

AGENDA

COUNCIL MEETING

Tuesday 24 February 2026
6:00 pm

City Hall
57 Little Malop Street, Geelong 3220

TO BE LIVE STREAMED ON THE CITY'S WEBSITE:
www.geelongaustralia.com.au/meetings

COUNCIL:

Cr S Kontelj (Kardinia Ward) - Mayor
Cr R Nelson (Barrabool Hills Ward) - Deputy Mayor
Cr E Sinclair (Charlemont Ward)
Cr M Cadwell (Cheetham Ward)
Cr E Wilkinson (Connewarre Ward)
Cr A Aitken (Corio Ward)
Cr A Katos (Deakin Ward)
Cr E Kontelj (Hamlyn Heights Ward)
Cr T Sullivan (Leopold Ward)
Cr R Story (Murradoc Ward)
Cr C Burson (You Yangs Ward)

1. PROCEDURAL MATTERS.....	3
1.1. Acknowledgement of Country	3
1.2. Apologies	3
1.3. Leaves of Absence	3
1.4. Declarations of Conflicts of Interest	3
1.5. Confirmation of Minutes	3
1.6. Public Question and Submission Time	3
1.7. Petitions	3
2. REPORTS	4
2.1. Community Priority Projects.....	4
2.2. Council to Candidate - State and Federal Election Guidelines	123
2.3. Financial Performance Report for the year to date ended 31 December 2025	139
2.4. Newcombe Street, Drysdale (Waterway Court to No. 60 Newcombe Street) - Intention to Declare report - Special Charge Scheme SRC 377	165
2.5. Proposed Road Discontinuance and Sale of Land at part Kirk Place, Geelong	178
2.6. Council Strategic Risk Profile Update	182
2.7. Revocation of Council Policies.....	188
3. RECORD OF INFORMAL MEETINGS OF COUNCILLORS.....	191
4. CLOSE OF MEETING.....	194

1. PROCEDURAL MATTERS

1.1. Acknowledgement of Country

Council acknowledges the Wadawurrung People as the Traditional Owners of the Land, Waterways and Skies. We pay our respects to their Elders, past, present and emerging. We acknowledge all Aboriginal and Torres Strait Islander people who are part of our Greater Geelong community today.

1.2. Apologies

1.3. Leaves of Absence

1.4. Declarations of Conflicts of Interest

1.5. Confirmation of Minutes

That the Minutes of the Council Meeting held on 27 January 2026 be confirmed.

1.6. Public Question and Submission Time

1.7. Petitions

1. Armstrong Village Green Services – Support of a Differential Rate for Retirement Villages
2. Parking in Barton Street, Bell Park

2. REPORTS

2.1. Community Priority Projects

Source: Corporate Services
Executive Director: Troy Edwards

Purpose

1. To seek Council endorsement of the City of Greater Geelong 4 Tier Priority Projects (Attachment 1), with changes from the previously endorsed *Draft Regional Priority Projects 2025-26* endorsed at the September 2025 Council meeting.
2. To seek Council endorsement of the new Community Infrastructure Priority Projects (Attachment 2) for inclusion in future priority project advocacy.
3. Support to develop a joint Hallmark Regional Transport Priority for a rapid transport corridor between Geelong, Armstrong Creek and Torquay with Surf Coast Shire and
4. Continue to progress advocacy discussions with Victorian Government, relevant agencies and advocacy bodies, Members of Parliament and endorsed election candidates.

Background

5. Close collaboration between all three levels of government is vital for the future of the Greater Geelong community. The City's advocacy to secure funding commitments ahead of the 2026 Victorian Government Election is particularly important in the context of cost-of-living pressures, inflation and rising construction costs.
6. After more than a decade of rate capping, councils' capacity to self-fund major infrastructure has been significantly constrained, while costs and demand continue to rise. Increasing council co-contributions to state and regional projects are financially unsustainable. Councils must advocate for 100 per cent capital funding commitments, through election cycles, for projects driven by state policy and growth. The State must also recognise the full lifecycle costs transferred to councils—planning, operation, maintenance and renewal—to ensure infrastructure investment decisions are financially sustainable over the long term.
7. At the 23 September 2025 Council Meeting, Council endorsed the 2025–26 three-tier *Draft Regional Priority Projects 2025-26*, establishing strategic regional priorities. Since then, several projects have progressed and matured through planning, design and costing processes, making them prime candidates for external investment and in line with the previous council resolution are being proposed to be included.
8. Between July 2025 and February 2026, officers sought extensive feedback from Councillors to inform the development of the assessment criteria, provide strategic direction, and guide the identification of projects proposed for future advocacy.

Key Matters

9. A revised four-tier Priority Projects list is now proposed (Attachment 1), with an additional tier of Community Infrastructure Priority Projects added (Attachment 2). The

revised list will guide the City's advocacy and inform candidates at the 2026 Victorian Government Election of Greater Geelong's regional and community infrastructure needs, shovel-ready projects, and priority policy reforms required to support a sustainable future.

10. Projects endorsed at the 23 September 2025 remain unchanged, with the exception of Stormwater Management (Attachment 3) and Kindergarten Reform (Attachment 4). These projects have been updated in response to officer feedback and are included in this report for re-endorsement.
11. An additional Hallmark Regional Priority Project is also proposed for Council consideration (Attachment 5), following the progress of the Geelong Regional Tennis Centre in Armstrong Creek, which has Tennis Victoria's strategic support.
12. Two additional Regional Advocacy Projects that will address basketball court shortage across the region, given surging demand and growing participation, are being proposed for Council consideration. These are Lara Giants Basketball Indoor Community Courts at Beckley Park Corio (Attachment 6) and the Bellarine Peninsula Basketball Association Basketball expansion at Bellarine Secondary College (Attachment 7).
13. An additional Hallmark Regional Transport Priority Project is being proposed to be developed in conjunction with Surf Coast Shire for a rapid transport corridor between Geelong, Armstrong Creek and Torquay.
14. All Community Infrastructure Priority Projects meet the following criteria:
 - 14.1. City of Greater Geelong is the delivery authority;
 - 14.2. An endorsed Masterplan or Facility Development Plan exists;
 - 14.3. Shovel-ready, with prepared designs or advanced planning; and
 - 14.4. Meet Victorian Government Funding Criteria.
15. To ensure equitable distribution and alignment with Victorian electorates across Greater Geelong, projects have been assigned to one of four electorates of: Bellarine, Geelong, Lara and South Barwon.
16. The City of Greater Geelong 4 Tier Priority Project (Attachment 1) is proposed to supersede the previously endorsed Draft Regional Priority Projects 2025-26 from the 23 September 2025 council meeting and includes the additions and changes highlighted in Attachments 2-7.
17. This proposed document will form the basis of the City's advocacy for the 2026 Victorian State Election, including using these to draft submissions and motions to the Victorian Government and peak advocacy bodies and reporting annually on outcomes achieved.

Recommendation

That Council:

1. **Endorses the *City of Greater Geelong 4 Tier Priority Projects* (Attachment 1), to replace the *Draft Regional Priority Projects 2025-26* endorsed at the September 2025 Council meeting;**
2. **Endorses the Community Infrastructure Priority Projects (Attachment 2) for advocacy to the Victorian Government, Members of Parliament and endorsed local candidates;**
3. **Supports the development of a joint Hallmark Regional Transport Priority for a rapid transport corridor between Geelong, Armstrong Creek and Torquay with Surf Coast Shire and authorises the Chief Executive Officer to finalise agreed scope with Surf Coast Shire Chief Executive Officer, and;**
4. **Authorises the Chief Executive Officer to progress advocacy discussions with Victorian Government, relevant agencies and advocacy bodies, Members of Parliament and endorsed election candidates.**

Financial Sustainability

18. Endorsement of the Priority Projects advocacy list will support the identification and pursuit of external funding opportunities, helping to leverage investment and reduce reliance on Council's own funding for infrastructure delivery.
19. Where projects are not fully funded through external sources, Council may be required to consider future budget allocations to support their delivery, subject to Council's financial capacity and prioritisation processes.
20. New and upgraded infrastructure assets will have ongoing operational and maintenance cost implications, which will need to be considered as part of Council's long-term financial planning and asset management frameworks.

Community Engagement

21. Community engagement and consultation were undertaken as part of the facility development plan and master plan processes.

Social Equity and Sustainability

22. The delivery of new and improved infrastructure will enhance access to health services, employment, transport and sport facilities and benefit all demographics across the Greater Geelong community. Investment which enables housing and industrial precinct growth will address the demand for more affordable housing and support jobs and economic growth.

Gender Equality – Gender+ Impact Assessment

23. The suite of community infrastructure projects included in this report has been assessed for their potential gender impacts, ensuring they support equitable access, participation and safety for people of all genders.
24. Many of the proposed projects directly address long-standing barriers experienced by women, girls and gender-diverse people by delivering inclusive changerooms, improved lighting, accessible pathways, and safer public spaces.
25. Investments in community hubs, sports facilities and youth spaces have been designed to enhance social connection, provide gender-responsive amenities, and reduce participation gaps that disproportionately affect women and gender-diverse community members.
26. Collectively, these projects contribute to a more inclusive built environment and advance Council's obligations under the Gender Equality Act 2020 to promote gender equity, prevent discrimination, and improve wellbeing outcomes for all.

Relevant Law/Policy/Legal Implications

27. The endorsement of the City's Priority Projects advocacy pack exemplifies transparency and delivers on community expectations, in line with the Local Government Act 2020.
28. The Priority Projects listed align with the Council Plan 2025-29 and external investment in these projects will enable Council to achieve the community's expectations and long-term vision for Greater Geelong's Clever and Creative future.

Alignment to Council Plan and Vision

29. This report aligns with the Council Plan 2025-29 strategic priority:
Economic Development
30. This report aligns with the Community led 30-year Vision, “Greater Geelong: A Clever and Creative Future” community aspiration:
A destination that attracts local and international visitors.

Conflict of Interest

31. No officer involved in the preparation of this report declared a general or material conflict of interest.

Risk Assessment and Risk Appetite Statement

32. Council is proactively managing future asset demand which deliver community value through planned advocacy rather than reactive delivery, consistent with a balanced appetite for assets management. The Community Priority Project list is distributed across electorates supporting equitable resources allocation as directing by its balanced appetite. Seeking external investment for shovel-ready projects limits Council's financial exposure while positioning the organisation to leverage funding opportunities, aligning with a cautious financial appetite. Criteria for inclusion of projects in the report are explicit and consistently applied, reducing perception of bias and aligning with an appetite fostering transparency in decision-making.

Environmental Sustainability

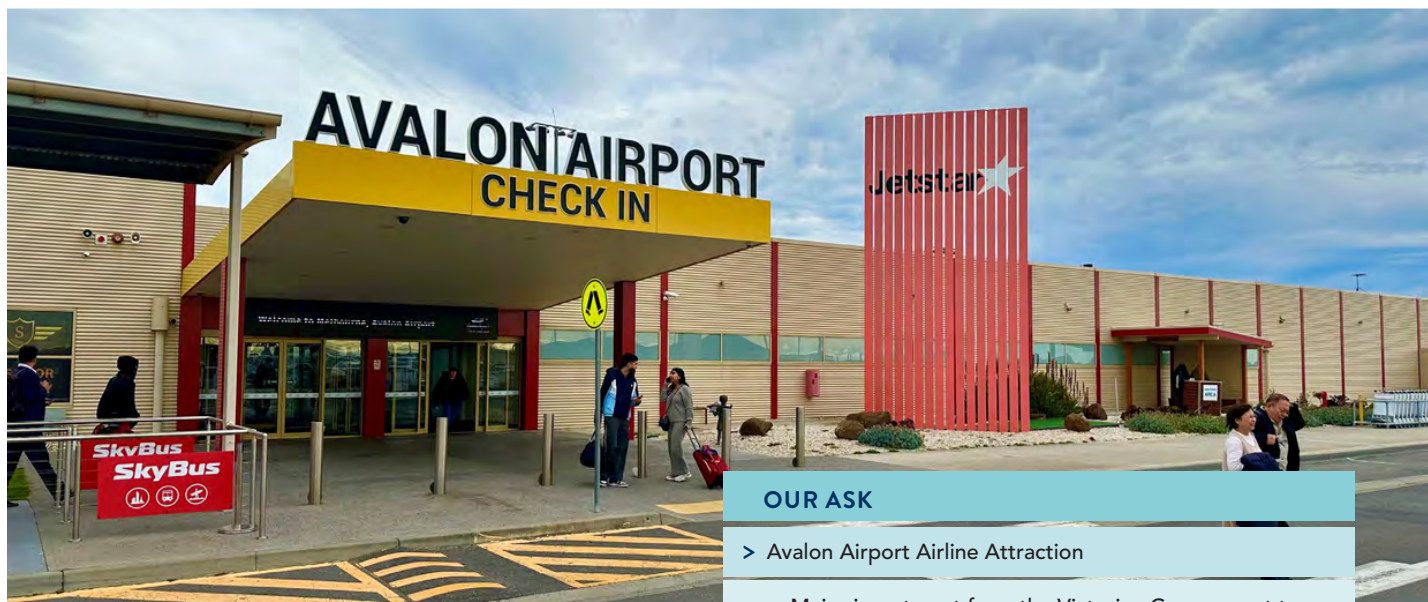
33. Projects included have considered environmental sustainability principles.

