMMENDATION: Officers will continue to liaise with internal and external stakeholders to put together a budget submissions to fund the road works required to extend Peninsula Drive and the associated traffic treatments around the precinct. During the detailed design phase, CPTED principles will be utilised to ensure the installation will minimise the risk to participants.
6. INCLUSION OF ADDITIONAL NETBALL FACILITIES AND SUPPORTING INFRASTRUCTURE Respondents: 13	There was support for additional netball courts to be increased from the 2 courts illustrated in the draft plan to 4 courts with additional complementary facilities to be included to support the on-going operations of netball at the precinct. *"We desperately need four courts at the new precinct with shelters, lights and some sort of change-room, canteen facilities etc"*	RECOMMENDATION: The netball club will be one of the key stakeholders engaged as part of the detailed design of the pavilion and supporting infrastructure. Officers will continue to work with the club to ensure their needs and aspirations are captured.

THEME	FEEDBACK / DISCUSSION	RESPONSE / RECOMMENDATION
7. SUPPORT FOR AN INCREASE IN REVEGETATION, TREE PLANTING AND LANDSCAPING WHICH INCLUDES WIND-BREAKS AND SHELTERS Respondents: 12	Strong support was shown for an increase in landscaping and revegetation at the precinct which would improve the environmental amenity of the precinct. Additional tree-planting will act as a natural wind-break and increase the playability of the ovals/pitches which, due to its exposed position and lack of existing trees, currently experiences high-winds. *"(The master plan) needs to include a revegetation plan with indigenous locally sources species which provides natural wind-breaks"*	RECOMMENDATION: Final master plan to include an emphasis on revegetation and landscaping with the establishment of mature tree lines which would act as wind-breaks in future years. Recommend that planting and general landscaping throughout the precinct is to be included in the next stage of works.
8. PROVISION OF A SYNTHETIC ATHLETICS TRACK AT THE PRECINCT Respondents: 9	There was support for the inclusion of a synthetic athletics track at this precinct. Respondents noted that there are no dedicated synthetic athletic facilities on the Bellarine with the nearest facility being John Landy Field which is experiencing a high volume of usage. *"Would really love to see an athletics facility at the venue. Landy Field is beyond capacity and this addition would be a huge bonus for the region"*	RECOMMENDATION: A synthetic athletics track can still be accommodated within the site in the future, however is only recommended to be developed once a significant demand has been demonstrated.
9. RECTIFICATION WORKS REQUIRED TO FIX THE POOR DRAINAGE ON THE EXISTING OVALS Respondents: 8	There were several responses which mentioned the current ground conditions and poor drainage present on the existing ovals/pitches. *"Current pitches are often unavailable during winter due to wet weather and very poor drainage/sub-soil conditions"*	RECOMMENDATION: The City's Parks & Gardens Department are aware of the existing drainage issues present at the reserve and are currently executing a long-term plan to rectifying the drainage issues.

THEMES	RESPONDENTS
Provision for a synthetic soccer pitch at the precinct	40
Perimeter/boundary parking around the existing oval	28
Larger pavilion to cater for the growing tenant clubs	27
Inclusion of an aquatic facility at the precinct	14
Proposed traffic treatments to consider practicality and safety for both road users and pedestrians as well as additional public transport connections.	13
Inclusion of additional netballing facilities and supporting infrastructure including shelters, lighting, player benches, spectator seating, warm-up area	13
Support for an increase in revegetation, tree planting, landscaping which includes wind-breaks and shelters.	12
Provision of a synthetic athletics facility at the precinct	9
Poor drainage on existing ovals/rectification works/on-going maintenance	8
Provision for other sports to be considered in this precinct including Hockey, Tennis and Bowls	7
Support for a Disc Golf course to be included at this location	7
Increase in the provision of indoor basketball courts via the basketball stadium extension	5
All infrastructure included to be Female Friendly and DDA compliant	3
Support for Mountain bike tracks to complement the shared path	2
Inclusion of a playground which caters for a range of participants	2
Seating/amenities for the elderly particularly around the shared path	2
Staged approach for delivery to be culturally and environmentally sensitive	1

Attachment 4

THE CITY OF
GREATER GEELONG

SYNTHETIC TURF FEASIBILITY STUDY

APRIL 2020 (DRAFT)



CITY OF GREATER
GEELONG

We acknowledge the Traditional Custodians of the land, the Wadawurrung People of the Kulin Nations. We pay our respects to their Elders past and present, and acknowledge all Aboriginal and Torres Strait Islander people who are part of the Greater Geelong community today.

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Version	Date	Document	Author	Reviewer	Recipient
1	13.03.2020	Preliminary Draft	SH & SW	DC	JL
2	03.03.2020	Draft Report	SW & DC	AS	JL
3	21.04.2020	Amended Draft	SW & DC	AS	JL

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The FIFA Approved synthetic pitch at the Leisuretime Sports Precinct

OVERVIEW

PURPOSE OF THE STUDY

The purpose of this feasibility study is to address the current status of soccer in Geelong and determine the demand for a synthetic soccer pitch in the Bellarine.

Strategically, the inclusion of a synthetic soccer pitch in the Bellarine aligns with relevant Council plans and strategies including:

Fair Play Strategy

The Fair Play Strategy is a governance framework developed to ensure equity, transparency and financial stability for Council to manage and maintain sport and recreation assets in a sustainable manner that still appropriately provides for all community and social infrastructure needs.

Council recognises that sport and recreation has a significant influence on the culture, lifestyle, liveability and health of the municipality and is as an important part of a well-balanced community.

Municipal Health and Well-being Plan

CoGG's 'Municipal Public Health and Wellbeing Plan' outlines the goals and strategies that the City will pursue to maximise community health and wellbeing from 2018–2021.

The Plan includes strategic, measurable actions that will deliver:

- people-centred impacts by putting people, fami lies and communities at the centre of our efforts
- place-based impacts by designing and delivering healthy places where people live, learn, work and play.

Council Plan 2018-2022

With the intention of guiding Council resources to deliver infrastructure, services and program to the community in a sustainable way, two of the Plan's strategic priorities are particularly relevant:

- improved health and safety of our community
- informed social infrastructure and planning

While it has been noted that the 2020 Draft Drysdale Sporting Precinct Master Plan identified that the inclusion of a synthetic sporting field may be a beneficial inclusion to the site's development and provide and a range of benefits to existing tenant clubs of that site, neighbouring schools, and the community, this Study provides investigation into the viability of such a facility being provided, and if feasible, its best possible location.

CURRENT PROVISION

EXISTING SYNTHETIC FIELDS

The Greater Geelong region currently has a small number of synthetic surfaces available for soccer. The only City owned full-sized synthetic pitch in the Greater Geelong Region is the 'Leisuretime' outdoor synthetic pitch. The pitch is available to the public, but can only be used via booking and hire fees. The total cost of construction for the facility was approximately $2 million. The Leisuretime synthetic pitch is not aligned to any specific club and predominantly serves the northern-Geelong clubs for training and overflow competition. When required, it supports regional programs and pathways, and increases local participation opportunities for emerging sports and activities.

The Grovedale Recreation Reserve features a half-sized synthetic pitch that is open to the public. The facility has an uneven surface (most likely due to subsidence over time) and this, plus its size, makes it only suitable for training purposes or junior fixtures. A recently completed Issues and Opportunities Paper for the site identified that it was not feasible to extend this field to a senior size facility and that other sites, including the Drysdale Sporting Precinct, would be more appropriate for the development of such a facility.

Deakin University (Waurn Ponds campus) features a synthetic soccer pitch that is part of the University's Elite Sports Precinct. The Precinct also contains an 8 lane synthetic athletics facility, outdoor multi-purpose sports courts, baseball diamond and an MCG-size AFL playing field. The synthetic soccer field itself is located within the synthetic athletics track and is only available to the University's soccer club or by hiring the facility, and is not open to the general public.

It is also noted that some synthetic fields do exist within some schools across Geelong, however community/club access to these is difficult.

ROSS Planning acknowledges the increasing community demand on sporting reserves and the importance of investigating alternative options to increase participation. This feasibility study will assist the City in making informed decisions for the Bellarine and Greater Geelong.

KEY CONSIDERATIONS

WHAT IS THE DIFFERENCE BETWEEN SURFACES?

SYNTHETIC PITCH

A synthetic playing field is generally comprised of a synthetic grass carpet containing a layer of stabilising sand, topped with in-fill. This pitch infill is comprised of a sand layer at the base with, typically, (recycled) rubber granules above the sand layer. The total infill height is generally between one half and two thirds of the pile height. For soccer, it is recommended to install a shockpad under the 'turf'.

NATURAL GRASS

The traditional sporting field with natural grass (the specific variety of which will be determined generally by local climactic conditions, balanced with initial purchase price and ongoing maintenance costs).

Typically such fields need to be regularly mowed and irrigated, as well as fertilised and aerated. These maintenance tasks are necessary for the natural turf to recover from wear and tear and to protect the longevity of the surface.



Photographic comparison of natural grass (top) versus synthetic turf (bottom). Image source: www.mastersoccermind.com

COMPARISON OF TRADITIONAL & SYNTHETIC PITCHES

NATURAL GRASS

ADVANTAGES

The main advantage of natural turf is the relatively low cost (to that of synthetic fields) of developing new fields. Natural turf is easily obtained and if budgetary constraints exist, there are even lower establishment cost options such as seeding or stolonising.

Players generally argue the merits of natural grass soccer pitches over synthetic turf in terms of performance characteristics such as ball roll, bounce and player experience.

Familiarity is a major advantage of natural turf, as the vast majority of players play all their junior games on such surfaces, and the majority of senior games as well. Natural turf pitches are still considered 'the norm', while synthetic pitches are sometimes seen as a novelty. Further, a natural turf field provides a tangible link between the tenant club and the precinct and nurtures a 'home ground advantage'.

Anecdotally, some players/coaches believe that injuries are less common as a result of playing on natural turf, but this most likely a result of earlier versions of synthetic turf built without the modern sub-base materials of today.

DISADVANTAGES

Ongoing maintenance of natural turf is a significant disadvantage of natural turf. Regular mowing, irrigating, fertilising and aerating are required to ensure adequate quality of the turf, resulting in high levels of money and time being spent on the field's upkeep.

Natural turf is also highly susceptible to the local climatic and ground conditions and may have little to no growth/ rejuvenation during the winter months, resulting in large bare patches across the fields, especially in high wear areas (such as goal mouths). During wet periods, the fields are not available for use for long periods, depending on the quality of the drainage system in place. Even in favourable growing conditions, natural turf usually shows signs of wear and tear in these high use areas and has a limited maximum use of approximately 20 hours per week.

SYNTHETIC TURF

ADVANTAGES

Carrying capacity

One of the biggest advantages of a synthetic field is the carrying capacity, that can range between 40-60 hours a week (compared to 20 hours a week for natural turf). This allows for a consistent playing surface that retains its quality through periods of drought or heavy rainfall. As the demand for soccer in Victoria grows, providing a suitable number of playing fields is becoming increasingly difficult for councils across the state. The development of a synthetic pitch is the equivalent to up to three natural pitches.

Consistency and quality of field conditions

Synthetic surfaces, as long as they are maintained correctly, are more resilient to general game wear and tear. This reduces issues presented by natural turf that include potholes, worn down areas and water damaged areas.

Injury prevention

Impact injuries (e.g. sprained ankles, torn ankle and knee ligaments) have been found to be decreased when using a synthetic surface versus a natural pitch. This is due to the shockpad allowing for increased give in the surface.

Climate

The playing capacity of a natural pitch can be significantly reduced in events of drought or extreme rainfall. This can force clubs to play fixtures on unsafe conditions, or to cancel fixtures. Synthetic pitches are not affected in these circumstances. Synthetic pitches generally require no water, aiding the City and clubs with limited supply of potable water due to drought. The added benefit of not requiring watering is that the field can potentially be used to collect water, aiding local irrigation.

Improved club operations

A synthetic pitch would reduce the amount of fixture cancellations due to weather events. This ensures continuity in training and matches and reduces the risk of revenue losses through cancelled matches (e.g.. canteen takings). It also allows other clubs in the region to access the field to undertake wet weather training options.

DISADVANTAGES

The main disadvantage of synthetic fields is their relatively high construction cost. Before developing such a field, councils must be satisfied there is a demand for its use, and that the appropriate management arrangements can be established for its operation.

Synthetic turf is more heat absorbent than natural turf and this an be issue for players, especially in warmer parts of the country at certain times of the year.

Although the maintenance of synthetic turf is less costly and time consuming than that of natural turf, it is noted that the surface is less tolerant to ground subsidence, without the ability to address 'dips' in the playing surface with topsoil. This issue can however be minimised by undertaking the appropriate planning and design of the field (geotechnical surveys, etc.)

There are also higher costs for repairs and replacement of the synthetic surface which need to be addressed through appropriate site management and budgetary processes (such as a sinking fund for replacement).

A synthetic field, which will have significantly more use by multiple clubs and user-groups, will have less of a linkage and diminish the perceived 'home ground' advantage.

DEMAND FOR SOCCER IN GEELONG

REGIONAL GROWTH STRATEGIES

GREATER GEELONG REGION

Soccer is the fastest growing sport in Victoria. This growth can be identified in the Greater Geelong region with 3,393 registered participants in 2019, representing an increase from 2,876 in 2015 (or a 17% increase).

Strategies to address this growth have been developed by Football Victoria (FV) and others, including, but not necessarily limited to:

Football Victoria Strategic Plan 2019-2022

Included in its high-level view of strategic priorities for soccer across the State, the Plan advocates for:

- providing facilities of ALL types
- ensuring facilities are financially and operationally sustainable
- by 2027, providing 420 new and equivalent full-size pitches to keep up with growing demand for the game and population growth

Football Victoria State Football Facilities Strategy to 2026

Developed to ensure adequate soccer facilities are provided across the State, the Strategy highlights that the sport has experienced growth of 30% from 2009-2016. It also has a specific strategy to increase the number of senior size artificial pitches, with priority for the inner LGAs.

G21 Regional Soccer Strategy

With the goal of providing strategies for the development of soccer in the Greater Geelong Region, the Strategy identifies there are not enough dedicated soccer facilities to service the projected demand for participation across the region, particularly in the key projected growth areas of the Bellarine Peninsula and Surf Coast. It also identifies that no regional facility exists. One of its recommendations is "Develop the Drysdale/ Clifton Springs sports precinct as a Municipal Venue to service the Bellarine Peninsula area."

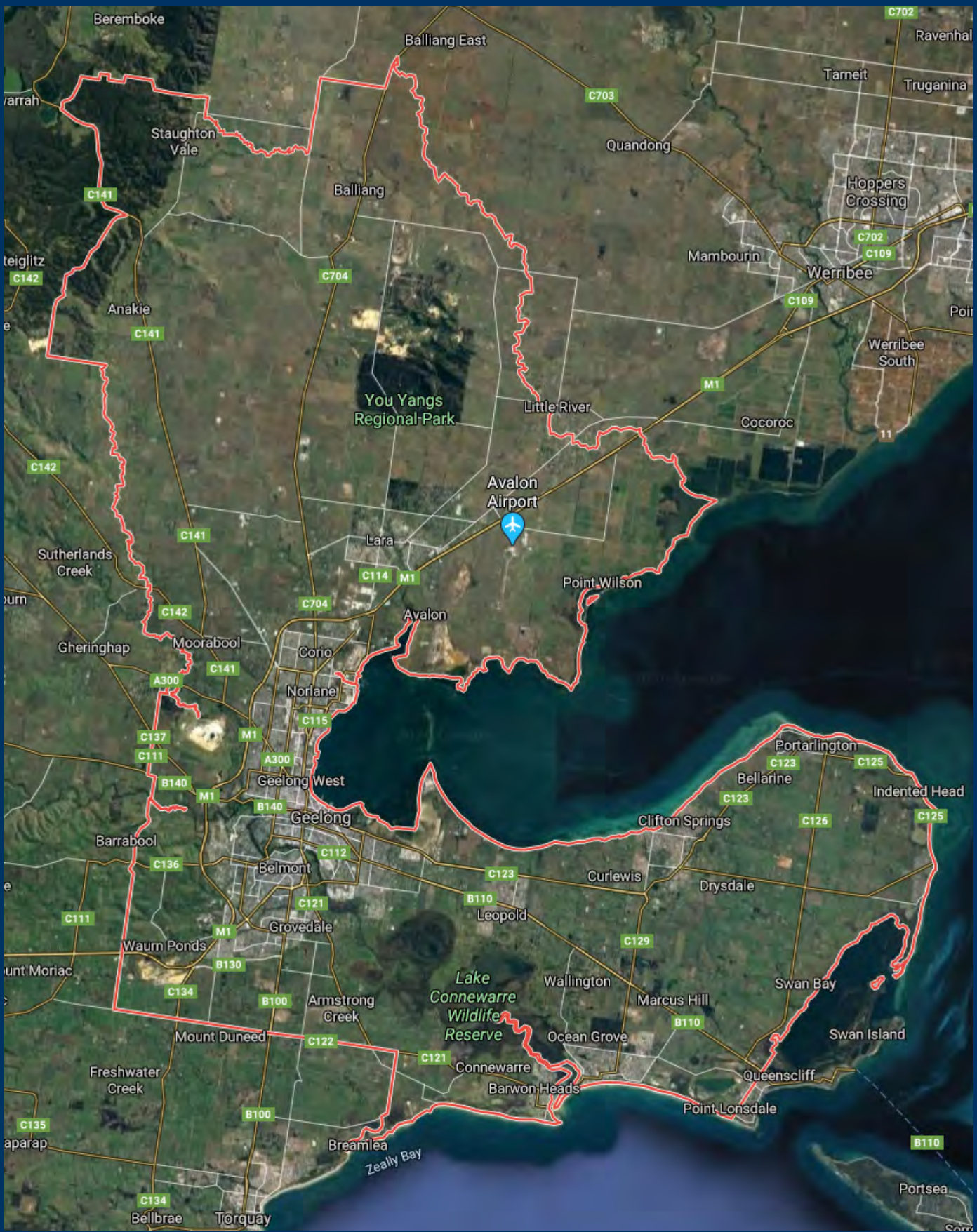
BELLARINE PENINSULA

Participation numbers supplied by the seven soccer clubs located across the Bellarine made up 1,662 members which accounts for almost 50% of the total for the Greater Geelong area. These participation numbers alongside consultation outcomes indicates a significant demand for soccer in the Bellarine and as such, more investigation is warranted to determine the viability of a synthetic surface in the region.

It is also noted that the poor ground conditions at some reserves in the peak of winter has seen the postponement/cancellation of several matches in recent years.

PROJECTED GROWTH IN THE BELLARINE

The Bellarine Peninsula has a number of major growth corridors expected to bring an influx of new residents to the region. In 2018 there was just over 63,000 residents. This number is expected to reach 85,000 by 2036, representing a 26% growth rate (projections by forecast.id.com.au & ABS 2016 Census). This growth will result in the need for additional active recreation sites for the region to accommodate for this growth into the future.



Aerial of the City of Greater Geelong council area (source: © 2020 Google)

BELLARINE CLUBS

Consultation was limited due to the amount undertaken for the development of the Drysdale Sporting Precinct Master Plan. The Drysdale Sporting Precinct is home to the Drysdale Soccer Club and also hosts the Drysdale Football Club and the Drysdale Cricket Club. The draft of this Master Plan has identified the inclusion of a premier soccer field at the Sporting Precinct, with a view of not only benefiting the tenant soccer club, but also the tenant AFL club, other soccer clubs located in the region, the adjacent schools (who all indicated strong support for the inclusion of a synthetic field in the master planning process) and the general community. This is a result of the growth of the sport in the region and across greater Geelong, and the expected population growth of the region.

Discussions were held with representatives of the following clubs to determine the current levels of service and provision for each club as well as the demand for a synthetic field on the Bellarine Peninsula:

- Drysdale Soccer Club
- FC Leopold
- Surfside Waves Soccer Club
- Barwon Heads Soccer Club

All those attending agreed that a synthetic field would be of benefit for the region, providing a high quality surface for both training and competition purposes that does not suffer the issues of with over-use associated with natural turf fields. The ability to use such a facility during or immediately following inclement weather was seen as huge benefit by all clubs.

It was also generally agreed that the Drysdale Sporting Precinct would be the most appropriate location for the field. While the region's clubs indicated that they would be unlikely to relocate their operations based on the presence of a synthetic field, they would most likely access it on a regular basis for at least training purposes.

While the Bellarine Sharks AFC were unable to personally attend the discussion, the Club has confirmed its strong support for the development of a synthetic soccer field at the Drysdale Sports Precinct.

Based in St Leonards, the Club feels that having a City-operated facility would enable it and other local clubs to use such a facility in the following circumstances:

- training and games when weather has impacted pitch safety
- overflow/hosting issues (e.g. hub days, training in the evenings)
- access to hosted community programs such as soccer mums, all abilities, summer 7s, youth programs.

As a club committed to growing the game and keeping people active, it has noted that a synthetic pitch similar to that at the Leisuretime Centre would be highly beneficial for the Bellarine Peninsula.

FOOTBALL VICTORIA (FV)

FV strongly support the development of a synthetic pitch at the site and see it as a development that would greatly increase opportunities for both junior and senior players.

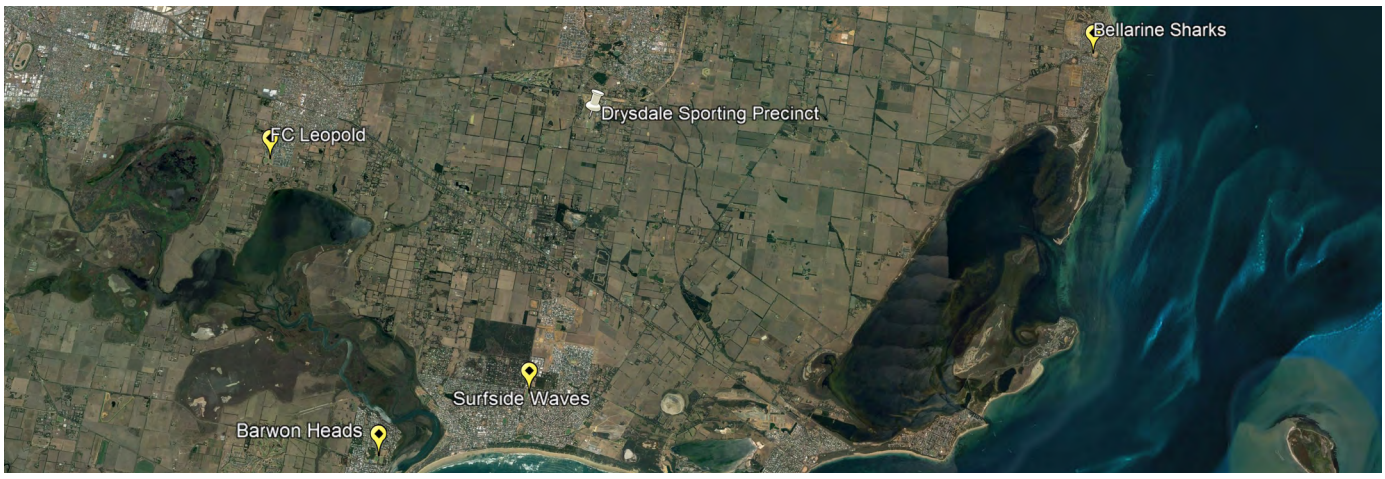
They also have identified the Drysdale Sporting Precinct as a site suitable as a future administrative hub for the sport, where a regional soccer manager could be located to deal with the projected growth of the sport in the area.

It was also noted that if the pitch is developed, the existing pavilion at the site would need to be expanded.

OTHER LOCAL GOVERNMENTS

While several local governments were contacted to discuss the provision of synthetic fields, responses received were minimal.

However, Melton City Council (Victoria) provided the



Map above indicates the relatively central location of the Drysdale Sporting Precinct relative to the existing clubs in the region.

following feedback:

- synthetic fields are managed in the same way Council manages most sporting assets
- general public access is permitted outside of club times and school bookings
- field maintenance (such as required grooming is carried out on a monthly/bi-monthly basis dependant on site and load
- damage is generally reported by the user groups and customer requests lodged for attention.
- operating hours – week days after 4pm is booked through tenant clubs. Weekends is the same, public can use when not in use by tenanted clubs (but without access to field lighting)
- security/surveillance is passive security and it was noted that the more people using it, the less likely vandalism occurs
- any damage is referred to Council's Parks Department for appropriate action.

It is noted that the consultant's experience in the successful management of synthetic fields across Australia closely aligns with that expressed by Melton City Council above.

COGG LEISURETIME SPORTS PRECINCT

The City's existing synthetic field at the Leisuretime facility:

- is managed by the City of Greater Geelong by a specialist management group who have responsibility for the whole Leisuretime Sports Precinct
- is hired on a user-pays system, rather than a tenanted club or lease holder
- can be booked as a half or full-size, or a casual individual rate if availability allows
- cannot be accessed by the public unless accessing through a booking, or casual booking
- the City's parks and maintenance teams do not have a role in the maintenance of this pitch
- maintenance is performed by an external contractor on a fortnightly basis
- booking hours fit in with the precinct's usual opening hours, but bookings sometimes occur outside of this if agreed with precinct management
- is inspected as part of daily staff checks, monthly OH&S audits, and damage/vandalism reports from users.



Image right: All Abilities Football program playing on a synthetic pitch.
Image credit: Football Victoria

COST CONSIDERATIONS

CAPITAL AND MAINTENANCE COSTS

CAPITAL COSTS

The construction costs of a synthetic pitch are considerably higher than that of a natural playing surface. Western Australia Sport and Cultural Industries produced a report in July 2019 that indicated the costs of a basic standard natural grass pitch costs $212,000 compared to a synthetic pitch costing $705,000. However, in order to install a pitch that is compliant with FIFA, over $2 million can be spent. This is demonstrated by the recently completed Leisuretime facility that cost approximately $2 million to construct.

The table below has been provided to compare the capital costs of a natural turf and a synthetic turf rectangular field (with an overall area of approximately 10,000 square metres). This area includes the surrounding area and run-offs. It should be noted that costs are approximate only and are based on quantity surveyor reports from various sources.

It should be noted that these figures are of a general nature and my vary, dependent on the ground conditions and market conditions at the time of construction.

Item	Natural turf	Synthetic turf
Design	$10,000	$20,000
Site preparation	$15,000	$150,000
Subgrade works	$10,000	$120,000
Drainage, gutters and concrete works	$20,000	$190,000
Base pavement/asphalt	n/a	$390,000
Construct new field	$215,000	n/a
Shockpad installation	n/a	$210,000
Synthetic surface (with infill)	n/a	$380,000
Irrigation	$110,000	n/a
Lighting	$150,000	$150,000
Fencing	$20,000	$90,000
Equipment	$15,000	$50,000
Sub-total	$565,000	$1,751,000
Contingency and project management costs (15%)	$84,750	$262,650
TOTAL	**$649,750**	**$2,013,650**

MAINTENANCE COSTS

In 2008, Sport and Recreation Victoria released a comparison chart for the operational costs of a synthetic field when compared to a natural pitch. It documented that the on-going maintenance costs, when utilising volunteers, is very comparable to natural turf. However, when using commercial rates, the cost can increase to almost $500,000 more over 30 years.

These costs however, should be examined with consideration of the carrying capacity of these fields. Per player/participant, the amount of use or traffic that the synthetic pitch can withstand without causing damage to the surface can be up to 3 times that of a natural surface. This makes synthetic fields a better investment in the long term, provided the pitch is well used and maintained properly. The table at right illustrates the differences. It must be noted that costs were based on 2008 figures by applying a conservative compound interest rate (2%) to reflect anticipated 2020 costs.

Item	Natural Turf	Synthetic Turf (commercial rates)
Maintenance	**$1,500,000** (30 years x $50k pa)	**$750,000** (30 years x $25k pa)
Replacement	**$140,000** (Yrs 15 & 30 @ $70,000)	**$1,320,000** (Yrs 10, 20 & 30 @ $440,000)
TOTAL	**$1,640,000**	**$2,070,000**

SITE SELECTION

KEY REQUIREMENTS



Among the most vital decisions to be made when constructing a synthetic field is the ground conditions of the proposed site. Factors such as the residential amenity, access, potential flooding, land stability and availability of services are factors that will affect the suitability of the site, and the cost to develop it.

The City should consider the following criteria when determining the best location for the synthetic field:

- sitting within or adjacent to school grounds can significantly enhance the daytime use of the facility
- sitting within an existing sporting facility precinct may reduce costs through the utilisation of existing resources within the reserve (i.e. pavilions, car parks)
- relatively flat land can help reduce construction complexity and cost. On a flat site it is easier to remove topsoil and find solid ground. Natural ground is usually stronger than fill (when the soil is undisturbed) as a base for an artificial grass sporting facility
- sheltered locations away from exposed terrain can be advantageous (watch for significant over-shadowing which can lead to algae growth due to constantly moist conditions being maintained)
- avoid sites closely surrounded by trees due to the potential long-term problems of invasive roots, and of surface moss caused by overhanging branches and leaf litter
- proximity to public transport
- adequate room for a full-size facility, including required run-offs
- space for future expansion
- access for construction and service vehicles
- seek sites where service infrastructure (electricity, drainage, etc.) will not require large financial commitments.

LOCATING THE FACILITY WITHIN THE PREFERRED SITE

Factors that need to be taken into account include:

- ease of access for players, spectators, maintenance and emergency vehicles
- ensuring supporting facilities such as the pavilion, changerooms and toilets are located in close proximity
- locating the field in a position that will ensure floodlighting will not encroach on nearby residential areas
- orientating the pitch so that it is facing north-south
- the location must be accessible via a suitable, well-lit pathway(s) running between the site entrance, the changerooms and the car parking area. Well-located pathways are essential to avoiding dirt being carried onto the playing surface via players' footwear.

ENGINEERING INVESTIGATIONS OF THE SITE AND LOCATION

Design and construction costs are more expensive for sites with difficult ground conditions, so every effort must be made to avoid such sites (if possible) or to fully understand the site so that appropriate ground stabilising works can be undertaken.

It is critical in this early stage that sufficient resources be allocated to site and location research so a thorough investigation of the geotechnical conditions can be undertaken and the locating of underground services (gas, electricity, water, etc.) can be determined.

It is recommended that a sound knowledge of the weights and types of plant to be used at the facility during construction or subsequent maintenance (i.e. floodlighting) be made available and known to designer as early as possible. From all of this accumulated information the designer can determine the required depth and type of base, drainage system, porosity resolution, etc. It also enables far more accurate project costing to be determined.

MANAGEMENT

SUMMARY OF OTHER FACILITIES

PHYSICAL LOCATION AND ACCESS

The vast majority of synthetic pitches provided by local governments are located within existing recreation reserves as part of outdoor sporting complexes/precincts and wherever possible, near to schools.

Access to most synthetic sporting fields that are utilised for high level competition and training is restricted to the general public to minimise the risk of vandalism and improper use. Vehicular access in particular is heavily controlled. This is considered reasonable, given the relatively high cost of such facilities.

In most cases, the field is located where there are tenant user groups that are responsible for the day-to-day operations of the field, and access to it. Where a tenant group does not exist, the fields (with essential ancillary facilities) are located adjacent to other Council-managed facilities so that an active management model can be incorporated to ensure optimal use.

Physical access is controlled by perimeter fencing of the facility, and in some cases, boom gates at the access points to the site. This fencing does not need to detract from the overall aesthetics of the site, and with appropriate treatments, can actually add to them. Further, as the site becomes increasingly patronised over time, the need for this fencing can be reviewed, and if desirable, removed, or at least reduced.

MANAGEMENT AND MAINTENANCE

While the data indicates it would be more cost efficient to delegate the pitch maintenance to volunteers or those affiliated with clubs that utilise the field, it is recommended that the City works closely with an external contractor to undertake its maintenance, at least for the initial 2-3 years of operation. Following this period, the City may opt to purchase the equipment and take on the maintenance requirements itself (consistent with its Fair Play Strategy).

This is due to the high costs of the equipment and machinery required, the techniques and expertise needed to maintain the pitch correctly and the high repair or replacement cost that are associated with improper use or maintenance. As examples, Geelong's Leisuretime facility and The City of Whittlesea (the Hillsview Recreation Reserve in South Morang) hire a private company to undertake these needs.

During this period, the tenant clubs may be responsible for the physical locking of the facility (pending the determination of the management model to be adopted), until such time as increased activity at the site enable sufficient passive surveillance to make this unnecessary.

Usage of the field can also be managed by the City, in association with the tenant clubs, including that by other sporting clubs and schools. However, it would be prudent to establish a management agreement between the City and the club/s prior to the construction of the facility to ensure equitable access is provided.

COMMUNITY SYNTHETIC FIELDS

Some Councils have installed community, multi-purpose synthetic fields that provide modified versions of popular sports and activities such as AFL football, soccer, running lanes and cricket fields (with no dedicated central cricket wicket other than a coloured wicket area). These fields are generally accessible from morning to evening, with activity during the night discouraged through the lack of lighting, and in some case, by physically locking the facility. Such areas also often incorporate ancillary features such as walking paths and dog off-leash areas to increase use and casual surveillance of the facilities.



Synthetic pitch used in the 2015 FIFA Women's World Cup in Canada

RECOMMENDATIONS

NEXT STEPS

The development of a synthetic field at the Drysdale Sporting Precinct will provide significant benefits to the tenant soccer club, the tenant AFL club, other soccer clubs located in the region, the adjacent schools and the general community. Further, such a facility may allow the site to be developed as a regional soccer venue, providing benefits to various soccer clubs in the region.

It is recommended that:

- the City include the development of a synthetic soccer field as an item within the draft Drysdale Sporting Precinct Master Plan
- if the return on investment of a synthetic pitch relies on high utilisation, the location of the proposed synthetic field be that of the currently labelled 'Proposed lit premier soccer field'
- if alignment with the premier pitch and pavilion is unachievable, the City consider a location in the north of the Precinct where it is possible to provide supporting infrastructure (other community facilities controlled by City staff) and a localised active management model
- access to the facility will be administered by the City of Greater Geelong in association with user-groups and tenants of the Precinct
- that the synthetic field's design include perimeter fencing to allow controlled access of the field to occur
- due to the poor ground conditions on the existing fields already delivered at the Precinct, the City considers investing in a long term maintenance regime to address this issues.

It is further recommended that the City monitor the use of the Precinct with a view of implementing more active management initiatives (allowing more flexible use of the proposed field) as the site's use increases over time.

Use of the Precinct will increase as the facilities proposed by the Master Plan are developed. This increased use will result in improved casual surveillance of all facilities on the site, maximising their security. Further, clubs will have an increased presence at the site as their operations develop, providing further security over the facilities.

In time, the site's development could also see the establishment of a centralised administration node with permanent staff/personnel, responsible for the day-to-day management of all facilities within the Precinct.



CITY OF GREATER GEELONG

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CUSTOMER SERVICE CENTRE

100 Brougham Street
Geelong VIC 3220
8.00am – 5.00pm

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CITY OF GREATER GEELONG

Cr Kontelj declared a Conflict of Interest in Agenda Item 2 - Review of Hard Waste Services in that one of the parties mentioned in the report are a customer of the Company of which I am a Director and left the meeting room prior to discussion of the item at 7.14pm

2. REVIEW OF THE CITY'S HARD WASTE SERVICE

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

Purpose

1. To present the findings of a review of the City's Hard Waste Service and seek Council endorsement to continue the booked at-call residential hard waste collection service as per contract C1800053 Hard Waste Collection Service.

Background

2. On the 22 May 2018 Council resolved to implement *"a booked at-call Hard Waste Service for a 12 month period commencing in April 2019, subject to approval of funding in the 2018-19 budget, which allows one booking per year per residential property and collection from within the property boundary or kerbside the implementation of a booked at-call Hard Waste Service for a 12 month period commencing in April 2019."*

3. The tender was awarded to Cleanaway Pty Ltd for the provision of the Hard Waste Collection Service at the 10 December 2019 Council meeting. The contract has the option of four by one year extensions exercisable at Councils option.

Key Matters

4. Extensive promotion using social media, newspaper advertisements, presentations and brochures has been undertaken to inform the community of the Hard Waste Service.

5. Over 20,000 hard waste collections has been completed since April 2019 which is approximately 18% of households.

6. Approximately 2,500 tonnes of material have been collected, of which 26% has been recycled.

7. The Hard Waste Service has been extremely well received by residents with hundreds of complimentary comments, particularly in relation to the ease of booking and customer service by the collection team.

8. Residents have largely abided by the service regulations including neatly arranging items within their property boundary. This has made the Service easier and safer to deliver.

9. The Service has provided assistance to residents who cannot take material direct to the resource recovery centres.

10. The review has concluded that the Hard Waste Service should continue and incorporate improvements based on community feedback.

Cr Nelson moved, Cr Aitken seconded -

11. That Council:

11.1 Note the positive outcomes of the review of the first 12 months of the Hard Waste Service;

11.2 Endorse the following improvements to the service;

11.2.1 An additional booking per household per financial year;

11.2.2 Inclusion of mattresses as a permitted item to be collected; and

11.2.3 Development and distribution of further promotional material to promote the service and the changes.

11.3 Authorise the Chief Executive Officer to exercise the option to extend the Contract (C1800053) with Cleanaway (Cleanaway Pty Ltd) for a further 12 months.

Carried.

Attachment 1

Financial Implications

1. Funding for the continuation of the Hard Waste Service, including proposed changes has been allowed for in the proposed 2020-2021 waste services budget.

2. The addition of mattresses to the accepted materials will cost approximately $55,000 per annum which is allowed for in the proposed budget and is included in the contract rates.

3. The addition of a second collection (assuming an additional 25% uptake from current service collection numbers) will cost approximately $300,000.

Community Engagement

4. The community have embraced this service with Council and its contractor Cleanaway receiving many compliments and positive feedback.

5. The ongoing promotion of the service to residents, via social media, mailbox drop-offs and other media advertising has been very successful, with 18% of households using the service since April 2019.

6. The positive community feedback has prompted the consideration of a second booking per annum per household.

Social Equity Considerations

7. The continued provision of the Hard Waste Service will provide all residents with an additional option to dispose of bulky items. This is particularly helpful for residents who do not own trailers or utilities.

8. The expansion of the service will further enhance the ability of all households to reduce hard waste.

Policy/Legal/Statutory Implications

9. The Council motion in the awarding of the tender provides authority to the CEO to give effect to the terms of the contract C1800053 i.e. authorise the four by one year extensions of the contract and continue the provision of Hard Waste Collection service by Cleanaway Pty Ltd. The original motion to award the contract is provided below in italics:

   "Awards Contract C1800053 for provision of Hard Waste Collection Service to Cleanaway Pty Ltd for the tendered rates (ex-GST).

   Delegate to the CEO the authority to execute Contract No. C1800053 – Hard Waste Collection Service and any other documents required by or to give effect to the terms of the Contract on behalf of Council."

Alignment to Council Plan

10. The City's hard waste collection service forms part of the broader Waste and Resource Recovery Strategy which aims to improve resource recovery and improve services to residents. The Hard Waste Service aligns with the City's strategic priorities for a sustainable built and natural environment. As noted in the Council Plan 2018-2022, under Effective Environmental Management, the trial of a Hard Waste Service was a key aim for the 2019-2020.

11. The Hard Waste Service also aligns with Councils Waste and Resource Recovery Strategy 2020-30 Goal 2 i.e. to value waste as a resource and recover more from it.

Conflict of Interest

12. No City officer involved in the preparation of this report has any direct or indirect interest in this matter.

Risk Assessment

13. Significant focus has been placed on reducing risks associated with the service, including OHS, financial and amenity risks. The procurement and contract management process has involved the assessment of Work, Health and Safety policies, procedures and risk assessment documents. Risks associated with the acceptance of this contract are being managed through the contract documentation and corresponding contract management process.

Environmental Implications

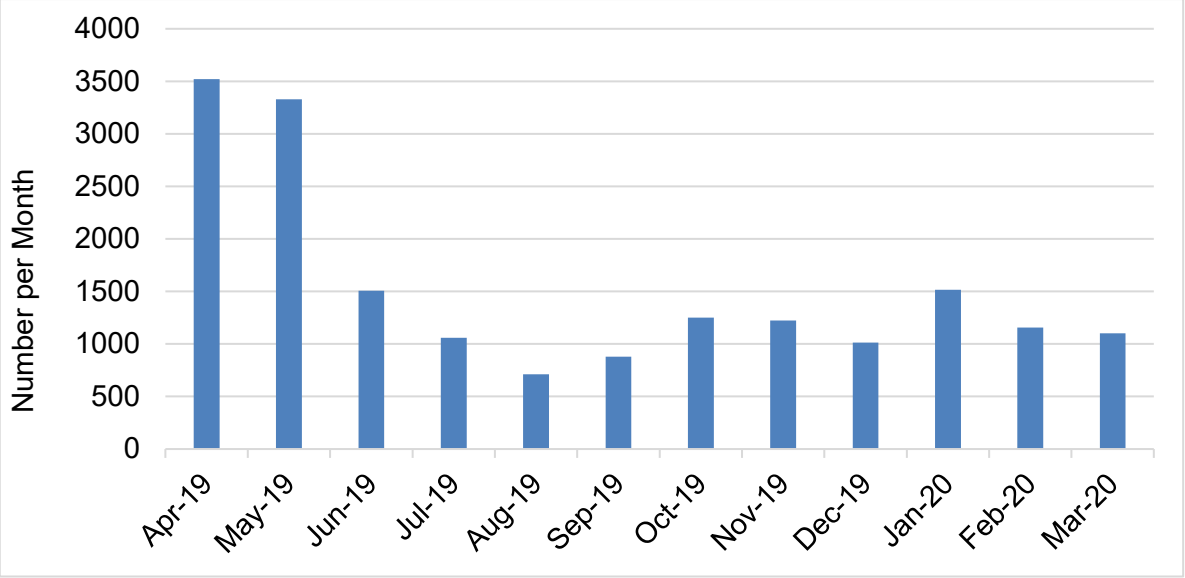
14. The Service provides residents with an environmentally responsibly and safe method to dispose of bulky hard waste. Approximately 26% of material collected has been recycled.

Attachment 2

Discussion

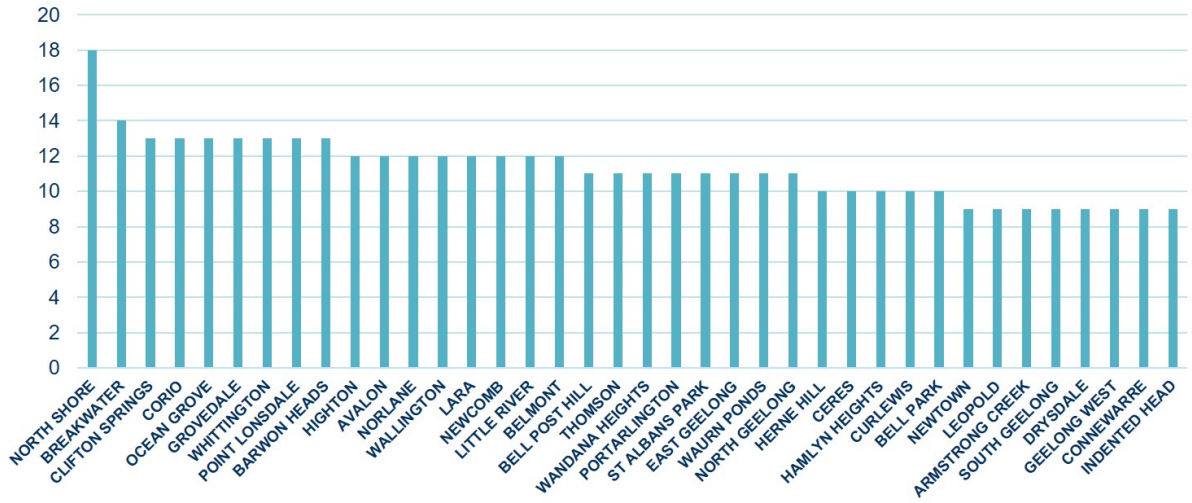
1. Extensive promotion of the Hard Waste Service prior to implementation as well as pent up community demand resulted in very large bookings and collections in the first few months (Graph 1). Demand has since stabilised to average approximately 1200 collections per month.

   Graph 1; Number of hard waste collections per month.



2. Utilisation of the Service has been very wide-spread across the municipality with North Shore, Breakwater Clifton Springs, Corio, Ocean Grove and Grovedale having the highest participation (Graph 2).

   Graph 2: Percent of properties that have utilised the Hard Waste Service by suburb*.



* Not all suburbs are listed.

Cr Kontelj re-entered the meeting room at 7.25pm

3. DRAFT SPARROVALE WETLANDS MASTER PLAN

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

Purpose

1. To seek Council approval to release the Draft Sparrovale Wetlands Master Plan for stakeholder and community engagement.

Background

2. In 2019 the City acquired land totalling approximately 500 hectares adjoining the Barwon River known as Sparrovale Wetlands.

3. The Sparrovale Wetlands were acquired to provide an end of drainage solution for the storm water from the Armstrong Creek and Horseshoe Bend Development Precincts.

4. The draft Master Plan provides an over-arching vision, objectives and actions for the site which incorporates extensive areas of flood prone open space, native vegetation, natural wetlands and approximately four kilometres of Barwon River frontage.

5. Development of the draft Master Plan has been guided by an Advisory Committee with membership including Parks Victoria, the Department of Environment Land Water and Planning (DELPW) and the Corangamite Catchment Management Authority (CCMA).

Key Matters

6. The Sparrovale Wetlands adjoins the Lake Connewarre State Game Reserve, which forms part of the Port Phillip Bay (Western Shoreline) and Bellarine Peninsula Ramsar site which is protected under the Federal Environmental Protection and Biodiversity Conservation Act 1999.

7. The Sparrovale Wetlands form an important part of the Wadawurrung cultural heritage and there are 39 registered aboriginal archaeological sites within a five kilometre radius.

8. Habitat for the critically endangered Orange-bellied parrot is a feature of the wetlands.

9. Two hundred hectares of natural wetland basins will be utilised to store stormwater from the new growth areas. The Southern Deviation Channel, which is yet to be constructed, will connect Armstrong Creek drainage to the Sparrovale Wetlands.

10. There are key community groups which have a significant interest in the site including Geelong Field and Game and the Geelong Field Naturalist Club.

Cr Kontelj moved, Cr Murnane seconded -

11. That Council endorse the release of the Draft Sparrovale Wetlands Master Plan (Attachment 3) for stakeholder and community engagement from mid-May to 10 July (8 weeks).

Carried.

Attachment 1

Financial Implications

1. The Sparrovale Wetlands Master Plan is funded by the City of Greater Geelong and will be delivered as part of the Developer Contributions Plan. The draft Master Plan is recommending a three-phased implementation over 20 years.

Community Engagement

2. The development of the draft Master Plan was informed by engagement with stakeholders including Parks Victoria, DELWP, CCMA, Wathaurung Aboriginal Corporation, Geelong Field and Game, Geelong Field Naturalists Club and Barwon Heads Association.

Social Equity Considerations

3. The delivery of actions within the draft Master Plan will support connections between and within communities. It will also provide access to a large open space and provide interpretative information regarding the sites significant cultural, historic, and natural features.

Policy/Legal/Statutory Implications

4. The site contains large expanses of saltmarsh which are habitat for the critically endangered Orange-bellied parrot. The City is legally obligated through the Federal Environmental Protection and Biodiversity Conservation Act and the Victorian Flora and Fauna Guarantee Act to protect matters of national and state significance. Ongoing monitoring of the site is key to appropriate management.
5. A condition of the planning permit, PP-35-2019 for the construction of the Sparrovale Wetland, required a ten year Wetland Monitoring and Management Plan to be prepared to the satisfaction of the responsible authority, DELWP and Parks Victoria and approved by the responsible authority. This includes the requirement for periodic reporting of the findings of the monitoring to DELWP, Parks Victoria and the City
6. The CCMA has a statutory obligation under the Water Act 1989 to prepare and implement a Seasonal Watering Proposal, which in turn informs the Seasonal Watering Plan of the Victorian Environmental Water Holder. On the Sparrovale Wetlands site there are channels that link the Barwon River to Hospital Swamps which are utilised by the CCMA to implement the recommendations of the Lower Barwon Wetlands Seasonal Watering Plan.
7. A commercial eel fisher holds an Eel Fishery Access Licence (EFAL) over Hospital Swamps (crown land) and has requested access to the waters on Sparrovale Wetlands for commercial benefit. EFALs do not cover freehold land and it is up to the land owner to grant access.

Alignment to Council Plan

8. This project delivers on the Planned Sustainable Development strategic priority within the Council Plan 2018-2022 through the establishment of the Sparrovale Wetlands to enhance the area and its biodiversity. This links directly with the Greater Geelong – A Clever and Creative Future aspiration for sustainable development that protects the natural environment with a measure of success identified as preserving, enhancing and growing our natural areas.

Conflict of Interest

9. There are no direct or indirect conflict of interest issues associated with officers and the development of the draft Master Plan.

Risk Assessment

10. The draft Master Plan is presented as a series of three phase plans to inform activities over time as the site becomes accessible and safe for people to utilise. These plans will enable the community to provide input into what the open space area (approximately 140 hectares) could be utilised for, taking into account that the entire site is contained within the Barwon River floodplain.

11. An eel fisher who holds a commercial eel fishery licence over Hospital Swamps, has approached the City to be given access to the Sparrovale Wetlands. He has expressed concerns that the works occurring on Sparrovale Wetlands will impact on his catch due to the system becoming more connected, attracting eels further upstream. The Victorian Fisheries Authority has advised the City that the fisher "..*can fish lakes, swamps, etc. south of the Great* Dividing Range on private land, including Council freehold land, provided the land owner grants permission". The City's legal team are being consulted regarding implications and potential recommendations.

12. The site adjoins the Lake Connewarre State Game Reserve which is available for duck and quail hunting during the open seasons.

13. The Geelong Field and Game Club have expressed interest in providing a business case to purchase the eastern end of the property, currently outlined in the Draft Master Plan as floodplain conservation area. This area contains the City's native vegetation offsets required as part of the Sparrovale Wetlands storm water wetland construction. If this were to occur it would reduce the buffer between the area available for hunting and the public open space.

14. Part of a three kilometre levee bank bisects the property. Sections of the levee bank are managed by Parks Victoria, CCMA and the City. Parks Victoria manage the south eastern section and have expressed concerns about the public having access to this part of the levee within the State Game Reserve. In the draft Master Plan this section of levee has been identified as a maintenance access track, not shared trail.

Environmental Implications

15. While the primary purpose of the site is an end of line drainage solution for storm water there are significant environmental opportunities. The draft Master Plan outlines the objectives and priority actions that will deliver a nationally significant conservation reserve, that will provide:

    15.1 no detrimental impacts on the adjoining wetlands of international importance;

    15.2 threatened ecological communities or resident species from storm water;

    15.3 increased area of protected natural habitat including ephemeral freshwater wetlands;

    15.4 beneficial outcomes on social well-being by improving community access to nature;

    15.5 an improvement in water quality available for the environment;

    15.6 an increased area revegetated with local indigenous species;

    15.7 an increase in number and diversity of water bird populations, including migratory shorebirds which are protected under a number of international agreements;

15.8 eradication of woody weeds from the site and a reduction in area of high threat herbaceous weeds;

15.9 stabilisation of the Barwon River banks through the removal of stock grazing and revegetation;

15.10 reduction in threats from pest animals including rabbits, foxes and deer;

15.11 a buffer zone to internationally important wetlands from a development precinct; and

15.12 opportunities for sustainable water management.

Attachment 2

Discussion

1. The vision for the Sparrovale Wetlands identified within the draft Master Plan is:

    1.1 A diverse and sustainable wetland and waterway wildlife reserve to enjoy nature, history and improve community well-being.

2. The key goals include an integrated and resilient wetland and waterway parkland that:

    2.1 protects and enhances the natural habitat and biodiversity values of the Sparrovale Wetlands, Barwon River and Lake Connewarre Ramsar area;

    2.2 retains the capacity and natural connectivity of the Barwon River floodplain;

    2.3 recognises and celebrates values and layering of indigenous and non-indigenous cultural heritage;

    2.4 improves community access to the Barwon River and connection with the natural environment;

    2.5 provides open space and recreational facilities in a natural setting for a diverse and growing community;

    2.6 attracts local, regional and international visitors by providing an accessible and unique wetland and cultural history experience;

    2.7 provides sustainable management for stormwater to maintain biodiversity values within the natural wetland basin;

    2.8 responds and adapts to the challenges of climate change;

    2.9 protects and enhance the natural values of the Sparrovale Wetlands; and

    2.10 increases awareness of management of threatened species habitat and values.

3. The implementation of the Master Plan will be over three stages:

    3.1 Phase 1, 2019 to 2022; will include completion of major drainage infrastructure works, pest plant and animal control, protection of threatened species and preparation of a revegetation plan;

    3.2 Phase 2, 2022 to 2030; will include establishment of public parkland and facilities, and continue pest plant and animal control and revegetation; and

    3.3 Phase 3, 2030 to 2040; will connect the Barwon River Trail to Geelong, upgrade walking tracks, complete revegetation, and promote Sparrovale Wetlands as a key tourism, environmental, cultural and recreational site for the region.

DRAFT SPARROVALE WETLANDS MASTER PLAN

April 2020

GROWING OUR NATURAL AREAS

CITY OF GREATER GEELONG

This discussion paper is in a draft and not a final issued form. The contents of the discussion paper including any opinions, conclusions and or recommendations have been developed in close consultation with the City of Greater Geelong for discussion purposes only and must not be relied upon in any way or imply or attribute actions, costs, outcomes or obligations on any listed agency. TBLD reserves the right, at any time with or without notice to amend, modify or retract any part or all of the document including any opinions, conclusions or recommendations contained within.

THOMPSON BERRILL LANDSCAPE DESIGN P/L

REVISION	DATE	AMENDMENT
D	14/04/2020	Draft V4 – Additional comments from Graham Perkins
C	30/01/2020	Draft V3 – Revised as per Council comments
B	17/10/2019	Draft V2 – Revised as per PWG comments
A	15/5/2019	Draft V1 – Internal Project Working Group Review

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Executive Summary

Project Scope

City of Greater Geelong (CoGG) has recently acquired almost 500 hectares of mostly flood prone farmland adjoining the Barwon River, Lake Connewarre and Hospital Swamps area which form part of the Port Phillip Bay (Western Shoreline) and Bellarine Peninsula Ramsar Site. The Draft Master Plan will seek to consult with the local community and key stakeholders in development of an overarching vision for the entire site along with key objectives and priority actions for the staged establishment of a nationally significant conservation reserve.

The primary purpose for acquiring the land is to provide for capture and treatment of urban stormwater runoff from the adjoining Armstrong Creek development area to mitigate development impacts on the Barwon River and the ecological character of Hospital Swamps. The natural and constructed wetlands will occupy approximately 200 hectares of the 500 hectare site and the design and construction of the new stormwater wetlands, channels and management infrastructure is underway and will be managed by the City of Greater Geelong Capital Works Department.

The remaining 300 hectares, including over 4km of river frontage currently used for agricultural grazing and cropping is also flood prone and part of the Barwon River floodplain. The Draft Master Plan will seek to guide the staged transition of this land from an agricultural landscape to public open space and rehabilitated floodplain conservation reserve to compliment the biodiversity values of the natural and new wetlands and the Barwon River.

Key considerations

- The Barwon River and floodplain form an important part of the *Wadawurrung* cultural heritage and dreaming. There are also 39 registered Aboriginal archaeological sites within a 5 km radius of the site.
- The Sparrovale Farm Complex is listed on the Victorian Heritage Inventory and there are a range of sites and infrastructure significant to the early development of Geelong including the former Geelong Racecourse site, lower breakwater and Geelong Harbour Trust levees and farm infrastructure.
- Remnant native vegetation on the site is representative of 5 Ecological Vegetation Classes (EVCs) and 5 Nationally significant and 59 State significant flora species have been identified in the broader region.
- Lake Connewarre Wetland Complex and the lower reaches of the Barwon River adjoining the site form a critical part of the Port Phillip (Western Shoreline) and Bellarine Peninsula Ramsar Site. This is one of 11 wetlands of international significance in Victoria and the area is protected under State and Federal legislation and three international treaties. Values associated with the reserves listing as a wetland of international significance include:
  - 6 threatened species that are directly supported by the wetlands.
  - Habitat and critical life stage support for a large number of migratory shorebirds, waterfowl and water birds and fish species.
  - Important feeding and nursery areas for a number of native fish and frog species.
- The Lake Connewarre State Game Reserve is managed by Parks Victoria and directly adjoins the site. The State Game Reserve is used for seasonal duck hunting.
- The Armstrong Creek Urban Growth Area is anticipated to provide housing for 54,000 people and employment for 22,000 people in industries and local businesses. Planning for provision of local and regional open space east of Barwon Heads Road and adjoining the Sparrovale Draft Master Plan area include:

  - A network of recreational walking and cycling trails that provide direct links from the site to activity centres, schools and major parks in the growth area.
  - Future extension of the Barwon River Trail providing off road walking and cycling access back to Belmont Common and central Geelong.
  - Armstrong Creek East Precinct Active Open Space to Barwon Heads, a regional multi-purpose sports facility.
  - Horseshoe Bend Precinct Regional Park including a regional playground and passive open space area.
  - A supporting network of local parks and open space links throughout the new residential areas.
- Greater Geelong and The Bellarine attracts approximately 5 million visitors per year and of the 2.8 million day trippers a significant proportion pass within 500m of future Sparrovale wetland park on Barwon Heads Road or within 3km on the Surf Coast Highway.

Draft Vision

A diverse and sustainable wetland and waterway wildlife reserve to enjoy nature, history and improve community well-being.

Key goals

An integrated and resilient wetland and waterway parkland that:

- Protects and enhances the natural habitat and biodiversity values of Sparrovale, Barwon River and Lake Connewarre Ramsar area – a world class nature reserve.
- Retains the capacity and natural connectivity of the Barwon River floodplain.
- Recognises and celebrates values and layering of indigenous and non-indigenous cultural heritage.
- Improves community access to the Barwon River and connection with the natural environment.
- Provides open space and recreational facilities in a natural setting for a diverse and growing community.
- Attracts local, regional and international visitors by providing an accessible and unique wetland and cultural history experience.
- Provides sustainable management for stormwater to maintain biodiversity values within the natural wetland basin.
- Responds and adapts to the challenges of climate change.
- Protects and enhance the natural values of the Sparrovale Wetlands.
- Increases awareness of management of threatened species habitat/values within Sparrovale.

Key Objectives and Staging

The following is a summary of the key objectives and staged approach to development of the wetland park.



PHASE 1
PROTECTING THE SPARROVALE WETLANDS PARK AND BARWON RIVER

Timeframe 2019 to 2022 - subject to completion of the constructed wetlands and channels

The new wetland and parkland area will need to remain closed to the public in the short term to ensure public safety while required major drainage and site rehabilitation works are completed in accordance with existing endorsed plans and permit requirements. Draft Master Plan implementation projects in this period will focus on complimentary environmental rehabilitation projects such as revegetation works along the Barwon River and securing the parkland perimeter and maintenance access. Public access will be limited to guided tours and planting days to minimise potential public risk while new drainage systems and access tracks are established.

The sheer size and unsupervised nature of the site means recurrent land management costs may potentially reduce available funds for new public access and environmental rehabilitation projects. Therefore to retain and protect existing environmental values while minimising new land management costs to Council sections of the site will be licenced back to the family currently working the property to continue historical grazing and cropping activities. This is the most cost effective strategy to maintain the land in its current state and minimise changes to the ecology and proliferation of new weeds during establishment of the wetlands and parkland.

Phase 1 Key Objectives

- Complete drainage infrastructure works as required to enable flexible and sustainable long term management of the reserve wetlands and existing areas of environmental value.
- Undertake cost effective upgrade and reinstatement of maintenance access tracks and bunds using surplus material from civil works where possible to provide future for future public walking access.
- Ensure ongoing threatened species management actions are undertaken and prepare and implement management plans for areas of environmental significance.
- Ensure ongoing protection of environmental and cultural heritage values in accordance with endorsed permit requirements during works.
- Establish and implement management plan for native vegetation offset sites.
- Develop and implement native vegetation, hydrological and ecological monitoring programs on site.
- Establishment of an ‘operations plan’ that is informed by the requirements to maintain appropriate water levels, drying cycles and water flows into the larger Ramsar system.
- Prepare a revegetation plan and commence reinstatement of indigenous overstorey trees along the Barwon River and floodplain consistent with the prevailing EVC.
- Retained licenced grazing as the most cost-effective land management use for paddocks subject to low levels of inundation.
- Confirm future ownership and operational management responsibility for existing and new wetland and waterway management infrastructure and assets.
- Commence local provenance indigenous seed harvesting and begin preparation for direct seeding works.

- Ensure public safety and protection of the sensitive environment through the closure of the site for the duration of the construction and rehabilitation works.
- Create community awareness of the site significance and its potential through guided access for community or school groups and special events.

Refer to Figure 12 for Phase 1 Actions and Priorities



PHASE 2
OPENING THE SPARROVALE WETLANDS PARK

Timeframe approximately 2022 through to approximately 2030 during the ongoing development of new residential areas and open space adjoining the wetlands park.

Following completion of major drainage and site rehabilitation works the aim is to provide public walking access through to the Barwon River and to allow informal access around the wetlands using the existing network of levees and farm tracks used in ongoing management of the site. The unsealed maintenance access tracks and existing levee banks will provide for dry weather walking only access. The tracks will provide access for fishing, bird watching and nature appreciation and CoGG will continue to support guided tours and planting days as part of local school programs to build local community ownership and appreciation of the natural values.

Restricted public vehicle access to the river could be considered for single day events such as fishing competitions in dry weather subject to event management plan applications and approval but flood constraints mean there is no plan for provision of public car parking or road access within the wetlands park.

For those not as adventurous or able to undertake the 1km walk to the Barwon River and around the wetlands (approximately 1 hour return journey) a new fully accessible elevated wetland viewing point and parking area will be established at the end of Groves Road. This location provides 270 degree views and the best spot to appreciate the interaction between the Barwon River and natural and constructed wetlands during both dry and wet weather.

Other Draft Master Plan implementation projects in this phase will focus on continued floodplain rehabilitation and improving pedestrian and cycle links to new open space areas in the adjoining Armstrong Creek and Horseshoe Bend residential development areas. Licenced grazing and cropping activities will continue in areas with lower environmental value.

Phase 2 Key Objectives

- Establish a new public open space parkland and visitor facilities with signed off road shared trail and walking links to the adjoining open space network.
- Establish an elevated wetland interpretation and orientation point.
- Provide self-guided walking only access through the wetlands to and along the banks of the Barwon River.
- Support improved canoe/kayak access between Geelong and Barwon Heads.
- Continue revegetation focusing on establishment of indigenous overstorey shade trees for new public access areas and tracks.
- Increase local and broader community awareness and appreciation of the wetlands and Barwon River.
- Support continued leased grazing as the most cost effective land management use for paddocks subject to low levels of inundation.
- Ensure ongoing protection and enhancement of cultural and environmental values.
- Maintain appropriate ecological monitoring and operational management for significant revegetation communities weed threats.

- Investigate opportunities to establish sustainable farming initiatives and enhanced community engagement and education programs on licenced farming areas.
- Review, document and appropriately action the key improvements and issues arising from Phase 1 and develop appropriate adaptive management actions.

Refer to Figure 13 for Phase 2 Actions and Priorities



PHASE 3
REGIONAL GATEWAY TO THE LAKE CONNEWARRE RAMSAR AREA

Timeframe approximately 2030 to 2040 as development of the Armstrong Creek Urban Growth Area nears completion.

The further completion of new development at Armstrong Creek will provide supporting visitor infrastructure such as picnic and toilet facilities, play spaces and additional car parking at the Horseshoe Bend Regional Park (Sparrovale Road) and Armstrong Creek Active Sports Precinct which will be linked via completion of the new Barwon River Trail around the Sparrovale Wetlands park.

As the drainage catchment reaches full development and the number of visitors to the wetlands increases funding for the final phases of floodplain environmental rehabilitation can be more easily secured reducing the need for continuation of licenced grazing and cropping activities to offset land management costs.

A direct boulevard road link from Barwon Heads Road through the Armstrong Creek East Precinct will eventually provide direct access and upgraded service connections through to the elevated wetland viewing point and parking area at the end of Groves Road established in Phase 2. Ultimately this visitor node could then be upgraded to a regional wetland visitor destination with direct access for passing tourism traffic on Barwon Heads Road and the Surf Coast Highway to the best views out over the wetland and the Lake Connewarre system.

To fast track the establishment of the site as a regional visitor destination an iconic wetland lookout structure could be developed to expand on the initial viewing mound developed in Phase 2. An iconic architectural lookout tower at this point, visible from Barwon Heads Road could assist in generating additional visitor traffic to support longer term establishment of a dedicated wetlands visitor centre with café and expanded picnic facilities to support longer stay visitation in the area.

Phase 3 Key Objectives

- Connect the Barwon River Trail back to Geelong and upgrade off road links to other open space areas within the Armstrong Creek and Horseshoe Bend Precincts.
- Upgrade and formalise wetland and Barwon River circuit walking tracks to enable all weather/all ability use.
- Investigate establishment of a regional wetland interpretation centre and iconic wetland lookout structure to promote tourism, eco tourism and wide recognition of the wetlands and Lake Connewarre Ramsar area.
- Investigate options to provide public parking and all ability access closer to the banks of the Barwon River in consultation with public land managers.
- Cease grazing and complete revegetation of remaining paddocks to expand and enhance biodiversity and habitat values.
- Review, document and appropriately action the key improvements and issues from Phase 2 and develop appropriate adaptive management actions.

Refer to Figure 14 for Phase 3 Actions and Priorities

1. Introduction

1.1 Project Brief

The Sparrovale Wetlands Draft Master Plan covers the 500 hectares of agricultural property acquired by the City of Greater Geelong in June 2019. The primary use of the land will be to provide end of line stormwater storage and treatment for the Armstrong Creek Urban Growth Area to protect and enhance the biodiversity and habitat values of the Barwon River and Lake Connewarre Ramsar area.

The wetlands will collect stormwater from the entire Armstrong Creek Growth Area with Horseshoe Bend Precinct will come through Harriott Road and Glenlee Estate and the Armstrong Creek and Southern Deviation Channel will have the stormwater flows from the Western Employment Precinct, Town Centre, West, South and East Precinct.

The new stormwater treatment wetlands and associated infrastructure such as drainage channels, levee banks and maintenance access tracks currently in construction will however only cover approximately 200 hectares of the 500 hectare site. The rest of the land, whilst part of the Barwon River floodplain, is currently using for cropping and grazing. The construction of the drainage infrastructure is funded through Development Contributions collected in the Horseshoe bend and South Precinct. The Draft Master Plan will seek to guide a staged transition from the existing agricultural use and landscape to a mix of public open space and conservation reserves to complement the existing and new wetlands.

The Draft Master Plan will seek to provide an overarching vision for the site and outline the objectives and priority actions to be implemented in delivering a nationally significant conservation reserve, sustainable stormwater management system and an accessible and inclusive open space for the Geelong community.

1.2 Draft Master Plan Vision

Lake Connewarre and the lower Barwon River are one of the largest, most picturesque and ecologically important wetland systems in Australia with environmental values of National and International significance.

Public access and visitation to Lake Connewarre and the Barwon River in this area are generally restricted to Barwon Heads and Ocean Grove end only and the large volume of passing tourists visiting the Great Ocean Road and Bellarine Peninsula are largely unaware of the river and wetlands, and this even extends to some people who have lived in Geelong for many years.

The lack of identity and visitation is primarily due to the lack of a main visitor destination and access point. The development of the Sparrovale Wetlands Draft Master Plan provides an historic opportunity for City of Greater Geelong, regional stakeholders and the local community, to be involved in creation of an inspiring and unique parkland ecosystem. A park that protects whilst at the same time celebrates recreational exploration, enjoyment and increased understanding and appreciation of the complex layers of saline and freshwater wetland habitats and cultural heritage without compromising these values, legislative and international treaty obligations and existing use of Lake Connewarre State Game Reserve as a seasonal duck hunting venue.



Photo 1: *Barwon River - Lake Connewarre*

1.3 Draft Master Plan Area

The 500 hectare Draft Master Plan area covers two former farming properties. Sparrovale Farm, located at 109-215 Sparrovale Road, Charlemont and Cold Winds Farm 1-87 Groves Road, Armstrong Creek.

The site is only 8 kilometres from the centre of Geelong located off Barwon Heads Road forming the eastern boundary of the Armstrong Creek Growth Area. The site includes 4 kilometres of Barwon River frontage along its eastern boundary and forms the buffer between the new residential area and Lake Connewarre State Game Reserve and is managed by Parks Victoria. These wetlands form part of the Port Phillip Bay (Western Shoreline) and Bellarine Peninsula Ramsar site.

The land has been used for farming purposes for over a hundred years however it is flood prone and an integral part of the Barwon River floodplain. Structures and channels completed by the Geelong Harbour Trust in the early 20th Century detain stormwater on the site and connect the Barwon River directly through to Hospital Swamps. The smaller channel linking the Barwon River to the Barge Hole and then the Barge Hole to Hospital Swamps were constructed in the early 1980's by Field and Game. The historic structures and channels have been maintained by the landowners, water authority (now Corangamite Catchment Management Authority) and Geelong Field and Game to maintain water levels in the river and to provide seasonal environmental flows to the wetlands in support of biodiversity values and water bird habitat associated with the State Game Reserve.

Stormwater flows from the new Horseshoe Bend and Armstrong Creek East Development Precincts will now be diverted to and held on the site to protect the saline wetlands downstream and enhance freshwater biodiversity values.

Any works to be undertaken in the Sparrovale wetland area is subject to the Greater Geelong Planning Scheme. With the area currently listed as Farming Zone, the Sparrovale Draft Master Plan will act as a background document to determine the appropriate zoning for future use for the next 20 years.

1.4 Land Ownership and Management

1.4.1 City of Greater Geelong (CoGG)

The 506 hectare Sparrovale Draft Master Plan area (former Sparrovale Farm and Cold Winds Farm) is now owned by City of Greater Geelong. This includes the eastern part of the main Sparrovale levee bank and the outlet regulator.

Adjoining road reserves including Reserve Road, Sparrovale Road, Harriot Road and Groves Road are also owned and managed by CoGG.

CoGG have licenced 86 hectares of less flood prone paddock areas in the north of the Draft Master Plan area back to the former Sparrovale Farm owner for grazing/cropping purposes to reduce short term operational land management costs. Periodic grazing in flood prone areas to assist in managing fire risk is also being considered.

The new Sparrovale Road Constructed Wetlands and new Southern Deviation Channel Diversion from Armstrong Creek will be built by the adjoining land developers but ultimately will be owned and managed by CoGG.



Figure 1: *Site Context Plan*

1.4.2 Corangamite catchment Management Authority (CCMA)

The Crown land frontage on the Barwon River west bank downstream of Reserve Road is managed by CCMA. This land includes the northern section of the main Sparrovale levee bank.

CCMA are responsible for the bed and banks of the Barwon River and the Lower Breakwater and fishway. The CCMA are operationally responsible for the existing channel structures which control flows from the Barwon River into Hospital Swamps.

The CCMA are the approval authority for any works within the Q100 (1% ARI floodplain) of the Barwon River. This covers the majority of the 500 ha Draft Master Plan study area.

1.4.3 Parks Victoria (PV)

The Lake Connewarre State Game Reserve, including Hospital Swamps is Crown land managed by PV. This includes the southern section of the main Sparrovale levee bank and the new outlet channel connecting from the outlet regulator to Lake Connewarre.

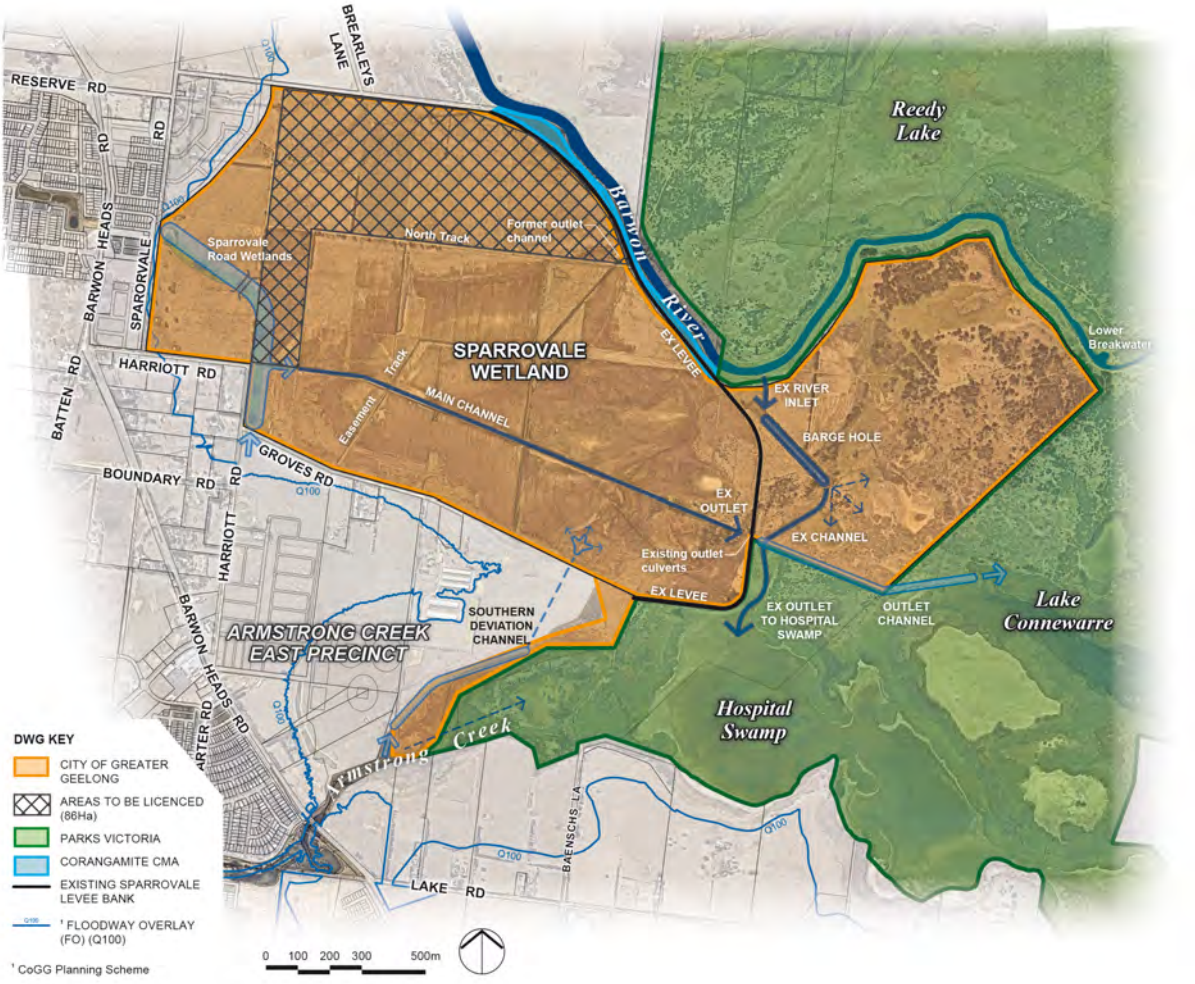


Figure 2: *Land Ownership and Management Plan*

1.5 Armstrong Creek Urban Growth Area

The Armstrong Creek Urban Growth Area provides the principal urban growth area for the City of Greater Geelong and the broader Geelong Region. The Armstrong Creek Urban Growth Area is anticipated to provide housing for 54,000 people and employment for 22,000 people in industries and local businesses.

Strategic planning for the growth area aims to protect the high value landscape and conservation values of the Barwon River and associated floodplain that form the Sparrovale Draft Master Plan area from development.
Planning for provision of local and regional open space east of Barwon Heads Road and adjoining the Sparrovale Draft Master Plan area include:

- A network of recreational walking and cycling trails that provide direct links from the site to activity centres, schools and major parks in the growth area.
- Future extension of the Barwon River Trail providing off road walking and cycling access back to Belmont Common and central Geelong.
- Armstrong Creek East Precinct Active Open Space, a regional multi-purpose sports facility.
- Horseshoe Bend Precinct Regional Park including a regional playground and passive open space area.
- A supporting network of local parks and open space links throughout the new residential area.

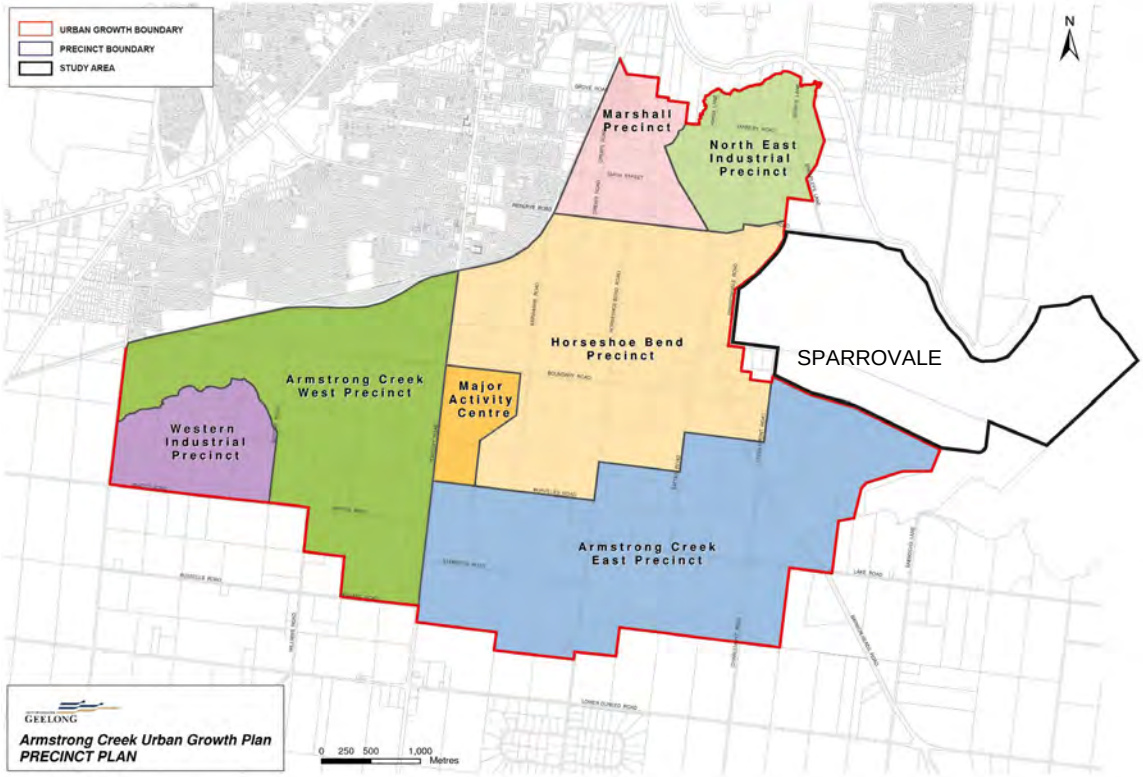


Figure 3: *Precinct Plan 2010.*

2. Cultural Heritage

2.1 Indigenous Heritage

The Wathaurung Aboriginal Corporation is the Registered Aboriginal Party (RAP) for the area. The *Wadawurrung* is the Aboriginal language group that occupied the Geelong area at the time of contact. Their language boundary extended from the Otway Ranges to the Werribee River and incorporates the Bellarine Peninsula and Geelong.

The floodplain and wetland environments along the Barwon River including the Sparrovale Draft Master Plan area would have provided an abundance of food and resources to Aboriginal people. The river and wetland environment supported the "greatest concentrations of Aboriginal people in Victoria", providing both fresh water and the "richest food environments" with Aboriginal people often camping close to the banks.

The Aboriginal Cultural Heritage Management Plan (*EHP 2019*) findings have indicated the existing vegetation such as Plains Sedgy Wetland (EVC647) were utilised for food, either directly or by supporting game which could be hunted and developing weapons, domestic items and potentially medicines. In particular, the leaves of the Hollow Sedge (*Carex tereticaulis*) were used in basket making, and Poison Lobelia (*Lobelia pratioides*) may have had medicinal uses.

Other vegetation species such as Coastal Alkaline Scrub (EVC858) were used in within the community to make baskets, and to build fish-traps. Flax lily leaves were boiled as a tea drink and the roost and blue roots and blue fruits of some species are edible, and the needle-like stems of the various species of she-oak (*Allocasuarina spp*.) were chewed to quench thirst. Timber was harvested for spears and boomerangs and canoes were made from the bark of large Eucalypt trees into bowls and dishes for food and drinking water vessels.

Plains Grassland (EVC 132) in particular Kanagroo Grass seeds ripen in summer can be ground into a flour for the preparation of damper. Other plants and fungi were also valuable food and medicine. Bowls and dishes were made from the bark and gnarled growths, for food and water transportation. Canoes were also made from the bark of gum trees. The removal of bark characteristically results in visible modification of the trees that make them identifiable as scarred or culturally modified trees. Other items such as spears, boomerangs and spears were made from the timeber of Eucalypts.

It is an ongoing process for the *Wadawurrung* to trace and record their histories, traditions, culture and language, as much of this important cultural information has been lost since the colonisation of their traditional lands. City of Greater Geelong endeavours to continue working closely with the traditional owners building relationships in order to preserve important cultural values and heritage and to educate the public regarding the rich cultural history of this area.

There has been various desktop, standard and complex assessments undertaken as part of the completed Armstrong Creek PSPs and ongoing liaison with Aboriginal Victoria and traditional owners as required under the Aboriginal Cultural Heritage Act 2008 and Aboriginal Cultural Heritage Regulations 2018. The Aboriginal Victoria registry indicates that there are 39 registered archaeological sites within approximately a 5 kms radius of the study area. The majority of these sites take the form of stone artefact scatters, mostly low in density and ranging from single isolated pieces to multiple finds.

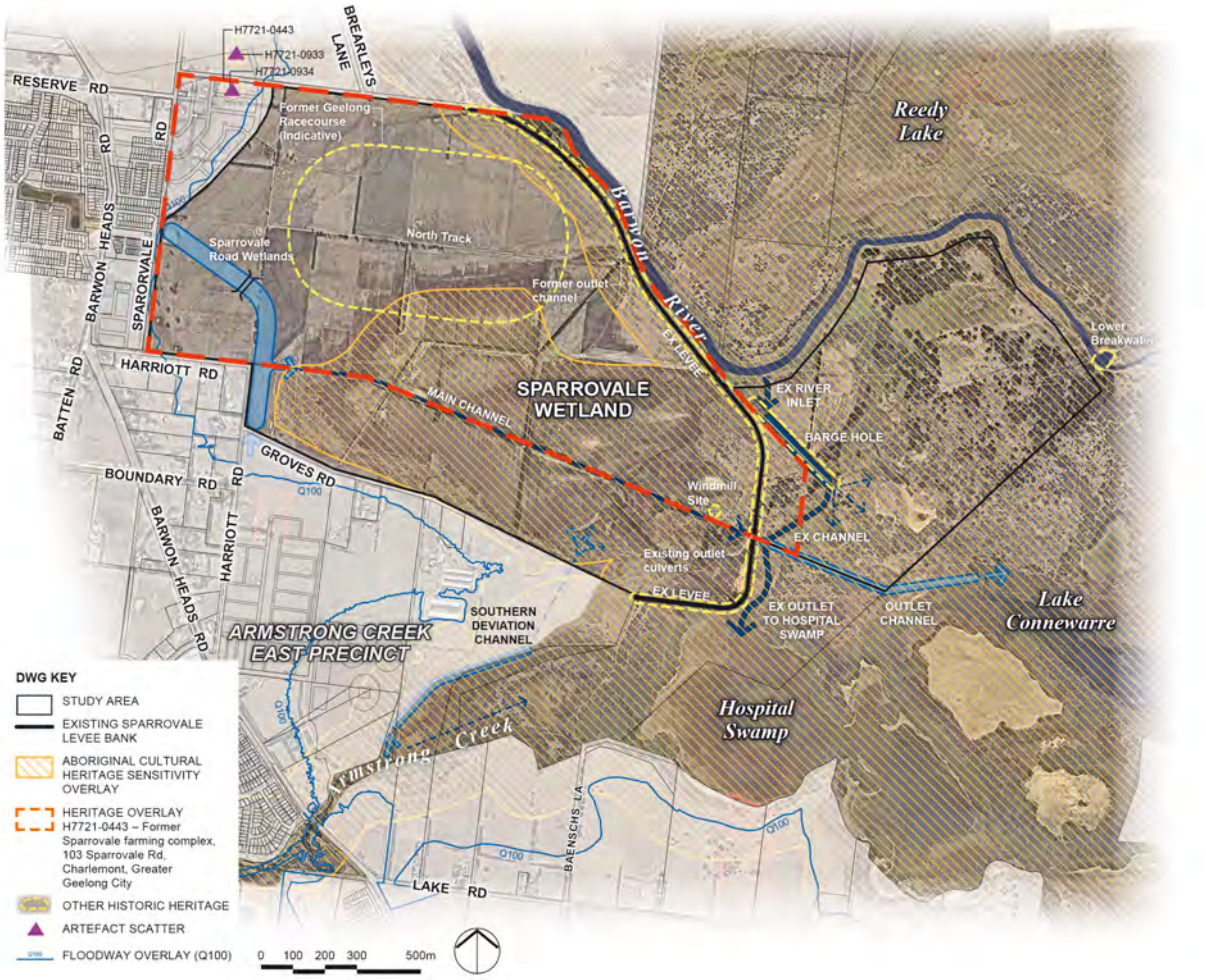


Figure 4: *Cultural Heritage*

Ongoing consultation with the *Wadawurrung* will be undertaken as part of cultural heritage management plan requirements and as part of the Sparrovale Draft Master Plan development process.

Ongoing protection and education of Sparrovale's cultural areas in particular flora and fauna will be incorporated in the Sparrovale Draft Master Plan to provide visitors understanding of the cultural significance of the site.

Key Draft Master Plan opportunities include:

- Investigation and research associated with Aboriginal naming of the parklands and key features.
- On site Aboriginal cultural heritage interpretation.
- Ongoing engagement and involvement of the traditional owners in land management.
- Explore potential links of Sparrovale's Cultural Heritage with the State Government of Victoria: Protecting Victoria's Biodiversity 2037 Plan in relation to working with Traditional Owners and Aboriginal Victorians to consider Aboriginal values in biodiversity planning and management.

2.2 Other Historical Heritage

2.2.1 Barwon River Breakwaters

When European settlers first arrived in Geelong, the water from Barwon River was seasonally brackish right through to Buckley Falls. The ebb and flow of the tides brought saltwater from the Barwon Estuary all the way into Geelong so to improve access to fresh water at the new settlement a stone breakwater was built across the river at Breakwater Road (now Gun Dog Lane) in 1841 which still exists today. (*Carmichael et al 2002)*

During the dry summer of 1893, local farmers, without government approval, built a second breakwater, 7km downstream from the 1841 structure and 1.5km before the river flows into Lake Connewarre at the current lower Breakwater site within the Sparrovale Draft Master Plan area. As a result, stock could now drink fresh water between the two breakwaters.

The lower Breakwater was rebuilt a few metres upstream of the 1893 structure by the Geelong Harbor Trust in 1905 to support their farming operations. The new breakwater construction also included a ramp so that rowing crews could move their boats over it when they were rowing from Geelong to Barwon Heads. (*Carmichael et al 2002)*

The last major refurbishment works were completed by CCMA and included incorporation of fish ladders. The lower Breakwater continues to maintain water levels in the Barwon River adjoining Sparrovale and allows diversion of environmental flows into both Reedy Lake and Hospital Swamps as well as water skiing use from Boundary Road to Coppards Road.



Photo 2*: Flood gates released in 1971 (Geelong Advertiser, February 1971)*



Photo 3: *Current lower breakwater in 2018*

2.2.2 Marshalltown (Geelong) Racecourse

In 1849 a start was made on a racecourse for Geelong, with 727 acres of land beside the Barwon River at Marshalltown set aside within the current Sparrovale Draft Master Plan area. Refer Figure 5. In 1862 The Australian Champion stakes ran at the Marshalltown course. This was the richest race run at Geelong until after World War 2. The Geelong Racing Club was founded in March 1865 and in 1872 the first Geelong Cup was held at Marshalltown course, where a new grandstand was opened. In 1878, a railway branch line was provided to the course. The Geelong Cup and other race meetings were held at the Marshalltown course until 1907 when frequent flooding forced the club to relocate to higher ground at the current Geelong Racecourse site on Breakwater Road, East Geelong. (Geelong Racing Club, 2018 <https://country.racing.com/geelong/about-us/past-cup-winners>)

2.2.3 Geelong Harbor Trust

In 1905 the government handed over 4,500 hectares of land on both sides of the Barwon River to the newly created Geelong Harbor Trust. Most of this land was salt laden, flood prone and less than a metre above sea-level. The Harbour Trust decided to use this land as a dairy farm. This necessitated the building of a levee bank and the conversion of salt affected land into productive paddocks. Some more land was purchased on the north bank for agistment. Stock were moved across the Barwon River using a punt.

In 1907 the Marshalltown racecourse site was relocated, and the land endowed to the Geelong Harbor Trust. The farm was named “Sparrovale” after Mr. E.R.Sparrow, the auctioneer and secretary of the Geelong Racing Club. The design and construction of the Sparrovale Farm land reclamation and channel works was carried out under the direction of A.C.MacKenzie, the chief engineer of the Geelong Harbour Trust. William Baird was the farm manager.

The trust decided that a levee bank was needed to prevent flooding of the farm area. The original levee was only 2.6m high however Sparrovale Farm was inundated by flood waters in 1909 and 1911 with levels reaching 4m. These floods left a layer of silt on the ground which dried and cracked, preventing stock from grazing and works. It was decided

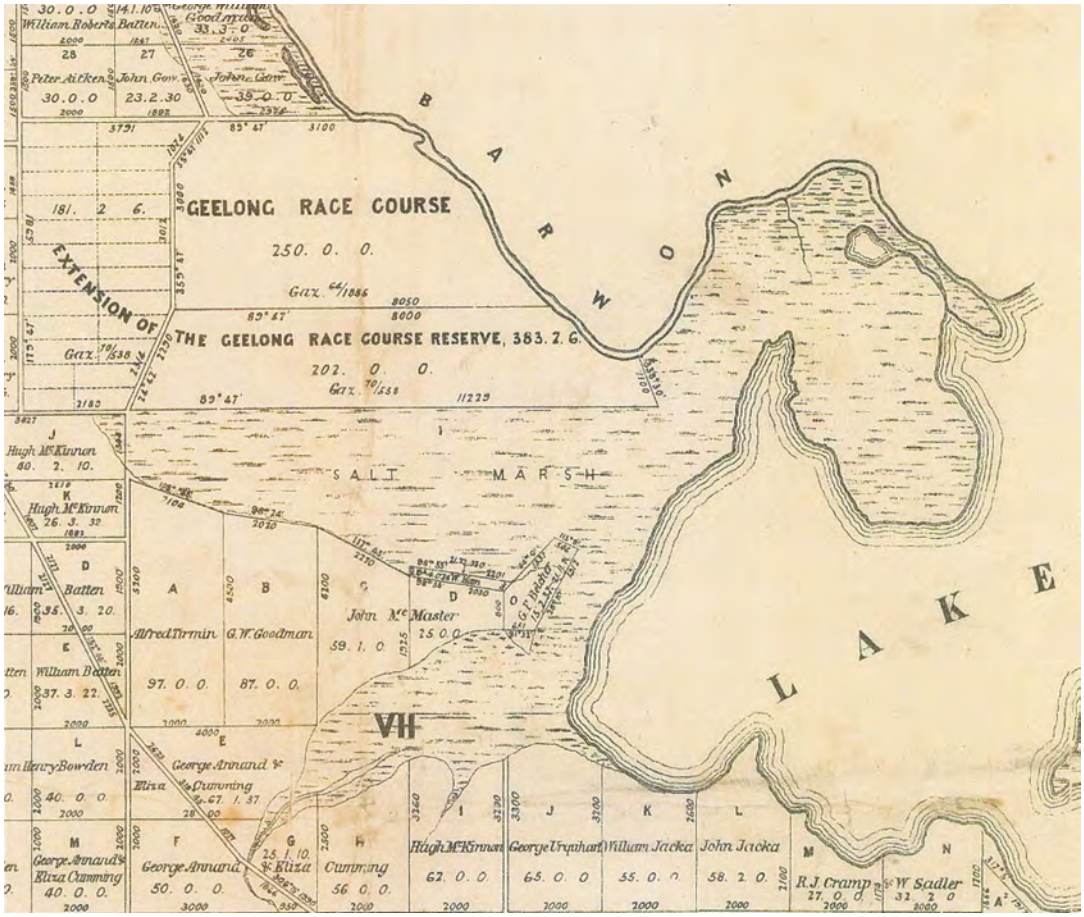


Figure 5: *Marshalltown Race Course in 1888 (State Library)*

to raise the main Sparrovale levee to a height of 4.6m. To provide the material for the levee, the Trust decided to dig a new channel from the adjoining bend in the river through to Lake Connewarre to enable the flood waters to drain more quickly. ("*Sparrovale Farm, Marshall", Ferguson, Investigator (Magazine of the Geelong Historical Society, Vol 28, No 3, September 1993)*.

The remains of this channel, now known as the Barge Hole are still visible on the site today and it has been used since the 1970's to direct flows from the Barwon River through to Hospital Swamps.

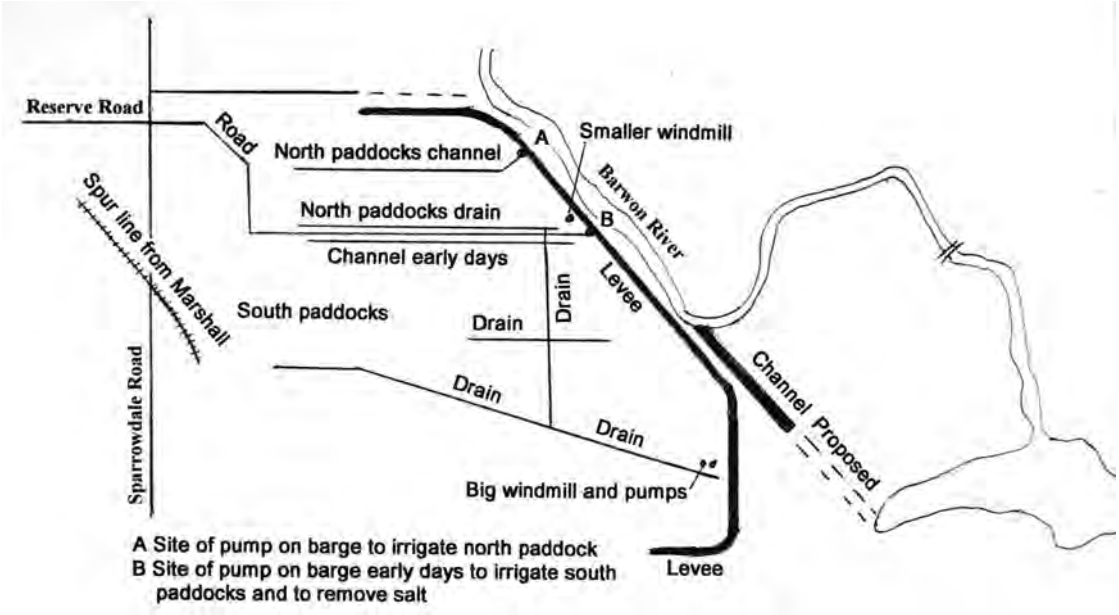


Figure 6: *Sketch map of Sparrovale Farm* (*Carmichael et al 2002)*

Excavation of the channel commenced in 1913 using a steam powered grab shovel. A light rail line was laid from the farm buildings, along the outside of the levee bank and along the side of the channel. The excavated material was placed directly into rail trucks which delivered the earth to the work site where workers, with the aid of horse-drawn scoops and other equipment, placed and compacted the earth on the levee bank. These works were continued until 1914 when the Trust could no longer provide funding for the channel and the work was abandoned. The light rails were removed and rolling stock was sold.

To reclaim the land inside the levee bank, agricultural drains were placed 30m apart. When the land was irrigated, the fresh water removed salt as it seeped down through the soil. It was then able to move through the agricultural pipes to open drains which directed the water to the south-east corner of the farm. The effluent was then pumped over the levee bank and found it was way into Lake Connewarre. Irrigation water was pumped from the river to irrigate various paddocks while the salt affected effluent was pumped out with a huge windmill, whose sail-wheel was 7m in diameter. The pump was mounted above flood level on a massive concrete foundation and enclosed by a weatherboard building, beside the windmill (Photo 4).

Sparrovale Farm was a 'progressive' farm in the early 20th Century. It had a boiler and refrigeration plant for the milk, steam traction engines to pull ploughs and other implements for driving the machines which cut maize and other crops for fodder. Fodder was stored in 2 large reinforced concrete silos whose construction was advanced technology in 1910 with designs completed by Sir John Monash.

The milking sheds held 50 cows, 25 to a side with a railway line running down the middle (Photo 5). Cow bails were opened and closed by an innovative device designed by A.C.MacKenzie and there was also 12 Hartnett milking machines driven by an oil engine.



Fig. 4.—Pumping from Main Effluent Drain into Lake Connewarre.

***Photo 4**: The big windmill and the weatherboard building housing the centrifugal pump. ("Sparrovale Farm, Marshall", Ferguson, Investigator - Magazine of the Geelong Historical Society, Vol 28, No 3, September 1993)*

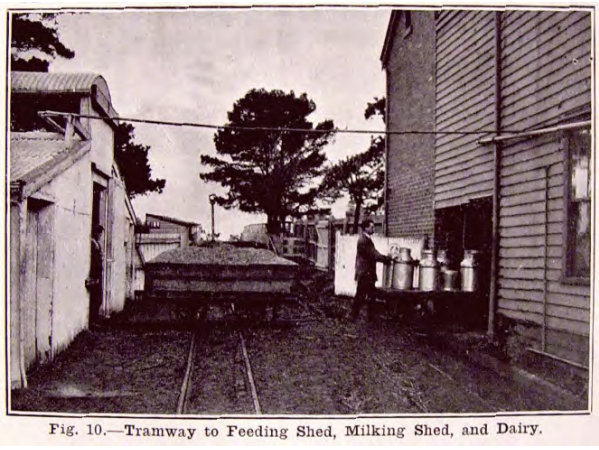


Fig. 10.—Tramway to Feeding Shed, Milking Shed, and Dairy.

***Photo 5**: Milk cans transported by rail truck. ("Sparrovale Farm, Marshall", Ferguson, Investigator - Magazine of the Geelong Historical Society, Vol 28, No 3, September 1993)*

There were other farm buildings for stables, stock shelter, pens, machinery sheds. Production of each animal was recorded, and prizes were won at agricultural shows.

Accommodation was also built for employees and there was another accommodation building for students of the University of Melbourne who did practical work at "Sparrovale". ("*Sparrovale Farm, Marshall", Ferguson, Investigator - Magazine of the Geelong Historical Society, Vol 28, No 3, September 1993).*

In 1927 William Baird retired and the farm was privately leased until 1934. It was also at the same time Geelong Harbour Trust was reconstructed and the farm was sold, and it has since been private property since. (*Carmichael et al 2002)*

Sparrovale Farm is listed as a Victorian Heritage Inventory site (H7721-0443) however there is no heritage overlay in the Greater Geelong Planning Scheme.

2.2.4 Cold Winds Farm

The main area of the Geelong Harbor Trust land was made up of 2 properties – Sparrovale and the Wyllies. The property known as Cold Winds was part of the Wyllies. In 1934 the land reverted to crown land and was auctioned by the Lands Department. The properties were to be sold in one lot however there was no-on bid, so the properties were then split with the Wyllies (Cold Winds Farm) sold to W.J. Hanson. Sparrovale was not sold until 1936 to W.H.Bailey.

2.2.5 Landowners

In 1952 "Sparrovale" was purchased by Claude Perkins and farmed until his retirement in the mid 1970's, when the ownership transferred to Graham and family. It was run as fat lamb and vealer property until 2019 when the acquisition by the City of Greater Geelong took place.

Farm operations included grazing and dry land cropping. He also continued to manage the remaining operational Geelong Harbor Trust infrastructure including the levee, on behalf of the Water Board and the CCMA.

CCMA manages the regulator infrastructure. Graham has made an adjustment on occasion where the adjustment was time critical (later reviewed by CCMA). Through over 60 years of direct management he has a detailed understanding of the hydrology and interaction of the various channels with the floodplain as experienced in major and minor floods events including 1995. This knowledge and extensive historical information made available to CoGG and CCMA forms an important part of the current understanding of the site.

The Perkins family have agreed to continue to maintain some of the drier areas in the northern end of the site for grazing and cropping activities, continuing their ongoing involvement with the property.



Photo 6: *Water Flowing over the levee bank in November 1978 (G. Perkins, 1978)*



Photo 7*: Photo of Levee bank in 1971 (Geelong Advertiser, February 1971)*

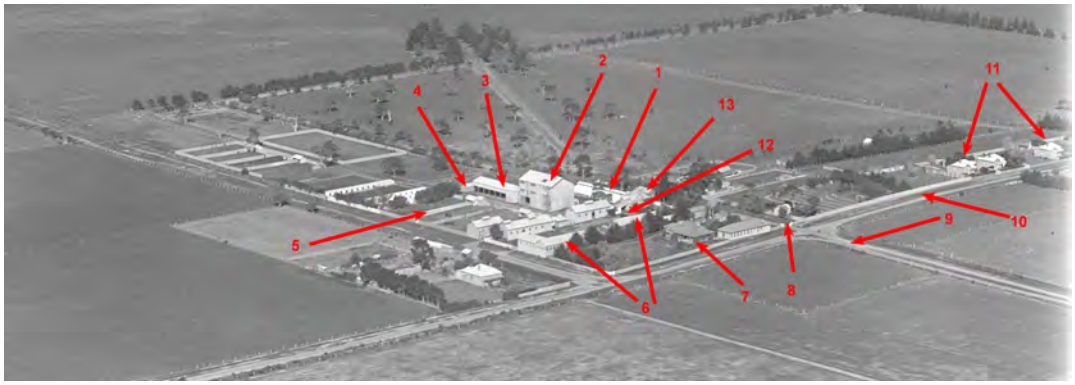


***Photo 8**: 1936 aerial photo of Sparrovale Farm by Charles Pratt [Airspy]. (State Library of Victoria, H91-160-861)*

Key:

1. Milking Shed
2. 3 Storey barn
3. Stables
4. Small building near piggery
5. Piggery
6. Employees quarters
7. Manager's residence
8. Farm gate
9. Reserve Road
10. Sparrovale Road
11. Farmworkers cottages
12. Dairy buildings, boiling house and Stabling
13 Brick dairy building – refrigeration and testing

3. Environment

3.1 Geology and Geomorphology

The site is located within the Pleistocene alluvial terrace deposits and the Holocene coastal lagoon deposits commonly found across the Barwon Estuary. The land is predominately flat and low-lying with occasional rises many of which have been created by historical farming operations. The north-western part of Sparrovale is underlain by significant sand, gravel and silt derived from the underlying alluvial terrace deposits (channelled stream flow) from the Pleistocene Age. The south-eastern part of Sparrovale is underlain by significant silt and clay derived from the underlying coastal lagoon deposits (water process-delta plain) from the Holocene Age. *(Diomides & Associates Pty Ltd, 2018)*

3.2 Flora

Lake Connewarre, which also includes Reedy Lake, sections of Hospital Swamps and the Lower Barwon River through the Armstrong Creek area, is the largest area of remnant indigenous vegetation on the Bellarine Peninsula. The large, shallow, estuarine lagoon is linked to the sea at Barwon Heads by the mangrove-fringed channel of the Lower Barwon River. The combination of dry climate, estuarine influence and large area has contributed to the development of diverse, species-rich salt marsh and sub-saline marsh vegetation.

The study area is located on the boundary of the Otway Plain and Victorian Volcanic Plain bioregions, but predominantly falls within the Otway Plain bioregion. Biodiversity Assessment completed by Ecology & Heritage Partners identified five Ecological Vegetation Classes (EVCs) across the Draft Master Plan area.

It is vital to maintain the monitoring regime regarding these existing areas of native vegetation to ensure appropriate management practices are undertaken during the development of the Sparrovale Draft Master Plan and to guide ongoing future management of the site in accordance with relevant permit requirements.

3.2.1 Lignum Swamp (EVC 104)

Seasonally Inundated Sub-saline Herbland Lignam Swamp is the predominant EVC within the area to the east of the existing levee, and was considered to be in poor condition, due to the low native species diversity and high weed cover. This community is likely to spread following reduction in grazing activities.

Lignum Swamp is dominated by Duma species associated with the wetland and offers the ideal habitat for smaller birds or as nesting resources for larger species.

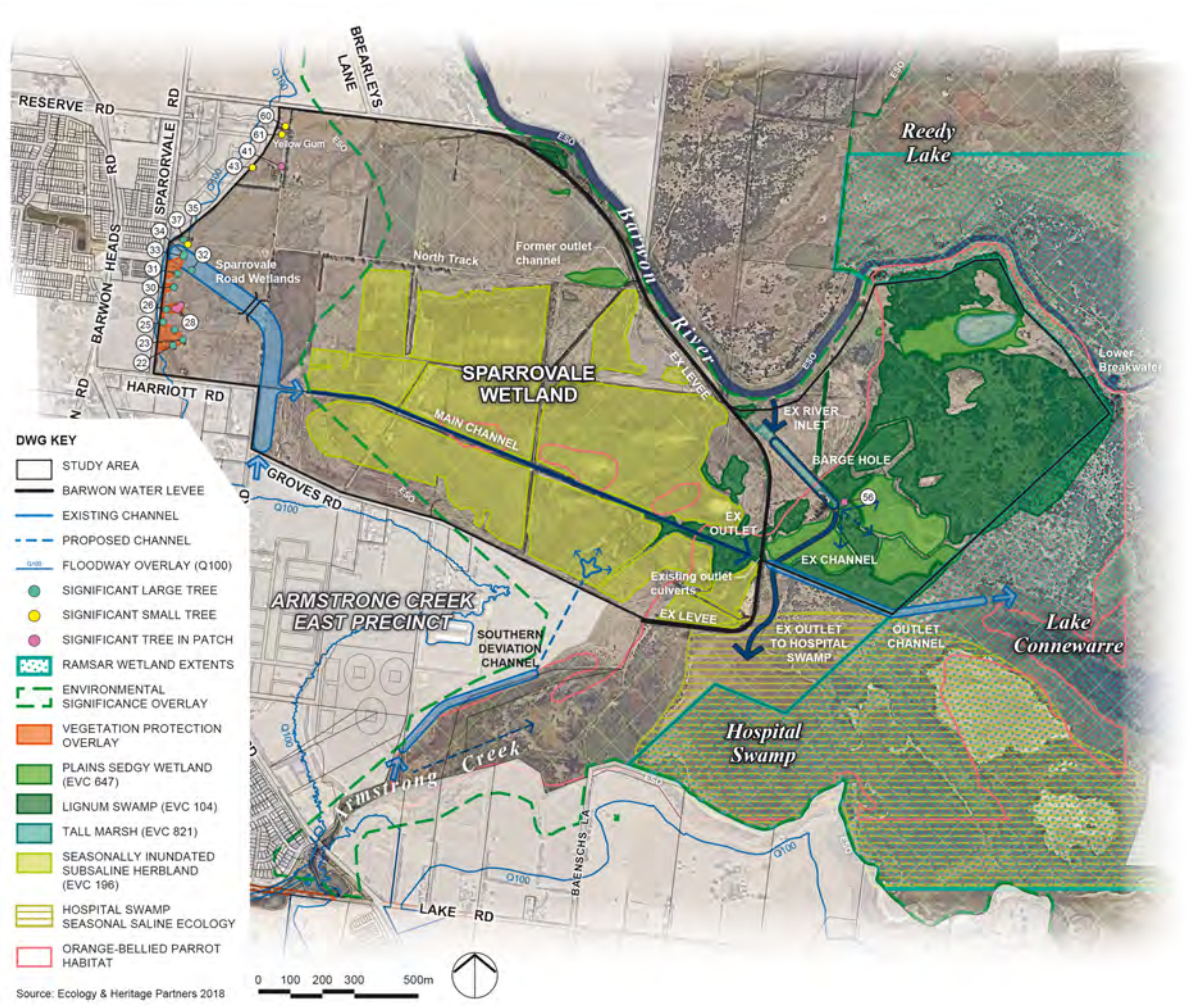


Figure 7: *Biodiversity Values.*

3.2.2 Tall Marsh (EVC 821)

Tall Marsh was identified in one area to the east of the levee and was considered to be in moderate condition. This community is likely to spread to new channels once established and can inhibit the free passage of water. CCMA complete regular ongoing harvesting/clearance in existing channels through to Reedy Lake.



Photo 9*: Lignum Swamp (EHP 2018).*



Photo 10*: Tall Marsh (EHP 2018).*

3.2.3 Seasonally Inundated Sub-saline Herbland (EVC 196)

Seasonally Inundated Sub-saline Herbland was present across the majority of Sparrovale Wetland (west of the levee bank) and was considered to be in poor condition as despite having low weed cover, as species diversity is limited to one dominant species Bearded Glasswort.

It is vital to maintain the monitoring regime for protection of these existing areas of native vegetation which provide habitat for the threatened species such as the Orange Bellied

Parrot and to ensure appropriate management practices are undertaken during the development and ongoing implementation of the Draft Master Plan.

3.2.4 Plains Sedgy Wetland (EVC 647).

Plain Sedgy Wetland was recorded in two areas within the far eastern portion of the study area and was considered to be in poor condition.



***Photo 11**: Seasonally Inundated Sub-saline Herbland (EHP 2018).*



***Photo 12**: Plains Sedgy Wetland (EHP 2018).*

3.2.5 Plains Grassy Woodland (EVC 55)

Plains Grassy Woodland was recorded in three areas within the far western portion of the study area and was considered to be in poor condition. Removal of grazing will also enable natural regeneration and expansion of these areas to compliment the new constructed wetlands.

3.2.6 Mature trees

The assessment identified fourteen scattered River Red-gums *Eucalyptus camaldulensis* trees (including 11 Large Trees), and one Yellow Gum, *Eucalyptus leucoxylon*, along Sparrovale Road. The Yellow Gum is considered an intergrade between the two state significant subspecies *bellarinesis* (Bellarine Yellow-Gum) and connata (Melbourne Yellow-Gum) but has not been clearly classified as either subspecies. However, as both subspecies are considered State significant, the specimen recorded during the site assessment is likewise considered of State significance. These trees and other remnant indigenous trees located within nearby Dooliebeal will provide an important source of local provenance seed for future revegetation works within the study area.



***Photo 13**: Plains Grassy Woodland (EHP 2018).*



***Photo 14**: Planted River Red Gums*

3.2.7 Revegetation

There has been various attempts at revegetation on the site. River Red Gums plots established on the Barwon River by Barwon Water/CCMA in partnership with Graham Perkins have become well established however the seed provenance is unknown (likely Barwon Water nursery stock) and should not be used for seed collective unless verified.

Shelter belt row planting using a mix of exotic and native species along the main farm tracks has struggled to become established due to periodic inundation and harsh saline conditions. Where possible these trees should be retained to provide habitat and landscape character until new tree indigenous planting can be established.

The environmental rehabilitation of the Sparrovale site will mainly focus on protecting existing areas of indigenous vegetation assisting the natural regeneration and expansion of these communities with targeted weed control, pulse grazing and hydrologic management to maintain and enhance biodiversity values. Actual new planting works will initially focus on reinstatement of an indigenous overstorey canopy cover that is unlikely to recover without planting. Seed sourced from existing remnant indigenous overstorey trees on the site and nearby will be used to grow new trees and shrubs. Suited to the Sparrovale land.

Planting will target natural riparian areas along the Barwon River and areas of modified/disturbed slightly raised land along existing tracks and channels which will favour the sustainable establishment of indigenous trees. This type of planting is well suited to community planting days and school groups and will be an important part of developing local community appreciation and ownership of the new wetland reserve.

3.3 Fauna

The Barwon River downstream of Waurn Ponds Creek is home to several rare and threatened fish species including Australian Grayling, Yarra Pygmy Perch and Australian Mudfish. The dense cover of reeds and variable cover of floating and submerged aquatic vegetation provides moderate to high value habitat for frogs including potentially the Growling Grass Frog and water birds including Brolga *Grus rubicunda* (vulnerable under *Flora and Fauna Guarantee Act 1988*), White faced Heron, Pacific Black Duck and other common open country birds.



***Photo 15**: Brolga Grus rubicunda*



***Photo 16**: Barwon River upstream of the lower breakwater*

The existing vegetation and the location of the wetlands provide an important habitat refuge for a range of native birds and other wildlife. No significant fauna species were recorded during the most recent assessment by EHP in 2018; however, there is suitable habitat with in the study area for several significant fauna species, including but not limited to the threatened species including Orange Bellied Parrot *Neophema chrysogaster*, Brolga *Grus rubicunda* Yarra Pygmy Perch *Nannoperca obscura*, Australian Mudfish *Neochanna clevaeri* and Growling Grass Frog *Litoria raniformis*.

Existing drainage lines and low-lying areas in adjoining grazing land provide low to moderate habitat value supporting wetland dependant species such as Dusky Moorhen, Purple Swamp hen and where un-grazed and featuring dense vegetation potentially rare

Crakes and Rails. There is habitat for frogs including Common Froglet and Spotted Marsh Frog as well as locally common reptiles such as Lowland Copperhead.
There is a large fallow deer population who move in and out of the site from Hospital Swamps.



***Photo 17**: Orange-Bellied parrot in saltmarsh (Port Phillip Bay - Western Shoreline and Bellarine Peninsula Ramsar Site Management Plan, DELWP, 2018).*



***Photo 18** :* Yarra Pygmy Perch *Nannoperca obscura*. (*Friends of Waurn Ponds Creek)*



***Figure 8:** Port Phillip Bay, (Western Shoreline) and Bellarine Peninsula Ramsar Site. (DELWP 2018.)*

Lake Connewarre and the lower reaches of the Barwon River form a critical part of the Port Phillip (Western Shoreline) and Bellarine Peninsula Ramsar Site. This is one of 11 wetlands of international significance in Victoria listed under the Convention on Wetlands (Ramsar, Iran 1971). The Ramsar values associated with the reserves listing as a wetland of international significance include:

- 6 threatened species that are directly supported by the wetlands.
- Habitat and critical life stage support for a large number of migratory shorebirds, waterfowl and waterbirds and fish species.
- Important feeding and nursery areas for a number of native fish and frog species.

3.4 Zoning and Overlays

3.4.1 Zoning

The Sparrovale Wetlands area is currently zoned as Farming Zone (FZ) under the *Greater Geelong Planning Scheme*. The proposed Draft Master Plan vision is to transform the area into a publicly accessible space and a conservation reserve, this change of use will need a Planning Scheme Amendment to rezone the area to Public Conservation and Resource Zone (PCRZ). Areas between the new Sparrovale Parkland (PAO12) and the Urban Growth Area (UGA) boundary which are located below the Q100 flood level are subject to a Land Subject to Inundation Overlay (LSIO) and will also need to be ultimately rezoned possibly back to a Farming Zone.