Attachments

1. Attachment 1 - 4 Tier Priority Project s [2.1.1 - 75 pages]
2. Attachment 2 - Community Infrastructure Priority Projects [2.1.2 - 33 pages]
3. Attachment 3 - Stormwater Management [2.1.3 - 1 page]
4. Attachment 4 - Early Years Service Delivery Review [2.1.4 - 2 pages]
5. Attachment 5 - Geelong Regional Tennis Centre [2.1.5 - 1 page]
6. Attachment 6 - Lara Giants Stadium [2.1.6 - 1 page]
7. Attachment 7 - Bellarine Sports Centre expansion [2.1.7 - 1 page]

OUR PRIORITY

AVALON AIRPORT



Avalon Airport (IATA: AVV) is just 15 kilometres from Geelong and 50 kilometres southwest of Melbourne's CBD, and with the support of the Victoria Government, will become Victoria's much-needed second international airport.

Established in 1953, Avalon has evolved into a versatile aviation and logistics centre, and regional industrial and employment hub.

The airport offers domestic flights serviced by Jetstar since 2004 and has recently added FlyPelican services to Canberra. From March, Jetstar will also commence international services to Bali. The airport operates 24/7 and supports large cargo aircraft, including B747s and Antonovs, with direct freight connections to Asia and beyond.

Avalon is also home to major tenants such as Cotton On, PetStock, Australia Post, and Hanwha Defense, forming part of a growing defence and logistics precinct.

With a catchment area of 3.3 million people within a 60-minute radius, Avalon is strategically positioned for future growth, including plans for Australia's first fully integrated multimodal logistics hub.

The airport hosts the biennial Australian International Airshow, attracting over 195,000 attendees and showcasing aerospace and defence innovations.

OUR ASK

> Avalon Airport Airline Attraction

- Major investment from the Victorian Government to Avalon Airport as the State's second major airport.
- The allocation and promotion of targeted, Avalon-only investment will instil confidence in the airport's viability and enable the expansion of the facility as Victoria's second international airport.
- A three-year program of matched funding in this critical private-public partnership will support the rapid growth of the Greater Geelong and Wyndham/west metro regions.

> Employment Precinct

- Investment in enabling infrastructure to support the Avalon Employment Precinct growth and workforce capability, delivered through a \$1-billion Regional Infrastructure Fund.

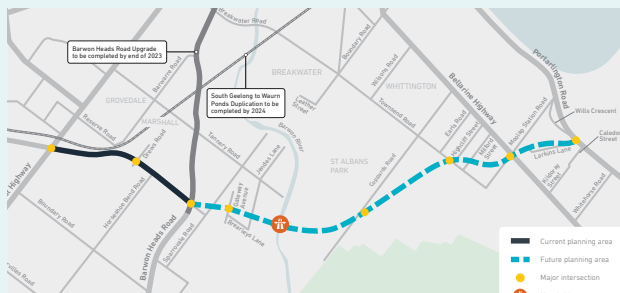
> Beach Road

- Funding for a major upgrade of Beach Road, the vital link between the M1 Princes Highway and Avalon Airport and commercial precinct.

> Connectivity

- Medium to long-term: Delivery of the Avalon Airport Rail Link.

OUR PRIORITY TRANSPORT



BELLARINE LINK

The Geelong Ring Road Extension (Bellarine Link), part of Victoria's Big Build, will connect Baanip Boulevard to Barwon Heads Road.

It offers a safer, faster route between the Bellarine, Geelong and Melbourne, cutting travel by up to 15 minutes and easing congestion. It will reduce truck traffic in Central Geelong, improve freight access, support population growth, enable active travel links, strengthen rail connections, and enhance access for Bellarine tourism and hospitality.



GEELONG-WERRIBEE LINE

Geelong and Werribee, with a combined population of over 350,000, have lacked a direct public transport link since 2015.

Reinstating the rail service between Geelong and Melbourne would create a vital connection between Werribee, Geelong and Avalon, and deliver a faster rail link to Melbourne. This service would also provide a critical link to Avalon, a major industry hub, supporting regional connectivity, economic growth and improved access for commuters and businesses.



ARMSTRONG CREEK SPUR LINE

The Armstrong Creek spur would extend the rail line about 2 kilometres from Marshall Station to a new station in Armstrong Creek town centre, using an existing reserve for this critical infrastructure.

It would significantly cut travel times to Geelong CBD and Melbourne, providing a reliable public transport option for residents of Armstrong Creek, Mount Duneed, Torquay and the Surf Coast, improving connectivity and supporting growth in these rapidly developing communities.



BANNOCKBURN LINE

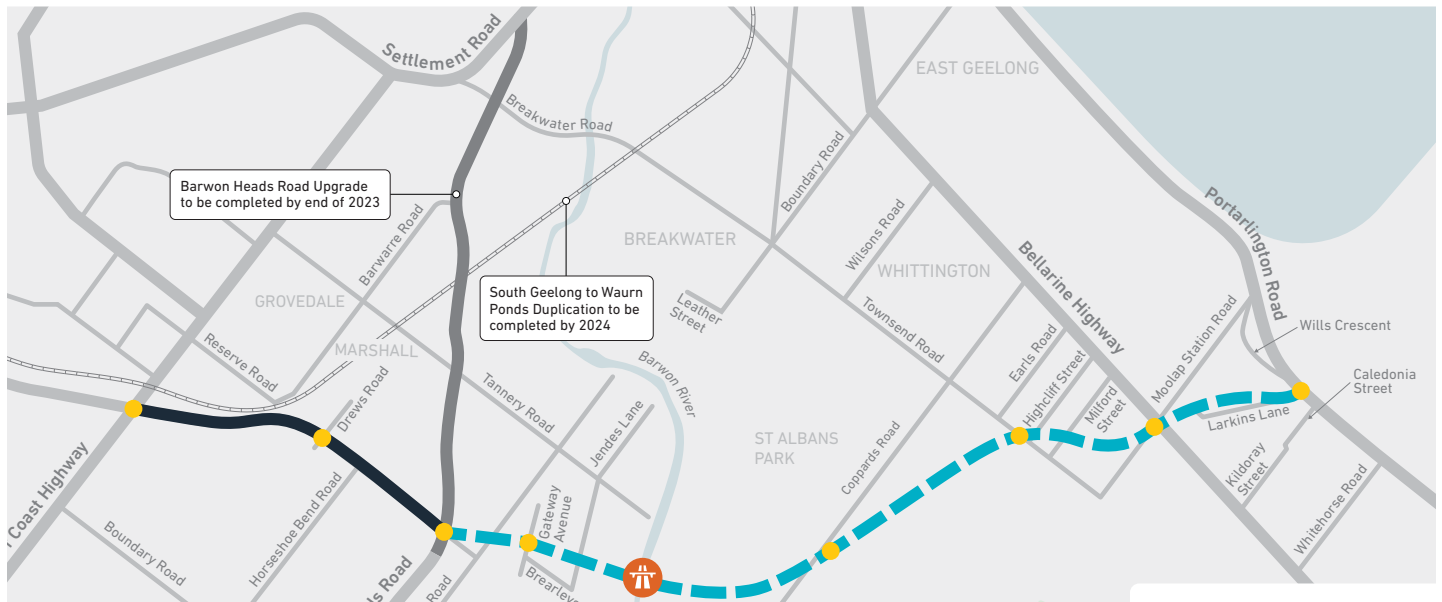
The Bannockburn-Geelong Passenger Rail Line would include upgrading North Geelong rail yards for efficient train movement, refurbishing Bannockburn Station, and adding new stations in the Northern and Western Geelong Growth Area and Bell Post Hill.

Serving a future population of over 100,000, this line would provide a faster, more reliable alternative to road travel, improving connectivity to Central Geelong and supporting growth across key regional communities.

OUR PRIORITY

GEELONG RING ROAD
EXTENSION

BELLARINE LINK - STAGE 1



The Geelong Ring Road Extension (Bellarine Link) between Baanip Boulevard (Surf Coast Highway) and Barwon Heads Road, proposed as part of Victoria's Big Build is a key road infrastructure project for Greater Geelong.

The Victorian Government has undertaken community consultation and planning work including traffic modelling, social studies and environmental investigations, which identified environmental and social impacts, design options, and scope and costs of different options.

A Business Case has also been completed and the vital road link now requires Federal and State funding commitments.

BENEFITS

> A safer, faster and more direct route between the Bellarine and Geelong, Melbourne and beyond.

- Reduced travel times.
- Travel between the Geelong Ring Road and the furthest points of the Bellarine could be reduced by 15 minutes.
- Alleviate congestion, particularly during peak hours and on weekends.

> Reduce truck movement in Central Geelong

- Improve access for trucks travelling between Northern areas of Geelong/Melbourne and the Bellarine.

> Support population growth

- Improve access for Bellarine residents working in Melbourne.
- Support active travel connections through planned infrastructure.
- Improve rail connections to the Bellarine (Road link to Marshall Station).

> Support tourism

- Improve access for visitors to Bellarine tourism and hospitality businesses.

**CORANGAMITE ELECTORATE | BELLARINE & SOUTH BARWON ELECTORATES |
CHARLEMONT, CONNEWARRE, LEOPOLD & MURRADOC WARDS**

OUR PRIORITY

GEELONG TO WERRIBEE RAIL SERVICE



Geelong and Werribee have a combined population of more than 350,000 yet have been without a direct public transport service connecting the two major centres since 2015.

Re-establishing the rail service between Geelong and Melbourne would deliver a much-needed, viable public transport link between Werribee and Geelong and Avalon, and a faster rail link between Geelong and Melbourne.

Avalon is recognised as a key strategic centre for the state, as Victoria's second major airport and a key industry hub.

Jetstar offers more than 40 direct domestic flights across Australia, with international flights resuming in 2026.

Major operations are already established at Avalon including Hanwha Defence and Cotton On, and the Victorian Planning Authority's plans for Avalon Employment Precinct will create a workplace for 25,000 employees by 2051.