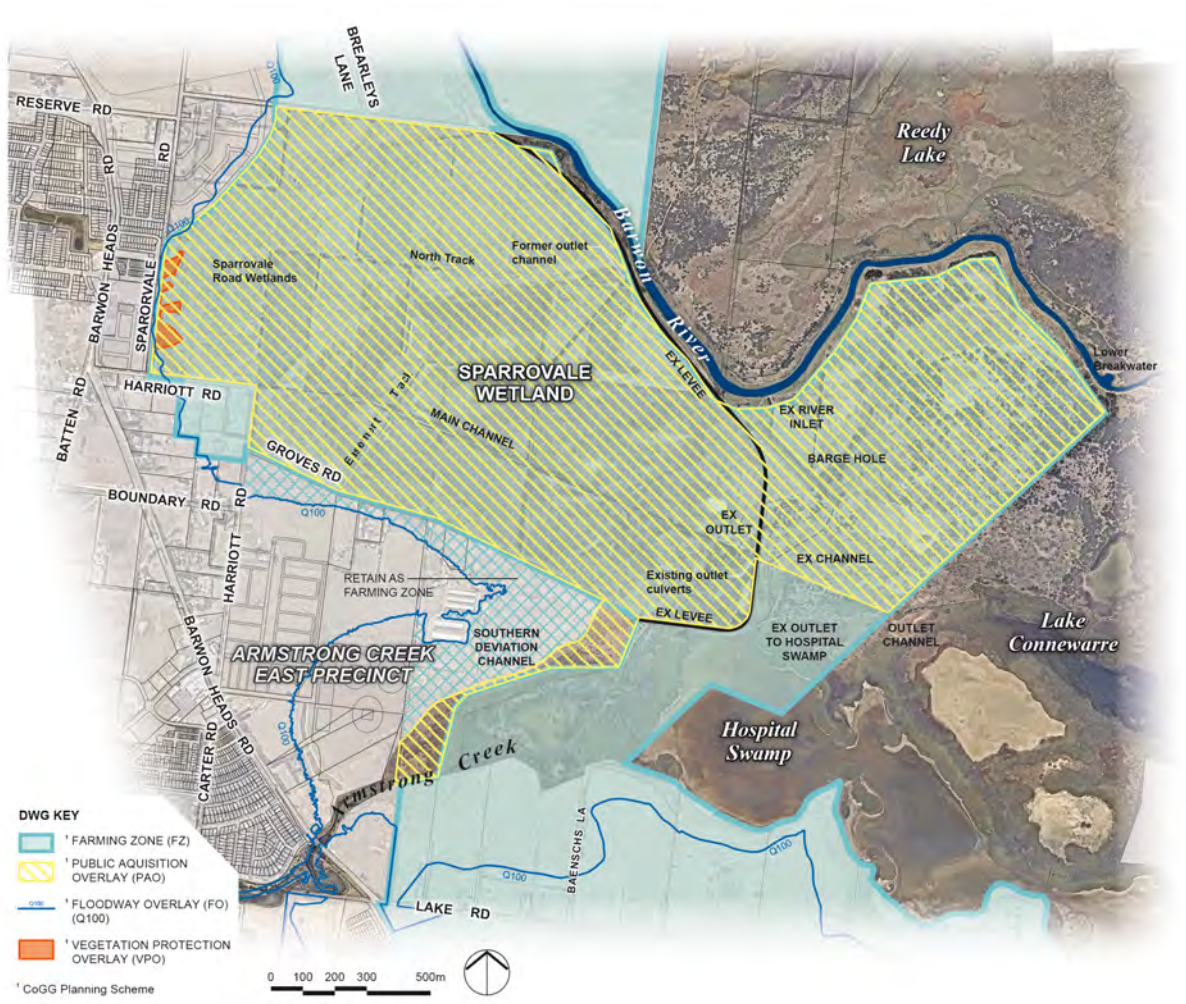


Figure 9: *Zoning and Overlays. (City of Greater Geelong Planning Scheme 2019)*

3.4.2 Environmental Significance Overlay (ESO)

Land along the Barwon River and through the Lake Connewarre system is covered by an Environmental Significance Overlay (ESO2) that extends along the western and southern banks of the Barwon River through the study area.

- The site includes wetlands of regional, state, national and international significance.
- The site forms part of the Port Phillip Bay (Western Shoreline) and Bellarine Peninsula Ramsar Site and is listed under the Convention on Wetlands (Ramsar, Iran, 1971).
- The wetlands provide important habitat for migratory birds, waterfowl and endangered species and sustain significant proportions of the Australian populations of these species. They are also remnants of wetland types that were once much more extensive in the Geelong region and elsewhere in Victoria, contain a high diversity of plant and animal species and conserve the genetic diversity of particular species.
- The site is habitat for species listed under an international agreement for the conservation of plants or animals, eg. the Japan-Australia Migratory Bird Agreement (JAMBA), the China-Australia Migratory Bird Agreement (CAMBA) and the Convention on the Conservation of Migratory Species of Wild Animals (the Bonn Convention).
- The site is part of or is nominated for inclusion in the East Asian-Australasian Shorebird Site Network.
- The site is habitat for threatened animal species and threatened communities listed in the *Fauna and Flora Guarantee Act 1988*.
- The site contains habitat that is an extension of, or which provides a buffer to, wetland communities identified above.

The environmental objectives to be achieved under the ESO include:

- To maintain the ecological character (the sum of the biological, physical and chemical components of the wetland ecosystem, and their interactions which maintain the wetland and its products, functions and attributes) of Ramsar wetlands.
- To protect natural resources and maintain ecological processes and genetic diversity.
- To protect and ensure the long-term future of terrestrial and aquatic habitat for native plants and animals, including shorebird feeding areas and roosts and species and communities listed under the *Fauna and Flora Guarantee Act 1988.*
- To encourage ecological restoration, regeneration and revegetation with indigenous species within the site and in adjoining areas.
- To maintain the function of the wetland or habitat area as part of the broader natural system, including maintenance of natural flows and flooding regimes.
- To prevent further loss of wetland habitat.
- To manage the site in order to maintain and/or improve its value as a conservation site for native plants and animals.
- To protect water quality and prevent water pollution in watercourses, water bodies, wetlands and groundwater.
- To protect cultural (including aboriginal and non-aboriginal heritage) values.
- To protect visual amenity.
- The ESO boundary does not match with the identified areas of environmental significance and realignment should be considered as part of the zoning amendment.

3.4.3 Vegetation Protection Overlay (VPO)

Native vegetation within the Sparrovale Draft Master Plan area is covered by a Vegetation Protection Overlay (VPO1) in the *Greater Geelong Planning Scheme*. A planning permit is required to remove or destroy or lop any native vegetation.

This VPO relates to trees along Sparrovale Road. The VPO will not be required after change of zoning to PCRZ.

3.4.4 Floodway Overlay (FO)

Flooding within the Sparrovale Draft Master Plan area is covered by a Floodway Overlay (FO) in the *Greater Geelong Planning Scheme*. The purpose of this overlay is to ensure that any future development maintains or improves river and wetland health, waterway protection and flood plain health. A planning permit is required to construct a building or to construct or carry out works including fencing, roadworks and bicycle pathways and trails.

3.4.5 Public Acquisition Overlay (PAO)

The Greater Geelong Planning Scheme has currently classified the Sparrovale Wetlands area as Public Acquisition Overlay (PAO12). With the area already being acquired by the City in June 2019, a Planning Scheme Amendment will need to be undertaken to remove this overlay.

4. Flooding and Drainage

4.1 Flooding

The study area is located outside the Armstrong Creek Urban Growth Zone and entirely within the Q100 (100yr) or 1% Annual Recurrence Interval (ARI) flood level for the Barwon River.

Assessment of flooding (overbank flow) on the Barwon River *(Craigie 2012)* indicates:

- All land within the study area below 3.0m AHD and subject to inundation in the Q100 or 1% ARI flood event.
- Estimated annual overbank flow frequencies of approximately 3 events per year however the frequency of over bank flow events over the last 10 years has been well below the long term average.
- The total annual duration of overbank flow events into Reedy Lake and Hospital Swamps has been estimated as 10 days historically. Overbank flow events are strongly concentrated over the months of July through to October however exceptions can occur with summer storm events.
- Historically low flow events (i.e. where there is no overbank flow events for more than 365 days) occur on average once every 5 years.
- The height of natural banks separating Lake Connewarre and Hospital Swamps are approximately 0.5m AHD. These banks are overtopped on average once per year to a depth of greater than 0.1m creating significant inundation of these wetlands.

The water level in the Barwon River is artificially controlled by the lower breakwater (barrage) and there has been significant historical manipulation of the floodplain, especially at Sparrovale Farm. Flood levels below the Q10 (10% ARI level) are controlled by a series of constructed levees and outlet. Refer photo 1 and 2.



***Photo 19**: Sparrovale Levee bank*



***Photo 20**: Outlet*



***Photo 21**: Main channel*

The proposed Armstrong Creek development will also generate significant stormwater run-offs and some areas will be subject to flooding after local rainfall events even when there is no flooding on the Barwon River. The design of the new drainage infrastructure is further discussed in section 4.2.

The design and siting for new recreational infrastructure such as paths, bridges and other facilities within the site must consider the impacts of flooding on public safety, and the durability and sustainability of these facilities when inundated.

Key principles to be considered for development of infrastructure include:

- Barwon River Trail to be located above Q10 (10% ARI) flood level where possible in accordance with Melbourne Water guidelines for the establishment of Shared trails.
- Where the Barwon River Trail or other shared trail pedestrian/cycle links are located below Q10, consider the following:
  - Use of concrete for increased durability.
  - Installation of flood risk warning signage and use of passive drown-outs or other access control measures will be needed where depth x flow velocity ratios during flood events exceed 0.35.
- Unsealed maintenance and informal walking tracks will be subject to more frequent inundation especially where located closer to the Barwon River. These tracks will require additional maintenance and potentially risk/warning signage regarding potential hazards in use of these tracks during and after flood events may be required.
- Bridges and culverts used for pedestrian and cycle access across drainage outfalls and overland flow paths are to generally achieve Q10 protection and ensure no impact on upstream flood levels. These areas are also more likely to be subject to higher velocities.
- Use of solid or chain mesh fencing perpendicular to flood flows is not preferred as it is more likely to require maintenance or be damaged/pushed over due to build-up of debris in a flood event. This may present some challenges for localised control of rabbits.
- Use of cut to fill balance to slightly lift path levels can be considered where there is no overall fill in the floodplain i.e. built-up areas of path are offset by excavation/cut to lower adjoining areas. This type of works may also increase biodiversity values through creation of additional ephemeral wetland areas but will be subject to design review and Cultural Heritage due diligence assessment approval.
- Establishment of expensive assets i.e. public toilets and other facilities such as BBQs that can be damaged and/or cause environmental or safety concerns after flooding, are not recommended with the floodplain. Therefore, links to open space areas such as Regional Open Space in the Glenlee Estate and the Future Active Open Space where toilets and BBQ facilities can be provided is critical.

4.2 Drainage

4.2.1 Horseshoe Bend Precinct

The primary purpose for acquiring the land is to provide for capture and treatment of urban stormwater runoff from the adjoining Armstrong Creek development area to mitigate development impacts on the Barwon River and the ecological character of Hospital Swamps. The natural and constructed wetlands will occupy approximately 200 hectares of the 500 hectare site and the design and construction of the new stormwater wetlands, channels and management infrastructure is underway and will be managed by the City of Greater Geelong Capital Works Department.

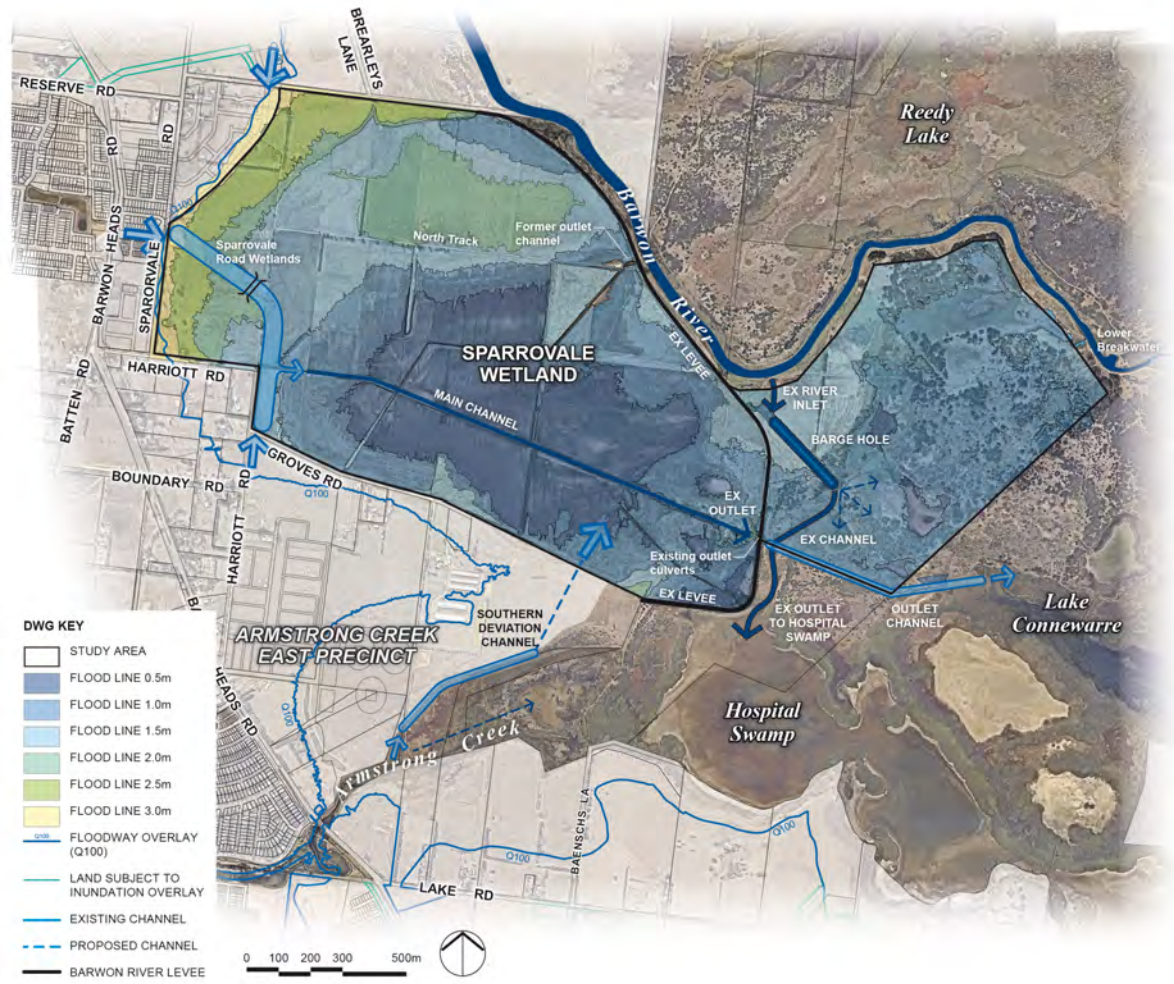


Figure 10: *Drainage and Flooding*

The new constructed wetlands will form the primary interface of the wetlands park to urban development on the west side. Retention of existing mature trees and longer term establishment of the Horseshoe bend Regional Park and Barwon River Trail (along Sparrovale Road) will significantly benefit from views and passive recreation opportunities associated with the development of the wetland. These works will be delivered by the City of Greater Geelong Capital Works Department.



Photo 22: *Future Sparrovale Road Constructed Wetlands Site (Sparrovale Road)*



Photo 23: *Future Sparrovale Road Constructed Wetlands Site (Harriott Road)*

The Sparrovale Road wetlands will treat stormwater run-off from urban development in the Horseshoe Bend Precinct. There will be two main inlets constructed into the wetland along low lying natural gully forms and existing farm dam. These inlets will be joined together at the north east corner of Harriott Road before discharging into the main wetland via the main channel.

The Sparrovale Road wetlands have been will be designed for ultimate development however their connection to the Barwon River floodplain and natural wetland system means they will operate after flooding as soon as the new levee system and regulators are established.

4.2.2 Armstrong Creek (Southern Deviation Channel)

Armstrong Creek will form the main stormwater outfall from the Armstrong Creek East Precinct. A series of new water quality treatment wetlands and retarding basins are being developed on the creek upstream of Barwon Heads Road to provide best practice pre treatment of stormwater prior to discharge into Hospital Swamps. These wetlands and creek rehabilitation works will also enhance habitat values and corridor links to inland bio sites at Stewarts Reserve, Charlemont and the Cemetery Land.

A key requirement for drainage management is the protection of the Saline Wetlands at Hospital Swamps. The Southern Deviation Channel will be constructed to divert urban stormwater fresh water flows over summer to the Sparrovale Wetlands to maintain the existing saline ecology in Hospital Swamps.



Photo 24: *Future Southern Deviation Channel*

There will be an adjustable diversion structure at Armstrong Creek. This will divert flows to an open channel with the last 100m completed using a large underground concrete pipe to overcome the change in topography and protect adjoining native grasslands.

There is also a large stormwater harvesting system proposed to service the active open space on the north side of the creek, east side of Barwon Heads Road.

These works will be delivered by the land developer.

4.2.3 North East Industrial Precinct (Keystone Business Park)

A small catchment from Tannery Road will be ultimately directed towards the Sparrovale Road Wetlands however there is no current detailed design for the outfall to be located in the north west corner of the site off Reserve Road.

4.2.4 Sparrovale Levee Bank

The levee was constructed in 1913 by the Geelong Harbour Trust (refer section 4.2.3) and extends almost 3 km along the Barwon River Frontage and to separate the Sparrovale Farm from Hospital Swamps. The levee is constructed of compacted earth and rises to a height of 2.6 metres AHD with outflow controlled by a concrete culvert. CoGG are currently

undertaking an upgrade of the outlet and creating a new channel through to Hospital Swamps to improve the function of the system.

The northern section of the levee is contained with the CCMA managed Crown Land river frontage. This section is in good condition and can be used by maintenance vehicles and pedestrians. Refer photo 19



Photo 25: *CoGG managed levee section.*



Photo 26: *PV managed levee section.*

CoGG manage the central section including the regulator and new outfall channel. This section is not suitable for maintenance vehicles but provides all weather walking access.

Parks Victoria manage the southern section of the levee. This section is in poor condition and cannot be safely access by maintenance vehicles or walkers. There is severe rabbit infestation and lignum regrowth restricts access for inspection and ongoing maintenance.

The levee was breached by David Perkins and Vic Draper as the outlet became blocked by rubbish. This lowered the level enough to open Groves Road to allow feed trucks carrying pallets to the Broiler sheds. This lowered the water level to allow pasture to dry out, with the remaining water being pumped out. David Perkins repaired the levee with his bulldozer. The current structural integrity is unknown as there is no ANCOLD assessment for the structure. Lowering and strengthening the levee such that it can be used for walking and maintenance vehicle access through to the Barwon River in Winter and other periods of inundation is a key opportunity. These works need to also consider use of passive drown outs (sections artificially set below the main levee at the start and end) to restrict access into the site during a major flood event when the entire structure may be overtopped. It is also recommended that management of the levee is delegated to a single authority (likely City of Greater Geelong) to ensure continuity of management and regular inspections as needed for this type of structure.

5. Recreation

5.1 Existing Adjoining Open Space

5.1.1 Lake Connewarre State Game Reserve

The reserve is managed by Parks Victoria (PV) and forms the eastern boundary of the Barwon River Parklands study area including approximately 2km of river frontage adjoining Sparrovale is Crown Land managed by Parks Victoria. There is currently limited public access to the reserve from the west and the adjoining land use is predominantly rural.

The Lake Connewarre State Game Reserve is part of the Port Phillip (Western Shoreline) and Bellarine Peninsula Ramsar Area. This is one of 11 wetlands of international significance in Victoria listed under the International Convention on Wetlands (Ramsar, Iran 1971). The Reserve hosts recreational hunting activities and is part of the duck season which extends from March to June depending on seasonal conditions.

Key considerations for the interface to the Lake Connewarre State Game Reserve include:

- Maintenance of a riparian and wetland parkland buffer between the reserve and any new urban development precincts.
- Control/visitor management to protect existing high value habitat areas within wetlands and along the Barwon River frontage.
- Control/management of other recreational access into the State Game Reserve during duck season.
- Design of stormwater drainage systems from future development precincts to ensure no impact on existing water quality, wetland flora and habitat values. Where possible new wetlands are to be incorporated into the reserve to maximise potential habitat value.
- Connection of existing visitor nodes via extension of the Barwon River Trail.

The public access visitor areas of Lake Connewarre State Game Reserve within proximity to Armstrong Creek include:

5.1.2 Taits Point

This is currently the main viewing and interpretation point for the reserve on the southern shoreline. There is a boat ramp, car park and elevated picnic/viewing areas overlooking Lake Connewarre and Hospital Swamps. Access is only via car along Staceys Road from Barwon Heads Road.

5.1.3 Baenchs Lane

There is an informal grass car park which provides access to Hospital Swamps for bird watchers and hunters during duck season. There are no other facilities and the area is difficult to access in wet conditions. Corangamite Catchment Management Authority (CCMA) are currently undertaking resurfacing of the access track through to the levee as this track still goes under water.



***Photo 27**: Taits Point*



***Photo 28**: Baenchs Lane*

5.2 Future Open Space

5.2.1 Horseshoe Bend Precinct

A

Horseshoe Bend Precinct Regional Park (Glenlee Estate)
The Horseshoe Bend Precinct Regional Park is to be developed as outlined in the *Armstrong Creek Horseshoe Bend Precinct Structure Plan 2014* (ACHBPSP). The Regional Passive Park (1.94Ha) is located south of 274-280 Reserve Road, Charlemont and west of Sparrovale Road Wetland (Glenlee Estate). It includes existing trees and views over Sparrovale Road to the new constructed wetlands. The reserve will feature a regional scale play space, public toilets and picnic facilities and will be connected via the future Barwon River Trail which will run along the current Sparrovale Road. The planning and design of the Regional passive park will be in accordance with the Horseshoe Bend Precinct Structure Plan guidelines.

B

Horseshoe Bend Precinct Local Park (103 Sparrovale Road, Charlemont)
The Horseshoe Bend Precinct Local Park is being proposed at the higher ground of Sparrovale at 103 Sparrovale Road, Charlemont. The local park (0.60Ha) is located on the eastern side of the estate near Brearleys Lane to protect the 5 remnant trees located within the proposed area.



Figure 11: *Future Open Space Plan*

5.2.2 Armstrong East Precinct

C

Armstrong Creek East Regional Active Open Space
The Armstrong Creek East Regional Active Open Space will be developed in accordance with the *Armstrong Creek East Precinct Structure Plan 2010* (ACPSP). The Regional Active Open Space (21.40Ha) will include playing fields, courts, pavilions and public toilets in support of active sporting use. The Active Open Space will be accessed directly from Barwon Head Road and via the Armstrong Creek Shared Path and a new boulevard.

D

Halcyon Estate Linear near Open Space
A 30m wide linear open space reserve is being proposed in the central area of Halcyon Estate, south-west of Sparrovale wetlands. This reserve is an important part of the shared path connection between Sparrovale Warralily Neighbourhood Activity Centre (NAC) through the East Precinct to the Active Open Space on the Surf Coast Highway. The reserve runs from north to south with a 30m wide boulevard with on street parking, pedestrian paths, bicycle lane and on street parking provisions. The boulevard will also provide direct access through to The Active Open Space and eventually the Sparrovale Wetlands from Barwon Heads Road.

5.3 Recreational Trails

5.3.1 Barwon River Trail

The Barwon River Trail will form the key access and spine of visitor use into the new parkland area. The extension of the Barwon River trail south along the river into the new open space at Armstrong Creek will improve two-way recreational access. Armstrong Creek residents will be able to access the existing Barwon River Trail network (20km+) with safe off road access back into central Geelong and in the longer term with completion of the ring road crossing on the river the Bellarine Rail Trail. Existing Geelong residents will also have access to the largest piece of new public open space in the area and eventually improved access through to Barwon Heads, Armstrong Creek and the southern areas of the Bellarine Peninsula.

The Shared Trail Master Plan is currently being developed by City of Greater Geelong.

Key design criteria for establishment of the path will include:

- Provide access above the Q10 flood level in accordance with Melbourne Water Shared Path Guidelines.
- Minimise impacts on ecological and cultural heritage values through careful selection of trail routes and sustainable design of infrastructure.
- Be developed in accordance with best practice and to meet and the requirements of *AS1428 Access and Mobility Standards*.
- Be developed in accordance with current AustRoad Standards and CoGG Guidelines.

To achieve Q10 flood protection the Barwon River Trail will need to located around the perimeter of the new wetland park. Refer Figure 11

It will utilise the former Sparrovale Road, ensuring protection of existing trees. It will then use the road reserves at Harriott Road and Groves Road. As these existing roads are below the Q100 flood level they will be replaced with new roads as residential development progresses. Eventually the Barwon River Trail will connect from the east of Groves Road to future path links to be provided along Southern Deviation Channel and Armstrong Creek.



***Photo 29**: Sparrovale Road (Future Barwon River Trail)*



***Photo 30**: Groves Road (Future Barwon River Trail)*

5.3.2 Wetland and Maintenance Access

The existing unsealed roads and vehicle tracks used by landowners as part of existing farm management will form the basis for future maintenance vehicle access network. This network could also form an excellent secondary walking trail network for public access to the Barwon River and a series of loops and circuits around new wetlands and larger space areas.



***Photo 31**: Existing north track*



***Photo 32**: Former electrical easement track*

5.4 Other Recreation

5.4.1 Passive Recreation

New regional active open space and sporting will be established within the Armstrong Creek East Precinct and a new regional park and playspace will provide for passive recreation. Other local open space will be provided for within the Urban Growth Area as indicated in each Precinct Structure Plan. There is currently no land based active recreation or sporting use planned within the study area.

Bush Walking/Bird Watching

Bush walking/bird watching and nature appreciation are expected to become a key attractor for visitors to the area. The parklands will provide public access to one of the most significant bird habitat areas in Victoria and an area of National and International significance. Refer section 3. An opportunity to escape from the urban environment will also be a key attraction for many visitors.

5.4.2 Water Sports

Geelong Water Ski Club currently has almost exclusive use of the Barwon River between Boundary Road and Coppards Road just north of the study area. The club is located at the end of Wilsons Road on the east bank and has a private boat ramp on the east bank.

The Barwon River Parklands Strategy and South West Regional Trails Strategies recommend investigation for establishment of a canoe/kayak link between Geelong and Barwon Heads. As Armstrong Creek develops and water-skiing and other uses of the Barwon River including fishing and canoeing increase, the potential for conflicts with the water-skiing and duck season use may also increase.

The Barwon River is used for canoeing and kayaking however the restriction to access under the Aqueduct and the drop at the lower breakwater limit use. Lake Connewarre is also difficult to negotiate with shallow tidal conditions suited to only the most experienced of users.

5.4.3 Duck Season

The duck hunting season opens in March and closes in June. The duck season is held at Lake Connewarre State Game Reserve and on other crown land areas across Victoria subject to a review of environmental conditions by Department of Environment, Land, Water and Planning (DELWP). The most popular day for hunting is opening day where the shooting start is set at a controlled time. For the remainder of the season, duck hunting is permitted from half an hour before rise to half an hour after sunset. Hunting from a boat on waterways (such as rivers, creeks, streams and channels) is permitted under power, up to a speed of five knots. On the lake you are not permitted to hunt duck from a motor boat if the motor is running, whether in gear or not.

Hunters are required to use non-toxic shot. The use of lead shot for duck hunting is prohibited throughout Victoria. This includes duck hunting on all wetlands, waterways and dry lands on public land. There are some exemptions for private land and historical use of lead shot may be an issue in some areas.

Duck hunting is also permitted on private land with permission of the leaseholder, licensee or land owner/manager respectively. Wetlands may be closed to hunting at certain times to protect concentrations of rare or threatened species or colonies of breeding water birds. Non-game species are occasionally shot when mistakenly identified, or when flying among game birds. There is a total ban on the take of threatened species. To avoid shooting non-game species, hunters must:

- identify the target as a game species
- make sure the bird is within effective shooting skills distance
- single out a bird and do not fire into flocks (this may injure other birds including non-game species).

Unless dispatching a downed bird with a clear line of fire regulations do not permit hunters to fire at birds on the water, as ricocheting shot could injure non-game birds or other hunters.

During duck season there are periods where ‘unauthorised’ people are restricted from entering specified hunting areas to minimise risks to public safety outcomes. The key area extends out 25m from the water's edge and only applies for late evening and early morning. At all other times, ‘unauthorised’ people are able to freely move about the reserve and can enter the water between 10am until two hours before sunset. Similar provisions have been in place since 1993.

Quail Season

Quail hunting is also held at the Lake Connewarre State Game Reserve between April to June. The use of clear signage within the hunting grounds is vital to delineate between the Reserve and Council land.

5.4.4 Fishing

There is currently no public access to the west bank of the Barwon River south of Horseshoe Bend Road. The establishment of the Sparrovale Wetlands Park will enable a significant improvement to fishing access with over 5km of new river frontage and provision of access to the lower breakwater.

There is currently no public road access to the river and fishers will need to walk in from adjoining roads. Flood restrictions and the cost of providing and maintaining public road access and parking will preclude establishment of this higher level access until road access improvements can be completed near Brearleys Road. The most direct access will be via the levee however there is no continuous pedestrian access in the Parks Victoria managed section.

6. Commercial

6.1 Tourism

The Greater Geelong and the Bellarine Tourism Development Plan 2016 has been developed to identify projects which will assist in growing the visitor economy over the next 10-15 years.

The plan indicates that the Greater Geelong and Bellarine region attracts around 5 million visitors annually including around 2.8 million day trippers most of whom pass within 3km of Sparrovale via the Surf Coast Highway or within 500m on Barwon Heads Road.

Despite its status as one of the largest, most picturesque and important wetland systems in Victoria, with environmental values of National and International significance, visitation levels to Lake Connewarre are low. There is a general lack of awareness that the area exists even amongst people who live in Geelong or have visited the region many times.

The plan indicates that Greater Geelong and Bellarine has its primary tourism strengths in nature based attractions and that the water based assets of the region act as a key motivator for visitation. The development of the Sparrovale Wetlands has the potential to provide a gateway to the Lake Connewarre Ramsar Area with provision of viewing, walking and interpretive information about one of the most significant wetlands in Victoria and Australia adding significant value to the existing local tourism offer.

The State Government of Victoria: Protecting Victoria's Biodiversity 2037 Plan has been developed to stop the decline of Victoria's native plants and animals and improve on the natural environment, so it is healthy, valued and actively cared for.

The plan indicates specific aspects such as helping Victorians take advantage of the many health and development benefits of connecting to nature and explore the wonders of Vitoria's biodiversity.

The development of the Sparrovale Wetlands has the potential to provide nature-based tourism and recreational activities such as bush walking, bird watching and fishing as this provides an important vehicle for people to connect with nature. On-going management of tourism is vital to ensure visitors have the opportunity to enjoy the site whilst protecting the biodiversity of Sparrovale wetland.

6.2 Existing Agreements

6.2.1 Eel Farming

There are three types of eel fisheries permitted in Victoria: wild harvest, stock enhanced and intensive aquaculture. The Victorian eel fishery is managed under the *Victorian Eel Fishery Management Plan 2017* guided by *Fisheries Act 1995* to ensure that the fishery remains viable, profitable and sustainable for all users of the resource.

There are two commercial licenses for wild harvest eel fishing on the Barwon River. The licenses cover areas from Queen's Park to Lake Connewarre and part of the river downstream of the lake. Any requests including license amendments will need to be referred to Victorian Fisheries Authority for approvals.
Aboriginal Victorians currently have a number of existing rights to access natural resources recognized under law. Members of Traditional Owner groups with a native title

determination under the Commonwealth's Native Title Act 1993 have non-exclusive rights to hunt, fish and gather natural resources for personal, communal and cultural purposes, without the need to obtain a license. Eels were, and continue to be, an important resource for some Aboriginal communities.

6.2.2 Mixed Farming Licence

The northern section of the site is less subject to flooding and will remain as viable farming land while development in the Stormwater catchment area continues. It will continue as a mixed farming license agreement with the former land owner who has agreed to lease 86 hectares of the site on an annual basis with the option for periodic grazing when agreed for areas of the site if needed to control pasture grass. Refer Figure 2.

6.2.3 Grazing/cropping of these areas will remain the most cost-effective land management approach to maintain the land of lower environmental value in its current condition until full scale floodplain revegetation works can commence. In order to continue grazing the lease will require access to potable water (for stock) and stockyards and access roads. Longer term as more urban stormwater is diverted to the wetlands the extent and duration of inundation will increase and viability and environmental impact of continued agricultural use.

6.3 Events

The restriction of public access to the site as required for safe completion of planned new wetlands and flood management works will last for at least three years. However, in order to increase public awareness, appreciation and use of the site during this period a series of regular events could be considered. These may include:

- **Site tours and planting days**
  These could involve local landcare/friend groups as well as schools.

- **Fishing competitions**
  Supervised day access into the site via the north track and use of temporary grass areas for public parking in coordination to enable fishing competitors on a difficult to access and rarely fished section of the Barwon River.

- **Bird watching tours**
  Guided walking tours with Geelong Field Naturists or others during seasonal bird watching periods.

- **Partnering with education sectors such as Schools/Universities**
  Investigate partnering with schools and universities to set up conservation programs within the wetland for the benefit of future management of the site.

7. Implementation

7.1 Overall Objectives and Staging

7.1.1 Phase 1 - Protecting The Sparrovale Wetlands Park And Barwon River

Timeframe 2019 to 2022 - subject to completion of the constructed wetlands and channels

The new wetland and parkland area will need to remain closed to the public in the short term to ensure public safety while required major drainage and site rehabilitation works are completed in accordance with existing endorsed plans and permit requirements. Draft Master Plan implementation projects in this period will focus on complimentary environmental rehabilitation projects such as revegetation works along the Barwon River and securing the parkland perimeter and maintenance access. Public access will be limited to guided tours and planting days to minimise potential public risk while new drainage systems and access tracks are established.

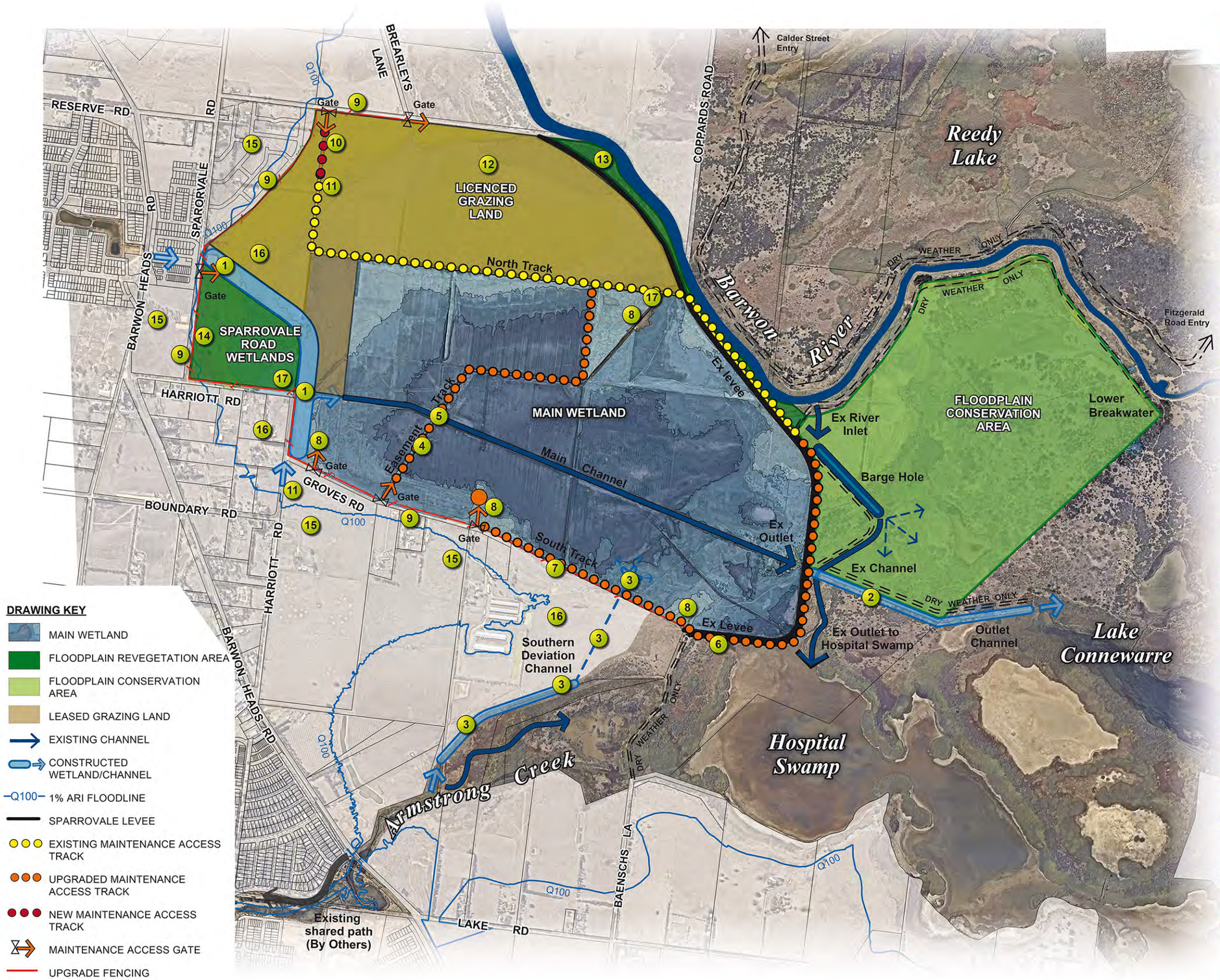
The sheer size and unsupervised nature of the site means recurrent land management costs may potentially reduce available funds for new public access and environmental rehabilitation projects. Therefore to retain and protect existing environmental values while minimising new land management costs to Council sections of the site will be licenced back to the family currently working the property to continue historical grazing and cropping activities. This is the most cost effective strategy to maintain the land in its current state and minimise changes to the ecology and proliferation of new weeds during establishment of the wetlands and parkland.

Phase 1 Key Objectives

- Complete drainage infrastructure works as required to enable flexible and sustainable long term management of the reserve wetlands and existing areas of environmental value.
- Undertake cost effective upgrade and reinstatement of maintenance access tracks and bunds using surplus material from civil works where possible to provide future for future public walking access.
- Ensure ongoing threatened species management actions are undertaken and prepare and implement management plans for areas of environmental significance.
- Ensure ongoing protection of environmental and cultural heritage values in accordance with endorsed permit requirements during works.
- Establish and implement management plan for native vegetation offset sites.
- Develop and implement of native vegetation, hydrological and ecological monitoring programs on site.
- Establishment of an ‘operations plan’ that is informed by the requirements to maintain appropriate water levels, drying cycles and water flows into the larger Ramsar system.
- Prepare a revegetation plan and commence reinstatement of indigenous overstorey trees along the Barwon River and floodplain consistent with the prevailing EVC.
- Commence local provenance indigenous seed harvesting and begin preparation for direct seeding works.
- Retained licenced grazing as the most cost-effective land management use for paddocks subject to low levels of inundation.
- Confirm future ownership and operational management responsibility for existing and new wetland and waterway management infrastructure and assets.
- Ensure public safety and protection of the sensitive environment through the closure of the site for the duration of the construction and rehabilitation works.

- Create community awareness of the site significance and its potential through guided access for community or school groups and special events.

Refer to Figure 12 for Phase 1 Actions and Priorities



DRAWING KEY

- MAIN WETLAND
- FLOODPLAIN REVEGETATION AREA
- FLOODPLAIN CONSERVATION AREA
- LEASED GRAZING LAND
- EXISTING CHANNEL
- CONSTRUCTED WETLAND/CHANNEL
- Q100 — 1% ARI FLOODLINE
- SPARROVALE LEVEE
- EXISTING MAINTENANCE ACCESS TRACK
- UPGRADED MAINTENANCE ACCESS TRACK
- NEW MAINTENANCE ACCESS TRACK
- MAINTENANCE ACCESS GATE
- UPGRADE FENCING
- EXISTING SHARED PATH (BY OTHERS)

DRAFT KEY PHASE 1 ACTIONS

1. Construct Sparrovale Road water quality treatment wetlands providing pre-treatment of stormwater flows from the Horseshoe Bend Precinct prior to discharge to the main channel and natural wetlands within the reserve.
2. Construct the new outlet channels to Lake Connewarre downstream of the levee ensuring effective release of stormwater back to Lake Connewarre and the Barwon River.
3. Construct the new Southern Deviation Channel to divert summer stormwater flows from Armstrong Creek away from Hospital Swamp to maintain existing saltmarsh and waterbird habitat values.
4. Top dress the former electrical easement access track using material from the Sparrovale Road wetland and temporary bund removal works.
5. Replace the existing degraded farm bridge crossing on the main channel at the former electrical easement access track to retain pedestrian only access. Investigate provision of flow controls at this point to enable short term detention of stormwater upstream for habitat and weed control purposes.
6. Liaise with Parks Victoria to lower and strengthen the southern levee bank using material from either the Sparrovale Road wetland bund or Southern Deviation Channel construction works. Formalise a new spillway point closer to the Groves Road end to restrict high risk access along the levee during Barwon River floods.
7. Top dress the informal track east of Groves Road to improve all weather access to the levee bank. Use material from the Sparrovale Road wetland bund or Southern Deviation Channel works.
8. Undertake general removal of rubbish and top dress left over spoil stockpiles using surplus material from civil works and temporary bund to improve site amenity and prepare for future indigenous overstorey tree planting works.
9. Replace and secure reserve perimeter fence lines and gates to prevent unauthorised vehicle access into the reserve.
10. Establish new unsealed maintenance access road from Brearleys Lane through to the main track to facilitate maintenance and lease area access.
11. Extend potable water connection and meter for offline stock watering from the former Sparrovale Farm homestead in the leased grazing area.
12. Retain grazing access to northern paddocks and along the Barwon River (summer only) for fire prevention and to minimise weed control and other land management costs.
13. Liaise with CCMA to commence re-vegetation works along the Barwon River using indigenous species of local provenance.
14. Protect existing trees during completion of Sparrovale Road wetlands and undertake propagation of new trees for parkland planting using collected seed.
15. Co-ordinate development interface planning to minimise visual and environmental impacts on the wetland reserve and to maximise open space links and passive surveillance.
16. Prepare design guidelines for the farming zones adjoining the wetland reserve to include typical treatments at the wetland interface i.e., longer blocks rather than retaining walls, species suitable for revegetation and any relevant land use restrictions.
17. Commence onsite community engagement using only supervised controlled access public events such as planting days, walking/birdwatching tours and possibly one day only fishing competitions to ensure maximise safety.

CITY OF GREATER GEELONG

PHASE 1 PROTECTING THE WETLANDS AND BARWON RIVER (2019-2022)

SPARROVALE MASTER PLAN

DRAFT

Figure 12

JANUARY 2020

DWG No. SMKA-01

0 100 200 300 500m

7.1.2 Phase 2 - Opening The Sparrovale Wetlands Park

Timeframe approximately 2022 through to approx. 2030 during the ongoing development of new residential areas and open space adjoining the wetlands park.

Following completion of major drainage and site rehabilitation works the aim is to provide public walking access through to the Barwon River and to allow informal access around the wetlands using the existing network of levees and farm tracks used in ongoing management of the site. The unsealed maintenance access tracks and existing levee banks will provide for dry weather walking only access. The tracks will provide access for fishing, bird watching and nature appreciation and CoGG will continue to support guided tours and planting days as part of local school programs to build local community ownership and appreciation of the natural values.

Restricted public vehicle access to the river could be considered for single day events such as fishing competitions in dry weather subject to event management plan applications and approval but flood constraints mean there is no plan for provision of public car parking or road access within the wetlands park.

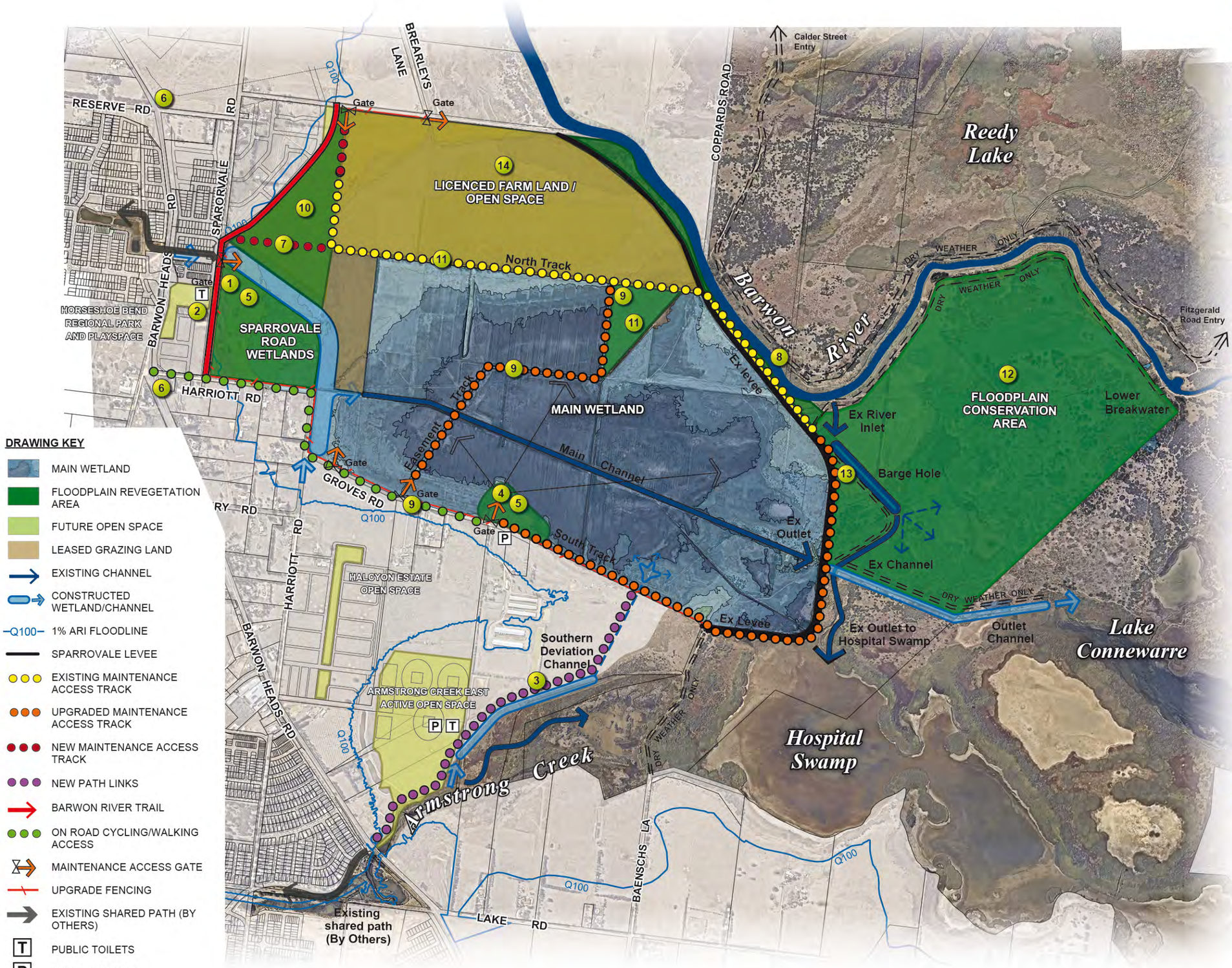
For those not as adventurous or able to undertake the 1km walk to the Barwon River and around the wetlands (approximately 1-hour return journey) a new fully accessible elevated wetland viewing point and parking area will be established at the end of Groves Road. This location provides 270 degree views and the best spot to appreciate the interaction between the Barwon River and natural and constructed wetlands during both dry and wet weather.

Other Draft Master Plan implementation projects in this phase will focus on continued floodplain rehabilitation and improving pedestrian and cycle links to new open space areas in the adjoining Armstrong Creek and Horseshoe Bend residential development areas. Licenced grazing and cropping activities will continue in areas with lower environmental value.

Phase 2 Key Objectives

- Establish a new public open space parkland and visitor facilities with signed off road shared trail and walking links to the adjoining open space network.
- Establish an elevated wetland interpretation and orientation point.
- Provide self-guided walking only access through the wetlands to and along the banks of the Barwon River.
- Support improved canoe/kayak access between Geelong and Barwon Heads.
- Continue revegetation focusing on establishment of indigenous overstorey shade trees for new public access areas and tracks.
- Increase local and broader community awareness and appreciation of the wetlands and Barwon River.
- Support continued leased grazing as the most cost effective land management use for paddocks subject to low levels of inundation.
- Ensure ongoing protection and enhancement of cultural and environmental values.
- Maintain appropriate ecological monitoring and operational management for significant revegetation communities weed threats.
- Investigate opportunities to establish sustainable farming initiatives and enhanced community engagement and education programs on licenced farming areas.
- Review, document and appropriately action the key improvements and issues arising from Phase 1 and develop appropriate adaptive management actions.

Refer to Figure 13 for Phase 2 Actions and Priorities



DRAWING KEY

- MAIN WETLAND
- FLOODPLAIN REVEGETATION AREA
- FUTURE OPEN SPACE
- LEASED GRAZING LAND
- EXISTING CHANNEL
- CONSTRUCTED WETLAND/CHANNEL
- 1% ARI FLOODLINE
- SPARROVALE LEVEE
- EXISTING MAINTENANCE ACCESS TRACK
- UPGRADED MAINTENANCE ACCESS TRACK
- NEW MAINTENANCE ACCESS TRACK
- NEW PATH LINKS
- BARWON RIVER TRAIL
- ON ROAD CYCLING/WALKING ACCESS
- MAINTENANCE ACCESS GATE
- UPGRADE FENCING
- EXISTING SHARED PATH (BY OTHERS)
- PUBLIC TOILETS
- PUBLIC PARKING
- VIEWING POINT/ LOOKOUT

DRAFT KEY PHASE 2 ACTIONS

1. Establish a small picnic area opposite Horseshoe Bend Regional Park amongst the existing trees and overlooking the Sparrovale Road Wetlands to include small picnic shelter, picnic tables and drinking fountain.
2. Provide walking path access and links to the Horseshoe Bend Regional Open Space and former Sparrovale Road greenway.
3. Provide unsealed path link along the Southern Deviation Channel from Groves Road through to existing open space and path networks along Armstrong Creek in the Warralily Estate.
4. Provide a fully accessible elevated lookout point at the eastern end of Groves Road with views out over the wetlands and across the levee to Hospital Swamp and Lake Connewarre. Consider use of fill material from Southern Deviation Channel works to cost effectively establish the lookout and access ramp. (Refer Figure 17)
5. Develop and install interpretive signage highlighting historical and environmental values and the functionality of wetland management infrastructure at the new picnic area and lookout point.
6. Provide directional signage to the wetland reserve and new visitor areas on Barwon Heads Road.
7. Provide and unsealed walking path link from the new Sparrovale Road picnic area to the north track. Use new style crossings at existing north track stock gates to providing public walking only access to the Barwon River.
8. Provide seats at fishing and viewing spots on the Barwon River in conjunction with signage highlighting environmental and cultural heritage values.
9. Sign the return walking loop from the Barwon River via the natural wetlands using the former electrical easement track and levee bank using passive drown outs to restrict public access to these areas during major floods.
10. Expand indigenous revegetation works to new parkland areas east of Sparrovale Road.
11. Undertake indigenous understorey tree planting along the north track and the former electricity easement track to improve habitat diversity and amenity for walkers
12. Remove grazing from the eastern conservation area allow natural regeneration to restrict public access to more sensitive environmental areas.
13. Investigate establishment of a rest space/viewing area at the Barge Hole.
14. Investigate opportunities to establish sustainable farming initiatives and enhanced community engagement and education programs on licenced farming area.

CITY OF GREATER GEELONG

PHASE 2 OPENING THE PARK (2022-2030)

SPARROVALE MASTER PLAN

DRAFT

Figure 13

JANUARY 2020

DWG No. SMKA-01

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7.1.3 Phase 3 - Regional Gateway To The Lake Connewarre Ramsar Area

Timeframe approximately 2030 to 2040 as development of the Armstrong Creek Urban Growth Area nears completion.

The further completion of new development at Armstrong Creek will provide supporting visitor infrastructure such as picnic and toilet facilities, play spaces and additional car parking at the Horseshoe Bend Regional Park (Sparrovale Road) and Armstrong Creek Active Sports Precinct which will be linked via completion of the new Barwon River Trail around the Sparrovale Wetlands park.

As the drainage catchment reaches full development and the number of visitors to the wetlands increases funding for the final phases of floodplain environmental rehabilitation can be more easily secured reducing the need for continuation of licenced grazing and cropping activities to offset land management costs.

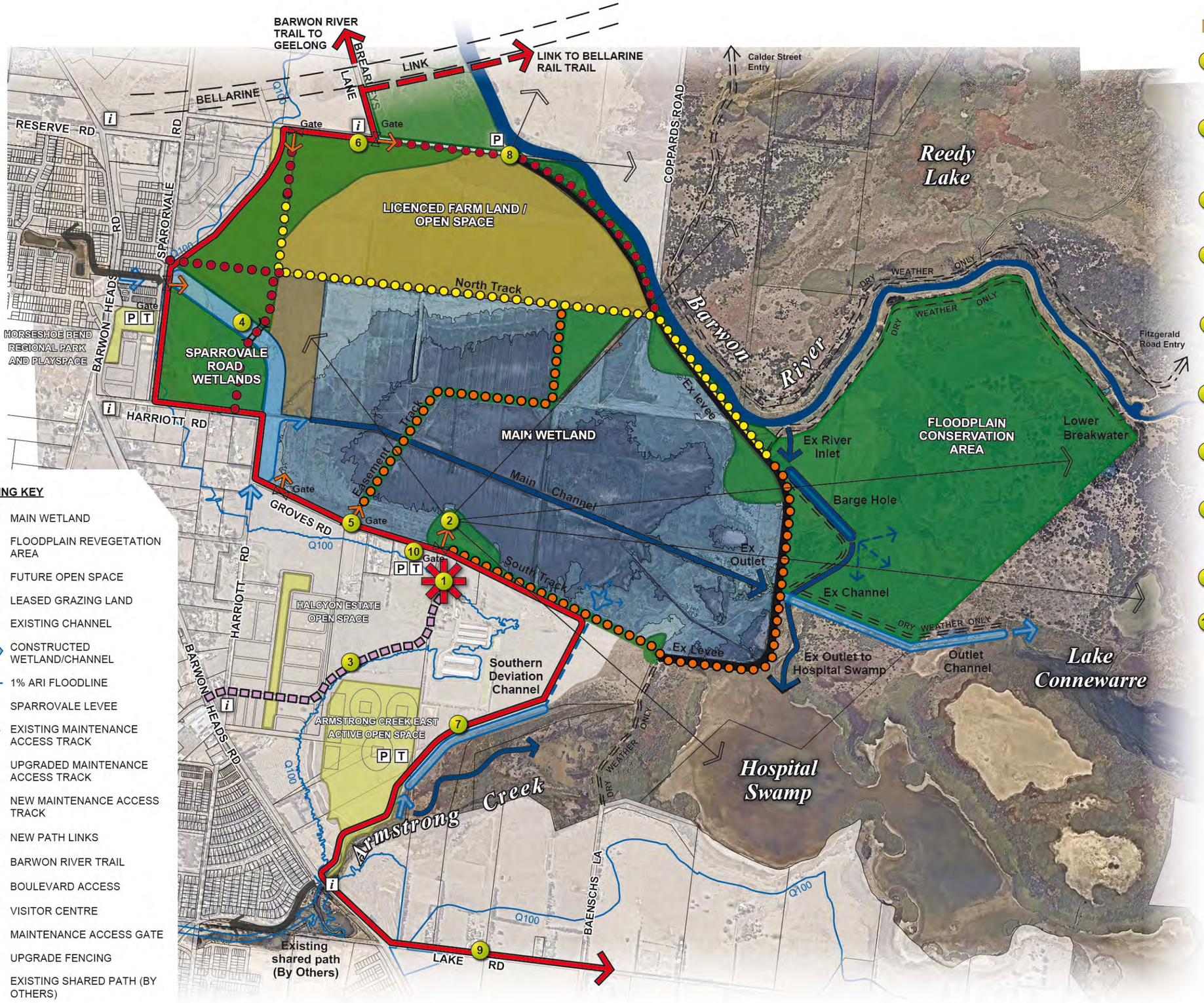
A direct boulevard road link from Barwon Heads Road through the Armstrong Creek East Precinct will eventually provide direct access and upgraded service connections through to the elevated wetland viewing point and parking area at the end of Groves Road established in Phase 2. Ultimately this visitor node could then be upgraded to a regional wetland visitor destination with direct access for passing tourism traffic on Barwon Heads Road and the Surf Coast Highway to the best views out over the wetland and the Lake Connewarre system.

To fast track the establishment of the site as a regional visitor destination an iconic wetland lookout structure could be developed to expand on the initial viewing mound developed in phase 2. An iconic architectural lookout tower at this point, visible from Barwon Heads Road could assist in generating additional visitor traffic to support longer term establishment of a dedicated wetlands visitor centre with café and expanded picnic facilities to support longer stay visitation in the area.

Phase 3 Key Objectives

- Connect the Barwon River Trail back to Geelong and upgrade off road links to other open space areas within the Armstrong Creek and Horseshoe Bend Precincts.
- Upgrade and formalise wetland and Barwon River circuit walking tracks to enable all weather/all ability use.
- Investigate establishment of a regional wetland interpretation centre and iconic wetland lookout structure to promote tourism, eco tourism and wide recognition of the wetlands and Lake Connewarre Ramsar area.
- Investigate options to provide public parking and all ability access closer to the banks of the Barwon River in consultation with public land managers.
- Cease grazing and complete revegetation of remaining paddocks to expand and enhance biodiversity and habitat values.
- Review, document and appropriately action the key improvements and issues arising from Phase 2 and develop appropriate adaptive management actions.

Refer to Figure 14 for Phase 3 Actions and Priorities



DRAWING KEY

- MAIN WETLAND
- FLOODPLAIN REVEGETATION AREA
- FUTURE OPEN SPACE
- LEASED GRAZING LAND
- EXISTING CHANNEL
- CONSTRUCTED WETLAND/CHANNEL
- Q100 1% ARI FLOODLINE
- SPARROVALE LEVEE
- EXISTING MAINTENANCE ACCESS TRACK
- UPGRADED MAINTENANCE ACCESS TRACK
- NEW MAINTENANCE ACCESS TRACK
- NEW PATH LINKS
- BARWON RIVER TRAIL
- BOULEVARD ACCESS
- VISITOR CENTRE
- MAINTENANCE ACCESS GATE
- UPGRADE FENCING
- EXISTING SHARED PATH (BY OTHERS)
- T PUBLIC TOILETS
- P PUBLIC PARKING
- VIEWING POINT/ LOOKOUT

DRAFT KEY PHASE 3 ACTIONS

1. Investigate establishment of a wetland interpretation centre in conjunction with the Armstrong Creek Active Open Space facility and strengthen links to the Groves Road lookout area and levee bank walking loop. (Refer Figure 18)
2. Investigate expansion of the existing wetland lookout mound established in phase 2 to include an architecturally designed lookout tower with an expanded open space areas and picnic facilities.(Refer Figure 18)
3. Liaise with planning to establish direct boulevard road access from Barwon Heads Road to the Groves Road lookout point to maximise tourism opportunities.
4. Upgrade the Sparrovale Road parkland visitor facilities opposite the Horseshoe Bend Regional Park to include a shorter wetland accessible all-weather circuit walking path and new bridge/boardwalk crossing across the Sparrovale Road wetlands.
5. Formalise closure of Groves Road to cars and incorporate as part of the future Barwon River Trail. Connect the elevated lookout and expanded parking area to the new development road network and Active Open Space/Sporting reserve with Q100 flood protection.
6. Subject to complete of the Barwon River Trail off road from Brearleys Lane through to North East Industrial Precinct back to Geelong and Belmont Common.
7. Upgrade Southern Deviation Channel path to a sealed shared path linking Groves Road through to Armstrong Creek Active Open Space and Waralilly. Investigate revegetation along the channel.
8. Investigate provision of accessible public parking access closer to the Barwon River at the northern end of the site (subject to final confirmation of the Ring Road crossing point and adjoining road network).
9. Longer term investigate future extension of the Barwon River Shared Trail to Taits Point and Barwon Heads via Lake Road.
10. Investigate future discovery/art trail linking the proposed interpretation centre with Glenlee Regional Park through the easement track up to the main channel to allow visitors to explore the history/science of Sparrovale.

CITY OF GREATER GEELONG

PHASE 3 GATEWAY TO THE LAKE CONNEWARRE RAMSAR AREA (2031-2040)

SPARROVALE MASTER PLAN

DRAFT

Figure 14

JANUARY 2020

DWG No. SMKA-01

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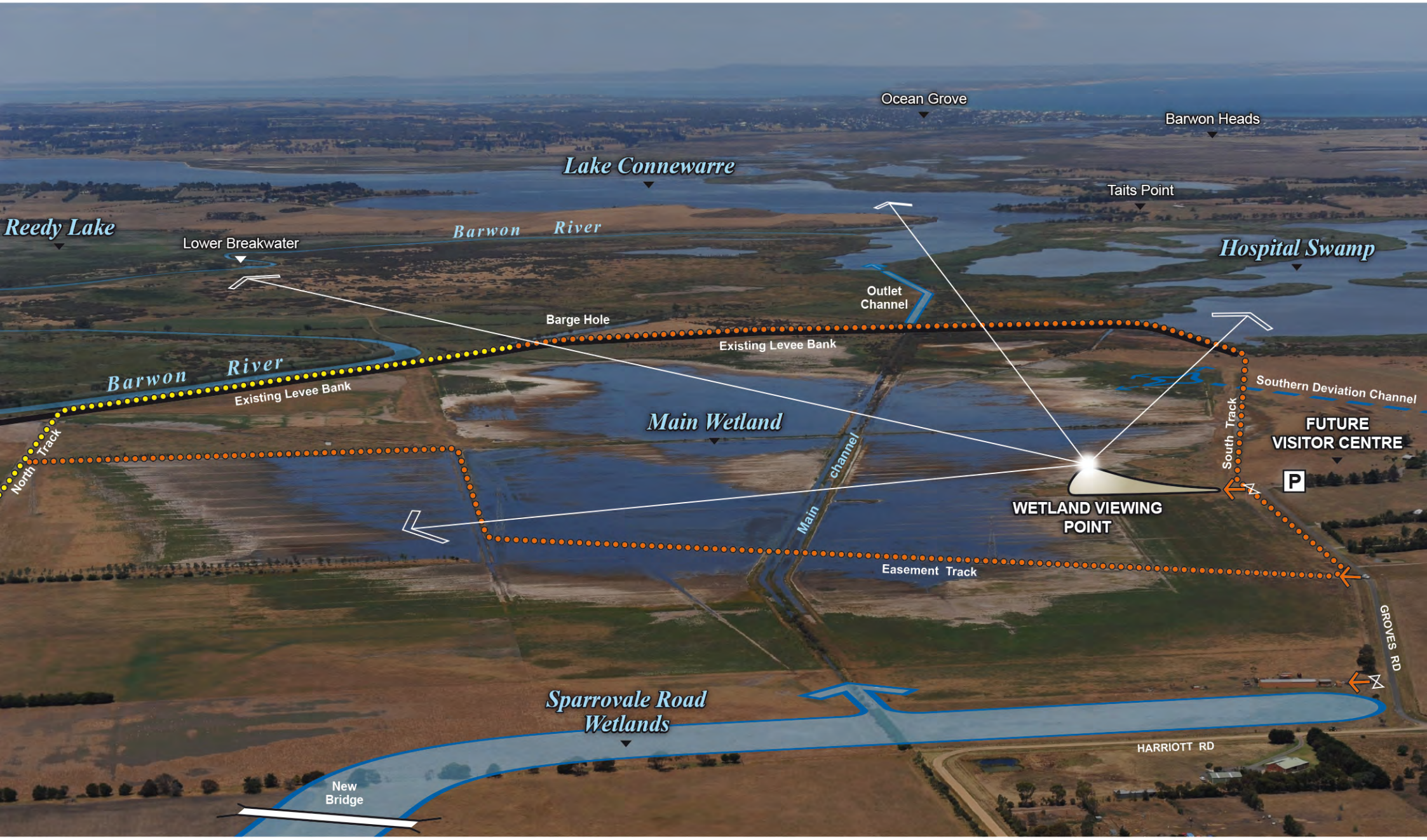


Figure 15 – View A (South East)

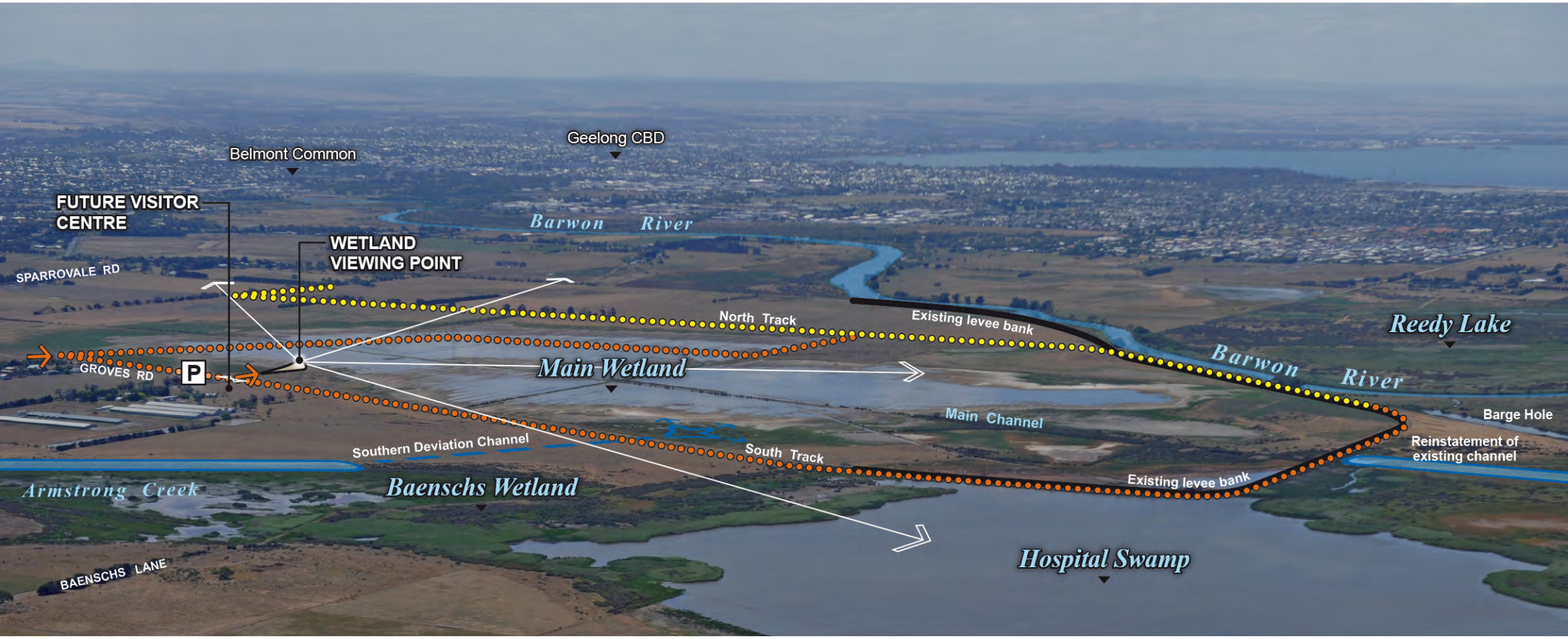


Figure 16 – View B (North)

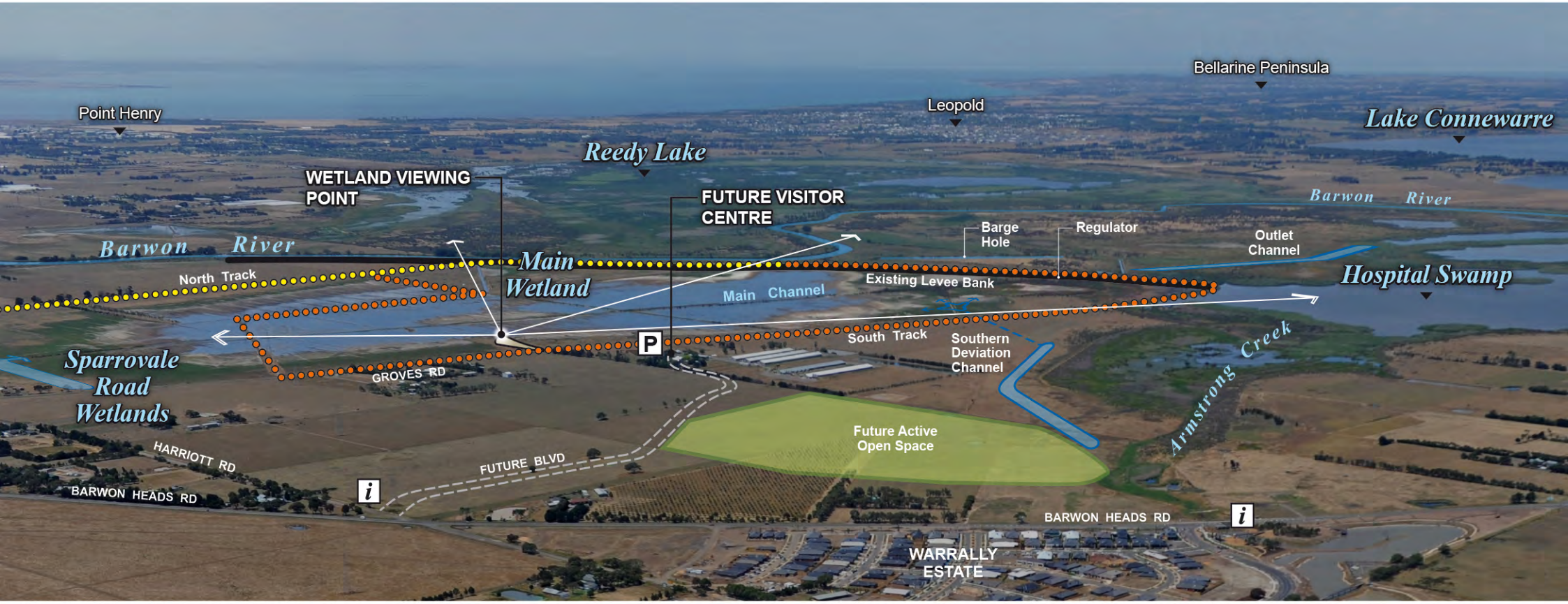


Figure 17 – View C (North East)

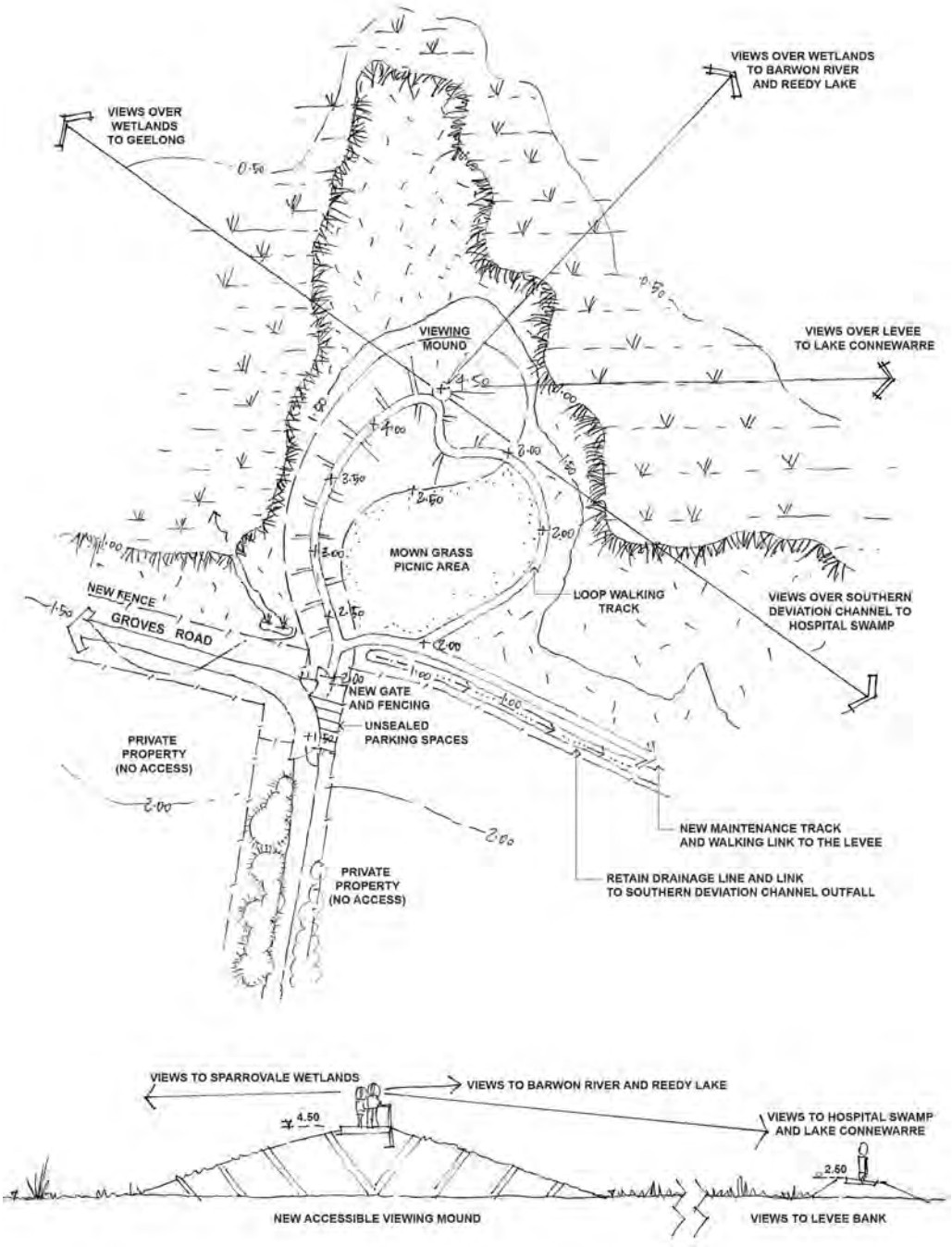


***Figure 18**: Phase 2 Viewing Mound*



***Photo 33**: Viewing Mound location*

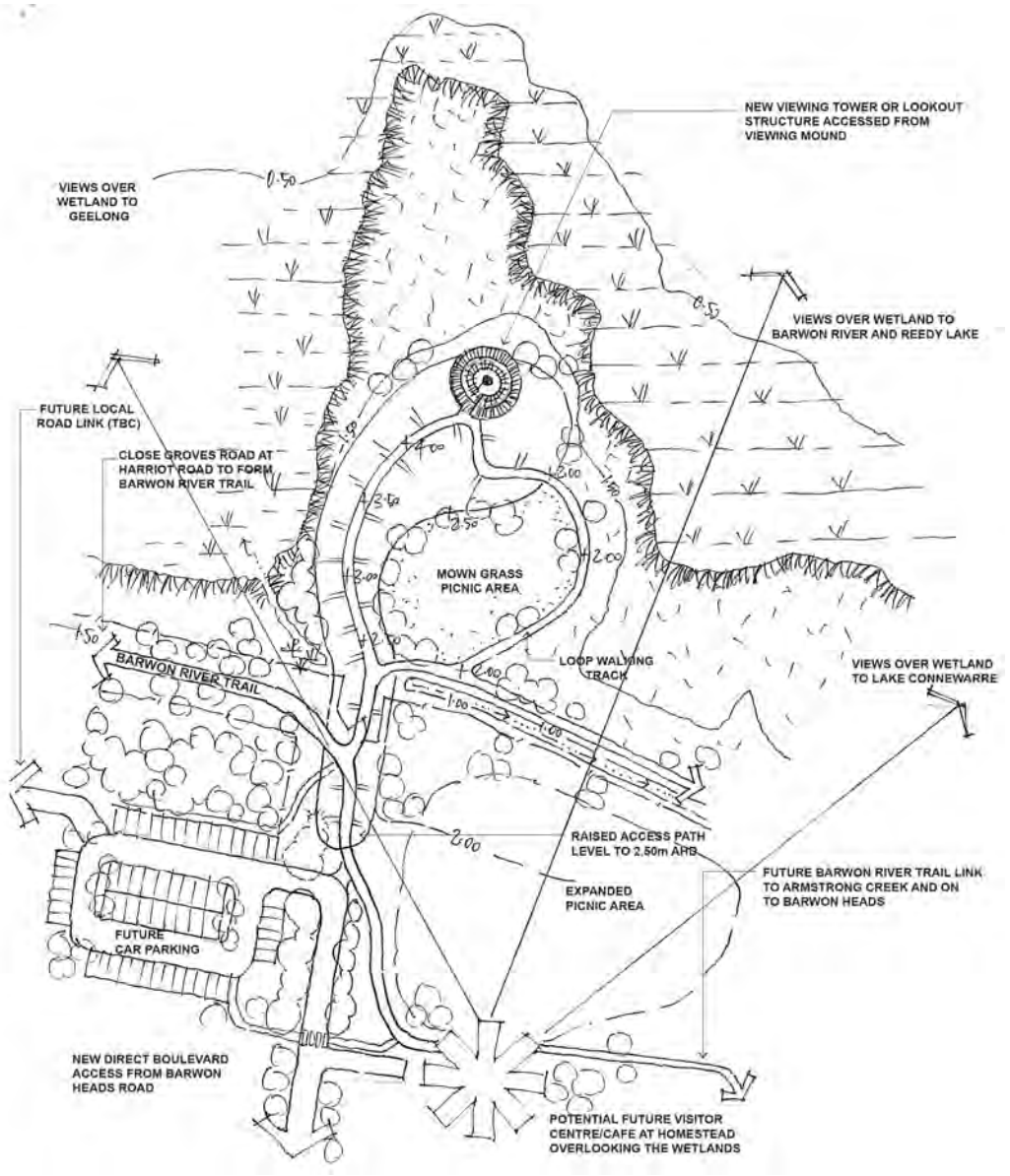


Figure 19: *Phase 3 Visitor centre*



Photo 34*: Sculptural*



Photo 35*: Accessible*



Photo 36*: Simple*

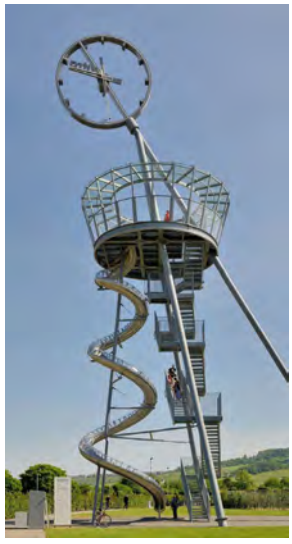


Photo 37*: Fun*

Figure 20: *Potential lookout design themes*

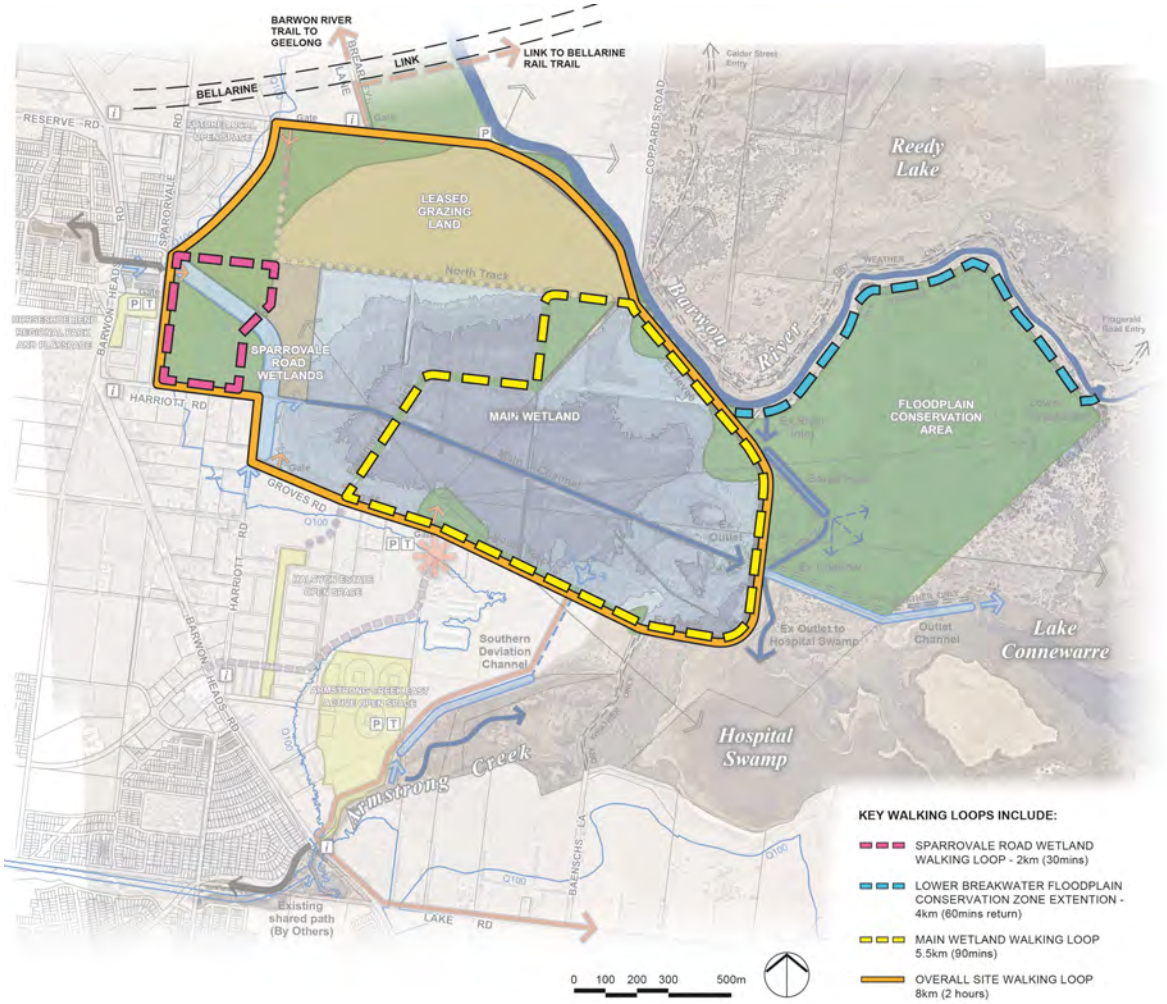


Figure 21: *Potential walking loops*

Sparrovale Road Wetland Walking Loop
This will be an all ability circuit of just over 2km (approximately 30 minutes) and will require a bridge/boardwalk crossing on the new Sparrovale Road constructed wetlands. This circuit will likely be the most popular circuit in the initial phase of wetland park development as it is closest to the residential area and Barwon River Trail. The circuit walk will also have direct connection to the future Horseshoe Bend Regional Park and will provide an important additional to passive recreation options at this new reserve which will have a large playspace, picnic facilities and public toilets. The walking path will be subject to inundation only in a major flood event and views will be focused more on the constructed wetlands rather than the larger natural wetlands further east.

Main Wetland Walking Loop
This circuit of 5-6km (approximately 90 minutes) will start/end at the proposed viewing point and car parking area at the end of Groves Road. Targeting more intrepid walkers and bird watchers this circuit will use the existing network of levee banks and maintenance access tracks to complete a full circuit of the main wetland. Use of the existing levee system will require establishment of a new culvert/bridge crossing across the main channel on the former electrical service easement track (currently in planning) and use of the main Sparrovale levee, requiring improvements to access in the PV managed sections. The walking path will be subject to inundation only in a major flood event and will provide access into the wetlands and Barwon River when they are almost full of water and at their most spectacular. Passive drown outs (artificially lowered sections of path which are covered by water first) will be used at the path entry points to restrict access to the site before flood waters reach dangerous levels. Use of chicanes and styles will need to be considered to restrict illegal motorbike access at the entries.

Lower Breakwater Floodplain Conservation Area Walking Loop
This extension to the main wetland walking loop of approximately 4km (60minutes return) will form an informal track along the Barwon River down to the Lower Breakwater. It will be best accessed from the end of Groves Road and will only be useable in dry weather. The lower breakwater is likely to become a popular fishing spot and intrepid fishers and bird watchers are likely to be the main users of this informal 'rubber boots required' walking track.

Overall Site Walking Loop

A circuit walk including the Sparrovale Road Wetland Walking Loop and the Main Wetland Walking Loop will take around 2 hours. This route would enable users to visit both the Horseshoe Bend Regional Park and the proposed viewing point and future visitor centre at the end of Groves Road providing the complete wetland experience.

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Glossary

Abbreviation	Definition in this Discussion Paper
AAV	Aboriginal Affairs Victoria
ARI	Annual Recurrence Interval (1% = 1% chance of flooding in any given year)
BW	Barwon Water
CaLP Act	Catchment and Land Protection Act (1994)
CCMA	Corangamite Catchment Management Authority
CFA	Country Fire Authority
CHMP	Cultural Heritage Management Plan
dbh	Diameter of a tree measured at breast height
DEPI	Department of Environment and Primary Industries
DTPLI	Department of Transport, Planning and Local Infrastructure
FDE	Federal Department of Environment
ENG	City of Greater Geelong Engineering Unit
ENV	City of Greater Geelong Environment Unit
EPA	Environment Protection Authority
EPBC Act	Environment Protection and Biodiversity Conservation Act 1999
ESO	Environment Significance Overlay
EVC	Ecological Vegetation Class
FFG Act	Flora and Fauna Guarantee Act 1988
UGAT	City of Greater Geelong Urban Growth Area Team
HO	Heritage Overlay
LSIO	Land Subject to Inundation Overlay
OHS	Occupational Health and Safety
PAO	Public Acquisition Overlay
PCRZ	Public Conservation and Resource Zone
PPRZ	Public Park and Recreation Zone
PUZ	Public Use Zone
PV	Parks Victoria
RAP	Registered Aboriginal Party
REC	City of Greater Geelong Recreation and Open Space Unit
CoGG	City of Greater Geelong
RZ	Residential Zone
SWMS	Safe Works Method Statement
VHR	Victoria Heritage Register
WMO	Wildfire Management Overlay
WONS	Weeds of National Significance
WSUD	Water Sensitive Urban Design

4. C410 PLANNING SCHEME AMENDMENT - PUBLIC ACQUISITION OVERLAYS ARMSTRONG CREEK GROWTH AREA

Source:	**Planning, Design & Development – Planning Delivery**
Director:	**Gareth Smith**
Portfolio:	**Planning**

Purpose

1. To seek Council approval to prepare and exhibit Planning Scheme Amendment C410 to apply the public acquisition overlay (PAO) in the Armstrong Creek growth area.

Background

2. To facilitate development in the Armstrong Creek Urban Growth Area, land is required for public infrastructure including upgraded roads, drainage infrastructure and sporting reserves. This infrastructure is identified in the precinct structure plans (PSPs) and development contributions plans (DCPs). These PSPs and DCPs have been subject to public notification and review through their respective planning scheme amendment processes.

3. Approximately 30 per cent of the ultimate Armstrong Creek development has been delivered. Transfer of the public land through the planning permit process has not been able to secure all the necessary public land in a timely manner and a formal acquisition process is required to secure the land necessary to deliver high priority projects.

Key Matters

4. To facilitate the timely delivery of three retarding basins/wetlands, five road and intersection upgrades and three sporting reserves, a public acquisition overlay is necessary.

5. Applying the public acquisition overlay places the reservation in the planning scheme and allows for a future compulsory acquisition process to be initiated.

6. Each of these projects is critical to the ongoing development of the Armstrong Creek growth area based on road safety, facilitating ongoing development or meeting a DCP infrastructure timing trigger. **Attachment 2** shows the location and the strategic assessment for each project.

7. The application of the public acquisition overlay (PAO) to 18 properties is recommended to facilitate the land acquisition for these critical projects. The PAO would cover part of 11 properties and the entirety of seven land parcels.

8. The City is collecting development contributions and public open space contributions from developments to fund the land purchases.

9. Letters were sent to landowners in January 2020 to advise them of the City's intent to acquire land and the proposed PAO amendment process. Council officers have met with ten land owners to discuss the specifics of each of the properties.

Cr Sullivan moved, Cr Mason seconded -

10. That Council support the preparation and exhibition of Amendment C410ggee to the Greater Geelong Planning Scheme to:

10.1. Apply the PAO2 to land at:

10.1.1 168-170 Reserve Road, Charlemont;

10.1.2 125-141 Horseshoe Bend Road, Charlemont;

10.1.3 180-184 Reserve Road, Charlemont;

10.1.4 186-194 Reserve Road, Charlemont;

10.1.5 200-202 Reserve Road, Charlemont;

10.1.6 286 Boundary Road, Mount Duneed;

10.1.7 5 Whites Road, Mount Duneed; and

10.1.8 611-621 Torquay Road, Mount Duneed.

10.2. Apply the PAO4 to land at:

10.2.1 152-166 Reserve Road, Charlemont;

10.2.2 232-240 Horseshoe Bend Road, Charlemont;

10.2.3 271-279 Horseshoe Bend Road, Charlemont;

10.2.4 430 Torquay Road, Armstrong Creek;

10.2.5 350-360 Boundary Road, Armstrong Creek; and

10.2.6 5 Whites Road, Mount Duneed.

10.3. Apply the PAO12 to land at:

10.3.1 152-166 Reserve Road, Charlemont;

10.3.2 582-620 Boundary Road, Armstrong Creek;

10.3.3 661-669 Barwon Heads Road, Charlemont;

10.3.4 619-639 Boundary Road, Charlemont;

10.3.5 641-655 Boundary Road, Charlemont; and

10.3.6 657-669 Boundary Road, Charlemont.

10.4. Request the Minister for Planning to authorise the preparation and exhibition of Amendment C410ggee.

10.5. Authorise the Director Planning, Design & Development to make any subsequent changes to the amendment that are minor and do not impact on its intent, as required.

Carried.

Attachment 1

Financial Implications

1. Land acquisition is funded by relevant Armstrong Creek DCPs and public open space contributions.

2. Land acquired through the PAO process costs the City more than land transferred by agreement and the purchase costs may exceed the value included in the DCP. Compensation payable under the Land Acquisition and Compensation Act will not be recovered through development contributions.

3. Notwithstanding this, the use of the PAO is the most time efficient mechanism available for the City to acquire the land it needs to deliver these critical projects.

4. When acquiring the land, landowners will be compensated based on an independent assessment of the market value of the land, and other costs affected by the acquisition, in accordance with the Land Acquisition and Compensation Act 1986.

Community Engagement

5. Directly affected landowners were notified in January 2020 of the City's intention to purchase their land and the proposed PAO amendment process.

6. Formal consultation and communication with landowners about the PAO amendment will be undertaken in accordance with the requirements of the *Planning and Environment Act 1987*.

7. The planning scheme amendment will be exhibited and land owners will be able to provide submissions and be heard by an independent planning panel appointment by the Minister for Planning.

8. Each of the PSPs and DCPs where the land was identified for a public purpose has been subject to public notification and review through their respective planning scheme amendment processes.

Social Equity Considerations

9. The Horseshoe Bend PSP, Armstrong Creek West PSP and Armstrong Creek Town Centre PSP provide for a considered and well-planned approach to the development of additional residential communities within the Armstrong Creek Growth Area.

10. The intent of these PSPs and relevant DCPs is to ensure that the infrastructure required to service the community meets their needs and expectations and is provided in a timely manner.

11. The land acquisition process is governed by the *Land Acquisition and Compensation Act 1986* which ensures a fair and equitable process for landowners.

Policy/Legal/Statutory Implications

12. The proposed planning scheme amendment accords with the vision and intent of the Horseshoe Bend PSP, Armstrong Creek West PSP, Armstrong Creek Town Centre PSP and relevant DCPs. Each document is incorporated into the Greater Geelong Planning Scheme and the City is required to deliver infrastructure to address development impacts on surrounding properties. These include issues such as the management of excess runoff, safety upgrades to roads and intersections, and the provision of sporting reserves for the community.

13. The amendment is supported by the following State and Local Planning Policies:

    13.1 Clause 11.02-3S Sequencing of development, the objective to manage the sequence of development in areas of growth so that services are available from early in the life of new communities;

    13.2 Clause 18.02-2S Transport system, the objective to coordinate development of all transport modes to provide a comprehensive transport system;

    13.3 Clause 18.02-3S Road system, the objective to manage the road system to achieve integration, choice and balance by developing an efficient and safe network and making the most of existing infrastructure;

    13.4 Clause 19.02-6S Open space, to establish, manage and improve a diverse and integrated network of public open space that meets the needs of the community;

    13.5 Clause 19.03-3S Integrated water management, to sustainably manage water supply, water resources, wastewater, drainage and stormwater through an integrated water management approach;

    13.6 Clause 19.03-2S Infrastructure design and provision, to provide timely, efficient and cost-effective development infrastructure that meets the needs of the community; and

    13.7 Clause 21.11 Armstrong Creek Urban Growth Area, to ensure the orderly and controlled development of Armstrong Creek.

14. The future land acquisitions will be subject to the provisions of the Land Acquisition and Compensation Act 1986.

Alignment to Council Plan

15. The Armstrong Creek Urban Growth Plan is nominated in the *Council Plan 2018-2022* as integral to the delivery of Council's *planned sustainable development* strategic priority. The timely delivery of critical drainage, road and active open space projects is key in supporting the liveability and sustainable growth of the community.

Conflict of Interest

16. No Council officers involved in the preparation of this report have a conflict of interest regarding the matter under consideration.

Risk Assessment

17. The application of the PAO to these properties will ensure that the development within the Armstrong Creek Growth Area can proceed with the necessary drainage assets is secured and made available to receive stormwater runoff. Delays in road network upgrades due to land not being available for road widening has adverse impacts on road user safety.

18. The application of the PAO ensures that the land can be compulsorily acquired should negotiations with land owners by the City or other third parties not succeed.

Environmental Implications

19. The land acquisition does not pose any impact on the environment beyond what is already identified in the PSP planning process. When the construction work for the DCP projects commences following the land acquisition, it will be undertaken as per City standards with an appropriate environmental management and construction management plan in place.

THE CITY OF
GREATER GEELONG

ARMSTRONG CREEK PUBLIC LAND ACQUISITION – STRATEGIC ASSESSMENT REPORT

CITY OF GREATER GEELONG

INTRODUCTION

The approved Precinct Structure Plans (PSP) and Development Contribution Plans (DCP) in the Armstrong Creek Growth Area identify a variety of infrastructure that is required to support the transition from rural to urban land. As the community grows, this infrastructure is required to be built to enable and support an effective road, drainage and open space network. The City's strategy for land acquisition has been centred around developers working together with the aim to have land vested to Council. It is normal and preferable to reach agreement for the voluntary transfer of land for DCP projects through the planning permit process. The transfers that occur usually happen by a process called vesting and are enacted as part of the subdivision of adjoining land. Unfortunately, not all land can be secured via this approach in a timely enough manner in order to secure the land that the City needs to facilitate high priority infrastructure projects.

However, there are some instances where land is not easily vested or acquired:

- Infrastructure requiring land from multiple landowners (developers and private);
- Privately held land parcels (owned by non-developers) with little interest in developing; and,
- Parcels of land with no development potential (e.g. nominated as 100% open space)

KEY PROJECTS

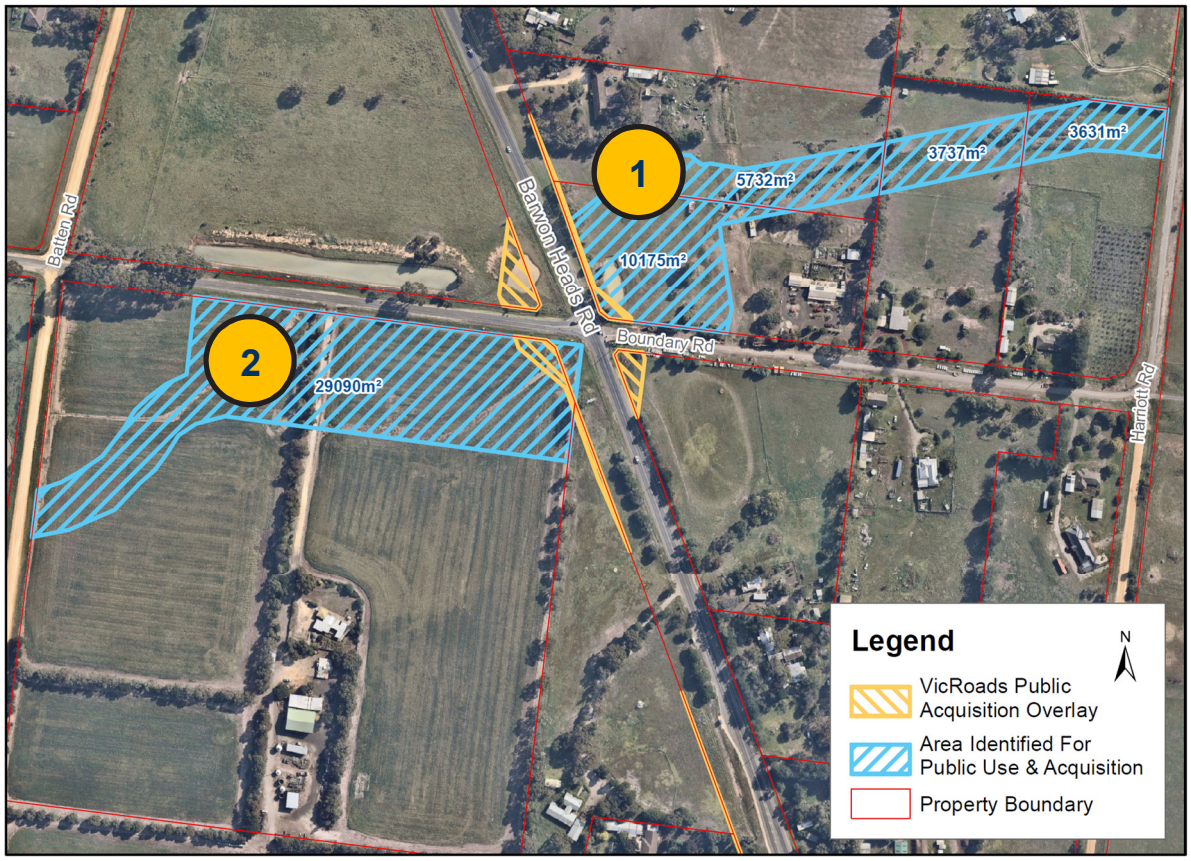
1) Ultimate drainage link to Sparrovale Wetlands
2) Horseshoe Bend Road diversion, drainage and sport fields
3) Intersection Surf Coast Highway – Boundary Road
4) Intersection Surf Coast Highway – Whites Road and sport fields
5) Sport fields West Precinct
6) Intersection Horseshoe Bend Road – Boundary Road

Projects have been assessed against the following criteria:

- Immediate to short term delivery required;
- Reason for need (e.g. road safety, impact on development delivery, service provision triggers);
- Complexity of land acquisition; and,
- Local infrastructure (to be delivered/funded by the developer) versus higher order item (funded through DCP or Open Space Contribution).

Project Area 1: Ultimate drainage link to Sparrovale

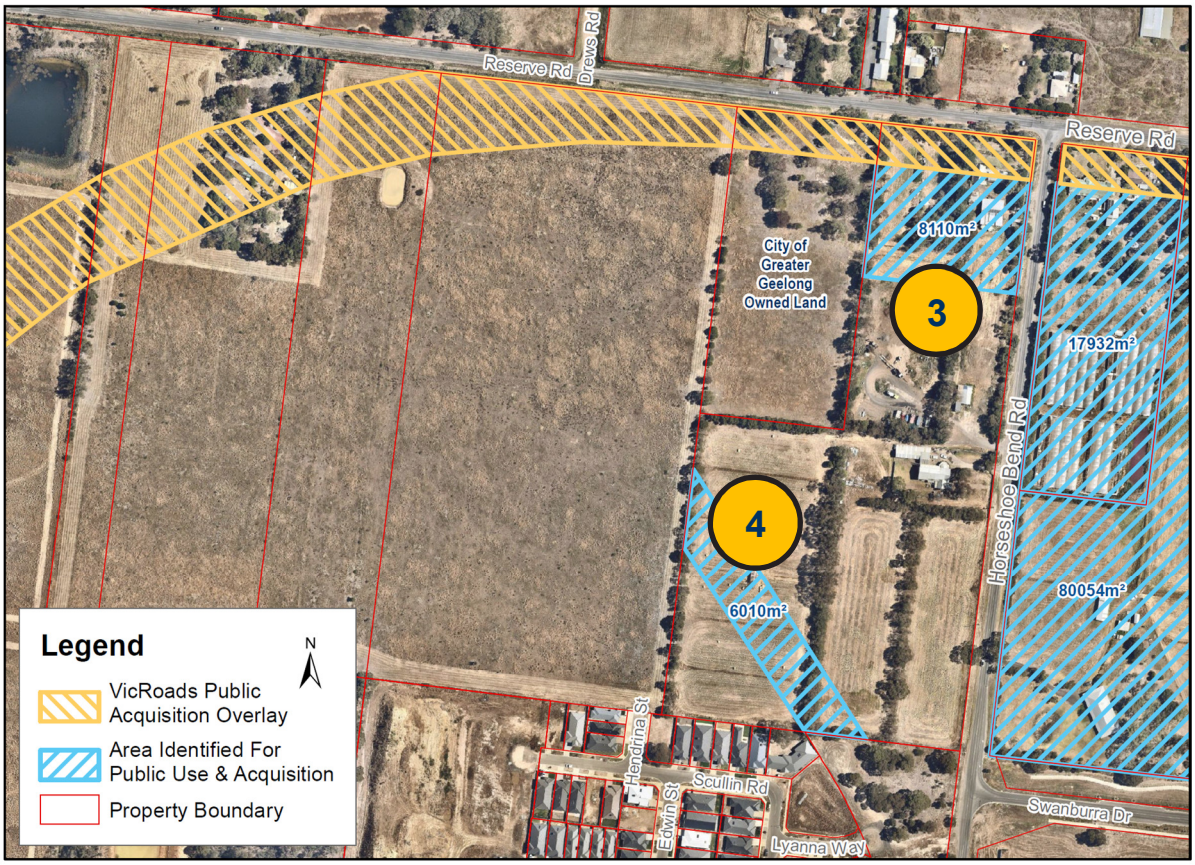
The conveyance of development storm water from Horseshoe Bend Precinct to the Sparrovale Wetlands is largely delivered via two critical drainage assets.

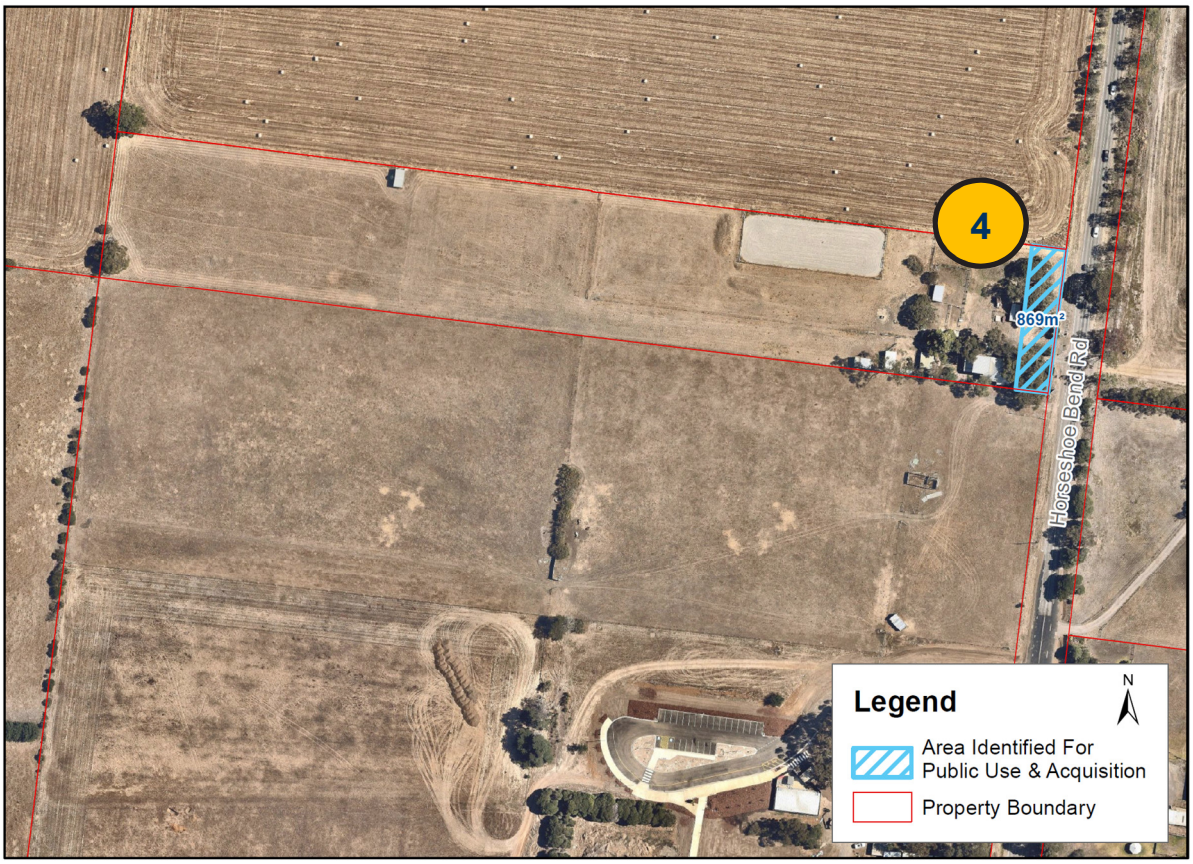


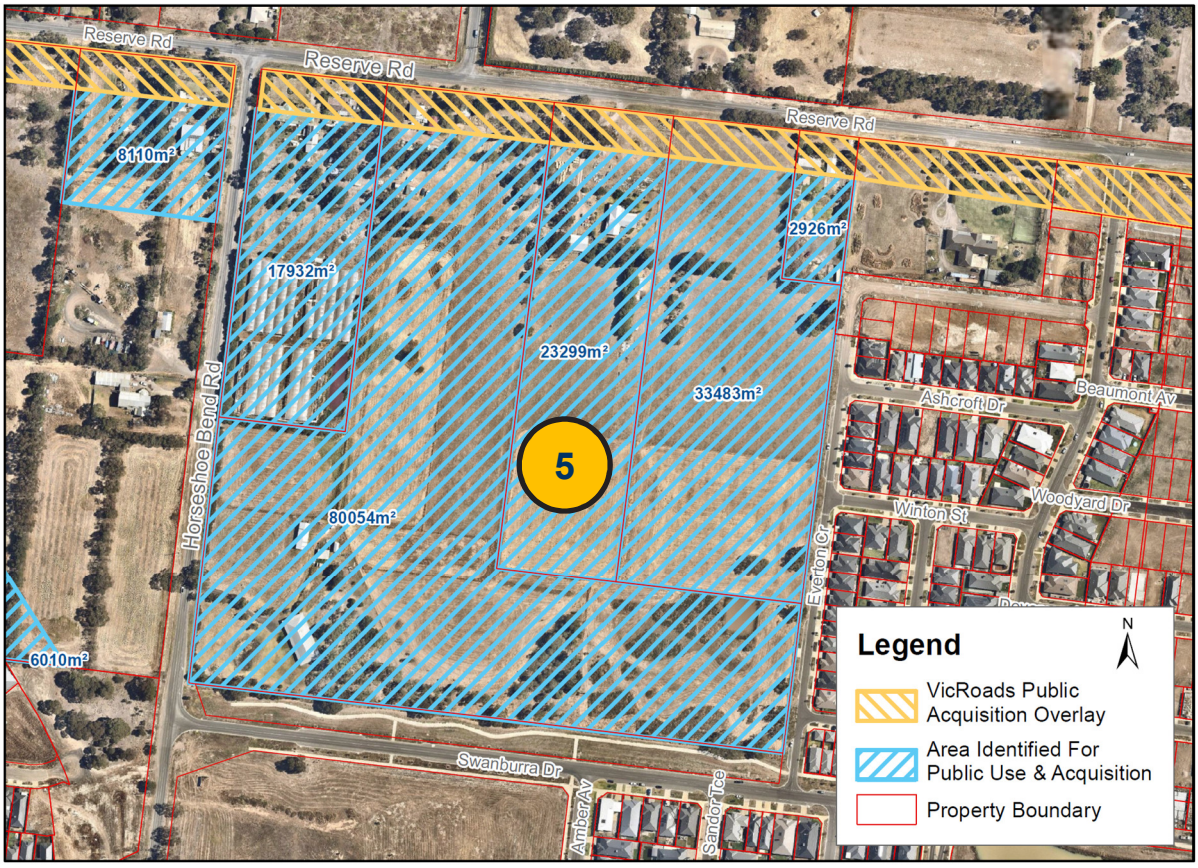
DCP Item	Priority
1. **Barwon Heads Rd to Harriott Rd Retarding Basin** (Construction and Land)	**When:** Immediate **Why:** Residential development west of catchment is limited until drainage infrastructure is provided **Relevant Issues:** - 4 landowners - Amendment C360 was abandoned in 2017 in favour of current flows piped solution
2. **Barwon Heads Rd South Retarding Basin** (Construction and Land)	**When**: Immediate **Why:** Residential development west of catchment is limited until drainage infrastructure is provided **Relevant Issues:** - Developers have not been able to reach agreement - Part of the property required by VicRoads (no timing on land acquisition yet)

Project Area 2: Horseshoe Bend Road diversion, drainage and sport fields

The widening and realignment of Horseshoe Bend Road will provide improved safety and access to the future school and active open space precinct. Road widening is also required between Boundary Road and Reserve Road to upgrade the road to an urban standard. The drainage asset is a critical link to convey development storm water east to west in the northern part of Horseshoe Bend Precinct. The Regional sporting fields will ensure the Horseshoe Bend and Marshall Precinct communities meet their active open space needs.




4
869m²
Horseshoe Bend Rd
Legend
N
Area Identified For Public Use & Acquisition
Property Boundary


Reserve Rd
Reserve Rd
Reserve Rd
8110m²
17932m²
23299m²
33483m²
2926m²
5
80054m²
6010m²
Horseshoe Bend Rd
Ashcroft Dr
Beaumont Av
Winton St
Woodyard Dr
Everton Cr
Swanburra Dr
Amber Av
Sandor Tce
Legend
N
VicRoads Public Acquisition Overlay
Area Identified For Public Use & Acquisition
Property Boundary

DCP Item	Priority
3. **Reserve Rd Retarding Basin** (Construction and Land)	**When:** Immediate **Why:** Residential development west of catchment is limited until drainage infrastructure is provided **Relevant Issues:** - Part of the property required by VicRoads and Department of Education and Early Childhood Development (no timing on land acquisition yet)
4. **Horseshoe Bend Road Widening Section 4** (Land)	**When:** Short term (2021) **Why:** Increased road safety concerns due to traffic volumes, degradation of Horseshoe Bend Rd **Relevant Issues:** - 2 landowners - Part of the property required by VicRoads (no timing on land acquisition yet)
5. **Regional Active Open Space (Northern)** (Construction)	**When:** Short term (~2025) **Why:** Required to ensure community access to active open space (Horseshoe Bend and Marshall Precincts) **Relevant Issues:** - 4 landowners - 100% active open space (non-developable)

Project Area 3: Surf Coast Highway – Boundary Road intersection

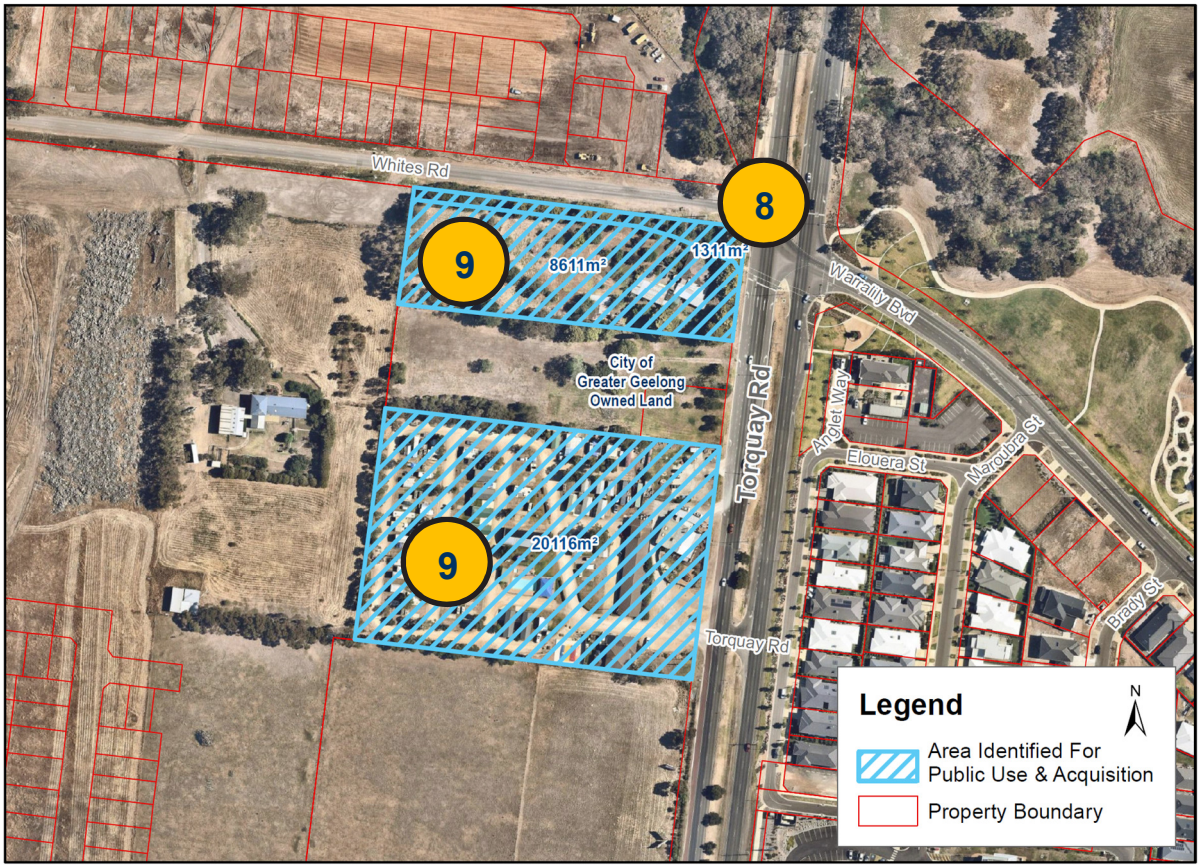
The south-eastern intersection splay and Boundary Road widening is required to deliver the full operational and safety requirements of the Surf Coast Highway/Boundary Road intersection.