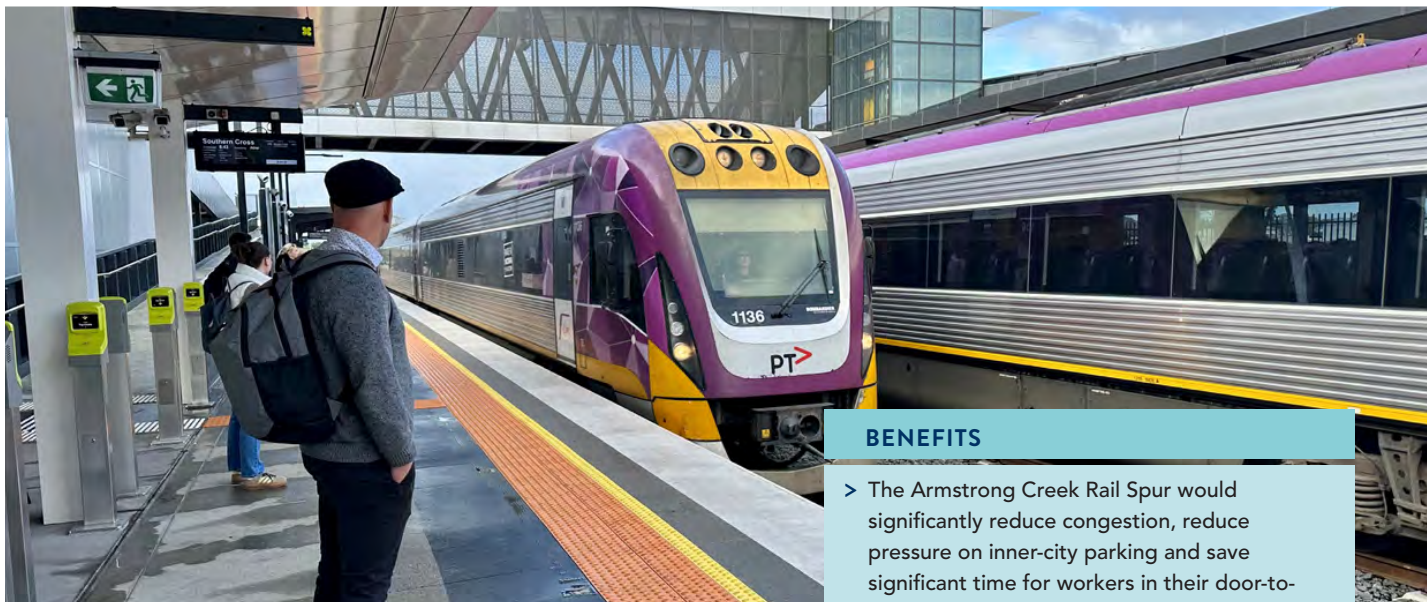
BENEFITS

- > A direct rail link between Werribee and Geelong would significantly reduce current public transport travel time.
- > A long-term commitment to a rail duplication between Werribee and Southern Cross would deliver a faster, express service between Geelong and Melbourne via Werribee, a practical alternative to the once-promised Fast Rail project which would have delivered minimal benefits.
- > A station and spur line from the Werribee line to Avalon would benefit:
 - Travellers - A direct train link to Avalon would be a game changer for Jetstar customers, giving people from Greater Geelong, Wyndham and western Victoria convenient, reliable and affordable access to flights.
 - Avalon Airport - As Victoria's second major airport expands its services, a direct rail link would support growth and improve accessibility.
 - Avalon industry-business precinct - Reliable rail access will help companies attract workers and enable the precinct to reach its potential.
 - Employment - Thousands of accessible jobs would be unlocked for Greater Geelong, Wyndham and Melbourne residents.

OUR ASK

- > Victorian Government commitment to:
 - Establish a dedicated rail service between Werribee and Geelong.
 - Provide funding for the planning and delivery of line duplication between Werribee and Melbourne to enable an "express service" between Geelong and Melbourne, and develop a new station and spur line to service Avalon.

OUR PRIORITY

ARMSTRONG CREEK
SPUR LINE

The Armstrong Creek area between established Geelong suburbs and coastal growth towns Torquay and Barwon Heads, is among the fastest-growing regions in Australia. Armstrong Creek is home to over 16,650 residents and a key commuter suburb for Geelong and Melbourne. Once fully developed, its population is expected to exceed 55,000—strengthening the case for improved transport links.

The Armstrong Creek spur would involve a rail extension of approximately 2 kilometres from Marshall Station on a reserve that exists to accommodate this critical rail infrastructure, to a new station at Armstrong Creek town centre.

The journey time from Armstrong Creek to the Geelong CBD (and through to Melbourne) would be significantly reduced for commuters, delivering a viable, reliable public transport service for residents in Armstrong Creek, Mount Duneed, Torquay and along the Surf Coast.

Commuters travelling by public bus between Armstrong Creek Town Centre and Geelong's CBD currently spend between 40 minutes and an hour and three minutes to reach their destination.

The construction of a rail spur would provide commuters with a train journey of approximately 11 minutes from Armstrong Creek Town Centre to Central Geelong.

For current road commuters, the Armstrong Creek rail link would cut travel time from Armstrong Creek to Geelong's CBD by almost a third. As traffic continues to increase, congestion worsens at peak times, parking becomes more limited, and travel times rise each year without this critical rail connection.

BENEFITS

- > The Armstrong Creek Rail Spur would significantly reduce congestion, reduce pressure on inner-city parking and save significant time for workers in their door-to-door journey.
- > Liveability and sustainability for key growth areas. Access to reliable, viable public transport creates a liveable, appealing community and buses on congested roads will never provide a timely service compared to rail.
- > Removing all-day parking fuel costs from budgets, replacing with train travel ticketing would more than halve worker commuter costs.
- > Shopping, dining and events in Central Geelong would become more appealing for residents from Armstrong Creek to the Surf Coast, with a quick, easy trip and no traffic congestion or parking.
- > Residents and visitors from Torquay and the Surf Coast would park and ride from Armstrong Creek to Geelong and Melbourne CBDs and across the rail network, providing regional benefit.

OUR ASK

- > Victorian Government commitment to fund and deliver the Armstrong Creek Rail Spur and Armstrong Creek Town Centre Train Station.

OUR PRIORITY

BANNOCKBURN
RAIL LINE

Establishment of the Bannockburn-Geelong Passenger Rail Line, including a rail upgrade of the North Geelong rail yards to allow movement of trains at reasonable speed, the refurbishment of the existing station at Bannockburn, the inclusion of a new station in Northern and Western Geelong Growth Area (NWGGA) and a new station in Bell Post Hill.

The rail line would service a population of more than 100,000 in the next 15 years and provide commuters with a faster, more reliable mode of transport than road to Central Geelong.

The project would reduce road congestion through Geelong which is set to significantly increase with the Victorian Government's housing target for Greater Geelong of 128,600 new homes in Greater Geelong by 2051.

More than 60,000 people will be living in NWGGA, with Bannockburn's short-term population set to reach 20,000 by 2041.

The delivery of a reliable train service through northern suburbs would also allow for infill housing projects around Bell Post Hill and serve the existing community.

Train services for existing commuters and new residents accessing the Geelong-Bannockburn line would significantly reduce the stress on inner-city parking, while reducing pressure on the road network for essential travel.

BENEFITS

- > The establishment of the Bannockburn-Geelong Rail Link would ensure thousands of commuters in key regional growth communities would have access to reliable, time and cost-efficient rail services.
- > Liveability and the appeal of outer residential areas (Bannockburn and new NWGGA suburbs) would increase for Central Geelong workers if shorter, convenient travel options were available.
- > New train services to communities would reduce congestion on main routes into Central Geelong and ultimately reduce the maintenance work required on the Midland Highway and Geelong Ring Road.
- > Property values near stations along the line from Bannockburn into Geelong could increase through public transport connectivity.
- > Public transport infrastructure and delivery must be a focus for growth areas which are critical to Councils' delivery of the Victorian Government's housing target.

OUR ASK

- > Victorian Government commitment to fund and deliver the Geelong-Bannockburn Rail Line, refurbish Bannockburn Train Station and build new stations in the Northern and Western Geelong Growth Area and Bell Post Hill.

OUR PRIORITY CENTRAL GEELONG



\$1 BILLION REGIONAL FUND

A dedicated fund will deliver infrastructure, housing and workforce capability across regional Victoria. Housing is key to unlocking Central Geelong's potential, driving revitalisation, growth, prosperity and liveability.



SPECIAL ECONOMIC ZONE FOR CENTRAL GEELONG

The creation of a Special Economic Zone in Central Geelong to accelerate growth, attract investment and revitalise the region through incentives and streamlined regulation, positioning it as a competitive hub for business and innovation.



GEELONG GALLERY – REDEVELOPMENT

The Gallery faces critical challenges: limited exhibition space, inadequate storage and poor infrastructure restrict major exhibitions and accessibility. With investment, this becomes a vital project and an unrivalled opportunity for Victoria's cultural future.



TRANSFORMING MARKET SQUARE QUARTER

Greater Geelong seeks support for a bold Market Square redevelopment, transforming Central Geelong into a vibrant, inclusive, economically dynamic precinct and unlocking the full potential of Victoria's largest regional city.



KEY CENTRAL GEELONG REVITALISATION PROJECTS

Central Geelong's transformation relies on investment in streets and public spaces to attract housing, boost business, and deliver the Framework Plan, creating a vibrant, connected, and liveable city centre for Victoria's future.



GEELONG STATION PRECINCT REDEVELOPMENT

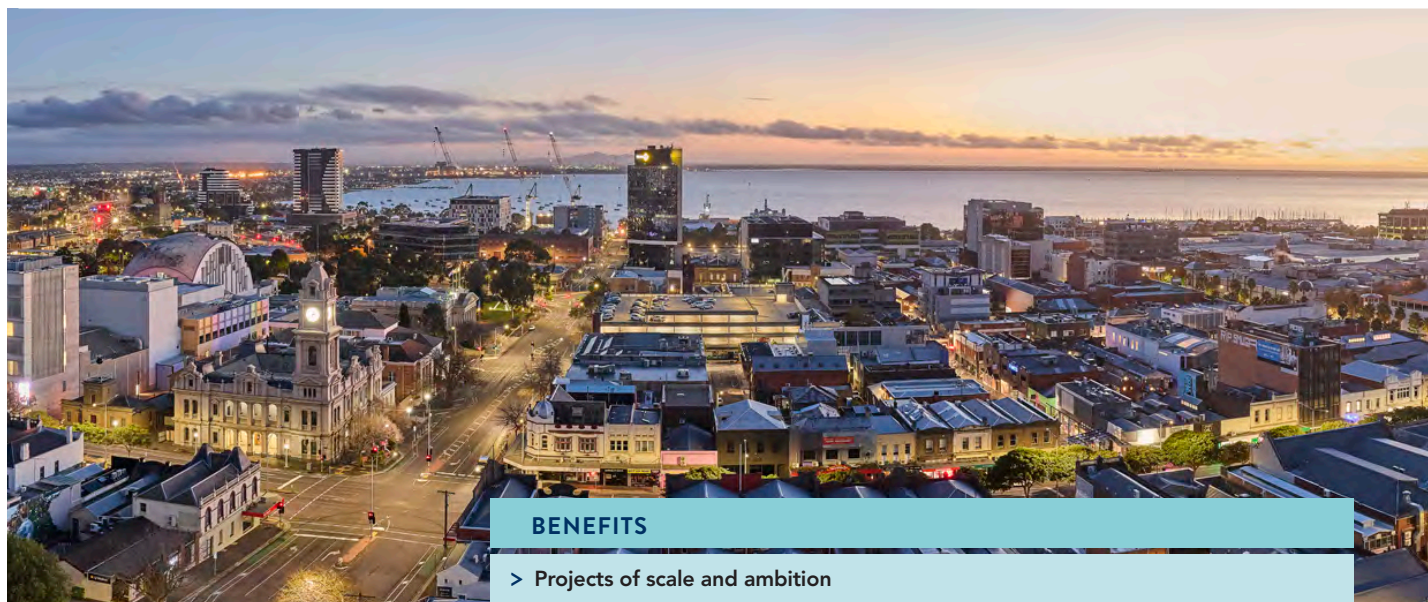
Redevelop Geelong Railway Station into a modern, integrated transport hub and key city arrival point, featuring a new bus interchange to improve connectivity, accessibility and support Central Geelong's urban transformation.



CBD TRUCK BYPASS

Funding and delivery of road and rail infrastructure is needed to create an east-west truck route, diverting heavy vehicles from Central Geelong to reduce congestion, improve safety, and protect pedestrian and retail zones.