DCP Item	Priority
6. **Surf Coast Hwy/Boundary Rd Intersection** (Construction and land)	**When:** Immediate **Why:** Increased safety concerns due to traffic volumes, tied to Boundary Rd widening, partial construction underway on western leg of intersection **Relevant Issues:** - Relationship to Boundary Road widening and other properties
7. **Boundary Rd Widening (412 Torquay Rd and 350-360 Boundary Rd, Armstrong Creek)** (Land)	**When:** Immediate **Why:** Increased road safety concerns due to traffic volumes, tied to intersection upgrade **Relevant Issues:** - Land is required to enable construction of the intersection

Project Area 4: Surf Coast Highway – Whites Road intersection and sports fields

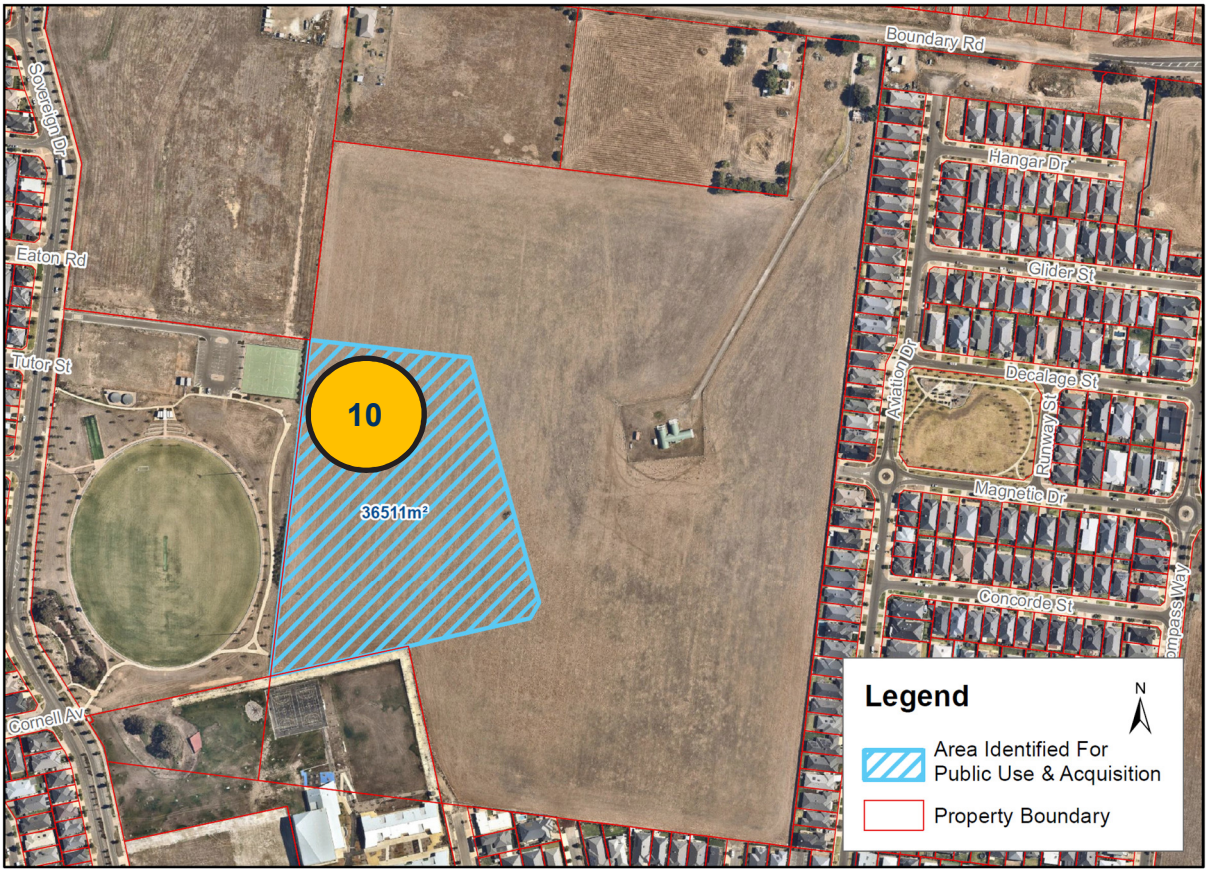
The south-western splay is required to enable the delivery of the full operational and safety requirements of the Surf Coast Highway/Whites Road intersection. The sporting fields will ensure the growing West Precinct communities meet their active open space needs.



DCP Item	Priority
8. **Surf Coast Hwy/Whites Rd Intersection** (Construction)	**When:** Immediate **Why:** Increased safety concerns due to traffic volumes, Whites Rd developments requiring intersection upgrade **Relevant Issues:** - 100% active open space (non-developable) - Full land acquisition required for Whites Road upgrade
9. **Armstrong Creek West LAC Active Open Space** (Construction)	**When:** Short term (2024) **Why:** To deliver DCP trigger for active open space **Relevant Issues:** - 2 landowners - 100% active open space (non-developable)

Project Area 5: Sport fields – West Precinct

Part of the sports reserve has already been completed directly to the west and has been vested to the City. The remaining sports field is required to complete the project.



DCP Item	Priority
10. Armstrong Creek West NAC Active Open Space (Construction)	**When:** Immediate **Why:** Eastern oval delivered, colocation and dual use with school, 2,000 dwelling trigger passed **Relevant Issues:** - Western oval delivered and fully constructed, eastern oval required for project completion

Project Area 6: Horseshoe Bend Road – Boundary Road Intersection

Immediate upgrade of the Horseshoe Bend Road – Boundary Road intersection is required to support the increase in traffic. North-east splay is required. Iona College opened in January 2020 which will see an increase in traffic at this intersection.



DCP Item	Priority
11. **Horseshoe Bend Road/Boundary Road Intersection** (Construction)	**When:** Immediate **Why:** Increased road safety concerns due to traffic volumes, immediate delivery of intersection required **Relevant Issues**: - Each corner is owned by a separate landowner with varied interest in development timing

The 18 land parcels required by the City for the infrastructure projects and which will be affected by the proposed PAO are:

LOT NUMBER	PROPERTY ADDRESS
LOT 2 TP 904906	152-166 Reserve Road, Charlemont VIC 3127
LOT 1 TP 226953	232-240 Horseshoe Bend Road, Charlemont VIC 3217
LOT 1 LP 119621	271-279 Horseshoe Bend Road, Charlemont VIC 3217
LOT 1 TP 1651	430 Torquay Road, Armstrong Creek VIC 3217
LOT 1 TP958813	350-360 Boundary Road, Armstrong Creek VIC 3217
LOT 1 TP 825483	582-620 Boundary Road, Armstrong Creek VIC 3217
LOT 10 LP 91311	661-669 Barwon Heads Road, Charlemont VIC 3217
LOT 9 LP 91311	619-639 Boundary Road, Charlemont VIC 3217
LOT 8 LP 91311	641-655 Boundary Road, Charlemont VIC 3217
LOT 7 LP 91311	657-669 Boundary Road, Charlemont VIC 3217
LOT 1 TP 8569	168-170 Reserve Road, Charlemont VIC 3217
LOT 1 TP 15955	125-141 Horseshoe Bend Road, Charlemont VIC 3217
LOT 1 TP 815399	180-184 Reserve Road, Charlemont VIC 3217
LOT 1 TP 959114	186-194 Reserve Road, Charlemont VIC 3217
LOT 1 TP 830065	200-202 Reserve Road, Charlemont VIC 3217
LOT 1 TP 626825, LOT 1 TP 624273, PPSD LOT A & EC PS 749785	286 Boundary Road, Mount Duneed VIC 3217
CA C SEC 20	5 Whites Road, Mount Duneed VIC 3217
LOT 1 PS 321845	611-621 Torquay Road, Mount Duneed VIC 3217

5. BARWON HEADS ARTS AND COMMUNITY HUB – DEVELOPMENT OPTIONS

Source:	**Community Life – Social Planning & Investment**
Director:	**Robyn Stevens**
Portfolio:	**Arts, Culture and Heritage**

Purpose

1. To seek approval on the preferred siting and option for design and development of the Barwon Heads Arts and Community Hub at 5 Clifford Parade, Barwon Heads.

Background

2. Prior to the 2018 Victorian election, the State Government announced an election commitment of $1 million towards the development of an arts hub for Barwon Heads.

3. At a Council meeting held on 8 October 2019, Council considered a report on the project and:

   3.1 approved the Chief Executive Officer to enter into a funding agreement with the Victorian Government for the design and development of an arts and community hub at 5-5A Clifford Parade; and

   3.2 note that a report will be presented to Council in early 2020 with options for the development of the Barwon Heads Arts and Community Hub at Clifford Parade.

4. Regional Development Victoria (RDV) on behalf of the Victorian Government have provided a draft grant agreement to Council for development of an arts and community hub at 5 Clifford Parade, Barwon Heads.

Key Matters

5. As a result of the consultation with local stakeholder groups the following development options have been assessed:

   5.1 Option 1 – Redevelop 5 Clifford Parade (previously kindergarten and Maternal & Child Health– (refer to **Attachment 2**):

      5.1.1 part refurbish existing and new build at a cost of $1,187,000 (excl GST); or

      5.1.2 demolish existing and a new build at a cost of $1,682,000 (excl GST).

   5.2 Option 2 – Redevelop 5-5A Clifford Parade (integrate an arts and community hub with the existing senior citizens building) at an estimated cost of $1,809,000 (excl GST) (refer to **Attachment 3**).

6. The concept options have been reviewed by the Barwon Heads Arts and Community Hub Project Working Group (PWG) and Option 1 is preferred on the basis that it provides the largest achievable floor area and best functionality for a local community arts hub, and minimises any impact on the existing senior citizens activities, while still enabling the opportunity to create social connections across the two sites.

Cr Sullivan moved, Cr Mason seconded -

7. That Council:

7.1 Endorse in-principle development of the Barwon Heads Arts and Community Hub at 5 Clifford Parade, Barwon Heads consistent with Option 1(a) and refer this matter to future budget processes for consideration;

7.2 Authorise the Chief Executive Officer to enter into a funding agreement for $1million with the State of Victoria for development of the Barwon Heads Arts and Community Hub at 5 Clifford Parade, Barwon Heads, subject to addressing the requirements of any further statutory planning processes and community consultation; and

7.3 Note that a community governance model and activation plan is to be developed in consultation with the local stakeholder groups, to describe and determine the future operations of the Arts and Community Hub.

Carried.

Attachment 1

Financial Implications

1. The Victorian State Government committed $1 million to the project in the 2018 State Election. A capital funding agreement for the expenditure of $1 million has been received by the City. If the recommendations of this report are approved by Council, the funding agreement can be entered in to by the CEO on behalf of the City of Greater Geelong subject to meeting the requirements of any statutory processes.

2. The City has incurred expenditure of $8,000 to date to develop concept plans to inform this report.

3. Council have not allocated any capital budget to this project. With further refinement to the concept design, it is proposed that the delivery of the Arts and Community Hub can generally be achieved within the $1,000,000 being made available by the Victorian Government.

4. At its October 2019 meeting, Council endorsed the investigation of options for the development of an arts and community hub on the 5-5A Clifford Parade site.
Option analysis has determined that the proposed scope for an arts hub and the requisite car parking is best accommodated with components situated across both 5 & 5A Clifford Parade. No option identified the opportunity to accommodate these components whilst simultaneously enabling a developable portion of the site to be available for subdivision with a view to the sale of any surplus land.

5. Council has previously identified the 5 Clifford Parade site as surplus to service need and was listed as a potentially saleable asset. The 5 Clifford Parade site is currently valued at $1,285,000. In signing the grant agreement Council acknowledge that a financial return to the community cannot be realised from the sale of this asset.

6. Building maintenance costs have been estimated in the order of $9,300 per annum, not including utilities costs which are the responsibility of the tenant.

Community Engagement

7. A Project Control Group (including Regional Development Victoria as co-chair), a Project Working Group and a Project Reference Group have all been established to guide the planning and delivery of the project.

8. The Project Reference Group includes stakeholders in the project including the Barwon Heads Arts Council Inc, the Barwon Heads Association Inc and the Barwon Heads Senior Citizens Inc who have unanimously indicated that development on the 5 Clifford Parade site (ie; option 1A) is their preferred option.

9. The Project Reference Group met in late 2019 to undertake a visioning workshop to inform the community aspirations for the hub and undertaken site visits to like facilities in the municipality.

10. Subject to the resolution of Council, the Project Reference Group will be involved in the design development processes and preparation of a governance and activation plan (or similar) to describe how the facility will be operated and programmed.

11. A planning permit process, including community consultation will be undertaken as part the next stage in development of the arts and community hub project.

Social Equity Considerations

12. The development of an arts and community hub will facilitate increased access to community activity and creative expression within the local area.

Policy/Legal/Statutory Implications

13. The City has received a draft funding agreement from Regional Development Victoria (RDV) stipulating that the $1,000,000 funding for the arts and community hub must occur on the property at 5 Clifford Parade property (formerly a kindergarten and maternal and child health centre).

14. Although Clause 62.02 of the Greater Geelong Planning scheme exempts Council from the requirement to obtain a planning permit in relation to building and works, as the land is currently zoned residential, a planning permit is required in relation to the proposed land use. Therefore, the City will need to apply for a planning permit, and this will involve the normal statutory consultation processes and this process will (amongst other things) also consider the requirements for parking as a result of this proposed development.

Alignment to Council Plan

15. The development of an arts and community hub aligns with Council's strategic priorities including informed social infrastructure planning and vibrant arts and culture.

Conflict of Interest

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

Risk Assessment

17. Council support of Option 1 is required to ensure compliance with the proposed funding agreement which requires the refurbishment or replacement of the existing building (the former Kindergarten) located at 5 Clifford Parade, Barwon Heads, to establish an arts and community hub for use by local arts and community groups. If Council does not support Option 1, the capital funding agreement cannot be signed in its current form.

18. There is local stakeholder group support for development on the 5 Clifford Parade site. However, the proposal has not been tested with the surrounding or adjacent residents, and it is possible that from the statutory planning processes to be undertaken further matters may emerge that could affect the timing, delivery and cost of the project.

Environmental Implications

19. There are no environmental implications in relation to the recommendation of this report. Council's Sustainable Building Policy and One Planet Principles will be considered in the design and development of major social infrastructure projects.

Attachment 2



EXISTING CONDITIONS

BAROWN HEADS ART HUB
OPTION 1

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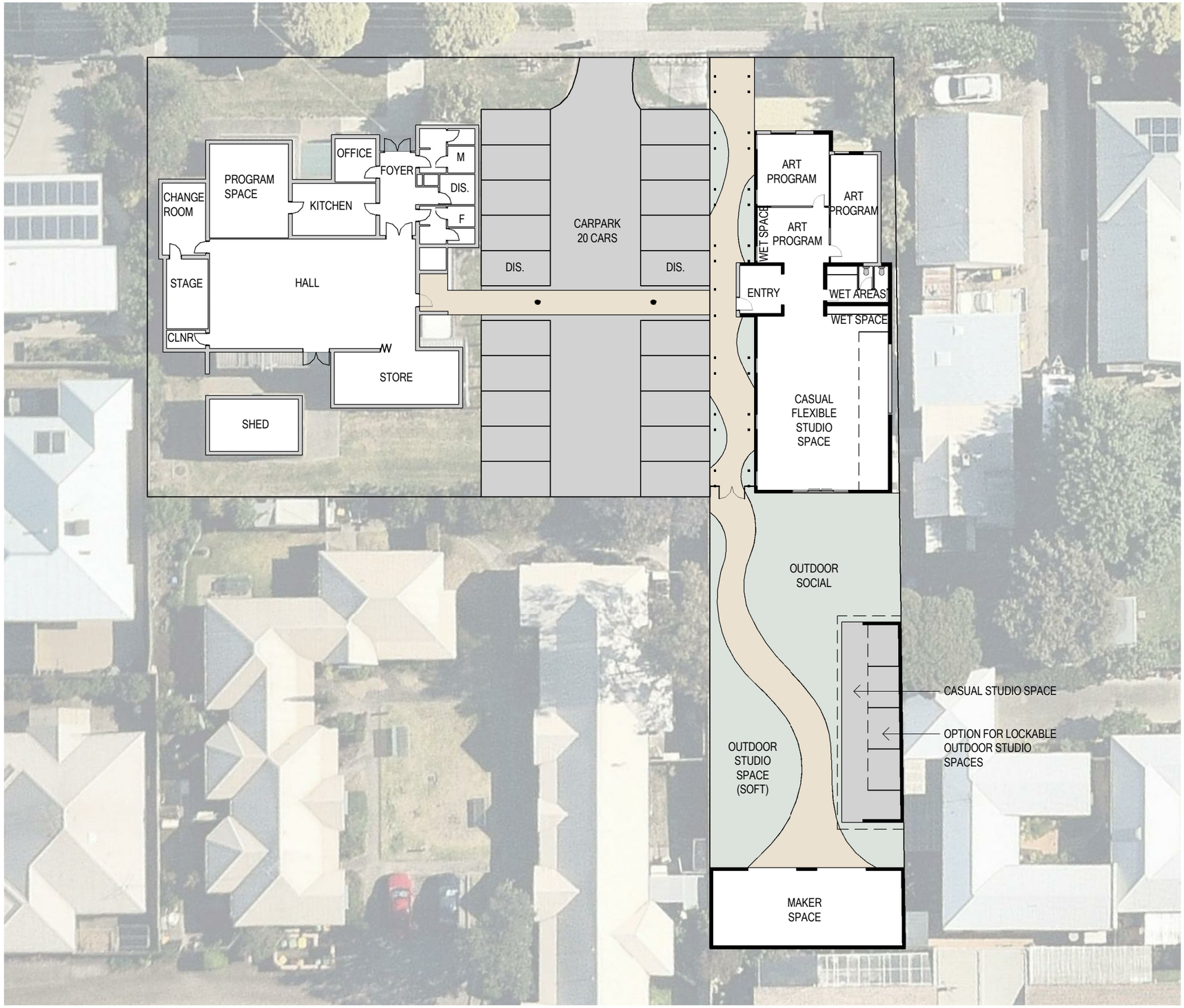
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JOB NO: G20004
SCALE: 1 : 300 **@A3**
DRAWING NO: SK01

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PROPOSED ART HUB

BAROWN HEADS ART HUB
OPTION 1

AREAS

NEW BUILDING : 230m²

MAKER SPACE : 72m²

OUTDOOR STUDIOS : 59m²

OUTDOOR SOCIAL SPACE : 303m²

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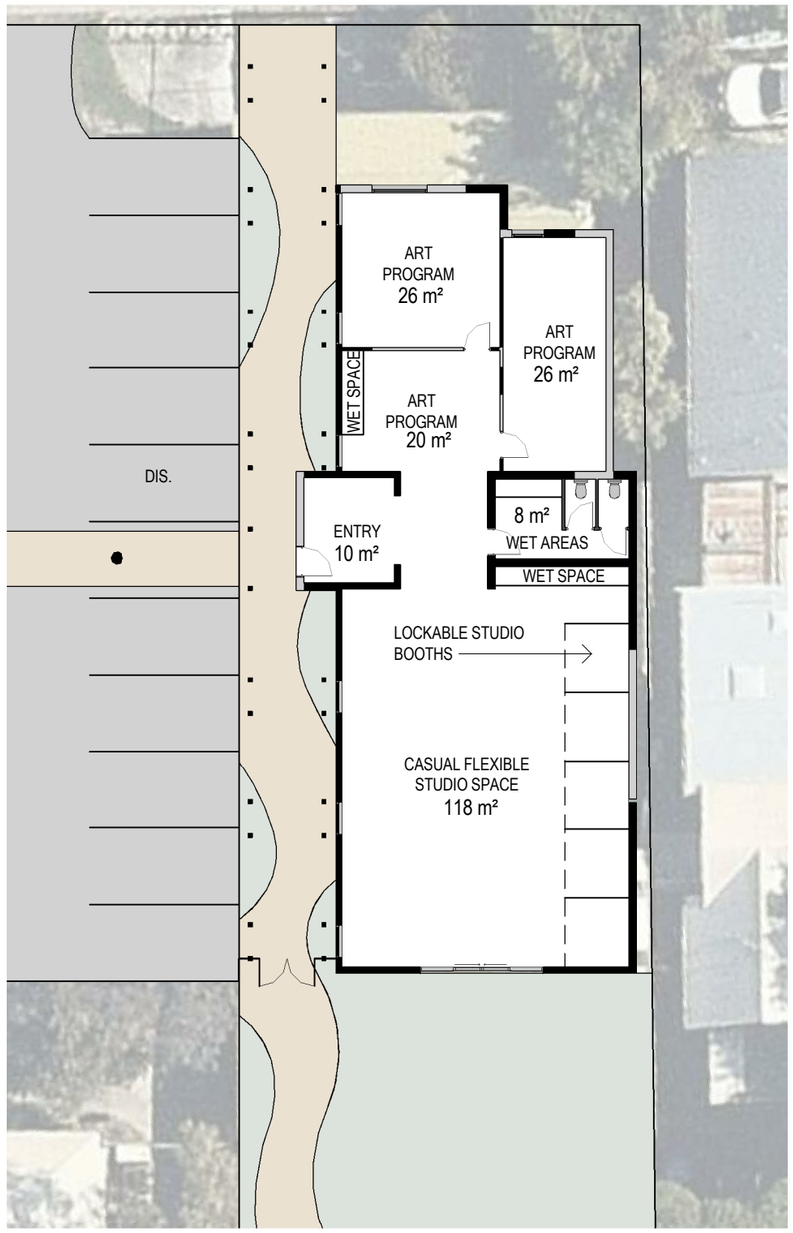
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PROPOSED FLOOR PLAN

BAROWN HEADS ART HUB
OPTION 1

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Attachment 3



BARWON HEADS ART HUB

OPTION 2

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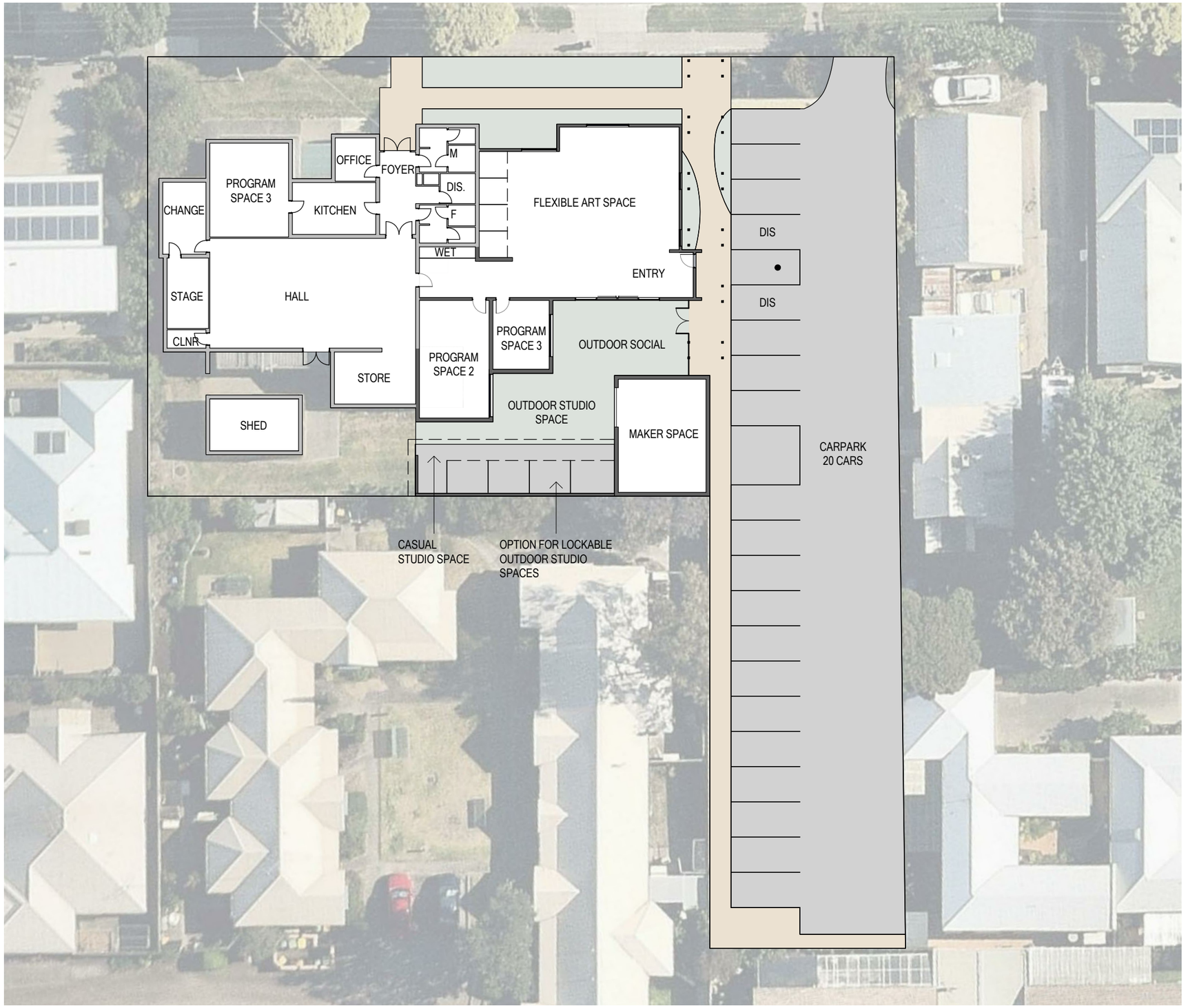
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AREAS

NEW BUILDING : 244m²

MAKER SPACE : 50m²

OUTDOOR STUDIO : 50m²

OUTDOOR SOCIAL SPACE : 154m²

BARWON HEADS ART HUB

OPTION 2

FILE: R:\Projects & Proposals\G20004 Barwon Heads Art Hub\7.0 Architectural Drawings\G20004 Barwon Heads Arts Hub - OPTION 2A.rvt

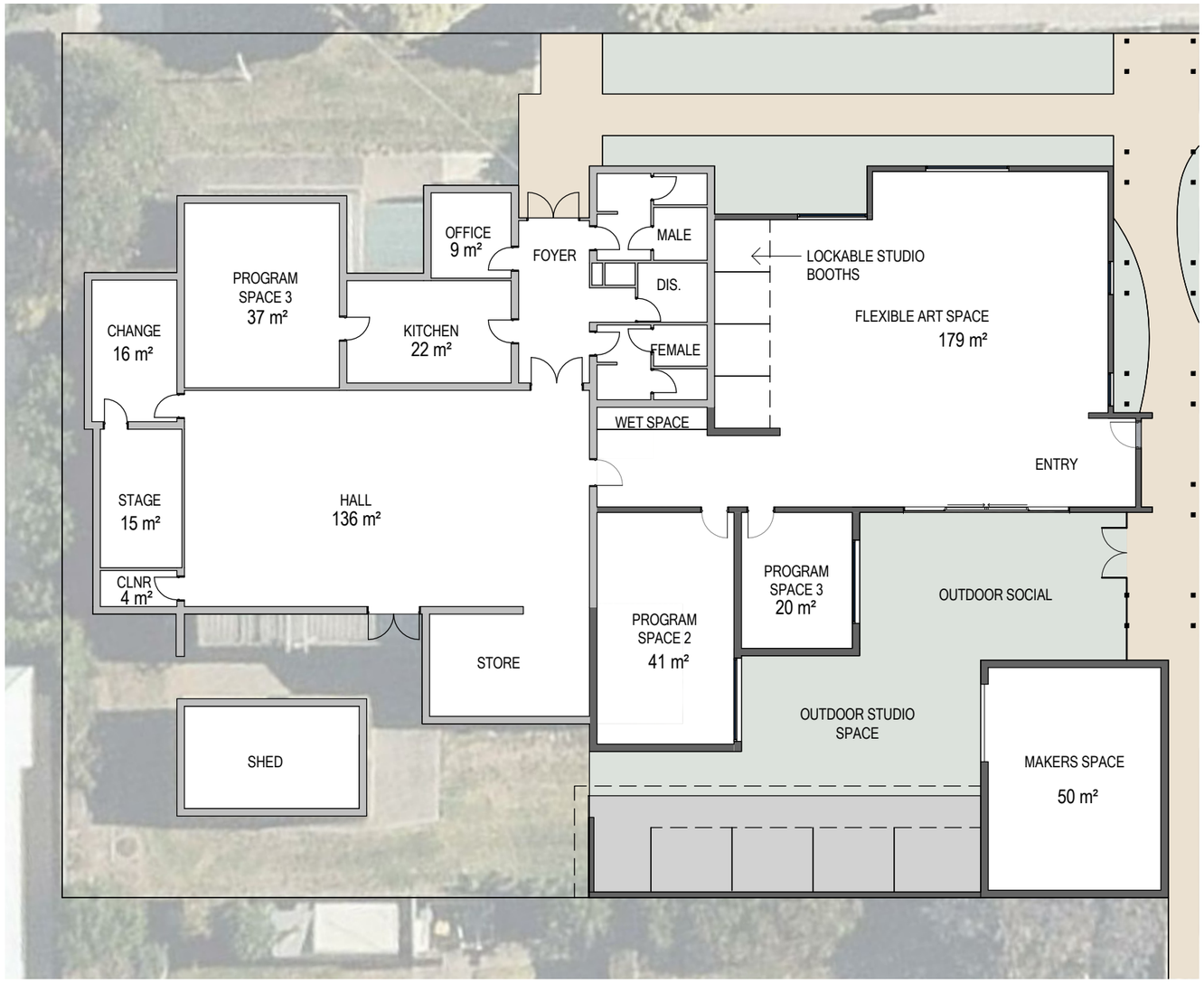
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PROPOSED FLOOR PLAN

BARWON HEADS ART HUB
OPTION 2

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6. TOWER ROAD AND SPROAT STREET, PORTARLINGTON - PROPOSED ROAD CONSTRUCTION - SPECIAL CHARGE SCHEME 294 - INTENTION TO DECLARE

Source:	**City Services – Engineering Services**
Director:	**Guy Wilson-Browne**
Portfolio:	**Parks, Gardens and City Services**

1. To seek Council approval to give notice of its intention to declare a Special Charge Scheme to partially fund the construction of road sealing and kerb and channel at No.122 to No.155 Tower Road and No. 110 to No. 128 Sproat Street, Portarlington.

Background

2. The proposed road construction works have been developed in response to several residents requesting the sealing of the unsealed section of Tower Road recognising the demand for improved transport infrastructure, in particular to complement recent land development, address road safety and limit impacts from dust to the adjacent properties.

3. The original request was for sealing of Tower Road only. The opportunity to include the construction of kerb and channel in Sproat Street is considered to complete the transport infrastructure for all properties to current urban standards as requested by the community.

Key Matters

4. The works will provide benefit to the wider community by removing the need to undertake regular grading and drainage maintenance, eliminating dust in summer and mud in winter which impacts road users not included in the scheme.

5. The scheme has been separated into three project components at a total cost of $382,842.00:

    5.1 Project 1 – construction of sealed road in Tower Road $199,650.00;

    5.2 Project 2 – construction of kerb and channel in Tower Road $87,966.00; and

    5.3 Project 3 – construction of kerb and channel in Sproat Street $95,226.00.

6. Estimated proposed contributions from property owners is $86,659.15 (22.64%) based on an apportionment of cost, with Council's contribution estimated at $296,182.84 (77.36%). The estimated cost and apportionment are shown in **Attachment 4** - Schedule C.

Cr Mason moved, Cr Asher seconded -

That Council:

7. Gives notice of its intention to declare a Special Charge Scheme in accordance with Section 163 (1A) of the Local Government Act 1989 (the Act), as follows:

7.1 The Special Charge is declared for a period of five years commencing at the start of construction;

7.2 The Special Charge be declared for the purpose of defraying expenses incurred by Council in relation to road construction, being pavement works, sealing of the road, construction of kerb and channel and ancillary works at No. 122 to No. 155 Tower Road and No. 110 to No. 128 Sproat Street, Portarlington;

7.3 The total cost of scheme be recorded as $382,842.00 made up of:

(a) Project 1 - $199,650.00 for No. 122 to No. 155 Tower Road (road seal);

(b) Project 2 - $87,966.00 for No. 122 to No. 155 Tower Road (kerb & channel); and

(c) Project 3 - $95,226.00 for No. 110 to No. 128 Sproat Street (kerb & channel).

(Refer to Attachment 2 – Schedule A).

7.4 For the purposes of Section 163 (2A) of the Act, the Special Charge proceeds will not exceed the amount calculated in accordance with the prescribed formula (R x C = S), where the:

(d) 'Benefit ratio' (R) being calculated at:

1. R_1 = 0.221 for Project 1;

2. R_2 = 0.220 for Project 2; and

3. R_3 = 0.244 for Project 3.

for the special benefits to all persons liable to pay the special charge (Refer to Attachment 2 – Schedule B).

(e) 'Total cost' (C) of performing the function described in Section 7.2 of this resolution based on estimated cost be recorded as $382,842.00 made up of:

1. C_1 = $199,650.00 for Project 1;

2. C_2 = $87,966.00 for Project 2; and

3. C_3 = $95,226.00 for Project 3.

(f) 'Maximum levy' (S) be recorded as $86,659.15 (Refer to Attachment 3 – Schedule B) with:

1. S_1 of $44,041.24 for Project 1;

2. S_2 of $19,382.77 for Project 2; and

3. S_3 of $23,235.14 for Project 3.

7.5 The following be specified as the area for which the Special Charge is so declared:

(g) The area within municipal district of Council highlighted in the plan attached to this Resolution (Attachment 5);

7.6 The following be specified as the land in relation to which the Special Charge so declared:

(h) Land within the area shown on the plan (Attachment 5);

7.7 The following be specified as the criteria which form the basis of the Special Charge so declared:

(i) Ownership of any land described in Section 7.6 of this Resolution;

7.8 The following be specified as the way the Special Charge so declared will be assessed and levied:

(j) The property receives an access and amenity benefit;

(k) The maximum levy includes an access and amenity benefit; and

(l) The special charge will be levied by sending a notice to the person who is liable to pay, pursuant to section 163(4) of the Act.

7.9 Having regard to the preceding parts of this Resolution but subject to Section 166 (1) of the Act, that:

(m) the owner of the land described in column 1 and column 2 of Attachment 4 – Schedule C in to the resolution is liable for the estimated amount set out in column 6 of Attachment 4 – Schedule C; and

(n) the owner may, subject to any further resolution of Council pay the special charge in the following manner:

1. the charge will become due and payable within one month of the issue of the notice requesting payment pursuant to Section 167 (3) of the Act;

2. interest will not be charged for six months after the issue of the notice provided the person liable makes timely payment in accordance with any repayment arrangements that may be agreed on by Council; and

3. in accordance with Section 172 of the Act, the interest rate payable on the special charge which has not been paid by the specific date is set at Council's overdraft rate, reviewed every three months (provided that it shall not exceed the rate fixed by the Governor in Council by Order for the purposes of Section 172 (2A) in which case the rate of interest shall be the maximum rate fixed by the Governor in Council by Order for the purposes of this section).

8. Consider any submission made under Section 223 of the Act and the proposed declaration via Council's Submission Review Panel, and then by Council at a subsequent meeting, at which time Council will consider making declaration in the form proposed.

9. Authorise the Chief Executive Officer to give public notice of the proposed declaration in accordance with sections 163 (1A) and (1B) of the Act and send a copy of the public notice to the person who is liable to pay the Special Charge in accordance with Section 163 (1C) of the Act.

Carried.

Attachment 1

Financial Implications

1. Proposed contributions from property owners and Council are set out in the table below:

	Project 1 Tower Road (Seal)	**Project 2** Tower Road (Kerb and Channel)	**Project 3** Sproat Street (Kerb and Channel)	**Total**
Property Owner Contributions	$44,041.24	$19,382.77	$23,235.14	**$86,659.15**
Council Contribution	$155,608.76	$68,583.23	$71,990.86	**$296,182.85**
Total	$199,650.00	$87,966.00	$95,226.00	**$382,842.00**

2. Proposed contributions from property owners and Council are based on benefit ratios of 0.221, 0.220 and 0.244 for Project 1, Project 2 and Project 3 of the scheme respectively and are calculated as shown in Attachment 3 – Schedule B.

3. The Council contribution reflects the wider community benefit and the costs associated with non-rateable properties.

4. Funding for construction has been included in the 2020/21 Street Construction Sub-program, subject to the scheme proceeding.

Community Engagement

5. In 2009 residents were surveyed to gauge support for a road sealing scheme. The results of this survey did not conclusively support a scheme proceeding at that time, with one (1) property owner in favour, four (4) against and five (5) who did not respond.

6. Since this time and noting the changes with land development and other urbanisation there has regular feedback provided to officers that there is support from the community to reconsider a scheme.

7. In June 2015 residents living between Alison Road and Sproat Street formed an action group and raised several road safety concerns with the City regarding the road crest, concealed driveways and nuisance caused by dust in summer and mud in winter. The residents involved in the action group asked for the road to be sealed and indicated support to contribute to the cost of works.

8. Requests to improve the road infrastructure is summarised with the following records of communication:

    8.1 76 Requests for Service relating to grading and pothole repairs along the unsealed section of Tower Road;

    8.2 13 Requests for dust suppression along the unsealed section of Tower Road;

    8.3 Seven Requests for Service for the section of Tower Road to be Sealed;

    8.4 13 letters to residents advising them that the road will be considered for construction under a Special Charge Scheme as part of the City's forward road construction program; and

    8.5 Several letters received through the local MP's office on behalf of residents seeking construction, and the City's response acknowledging the community requests and that a Special Charge Scheme is being considered in future works programs.

9. In December 2018, three residents campaigned for sealing on this section of Tower Road with one resident noting "*there are 13 residences in this part of Tower Road and almost all owners want to see this road sealed as soon as is possible.*"

10. On the balance of the support indicated above, and the previous indication from the City to implement a Special Charge Scheme for road construction, it is not necessary to undertake further informal consultation for an intention to declare a Special Charge Scheme.

11. The Special Charge Scheme process is described in **Attachment 6.**

Social Equity Considerations

12. The provision of properly sealed and drained roadways is aligned to the Council Plan and provides improved amenity, connectivity and safety for motorists and pedestrians.

13. Council is not required to levy a special rate or charge on any or every property that will receive a special benefit. A property with a special benefit may be excluded from the scheme for any of the following reasons:

    13.1 Council is unable to levy a special charge on the property;

    13.2 The owner of the property has already contributed to the costs of the works through a development levy;

    13.3 Council considers that there are advantages for the municipality in excluding the property from the scheme;

    13.4 Council considers that the special benefits for the property are marginal and would not warrant including the property in the scheme; or

    13.5 Any other reason that Council considers appropriate.

Policy/Legal/Statutory Implications

14. The scheme has been prepared in accordance with the Special Rate and Charge provisions of the Local Government Act 1989 including the 2004 Ministerial Guideline and Council's Special Rates and Charges Policy and Community Engagement Guidelines.

Alignment to Council Plan

15. These works primarily align with the Council Plan principle of Integrated Transport Connections and key priority to improve our road management and engagement program:

    15.1 These works also directly respond to the Council Plan action to implement a Council program of infrastructure upgrades including streets, roads and drains.

16. Other connections to the Council Plan include:

    16.1 An investment into sustainable infrastructure for the Portarlington community, reducing operation and maintenance liability; and

    16.2 Encourages use of active transport, such as cycling and walking due to the road construction creating a safer public space.

Conflict of Interest

17. No Council Officer involved with this process has declared any direct or indirect interest in the properties included in the scheme.

Risk Assessment

18. Construction of the unsealed section of Tower Road will provide safer driving conditions for motorists with a defined and more standard road profile. The improved drainage with kerb and channel on both Tower Road and Sproat Street will reduce the hazards associated with water over roads and the effects of nuisance flooding.

19. In making its intention to declare the scheme, Council is subject to the submission process made under Section 223 of the Act and potential for the scheme to subsequently be referred to VCAT in making a final determination.

Environmental Implications

20. The road infrastructure proposal provides proper sealed access, improved drainage and amenity as dust and mud concerns are mitigated.

21. No significant vegetation removal will be required to complete the project.

22. Council will encourage the use of recycled materials for the project construction.

Attachment 2

SCHEDULE 'A'

COST ESTIMATE FOR SEALING TOWER ROAD, PORTARLINGTON AND CONSTRUCTING OF KERB AND CHANNEL (Project 1 and Project 2).

ITEM	DESCRIPTION	QUANTITY	UNIT	RATE $	AMOUNT $	Scheme Split	Seal	K&C
1.00	**GENERAL**							
1.01	Initial site establishment and set up, decamping and site clean-up and other fixed costs up to time of completion of works.		Item		$24,000.00	Both	$12,000.00	$12,000.00
1.02	Traffic management costs.		Item		$16,000.00	Seal	$16,000.00	$0.00
1.03	Setting out of works.		Item		$1,000.00	Both	$500.00	$500.00
1.04	Service / Cable locations		Item		$700.00	Both	$350.00	$350.00
1.05	Internal supervision fee (COGG construction)		Item		$5,000.00	Both	$2,500.00	$2,500.00
2.00	**EARTHWORKS & DEMOLITION**							
2.01	Excavation and disposal of all materials to limits of work as indicated on plan, including trimming for new road pavement, excavation of soft spots and removal of concrete.	110	m^3	$60.00	$6,600.00	Seal	$6,600.00	$0.00
2.02	Placement and consolidation of engineered fill with approved materials in preparation for new works.	270	m^3	$60.00	$16,200.00	Seal	$16,200.00	$0.00
2.03	Trimming / Removal and disposal of trees.		Item			Seal	$0.00	$0.00
3.00	**PAVEMENT WORKS**							
3.01	150mm compacted depth Class 3 40mm crushed rock, supplied, spread and compacted.	250	m^3	$100.00	$25,000.00	Seal	$25,000.00	$0.00
3.02	150mm compacted depth Class 2 20mm crushed rock, supplied, spread and compacted.	250	m^3	$120.00	$30,000.00	Seal	$30,000.00	$0.00
3.05	30mm compacted depth 10mm nominal size type N Asphalt spread and compacted including emulsion prime & grit using a paver.	1635	m^2	$35.00	$57,225.00	Seal	$57,225.00	$0.00
6.00	**DRAINAGE**							
	PIPES							
6.01	Connect existing household storm water to kerb and channel. Including excavation, supply and placement of kerb adapters.	6	No.	$250.00	$1,500.00	K&C	$0.00	$1,500.00
6.02	100mm dia Sub-Soil drains including excavation, supply, placement and provision of approved backfill.	230	m	$48.00	$11,040.00	K&C	$0.00	$11,040.00
	PITS: SEP							
6.03	Modify existing pit to match finished surface level and supply and fit Gatic type cover.	1	No.	$775.00	$775.00	K&C	$0.00	$775.00
7.00	**CONCRETE WORKS:**							
	KERBING							
7.01	B2 Barrier kerb and channel 450mm wide, including fine crushed rock bedding.	231	m	$140.00	$32,340.00	K&C	$0.00	$32,340.00

ITEM	DESCRIPTION	QUANTITY	UNIT	RATE	AMOUNT	Scheme Split	Seal	K&C
7.02	Concrete layback for vehicle crossing 3m wide, including bedding & formwork.	16	No.	$300.00	$4,800.00	K&C	$0.00	$4,800.00
8.00	**LANDSCAPING**							
8.01	Top soiling and seeding nature strips, medians and outer separators.	500	m^2	$15.00	$7,500.00	K&C	$0.00	$7,500.00
SUB-TOTAL: A					**$239,680.00**		**$166,375.00**	**$73,305.00**
10.00	**PROVISIONAL ITEMS**							
10.01	Alteration to private Water supply.		No		$0.00		$0.00	$0.00
10.02	Alteration to private Gas supply.		No		$0.00		$0.00	$0.00
SUB-TOTAL: B					**$0**		**$0**	**$0**

SUB-TOTAL: C (=A+B)	**$239,680.00**		**$166,375.00**	**$73,305.00**
20% DESIGN, ADMINSITRATION AND CONTINGENCY: D	**$47,936.00**		**$33,275.00**	**$14,661.00**
CONSTRUCTION COST ESTIMATE: E (=C+D)	**$287,616.00**		**$199,650.00**	**$87,966.00**

COST ESTIMATE FOR SPROAT STREET, PORTARLINGTON, CONSTRUCTING OF KERB AND CHANNEL (Project 3).

ITEM	DESCRIPTION	QUANTITY	UNIT	RATE $	AMOUNT $
1.00	**GENERAL**				
1.01	Initial site establishment and set up, decamping and site clean-up and other fixed costs up to time of completion of works.		Item		$6,500.00
1.02	Traffic management costs.		Item		$5,000.00
1.03	Setting out of works.		Item		$1,000.00
1.04	Service / Cable locations		Item		$700.00
1.05	Internal supervision fee (COGG construction)		Item		$2,000.00
2.00	**EARTHWORKS & DEMOLITION**				
2.01	Excavation and disposal of all materials to limits of work as indicated on plan, including trimming for new road pavement, excavation of soft spots and removal of concrete.	50	m^3	$60.00	$3,000.00
2.02	Placement and consolidation of engineered fill with approved materials in preparation for new works.	50	m^3	$60.00	$3,000.00
3.00	**PAVEMENT WORKS**				
3.01	150mm compacted depth Class 3 40mm crushed rock, supplied, spread and compacted.	20	m^3	$100.00	$2,000.00
3.02	150mm compacted depth Class 2 20mm crushed rock, supplied, spread and compacted.	20	m^3	$120.00	$2,400.00
3.05	30mm compacted depth 10mm nominal size type N Asphalt spread and compacted including emulsion prime & grit using a paver.	132	m^2	$35.00	$4,620.00
6.00	**DRAINAGE**				
	PIPES				
6.01	Connect existing household storm water to kerb and channel. Including excavation, supply and placement of kerb adapters.	10	No.	$250.00	$2,500.00
6.02	100mm dia Sub-Soil drains including excavation, supply, placement and provision of approved backfill.	220	m	$48.00	$10,560.00
	PITS: SEP				
6.03	Modify existing pit to match finished surface level and supply and fit Gatic type cover.	1	No.	$775.00	$775.00
7.00	**CONCRETE WORKS:**			`	
	KERBING				
7.01	B2 Barrier kerb and channel 450mm wide, including fine crushed rock bedding.	220	m	$140.00	$30,800.00
7.02	Concrete layback for vehicle crossing 3m wide, including bedding & formwork.	10	No.	$300.00	$3,000.00

8.00	**LANDSCAPING**				
8.01	Top soiling and seeding nature strips, medians and outer separators.	100	m^2	$15.00	$1,500.00
SUB-TOTAL: A					**$79,355.00**
10.00	**PROVISIONAL ITEMS**				
10.01	Alteration to private Water supply.		No		$0.00
10.02	Alteration to private Gas supply.		No		$0.00
SUB-TOTAL: B					**$0**

SUB-TOTAL: C (=A+B)	**$79,355.00**
20% DESIGN, ADMINSITRATION AND CONTINGENCY: D	**$15,871.00**
CONSTRUCTION COST ESTIMATE: E (=C+D)	**$95,226.00**

Attachment 3

'Schedule B'

Benefit Ratios

Benefit Ratio Project 1 – Tower Road Seal

A Purpose

To seal Tower Road Portarlington abutting properties from #129 to Sproat St.

B Coherence

The works will provide a physical connection between #129 Tower Road and Sproat St, Portarlington and will provide a special benefit to adjoining and adjacent properties.

C Total Cost C

Total Estimated cost of works

TOTAL COST C_1 **$199,650.00**

D Identify Special Beneficiaries

16 properties with frontage to the road are considered to receive a combination of access and amenity benefits.

E Estimate of Total Special Benefits out of the scheme -TSB (out)

There are two (2) land parcels which are fully non-rateable that are considered to receive special benefit but are not included in the scheme.

Properties Excluded TSB (out) = 2 BU

F Estimate of Total Special Benefits in the scheme - TSB (in)

The total benefits to each property are represented in terms of Benefit Units (BU). The construction of Tower Road is considered to provide special benefit to the abutting properties in terms of access (1.0BU) and amenity(1.0BU). Not all properties receive a full benefit. There are 16 allotments receiving benefit 14 calculated as Access BU and 15 as Amenity BU for a total of 29 BU.

Properties Included TSB (in) = 29.00 BU

G Estimate of Total Community Benefit -TCB

The community will receive a benefit from the works as the roads are used to access other areas. From current traffic counts the estimated use of the road is 77.6% for the wider community and 22.4% for the affected property owners.

- (357vpd, 16 properties with 5 movements/day (assumed several holiday properties with lower usage: 80 property movements 80/357 = 22.4%)

  TCB is calculated as follows:

TCB = (Total Benefits (29) / 0.224) X 0.776 =

TCB = 100.46 BU

H **Calculate "Benefit Ratio" - R**

Benefits Ratio = $\frac{\text{TSB (in)}}{\text{TSB (in)} + \text{TSB (out)} + \text{TCB}} = \frac{29}{29 + 2 + 100.46}$ **R_1** **0.221**

I **Maximum Total Levy (S)**

Maximum Total Levy (S = R X C) **S_1** **$44,041.24**

Council Contribution to Special Charge Scheme $155,608.76

Benefit Ratio Project 2 – Tower Road Kerb and Channel

A Purpose

To construct kerb and drainage in Tower Road Portarlington abutting properties from #131 to Sproat St.

B Coherence

The works will provide a physical connection of kerb and road/property drainage between #131 Tower Road and Sproat St, Portarlington and will provide a special benefit to adjoining and adjacent properties.

C Total Cost C

Total Estimated cost of works

TOTAL COST C_2 **$87,966.00**

D Identify Special Beneficiaries

14 properties with frontage to the road are considered to receive amenity benefits.

E Estimate of Total Special Benefits out of the scheme -TSB (out)

There is one (1) land parcels which are fully non-rateable that are considered to receive special benefit but are out of the scheme.

Properties Excluded TSB (out) = 1 BU

F Estimate of Total Special Benefits in the scheme - TSB (in)

The total benefits to each property are represented in terms of Benefit Units (BU). The construction of kerb and channel and ancillary works (i.e. drainage) in Tower Road is considered to provide special benefit to the abutting properties in terms of amenity (1.0BU). There are 14 allotments receiving amenity benefits from the scheme at a total of 13.5 BU.

Properties Included TSB (in) = 13.5 BU

G Estimate of Total Community Benefit -TCB

The community will receive a benefit from the works as the roads are used to access other areas. From current traffic counts the estimated use of the road is 77.6% for the wider community and 22.4% for the affected property owners.

- (357vpd, 16 properties with 5 movements/day (assumed several holiday properties with lower usage: 80 property movements 80/357 = 22.4%)

TCB is calculated as follows:

TCB = (Total Amenity Benefits (13.5) / 0.224) X 0.776 =

TCB = 46.77 BU

H Calculate "Benefit Ratio" - R

$$\text{Benefits Ratio} = \frac{\text{TSB (in)}}{\text{TSB (in)} + \text{TSB (out)} + \text{TCB}} = \frac{13.5}{13.5 + 1 + 46.77} \quad R_2 \quad \mathbf{0.220}$$

I **Maximum Total Levy (S)**

Maximum Total Levy (S = R X C)	S_2	**$19,382.77**
Council Contribution to Special Charge Scheme		$68,583.23

Benefit Ratio Project 3 – Sproat Street Kerb and Channel

A Purpose

To construct kerb and drainage in Sproat Street Portarlington abutting properties from #110 to #128.

B Coherence

The works will provide a physical connection of kerb and road/property drainage between #110 to #128 Sproat St, Portarlington and will provide a special benefit to adjoining and adjacent properties.

C Total Cost C

Total Estimated cost of works

TOTAL COST C_3 **$95,226.00**

D Identify Special Beneficiaries

10 properties with frontage to the road are considered to receive amenity benefits.

E Estimate of Total Special Benefits out of the scheme -TSB (out)

There are no parcels of land deemed to receive benefit which are out of the scheme.

Properties Excluded TSB (out) = 0 BU

F Estimate of Total Special Benefits in the scheme - TSB (in)

The total benefits to each property are represented in terms of Benefit Units (BU). The construction of kerb and channel and ancillary works (i.e. drainage) in Tower Road is considered to provide special benefit to the abutting properties in terms of amenity(1.0BU). There are 10 allotments receiving benefit from the scheme at a total of 9.0 BU.

Properties Included TSB (in) = 9.0 BU

G Estimate of Total Community Benefit -TCB

The community will receive a benefit from the works as the roads are used to access other areas. From current traffic counts the estimated use of the road is 75.6% for the wider community and 24.4% for the affected property owners.