OUR PRIORITY

**\$1 BILLION
REGIONAL FUND****BENEFITS****> Projects of scale and ambition**

- Enable large-scale, transformative community infrastructure by leveraging co-investment between the Australian and Local Governments.
- Priority project categories include arts precincts, aquatic centres, regional transport interchanges, and other civic infrastructure that underpins regional prosperity.

> Unlocking housing

- Fund the delivery of essential infrastructure and services to help develop affordable homes and grow well-served communities.
- Investment will focus on water, power, sewerage, roads, intersections, and drainage, allowing regional housing developments to move from planning to construction more quickly
- Priority projects must be complemented by redesign of existing regional transport services based on assessments to meet local needs.

> A workforce for growth

- Establish a targeted "earn while you learn" program to address critical workforce shortages including planning, building surveying, and civil engineering.
- Provide funding of up to \$100,000 per student employee per year to ensure a pipeline of qualified Local Government professionals ready to deliver the infrastructure and housing regional communities need.

OUR ASK

- > \$1 Billion Regional Fund.**

The City of Greater Geelong, as a member of Regional Cities Victoria (RCV), is advocating for the establishment of a dedicated \$1 Billion Regional Fund to support essential community infrastructure, housing development, and workforce capability across regional Victoria.

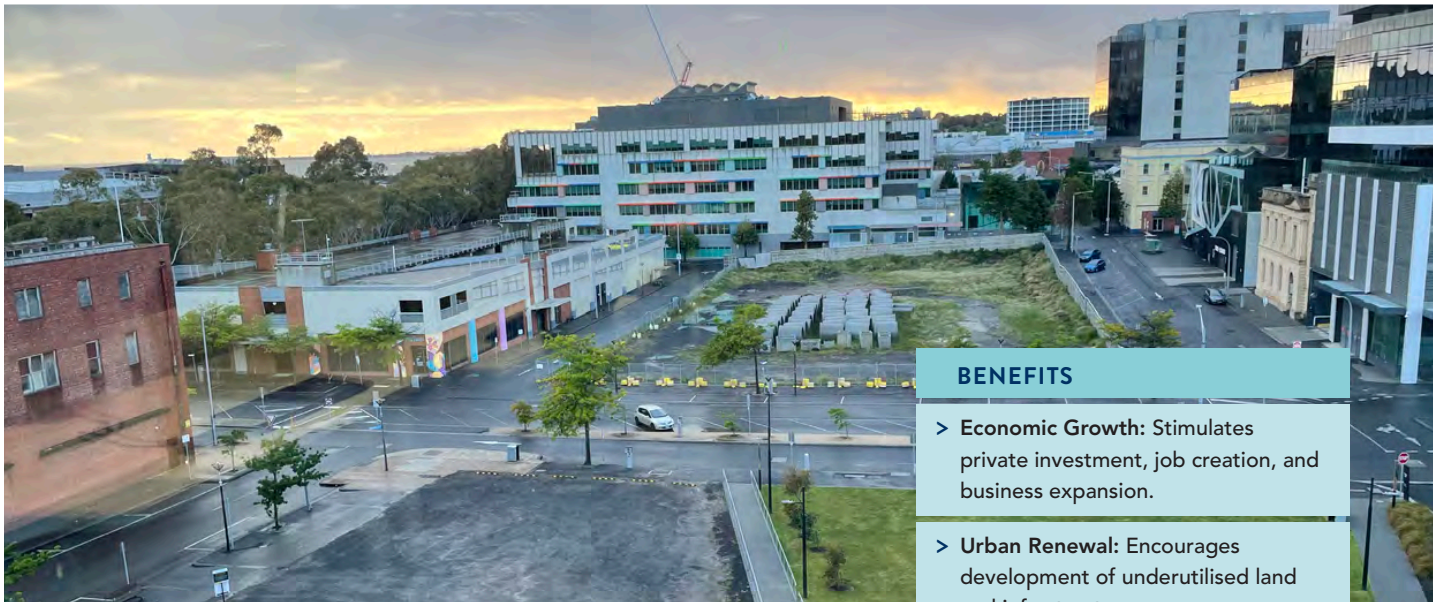
The fund is critical to the City unlocking Central Geelong's potential.

Geelong has Victoria's highest State Government-set housing target of 128,600, with 77,000 homes to be delivered on infill sites.

Residential housing to bring people into Central Geelong is key to its revitalisation, sustainable population growth, economic prosperity, and enhanced liveability.

A regional fund could enable a strong partnership between the Victorian Government and the City, providing the essential infrastructure and support needed for development in Central Geelong.

OUR PRIORITY

SPECIAL ECONOMIC ZONE
FOR CENTRAL GEELONG

BENEFITS

- > **Economic Growth:** Stimulates private investment, job creation, and business expansion.
- > **Urban Renewal:** Encourages development of underutilised land and infrastructure.
- > **Housing:** Delivers thousands of homes for 12,000 new residents, transforming the city centre into a vibrant community and advancing the municipality's housing goals.
- > **Innovation and Industry Attraction:** Positions Geelong as a destination for emerging industries and startups.
- > **Government Efficiency:** Demonstrates coordinated intergovernmental support for regional development.

The City of Greater Geelong is advocating for the creation of a Special Economic Zone (SEZ) in Central Geelong, aimed at accelerating economic development, attracting investment, and revitalising the region through coordinated support from all levels of government.

A SEZ in Central Geelong will unlock transformative growth by offering targeted incentives and streamlined regulation, positioning the region as a competitive and attractive destination for business and innovation.

Revitalisation of Central Geelong is essential for Victoria's largest regional city's ongoing transformation and for Greater Geelong to reach its housing target of 128,600 new homes by 2051. While the area is ready to become a thriving hub for business, innovation, and quality residential living, strategic intervention is needed to overcome barriers to investment and development.

The proposed SEZ would be a designated area within Central Geelong where businesses and developers benefit from:

- Land Tax and Stamp Duty Concessions
- Reduction in Fees & Charges
- Financial Backing Scheme to support pre-sales for infill housing outcomes
- Streamlined regulatory processes

These incentives would be delivered collaboratively by local, state, and federal governments, ensuring a unified and effective approach to economic stimulation.

A Central Geelong SEZ could be a Victorian pilot which could then be delivered in other regional cities across Victoria and Australia.

OUR ASK

- > Commit to the establishment of a Special Economic Zone in Central Geelong.
- > Collaborate on a framework for delivering taxation, levy, and regulatory concessions.
- > Engage with local stakeholders to ensure the SEZ meets community and business needs.

REGIONAL PRIORITY



OUR PRIORITY

GEELONG GALLERY
REDEVELOPMENT

The Greater Geelong region is experiencing rapid population growth and transformation, positioning itself as a key driver of Victoria's future economic and cultural development. Geelong is Australia's only UNESCO City of Design, a global recognition that demands cultural infrastructure of international standard. Great cities have great galleries, yet, Geelong Gallery, one of the state's most significant regional cultural institutions, is restricted by space and infrastructure, limiting its ability to meet this ambition.

Currently, the Gallery faces key challenges:

- Insufficient exhibition space and inadequate collection storage prevent hosting major, commercially viable exhibitions.
- Infrastructure limitations restrict accessibility and functionality.

With investment, this is an unrivalled opportunity for Victoria, and a vital project in the creation of an internationally acclaimed clever and creative city that drives economic growth through increased visitation and tourism.

BENEFITS

> Increase annual visitation growth:

- 1 blockbuster exhibition and 3 major ticketed exhibitions, 9,000 additional program attendees, 19,000 additional education visitors, 30,000 more learning space visitors and 30 training/industry events.
- 398,000 visitors by 2035 (78% paid).

> Drive economic development:

- \$766m - \$802m in additional operating revenue over 30 years.
- \$132m - \$145m in net induced tourism spend and \$422m - \$523m in amenity benefit over 30 years.
- 304 direct and indirect construction phase jobs and 21.9 additional full time equivalent staff.

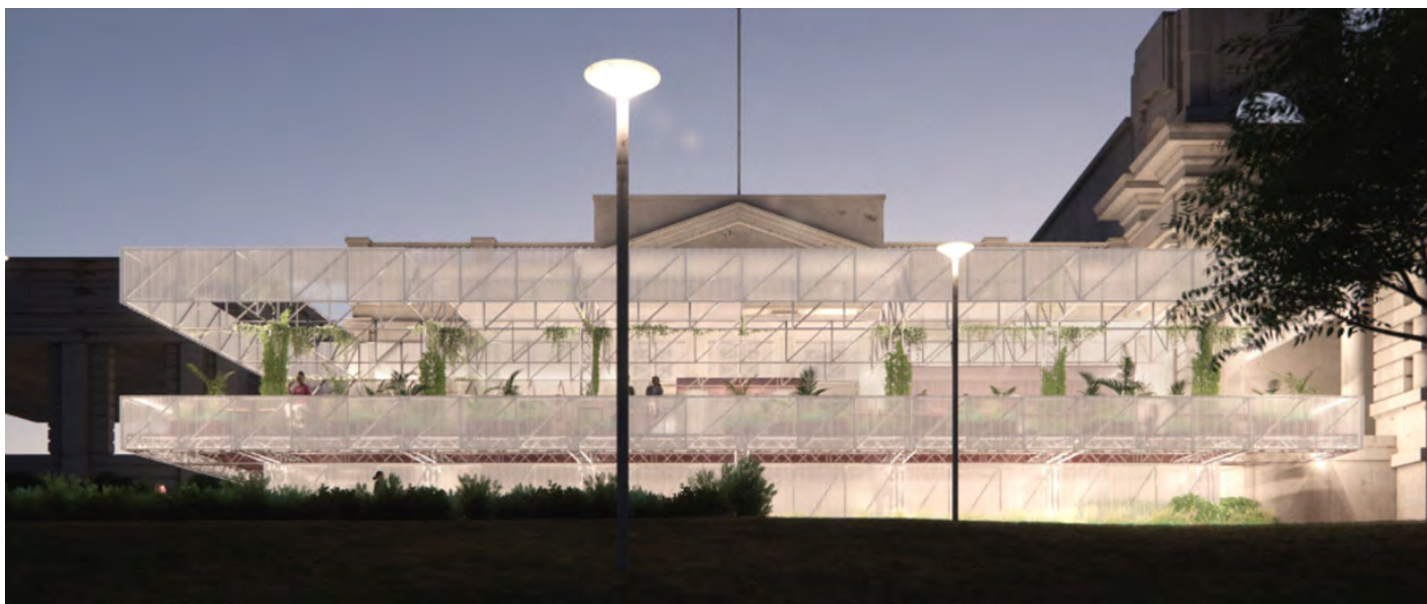
OUR ASK

- > \$157.7m for a partial redevelopment across two stages incorporating the existing Gallery and adjacent conference centre.
- > \$180.5m for a full redevelopment across three stages, incorporating the existing Gallery, conference centre, and City Hall redevelopment.

REGIONAL PRIORITY



OUR PRIORITY

GEELONG GALLERY
DESIGN COMMISSION

JOHNSTONE PARK CAFÉ AND EVENT SPACE

An architecturally designed, temporary structure extending from the heritage-listed side entrance to the Geelong Gallery would transform an unutilised space, and create a valuable connection between the iconic art venue and Johnstone Park.

Designed by internationally acclaimed architectural agency, March Studio, this innovative café and event space project would boldly introduce new visitors to the gallery and the arts community, and provide an exciting new attraction in Central Geelong. A major architecture landmark that illuminates at night, this project will celebrate Geelong's position as a leading design centre and represent it's UNESCO City of Design credentials to local audiences and visitors from across Australia and around the world.

Visitors to the space will overlook picturesque Johnstone Park, from a vibrant, welcoming space open to the public as a café by day, while also providing a dynamic venue for hosting opening night events, dinners and local corporate hires. The Gallery currently lacks an event space, and this design commission with both transform the Gallery's capacity to host events as well as deliver on it's promise to celebrate and promote design.

BENEFITS

- > Introduces new visitors to the Gallery and enhances its appeal as a destination.
- > Immediate activation of Geelong's arts precinct and Johnstone Park, driving foot traffic and local economic benefit.
- > No structural impact to the heritage-listed building itself, while enhancing the functionality of the area and visual amenity.

OUR ASK

- > \$1m to create the Johnstone Park Café and Event Space

REGIONAL PRIORITY



OUR PRIORITY

TRANSFORMING MARKET
SQUARE QUARTER

“The city block that encompasses Market Square, including the area relating to Lt Malop Street, has great potential...As Central Geelong grows, this area can be transformed into a place with a thriving laneway culture, given the success of Lt Malop Central.”

Central Geelong Framework Plan 2023

The City of Greater Geelong is seeking Victorian Government support to deliver bold and transformative redevelopment of Market Square - the iconic site in the heart of Central Geelong.

This critical, transformational initiative seeks to unlock the full potential of Victoria's largest regional city by creating a vibrant, inclusive, and economically dynamic urban precinct.

Reimagining Market Square Quarter as the city's heart could feature:

- Full redevelopment of the shopping centre, which would include partial demolition and restoration of heritage components including the iconic clock tower.
- Creation of a public green town square for weekend markets, live events, and community gatherings.
- Development of a high-rise mixed-use buildings with apartments, retail, and commercial spaces to address housing needs and stimulate economic activity.
- Removal of the Moorabool Street interchange to enable the reinvention of Moorabool Street as a retail destination.
- Extension of the Little Malop pedestrian priority zone to connect the arts precinct and the Little Malop dining precinct with Little Malop Central, enhancing connectivity and vibrancy.

GEELONG'S HEART

Market Square has been the heart of Geelong since 1837, when Governor Sir George Gipps reserved the site as a town square.

Over the decades, it evolved from a bustling produce market into a cultural and retail hub.

The current Market Square Shopping Centre, opened in 1985, retains key heritage elements including the CML Building's Austin Clock, but has struggled to maintain its relevance as a shopping centre in a changing urban landscape.

Today, Market Square Shopping Centre, which is privately owned, stands at a crossroads.

With only a handful of active retailers remaining, the site is ripe for renewal.

Its central location - bounded by Malop, Moorabool, Ryrie, and Yarra Streets - makes it the most strategically positioned parcel of land in Central Geelong for a transformative project.

REGIONAL PRIORITY



OUR PRIORITY

TRANSFORMING MARKET
SQUARE QUARTER

Moorabool Street Geelong Vic, c1930

To realise this project, a collaboration across all levels of government is essential, along with the willingness of the site's current owner to invest or support acquisition.

The Victorian Government's support is critical to:

- Partner with the City to deliver a viable solution to the current Market Square position, including an investigation into acquisition opportunities.
- Deliver a public-private partnership model that will attract private investment and deliver public benefit.
- Provide planning and infrastructure incentives to unlock housing and commercial development.

BENEFITS

This project aligns with the Victorian Government's Central Geelong Framework Plan and supports goals for regional growth, housing delivery, and urban renewal. It also complements existing investments under the Geelong City Deal, including the Nyaal Banyul Convention and Event Centre and the revitalisation of Central Geelong.

> Transforming Market Square Quarter will:

- Reinforce Geelong's role as a leading regional centre.
- Stimulate over economic activity.
- Create a vibrant, inclusive city centre that celebrates heritage, culture, and community.

OUR ASK

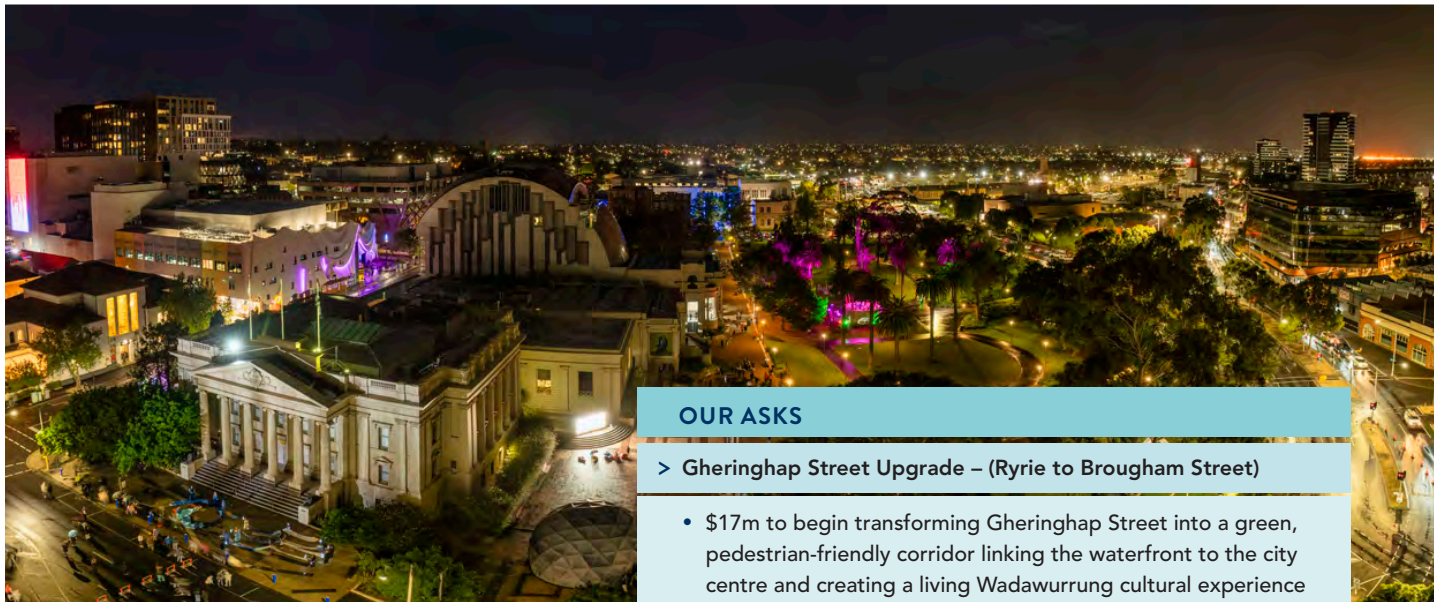
> The City of Greater Geelong urges the Victorian Government to:

1. Commit funding and policy support to progress a Market Square redevelopment.
2. Facilitate a public-private partnership with the City, Australian Government and private investors.
3. Champion this project as a flagship initiative for regional Victoria.

REGIONAL PRIORITY



OUR PRIORITY

KEY CENTRAL GEELONG
REVITALISATION PROJECTS

Central Geelong is at the heart of regional transformation.

Investing in street and public space improvements will attract residential development helping to deliver on Central Geelong Framework Plan and Plan for Victoria, attract business investment, and create a vibrant, connected, and liveable city centre.

The City of Greater Geelong is seeking a \$41.6 million investment from the Victorian Government to deliver key initiatives outlined in the Central Geelong Framework Plan, supporting objectives that drive economic growth, enhance urban amenity, and encourage community pride.

These works strategically align with state policy and objectives around economic recovery, transport integration, sustainability, and liveable communities.

Now is the time to accelerate the revitalisation of Central Geelong.

In partnership and with the Victorian Government we can continue to unlock the opportunities which will improve quality of life, deliver housing and a regional capital that meets the needs of future generations.

OUR ASKS

> Gheringhap Street Upgrade – (Ryrie to Brougham Street)

- \$17m to begin transforming Gheringhap Street into a green, pedestrian-friendly corridor linking the waterfront to the city centre and creating a living Wadawurrung cultural experience through landscape. Implementing the vision set out in the Mercer, Gheringhap and Bayley Streetscape masterplan.

> Greenspine Block 3 (Yarra to Bellerine Street, north side)

- \$11.67m to continue the delivery of the award-winning Green Spine, delivering shade, green infrastructure, and people first design to support local business and sustainable mobility.

> Market Street Upgrade (Myers to Ryrie Street)

- \$2m to create a safer, more attractive connection between key destinations and improve the city's walkability. Supporting current State investment in the Market Street breakthrough project by enhancing the pedestrian experience from the Haymarket carpark into the heart of Central Geelong.

> Little Malop Street Arts and Cultural Precinct (Fenwick to Gheringhap Street)

- \$7m to enhance this cultural hub with a pedestrian focused streetscape that supports tourism, events, and creative industries.

> Market Square Quarter street upgrades

- \$3.5m to improve safety and support greater activation in Lt Malop Central between Union and Moorabool Street including upgrades in Rock O'Cashell Lane and Union Street.
- \$500k for Public Art installations.

REGIONAL PRIORITY



OUR PRIORITY

GEELONG STATION PRECINCT
REDEVELOPMENT

The City of Greater Geelong is advocating for the Victorian Government to prioritise the redevelopment of the Geelong Railway Station precinct, transforming it in a key city arrival point and a modern integrated transport hub, featuring a new bus interchange.

Creating a city arrival hub will enhance the commuter experience by delivering improved amenities, more frequent train and bus services, and better short-term park-and-ride drop-off areas. It will also improve longer-stay parking through the consideration of multi-level facilities, resulting in safer and more accessible infrastructure.

A significant upgrade of the bus interchange at Geelong Station will support the renewal of the bus network throughout Central Geelong and create the opportunity to reconsider the location and need for the Moorabool Street bus interchange. This will help increase public transport use and reduce road congestion.

The precinct's transformation must focus on creating attractive pedestrian connections to our key destinations in Central Geelong including the Arts Centre Precinct, Malop Street and our renowned Waterfront.

The upgrade must also enable the delivery of residential development to contribute to Plan for Victoria housing targets and reimagine parking through multi-level options.

BENEFITS

- > The Geelong line is the most used regional rail service in Victoria, with more than 10 million people using the service in the 2023-24 financial year.
- > An upgrade in 2015 which included the addition of lifts and a new DDA-compliant pedestrian overpass to connect the platforms is the most recent significant improvement to the key public transport hub in Victoria's second-largest City.
- > The Victorian Government's Central Geelong Framework Plan aims to develop the Geelong Station Precinct into a world-class transport hub by:
 - Developing Geelong Station as a major regional transport interchange and landmark serving as the gateway to Central Geelong.
 - Creating a strong sense of place and activity in and around Geelong Station and its broader precinct.
 - Creating a safe pedestrian-focused public realm that provides easy access to Geelong West and Central Geelong.

REGIONAL PRIORITY



OUR PRIORITY

CBD TRUCK BYPASS



The City of Greater Geelong is advocating for full funding and delivery of the necessary road and rail infrastructure to establish an east-west truck route that diverts heavy vehicles travelling through Geelong away from Central Geelong.

Central Geelong currently experiences significant volumes of truck traffic, particularly along key corridors that intersect with pedestrian, bike riders, and retail zones. This heavy vehicle presence has a range of negative impacts:

- Pedestrian and bike riders' safety: High truck volumes increase the risk of accidents and discourage active transport.
- Urban amenity and liveability: Noise, vibration, and visual intrusion from trucks detract from the CBD's appeal as a place to live, work, and visit.
- Congestion and travel times: Trucks contribute to peak-hour congestion, reducing efficiency for all road users.

Environmental quality: Emissions and noise pollution from heavy vehicles degrade air quality and contribute to climate impacts.

BENEFITS

> A proposed bypass would:

- Create a dedicated east-west corridor for freight movement.
- Reduce truck volumes in the heart of the CBD.
- Improve safety and accessibility for pedestrians and bike riders.
- Enhance the amenity of Central Geelong, supporting economic development and tourism.
- Align with regional transport and freight strategies.

OUR ASK

> The City seeks the Victorian Government and relevant federal agencies to:

1. Commit to fully fund planning and delivery of a truck bypass.
2. Prioritise infrastructure upgrades that support freight efficiency while protecting urban amenity.
3. Engage with local stakeholders to ensure the bypass meets community and industry needs.