- (205vpd, 10 properties with 5 movements/day (assumed several holiday properties with lower usage: 50 property movements 50/205 = 24.4%)

  TCB is calculated as follows:

TCB = (Total Access Benefits (9.0) / 0.244) X 0.756 =

TCB = 27.89 BU

H Calculate "Benefit Ratio" - R

$$\text{Benefits Ratio} = \frac{\text{TSB (in)}}{\text{TSB (in)} + \text{TSB (out)} + \text{TCB}} = \frac{9}{9 + 0 + 27.89} \quad R_3 \quad \mathbf{0.244}$$

I Maximum Total Levy (S)

Maximum Total Levy (S = R X C)	S_3	**$23,235.14**
Council Contribution to Special Charge Scheme		$71,990.86

Project 1 – Benefit Units - Tower Road (Road Seal)

Prop Key	Address	Access Benefit	Amenity Benefit	Total Benefit	Total Estimated Cost	Comments
261691	155 Tower Road, PORTARLINGTON VIC 3223	1.00	1.00	2.00	$3,037.33	
261690	153 Tower Road, PORTARLINGTON VIC 3223	1.00	1.00	2.00	$3,037.33	
261689	151 Tower Road, PORTARLINGTON VIC 3223	1.00	1.00	2.00	$3,037.33	
261688	149 Tower Road, PORTARLINGTON VIC 3223	1.00	1.00	2.00	$3,037.33	
261687	147 Tower Road, PORTARLINGTON VIC 3223	1.00	1.00	2.00	$3,037.33	
261686	145 Tower Road, PORTARLINGTON VIC 3223	1.00	1.00	2.00	$3,037.33	
261701	122-138 Tower Road, PORTARLINGTON VIC 3223	0.00	0.50	0.50	$759.33	rural - no formed access from unsealed
261685	143 Tower Road, PORTARLINGTON VIC 3223	1.00	1.00	2.00	$3,037.33	
261684	141 Tower Road, PORTARLINGTON VIC 3223	1.00	1.00	2.00	$3,037.33	
261683	139 Tower Road, PORTARLINGTON VIC 3223	1.00	1.00	2.00	$3,037.33	
261682	137 Tower Road, PORTARLINGTON VIC 3223	1.00	1.00	2.00	$3,037.33	
261681	135 Tower Road, PORTARLINGTON VIC 3223	1.00	1.00	2.00	$3,037.33	
227559	140A Tower Road, PORTARLINGTON VIC 3223	0.00	0.00	0.00	$0.00	Vodafone 1/4 - rateable
261702	140 Tower Road, PORTARLINGTON VIC 3223	0.00	0.00	0.00	$0.00	Barwon Water - Non-Rateable
310009	140B Tower Road, PORTARLINGTON VIC 3223	0.00	0.00	0.00	$0.00	Optus 1/4 - rateable
310010	140C Tower Road, PORTARLINGTON VIC 3223	0.00	0.00	0.00	$0.00	Telstra 1/4 - rateable
261680	133 Tower Road, PORTARLINGTON VIC 3223	1.00	1.00	2.00	$3,037.33	
261679	131 Tower Road, PORTARLINGTON VIC 3223	1.00	1.00	2.00	$3,037.33	

361589	129C Tower Road, PORTARLINGTON VIC 3223	0.00	0.00	0.00	$0.00	Barwon Water - Non-Rateable
261703	142-160 Tower Road, PORTARLINGTON VIC 3223	1.00	1.00	2.00	$3,037.33	rural - access
260476	128 Sproat Street, PORTARLINGTON VIC 3223	0.00	0.50	0.50	$759.33	Corner property access from Sproat St
		14.0	**15.00**	**29.00**	**$44,041.24**	

Project 2 - Benefit Units - Tower Road (Kerb and Channel)

Prop Key	Address	Access Benefit	Amenity Benefit	Total Benefit	Total Estimated Cost	Comments
261691	155 Tower Road, PORTARLINGTON VIC 3223	0.0	1.00	1.00	$1,435.76	
261690	153 Tower Road, PORTARLINGTON VIC 3223	0.0	1.00	1.00	$1,435.76	
261689	151 Tower Road, PORTARLINGTON VIC 3223	0.0	1.00	1.00	$1,435.76	
261688	149 Tower Road, PORTARLINGTON VIC 3223	0.0	1.00	1.00	$1,435.76	
261687	147 Tower Road, PORTARLINGTON VIC 3223	0.0	1.00	1.00	$1,435.76	
261686	145 Tower Road, PORTARLINGTON VIC 3223	0.0	1.00	1.00	$1,435.76	
261685	143 Tower Road, PORTARLINGTON VIC 3223	0.0	1.00	1.00	$1,435.76	
261684	141 Tower Road, PORTARLINGTON VIC 3223	0.0	1.00	1.00	$1,435.76	
261683	139 Tower Road, PORTARLINGTON VIC 3223	0.0	1.00	1.00	$1,435.76	
261682	137 Tower Road, PORTARLINGTON VIC 3223	0.0	1.00	1.00	$1,435.76	
261681	135 Tower Road, PORTARLINGTON VIC 3223	0.0	1.00	1.00	$1,435.76	
261680	133 Tower Road, PORTARLINGTON VIC 3223	0.0	1.00	1.00	$1,435.76	
261679	131 Tower Road, PORTARLINGTON VIC 3223	0.0	1.00	1.00	$1,435.76	
361589	129C Tower Road, PORTARLINGTON VIC 3223	0.0	0.00	0.00	$0.00	Barwon Water Non-Rateable
260476	128 Sproat Street, PORTARLINGTON VIC 3223	0.0	0.50	0.50	$717.88	Corner property
		0.00	**13.50**	**13.50**	**$19,382.77**	

Project 3 - Benefit Units - Sproat Street (Kerb and Channel)

Prop Key	Address	Access Benefit	Amenity Benefit	Total Benefit	Total Estimated Cost	Comments
260467	110 Sproat Street, PORTARLINGTON VIC 3223	0.0	0.50	0.50	$1,290.84	Corner property
260468	112 Sproat Street, PORTARLINGTON VIC 3223	0.0	1.00	1.00	$2,581.68	
260469	114 Sproat Street, PORTARLINGTON VIC 3223	0.0	1.00	1.00	$2,581.68	
260470	116 Sproat Street, PORTARLINGTON VIC 3223	0.0	1.00	1.00	$2,581.68	
260476	128 Sproat Street, PORTARLINGTON VIC 3223	0.0	0.50	0.50	$1,290.84	Corner property
260475	126 Sproat Street, PORTARLINGTON VIC 3223	0.0	1.00	1.00	$2,581.68	
260474	124 Sproat Street, PORTARLINGTON VIC 3223	0.0	1.00	1.00	$2,581.68	
260473	122 Sproat Street, PORTARLINGTON VIC 3223	0.0	1.00	1.00	$2,581.68	
260472	120 Sproat Street, PORTARLINGTON VIC 3223	0.0	1.00	1.00	$2,581.68	
260471	118 Sproat Street, PORTARLINGTON VIC 3223	0.0	1.00	1.00	$2,581.68	
		0.00	**9.00**	**9.00**	**$23,235.14**	

Attachment 4

SCHEDULE 'C'

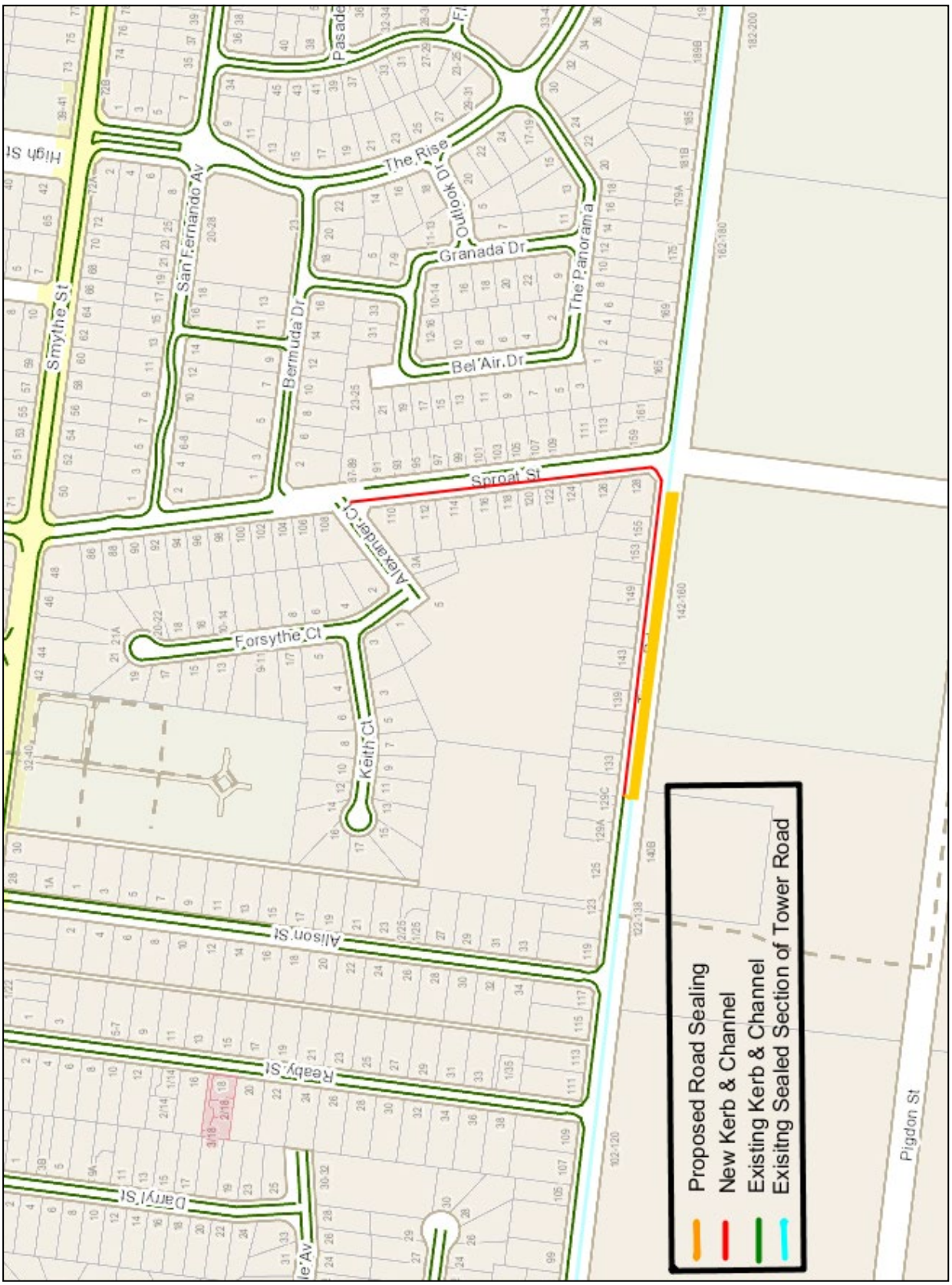
SPECIAL CHARGE SCHEME FOR ROAD CONSTRUCTION AND KERB AND CHANNEL

TOWER ROAD AND SPROAT STREET, PORTARLINGTON

COLUMN 1	COLUMN 2	COLUMN 3	COLUMN 4	COLUMN 5	COLUMN 6
Prop Key	Address	Tower Road road seal	Tower Road kerb and channel	Sproat Street kerb and channel	TOTAL
260467	**110 Sproat Street, PORTARLINGTON VIC 3223**	$-	$-	$1,290.84	$1,290.84
260468	**112 Sproat Street, PORTARLINGTON VIC 3223**	$-	$-	$2,581.68	$2,581.68
260469	**114 Sproat Street, PORTARLINGTON VIC 3223**	$-	$-	$2,581.68	$2,581.68
260470	**116 Sproat Street, PORTARLINGTON VIC 3223**	$-	$-	$2,581.68	$2,581.68
260471	**118 Sproat Street, PORTARLINGTON VIC 3223**	$-	$-	$2,581.68	$2,581.68
260472	**120 Sproat Street, PORTARLINGTON VIC 3223**	$-	$-	$2,581.68	$2,581.68
260473	**122 Sproat Street, PORTARLINGTON VIC 3223**	$-	$-	$2,581.68	$2,581.68
261701	**122-138 Tower Road, PORTARLINGTON VIC 3223**	$759.33	$-	$-	$759.33
260474	**124 Sproat Street, PORTARLINGTON VIC 3223**	$-	$-	$2,581.68	$2,581.68
260475	**126 Sproat Street, PORTARLINGTON VIC 3223**	$-	$-	$2,581.68	$2,581.68
260476	**128 Sproat Street, PORTARLINGTON VIC 3223**	$759.33	$717.88	$1,290.84	$2,768.05
361589	**129C Tower Road, PORTARLINGTON VIC 3223**	$-	$-	$-	$-
261679	**131 Tower Road, PORTARLINGTON VIC 3223**	$3,037.33	$1,435.76	$-	$4,473.09
261680	**133 Tower Road, PORTARLINGTON VIC 3223**	$3,037.33	$1,435.76	$-	$4,473.09
261681	**135 Tower Road, PORTARLINGTON VIC 3223**	$3,037.33	$1,435.76	$-	$4,473.09
261682	**137 Tower Road, PORTARLINGTON VIC 3223**	$3,037.33	$1,435.76	$-	$4,473.09
261683	**139 Tower Road, PORTARLINGTON VIC 3223**	$3,037.33	$1,435.76	$-	$4,473.09
261702	**140 Tower Road, PORTARLINGTON VIC 3223**	$-	$-	$-	$-
227559	**140A Tower Road, PORTARLINGTON VIC 3223**	$-	$-	$-	$-
310009	**140B Tower Road, PORTARLINGTON VIC 3223**	$-	$-	$-	$-
310010	**140C Tower Road, PORTARLINGTON VIC 3223**	$-	$-	$-	$-
261684	**141 Tower Road, PORTARLINGTON VIC 3223**	$3,037.33	$1,435.76	$-	$4,473.09
261703	**142-160 Tower Road, PORTARLINGTON VIC 3223**	$3,037.33	$-	$-	$3,037.33
261685	**143 Tower Road, PORTARLINGTON VIC 3223**	$3,037.33	$1,435.76	$-	$4,473.09
261686	**145 Tower Road, PORTARLINGTON VIC 3223**	$3,037.33	$1,435.76	$-	$4,473.09
261687	**147 Tower Road, PORTARLINGTON VIC 3223**	$3,037.33	$1,435.76	$-	$4,473.09

261688	**149 Tower Road, PORTARLINGTON VIC 3223**	$3,037.33	$1,435.76	$-	$4,473.09
261689	**151 Tower Road, PORTARLINGTON VIC 3223**	$3,037.33	$1,435.76	$-	$4,473.09
261690	**153 Tower Road, PORTARLINGTON VIC 3223**	$3,037.33	$1,435.76	$-	$4,473.09
261691	**155 Tower Road, PORTARLINGTON VIC 3223**	$3,037.33	$1,435.76	$-	$4,473.09
Totals		**$44,041.24**	**$19,382.77**	**$23,235.14**	**$86,659.15**

Attachment 5



Plan of Scheme Area

Attachment 6

PROCESS CHART

SPECIAL CHARGE SCHEMES–
(Section 163 – Local Government Act 1989)

TOWER ROAD AND SPROAT STREET, PORTARLINGTON

Stage	***Status***	***Description***
Approval to prepare scheme	✓	Decision made to prepare scheme following consideration of surveys of residents and feedback from the community via informal survey. Council may then place the project in the budget system or proceed immediately to prepare a scheme. Scheme preparation involves survey, design and preparation of an apportionment of costs. 2017
Intention to Declare Scheme	✓	Report to Council providing information on scheme including advice of impending advertising of scheme and declaration of charge. Seeks Council approval by resolution to proceed with process.
Advertisement		The scheme is advertised in the local newspaper and all allotted property owners are notified by mail. This advertisement indicates Council's intention and notification to 'declare' a scheme in a month's time.
Submissions		From the time of advertising property owners have 28 days (as set down by the Local Government Act) to lodge submissions, either in support or opposition to the scheme.
Submissions Review Panel Hearing		A Submissions Review Panel is convened (quorum of three Councillors) and meets to consider submissions. Some submissions are written only, and other submitters may wish to be heard before the Panel. The Panel makes a recommendation to Council regarding the scheme.
Declaration Report		Any time 28 days after advertising the scheme and after the Submissions Review Panel has met and considered submissions, Council considers a report and may proceed to "declare" the charges in accordance with its advertised intent. Subsequent to this the Finance Manager issues the levy notices and there is a formal charge placed on the property. This is the final step in the process for Council to decide on the scheme.
Appeal		Property owners may lodge an application for review with the Victorian Civil and Administrative Tribunal (VCAT) within one month of issue of the levy notice. An appeal is listed, heard and determined by the Tribunal and this process generally takes three to four months. Decisions made by VCAT are binding on all parties.
Construction		Council may then proceed to construct the works. Invoices are issued seeking payment of the estimated cost within one month of commencement.
Final Cost Report		At the completion of the works the scheme is "finalised" taking into account actual costs incurred and payments are adjusted accordingly.

7. ROAD RENAMING DUE TO DRYSDALE BYPASS – STAGE 4

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

Purpose

1. To seek Council approval to rename the northern section Portarlington Road between Oakden Road and Whitcombes Road to "Collins Street, Drysdale" (see **Attachment 2**).

Background

2. The Drysdale Bypass is a 6km road between Jetty Road and Whitcombes Road, constructed to improve safety and ease congestion on the Bellarine Peninsula. The project is expected to be completed mid-2020.

3. The Drysdale Bypass will be named Portarlington Road, Drysdale.

4. To avoid the road name duplication the existing section of Portarlington Road which runs north from Oakden Road to Whitcombes Road is required to be renamed.

5. Stage 2 Council report resolved to rename a small section of Collins Street to Mayall Way, Drysdale. This renaming had to be gazetted prior to completing the renaming of this section of Portarlington Road, Drysdale.

Key Matters

6. Affected property owners and residents have been consulted with regards to the renaming, 16 affected property owners were sent a survey. Of the 11 responses received 6 were in favour and 5 were against.

7. Submissions against the proposal were based on inconvenience caused. One submission requested the name be changed to "Old Portarlington Road". A prefixed or suffixed extension to a road name does not comply with the Naming Rules for Places in Victoria and therefore could not be considered.

8. The renaming extends the existing Collins Street to the Drysdale Bypass, therefore no other name was considered.

Cr Mason moved, Cr Aitken seconded -

9. That Council approve the renaming of the northern section Portarlington Road between Oakden Road and Whitcombes Road to "Collins Street, Drysdale".

Carried.

Attachment 1

Financial Implications

1. The approximate cost to the City is $500 per renaming. This includes advertising, notification to adjoining property owners and residents, notification to authorities and street signage.

Community Engagement

2. Surveys were sent to all affected and adjoining property owners and residents advising of the proposal and seeking feedback.

3. An advertisement was placed in the “Have your say” section of City News in the Geelong Advertiser on 7 September 2019.

4. The proposal was open for comment on the Geelong Australia website for 30 days from the date of the newspaper advertisement.

5. Submissions were reviewed as per the Naming Rules for Places in Victoria 2016.

Social Equity Considerations

6. The City has a responsibility to the community to ensure that all properties can be identified in a clear and logical manner for emergency services and visitors to the area. The proposed renaming will fulfil this responsibility.

Policy/Legal/Statutory Implications

7. The Local Government Act 1989, the Geographic Place Names Act 1998 and the Naming Rules for Places in Victoria 2016 have been followed.

Alignment to Council Plan

8. The proposed renaming is consistent with Council Plan strategic priorities for Improved Health and Safety of our community by enabling emergency services to locate properties on this roadway in a timely manner with minimal confusion.

Conflict of Interest

9. No Council 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

10. In an emergency, the City’s proposal to rename this section of roadway could minimise the risk or failure to be able to access a situation in a timely manner.

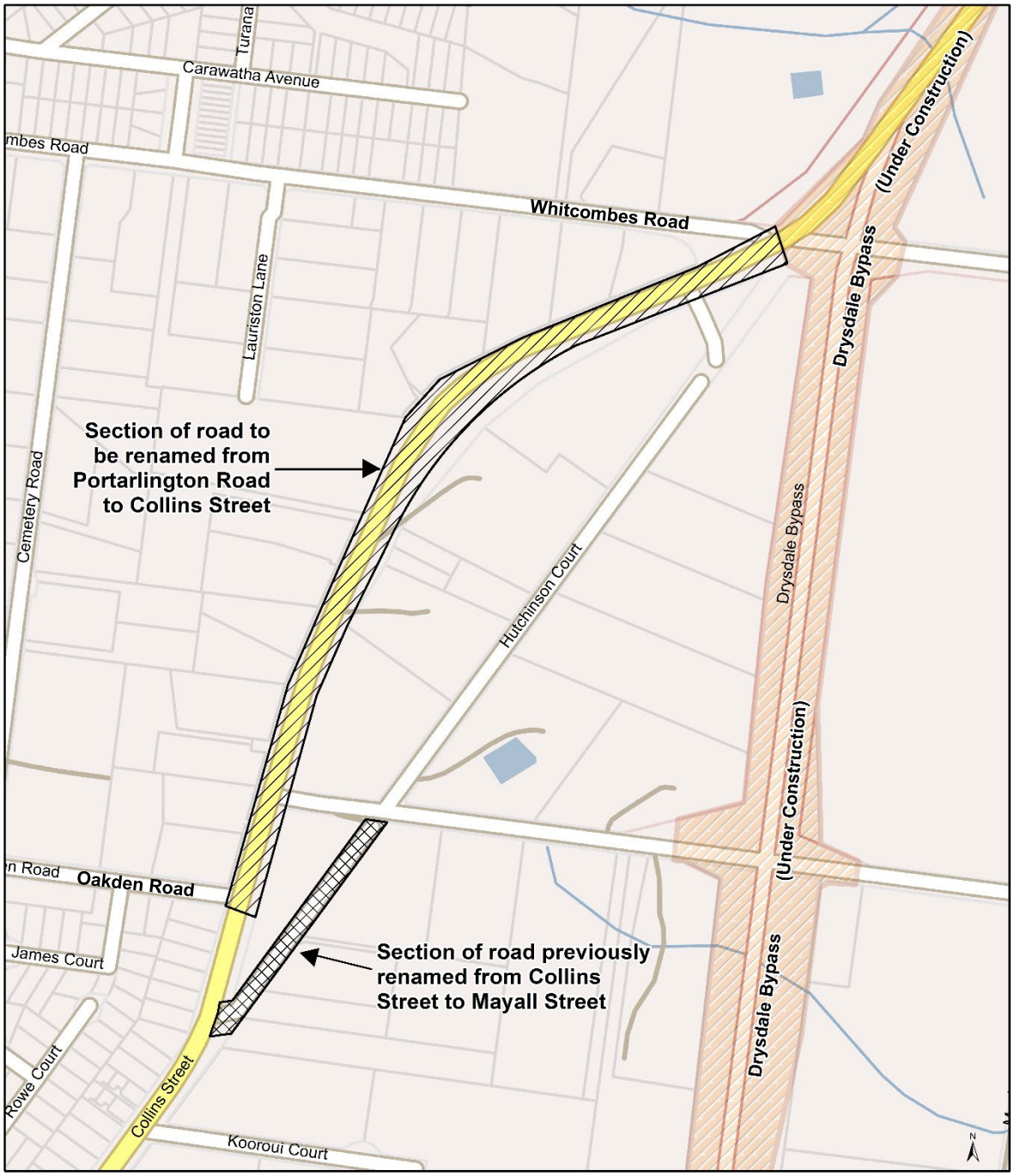
11. Failure to rename this roadway may cause a risk to public safety.

Environmental Implications

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

Attachment 2

It is proposed to rename a portion of Portarlington Road to Collins Street, Drysdale, as shown on the diagram below:



8. COUNCIL PLAN QUARTERLY REPORT – MARCH 2020

Source:	**Governance, Strategy & Performance – Strategy, Engagement & Performance**
Director:	**Rebecca Leonard**
Portfolio:	**Leadership and Governance**

Purpose

1. To present the Council Plan Quarterly Report – March 2020 for consideration and endorsement by Council.

Background

2. Council adopted the *Council Plan 2018–22 Update 2019–20* at the Council Meeting on 25 June 2019. The Council Plan identified the objective and priorities of Council. This quarterly report tracks the progress against Council Plan's 11 strategic priorities, four-year key priorities and one-year actions.

Key Matters

3. There are 130 priorities/actions currently reported on within *Council Plan 2018–2022 Update 2019–20*. Achievements this quarter include:

   3.1 Adoption of the Social Housing Plan

   3.2 Opening of the new Stead Park skate park

   3.3 Endorsement to prepare a Sustainable Development Plan for Osborne House

   3.4 Adoption of the Shared Trails Masterplan

   3.5 Graduation of our first Community Leadership Program participants

   3.6 Completed the Gheringhap Street drain project

   3.7 Announced the new Youth Council and election of a new Junior Mayor and Deputy Mayor

   3.8 Developed a Customer Experience Strategy.

4. At the end of March 2020, seven actions are completed, 111 actions are on track, two actions are not started, four need improvement and only six actions are off track.

5. This quarter, the delivery of some activities outlined in *Council Plan 2018-22 Update 2019-20* were impacted by the coronavirus (COVID-19) pandemic. Implementing steps to comply with the Victorian Government's directions to manage the risks of COVID-19 has required the City to postpone or cancel scheduled events, and transition in-person training programs and community consultation activities to online. The safety and wellbeing of the community and employees remains the City's primary focus during this critical period.

Cr Grzybek moved, Cr Murnane seconded -

6. That Council endorse the Council Plan Quarterly Report – March 2020.

Carried.

Attachment 1

Financial Implications

1. There are no financial implications arising from the subject of this report.

Community Engagement

2. The Council Plan Quarterly Report has been prepared in consultation with Managers, Coordinators and Officers from across the organisation. The report will be made available to our community online through Council's website (www.geelongaustralia.com.au) after the Council Community Focus Meeting, three times a year and in the annual report.

Social Equity Considerations

3. The Council Plan Quarterly Report documents the work Council is undertaking in relation to improving access and inclusion for all.

Policy/Legal/Statutory Implications

4. The City's activities are guided by its *Council Plan 2018–22 Update 2019–20,* which was adopted in accordance with the *Local Government Act (Vic) 1989*. The implementation of the Council Plan is monitored via the quarterly and annual report.

Alignment to Council Plan

5. The Council Plan Quarterly Report tracks the progress against Council Plan's 11 strategic priorities, four-year priorities and one-year actions.

Conflict of Interest

6. There have been no direct or indirect interests declared.

Risk Assessment

7. There are no identified risks arising from this report.

Environmental Implications

8. There are no identified environmental implications arising from this report.



THE CITY OF
GREATER GEELONG

COUNCIL PLAN 2018–22

UPDATE 2019–20

MARCH 2020

CITY OF GREATER GEELONG

ST LEONARDS COMMUNITY RALLIES TO CLEAN UP COAST

St Leonards residents worked alongside the Bellarine Catchment Network and the City of Greater Geelong to monitor the St Leonards Pier and other litter hot spots.





ABOUT THE PLAN

***Council Plan 2018–22 – Putting Our Community First, Update 2019–20* outlines how the City is working towards making Greater Geelong a clever and creative city-region. It guides how we allocate resources so we can deliver infrastructure, services and programs to the community in a sustainable way.**

The 11 strategic priorities we are focusing on until 2022 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**

This quarterly report has been developed to meet our commitment to transparent performance reporting, including progress updates on our key priorities and actions.

Links to the vision

Greater Geelong: A Clever and Creative Future is the 30-year community vision for the region. *Council Plan 2018–22, Update 2019–20* outlines how we will work towards making Greater Geelong a clever and creative city-region.

March 2020 status update

There are 130 priorities/actions currently reported on within *Council Plan 2018–22, Update 2019–20*.
At the end of March 2020:

- **111 'on track'**
- **Seven 'complete'**
  - *Implement a new approach for the Community Investment and Support Fund.*
  - *Continue to invest in programs and facilities to support gender equity in sport.*
  - *Construct a green organics facility.*
  - *Trial a flexible parking solution for the CBD.*
  - *Update the Tourism Development Plan to identify new priority infrastructure projects (public and private).*
  - *Establish and fund the Community Events Grant Fund.*
  - *Establish and support an organisational change management function.*
- **Two 'not started'**
  - *Review and implement Greater Geelong Cycling Strategy*.
  - *Commence operation of an Enterprise Project Management Office.*

- **Four needs improvement'**
  - *Work with partner agencies to implement strategies aimed at addressing homelessness in Central Geelong.*
  - *Develop and launch the Positive Ageing Plan.*
  - *Install sensor networks to enable the use of smart sensors for services including parking and waste management.*
  - *Create a new advocacy function.*
- **Six 'off track'**
  - *Continue the support and delivery of Geelong's iconic arts and cultural events and programs.*
  - *Construct and launch the first stage of the Sunken Gallery.*
  - *Adopt and implement the first year of the Cultural Strategy.*
  - *Adopt the Transport Network Operating Plan including recommendations from the Bus Services Review.*
  - *Work with Victorian Government to implement Central Geelong Action Plan.*
  - *Support Geelong Yacht Club to implement stage one of the Geelong Waterfront Safe Harbour Master Plan.*

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.

On track | Needs improvement | Off track | △ Not yet available | ✓ Complete

Measures of success	Frequency	Baseline	Target 2022	YTD Mar 2020	Progress comments	Status
Increase in the percentage of residents feeling safe where they live.	Every two years	54% (2017)	57%	-	The next Preventative Health Survey results are due to be released in the 2020–21 financial year.	△
Increase in the percentage of adults rating their health as very good, or excellent.	Every two years	59% (2017)	60%	-	The next Preventative Health Survey results are due to be released in the 2020–21 financial year.	△
Increase in the percentage of adults who are sufficiently physically active.	Every two years	41% (2017)	43%	-	The next Preventative Health Survey results are due to be released in the 2020–21 financial year.	△
Increase in the percentage of children enrolled who participate in Maternal Child Health Services.	Annual	73.46% (2016–17)	75%	73.17% (2018–19)	Reported annually.	

Four-year council plan priorities	2019–20 actions	Progress comment	Status
Show leadership in gender equity, diversity and family violence prevention.	*Implement actions in the Ba-gurrk Gender Equity Framework.*	We delivered a Gender Equality for forum at Deakin University with our key strategic partners in October 2019. We held an International Women's Day event on 6 March 2020 featuring Nova Peris as the keynote speaker and a range of Women in Community life awards. Together with Municipal Association Victoria, we commenced three-month pilot project that tests a specially-designed analysis toolkit to ensure women, men and gender non- binary individuals are considered in important decision making. We will use the findings from this trial to inform the Arts and Culture Strategy and open space referrals.	

Four-year council plan priorities	2019–20 actions	Progress comment	Status
Support local organisations that address homelessness, family violence and food shortages.	*Work with partner agencies to implement strategies aimed at addressing homelessness in Central Geelong.*	We commenced work on a new project with key partners such as the Barwon Homelessness Network that considers security measures for rough sleepers in Central Geelong. Consultation has occurred with several agencies regarding placement of secure lockers, however, we are yet to finalise this placement.	
	Implement a strategic response to address food shortages in the Geelong region.	We worked with key community food relief and assistance stakeholders to: • develop a project brief • appoint a consultant to undertake a review and develop a business case for the sustainability of a food assistance program across Geelong • complete a review of the draft Food Relief Business Plan. We will present the business case to Council in May 2020.	
Develop a housing policy to provide a range of social and affordable housing options.	*Adopt and commence delivery of the first year of the Social Housing Plan.*	We presented the draft Social Housing Plan to Council in November 2019. It was then released for community feedback and we received over 90 responses and 14 written submissions. Council endorsed the *Social Housing Plan* in February 2020 and we are currently developing the implementation plan.	
Improve safety in our community.	*Work with partner agencies to develop a Community Safety Strategy and Action Plan.*	We commenced scoping a community safety framework and action plan with key agencies such as Victoria Police, Department of Justice and agencies who specifically address safety issues. We expect to complete this work by June 2020.	
Provide safer public spaces.	*Improve safety in the CBD including the Little Malop Street Mall and Moorabool Street.*	We have trialled minor works as part of the Little Malop Street Central activation and public realm improvement project. The public toilet has been removed to make way for a performance space. The water feature has been reinstated and there are new festoon lights, children's play equipment, planter boxes and seating. The results of the trial in conjunction with the Place Score survey completed in February 2020 will help shape the long-term masterplan for the space, which will involve extensive community consultation.	

Four-year council plan priorities	2019–20 actions	Progress comment	Status
Encourage responsible pet ownership.	*Implement the Domestic Animal Management Plan focusing on community awareness and education.*	We implement the following actions of the *Domestic Animal Management Plan,* including several community and awareness initiatives: • completed the July 2019 cat desexing program • audited dog signage across the municipality, with new signage rolled out to key locations • installed temporary “pick up poo” signage at sporting grounds • rebranded animal management vehicles to improve our visibility within the community • communicated via the Park Your Pet App with ongoing messaging, articles and visibility • engaged our community about the proposed changes to dog control orders on Barwon Coast managed land • distributed promotional City-branded dog poo bag dispensers at City-attended pet events • created a video to provide information about effective dog control • provided pet selection articles and links on our website’s ‘Pets’ page • developed a dog attacks registry to identify any trends in dog attack occurrences within our municipality.	
Promote healthy eating and support active living.	*Continue to work with sporting clubs, community groups and businesses to promote healthy eating.*	We continued to work on the reduction of sugar sweetened beverages at Council owned and operated recreation facilities. In conjunction with partner organisations in Victoria’s South West region, we are supporting the ‘Choose Water Every Day’ Campaign, a call to action to select water over other beverages. We are also reviewing our Healthy Catering Guide that assists workplaces, associations and community groups to make healthier choices when organising catering.	
	Create and facilitate more health and fitness options.	We had offered across all four indoor leisure centres: • over 400 virtual and group fitness classes, providing flexible fitness class options • over 100 MOTIVATE30 small group training classes, which continue to grow in popularity. Due to the current restrictions of the coronavirus (COVID-19) pandemic, we have had to place these classes on hold. However, we aim to start two live-streamed classes each day in mid-April 2020 and expand this offering to 34 classes a week by June 2020. In addition, we are working with LiveLighter and GMHBA to deliver a healthy eating guide and recipe program online and via social media before the end of this financial year.	
	Create the Mental Health Strategy and Action Plan.	We developed a scoping paper to further understand our role in facilitating positive mental health. A new action plan is in development that outlines more specific activities to promote mental health and is due for completion by June 2020.	

Four-year council plan priorities	2019–20 actions	Progress comment	Status
Create healthy environments in children's settings.		We have completed the following actions to create healthy environments in children's settings: • reviewed our implementation of the Child Safe Standards • implemented daily safety checks in children's outdoor play spaces prior to children's play • educators are undertaking online training in the "Be You" program to support children's mental health and wellbeing.	
Work towards having the safest roads in Victoria.	*Work towards becoming a "Towards Zero" council for road safety.*	We are updating our *Road Safety Strategy* to be considered by Council later in 2020. We are also working to secure $3 million to implement additional road safety treatments throughout Corio and South Geelong.	

LINKS TO THE CLEVER CREATIVE VISION



PEOPLE FEEL SAFE WHEREVER THEY ARE



AN INCLUSIVE, DIVERSE, HEALTHY AND SOCIALLY CONNECTED COMMUNITY

INFORMED SOCIAL INFRASTRUCTURE AND PLANNING

We will strive for social equity in the infrastructure and services we deliver for our community.

On track | Needs improvement | Off track | Not yet available | Complete

Measures of success	Frequency	Baseline	Target 2022	YTD Mar 2020	Progress comments	Status
No net loss of public open space by suburb.	Annual	2,147.6 ha (530 sites) (November 2017)	Maintain	2,196.9 ha (560 sites) (2019)	An increase of 11 sites and 19 hectares since 2018. A total increase of 30 sites and 49.3 hectares on the baseline result of 2017, with no net loss in any suburb.	
Per cent of plans for key community infrastructure projects completed.	Annual	37 key community infrastructure projects have been identified for delivery by 2022.	100%	65% (June 2019)	Reported annually.	

Four-year council plan priorities	2019–20 actions	Progress comment	Status
Provide more quality spaces that support active lifestyles.	*Identify locations and construct two fenced dog parks.*	We have identified the locations in Belmont and Lara with designs well underway. We are finalising the location for a fenced dog park on the Bellarine.	
Support the growth of localised and regional sporting facilities.	*Provide new sports and leisure facilities and upgrade existing ones.*	We have completed: • design and planning work for West Oval to be regional AFL facility • engaged a consultant to review the suitability of the Geelong Baseball Centre at Waurn Ponds as a venue for hosting international teams and regional baseball • revised the Drysdale Sporting Precinct Master Plan following community and stakeholder feedback. • opened the Stead Park Skatepark • progressed all designs for redevelopment of change facilities and pavilions for West Oval, Herne Hill and South Barwon • completed our community consultation for the Drysdale Sports Precinct Masterplan, with revised plan due to be presented to Council in May. In addition, Council endorsed a scoping study for the proposed 50-metre outdoor pool in Drysdale.	

Four-year council plan priorities	2019–20 actions	Progress comment	Status
Deliver accessible and attractive community infrastructure, based on community need.	*Advocate for funding for the Northern ARC Health and Wellbeing Hub.*	We continue to collaborate with G21, Regional Development Victoria, Sport and Recreation Victoria and the Barwon Region Partnerships to advocate for state and federal government funding.	■
	Engage with sporting clubs and community groups to improve access to community and sporting facilities.	The Marveloo we purchased provides our community with a portable self-contained all-abilities adult change facility and it continues to be to be activated. We have completed our community engagement regarding the Rippleside Park Inclusive Playspace and will deliver our findings to the Access and Inclusion Committee in April 2020.	■
	Complete planning to upgrade children's centres, and construct and open new centres.	We completed and opened the new Rosewall Community Centre in November 2019. We also completed construction of the Integrated Child and Family Centres at Corio (Purnell Road) and Drysdale, both due to open in 2020. We purchased land in Bell Post Hill to be the site for a new early learning centre.	■
	Acquire land for new community infrastructure.	We purchased land in Fyansford from VicRoads for a future community facility and in Bell Park/Bell Post Hill to enable the development of a new early learning centre. We have commenced engagement with VicRoads to acquire land for the development of the Armstrong Creek Sports Precinct.	■
	Implement a new approach for the Community Investment and Support Fund.	So far, we have allocated $3.7 million to fund a range of organisations to undertake community-based initiatives and projects via our Community Investment and Support Fund (CISF) under the following grant streams: • Healthy and Connected Communities Grants • Creative Communities Grants • Environment and Sustainability Grants • Central Geelong Heritage Fund • Community Events Grants • Community Infrastructure Grants. Our implemented new approach to the CISF included: • increased budget allocation for Community Infrastructure • final assessment by a community panel • a new grant for community events • changes to guidelines to reflect the priorities of council plan.	✓
	Develop a feasibility study for a livestock and information exchange facility.	The Rural and Peri-Urban Advisory Committee appointed an organisation to undertake a feasibility study for a livestock and information exchange facility to support farmers in the region. Engagement with key stakeholders which will inform the study was extended to allow further community consultation at the Bellarine Agriculture Show. This impacted the timeline for the completion of the final report, which is now due in May 2020.	■

Four-year council plan priorities	2019–20 actions	Progress comment	Status
	Finalise and implement the Osborne Park Precinct Master Plan and business case.	We held a series of meetings with Osborne Park Association representatives and a forum with community stakeholders on 12 November 2019. We re-scoped the project and prepared a program of renewal works to be undertaken. We have continued our engagement with key stakeholders and the report was considered by Council in February 2020. Council resolved to proceed with the preparation of a Sustainable Development Plan for Osborne House.	
Maintain our public open space.	*Improve playgrounds using the Geelong Play Strategy.*	We re-opened Kingston Park in Ocean Grove after undergoing a $370,000 upgrade. We engaged with the community over November/December 2019 on the upgrade of nine neighbourhood playground. Site works have commenced as a part of the annual renewal program in line with the Geelong Play Strategy. In addition, we installed Story Cubes outside the Corio Library and Sign Rocks to mark the location of the Waurn Ponds Creek Environmental Walk on Pioneer Road and Ghazeepore Road.	

LINKS TO THE CLEVER CREATIVE VISION







A MORE INCLUSIVE AND DIVERSE COMMUNITY

We want to recognise all members of the Geelong community and not leave anyone behind.

On track | Needs improvement | Off track | △ Not yet available | ✓ Complete

Measures of success	Frequency	Baseline	Target 2022	YTD Mar 2020	Progress comments	Status
Increase in the percentage of adults who definitely feel multiculturalism makes life better.	Every four years	57.4% (2014)	60%	-	The results of the 2018 Victorian Population Health Survey at Local Government Area are due to be released in 2020.	△
Increase in the percentage of adults attending a local community event.	Every four years	71.2% (2014)	75%	-	The results of the 2018 Victorian Population Health Survey at Local Government Area are due to be released in 2020.	△
Increase in the percentage of adults feel that they can get help from family, friends or neighbours when needed.	Every four years	73.5% (2014)	80%	-	The results of the 2018 Victorian Population Health Survey at Local Government Area are due to be released in 2020.	△
More community facilities with gender-neutral and accessible toilets, or change areas.	Annual	–	Increase	8 facilities (June 2019)	Reported annually.	

Four-year council plan priorities	2019–20 actions	Progress comment	Status
Advocate for, and helping to achieve, the priorities set by local Aboriginal people.	*Develop and launch the Reconciliation Action Plan.*	We are working with a Reconciliation Action Plan (RAP) working group on the development of our first RAP under the theme of "Reflect". The final draft of the plan has been presented to Reconciliation Australia. We aim to present the final RAP in time for Reconciliation Week in May 2020.	
Advocate for inclusive, multicultural activities and respect for cultural diversity.	*Implement the first year of the Multicultural Action Plan.*	We have delivered actions from the *Multicultural Action Plan* including a Men's Swimming program. We are aiming to complete our Diversity Policy review by the end of June 2020.	

Four-year council plan priorities	2019–20 actions	Progress comment	Status
Support activities that improve social connections in our community.		We continued our youth interactions aimed at improving social and community connections through groups, holiday programs, drop in programs and events, engaging with over 7,000 young people. We also: • provided grants to community groups to provide regional events as part of International Day of People with Disability • partnered with the Gordon Skills and Jobs Centre to support the WorkWise Women program which saw 20 women participate in five-week program to build social connections and capacity for work and training • attended the Wyndham Community Education Centre to communicate with newly arrived job seekers around opportunities to minimise isolation • partnered with Barwon Child, Youth & Family to further refine the delivery of the Autism Spectrum peer support group for carers / parents • acknowledged the 13 graduating participants of our first Community Leadership Program.	■
Promote gender equity and diversity in our sporting and leisure facilities, and programs.	*Continue to invest in programs and facilities to support gender equity in sport.*	We hosted a forum in December 2019 to recognise local sporting clubs that implemented successful gender equity practices. This project was made possible with a grant from Municipal Association Victoria. We will continue to work with sporting clubs to emphasise the importance of gender equity approaches in 2020.	✓
Facilitate employment programs for the communities that need it most, including young people.	*Deliver employment programs for people with Jobs Victoria Employment Network and Skilling the Bay.*	In partnership with Go Traffic, we continue to support the GROW (G21 Region Opportunities for Work) initiative with over 60 potential participants attending information sessions, 21 completing certification training and a further 121 registering for the jobs program. We had 40 new participants registered in Skilling the Bay programs which included: • Good Cycles program • Certificate II Production Horticulture • Certificate III Cleaning Operations • Jamie's Ministry of Food Program • Go Traffic training program • Work ready life skills program.	■

Four-year council plan priorities	2019–20 actions	Progress comment	Status
Improve access to facilities and programs for people of all abilities.	*Implement the Community Access and Inclusion Plan including the Changing Places Strategy.*	Our *Access and Inclusion Plan* is being implemented. We will report the final outcomes of the plan in July/August 2020. We installed the Changing Places amenities in Westfield Geelong as part of the Central Geelong Accessibility Improvements Project. We now have seven Changing Places facilities across the municipality. Audits are currently being conducted on our changing places facilities and the Rosewall, Cloverdale and Armstrong Creek Hubs. We partnered with Year 11 Victorian Certificate of Applied Learning (VCAL) students on projects including: • developing the Industrial Arts Walk, Ocean Grove with Bellarine Secondary College • the Pedestrian Intervention project with Newcomb Secondary College. The program introduces students to people who work on roads and future jobs in roads, maintenance, infrastructure, design and management. We are delivering Mobi Chair Beach Wheelchair Training in partnership with Leisure Network disability support workers to enable community members with a disability to access beaches. Training will resume after beaches which have been closed due to coronavirus restrictions are re-opened.	
	Start design of inclusive playground at Rippleside Park.	We are working in partnership with Variety in the design and development of the Rippleside Park Play Space, a new all abilities play space. We engaged with the community on design ideas over October/November 2019. Our draft concept plans were the focus of further community engagement in early 2020, and we received over 500 responses. The resulting concept plan is scheduled to be presented to Council in June 2020.	

Four-year council plan priorities	2019–20 actions	Progress comment	Status
Recognise our returned service men and women.		We completed projects to ensure there is recognition and respect for our returned service women and men including • relocating the Spirit of ANZAC statue and Victoria Cross recipient pavers within Johnston Park • supporting the special Remembrance Day performance of 'The Mission' by Tom Molyneux at Courthouse Youth Arts. We are currently facilitating and supporting a range of activities including: • supporting Vietnam Veterans in collections management through the Osborne Park project • preparing to digitise First World War naval objects from the Maritime Museum and adding objects related to veterans • identifying plaques and memorial across the municipality requiring maintenance, care and repairs • developing a special pop-up traveling display of Charles 'Tug' Wilson naval artefacts to be launched June 2020 • auditing and digitalising our returned service collections • developing a suite of ANZAC-themed digital stories, to be available through the Connecting Memory digital storytelling app • renewing the Malay Borneo memorial at St Helens • planning a public artwork for Indigenous returned service people.	
Further develop programs that support older people and young people in our community.	*Develop and launch the Positive Ageing Plan.*	We are recruiting an Officer to develop a Positive Ageing Plan. The Plan will direct our interactions and work with members of our older community. We have appointed a consultancy company to consult with the community about Positive Ageing matters. Due to the coronavirus (COVID-19) restrictions, we cancelled the community and stakeholder consultation sessions scheduled for March 2020. We are currently investigating other options to engage with our community and stakeholders.	

LINKS TO THE CLEVER CREATIVE VISION



AN INCLUSIVE, DIVERSE, HEALTHY AND SOCIALLY CONNECTED COMMUNITY



PEOPLE FEEL SAFE WHEREVER THEY ARE

PLANNED SUSTAINABLE DEVELOPMENT

We will use sustainable principles to guide development of growth areas and help protect our townships.

On track | Needs improvement | Off track | Not yet available | Complete

Measures of success	Frequency	Baseline	Target 2022	YTD Mar 2020	Progress comments	Status
More protected natural habitat that we manage.	Annual	898.712 hectares (December 2018)	Increase	1,275.471 hectares (June 2019)	We have increased the natural habitat that we manage by 376.759 hectares.	
15 years of residential land supply planned.	Annual	14+ years (January 2017)	Maintain	26 years (June 2019)	Reported annually.	
Increase in the percentage of new housing construction conducted within existing urban areas.	Annual	37.8% (December 2016)	40%	23.0% (2018)	There has been a significant increase in the total annual dwelling production. Greenfield development is most able to respond to spikes in demand for new dwellings. The 2019 result will be available mid-2020.	
All new large, City-owned buildings rated 5-star 'Green Star'.	Annual	-	100%	100% (2018–19)	Reported annually.	
All new small, City-owned buildings with built environment sustainability scorecard or equivalent.	Annual	-	100%	100% (2018–19)	Reported annually.	
Mandatory sustainable design assessment of all new developments.	Annual	n/a	Planning controls in place	-	We incorporated the new Environmentally Sustainable Development guidelines into the Planning Scheme via a planning scheme amendment which was gazetted on 17 October 2019.	✓

Four-year council plan priorities	2019–20 actions	Progress comment	Status
Ensure housing supply, diversity and affordability can meet the needs of our growing community.	*Implement the Settlement Strategy to guide growth and development in townships and urban areas.*	Council referred Amendment C395, which seeks to implement the *Settlement Strategy* into the Geelong Planning Scheme, to an independent planning panel. The panel hearing concluded mid-March 2020 and we await the final report.	
Facilitate opportunities for infill residential development.	*Adopt the Saleyard Precinct Master Plan.*	We completed an engagement with our community and key stakeholders to inform the draft *Saleyard Precinct Master Plan* in August 2019, which has been developed and will be considered by Council in April 2020.	
Continue to develop urban growth areas across the region.	*Commence a Precinct Structure Plan in each of the Northern and Western Geelong Growth Areas.*	We have signed a third-party funding agreement with the landowners in the Elcho Road precinct. Biodiversity field assessments have concluded.	
	Unlock barriers to investment in key development areas, urban renewal areas and station precincts.	We are preparing the draft *South Geelong Station Urban Design Framework*. The draft *Pakington Street (Geelong West) and Gordon Avenue Urban Design Framework* was considered by Council in February 2020 and is now available for community consultation until 4 May 2020.	
	Continue to implement the Armstrong Creek Urban Growth Area to ensure infrastructure and services meet the needs of the new communities.	We continue to implement the Armstrong Creek Urban Growth Area plan. Development is progressing in four precincts.	
	Work with Victorian Government to deliver the Geelong Growth Area Transport Infrastructure Strategy.	We have awarded the contract for the Geelong Growth Areas Transport Infrastructure Strategy and have continued work in this strategy. The Department of Transport will provide funding towards this project.	
Manage the impact of development on the unique character of our townships.	*Progress the Municipal Heritage Strategy in partnership with the Heritage Advisory Committee.*	We continue to work on a thematic history for Geelong.	
	Work with Victorian Government to conserve the Bellarine as a distinctive landscape area.	The Bellarine Peninsula was declared a Distinctive Area and Landscape under the *Planning and Environment Act 1987* on 22 October 2019. We continue to work with the Department of Environment, Land, Water and Planning on the technical work and next stage of consultation in April 2020.	
Improve the environmental performance of new developments, using planning controls.		We incorporated the new Environmentally Sustainable Development guidelines into the Planning Scheme via a planning scheme amendment which was gazetted on 17 October 2019. We are now implementing these guidelines throughout our city-region.	

Four-year council plan priorities	2019–20 actions	Progress comment	Status
Preserve nature reserves, rural and coastal environments.	*Develop the Sparrovale Wetlands Master Plan and begin construction.*	We have developed a webpage and promotional video as part of the *Sparrovale Master Plan* community engagement program. We have also engaged with Wadawurrung representatives to begin a discussion about naming and features to be contained within the reserve. The draft *Sparrovale Master Plan* has been prepared and is due for consideration by Council in May 2020, after which it will be available for community feedback.	

LINKS TO THE CLEVER CREATIVE VISION



SUSTAINABLE DEVELOPMENT THAT SUPPORTS POPULATION GROWTH AND PROTECTS THE NATURAL ENVIRONMENT

EFFECTIVE ENVIRONMENTAL MANAGEMENT

We will show leadership to address waste, climate change and environmental challenges.

On track | Needs improvement | Off track | Not yet available | Complete

Measures of success	Frequency	Baseline	Target 2022	YTD Mar 2020	Progress comments	Status
Increase in percentage of garbage, recyclables and green organics collected from kerbside bins diverted from landfill.	Annual	56.32% (2016–17)	60%	54.00% (2018–19)	Reported annually.	
Reduction in emissions from street lights, buildings and vehicle fleet use.	Annual	23,135 tCO2-e (2014–15)	50% reduction	22,633 tCO2-e (2017–18)	Reported annually.	
Increased use of sustainable material in our asset construction and renewal.	Annual	8,000 tonnes of asphalt recycled in-house annually 3,000 tonnes of concrete to recycling annually (2017–18)	Increase	8,000 tonnes of asphalt and 3,000 tonnes of concrete recycled. (2018–19)	Reported annually.	
Increased suburban tree canopy.	Every two years	14% (June 2017)	16%	14% (November 2019)	Our Urban Tree Canopy is made up of coverage on both private and public land. The reduction of block sizes and increase of house sizes limits the retention or planting of canopy trees on private land. We are working with our community and developers to plant trees and shrubs, as well as increasing our planting of street and park trees. We anticipate that the increase in urban area growth and the time taken for current plants to mature is not expected to increase our urban tree canopy for the next 10 years.	
Increased number of street trees planted per annum.	Annual	-	>1,850 per annum	1,489 (2018–19)	Reported annually.	

Four-year council plan priorities	2019–20 actions	Progress comment	Status
Reduce our carbon footprint through the use of solar initiatives and other renewable energy options.		We have joined 47 other Victorian councils to make the switch to 100 per cent renewable energy to power our buildings and streetlights. We are also a major stakeholder in the Victorian Councils Renewable Energy Power Purchase Agreement project. and we will source 100 per cent of our current electricity load from this project. In addition, we are installing four solar photovoltaic systems as part of our Zero Carbon Buildings Program. They will be located at the Potato Shed, Barwon Valley Activity Centre, and our Belmont and Drysdale depots to increase our total installed solar capacity to over 1 million watts.	
Educate and assist our community to act on climate change, by reducing waste, emissions and water usage.	*Complete feasibility study of the Food Organics Processing and Transfer Station.*	We have been investigating options to divert food waste away from landfill and recover this resource. This food waste diversion study includes residential collection service model options, food organics processing options, and the implementation plan for the collection trials. Some of the actions we have taken include: • visiting several organics collection and processing facilities in Gippsland and Melbourne so we can utilise the learnings from these visits to establish food organics processing capability in Geelong • engaging a consultant to support us to develop options to divert food from landfill and a Towards Zero Food Waste Program • working with Barwon Water to explore food organics processing options for the region.	
	Develop and adopt the Waste and Resource Recovery Strategy.	We conducted extensive community and stakeholder engagement during November 2018 and again in September 2019 to inform the development of a draft Waste and Resource Recovery Strategy. The draft was presented to Council in December 2019 and made available for public comment through to early February 2020. We have incorporated community feedback and new state and federal governments policies into the final strategy that will be presented to Council in April 2020.	
	Continue the hard waste collection service trial.	We have continued our hard waste collection service trial. We are currently developing a report on the results of this trial to be presented to Council in May 2020.	
	Implement short and long term strategies to respond to changes in recycling markets.	We have investigated short, medium and long-term options and strategies in response to the recycling changes. We continue to work with state government agencies, the recycling industries and other councils to develop and implement longer term actions. We resumed the processing of kerbside recycling on 16 December 2019 and it is operating normally. We also continued with our expanded recycling services at the Geelong and Drysdale Resource Recovery Centres to allow residents to drop off kerbside recyclables for processing.	

Four-year council plan priorities	2019–20 actions	Progress comment	Status
	Work with other local governments to implement regional initiatives (sustainable street furniture and road materials, zero landfill waste, waste-to-energy).	We have worked with the G21 and Barwon South West councils and continue to involve and contribute to the regional forums of G21 and Barwon South West Waste and Resource Recovery Group. Together we have developed the Barwon South West Waste and Resource Recovery Recycling Action Plan. In partnership with neighbouring and regionally linked municipalities, we are undertaking a variety of projects in the waste management sector. These projects with help us better manage changes in this area.	
	Work with partners for an integrated water strategy for the Northern and Western Geelong Growth Areas.	We continued our partnership with Barwon Water and Department of Environment, Land, Water and Planning on the integrated water management strategy for the Northern and Western Growth Areas.	
	Support Barwon Water to deliver a regional Integrated Water Management Strategy.	We continued to co-deliver an *Integrated Water Management Strategy* with Barwon Water for the Northern and Western Geelong Growth Areas. We are also supporting their Water for our Future program.	
Use sustainable materials to construct and renew roads, footpaths and street furniture.		We trialled a new form of asphalt made with recycled plastics on three sections of road; Roslyn Road (Thornhill Road – South Valley Road, Highton), Moorabool Street (Kilgour Street – McKillop Street, Geelong) and Purnell Road (Princes Freeway – Teleta Crescent, Corio). This combined 1,100 metres of road surface saved the equivalent of 3,500 kg of plastics going to landfill. We will continue to monitor the performance of these projects to inform new locations to apply 'Plastiphalt'. In addition, we have commenced another procurement for innovation project to include waste in roads as part of our commitment to use of sustainable materials.	
Progressively change standard street lights to LED lights, to help reduce carbon emissions.		We have approved the transition of street lights to LED. The lighting design is currently underway, and we plan to commence the changeover in residential areas in the second half of 2020.	
Commence Drysdale landfill rehabilitation.		Our trials of an evapotranspiration (phyto) cap in the rehabilitation of the Drysdale landfill will continue for another 12 months. We are monitoring results of this trial and so far, they have been positive. When this trial is complete, we can seek approval from the Environmental Protection Authority to use it to rehabilitate the entire landfill.	
Construct a green organics facility.		Our garden organics processing facility in Anakie is complete. It receives and processes kerbside garden organics material. The compost produced from this facility provides valuable organic material into the neighbouring farmland.	✓
Plant more trees to green and cool our urban areas.	*Implement the Urban Forest Strategy.*	We planted 1,518 advanced street trees during winter 2019 and we are preparing for next season's planting program due to commence in May 2020.	

Four-year council plan priorities	2019–20 actions	Progress comment	Status
Reduce single-use plastic across the region.	*Trial the Plastic Wise Program at events in our region.*	We have completed waste audits on key City sites and developed our Plastic Waste Wise Program that will be presented to Council in April 2020. This program includes a Waste Wise Policy and Action Plan.	
Manage pest plants and animals more effectively.		We are currently working on several projects to manage pest plants and animals including: • implementing an integrated rabbit control program that includes best practice control method • completed the extensive woody weed work on roadsides across the municipality, including Serrated Tussock • mapping Chilean Needle-grass on roadsides to inform our future control program • introducing a Roadside Exotic Bulb Control Program.	
Deliver biodiversity conservation programs.	*Develop and implement the Biodiversity Strategy.*	We appointed a consultant to update our biodiversity mapping to help inform the *Biodiversity Strategy.* We also undertook a mapping workshop with key government agencies and environment groups and the biodiversity mapping is now complete.	
	Develop the Northern and Western Growth Areas Biodiversity Conversation Strategy.	We have completed field surveys and our currently reviewing the findings of this work to inform the Northern and Western Geelong Growth Areas Biodiversity Strategy.	
	Foster best agricultural and environmental management practices in rural and peri-urban communities and on Council land.	We partnered with the Bellarine Landcare Group to assist landowners in the Swan Bay Catchment Area with new landholder incentive grants. The aim of the program is to protect and increase areas of environmental significance on private property and improve the water quality of Swan Bay. Also, we will subsidise 20 landowners to attend the 14-session hand-on Nature Stewards Program, commencing May 2020. This program has been has changed to a 10-session online course with the four field sessions cancelled due to the coronavirus (COVID-19) pandemic.	
	Implement initiatives from the Rural Peri-Urban Advisory Committee including restoration of rural landscapes.	Our Restoring Rural Landscapes Program has a large focus on rabbit and weed control on City managed land (reserves and roadsides) and has introduced a private land support program for rabbit and weed control. As part of this program, we have identified four areas across the municipality for implementation. Rabbit control commenced in the first zone and has been expanded during Autumn. Additionally, we have delivered extensive roadside weed control works.	

LINKS TO THE CLEVER CREATIVE VISION



DEVELOPMENT AND IMPLEMENTATION OF SUSTAINABLE SOLUTIONS



SUSTAINABLE DEVELOPMENT THAT SUPPORTS POPULATION GROWTH AND PROTECTS THE NATURAL ENVIRONMENT

VIBRANT ARTS AND CULTURE

We treasure Geelong's culture and heritage and will help our creative community to grow.

On track | Needs improvement | Off track | △ Not yet available | ✓ Complete

Measures of success	Frequency	Baseline	Target 2022	YTD Mar 2020	Progress comments	Status
Increased number of objects actively cared for within our arts and heritage collections.	Annual	17,325 (30 June 2018)	Increase	17,627 (30 June 2019)	Reported annually.	
Increased access to cultural collections through on-line engagement.	Annual	49,093 (30 June 2018)	Increase	68,815 (30 June 2019)	Reported annually.	
Increase in the percentage of active library members in the municipality.	Annual	19.28% (2016–17)	20%	18.20% (2017–18)	Reported annually.	
Increased employment in creative occupations.	Every five years	4.75% (2016)	Increase	-	Data available from 2021 Census. The next Census results are due to be released in the 2021–22 financial year.	△
Maintained visitation to our key cultural facilities: National Wool Museum (NWM), Potato Shed, Geelong Gallery, Courthouse Youth Arts, Geelong Library & Heritage Centre.	Annual	NWM 851,879 Potato Shed 108,444 Geelong Gallery 116,940 Courthouse Youth Arts 13,940 Geelong Library & Heritage Centre 456,934 (2017–18)	Maintain	NWM 947,547 Potato Shed 109,629 Geelong Gallery 156,281 Courthouse Youth Arts 21,197 Geelong Library & Heritage Centre 470,420 (2018–19)	Reported annually.	

Four-year council plan priorities	2019–20 actions	Progress comment	Status
Incorporate arts and cultural initiatives into infrastructure development, to enhance our sense of place.		We developed several public art projects including: • developing recommendations for incorporating heritage objects and display areas into the new Civic Precinct, as per recommendations of the 'Our Heritage, Our Collection' report • working with Revitalising Geelong on the next stage of the Green Spine development through the Digital Placemaking project • refreshing the Potato Shed Redevelopment Business Case and selecting consultants • community engagement and project management for the Sunken Gallery at The Dell • working with Revitalising Central Geelong on the next phase of the Green Spine • completing the TAC Road trauma memorial artwork • working on an inclusive art response with the disability community. We are also looking for more opportunities to enhance current and new developments with artwork.	
Recognise and share our heritage through storytelling.		We completed and launched the Bronze Stories Public Art Trail. This project, which tells local stories on bronze plaques outside historic sites in Central Geelong, was completed by a local artist. We have also consolidated the Connecting Memory YouTube content in an updated YouTube Playlist. Other storytelling projects currently underway include: • upgrades to the core wool story galleries and the featuring extended images from the 'Invisible Farmer Project' at the National Wool Museum • continued development of an interpretative trail commemorating our ANZAC heritage in Armstrong Creek • partnering with Mary-Jane Walker, the School of Lost Arts and the Environment Department on a series of making and learning projects. The projects are based on endangered bird species of Geelong and include artist and community made artworks, videos and public programs. There are over 30 schools and 1,000 students participating • undertaking a review of the Connecting Memory app to explore future story-gathering directions, to maximise community access to the collection, and to resolve functionality issues.	