REGIONAL PRIORITY

OUR PRIORITY REGIONAL SPORTS INFRASTRUCTURE



REGIONAL INDOOR SPORTS & EVENTS CENTRE (RISEC)

RISEC will replace Geelong Arena with a modern, accessible boutique venue for sport and events. Designed to meet elite training and competition standards, it will strengthen athlete pathways and support major cultural activities. Hosting at least 85 significant indoor events each year, RISEC will boost community engagement and regional growth.



GEELONG BASEBALL CENTRE

The Geelong Baseball Centre, one of only two Australian complexes with four or more diamonds, is a crucial community asset and home to two Geelong Baseball League clubs. With renewed investment, it could become a premier national facility, attracting more international teams and boosting sport and tourism in Victoria's largest regional city.



GEELONG REGIONAL TENNIS CENTRE

Armstrong Creek, one of Victoria's fastest-growing communities, is well placed for a new Geelong Regional Tennis Centre. With no existing courts, it would support more than 75,000 new residents and South West Victoria, responding to rising participation and ensuring fast-growing regions receive equitable access to high-quality sporting infrastructure.



REGIONAL SOCCER FACILITY

Soccer participation in Geelong is soaring beyond forecasts, reflecting the global popularity of the sport. To meet demand, the City plans a multi-sport hub at Armstrong Creek West as a sub-regional soccer facility, requiring major investment. A regional facility remains a long-term priority, with a Football Victoria-funded feasibility study now underway.



SAFE CYCLING LINK, GEELONG - TORQUAY

The City of Greater Geelong and Surf Coast Shire have completed an options analysis for a safe cycling route between Geelong and Torquay. The proposed Safe Cycling Link will provide a continuous off-road corridor, encouraging active transport, supporting tourism and improving community wellbeing through a safer, more sustainable travel option.

OUR PRIORITY

REGIONAL INDOOR SPORTS
AND EVENTS CENTRE (RISEC)

Geelong's Regional Indoor Sports and Entertainment Centre (RISEC) will deliver a 5,000 - 8,000 seat showcourt in Victoria's second-largest and rapidly growing city.

The centre will have capacity to host major sport and cultural events including national and international level sport matches and tournaments and hosting popular Australian and international music artists.

Geelong's RISEC, proposed on the site of the ageing Geelong Arena which offers optimum accessibility with a train station on its doorstep, would feature:

- High acoustic and audio-visual treatment.
- High performance gym and multipurpose / group fitness rooms.
- Briefing and training spaces.
- Elite change rooms and first aid / drug testing room.
- Support facilities including a large foyer / entry, reception / ticketing, public toilets, food and beverage and bar, storage for staging, an outdoor plaza space that can be activated and car parking.

The scale of the project presents opportunities for collaboration through Public-Private Partnerships (PPPs) to deliver this landmark facility.

The RISEC will enhance Geelong's reputation as a host city through significant improvements in event infrastructure, increasing opportunities to host major events.

It will also support strong relationships with key event stakeholders to promote Geelong as a prime location for major sporting and cultural events.

WHAT WILL IT DELIVER?

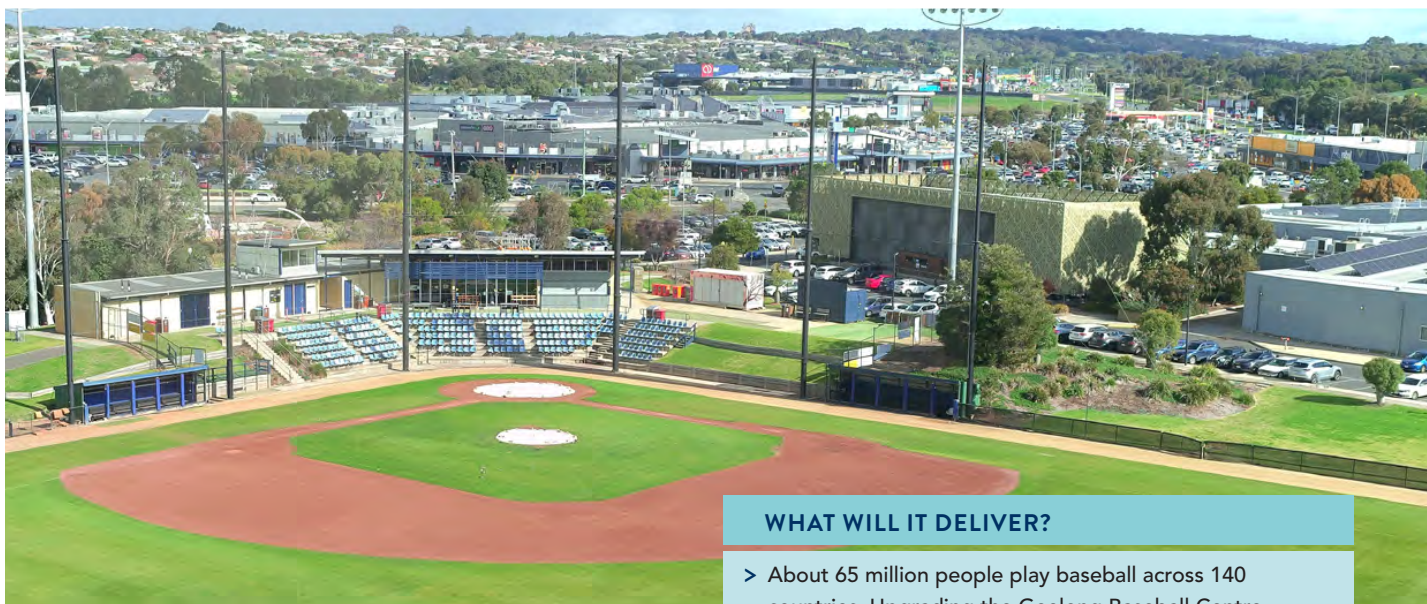
- > A regional 5,000 - 8,000 seat showcourt capacity to attract high-visitation major sport and cultural events, diverse programming, and regular events.
- > A facility that supports community basketball and netball competition and training, along with a state-of-the-art facility for current elite sports teams:
 - Geelong Venom WNBL team
 - NBL1 Supercats (basketball)
 - Geelong Cougars VNL (netball)
- > The project will generate an estimated 354 jobs and \$100 million regional benefit during construction and operations to the region over 20 years.

OUR ASK

- > \$140m

OUR PRIORITY

GEELONG BASEBALL CENTRE



The Geelong Baseball Centre is one of only two complexes in Australia with four or more diamonds. While it serves as the home-ground for two Geelong Baseball League clubs, investment and vision can transform this community facility into a nationally acclaimed Premier baseball facility.

Geelong has been the summer training destination for multiple professional international baseball clubs and a redevelopment of the ageing facilities has the potential to attract even more teams from around the world to Victoria's largest regional city.

South Korean club KT Wiz enjoyed a successful training season in 2025, with the intention to return for future seasons, as the City of Greater Geelong advocates for funding to complete upgrades.

The opportunities to inspire new generations of baseballers, attract national league and international games and deliver economic benefits through visitation and participation will be significant at the upgraded baseball precinct.

A Facility Development Plan is underway to provide further detail on key areas for improvement.

Funding is sought to upgrade player and spectator amenities, alongside improvements to Diamond 3 field and facilities, improving the venue's capacity to host high-quality baseball events.

WHAT WILL IT DELIVER?

- > About 65 million people play baseball across 140 countries. Upgrading the Geelong Baseball Centre creates a chance to grow the sport locally and attract international teams for training, games, and events, boosting visitation and tourism.

OUR ASK

- > \$10m for the Diamond 1 Pavilion upgrade and field of play compliance work (cost estimate).
 - Upgrade the pavilion with modern, accessible facilities, female-friendly change rooms, and improved covered seating. Field works include sports lighting upgrade, padded back net replacement, and dugout upgrades.
- > \$3.5m for Diamond 3 synthetic field replacement and sports lighting (cost estimate).
 - Redevelop Diamond 3 synthetic field to meet state hub compliance. The current surface has reached end of life and is vital for community and state competitions. Add sports lighting to enable year-round play in all conditions.
- > \$2.6m for the Diamond 3 and 4 change room.
 - Provide a change facility for Diamonds 3 and 4, addressing the lack of amenities and enabling future hosting at Geelong Baseball Centre.

REGIONAL PRIORITY

OUR PRIORITY

GEELONG REGIONAL TENNIS CENTRE

ARMSTRONG CREEK GROWTH AREA



Hume City Council
Hume Tennis & Community Centre

Armstrong Creek Growth Area, one of Victoria's fastest growing regions, has been identified as the ideal location for a new Regional Tennis Centre that will nurture future Australian tennis stars while meeting growing community demand.

The Geelong Regional Tennis Centre would service more than 75,000 new residents in Armstrong Creek, as well as thousands more across South West Victoria, underscoring its importance as a genuinely regional piece of sporting infrastructure.

With no existing tennis courts in the Armstrong Creek Growth Area, Horseshoe Bend North Reserve has emerged as the preferred site for a Tier 2 Performance Hub, with capacity for 12 ITF approved courts and eight community courts to support a regional level venue.

The need for this investment is reinforced by strong participation growth. National tennis participation increased by 8.3 per cent in 2025 to 1,346,141 participants, while Victoria recorded 386,584 participants, a 6 per cent increase, highlighting sustained demand for quality tennis facilities. Without new infrastructure, growth areas such as Armstrong Creek risk being left behind.

A detailed master plan will be developed to guide the final scope, staging, and delivery priorities across all proposed use on the site.

BENEFITS

- > Increased community access to high quality courts and programs.
- > Elite pathway development for regional athletes.
- > Capacity to host professional events, boosting local tourism and economy.
- > A modern sporting precinct aligned with national tennis infrastructure standards.

WHAT HAS BEEN COMMITTED

- > \$13m from the City of Greater Geelong towards delivery of the master plan.
- > \$1m in funding and in-kind support from Tennis Victoria and Tennis Australia.

OUR ASK

- \$10m

REGIONAL PRIORITY

OUR PRIORITY

REGIONAL SOCCER FACILITY



Responding to the surge in popularity of the World Game across Greater Geelong, the City is planning a multi-sport hub at Armstrong Creek West which will serve as a sub-regional soccer facility.

While significant funding will be required to deliver the soccer facility at Armstrong Creek, the long-term development of a regional soccer facility remains a priority.

The next step for the City's future regional soccer facility will be to complete a comprehensive business case with the view to identifying a suitable future location for this facility, facility design, high-level costing and funding strategy.

Football Victoria has funded a study to explore this, and once the study is complete, the City will seek funding to deliver the project.

Soccer, with an estimated 250-million players across more than 200 countries, is experiencing a surge in popularity in Geelong, with participation rates exceeding initial forecasts.

Both men's and women's soccer are seeing growth, particularly among women and girls, fuelled by the Matildas' success in the 2023 World Cup.

IN THE GEELONG REGION

- > 5,600 participants in 2022
- > 114% increase in female participation between 2015 and 2022
- > 25% of all participants were female in 2022

OUR ASK

- > \$200k to complete **FUNDED** comprehensive business case
- > Victorian Government commitment to support the delivery of a regional soccer facility, as detailed in the site study and planning work currently underway.

OUR PRIORITY

SAFE CYCLING LINK

GEELONG TO TORQUAY



The City of Greater Geelong and Surf Coast Shire, supported by a TAC grant, have completed a comprehensive options analysis to determine the optimal alignment for a safe cycling route between Geelong and Torquay. The proposed Safe Cycling Link will create a continuous, accessible, and safe off-road corridor connecting these two major regional centres, promoting active transport, tourism, and community wellbeing.

Following extensive community and stakeholder consultation, a preferred route has been identified. It will extend along Horseshoe Bend Road, Warralily Boulevard, the Armstrong Creek transit corridor, Barwarre Road and Barwon Heads Road, with a northern alignment through Marshall via the newly constructed shared path along the rail duplication.

This project aims to make cycling safer and more accessible, encouraging greater uptake of active transport. Reducing car dependence will not only improve public health but also contribute to a more sustainable future for the region.