Four-year council plan priorities	2019–20 actions	Progress comment	Status
Recognise and celebrate Geelong's Aboriginal culture and history.	*Continue to work across all Council events to link and emphasise Aboriginal culture and history.*	We continue to work on the Queens Park Scar Tree and have secured approvals and permits to remove and conserve the tree. The National Wool Museum hosted exclusive masterclasses as part of The Design Series - exploring creativity with fibre, weaving, textile fibre and delivered in partnership with Aboriginal artists. The series showcased creative people and paid tribute to Geelong's recent designation as a UNESCO City of Design. We worked with Wadawurrung Elders, artists and advisors on several projects including: • young Indigenous people will be mentored by established Indigenous artists and will explore relationships between music and place • Indigenous artwork will be incorporated into The Green Spine • the launch of Bronze Stories and event at Johnstone Park with Corrina Eccles presenting the story 'Remembering Dan Dan Nook' • working with Department of Justice and the Torch for the Reconciliation Week project, which focuses on art produced by indigenous prisoners • translating Geelong's endangered bird species from Latin/English into Wadawurrung. We are working with Revitalising Central Geelong to ensure the response is in line with indigenous design principles. Indigenous works will be incorporated into the Armstrong Creek Town centre. As part of the Live Music Action Plan and Connecting Song projects, a song writing mentorship project is being created in partnership with Strong Brother, Strong Sister program at The fOrt Youth Centre.	
Work with galleries and museums to improve our public art and heritage offering.	*Continue remedial works of Osborne House.*	We completed minor maintenance works in 2019. Council approved a prioritised list of maintenance and improvement works to begin, at a cost of between $900,000 to $1.1 million. A tender is being developed which focusses on key heritage aspects of the building that require repair.	

Four-year council plan priorities	2019–20 actions	Progress comment	Status
Attract new and support existing creative industries.	*Continue the support and delivery of Geelong's iconic arts and cultural events and programs.*	We delivered and supported arts and cultural events including: • Happy Birthday Play School Celebrating 50 years and Art Quilt Australia at the National Wool Museum • partnering with the School of Lost Arts, to commission a major art work of 80 vegan taxidermy (paper mache) local endangered bird species, including engaging over 1,000 students to create the art works • supporting local artists and creative businesses as part of the Creative Symposium held at Geelong Arts Centre. Our support highlighted the importance of affordable places and spaces in the City for start-ups and creative business. Scheduled events impacted by coronavirus (COVID-19) pandemic include: • 'We the Makers' a new biennial design festival showcasing the work of makers, designers and artists at the National Wool Museum. Festival activities are suspended until late June 2020. • Geelong After Dark 2020 – Shattering Illusions – on Friday 1 May 2020. The event has been cancelled.	
	Assist cultural venues to cross-promote programs and events.	We supported several initiatives including: • 2020 Potato Shed Season Launch • key exhibitions at the National Wool Museum including Without Consent and National Geographic Wildlife Photographer of the Year 55 Exhibition • Geelong Arts Centre's 'Reflex: The future of our creative community' forum in November 2019 • renewed four-year funding agreement to support delivery of 'Platform Youth Arts' new Strategic Plan • refreshing the Potato Shed business case • renewed lease for Back to Back Theatre at the Old Courthouse Building • delivering the Geelong Region ArtsAtlas and Arts Bulletin online.	

Four-year council plan priorities	2019–20 actions	Progress comment	Status
	Support the development and promotion of local artists, arts organisations and live music.	We announced the successful Creative Communities Grant applicants in November 2019, with $211,510 distributed across 14 community festivals and 25 community arts projects. The proposed 2020–21 round of competitive community grants including the Creative Community Grant Program has been suspended until further notice. A review of grants will take place aiming to retailor the funding to provide support in the region's recovery from the coronavirus (COVID-19) pandemic. We also provided support for music initiatives including: • supporting the first of three capacity building workshops for musicians, Meet the Locals, an opportunity for local musicians to connect with key music industry reps and fellow songwriters • partnered with Music Victoria to deliver the Geelong Music Venues Day to support local venues and music professionals with information and tools to continue developing live music across the region • continued to develop a website to build music-focused resources for musicians, venues and people looking for information about music in the Geelong Region • created a Spotify playlist titled 'Sounds of Geelong' • participated in several music industry discussions including State Government Live Music Roundtable, Live Music Roundtable (a music festival sub-committee) and Music Victoria – Regional Working Group • supported the landing of The Folk Alliance International conference in Geelong. Workshops, panel discussions, showcase performances and song writing mentorships were programmed in Central Geelong, timed to align with the Port Fairy Folk Festival. We are planning further capacity-building workshops for musicians in partnership with Music Victoria.	
Work with the Geelong Regional Library Corporation to deliver efficient and effective services and programs.		We completed the final evaluation report for the redevelopment of the Geelong Library and Heritage Centre (GRLC), funded by Regional Development Victoria. The report identified project outcomes and achievements over the five years since the GRLC's completion. We continue to support GRLC, including: • Word for Word National Non-Fiction Festival • ongoing agreement providing advice • funding and services to the library network across the municipality • Councillor and Officer Management representation on the GRLC Committee of Management.	

Four-year council plan priorities	2019–20 actions	Progress comment	Status
Deliver UNESCO City of Design creative outcomes, including: • *National Wool Museum Master Plan* • Geelong Gallery redevelopment • Mountain to Mouth • Geelong After Dark • cultural trails.	*Adopt and implement recommendations of the Strategic Plan for Use and Management of Geelong's Heritage Assets.*	We completed a heritage asset audit and the Our Heritage, Our Collection strategic report which proposes a plan for how the City could manage and provide access to the 12,000 moveable artworks, objects and artefacts in our Heritage Collection. Following public consultation, we have completed the relevant and appropriate recommended revisions. The Heritage Advisory Committee have supported the updated report unanimously. The report is ready for presentation to Council. The Mountain to Mouth Arts Walk is undergoing a review, including community consultation from January – May 2020. Geelong After Dark 2020 has been cancelled in line with national response to the coronavirus (COVID-19) pandemic. We have added a Herstory Trail to the Geelong Arts and Culture Trails app, celebrating stories of significant women of Geelong. Concepts for new trails are in discussion.	
	Adopt and implement the first year of the Cultural Strategy.	We completed our research, finalised requirements, developed key actions, timelines and an engagement plan for the *Arts and Culture Strategy*. The data and insights we have collected will be presented to Council in a workshop scheduled for 23 April 2020. Stage 2 and engagement actions have been postponed until August 2020 due to coronavirus (COVID-19) pandemic restrictions.	
	Undertake the Geelong Gallery redevelopment business case in partnership with the Geelong Gallery.	We are working with the Geelong Gallery to determine the feasibility of utilising elements of City Hall for its redevelopment.	

LINKS TO THE CLEVER CREATIVE VISION

CREATIVITY DRIVES CULTURE

A DESTINATION THAT ATTRACTS LOCAL AND INTERNATIONAL VISITORS

INTEGRATED TRANSPORT CONNECTIONS

Our focus will be on improving our public and active transport, and better connecting our networks.

On track | Needs improvement | Off track | Not yet available | Complete

Measures of success	Frequency	Baseline	Target 2022	YTD Mar 2020	Progress comments	Status
Increased kilometres of bicycle and walking paths.	Annual	206 km bike paths 1,674 km footpaths (June 2018)	Increase	210 km bike paths 1,755 km footpaths (June 2019)	Reported annually.	
Increased community satisfaction rating with sealed local roads.	Annual	49 (2018)	60	54 (2019)	Reported annually.	
Renewal gap for road management reduced.	Annual	$4.5 million (2017)	Reduce	$3.0 million (2019)	Reported annually.	

Four-year council plan priorities	2019–20 actions	Progress comment	Status
Support projects in the *G21 Region Road Transport Plan*.		We are supporting Regional Roads Victoria and Major Projects Victoria to deliver the Drysdale Bypass, Barwon Heads Road duplication and safety improvements on the Bellarine Highway. Together we are also planning initiatives around freight movement and access to Geelong Port and the Geelong Ring Road Employment Precinct.	
Work with VicRoads to deliver the *Network Operating Plan*, to improve bus services.	*Adopt the Transport Network Operating Plan including recommendations from the Bus Services Review.*	We commenced engagement with our community on the draft *Transport Network Operating Plan* in October 2019 with outcomes presented to Council in February 2020. However, the *Transport Network Operating Plan for Central Geelong* will now be expanded to the whole municipality. We will need to undertake further work with the Department of Transport to rescope this amended project.	
Improve our road management and engagement program.		We continued to develop an online interactive map to inform the community about the social and civil infrastructure (i.e. roads and drainage) projects under construction across the municipality.	

Four-year council plan priorities	2019–20 actions	Progress comment	Status
Deliver better-connected walking, cycling and trail paths across our region.	*Implement council program of infrastructure upgrades including streets, roads and drains.*	We have commenced widening of Anakie Road north of the Ring Road to improve safety and access for heavy vehicles. We are undertaking the pavement rehabilitation of Ormand Road, East Geelong which will be completed by June 2020 and we are planning the upgrade for McClelland Road, Lara. We will also upgrade the open drains and wetland servicing the Heales Road industrial precinct from mid-2020.	
	Upgrade and deliver new footpaths, cycling and trail paths and create linkages between paths.	We have completed the construction phase of the Western Link and are currently designing the Southern link of the Building Better Bike Connections project. We have also officially opened Stage 1 of the Hovells Creek shared trail path in Lara.	
	Review and implement Greater Geelong Cycling Strategy.	The review of the *Greater Geelong Cycling Strategy* is currently on hold as we may incorporate it into a broader municipal wide transport strategy.	Not started
	Undertake detailed design to create linkages between shared paths across the region.	Our engagement with our community helped inform the *Shared Trails Masterplan.* Council adopted this plan in March 2020, and we have commenced implementing its actions.	
Advocate to improve rail, road and sea connections for our region.	*Lead the Regional Fast Rail Advocacy Alliance.*	We have supported the introduction of the Ferry Service from Geelong to Melbourne through a grant for the installation of moorings at Steampacket Quay. We continue to advocate for a fast rail connection between Melbourne and Geelong by: • our Mayor and CEO being active members of the Victorian Government Geelong Fast Rail Reference Group • partnering with the City of Wyndham in writing to the State Government • our Mayor and Director Economy, Investment and Attraction meeting with the Victorian Government's Minister for Transport Infrastructure. In addition, our Council met with the Secretary of Transport, in February 2020 to advocate for improvements to transport connections in our region.	
	Explore opportunities to enable the Geelong-Melbourne ferry service.	A twice daily ferry service to Docklands from Steampacket Quay commenced in December 2019 and we continue to work with the operator to facilitate the business trial.	
Work with government to improve freight connections to the Geelong Port.		We are working with Geelong Port to plan for future access to and from the Port via road and rail.	

Four-year council plan priorities	2019–20 actions	Progress comment	Status
Advocate and plan for a second container port at Bay West.		We continue to advocate for a second container port at Bay West with various Geelong partners including G21, Committee for Geelong and Regional Development Victoria.	
Support further international flights at Avalon.		Tourism Greater Geelong and The Bellarine continue to support Avalon Airport through a partnership in considering potential flights into Avalon Airport. We have also increased Visitor Information Services at the Airport.	
Support the redevelopment of the rail station precinct, including a modern bus terminal.		We continue to support the State Government's precinct planning for the rail station through the Central Geelong Revitalisation partnership.	
Deliver the *Better Bike Connections* project.	*Progress Better Bike Connections, west and southern routes.*	We have completed the construction phase for the Western Link. We are currently designing the Southern link of the Building Better Bike Connections project with works to commence in later in 2020.	

LINKS TO THE CLEVER CREATIVE VISION



A THRIVING AND SUSTAINABLE ECONOMY

We will capitalise on Geelong's incredible economic opportunities.

On track | Needs improvement | Off track | △ Not yet available | ✓ Complete

Measures of success	Frequency	Baseline	Target 2022	YTD Mar 2020	Progress comments	Status
More businesses within the municipality.	Annual	17,336 businesses (30 June 2017)	Increase	17,995 businesses (30 June 2019)	Reported annually.	
15 years of industrial land supply planned.	Annual	21 years (September 2018)	Maintain	28 years (June 2019)	Reported annually.	

Four-year council plan priorities	2019–20 actions	Progress comment	Status
Continue to work with government to deliver projects that revitalise Central Geelong.	*Work with Victorian Government to implement Central Geelong Action Plan.*	We continue to work with state government to deliver the *Revitalising Central Geelong Action Plan* and the program of capital works under the City Deal. Further works will commence on the Green Spine through the appropriate state government agency. The delay has been a result of the announced City Deal and ensuring the new governance arrangements were finalised.	
Work with government to deliver City Deal projects.		The *Geelong City Deal Implementation Plan* was released in October 2019. The City is engaged in the governance of the *Geelong City Deal* and is a key member of the Implementation Committee. We have been meeting monthly with federal and state government representatives to ensure the delivery of the full range of initiatives. We have completed the Gheringhap Street drain project. This is a key project to improve the water flow through Central Geelong. The Geelong Safe Harbour Precinct Project has commenced with the first element of the project, the wave attenuator, a significant way through construction.	

Four-year council plan priorities	2019–20 actions	Progress comment	Status
Use Geelong's UNESCO City of Design award to secure economic development projects.	*Collaborate with partners to deliver projects that support the UNESCO City of Design goals of sustainable cities and communities.*	We continued to work on initiatives including: • sending a City representative attend the City of Design Sub Network meeting in Detroit • presenting at the UNESCO Asia Pacific Creative Cities Conference in Adelaide which included over 200 delegates from across Asia • partnering with Deakin University to present the first three lectures in the Clever and Creative Lecture Series • hosting three Geelong Pechua Kucha events, including 60 community members presenting on their design led projects • meeting with our fellow Victorian Creative Cities of Melbourne, Ballarat and Bendigo to focus on sharing information, procuring international speakers, supporting and promoting each other's events, and coordinating our approach to state and federal governments • We have appointed a consultant to work on the UNESCO framework plan process and engage with internal and external stakeholders including the Geelong Gallery, Geelong Arts Centre, Committee for Geelong, and G21 • being ready to deliver over 80 events during Geelong's Design Week in March 2020, including an International Symposium delivered by Deakin in partnership with the City. City-run face-to-face Design Week events were cancelled. However, in line with advice from Government health authorities regarding coronavirus. We were able to present some events as webinars, with community members able book themselves a virtual seat. We hope to provide more opportunities for our creative and design communities to come together when we can do so safely. • developing a City of Design Champion program that continues to grow. Currently we have 18 champions.	

Four-year council plan priorities	2019–20 actions	Progress comment	Status
Attract new investments to the region	*Advocate for Geelong businesses and major projects that contribute to regional economic development.*	We have been working with several potential investment opportunities and businesses across several industry sectors: • Cleantech have issued an Expression of Interest (EOI) process for a scalable demonstration project to be in Geelong. This EOI is looking for ways respond to Geelong's challenges in either waste, water or energy. • Through the Geelong Defence Alliance, we continue to work with Hanwha to support their bid to manufacture howitzers and Land400 tanks in Geelong in support of the Commonwealth's Defence program. Hanwha have been down selected to the final two businesses and will now build four tanks which will then undergo a series of tests. • We have assisted over 35 businesses with regulatory advice, preferable business locations and Council permit applications through the Better Approvals Process. • We have continued to support businesses including Surdex Steel, Glencore and Elgin Energy to establish in the region, along with other businesses including a registered training organisation and day spa.	
	Make decisions to support the start-up and entrepreneurial ecosystem.	We partnered with ManuFutures to develop and deliver a Design Thinking workshop for start-ups and entrepreneurs that have a manufacturing focus. This program will help build capacity, refine ideas and provide pathways for potential new manufacturing businesses in Geelong.	
Help to renew industrial precincts.	*Develop screening strategies to improve the entrance into Geelong.*	We are currently working with Contractors and staff to identify key areas of focus for landscape improvements. Minor works will include garden bed upgrades and increased maintenance along Melbourne road - as a key entrance into Geelong.	
	Integrate the Retail Strategy 2016–36 into the Greater Geelong Planning Scheme.	Independent planning panel hearings for Amendment C393, which seeks to implement the Retail Strategy into the Geelong Planning Scheme, were conducted in October 2019 - January 2020. We have received the panel report. The amendment will be considered by Council for adoption mid-year.	

Four-year council plan priorities	2019–20 actions	Progress comment	Status
Execute strategies for economic growth in the region's north.	*Promote the economic assets and investment opportunities in the region's north.*	The Regional Industry Sector Employment Program (RISE) is a collaboration led by the City, funded by Gforce and supported by local organisations. The program has been recognised for its contribution to youth employment and skills development in the region, with the program winning the Community Collaboration in Economic Development award category as part of the 2019 Economic Development Australia Awards for Excellence.	■
	Continue to deliver the Regional Industry Sector Employment (RISE) Program to support jobs in the construction industry.	RISE continues to be an integral component of the Vital Communities project and the job readiness theme identified. The program has had 79 participants with a 60 per cent completion rate since it began in July 2018. The program has placed 33 participants in apprenticeships, with 19 remaining in employment for greater than three months. The mid-point evaluation of RISE has been completed with twelve recommendations all approved by the committee. Twelve students were approved and registered to commence Program Seven in February 2020.	■
Support and promote local businesses, markets and products.	*Trial a flexible parking solution for the CBD.*	We introduced free 30-minute weekday car parking in two-hour zones in Central Geelong in December 2019. This involved integrating several different technologies including a new parking app, license plate recognition technology, digital upgrades to parking machines and a new data platform upon which all technologies are based.	✓

LINKS TO THE CLEVER CREATIVE VISION



A PROSPEROUS ECONOMY THAT SUPPORTS JOBS AND EDUCATION OPPORTUNITIES

GROWING OUR TOURISM AND EVENTS

Our tourism and events offering is strong, but we aim to grow it further.

On track | Needs improvement | Off track | Not yet available | Complete

Measures of success	Frequency	Baseline	Target 2022	YTD Mar 2020	Progress comments	Status
Annual increase in visitors.	Annual	5.1 million (Apr 17 to Mar 18)	2.1 per cent per annum	5.2 million (Apr 18 to Mar 19)	Reported annually.	
Annual increase in expenditure by visitors.	Annual	$936 million (Apr 17 to Mar 18)	3.8 per cent per annum	$964 million (Apr 18 to Mar 19)	Reported annually.	
Annual increase in international overnight visitors.	Annual	55,900 (Apr 17 to Mar 18)	4.9 per cent per annum	56,000 (Apr 18-Mar 19)	Reported annually.	
Annual increase in domestic overnight visitors.	Annual	1.3 million (Apr 17 to Mar 18)	1.9 per cent per annum	1.4 million (Apr 18 to Mar 19)	Reported annually.	
Annual increase in tourism employment.	Annual	Estimated 5,906 (2017–18)	1.6 per cent per annum	Estimated 6,226 (2018–19)	Reported annually.	
Return on investment of Geelong major events to the municipality.	Annual	46:1 (2017–18)	30:1	49:1 (2018–19)	Reported annually.	

Four-year council plan priorities	2019–20 actions	Progress comment	Status
Work with government to deliver City Deal tourism infrastructure projects, including the Convention and Exhibition Centre.		We are involved in the Geelong City Deal as part of the Advisory Group and we will continue to be a key stakeholder in the development of this project. The Geelong City Deal Implementation Plan was launched in October 2019 outlining milestones and next steps for several tourism infrastructure projects, including the Convention and Exhibition Centre, whose project plan is in development and due to be signed off by all parties in late 2020.	

Four-year council plan priorities	2019–20 actions	Progress comment	Status
Deliver the *Visitor Economy Strategy 2017–21* and the *Tourism Development Plan.*	*Support Geelong Yacht Club to implement stage one of the Geelong Waterfront Safe Harbour Master Plan.*	A funding agreement with the Royal Geelong Yacht Club (RGYC) was signed and allocated to Stage 1 of this project. The first part of this plan to be delivered by the RGYC is the installation of the wave attenuator. Whilst this work is expected to be completed by December 2020, damage to some pontoons has caused delays.	
	Construct and launch the first stage of the Sunken Gallery.	We engaged with our community about the Sunken Gallery at the Dell in October 2019. We have revised our project plan to better align with the community expectations for it to be a more localised attraction and apply good governance principles.	
	Open the Geelong Botanic Garden Sustainable Visitor Facility.	Our new facility is almost complete with footpath, carparking and landscaping to be finished by end of this financial year.	
	Update the Tourism Development Plan to identify new priority infrastructure projects (public and private).	The *Tourism Development Plan 2019–22* is complete. Tourism Greater Geelong and The Bellarine continues to work with key stakeholders to advocate for the desired outcomes from this report.	✓
	Support and grow international education as part of the local visitor economy.	Through Tourism Greater Geelong and The Bellarine's Study Geelong program, initiatives to support and grow international education are well underway and include: • Student Ambassador Program • Mentor Program • My Geelong Tour Guide Program • partnerships developed with Avalon Airport and Air Asia X. We have had to place some of these projects on hold or transition them to online delivery during the coronavirus (COVID-19) pandemic restrictions.	
	Participate in the development of the You Yangs and Serendip Sanctuary Master Plan.	Tourism Greater Geelong and The Bellarine continue to provide input into the draft *The You Yangs and Serendip Sanctuary Master Plan*, a Parks Victoria led initiative. Further input into this draft plan is being provided by relevant key stakeholders.	
	Support the development of shared trail linkages to create a trail network across the region.	Tourism Greater Geelong and The Bellarine provide advice in relation to the *Shared Trails Master Plan* linking key tourism assets and destinations.	

Four-year council plan priorities	2019–20 actions	Progress comment	Status
Build on the current events program and increasing cross-promotional opportunities.	*Establish and fund the Community Events Grant Fund.*	We established the Community Events Fund, including budget allocation, guidelines, assessment process and evaluation. The fund aims to support moderate sized events, which: • bring economic benefits to the City • enrich the community • celebrate common interests • provide opportunities for local participation. We awarded $84,900 in grants to 17 successful Round 1 applicants. The proposed 2020–21 round of competitive community grants including the Community Events Grant Program has been suspended until further notice. A review of grants will take place aiming to retailor the funding to provide support in the region's recovery from the coronavirus (COVID-19) pandemic.	✓
	Continue to drive visitation by supporting local events.	In partnership with Geelong Major Events, Tourism Greater Geelong and The Bellarine supported local events through extended marketing and promotion, including Deakin University Open Day and Victorian Teachers' Games. With the advent of the coronavirus (COVID-19) pandemic, we have transitioned our promotion to: • businesses that are still trading with delivery and take-away services • our community to support and buy locally.	■

LINKS TO THE CLEVER CREATIVE VISION



A DESTINATION THAT ATTRACTS LOCAL AND INTERNATIONAL VISITORS



A PROSPEROUS ECONOMY THAT SUPPORTS JOBS AND EDUCATION OPPORTUNITIES

INNOVATIVE FINANCES AND TECHNOLOGY

Clever and sustainable financial management, matched with digital growth, will advance our future.

On track | Needs improvement | Off track | Not yet available | Complete

Measures of success	Frequency	Baseline	Target 2022	YTD Mar 2020	Progress comments	Status
Better Wi-Fi access in community facilities and public spaces.	Annual	92 Wi-Fi access points across the City and 11 City-owned facilities with free Wi-Fi (1 July 2018)	Increase	101 Wi-Fi access points across the City and 13 City-owned facilities with free Wi-Fi (June 2019)	Reported annually.	
More online transactions with our customers.	Annual	Payments 114,257 Forms 17,517 Requests for service 24,074 (2017–18)	Increase	Payments 115,824 Forms 16,755 Requests for service 26,768 (2018–19)	Reported annually.	
Less than 5 per cent budget variation (actual to budget).	Annual	-	<5% variation	5% variation (2018–19)	Reported annually.	
Increased revenue streams.	Annual	-	Increase	Increase in rates and charges revenue stream due to growth in rateable properties and supplementary valuations. (2018–19)	Reported annually.	

Four-year council plan priorities	2019–20 actions	Progress comment	Status
Deliver smart technology solutions to areas such as street lighting, parking, waste management and children's services.	*Install sensor networks to enable the use of smart sensors for services including parking and waste management.*	We delivered technology upgrades with the introduction of a ticketless parking system from 1 December 2019. We did this in combination with a new mobile app that will provide users with real time information about their parking status and the ability to make cashless payments whilst away from their car. We also activated 20 new parking sensors across Central Geelong to provide insight into parking turnover and occupancy.	

Four-year council plan priorities	2019–20 actions	Progress comment	Status
Develop digital tools and technologies to improve service delivery and our customer experience.	*Establish and embed the Smart City Office function.*	We developed communication and stakeholder management plans with a focus on building employees' knowledge and capacity to better utilise new technologies and data in service delivery. We engaged with internal and external stakeholders to inform the development of our Smart City strategic framework and engaged a consultant to develop it. The related activities to deliver this framework will be completed over the coming months.	
	Implement Mobile Maintenance Management System.	We are working to understand the requirements of a new Mobile Maintenance Management System to ensure suitable implementation of the chosen product.	
Increase free Wi-Fi in public spaces and community facilities.	*Support greater levels of digital inclusion in the community.*	We continue to install new Wi-Fi points at 57 new locations in Geelong as part of the Wi-Fi and Enhanced Broadband project. These will be available in the second half of 2020.	
Deliver Smart Cities infrastructure using electronic data collection to better manage assets and resources.	*Install enhanced broadband for the Bellarine.*	We have finalised the design and planning approval phase of this project which will roll out in stages during 2020. Our current work focuses on project agreements and procurement for contractor installation.	
Attract more technology-focused businesses to our region.		We continue to work with several technology focused businesses that want to establish themselves in our city-region, across a broad range of areas including: • transportation • drone technology • shared bike services • cleantech in agribusiness • green waste • smart materials • advanced fibres • the health sector. In addition, the Expression of Interest process that we supported in September 2019 for a scalable demonstration project in Geelong attracted 17 applications. These were assessed and five projects were presented to the Cleantech Advisory Committee (CAC) in March 2020 for funding approval. CAC has requested additional information to consider the impact of the coronavirus (COVID-19) pandemic before it makes a funding decision.	
Examine our budget to fund future initiatives.		We have completed a review of our budget process. The recommended improvements are being implemented into the current 2020–21 budget process, including a new budget timetable and a refined budget bid process to improve efficiency. Our draft 2020–21 budget aims to establish a strong baseline for our services and capital expenditure. We are also providing an overlay to the budget for the significant known and emerging impacts arising from the coronavirus (COVID-19) pandemic.	

Four-year council plan priorities	2019–20 actions	Progress comment	Status
Establish sustainable financial and infrastructure management systems for our future.	*Commence Digital Transformation with a focus on customer experience.*	Our Customer Experience Program is an initiative of our Clever Together program. We developed a Customer Experience Strategy that highlights six key areas of focus which include: Customer Access, Service Re-Design, Online Presence, Billing & Payments, Customer Relationship Management and Organisational Capabilities in our workforce. Work is now underway in reviewing Customer Access with Service Re-Design and Billings & Payments projects to commence in April 2020.	

	Commence implementation of Asset Management Strategy.	Our Asset Management Transformation Project is well underway. Some of the actions we are undertaking include:
		• a review of data, systems, processes and procedures
		• a review of internal roles and responsibilities
		• modelling the impact of:
		  ○ our increasing renewal gaps
		  ○ our growing asset base
		  ○ our ability to deliver our service moving forward.
		This is a long-term project that is expected to continue for several years and we will complete our Asset Management Strategy based on this work.	

LINKS TO THE CLEVER CREATIVE VISION



A LEADER IN DEVELOPING AND ADOPTING TECHNOLOGY



A PROSPEROUS ECONOMY THAT SUPPORTS JOBS AND EDUCATION OPPORTUNITIES

ORGANISATIONAL LEADERSHIP, STRATEGY AND GOVERNANCE

We will be the 'leading voice' of the community by delivering confident governance and strategic planning.

On track | Needs improvement | Off track | Not yet available | Complete

Measures of success	Frequency	Baseline	Target 2022	YTD Mar 2020	Progress comments	Status
Increased community satisfaction with overall council performance.	Annual	54 (2018)	>70	58 (2019)	Reported annually.	
Increased community satisfaction with customer service.	Annual	70 (2018)	>80	71 (2019)	Reported annually.	
Increased community satisfaction in decision-making.	Annual	53 (2018)	>60	55 (2019)	Reported annually.	
Increased community satisfaction with community consultation (engagement).	Annual	50 (2018)	>60	55 (2019)	Reported annually.	
Increased community satisfaction with overall council direction.	Annual	54 (2018)	>70	55 (2019)	Reported annually.	
Reduction in Lost Time Injury Frequency Rate. (LTIFR)	Every three months	14.9 (June 2018)	Reduce	22.1 (March 2020)	Reported every three months. The LTIFR continued to trend downwards this quarter from a peak of 29.5 (July 2019), due to our focus on the continual improvement of our safety management systems and assisting our people to plan tasks well.	
Increased employee engagement.	Annual	54% (2017)	70%	52% (2018)	Reported annually.	

Measures of success	Frequency	Baseline	Target 2022	YTD Mar 2020	Progress comments	Status
Increased employee satisfaction.	Annual	62% (2017)	80%	58% (2018)	Reported annually.	
Increased positive media coverage.	Every three months	55% (Average of 12 months Oct 17 to Sep 18)	Increase	31.6 % (average of the last 9 months)	Reported every three months. Our average positive tone of media coverage for the first nine months was 31.6 per cent. Significant positive coverage was received for: • ticketless parking • increased tourism • sustainability framework. But our result was impacted by: • recycling crisis • climate change concerns in our community • Green Spine • coronavirus (COVID-19).	

Four-year council plan priorities	2019–20 actions	Progress comment	Status
Proactively manage our assets, including land holdings.	*Identify opportunities to sell unused land.*	We have sold some parcels of land in the Geelong Ring Road Employment Precinct land, as well as 257 Roslyn Road, Highton. Our Land and Building Asset Management Subcommittee are working to proactively manage our assets, including land holdings, and we are engaging with relevant departments across the City to ensure our decisions are well informed. In addition, we are developing a *Sales and Acquisition Strategy* to provide transparency of our upcoming land related sales and purchases.	
Consolidate the City of Greater Geelong offices.	*Commence design and development of the Civic Precinct.*	We completed the Expression of Interest and Request for Tender processes for the development of the Civic Accommodation precinct, after which we appointed a developer. We have also undertaken community engagement to inform the design of public spaces within the precinct. The design process is well underway with works due to commence mid-2020.	

Four-year council plan priorities	2019–20 actions	Progress comment	Status
Communicate and engage more effectively with the community, in areas of need.	*Improve our inclusive engagement practices.*	We are updating our engagement tools, templates and policy to encourage greater inclusivity in our engagement practices. Some of the actions we have completed that will be launched throughout the organisation by June 2020 are: • piloted new data software • built a new online engagement platform • updated our engagement policy and framework.	■
	Promote and support the Junior Youth Council.	We hosted the Geelong Youth Summit at GMHBA Stadium in October 2019. The summit was attended by 135 young people aged 12-17 years from across the municipality who used design thinking to tackle the Youth Council's three priority issues of homelessness and public safety, the environment and mental health and wellbeing. Our 2020 Youth Council have been elected, including our Junior Mayor and Junior Deputy Mayor. They provide an official 'youth voice' for Council. In addition, we have established the 2020 Youth Leadership Programs; Youth Leadership and Youth Rainbow Leadership, to develop and strengthen the leadership skills of young people.	■
Continue to transform our workplace culture.	*Implement the Organisation Leadership and Capability Framework.*	Our organisation leadership and capability framework is on hold while we develop an overarching culture vision and plan. Part of this plan is our Working Better Together program. We have completed the following actions as part of this plan: • Consulted with 800 employees and received 147 written submissions. The insights from this engagement were reported back to the organisation and informed the development of our action plans. • Invited all employees to take part in an annual Employee Opinion Survey, which achieved a response rate of 70 per cent. The insights from this feedback will be discussed with employees in April 2020 and integrated into our existing Working Better Together Action Plans.	■
	Establish and support an organisational change management function.	We have established an organisational change management function, which is now imbedded into how we do business.	✓
Use data and analytics to make better decisions.		We have engaged a consultant to develop a *Data Management Strategy, (*formerly referred to as an *Information Management Strategy).* This is due for completion by April 2020.	■

Four-year council plan priorities	2019–20 actions	Progress comment	Status
Make our processes more effective and efficient.	*Commence operation of an Enterprise Project Management Office.*	The establishment of the Enterprise Project Management Office is currently on hold.	Not started
	Commence first year delivery of 5-year service plans.	We continue to implement the prioritised actions identified in the first year of five-year service planning. All actions are due to be updated by July 2020.	
	Establish an agreed program for detailed reviews of service delivery.	We developed a five-year service planning framework, with Year 2 of service planning scheduled to commence July 2020. In addition, we have stated scoping the service review program.	
Increase state and federal funding for the region.		We recruited a new role to develop key documents and processes that support and improve our capacity to attract and administer grants from a range of external funding bodies including state and federal government. This will assist us to deliver community services and local infrastructure which are currently beyond the remit of local government to fund.	
Develop, promote and improve the City's brand.	*Deliver actions as outlined in the Corporate Communications and Marketing Strategy.*	We continued to promote our brand through print and online publishing including: • Community Update, our resident newsletter • social media • media releases • community events in the 'City Presents' series • launch of our Christmas campaign • launch of our annual calendar • Geelong Design week • 2020 local government elections • major strategic communications such as the return to kerbside recycling, parking technology changes and our Clever Together and Working Better Together initiatives.	
Lead major local organisations in collaborative projects.		We continue to collaborate with key Geelong organisations on advocacy initiatives across the municipality including: • City Deal Implementation • Australia's Gateway Cities alliance • briefings to G21 and Committee for Geelong • G21 and Leaders for Geelong delegations to Canberra. • approval of the G21 memorandum of understanding • briefings to Vision Partners.	

Four-year council plan priorities	2019–20 actions	Progress comment	Status
Use better communication to strengthen our strategic priorities.	*Create a new advocacy function.*	We recruited a new role to lead and coordinate our advocacy and lobbying activities. The position will work across the City to build our capacity to engage in local advocacy activities as well as support regional priorities.	
	Continue Community Focus Meetings and live-streaming of Council Meetings.	Our Community Focus meetings continued throughout the municipality. Views of live streaming or archived footage of Ordinary Meetings of Council resulted in increased engagement with our community. Due to the current coronavirus (COVID-19) restrictions, we can no longer allow public attendance at our Council Meetings. In addition, we have had to move our Community Focus Council Meetings to City Hall, which will allow them also to be live streamed	
	Commence planning for 2020 council elections.	We developed a community engagement program to meet the state government's target of 50 per cent of women councillors and mayors by 2025, including support for the Women in Local Democracy (WILD) workshop. We commenced our community engagement program about the 2020 council elections, but many activities will now have to rescoped and adapted due to coronavirus (COVID-19) restrictions.	



BELLA WIYN BIRRALEE

Bella Wiyn Birralee means "Bellarine children" in local Wadawurrung language.

The $13.3 million project was funded by the City of Greater Geelong, with $1.6m support from the Victorian Government through the Children's Facilities Capital Funding Program.

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The *Council Plan 2018–22* is supported by the *Strategic Resource Plan 2018–22*.

The *Annual Action Plan and Budget* outlines the major initiatives to be funded each year in order to deliver the plan.

For a copy of the current documents go to **www.geelongaustralia.com.au** or call 5272 5272.

CITY OF GREATER GEELONG

9. QUARTERLY FINANCIAL MANAGEMENT REPORT – MARCH 2020

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

Purpose

1. To present to Council the financial performance information to 31 March 2020.

Background

2. On 25 June 2019 the 2019-20 Final Budget was adopted with a recurrent surplus of $1.4m and opening cash balance of $92.5m.

3. On 27 August 2019 Council approved the carryover of capital and non-capital project funding into 2019-20, in addition to other material adjustments impacting the 2019-20 financial year. This change known as 2019-20 amended budget was in response to funding allocated in 2018-19 for projects not completed, and the removal of 50% of the 2019-20 Federal Government Grants Commission funding due to early payment in 2018-19. This resulted in a higher than expected opening cash balance of $105.5m. The 2019-20 recurrent amended budget is an operating deficit of ($17.2m) and non-recurrent surplus of $78.5m. The 2019-20 full year net amended budget is a surplus of $61.3m.

4. The financial statements and commentary is for the period July 2019 to March 2020, which compares the amended budget with actual revenue and expenditure.

Key Matters

5. The recurrent operating result for the nine-month period is a deficit of ($1.8m). The budgeted position was a deficit of ($9.0m) representing a better than anticipated outcome of $7.2m. A summary of the year to date variances are provided in **Attachment 1** of this report.

6. The recurrent operating result includes an estimated loss of ($1.7m) resulting from the recent closures of leisure, recreational and art/cultural centres due to the COVID-19 pandemic. This loss is expected to continue for the remaining of the financial year impacting the forecast by a further ($7m). Full year impact is likely to reach ($8.7m).

7. Capital expenditure year to date is $77.1m against an amended budget of $96.4m. It is anticipated that there will be a carryover figure of $22.3m (as budgeted) for works not completed by the end of the financial year. This figure will be reviewed during final quarter of 2019-20. A summary of capital expenditure variances is provided on **Attachment 1** of this report.

8. The cash and investment balance of $107.3m is ($26.2m) lower than budgeted mainly due to no loan borrowings being taken out YTD and higher than expected Developer Cash Contributions. A summary of the cash and investments is provided on **Attachment 1** of this report.

9. The non-recurrent result (e.g. gifted assets from development, sale of properties, developer cash contributions to infrastructure etc.) for the half year was a surplus of $65.6m. This was $14.6m favourable to the anticipated position. A summary of the non-recurrent variances is provided on **Attachment 1** of this report.

10. A full year forecast indicates a ($15.9m) recurrent deficit, which is $1.3m favourable to the amended budget and a $5.8m turnaround from year to date result. The full year result is affected by COVID-19 losses ($8.7m), lower than expected take up in Hardwaste collection $2.0m, higher Federal Government Grant Commission income of $0.9m, estimated savings in and delays on non-capital projects $2.3m. Partly offset by increased costs from the change in recycling operations (including the closure of SKM) and waste diversion ($3.2m), a repayment of ($1.3m) Commonwealth Home Support funding for unspent grants from 2016-17 to 2018-19 and additional works for Belchers demolition ($0.8m).

11. The budget incorporated a $2.4m efficiency dividend, is forecast to be realised through various cost savings across the organisation over the full year, including reduced consultant labour and utility spend.

Cr Aitken moved, Cr Grzybek seconded -

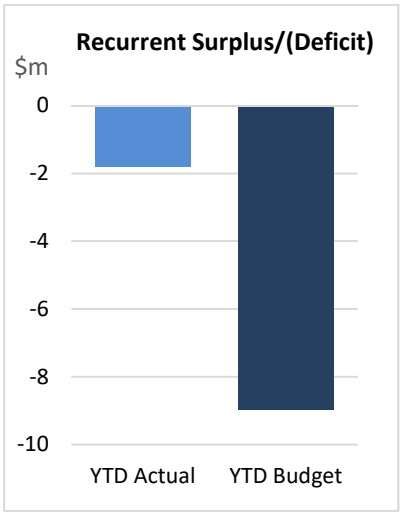
12. That Council endorse the Financial Report to 31 March 2020.

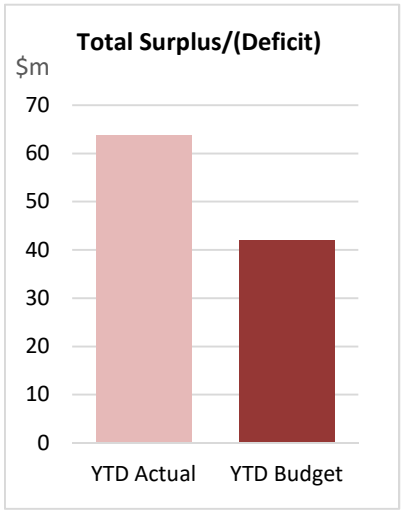
Carried.

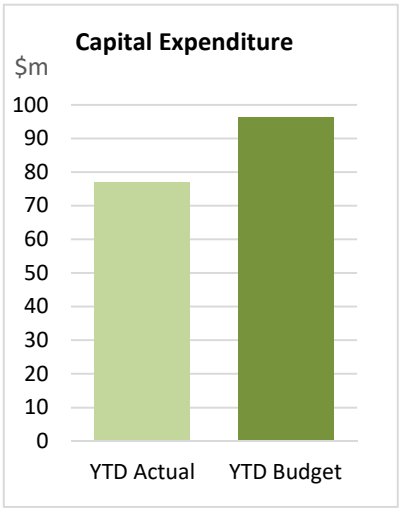
Attachment 1

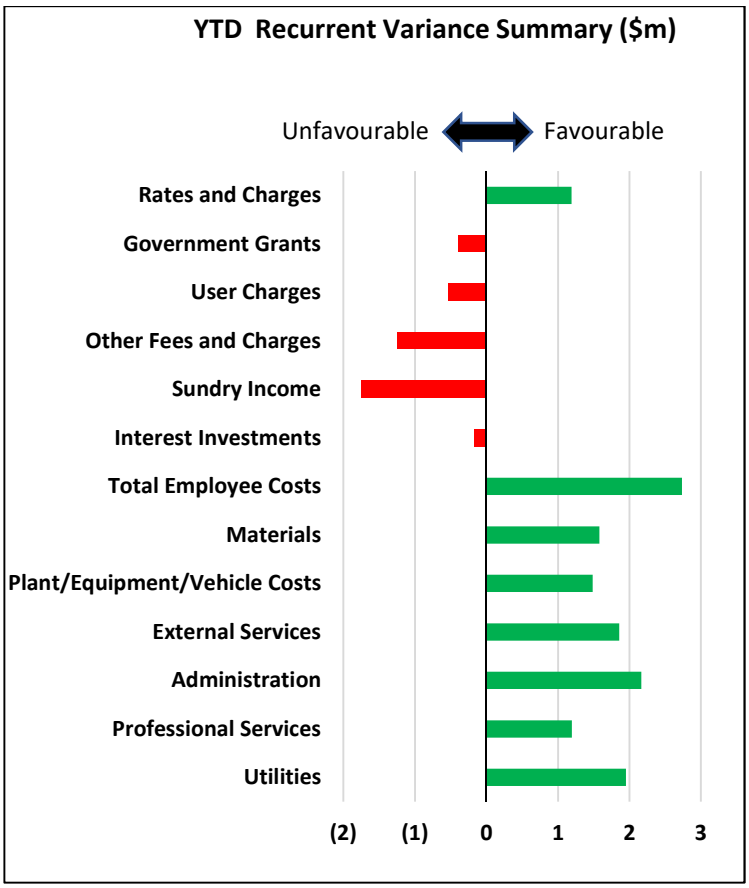
QUARTERLY FINANCIAL MANAGEMENT REPORT

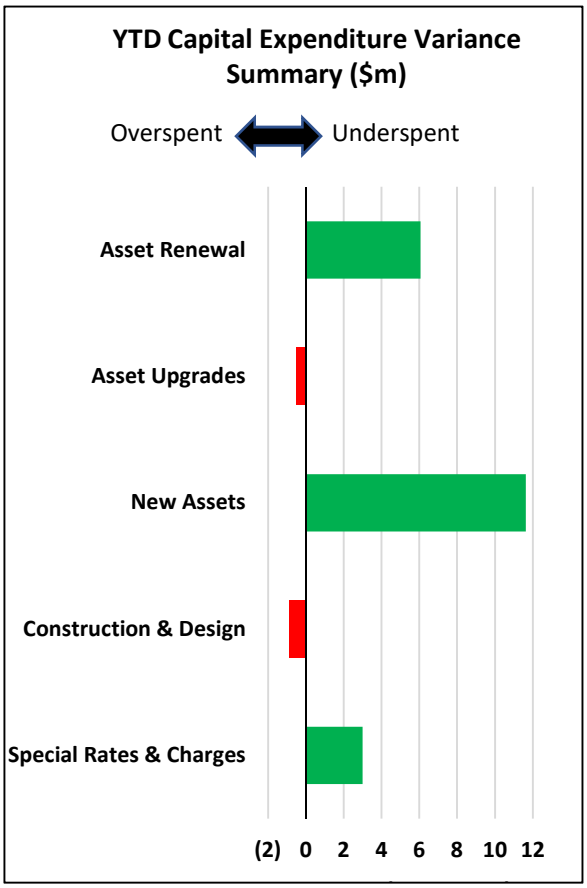
March 2020











Record Number

1. The March data is provided in the following table to report year to-date performance versus the amended budget. The full year high level forecast is expecting a recurrent $1.3m favourable and non-recurrent $16.7m favourable result.

Overall Summary						
	YTD Actual $m	YTD Amended Budget $m	YTD Var Fav/ (Unfav) $m	FY Amended Budget $m	FY Forecast $m	FY Var Forecast v Amd Budget $m
Recurrent Surplus/(Deficit)	(1.8)	(9.0)	**7.2**	(17.2)	(15.9)	**1.3**
Non-Recurrent Surplus/(Deficit)	65.6	51.1	**14.6**	78.5	95.2	**16.7**
Net Surplus/(Deficit)	63.8	42.1	**21.7**	61.3	79.3	**18.0**
Capital Expenditure	77.1	96.4	**19.3**	125.3	125.3	**0.0**
Closing Net Cash Positive/(Negative)	107.3	133.4	**(26.2)**	97.9	100.3	**2.4**

Recurrent Summary						
	YTD Actual $m	YTD Amended Budget $m	YTD Var Fav/ (Unfav) $m	FY Amended Budget $m	FY Forecast $m	FY Var Forecast v Amd Budget $m
Recurrent Income	276.9	279.8	**(2.9)**	372.5	356.9	**(15.6)**
Recurrent Expenditure	278.7	288.8	**10.1**	389.7	372.8	**16.9**
Recurrent Surplus/(Deficit)	(1.8)	(9.0)	**7.2**	(17.2)	(15.9)	**1.3**
YTD Variance - $7.2m Favourable						

2. The following major variances contributed to this recurrent result.

Income:

- **Rates & Charges $1,192k favourable** – driven by the phasing of supplementary rates $925k (full year actuals are expected to land approximately $150k up on budget, subject to lodged objections being finalised).

- **Other Fees & Charges ($1,251k) unfavourable –** ($707k) unfavourable YTD in animal registrations due to timing of actuals vs budget, income is expected during April to erode this variance. Number of parking infringements issued and associated income ($825k) unfavourable partly due to a lower number of inspectors, offset by the favourable timing of Food Act Licence Registrations $155k.

- **Sundry Income ($1,747k) unfavourable –** ($1,500k) unfavourable YTD developer contributions for Northern & Western Geelong Growth Areas (NWGGA), nil received against a YTD budget of $1,500k.

Expenditure:

- **Employee costs $2,733k net favourable –** benefit driven by average FTE's being lower than budget YTD (incl Supp Labour).

- **Materials $1,579k favourable –** timing of the gravel re-sheeting program which commenced in January, with road making materials $1,387k (expected to meet budget at year end) and Stock for Resale $98k favourable.

- **External Services $1,857k favourable –** lower contractor costs $4,083k ($2,158k of which are discretionary projects behind budget), waste disposal costs ($3,349k) unfav due to change in operation given the recycling crisis, offset by lower EPA levy $990k.

- **Administration $2,164k favourable -** due to the timing of prepaid computer software $885k (actuals are incurred over the life of the software licences, whereas budget is not phased accordingly - expected to land on budget at year end), interest favourability on borrowings $741k (2.7% actual rate vs 4.5% budget) on the $26m loan drawdown in June 19 and lower borrowings in current year. Lower training and development costs $379k.

- **Professional Services $1,193k favourable –** Consultants underspent in discretionary projects, partly offset by an overspend of ($455k) in legal fees, mostly in City Development (issues occurring in Planning Scheme Amendments).

- **Utilities $1,953k favourable –** mostly in electricity, phasing of gas and low water costs due to an over-accrual in Jun 19 which was reversed in the current year.

Non-Recurrent Summary						
	YTD Actual $m	**YTD Amended Budget $m**	**YTD Var Fav/ (Unfav) $m**	**FY Amended Budget $m**	**FY Forecast $m**	**FY Var Forecast v Amd Budget $m**
Non-Recurrent Surplus/(Deficit)	65.6	51.1	**14.6**	78.5	95.2	**16.7**
YTD Variance – $14.6m favourable						

3. This non-recurrent result was driven by higher than expected developer contributions of $9.7m and subdivision gifted assets $8.9m, partly offset by lower capital income ($1.4m).

Capital Expenditure Summary				
	YTD Actual $m	**YTD Amended Budget $m**	**YTD Var Fav/ (Unfav) $m**	**FY Amended Budget $m**
Capital Expenditure	77.1	96.4	19.3	125.3
YTD Variance – $19.3m favourable				

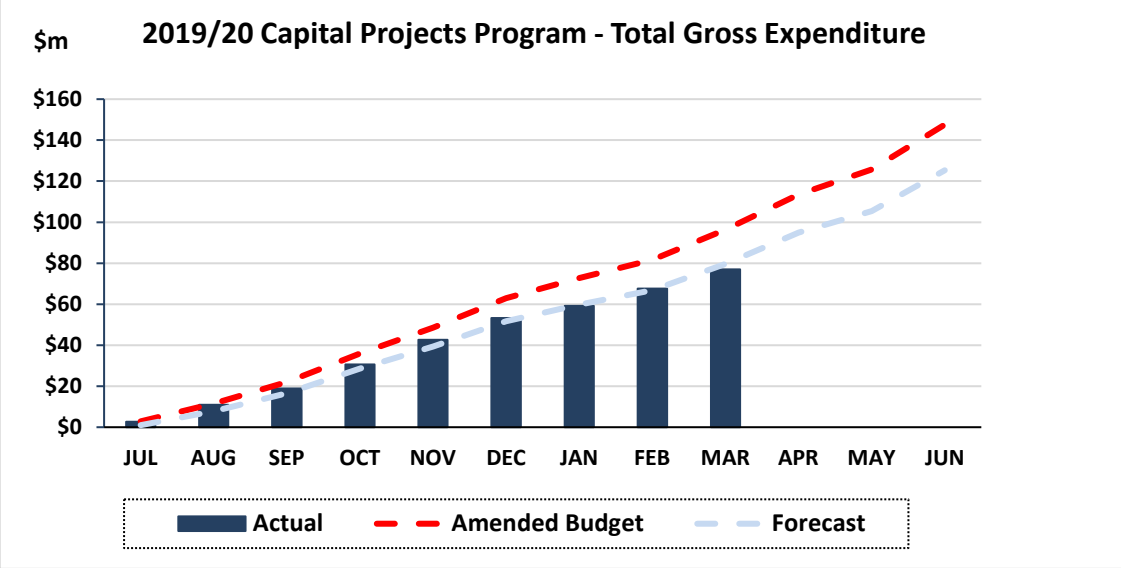
4. The capital program is currently $19.3m underspent, with the major project variances as follows:

Project	**$m**
C20324 - Fixing Country Roads - Stage 2	2.40
C20307 - Coriyule Rd - Stormwater drainage outfall stage 2	1.93
C19202 / C20420 - Civic Accommodation	1,81
C68207 - DCP - HBP - Sparrovale Wetlands Construction	1.62
C19203 - Osborne House Remedial Works	1.42

C02301 - Street Construction Sub-program	1.20
C02306 - Asphalt -Road Surfacing Prog	1.07
C68902 - DCP - JR Tivoli Drive Curlewis _ R001, R003 and P003	1.02
C20203 - Food Relief Centre	1.00
C20514 - Bell Park-Bell Post Hill Enhanced Early Learning Centre - Land/Site Acquisition	(3.11)

5. Carryover of expenditure to 2020-21 on incomplete projects as at 30 June 2020 is expected to be $22.3m as budgeted and this will be further reviewed during the fourth quarter.

6. The graph below summarises total capital gross expenditure to date. The amended budget line excludes the budgeted carryover of ($22.3m), whilst the forecast line includes the carryover.



Environmental Upgrade Agreements

7. An environmental upgrade agreement was entered into in June 2017 for Lot 2 on Plan Subdivision 041455, Volume 08704 Folio 526.