It will include:

- Construction of a fully off-road shared cycling path between Geelong and Torquay.
- Integration with existing paths and new infrastructure along the Armstrong Creek transit corridor.
- Accessibility upgrades and safety improvements.
- Wayfinding signage and public amenity enhancements.
- Delivery in partnership with Surf Coast Shire.

BENEFITS

- > Encourages active transport and reduces car dependency.
- > Supports tourism and regional connectivity.
- > Improves safety for cyclists of all ages and abilities.
- > Responds to strong community demand for off-road infrastructure.
- > Aligns with the City of Greater Geelong's Integrated Transport Strategy and health and wellbeing goals.

OUR ASK

- > \$13m to deliver a safe, inclusive and future-ready cycling corridor connecting Geelong and Torquay.

REGIONAL PRIORITY

OUR PRIORITY

NORTHERN SUBURBS
MENTAL HEALTH HUB

Barwon Health provides a specialist mental health service in the northern suburbs of Geelong from the Corio Community Health Centre.

The City of Greater Geelong is advocating to the Victorian Government to establish a purpose-built facility similar to the highly valued Mental Health Hub model in Central Geelong, but on a smaller scale.

To replicate the Moorabool Street hub model, the City seeks Victorian Government investment to enable Barwon Health to partner with a developer and deliver this much-needed facility for Geelong's north.

The concept is to provide a "one stop service" open seven days/week, walk-in, capable of providing the full range of services.

The need for a local mental health hub is well established. The Australian Government has identified Corio as an area of need.

Mental health prevalence in Norlane (17.2%) and Corio (11.4%) is higher than the Victorian average (8.8%), highlighting elevated local demand for services.

Norlane and Corio face severe socio-economic disadvantage, with Norlane the most disadvantaged area in Victoria (SEIFA 764.3) and Corio the third most disadvantaged (822.7), reinforcing the need for a local mental health hub.

BENEFITS

> A Mental Health Hub for Geelong's north will:

- Provide an accessible entry point where a mental health professional will listen and work with people to determine the level of care to match peoples need.
- Coordinate access to existing services and integrate with the existing service system.
- Deliver care from the centre or being connected to specialist or acute mental health services.
- Deliver crisis services.

ASK

> \$10m

REGIONAL PRIORITY

OUR PRIORITY

GEELONG RENEWABLES
TERMINAL

GeelongPort



The Geelong Renewables Terminal (GRT) is a transformative infrastructure project that will unlock Victoria's offshore wind potential and deliver on the state's legislated targets: 2 GW by 2032, 4 GW by 2035, and 9 GW by 2040.

Strategically located at GeelongPort's Oyster Cove, GRT offers 25 hectares of brownfield land with existing deep-water berths, purpose-built for the assembly and storage of large offshore wind components.

GRT is Australia's only terminal capable of being operational by early 2029, providing industry and government with the certainty needed to meet clean energy milestones.

BENEFITS

> Infrastructure for a Clean Energy Future

- Enables Victoria to meet its legislated targets for renewable generation of 65 per cent by 2030 and 95 per cent by 2035.
- Fast-tracks renewable energy development with early operational readiness and a streamlined planning pathway.
- Strengthens Victoria's industrial and logistics base, securing its place in the global clean energy economy.
- Accelerates the transition to new and high-value manufacturing, supporting innovation in turbine assembly, logistics, and port operations.

> Jobs and Skills for Victorians

- Creates 4,200 construction jobs and 850 ongoing roles in operations and maintenance.
- Unlocks thousands of supply chain opportunities and supports education and training pathways through partnerships with local TAFEs and universities.
- Further develops the region's innovation and skills ecosystem, connecting industry with research and workforce development.

REGIONAL PRIORITY

OUR PRIORITY

GEELONG RENEWABLES
TERMINAL

GeelongPort



Geelong delivers certainty. The GRT offers Victoria the most cost-effective and reliable pathway to meet its offshore wind targets - leveraging existing infrastructure and benefiting from a streamlined planning process.

By delivering GRT, Geelong will become the regional hub for offshore wind, fully aligned with the Victorian Government's Offshore Wind Policy, Energy Jobs Plan, and Barwon Regional Development Strategy.

Geelong is ready. With a skilled workforce, advanced manufacturing capability, and world-class tertiary institutions, the region is primed to deliver.

> Energy Security and Climate Leadership

- Supports a reliable, renewable energy supply for Victorian homes and businesses.
- Reinforces Victoria's leadership in climate action and energy transition.
- Builds a sustainable and climate-resilient region, reducing emissions and future-proofing infrastructure.

> Driving Regional Economic Growth

- Positions Geelong as the regional hub for offshore wind, attracting billions in investment and strengthening Victoria's regional economy.
- Maximises economic benefit from expanding service-based sectors, including engineering, logistics, and professional services.
- Unlocks supply chain opportunities and catalyses small to medium enterprise development in Geelong's northern suburbs, creating long-term employment pathways linked to the clean energy transition.

OUR ASK

- > **Certainty in Port Infrastructure Planning:** Secure Victorian Government commitment to a multiport approach for offshore wind infrastructure delivery that includes GeelongPort as a construction feeder port.
- > **A Shared Funding Model:** Co-investment through state and federal renewable energy and infrastructure portfolios to accelerate delivery and maximise impact.

REGIONAL PRIORITY

OUR PRIORITY

SUSTAINABLE WATER NETWORK



The City of Greater Geelong is advocating for the Victorian Government's continued support of Barwon Water's innovative Sustainable Water Network (SWN).

The Barwon region's population is expected to increase from 370,000 to more than 500,000 over the next 15 years. The region experienced a 30 per cent drop in inflows to catchments over the last 20 years, and inflows are expected to halve again over the next 40 years.

While the Greater Melbourne water grid supplements local water reservoirs, investment in local water recycling will help reduce pressure on the drinking water supply.

An innovative and next-generation network will enable Barwon Water to manufacture and move large volumes of recycled water across the region, while also providing the flexibility and adaptability to respond to future challenges and opportunities including the potential use of treated stormwater.

It will support investment in new housing, agriculture, horticulture and industrial ventures, and create healthier environments and communities.

BENEFITS

- > Major economic, social, environmental and cultural benefits.
- > Help green our gardens and public spaces, irrigate sports and recreation areas, and create cooler, more liveable suburbs.
- > Help grow the food that we need at scale and enable established and new industries to expand and flourish.
- > Potential for the return of water to Traditional Owners and the flow-stressed Moorabool and Barwon rivers, as part of the Victorian Government's Water Security Plan.

REGIONAL PRIORITY

OUR PRIORITY

SUSTAINABLE WATER NETWORK



LONG-TERM

Barwon Water has a bold aim of converting 100 per cent of its wastewater into valuable resources, with the SWN a key enabler. The Network would be delivered in stages with a range of projects planned, including also the possible use of some stormwater. These would support:

Housing

North Western Recycled Water Centre - The Northern and Western Geelong Growth Areas are set to accommodate 40,000 blocks, which will house about 110,000 residents. The supply of Class A recycled water to these homes for non-potable purposes, as already provided in Armstrong Creek and Torquay North, is key to our region's future water security.

Industry

The supply of recycled water into the key industrial precincts in the Geelong region would support ventures that heavily rely on water such as hydrogen production, waste/resource recovery industries and data centres. If all of our recycled water was used to generate industry value, this would equate to \$3.9 billion gross value add per year.

Agribusiness

Recycled water is already accessed and used by agribusiness producers on the Bellarine and in the Surf Coast Hinterland. The SWN has the potential to expand on existing initiatives and support food production and wineries.

If all the available recycled water was used to generate high value agribusiness, this would generate more than seven times the total amount of vegetables needed to feed Greater Geelong each year.

WHAT HAS BEEN COMMITTED

- > \$5m from the Australian and Victorian Governments through the National Water Grid Fund for the *Growing the Surf Coast Hinterland and Protecting the Karaaf* project in Torquay.
- > The Victorian Government has supported studies to assess the feasibility of the SWN.

OUR ASK

- > The next phase will involve attracting private sector investment while partnering with the Victorian Government to progress an application for further funding through the National Water Grid Fund.

REGIONAL PRIORITY

OUR PRIORITY

MOUNT DUNEED SECONDARY SCHOOL



The Victorian Government needs to consider the needs of families in the rapidly growing Mount Duneed and Armstrong Creek area and progress delivery of a secondary school on Boundary Road, Mount Duneed.

The City welcomes the opening of the new Yirrama Primary School and Biyala Primary School (and early years facilities) in 2026. The delivery of primary school and kindergarten infrastructure is keeping pace with demand and providing for strong local provision.

Unfortunately, the establishment of secondary school options to the western part of this growth area has lagged, despite funding for the feasibility study.

The Mount Duneed and Armstrong Creek communities seek quality state government education facilities close to home.

Current school zoning misrepresents local access, due to the significant pedestrian barriers to existing state schools.

Walking time to Grovedale College is 46 minutes (despite it being located only 0.8km as the crow flies) due to the train line. Oberon High School is a one hour walk away and requires crossing a highway.

A community survey of almost 580 residents of the Armstrong Creek and Mount Duneed areas indicates more than 90 per cent of residents wish to see a secondary school delivered as soon as possible.

The City has the highest housing target in Victoria and meeting this target requires state government infrastructure that matches the growth of suburbs and the expectations of residents.

BENEFITS

- > Improves local access and student safety by reducing long walking times and removing barriers such as train lines and highways.
- > Supports rapid population growth in one of the fastest-growing areas in Victoria.
- > Ensures fair and equitable access to quality secondary education for families in western Armstrong Creek.
- > Aligns with strategic growth priorities and responds directly to community needs, with more than 90% of residents identifying an urgent need for a secondary school.

OUR ASK

- > Delivery of a new secondary school in Mount Duneed to keep pace with demands and meet the needs of families.

REGIONAL PRIORITY

OUR PRIORITY

REGIONAL LEVEL
CROSSING UPGRADES

The City of Greater Geelong is calling on the Victorian Government to urgently prioritise the upgrade and removal of three high-risk regional level crossings: North Shore (Station Street), Geelong (McKillop Street), and Lara (McClelland Avenue).

These crossings pose significant safety risks, have a history of serious incidents including fatalities and cause disruptions to emergency services and commuters.

Despite the success of the Level Crossing Removal Project in metropolitan Melbourne, road and rail users in Victoria's largest regional city remain vulnerable to preventable tragedies, and major traffic delays and disruptions.

A coroner's report revealed , there were 37 incidents at the Station Street, North Shore level crossing between November 2017 and March 2024, with the Public Transport Users Association labelled it "one of the most dangerous and disruptive crossings in the state".

STATION STREET, NORTH SHORE

December 2023: A 30-year-old truck driver was killed when his vehicle became stuck on the tracks and was struck by a train. The train derailed and services were suspended for over 24 hours.

July 2025: A car was struck by a train after becoming stuck on the tracks. The elderly driver escaped but services were again suspended.

MCCLELLAND AVENUE, LARA

The level crossing is a critical commuter link in central Lara and when activated, causes significant delays for road users and compromises emergency service response times.

Recent incidents and safety concerns at the Lara level crossing include a closure in March 2025 for a two-week period.

MCKILLOP STREET, GEELONG

A high-volume traffic crossing with frequent V/Line and freight train movements.

This crossing has a complex setup with cantilever gates and is known for congestion and visibility issues causing peak hour delays for thousands of commuters.

Emergency vehicles face delays due to boom gates and traffic congestion.

OUR ASK

- > We urge the Victorian Government to prioritise and allocate funding for level crossing removal at North Shore (Station Street), Geelong (McKillop Street), and Lara (McClelland Avenue).
- > We ask them to engage with stakeholders including the City, emergency services, and community groups to accelerate planning and delivery.

OUR PRIORITY

OUTER METROPOLITAN RING



The Outer Metropolitan Ring (OMR) Transport Corridor is a proposed 100-kilometre high-speed transport link that provides connection from west of Werribee to the Hume Freeway at Kalkallo.

The OMR would deliver significant benefits for Geelong including growth opportunities for freight and employment.