8. The City has only one environmental upgrade agreement in place, with the final payment due in May 2027.

9. The total charge for this agreement is $115k and all payments that have fallen due have been remitted.

10. The total value of payments that are yet to fall due is $83k.

DETAILED OPERATING STATEMENT
As at 31 March 2020

	Month Actual $000s	Month Amended Budget $000s	Month Variance $000s	YTD Actual $000s	YTD Amended Budget $000s	YTD Variance $000s	Full Yr Forecast $000s	Full Yr Amended Budget $000s	Full Yr Variance $000s
RECURRENT INCOME									
Rates and Charges	20,138	20,064	**74**	181,764	180,572	**1,192**	241,180	240,763	**417**
Government Grants	3,189	3,042	**147**	35,513	35,908	**(395)**	47,630	48,421	**(791)**
User Charges	3,588	4,946	**(1,358)**	43,322	43,866	**(544)**	51,460	58,421	**(6,961)**
Other Fees and Charges	1,365	1,254	**111**	10,309	11,560	**(1,251)**	10,768	15,297	**(4,529)**
Sundry Income	44	402	**(358)**	4,757	6,504	**(1,747)**	4,315	7,730	**(3,415)**
Interest Investments	149	200	**(51)**	1,252	1,420	**(168)**	1,535	1,900	**(365)**
TOTAL RECURRENT INCOME	**28,473**	**29,908**	**(1,435)**	**276,917**	**279,830**	**(2,913)**	**356,887**	**372,531**	**(15,644)**
RECURRENT EXPENDITURE									
Employee Related									
Salaries	13,261	13,643	**382**	113,785	121,016	**7,231**	149,368	161,253	**11,885**
Workcover	185	217	**32**	1,786	1,915	**129**	2,386	2,554	**168**
Supplementary Labour	530	281	**(249)**	7,125	2,498	**(4,627)**	8,739	3,324	**(5,415)**
Total Employee Costs	**13,976**	**14,141**	**165**	**122,696**	**125,429**	**2,733**	**160,493**	**167,131**	**6,638**
Other Expenses									
General Works - Materials	785	881	**96**	5,843	7,422	**1,579**	7,714	9,588	**1,874**
General Works - Plant/Equipment/Vehicle Costs	673	666	**(7)**	5,778	7,263	**1,485**	8,155	9,669	**1,514**
General Works - External Services	6,346	7,837	**1,491**	71,175	73,032	**1,857**	98,130	102,629	**4,499**
Administration	1,086	1,156	**70**	8,671	10,835	**2,164**	12,158	13,958	**1,800**
Professional Services	868	885	**17**	6,214	7,407	**1,193**	8,488	10,259	**1,771**
Utilities	309	1,160	**851**	7,684	9,637	**1,953**	9,936	12,480	**2,544**
Efficiency Dividend	0	(200)	**(200)**	0	(1,800)	**(1,800)**	0	(2,400)	**(2,400)**
Depreciation	5,846	5,615	**(231)**	51,133	50,235	**(898)**	68,143	67,080	**(1,063)**
(Gain)/Loss on Sale of Plant & Equipment	(34)	5	**39**	(460)	(650)	**(190)**	(444)	(635)	**(191)**
TOTAL RECURRENT EXPENDITURE	**29,855**	**32,146**	**2,291**	**278,734**	**288,810**	**10,076**	**372,773**	**389,759**	**16,986**
RECURRENT SURPLUS/(DEFICIT)	**(1,382)**	**(2,238)**	**855**	**(1,817)**	**(8,980)**	**7,162**	**(15,885)**	**(17,229)**	**1,343**
NON-RECURRENT INCOME									
Subdivision Gifted Assets	7,337	4,708	**2,629**	51,225	42,375	**8,850**	65,350	56,500	**8,850**
Capital Grants and Income	1,444	16	**1,428**	8,471	9,854	**(1,383)**	24,149	23,419	**730**
Developer Contributions	1,613	192	**1,421**	11,878	2,174	**9,704**	14,263	4,559	**9,704**
Insurance Recovery	0	0	**0**	0	0	**0**	0	0	**0**
Gain/(Loss) on Sale of Property	302	267	**35**	878	2,406	**(1,528)**	1,680	3,208	**(1,528)**
TOTAL NON-RECURRENT INCOME	**10,696**	**5,183**	**5,513**	**72,452**	**56,809**	**15,643**	**105,441**	**87,686**	**17,755**
NON-RECURRENT EXPENDITURE									
Loss on Disposal of Infrastructure	81	505	**424**	3,052	2,745	**(307)**	6,497	6,190	**(307)**
Disbursements	0	0	**0**	3,000	3,000	**0**	3,000	3,000	**0**
Prior Year Adjustments	94	0	**(94)**	755	0	**(755)**	755	0	**(755)**
Non Council Assets	0	0	**0**	0	0	**0**	0	0	**0**
Asset Demolition	0	0	**0**	0	0	**0**	0	0	**0**
TOTAL NON-RECURRENT EXPENDITURE	**175**	**505**	**330**	**6,807**	**5,745**	**(1,062)**	**10,252**	**9,190**	**(1,062)**
NON-RECURRENT SURPLUS/(DEFICIT)	**10,521**	**4,678**	**5,843**	**65,645**	**51,064**	**14,581**	**95,189**	**78,496**	**16,693**
TOTAL SURPLUS/(DEFICIT)	**9,139**	**2,440**	**6,699**	**63,828**	**42,084**	**21,744**	**79,304**	**61,267**	**18,036**

STATEMENT OF FINANCIAL POSITION
As at 31 March 2020

	YTD Act Current Yr $000s	Prior Month 29 Feb 20 Act $000s	Comments on major monthly movements
CURRENT ASSETS			
Cash and Cash Equivalents	107,280	107,767	
Trade and Other Receivables	63,623	94,727	Reduction in March mostly due to continued rate payments.
Prepayments	2,015	2,314	
Inventories	1,140	1,139	
TOTAL CURRENT ASSETS	**174,059**	**205,947**	
CURRENT LIABILITIES			
Trade and Other Payables	23,815	35,352	Tracking in line with prior year actuals.
Unearned Income	63,606	84,202	Reduction in March mostly due to continued rate payments.
Loans	8,477	9,463	Lower in March due to loan repayments and no draw downs.
Refundable Deposits	8,479	8,036	
Employee Benefits	34,237	32,331	Increase in Long Service Leave entitlements.
Landfill Provision	247	247	
TOTAL CURRENT LIABILITIES	**138,860**	**169,632**	
NET CURRENT ASSETS	**35,199**	**36,315**	
NON-CURRENT ASSETS			
Land and Buildings	1,006,925	1,006,715	
Plant and Equipment	30,123	30,389	
Infrastructure	1,426,839	1,415,352	
Intangible Assets	3,003	3,058	
Work In Progress	119,535	120,912	
Investments	10,357	10,357	
Receivables	2,933	2,933	
TOTAL NON-CURRENT ASSETS	**2,599,715**	**2,589,715**	
NON-CURRENT LIABILITIES			
Developer Contributions Liability	162	162	
Loans	51,220	51,220	
Employee Benefits	143	398	
Landfill Provision	16,446	16,446	
TOTAL NON-CURRENT LIABILITIES	**67,971**	**68,226**	
NET ASSETS	**2,566,944**	**2,557,804**	
Represented by:			
RATEPAYER EQUITY			
Surplus Year to Date	74,828	65,688	
Accumulated Surplus	1,451,581	1,451,581	
Asset Revaluation Reserve	1,021,551	1,021,551	
Reserves	18,983	18,983	
TOTAL RATEPAYER EQUITY	**2,566,944**	**2,557,804**	

STATEMENT OF CASH FLOWS
As at 31 March 2020

	March Actual $000s	March Budget $000s	Variance Fav / (Unfav) $000s
Cash Flows from Operating Activities			
Payments			
Employee Costs	(116,363)	(123,313)	6,950
General Works / Utilities / Disbursements	(129,257)	(117,215)	(12,042)
Administration / Professional Services	(14,532)	(17,136)	2,604
Interest Expense	(1,698)	(2,439)	741
	(261,850)	**(260,103)**	**(1,747)**
Receipts			
General Rates	200,415	203,067	(2,652)
Fire Services Levy	2,171	0	2,171
Fees and Charges	63,679	67,782	(4,103)
Investment Income	1,252	1,420	(168)
GST Recoveries on Operating Transactions	14,103	8,900	5,203
Government Grants	35,691	35,908	(217)
	317,311	**317,077**	**234**
Net Cash Inflow/(Outflow) from Operating Activities before Capital Income	**55,461**	**56,974**	**(1,513)**
Cash Flows from Investing Activities			
Payments for Land & Buildings, Plant & Equipment and Infrastructure Assets	(77,060)	(79,695)	2,635
Capital Income	8,471	9,875	(1,404)
Proceeds from Sale of Land & Buildings	7,963	8,631	(668)
Proceeds from Sale of Plant & Equipment	1,158	1,654	(496)
Developer Cash Contribution	11,904	2,875	9,029
Net Cash Outflow from Investing Activities	**(47,564)**	**(56,660)**	**9,096**
Cash Flows from Financing Activities			
Repayment of Borrowings	(6,145)	(6,670)	525
Proceeds from New Loans	0	34,272	34,272
Net Cash Outflow from Financial Activities	**(6,145)**	**27,602**	**(33,747)**
Net Increase (Decrease) in Cash Held	**1,752**	**27,916**	**(26,164)**
Cash at the Beginning of the Financial Year	105,528	105,528	
Cash at the End of Current Period	**107,280**	**133,444**	**(26,164)**

Cash and Investments				
	YTD Actual $m	**YTD Amended Budget $m**	**YTD Var Fav/ (Unfav) $m**	**FY Amended Budget $m**
Closing Net Cash Positive/(Negative)	107.3	133.4	(26.2)	97.9
YTD Variance – ($26.2m) unfavourable				

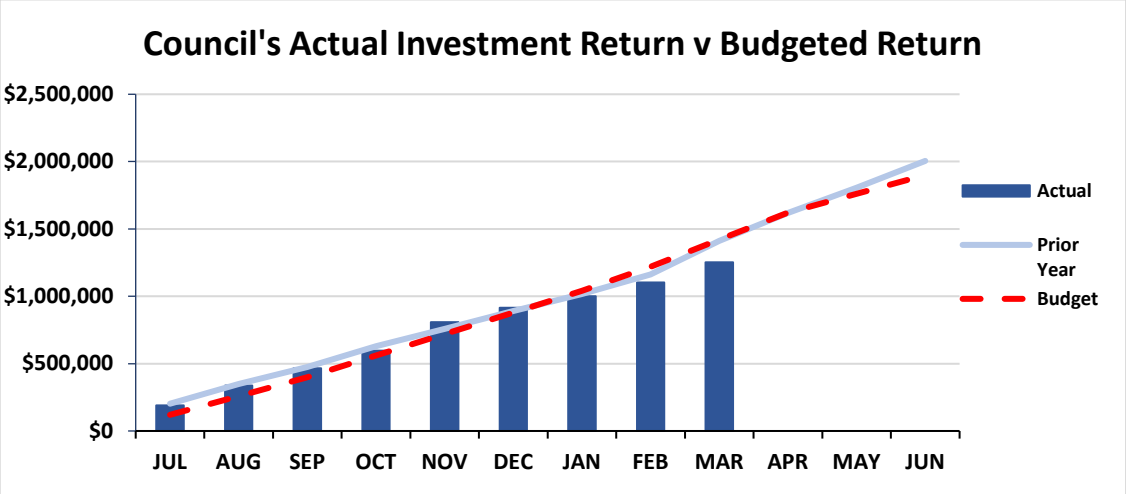
11. As at the end of March 2020 the cash and investments balance was $107.3m or ($26.2m) unfavourable, mostly due to no loan borrowings being taken out, partly offset by higher developer cash contributions.

12. Council has future commitments for $38.2m, as detailed below:

Long Service Leave	$22.5m
Statutory Reserves	$ 4.4m
Refundable Deposits	$ 8.5m
Income in Advance	$ 2.7m
Asset Development	$ 0.2m
Total	$38.2m

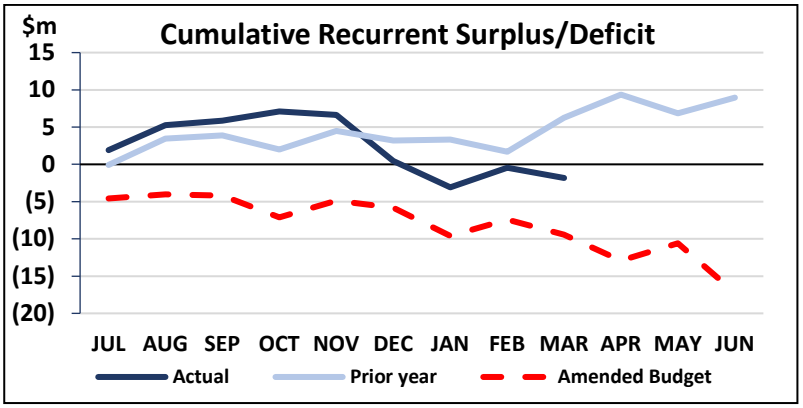
13. The Landfill Provision balance is currently $16.4m.

14. Working capital funds are invested in short term deposits and investment returns are as follows.



15. Investment returns are currently ($168k) below budget and ($159k) lower compared to the same time last year, due to declining interest rates.

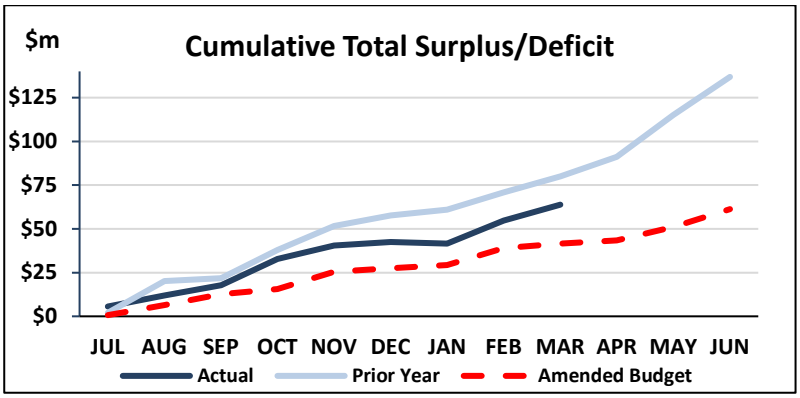
Financial Performance Indicators



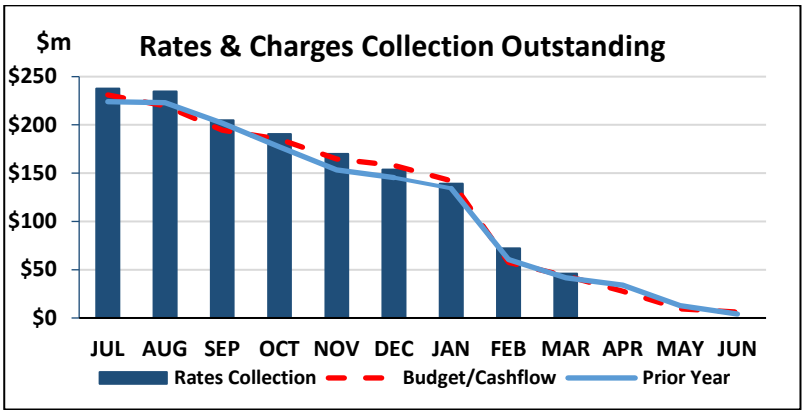
YTD surplus is favourable to budget due to increased supplementary rates revenue and savings in employee costs (mostly vacancies), administration, utilities and general works expenses. This is partly offset by unfavourable fees and charges (mostly phasing and lower fines), and Sundry Income (Northern & Western Geelong Growth Area – delay in receiving developer contributions).

March saw the first impacts from COVID 19, with lower user charges and fees from closed services, reduced car parking revenue and other income due to announced support packages.

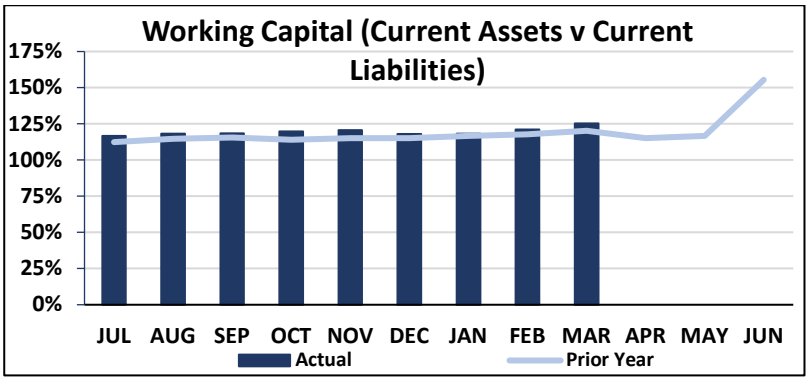
Compared to the same time last year, income is $9.0m higher in 2019-20 (mostly due to increased rates, government grants and user charges), offset by higher expenditure of $17.1m (increased personnel, external services, consultants and depreciation expenses incurred).



Current year favourable to budget due to higher Developer Contributions income, Subdivision Gifted Assets and the favourable recurrent surplus. Conversely, the current year is tracking below the prior year due to subdivision gifted assets, capital income and the recurrent surplus being lower.



Rates collection tracking in line with budget and prior year trend.



Working Capital ratio in line with prior year.

Actuals are expected to spike upwards in June mostly due to unearned income reducing, as it is recognised at year end (rates income recognition is phased evenly across the year).

Attachment 2

Financial Implications

1. Any financial implications are addressed within the body of the report.

Community Engagement

2. Project managers have been consulted and provided the latest project updates which have been factored into this report.

Social Equity Considerations

3. There are no social equity implications arising from the subject of this report.

Policy/Legal/Statutory Implications

4. The report is provided in accordance with requirements under *The Local Government Act 1989.*

Alignment to Council Plan

5. This report is aligned to the Council Plan Strategic Objective 'Organisational Leadership, Strategy and Governance.

Conflict of Interest

6. No council 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. There are no high or extreme risks arising from the subject of this report.

Environmental Implications

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

10. POLICY UPDATE - BORROWING POLICY

Source:	**Finance and Strategy – Financial Services**
Director:	**Michael Dugina**
Portfolio:	**Finance**

Purpose

1. To seek approval of the updated Council Borrowing Policy.

Background

2. Council has previously adopted a Council Borrowing Policy (CPL510.4).

3. The Policy is scheduled for review to incorporate any changes and new information.

4. The Council Borrowing Policy provides the appropriate parameters for Council to undertake borrowings without compromising the application of sound fiscal management principals. The Policy framework allows Council the flexibility to respond to funding requirements while minimising risk.

Key Matters

5. The Policy has been reviewed and has been updated to draft version 02 with the following amendments:

   5.1 The new policy template has been used;

   5.2 The responsible Officer updated to Chief Financial Officer; and

   5.3 The reference to Loan Council Allocation is redundant and has been removed from policy.

6. In the course of reviewing the Policy consultation with Council to provide comment on the draft Council Borrowing Policy is sought prior to seeking endorsement.

Cr Aitken moved, Cr Grzybek seconded -

7. That Council adopt the updated Borrowing Policy.

Carried.

Attachment 1

Financial Implications

1. The Policy strengthens financial controls and processes across the organisation by providing parameters for Council to undertake borrowings.

Community Engagement

2. Communication is undertaken with business units annually during development of the annual budget and long-term plan documents.

3. Communication is undertaken with Council to review the draft Policy.

Social Equity Considerations

4. The Policy recognises that borrowings for capital works, provide and important funding source as the assets will be used by present and future ratepayers.

Policy/Legal/Statutory Implications

5. Council borrowing activity is undertaken in accordance with *The Local Government Act 1989* which states that Council's power to borrow is subject to the principles of sound financial management. The Local Government Act 1989 (Vic) also, includes provisions regarding the circumstances in which: the power to borrow money may be exercised (s 145), use of loan funds for different purposes (s 147), securing borrowings (s 148) and overdrafts (s 150).

Alignment to Council Plan

6. The report contributes to the responsible and sustainable financial management as aligned in the Council Plan strategic objective Innovative Finances and Technology.

Conflict of Interest

7. No Council officers have a direct or indirect interest in any matter to which this report relates.

Risk Assessment

8. There are no notable risks with implementing the recommendations of this report.

Environmental Implications

9. There are no environmental implications arising from this report.

THE CITY OF
GREATER GEELONG

BORROWING POLICY COUNCIL POLICY

VERSION: 2 DRAFT

Approval Date: DD Month YYYY of official approval

Approved by: Council

Review Date: July 2021

Responsible Officer: Chief Financial Officer

Authorising Officer: CEO

CITY OF GREATER GEELONG

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Introduction

PURPOSE

The purpose of this policy is to provide the appropriate parameters for the City to undertake borrowings without compromising the application of sound fiscal management principals. The policy framework allows the City the flexibility to respond to funding requirements while minimising risk.

The borrowing policy ensures that the City has a sound financial framework on which to:

- undertake borrowings;
- manage its loan portfolio; and
- adhere to the provisions of the *Local Government Act 1989* (LGA).

SCOPE

This policy applies to the City when considering and determining the annual budget.

City officers must consider the application of this policy when:

- considering new borrowings; and
- refinancing existing borrowings (where long-term benefits of refinancing are greater than the cost of the existing loan).

Definitions

This section defines the key terms used in this policy.

CAPITAL PROJECT

Means a long term investment project requiring relatively large sums to acquire, construct and/or renew a capital asset (such as buildings). The project would result in a new, expanded or replaced asset.

DEFINED BENEFIT FUND

Is a closed plan to new members from 31 December 1993. The future liabilities of the fund relative to investment performance may necessitate future funding calls.

DEVELOPER CONTRIBUTION PROJECTS (DCP'S)

Are projects that operate in line with section 173 Agreements and are in the defined Urban Growth Development areas of Armstrong Creek, Jetty Road and Lara West.

LOAN BOOK

Means the collective value of loans held by the City.

LOCAL GOVERNMENT ACT 1989

States that the City's power to borrow is subject to the principles of sound financial management. The *Local Government Act 1989* (Vic) also includes provisions regarding the circumstances in which: the power to borrow money may be exercised (s 145), use of loan funds for different purposes (s 147), securing borrowings (s 148) and overdrafts (s 150).

LOCAL GOVERNMENT PERFORMANCE REPORTING FRAMEWORK (LGPRF)

Outlines the measures to be included in the City's performance report.

SECTION 173 AGREEMENT

Is a legal agreement made between The City of Greater Geelong and another party or parties, under section 173 of the *Planning and Environment Act 1987*.

VICTORIAN AUDITOR GENERALS OFFICE (VAGO)

Examines and reports on the management of resources within the public sector.

CITY

The City of Greater Geelong organisation led by the CEO.

COUNCIL

The City of Greater Geelong Council comprised of elected councillors and led by the Mayor.

ELT

The Executive Leadership Team of the City, as constituted from time to time.

Policy

POLICY STATEMENT OF PRINCIPLES

The Borrowing Policy is in accordance with the Strategic Resource Plan and is underpinned by the following principles:

- The Policy will be adhered to in developing the organisations long term financial plan and all borrowings must be identified in the plan
- The City will not borrow to fund operating expenditure. This type of expenditure is to be funded from operating revenue streams (rates, fees and charges etc.).

  The exception to this principle would be a call to 'defined benefit' Superannuation Fund. Large calls to 'defined benefit' fund will require a separate report to Council which will include a recommended method of funding – use of working capital, superannuation fund or borrowings.
- The City will not borrow to fund recurrent capital works which is inclusive of acquisition, replacement or renewal of assets (e.g. road resurfacing). This type of expenditure is to be funded from operating revenue streams.
- The City will measure and report on renewal/upgrade expenditure relative to depreciation in order to highlight any renewal gap. This is to ensure assets are renewed as planned without the use of borrowings.
- Borrowings must be linked to the financing of capital project type.
- Cash flows will be phased in order to consolidate the principle and interest requirements of approved capital projects.
- The term of any loan must not exceed the expected economic life of the asset.

POLICY OBJECTIVES

- To ensure the City's new borrowings are sustainable and comply with legislative requirements.
- Loan type and term of loan will be treated on a case by case basis in order to optimise the City's Loan Book.
- Manage cash flow

BORROWING RATIOS AND LIMITS

VICTORIAN AUDITOR GENERAL OFFICE REQUIREMENTS (VAGO)

VAGO reviews and reports on the financial sustainability of the Local Government sector. Two indicators best assess the financial sustainability risks associated with borrowing. The City will report on the following indicators:

INDICATOR	FORMULA	DESCRIPTION	RISK
Internal financing (%)	Net operating cash flow / net capital expenditure	This measures the ability of an entity to finance capital works from generated cash flow. The higher the % the greater the ability of the entity to finance capital works from their own funds. Net operating cash flow and net capital expenditure are obtained from the cash flow statement.	Less than 75% - High 75 – 100% - Medium More than 100% - Low
Indebtedness (%)	Non-current liabilities / own-sourced revenue	Comparison of non-current liabilities (mainly comprising borrowings) to own-sourced revenue. The higher the % the less the entity is able to cover non-current liabilities from revenues the entity generates itself. Own source revenue is used rather than total revenue because it does not include grants for contributions.	More than 60% - High 40 – 60% - Medium 40% or less - Low

The City will operate within the low risk target ratio of more than 100% for internal financing in order to provide flexibility to respond to funding requirements for new or unplanned capital expenditure.

The City will report on the internal financing and indebtedness ratios as part of the budget process and in the annual report.

LOCAL GOVERNMENT REPORTING PERFORMANCE FRAMEWORK (LGPRF)

LGPRF includes two additional ratios:

Debt Commitment Ratio measured as interest and principal repayments on interest bearing loans / rate revenue (recommended target 0% to 10%); and

Borrowing Rates Ratio measured as interest bearing loans and borrowings / rate revenue (recommended target 0% to 10%).

The City will operate within the target ratio as set by the LGPRF.
The City will report on debt commitment and borrowing rate ratios as part of the budget process and in the annual report.

CREDIT RATING

The City's credit rating will be assessed by the financial institutions as part of the tender process for new borrowings and will be disclosed to the City.

DETERMINATION OF LOAN TERM AND INTEREST RATE TYPE

The City will complete an analysis of the market to enable a recommendation on the loan term (number of years) and interest rate type (fixed or variable).

Implementation of this Policy

DETERMINATION OF LENDING INSTITUTION

New borrowings will be identified as part of the annual budget process and will be subject to public tender.
A council report specifying the length of loan, type of interest rate (fixed/variable) and delegation to Chief Executive Officer is required prior to commencing the procurement process. Under section 98 (1) (c) of the Act, Council cannot delegate the power to borrow money.
The public tender process will be in accordance with the City's procurement policy (CPL565.3) and the Act.
This procurement process will be undertaken by both the financial services department and the City's procurement department.

LOAN TYPE AND TERM

City borrowings for the following projects will be a mixture of interest only and principal and interest (P&I) loans based on the following table.

The classification loan type and term are based on the City's ability to recover the cost of the loan from the service/activity being borrowed for:

- DCPs
- Fees and charges from the service/activity where the financing costs are recoverable (e.g. aquatic centres, ICC's); and
- Service/activity where there is the opportunity for cost reductions (e.g. renewables) and/or where a number of services/activities can be aggregated where there is an element of cost reduction.

The loan type and term may be varied in accordance with section 'Determination of loan term and interest rate type'.

CLASSIFICATION	BORROWING	LOAN TYPE	TERM OF LOAN	RATIONALE
DCP – Fully funded	**DCP Projects** – land acquisition or where State/Federal contribution to project provides funding	Interest Only	Flexible	Income is to be received over a number of periods and the principal will be reduced accordingly
DCP – other	**DCP projects** which create an asset with Council responsibilities	P&I	Up to 10 years	P&I repayments to be factored into budget estimates each year
Incremental Revenue – projects which provide Council revenue not linked to rates	**Community Asset Projects** – Construction projects which create a community asset	P&I	Up to 10 years	P&I repayments to be factored into budget estimates each year
Incremental Revenue or Cost Reduction – projects which provide the City with revenue or cost savings not linked to rates	General – Income or cost savings linked to a Capital project (e.g. landfill cell, LED street lighting)	Interest Only Or P&I	Flexible	Interest to be charged and to form cost of service delivery. Principal to be recovered and accounted for through identified cost savings.

LEASES

Leasing as a funding option forms part of the City's overall borrowing strategy.

There are two types of lease:

- An **OPERATING LEASE** is where the City hires the asset for a set fee per period and at the end of the agreed time ownership of the asset remains with the lessor or hire company. The City can terminate the lease at any time without incurring a penalty.
- A **FINANCE LEASE** is where the City agrees to a series of payments and a residual value for the asset. There is a penalty for terminating the agreement prior to the finishing date. At the end of the period, it is expected that the City purchase the asset for the agreed residual value.

The City will undertake a lease versus buy analysis for assets:

- Which diminish in value quickly (e.g. motor vehicles, IT and gym equipment);
- Where assets will be disposed of in a short timeframe; and
- Where the lease option transfers responsibilities to the asset owner for maintenance and disposal.

The City will not consider a finance lease as an ownership option.

COST ALLOCATION OF BORROWINGS

If the capital project is for a service that is funded by user charges (e.g. leisure services, waste) and borrowings are the agreed funding source then the user charges pricing model will be updated to reflect the total cost of the borrowings.

If the capital project is for a service that is **not** funded by user charges, then borrowings should only be considered where the project is considered by the City to be beneficial to the majority of ratepayers and costs will not be directly attributed to a service.

RESTRICTION

The City will abide by section 146 of the Act whereby money cannot be borrowed unless details of the proposed borrowings are included in the annual budget or revised budget.

ACCESS

The community will be able to access information about borrowings from the City's website in the annual budget and annual report documents.

MONITORING AND REPORTING

The application of this policy will be monitored through the development and update of the City's Long Term Financial Plan, annual budget document and annual financial statements. The documents report on the City's loan portfolio and identify current borrowings.

ADVICE AND ASSISTANCE

The Responsible Officer for this policy manages the provision of advice to the organisation regarding this policy.

A person who is uncertain how to comply with this policy should seek advice from this person or from their Manager.

RECORDS

The City must retain records associated with this policy and its implementation for at least the period shown below.

Record	Retention / Disposal Authority	Retention Period	Location
Adopted Budget	Manager Financial Services	Indefinite	Financial Management - Publications

REVIEW

The Policy and Borrowing Strategy will be reviewed annually during budget development and endorsed by Council.

The review will include advice from appropriate financial institutions.

References

- Local Government Performance Reporting Framework (LGPRF)
- The *Local Government Act 1989.*
- Victorian Auditor General's Office (VAGO).

Crs Nelson and Murnane declared in Interest in this report and left the meeting room prior to discussion at 8.17pm.

11. PROPOSED SALE OF VARIOUS COUNCIL PROPERTIES

Source:	**Customer & Corporate Services – Property, Procurement & Assets**
Director:	**Michael Dugina**
Portfolio:	**Finance**

Purpose

1. To seek Council approval for the City to give public notice of the intention to sell the following land (properties) located at:

   1.1 116-120 Purnell Road, Corio;

   1.2 11 McHarry Court, Corio; and

   1.3 34-40 Esperance Crescent, Highton.

Background

2. In line with the City's key priority to *"proactively manage our assets, including land holdings"*, land identified as no longer require by the Council for strategic operations may be identified as surplus and for potential sale.

3. The properties listed no longer meet the requirements for which they were previously managed. **Attachments 2 to 4** of this report provides the specific information for each property.

Key Matters

4. The listed properties are no longer fit for purpose or are surplus to the City's needs and are considered for disposal.

5. Council should commence the sale process for the properties in accordance with section 189 of the *Local Government Act 1989* (Act) which involves giving public notice of the intention to sell land and invite submissions.

6. If submissions are received regarding a specific property, they will be considered by the Council or if requesting to be heard, the Submissions Review Panel will hear the submissions and a further report will be put to Council.

7. If no submissions are received for a listed property it is proposed that the property a report will be provided to the CEO, as the delegate, to determine if the property may be sold by a public process determined in discussion with the appointed agent.

8. A current market valuation will be obtained for each property before it is offered to the market to set the reserve price.

Cr Aitken moved, Cr Grzybek seconded -

9. That Council:

9.1. Commence the process to sell the properties at:

9.1.1. 116-120 Purnell Road, Corio, being certificates of title volume 08887 folio 191 and volume 08887 folio 192;

9.1.2. Part 11 McHarry Court, Corio, being certificate of title volume 9332 folio 123; and

9.1.3. 34-40 Esperance Crescent, Highton being certificate of title volume 11072 folio 590.

9.2. In accordance with section 189 of *the Local Government Act 1989* (Act), a public notice of the intention to sell land, being the listed properties and the right of a person under section 223 of the Act to make a submission in relation to each proposed property sale be issued;

9.3. Consider any submissions received or appoint the Submissions Hearing Panel to hear the submissions if requested and report to the Council on any submissions in relation to the proposed property sales;

9.4. Notes that if submissions are received concerning one of the properties a further report will be put to Council regarding that property;

9.5. If there are no submissions received for a specific property the CEO, as the delegate, will determine if the property may be sold by a public process identified in discussion with the appointed agent;

9.6. The reserve price of each property will be no less than a certified valuation of the property obtained no more than 6 months prior to the date of sale; and

9.7. Authorise the Director Customer and Corporate Services to sign all documents relating to the sale of the properties.

Carried.

Attachment 1

Financial Implications

1. The sale of these properties will reduce the financial impact of maintaining land and assets which are surplus to the City's needs.

2. The proceeds from the sales will provide income for the City.

3. Demolition of the building on 116-120 Purnell Road, Corio would present a capital costs to prepare the property for sale.

4. The costs associated with the sales such as public notice, property valuations and sales commission will be offset against income

Community Engagement

5. Any person will have an opportunity to make a written submission on any of the proposed sales in accordance with the notice of intention to sell land.

6. A submitter is entitled to request in the submission that the person wishes to appear in person, or to be represented by a person specified in the submission, at a meeting to be heard in support of their submission.

7. Should a sale proceed, an agent will be appointed to sell the property by a public process and the method of sale will be determined in consultation with the agent. Sale options include public auction, sale by expressions of interest or listing.

Social Equity Considerations

8. There are no social equity issues associated with this matter.

Policy/Legal/Statutory Implications

9. Section 189 of the Act requires that Council must obtain a valuation of the property from a suitably qualified property valuer which is made not more than 6 months prior to the sale and give public notice of its intention to sell the land and consider any submissions received. If any submissions are received, they will be considered by Council and if requested, heard by the Submissions Review Panel followed by a report to Council. If no submissions are received the property will be sold.

10. While zoned as General Residential 1, the title description for 11 McHarry Court, Corio and 34-40 Esperance Crescent, Highton identifies the properties as Reserves. The title status can be amended in accordance with Section 24A of the Subdivision Act 1988 prior to the sale of each property.

11. Section 24A (8) of the Subdivision Act requires that
    (8) If a body sells land under this section that was public open space, it must apply the proceeds—
        (a) first, in paying the expenses of or incidental to the sale;
        (b) secondly, for any of the following recreational or cultural purposes —
            (i) halls and public buildings;
            (ii) sport, recreation, leisure and arts;
            (iii) parks, gardens and reserves;
            (iv) libraries and museums;
            (v) historic buildings and places;
            (vi) public entertainment.

12. Section 20 of the Subdivision Act 1988 requires that:

12.1 The Council must use any payment towards public open space it receives under this Act or has received under section 569B(8A) of the Local Government Act 1958 but has not applied under subsection (8C) of that section **or the proceeds of any sale of public open space to**—

a) buy land for use for public recreation or public resort, as parklands or for similar purposes; or
a) improve land already set aside, zoned or reserved (by the Council, the Crown, a planning scheme or otherwise) for use for public recreation or public resort, as parklands or for similar purposes; or
b) with the approval of the Minister administering the Local Government Act 1989, improve land (whether set aside on a plan or not) used for public recreation or public resort, as parklands or for similar purposes.

12.2 Public open space can be used for municipal purposes in accordance with the planning scheme, or sold only if the Council has provided for replacement public open space.

12.3 This section does not apply in relation to any land that is specified in an approved infrastructure contributions plan as land to be set aside as public open space.

13. There are no human rights ramifications to the proposal.

Alignment to Council Plan

14. The sale of these properties which are no longer required by the City and have financial implication in maintaining and aligns with the strategic priority of organisational leadership, strategy and governance and its key priority of *'proactively managing our assets, including land holdings'.*

Conflict of Interest

15. No 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

16. No notable risks associated with implementation of the recommendations.

Environmental Implications

17. There are no environmental issues identified with selling the properties.

Attachment 2

116-120 PURNELL ROAD, CORIO

Background

1. The City operated a child care facility at its property at 116-120 Purnell Road, Corio.
2. The child care service has been relocated to the new Corio Integrated Child and Family Centre, therefore this centre has been closed.
3. Prior to the completion of the Corio Integrated Child and Family Centre, the Council considered redeveloping 116-120 Purnell Road into a play space, however the site was
4. At its meeting of 11 June 2019 resolved the Council resolved:

   That Council:

   4.1 Note the proposal to include a local play space within the public open space of the new Corio (Purnell Road) Integrated Child and Family Centre;

   4.2 Authorise officers to commence design of a district nature-based play space at Goldsworthy Reserve in consultation with the community; and

   4.3 Note the intention to sell the site of the Corio City Learning and Care following its closure.

Key Matters

5. The property consists of two titles; Lots 316 and 317 of LP91706, being certificates of title volume 08887 folio 191 and volume 08887 folio 192.
6. With a total land area of approximately 2,297.60m2, the two titles should be sold together to maximise the sale outcome.
7. The property, no longer fit for purpose, has been vacated and is surplus to the City's needs and should be considered for disposal.
8. The proposal aligns with the City's Municipal Children's Services Infrastructure Plan 2013-2030 which was endorsed by the Council on 24 March 2015 which identified the replacement of the service with the new Integrated Child and Family Centre.
9. The existing building will be demolished and the property sold as vacant land.
10. The land is zoned for general residential purposes so there will be no requirement for rezoning to prepare it for sale.
11. The estimated cost of demolition is $115,000.

Aerial Pictures - 116-120 PURNELL ROAD, CORIO





Attachment 3

PART 11 MCHARRY COURT, CORIO

Background

1. This parcel of land was originally created as a reserve for drainage, sewerage and recreation purposes.

2. The land was rezoned for residential purposes following the Council resolution at the Council meeting of 16 February 2016 to adopt Planning Scheme Amendment C330 to rezone part of Connections Park to the General Residential Zone.

3. Although the address is 11 McHarry Court, Corio, the parcel of land connects to Welch Court, Consedine Court, Kilpatrick Court, and Goodwin Court, Corio.

Key Matters

4. The property is Res1 PS123689 on certificate of title volume 9332 Folio 123 and measures 1.119Ha.

5. The 'reserve' status on the certificate of title will need to be removed prior to sale so the land can be developed in accordance with its General Residential Zoning.

6. The nearby property, formerly the Rosewall Primary School, is likely to be sold by the State Government and be a complimentary redevelopment opportunity to the City's land.

7. The reserve is poorly situated and suffers from a lack of passive surveillance and safety concerns. The Corio Norlane Structure Plan, July 2012 recognises that *"Redevelopment of the former Rosewall Primary School site provides an opportunity to address the lack of permeability in the existing street layout, as well as improve the surveillance and security of the Connections Park open space area."*

8. The report presented to the Council meeting of 16 February 2016 noted *"the long-term strategy to redevelop Connections Park East for residential use complements other renewal projects that will bring significant benefits for the local community*

9. *The retention of the western part of Connections Park at over 1.3 hectares, with established playground equipment and neighbouring the Rosewall Neighbourhood House, will adequately serve local open space needs. The loss of the site as designated open space in the Planning Scheme will not adversely impact on the community."*

Aerial Pictures - PART 11 MCHARRY COURT, CORIO





Attachment 4

34-40 ESPERANCE CRESCENT, HIGHTON

Background

1. This property was originally purchased in 2008 and considered for community facilities, however has never been developed and remains as vacant land.

Key Matters

2. The property is Res1 PS543354 on certificate of title volume 11072 Folio 590 and measures 5,000m2.

3. The ‘reserve’ status on the certificate of title will need to be removed prior to sale so the land can be developed in accordance with its General Residential Zoning.

Aerial Pictures - 34-40 ESPERANCE CRESCENT, HIGHTON





Crs Nelson and Murnane re-entered the meeting room at 8.21pm.

12. TRANSFORMATION PROGRAM 2.0 PROGRESS REPORT – MARCH 2020

Source:	**Governance, Strategy & Performance**
Director:	**Rebecca Leonard**
Portfolio:	**Leadership and Governance**

Purpose

1. To provide an update on the progress of the Transformation Program 2.0 as at the end of March 2020.

Background

2. Transformation Program 2.0 continues the great work undertaken during the first phase of the transformation program and now focuses on six critical areas of change with 10 active projects being monitored under these.

3. The six focus areas are Civic Accommodation, Digital Modernisation, Asset Management, Advocacy and Stakeholder Management, People and Culture, and Service Planning and Review.

Key Matters

4. Key achievements for the last quarter include:

    4.1 Integrated City of Greater Geelong and Cox Architecture Workspace Design and fit out plan developed and agreed;

    4.2 KPMG Project Management Plan for digital modernisation has been endorsed with Phase One deliverable completed;

    4.3 Asset Management progressing with Building Valuation including valuation methodology completed;

    4.4 The draft Social Infrastructure Plan which was to go to Council in March 2020 to be considered for public exhibition will now go to Council in April 2020; and

    4.5 Key functions of Communications and Engagement have been realigned within Corporate Affairs to strengthen this function, along with the appointment of a new Corporate Affairs Manager and Government Relations and Advocacy Lead; and

5. A detailed progress update on the Transformation Program 2.0 is provided in **Attachment 2** – Transformation Program 2.0 – March 2020 Update.

6. The City, like every other organisation, is dealing with and responding to COVID-19. The City has quickly adapted to ensure delivery of critical community services which has diverted some resources away from the Transformation Program. The safety and wellbeing of the community and employees remains the City's primary focus during this critical period.

Cr Murrihy moved, Cr Kontelj seconded -

7. That Council note the Transformation Program 2.0 – March 2020 update report.

Carried.

Attachment 1

Financial Implications

1. A number of projects such as civic accommodation, digital modernisation, asset management, social infrastructure plan, workforce planning and leadership development are subject to current and future budget funding and are allocated in the strategic resource plan.

Community Engagement

2. Progress on the Transformation Program 2.0 is reported to the Executive Leadership Team, Council, Municipal Monitor and to the Local Government Minister on a quarterly basis and is available publicly after it has been to Council.

Social Equity Considerations

3. The social infrastructure plan review is one of the current 10 projects in the Transformation Program 2.0. The delivery of the diversity and inclusion and gender equity plans was delivered during phase one of the Transformation Program.

Policy/Legal/Statutory Implications

4. The Transformation Program was originally developed in response to the 2016 Commission of Inquiry report. In that report there were 12 key recommendations and 25 secondary recommendations to be addressed. The Municipal Monitor continues to review the progress of the Transformation Program 2.0 and reports this to the Minister for Local Government.

Alignment to Council Plan

5. This report aligns to the Council Plan strategic priority Organisational Leadership, Strategy and Governance.

Conflict of Interest

6. No officer involved in the preparation of this report has a direct or indirect interest.

Risk Assessment

7. Transformation Program is managed by the Coordinator Transformation, Program Integration and Development and progress on the Transformation Program is monitored by the Chief Executive Officer, Municipal Monitor and Council.

8. The program is also monitored via the organisations enterprise risk update and reported to the Audit and Risk Committee.

Environmental Implications

9. There are no environmental implications arising from this report.

CITY OF
GREATER GEELONG

TRANSFORMATION PROGRAM 2.0

MARCH 2020 UPDATE

CITY OF GREATER
GEELONG

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Executive summary

The Transformation Program was primarily developed to ensure that the 12 key recommendations and 25 secondary recommendations of the Commission of Inquiry report are carried out.

It was organised into four inter-related streams of Leadership, Governance, Management and Relationships.

In November 2017 the program was reviewed with eight focus areas created, with a total of 28 projects under these. The focus areas were:

1. Governance
2. Strategy, Planning and Monitoring
3. Culture and People Management
4. Financial Management
5. Asset Management
6. Information management
7. Risk Management
8. Relationship & Reputational Management.

TRANSFORMATION PROGRAM 2.0

The Transformation Program has progressed to the point where 18 of the 28 projects are complete or substantially complete. These projects are now operating under business as usual. This is a great achievement considering this was developed as four-year program in response to the Commission of Inquiry Report.

At the Council Meeting held on 30 July 2019 the achievements of the Transformation Program were noted and the next phase of transformation was adopted, and also supported by the Principal Municipal Monitor.

Phase two, to be known as "Transformation Program 2.0", will address the critical projects that are still progressing, supporting our continued transformation to a high performing organisation, and be fully owned by the current Council. It will also allow for projects that reflect key areas of change to be added at the discretion of the Executive Leadership Team.

Transformation projects will continue to be included in the CEO's key performance indicators (KPIs) and cascaded down into each Directors' KPIs to be monitored regularly by the CEO.

Transformation Program 2.0 will focus on the following areas of change:

1. **Civic Accommodation**
   Track the progress of the tender, design, construction, fit out and occupancy. This will also include change management updates.
2. **Digital Modernisation**
   All stages of the Digital Transformation program and how it will lead to efficient ways of working.
3. **Asset Management**

   Review and development of the asset management framework and supporting systems including the integration of the Social Infrastructure Plan.
4. **Advocacy and stakeholder management**
   Vision Partner program, advocacy and the delivery of the Council Plan will be reinforced with a stakeholder engagement plan. A growth advocacy plan to be considered to better position Council amongst key stakeholders and with the Geelong Authority and State and Federal Governments.
5. **People and Culture**
   Workforce planning for the future, continued leadership development and a sustainable culture program for all council staff.
6. **Service planning and review**
   Using the findings of service planning and further analytics to assist with reviewing our services and continued business improvements efforts throughout the organisation.

Implementation of the program will continue to occur progressively; with some initiatives able to be implemented relatively quickly, whereas others taking longer and in some instances over a number of years.

This will continue our transformation to the most efficient and effective organisation possible and fulfil our purpose of ***working together for a thriving community***.

The table below lists the focus areas and current projects that continue to be critical to the ongoing transformation of the organisation:

Project	Role
CIVIC ACCOMMODATION	
Civic Accommodation	Project Director – Civic Accommodation
DIGITAL MODERNISATION	
Digital Transformation	Manager Digital Information & Technology
ASSET MANAGEMENT	
Asset Management	Manager Property, Procurement & Asset
Social Infrastructure Plan	Manager Social Planning & Investment
ADVOCACY AND STAKEHOLDER MANAGEMENT	
Stakeholder matrix	Manager Strategy, Engagement & Performance
Corporate affairs review	Manager Corporate Communications & Marketing
PEOPLE AND CULTURE	
Working Better Together	Director People & Culture
Workforce Plan	Director People & Culture
SERVICE PLANNING AND REVIEW	
Service planning / review	Manager Strategy, Engagement & Performance
Business analytics & reporting	Manager Strategy, Engagement & Performance

ACHIEVEMENTS FOR THE LAST QUARTER

This report is a look back at the last quarter's achievements as we continue to make inroads into the Transformation Program 2.0.

The City, like every other organisation, is dealing with and responding to the coronavirus (COVID-19) pandemic. The City has quickly adapted to ensure delivery of critical community services which has diverted some resources away from the Transformation Program. The safety and wellbeing of the community and employees remains the City's primary focus during this critical period.

Major achievements for the last quarter include:

- ✓ Integrated City of Greater Geelong and Cox Architecture Workspace Design and fit out plan developed
- ✓ 388 employees across 32 teams participated in 24 workplace design workshops to date for the new civic precinct
- ✓ Customer experience draft strategy ready for circulation
- ✓ KPMG Project Management Plan for digital modernisation has been endorsed and Phase One deliverable of the plan is now completed
- ✓ Generation One Strategic Models developed for the Waterfront and Building Assets
- ✓ Building Valuation including valuation methodology has been completed
- ✓ Non-Current Asset Accounting Policy developed
- ✓ Councillors and the Executive Leadership Team engaged on the Social Infrastructure Plan working draft with the final draft scheduled to be considered by Council for public exhibition at the Ordinary Council Meeting on 24 March 2020 (postponed to 28 April 2020 due to COVID-19)
- ✓ Corporate Affairs Manager appointed and will commence on 20 April 2020
- ✓ Key functions of Communications and Engagement have been realigned within Corporate Affairs to strengthen that function of the City
- ✓ Government Relations and Advocacy Lead appointed and will commence on 14 April 2020
- ✓ The Employee Opinion Survey was held over February and March 2020 and achieved an overall 70 per cent completion rate

Project updates

This section contains updates on all projects within the Transformation Program 2.0.

Project leads have provided updates on all projects and this forms the basis of this report.

Transformation Program 2.0 is reported to the Executive Leadership Team, Council and the Minister for Local Government.

Key to symbols in this section:

	Not commenced
	On track
	Watch
	Needs attention
	Complete / Substantially Complete

1. CIVIC ACCOMMODATION

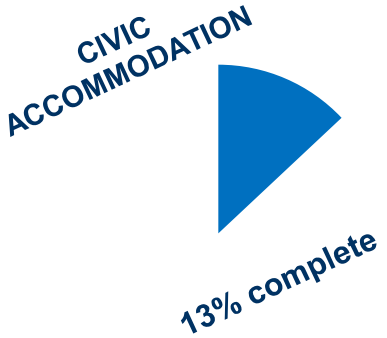
Project	Status	Update
Civic accommodation construction		*April 2022 completion*
Developer announced / construction project planning	*20%*	Commenced
Employee experience		*June 2021 completion*
Workplace strategy and engagement planning	*30%*	Commenced
Civic digital fit-out		*March 2022 completion*
Digital solutions for the new Civic building		Not commenced
Mercer Ready		*December 2022 completion*
Project currently being scoped	*2%*	Just commenced

Achievements

- ✓ Integrated City of Greater Geelong and Cox Architecture Workspace Design and fit out plan developed
- ✓ Change management toolkit developed to support change management approach
- ✓ Civic Building Planning Application underway
- ✓ 388 employees across 32 teams have participated in 24 workplace design workshops to date
- ✓ Clever Together employee portal established for launching in March 2020
- ✓ Development Agreement has been signed and finalised
- ✓ Continued to cascade the Clever Together Briefing to teams
- ✓ Change Champions nominated, finalised and notified for commencement of the group in 2020
- ✓ Civic Precinct customer entrance design report completed ready to be provided to architects
- ✓ Design prototype key principles identified

Key priorities for the next quarter

- ➢ Further employee workshops scheduled to shape the Civic Precinct offices
- ➢ Change Champions kick off workshop took place on 5 February 2020 incorporating Vision/Aspiration workshop with Cox Architecture
- ➢ Design review underway which will incorporate customer insights, facilities maintenance and Councillor workspaces
- ➢ Clever Together portal to be loaded with content for launch with Change Champions, leaders and employees
- ➢ 'Mercer Ready' (formerly PaperLite project) to continue to scope the deliverables for that project.



2. DIGITAL MODERNISATION

Project	Status	Update
Business Systems Refresh		*April 2023 completion*
Professional services vendor contract negotiations underway	*30%*	Commenced
Online Bookings		*December 2020 completion*
Discovery and requirements gathering	*35%*	Commenced
Customer Experience		*June 2023 completion*
Customer engagement and input into building design	*25%*	Commenced
*** Workplace Mobility**		*December 2022 completion*
Follow me printing, Surface Pro rollout and Citrix decommissioning	*50%*	Commenced

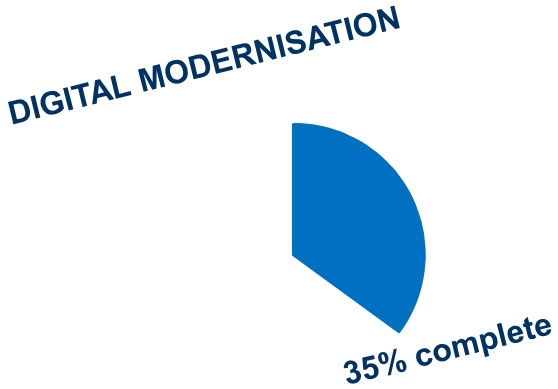
** **Workplace Mobility** currently includes individual ICT projects that enable the Clever Together project. The progress update for this stream will change the ICT Project Management Pipeline and will report on those individual projects once that program is established.*

Achievements

- ✓ Customer experience draft strategy ready for circulation
- ✓ Persona development work has been completed
- ✓ KPMG Project Management Plan has been endorsed and Phase One deliverable of the plan now completed
- ✓ Online bookings Request for Service (RFQ) has been submitted for approval following review by stakeholders
- ✓ Customer insights data led to the identification of four statutory service areas to be determined for customer journey mapping exercise / service co-design (Planning and Building, Engineering, Local Laws and Small Business applications)
- ✓ Online bookings held 16 initial awareness meetings, seven requirements workshops and 16 current state process maps completed

Key priorities for the next quarter

- ➢ KPMG to provide peer review / feedback on Customer experience draft
- ➢ Finalisation of risk register for Business Systems Refresh
- ➢ KPMG Phase Two deliverables to commence
- ➢ Data Management Strategy to be completed
- ➢ Draft Customer Experience Strategy to be socialised for feedback from February 2020
- ➢ Data collection to be finalised for input into draft Channel Review / Framework
- ➢ Facilitated workshops to continue with customers and staff to inform the design of the Civic Precinct 'customer service' area and experience



3. ASSET MANAGEMENT

Project	Status	Update
Asset Management		
Governance and Culture		
Framework • Asset Management Policy • Asset Management Framework • Asset Management Strategy • Asset Management Plans	*50%* 	In progress
Asset Accounting • Organisational Renewal Gap Report • Asset Valuation Review • Asset Inputs – Long-term financial plan	*40%* 	In progress
Capabilities, Culture and Communication • Communication Strategy • Asset Management Steering Committee • Councillor Communications • Capability gap assessment / training	*20%* 	In progress
Lifecycle and Long-term Planning		
Maintenance management	*20%* 	In progress
Strategic Asset Management Models	*30%* 	In progress
Asset Information		
Asset Register restructure	*20%* 	In progress
Asset handover	*40%* 	In progress

Project	Status	Update
Social Infrastructure Plan (SIP)		
Release SIP and complete Part A review	*100%* 	Completed
SIP strategy review and revision	*100%* 	Completed
Data collection and analysis	*100%* 	Completed
Community engagement – Part B and Part C	*100%* 	Completed
Complete SIP digital platforms	*85%* 	April 2020
Release revised SIP	*0%* 	Not commenced

Achievements

Asset Management

- ✓ Generation One Strategic Models developed for the Waterfront and Building Assets
- ✓ Building Valuation including valuation methodology completed
- ✓ Non-Current Asset Accounting Policy developed
- ✓ Maintenance Management System has been developed
- ✓ Asset Handover Business Process Improvement Project is now underway

Social Infrastructure Plan

- ✓ Final Draft scheduled to be considered by Council for public exhibition at the Ordinary Council Meeting on 24 March 2020 (postponed to 28 April 2020 due to COVID-19)
- ✓ Engaged Councillors on Social Infrastructure Plan working draft
- ✓ Delivered the final Draft Social Infrastructure Plan
- ✓ Completed briefings of Executive Leadership Team and Councillor group
- ✓ Completed public facing / interactive mapping tool and other products to be used for public consultation – "What's planned in the place you live?"
- ✓ Continued work on key integration links between Social Infrastructure transformation and Strategic Asset Management transformation
- ✓ Continued work on developing multi-mode travel accessibility mapping tool goes beyond pilot to full build out

Key priorities for the next quarter

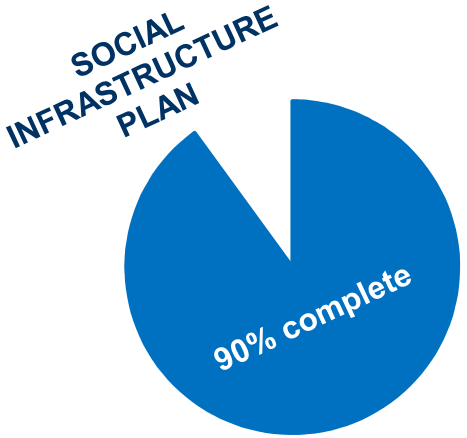
Asset Management

- ➢ Non-Current Asset Management Policy and Asset Management Policy to be approved
- ➢ Continue the development of Strategic Asset Management Modelling
- ➢ Initiate the draft Asset Management Strategy
- ➢ Asset Management presentation to Councillors

Social Infrastructure Plan

- ➢ Release draft Social Infrastructure Plan for public exhibition (subject to Council approval at the 28 April 2020 Council Meeting)
- ➢ Report on feedback from community consultation
- ➢ Deliver the final Social Infrastructure Plan and comprehensive implementation plan
- ➢ Develop and trigger internal governance framework to embed and operationalise the comprehensive implementation plan (with a focus on linking Asset Management Planning, Social Infrastructure Planning and Service Planning)
- ➢ Continue to progress the new holistic, corporate-wide and representative community engagement solution; to inform what our community care about and understand their current needs and experiences in the places they live, work, study and visit
- ➢ Begin endorsement process for the Social Infrastructure Planning and Investment Policy and the Social Infrastructure Plan





4. ADVOCACY AND STAKEHOLDER MANAGEMENT

Project	Status	Update
Corporate Affairs review	*60%*	Corporate Affairs functional plan to be set
Stakeholder matrix	*20%*	Key resources appointed to develop a Stakeholder Management Framework

Achievements

Corporate Affairs review

- ✓ Corporate Affairs Manager appointed and will commence on 20 April 2020
- ✓ Key functions of Communications and Engagement have been realigned within Corporate Affairs to strengthen that function of the City
- ✓ The Brand Geelong Project stakeholder workshop which was due to take place on 16 March 2020 has been postponed due to coronavirus (COVID-19). Approximately 50 external organisations were scheduled to attend
- ✓ New engagement software "Converlens" was implemented and will be used to manage, analyse and report on engagement data
- ✓ City-run Geelong Design Week events which were due to be run from 19-29 March 2020 were cancelled due to coronavirus (COVID-19), with a small number of events run as webinars

Stakeholder matrix

- ✓ Government Relations and Advocacy Lead appointed and will commence on 14 April 2020
- ✓ Stakeholder databases are being defined and completed

Key priorities for the next quarter

Corporate Affairs review

- ➢ Finalisation and endorsement of the updated Corporate Communications and Marketing Strategy
- ➢ Vision Partner forum which was scheduled to take place in April 2020 has been cancelled due to coronavirus (COVID-19) however alternative arrangements such as a webinar are being looked at
- ➢ Finalisation of the new engagement policy, templates and online resources. The new online platform to sit within the "Have Your Say" page will better assist the organisation and progress our digital capacity
- ➢ Engagement training is planned to commence once the coronavirus situation improves.

Stakeholder matrix

- ➢ Government Relations and Advocacy Plan
- ➢ Develop a Stakeholder Management Framework



5. PEOPLE AND CULTURE

Project	Status	Update
Working Better Together		*Culture Vision and Plan 2019-2024 to be completed during the second quarter of 2020*
Internal leadership development	*10%*	Underway
Working Better Together focus groups and feedback sessions	*50%*	Progressing
Workforce resource plan		*First workforce planning cycle to be completed December 2020*
Actions under development, including integrating this into the organisational strategic planning framework	*10%*	Just commenced

Achievements

Working Better Together

- ✓ The Employee Opinion Survey was held over February and March 2020 and achieved an overall 70 per cent completion rate
- ✓ The Senior Leadership Team came together in February for leader-to-leader peer discussions around actions designed to assist with communication, coaching and empowerment
- ✓ Buddy groups have been formed amongst the leadership team to continue discussions within smaller groups, share ideas and support each other in working better together

Workforce resource plan

- ✓ Recruitment has been completed for management positions within People and Culture in the areas of People Shared Services, Policy and Workplace Relations and Talent, Capability and Employee Experience

Key priorities for the next quarter

Working Better Together

- ➢ Face-to-face debriefing sessions on the results of the Employee Opinion Survey with all departments that were scheduled to take place in April 2020 have been postponed to a future date to be determined due to the coronavirus (COVID-19)
- ➢ Culture Vision and Plan 2019-2024 to be completed during the second quarter of 2020 (postponed due to work being undertaken regarding COVID-19)

Workforce resource plan

- ➢ Recruitment and planning
- ➢ Work towards the integration of workforce planning into the City's strategic planning framework / calendar
- ➢ Workforce plan will incorporate future FTE planning, succession planning, organisation capability assessment and will inform future budgets



6. SERVICE PLANNING AND REVIEW

Project	Status	Update
Service Planning / Review	*SP - 90%*	Service Review presentation to Council January 2020 Service Planning Program – framework and ongoing roll out confirmed for five-year period
Business analytics / reporting	*30%*	June 2020 estimated completion date

Achievements

Service Planning / Review

- ✓ Service Review – presented to Council in January 2020
- ✓ Service Review Principles being refined, and ongoing process being developed
- ✓ Service Planning – year two process has been scoped

Business analytics and reporting

- ✓ Data governance group continues to convene and has now had a change of title to Data Governance Advisory Committee. This group consists of employees from the business who represent the voice of the City and the community for input into policies, strategies and solutions
- ✓ KPMG has commenced work on a Data Management Strategy that will outline a roadmap on the activities the organisation should be focussing on. Draft document was presented by KPMG on 10 March 2020

Key priorities for the next quarter

Service Planning / Review

- ➢ Detailed design and development of 2020 Service Planning process on track and due to commence at this stage July 2020
- ➢ Managers continuing to roll out actions from the 2019 process in preparation for the beginning of the 2020 program

Business analytics and reporting

- ➢ Continue work on the development of an organisational results (outcomes) map



Report sign-off

Chief Executive Officer's Comments

We continue to make good progress on all aspects of the Transformation Program, however we have definitely been challenged by the impact of COVID-19 across our resources.

The ability to pivot towards addressing the various challenges is a strong indication we are maturing as an organisation and have lifted our ability to be more agile.

Areas I am especially pleased with are Civic Accommodation, Digital Modernisation and People and Culture, whilst the appointment of personnel in key Corporate Affairs and Advocacy roles will see these areas lift over coming reporting periods.



Mr Martin Cutter
Chief Executive Officer
City of Greater Geelong

Date: 24/4/2020

Municipal Monitor's Comments

Obviously, things have changed dramatically for the City of Greater Geelong given the advent of COVID-19. It has necessitated the initiation of new policies and support packages for staff, ratepayers and businesses. Both the Administration and Councillors have embraced the challenge in difficult times.

Given the above it is noted that the Transformation Program 2.0 is moving forward. All focus areas have shown advancement albeit at different speeds.

I am pleased to see the Social Infrastructure Plan is reaching a point where it can be presented to Council prior to seeking community feedback. The plan has had a very long gestation period. It will however be an important reference document for this and future Councils.



Mr Peter Dorling
Municipal Monitor
City of Greater Geelong

Date: 29/4/2020

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CITY OF GREATER GEELONG

CLOSE OF MEETING

As there was no further business the meeting closed at 8.33pm. Tuesday, 12 May 2020.

Signed: _____
Cr Stephanie Asher (Mayor)

Date of Confirmation: _____.