It would combine a proposed freeway with railway tracks in the median for interstate freight and high-speed passenger trains.

The OMR will connect key transport hubs such as Melbourne Airport, Avalon Airport, the Port of Geelong, the beverage Interstate Freight Terminal and the proposed Western Intermodal Freight Terminal and proposed Bay West Port Precinct.

The Victorian Government defined the corridor through application of a Public Acquisition Overlay in 2010. This allows for compulsory acquisition of property when required.

Modelling by Infrastructure Australia in 2017 estimates the total capital expenditure cost is between \$17.2 billion and \$34.7 billion in total.

Protecting and acquiring the land for the Outer Metropolitan Ring Road/E6 and site for the proposed Western Interstate Freight Terminal at \$2.3 billion (2016 prices).

The City of Greater Geelong supports the joint regional advocacy campaign, in collaboration with the City of Wyndham, City of Melton, City of Whittlesea, City of Hume and Shire of Mitchell, seeking the Victorian Government's commitment to the OMR.



WHAT WILL IT DELIVER?

- > Prepare for population change through increasing access and road provision for orbital journeys for Melbourne's outer north and western suburbs, and connection to the Greater Geelong region.
- > Enable workforce participation through better connecting people and jobs by providing new high-speed road links to significant industrial and commercial employment clusters.
- > Lift productivity by boosting market access and improving connectivity to enhanced labour skills with new key transport links between growth areas and employment corridors.
- > Be the connection between key freight transport hubs and employment precincts including Melbourne Airport, Avalon Airport, the Port of Geelong and the two intermodal freight terminals in Beveridge and Truganina.
- > Drive Victoria's changing, globally integrated economy through efficient high-speed connected key freight links between transport gateways, industrial precincts, and logistics centres.

OUR ASK

- > \$20 million – Funding for a Detailed Business Case
- > \$2 million – Environmental Effects Statements

REGIONAL PRIORITY

OUR PRIORITY

BELLARINE SPORTS CENTRE EXPANSION



The Bellarine Sports Centre expansion will deliver a contemporary six court indoor stadium with a 1,500 seat show court at Bellarine Secondary College in Drysdale, responding to a critical shortage of indoor courts across the Bellarine Peninsula.

Basketball participation on the Bellarine Peninsula has doubled over the past three years, yet the existing three court facility is non compliant and no longer meets the needs of domestic competitions, representative programs or elite development pathways. The Association has reached operational capacity across ten different venues and must increase the provision of indoor basketball courts on the Bellarine Peninsula to meet growing demand.

Building on an established facility within a thriving education, recreation and sporting precinct, the project responds to strong population growth and increasing demand for high quality, fit for purpose indoor sporting infrastructure. The need for additional indoor courts on the Bellarine Peninsula is identified in both the City of Greater Geelong Indoor Recreation Facilities Strategy 2021 and the Basketball Victoria State Facilities Plan 2021–2024.

The City of Greater Geelong is advocating to the Victorian Government for funding for the Bellarine Peninsula Basketball Association to deliver the Bellarine Sports Centre expansion and unlock long term social and economic benefits for the Bellarine Peninsula.

BENEFITS

- > Responds to strong population and participation growth, supporting increased access to indoor sport across the Bellarine Peninsula.
- > Supports athlete pathways from grassroots participation through to representative and elite competition.
- > Enables the attraction of major events, including Victorian Country Championships, Junior National Championships and potential NBL/WNBL games.
- > Delivers significant economic benefits, creating an estimated 120 jobs and generating around \$20 million in annual regional benefit during construction and the first 10 years of operation.
- > Leverages an established, accessible site, maximising value for money through economies of scale.

ASK

- > \$46.8m for a three court expansion at Bellarine Secondary College in Drysdale.

REGIONAL PRIORITY

OUR PRIORITY

LARA GIANTS STADIUM



A new Lara Stadium will deliver a three court indoor stadium at Beckley Park, Corio, to meet rapidly growing demand for basketball and indoor sport in Lara and the northern precinct of Greater Geelong.

The facility will provide a dedicated home for the Lara Giants Basketball Club while offering year round access for community sport, programs and events.

Demand analysis undertaken as part of the City of Greater Geelong's Indoor Recreation Facilities – Basketball and Netball Needs Analysis identifies a clear need for additional indoor courts in the City's north to cater for current and future growth. The delivery of this project would directly assist in meeting that demand.

Lara is one of Greater Geelong's fastest growing communities, yet access to compliant indoor courts is significantly constrained. As a result, some local teams are missing out on training opportunities, while others are forced to travel more than 40 minutes to access available courts for games and competitions.

This places increasing pressure on families and volunteers, limits participation, particularly for juniors, and constrains the growth and sustainability of local clubs. The proposed stadium directly addresses this inequity in access and supports State and local objectives for healthy, active communities.

BENEFITS

- > Delivers much needed indoor court capacity to service Lara and Geelong's northern growth areas, improving access to sport for all ages and abilities.
- > Provides a permanent home for the Lara Giants Basketball Club, supporting grassroots participation and clear pathways from junior to representative competition.
- > Encourages healthier lifestyles and stronger community connection through increased participation in organised sport and recreation.
- > Creates a fit for purpose, multi use community asset capable of hosting training, competitions and local events.

ASK

- > \$18m for the Lara Giants to deliver the Lara Stadium at Beckley Park.

REGIONAL PRIORITY

OUR PRIORITY

EMERGENCY SERVICES AND
VOLUNTEERS FUND

Aligned with Regional Cities Victoria (RCV), the City of Greater Geelong is advocating for the Victorian Government to abandon the Emergency Services and Volunteers Fund (ESVF) in the interest of equity, sustainability, and fairness.

The Victorian Government's ESVF, replaced the Fire Services Property Levy from 1 July 2025 despite widespread opposition from regional councils, ratepayers, Country Fire Authority and other key stakeholder groups across the state.

The additional tax imposes a significant financial burden on regional ratepayers, particularly the commercial sector, and shifts the administrative responsibility of tax collection onto local governments.

While the levy increase has been paused for farmers for 2025-26 following community backlash, the state's farmers could face the tripling of the Victorian Government tax in 2026-27.

RCV estimates the fund will strip an additional \$60 million annually from regional cities, exacerbating existing cost-of-living pressures and undermining local government sustainability.

IMPACT

- > Commercial ratepayers have been hit with an average state levy increase of 83 per cent in 2025-26 through the legislation to replace the FSPL with the ESVF.
- > Industrial ratepayers have been hit with an average state levy increase of 61 per cent in 2025-26.
- > Farming families – our food producers – already managing inflation and the impact of drought have the threat of significant levy increases in 2026-27.
- > In 2024-25, the Victorian Government taxed Greater Geelong ratepayers more than 36.8 million through the FSPL. But in 2025-26 the financial impact on ratepayers increased by more than 18.1 million, with the legislation, taking almost \$55 million from ratepayers' pockets.
- > Councils continue to be the Victorian Government tax collector for an inequitable, unfair levy.

OUR ASK

- > The City joins Regional Cities Victoria and councils across Victoria in urging the State Government to:
 - Withdraw the ESVF legislation.
 - Ensure equity in emergency services funding, particularly for rural and regional communities.
 - Transfer collection responsibility for state levies to the State Revenue Office to reduce local government burden.

POLICY REFORM

OUR PRIORITY

PUBLIC LIBRARY
FUNDING

The City of Greater Geelong is advocating for the Victorian Government to increase operational and infrastructure funding for public libraries to demonstrate its support for libraries, meet growing community needs and reduce the impost on councils and ratepayers.

Currently, local councils fund approximately 80 per cent of public library costs, a burden that has grown as Victorian Government contributions have declined.

Public libraries are critical to Victoria's social and economic wellbeing. Increased state investment is essential to ensure they remain accessible, innovative, and responsive to community needs.

This advocacy aligns with Public Libraries Victoria (PLV) and reflects our commitment to strengthening services for our community.

With many people and families battling the rising cost of living and juggling work, study, and family commitments, access to the free resources provided by public libraries is more vital than ever.

- Children who are read to daily gain the same learning advantage as being almost a year older, regardless of their home background.
- Nearly half (46 per cent) of all library users in growth corridors, such as Bial-a Armstrong Creek Library are aged under 25.
- In regional and rural Victoria, almost 40 per cent of library users are aged over 70.
- One-third of library users speak a language other than English at home. And 1 in 4 come from households living on less than \$49,000 a year.

KEY ISSUES

- > **Shared Responsibility:** Public libraries are a joint responsibility of the Victorian Government and Local Government. The current funding model does not reflect this partnership, placing disproportionate pressure on councils.
- > **Declining State Contributions:** In some cases, the Victorian Government's share has dropped from **50 per cent** to just **17 per cent**, forcing councils to either increase spending or cut services.
- > **Funding Gap:** This imbalance strains council budgets and limits their ability to maintain and expand library services.
- > **Community Demand:** Libraries are essential hubs for learning, digital access, and social connection. As Victoria's population grows, so does the demand for well-resourced libraries.

POLICY REFORM

OUR PRIORITY

PUBLIC LIBRARY
FUNDING
**GEELONG
REGIONAL LIBRARY
CORPORATION
(GRLC)**

- **Network:** GRLC operates 20 libraries across Greater Geelong, plus a central library and mobile services.
- **Membership:** Over 128,000 members rely on GRLC services.
- **Daily Usage:** More than 5,000 daily visits, underscoring libraries' role in community life.
- **Programs:** In 2025, 77,188 children and their carers attended early years literacy programs at GRLC libraries. GRLC delivered 272 children and youth outreach sessions with 8,535 attendees and welcomed 1,030 school group visits with 27,972 attendees.

OUR ASK
> Needs-based funding for public libraries

- A new needs-based formula to ensure funding is distributed to library services based on population; adjusted to reflect common equity measures including population dispersion, relative socio-economic advantage or disadvantage, residents' proficiency in English, the proportion of population aged 60+, and the proportion of population aged 0-5 years.
- A 'no worse off' test and top-up funding to ensure no individual library service faces a reduction in funding as a result of the introduction of the needs-based formula.
- An increase to the funding pool of \$10 million in 2025/26 to achieve these objectives.
- Permanently index the funding pool to CPI.

> Funding the library infrastructure that connects community

- Restoration of the Living Libraries Infrastructure Program to at least \$4.5 million annually to build, redevelop or refurbish libraries across the state and to replace mobile library vehicles.
- Expansion of eligibility guidelines, to include digital infrastructure such as computers, photocopiers, 'smart return' shelves, and assistive technology like large-print keyboards and electronic magnifiers.
- Shelving and other core library furniture, and upgraded safety features, to be eligible as standalone projects.

POLICY REFORM

OUR PRIORITY

GLASS RECYCLING
REFORM

CONTAINER DEPOSIT SCHEME

- > Victoria's CDS currently excludes wine and spirit bottles, despite their significant contribution to glass waste. Expanding the scheme to include all glass containers would:
- > Enhance recycling rates without requiring additional kerbside infrastructure.
- > Reduce contamination in recycling streams.
- > Align with successful models in other states, such as Queensland, which recently expanded its CDS to include wine bottles.

The City of Greater Geelong, in alignment with over 30 other Local Government Areas across Victoria, is advocating to the Victorian Government to repeal the mandatory rollout of a fourth kerbside bin for glass recycling (the purple bin) and instead provide councils with the flexibility to choose the most effective and economically viable glass recycling solution for their communities.

- **Financial Burden on Councils:** The City estimates the cost of introducing a fourth bin at over \$7 million for implementation, placing significant strain on council budgets. The cost of the kerbside service will also increase by \$5 million annually (paid directly by the rate payers).
- **Urban Congestion:** Adding another bin to already crowded kerbsides will increase congestion for both pedestrians and traffic, particularly in high-density urban areas and narrow streets. Councils that have already rolled out the service are seeing about 30 per cent of glass bins put out for collection each month, however trucks are required to drive each street, increasing the emissions impact of the kerbside service.
- **Community Benefits from the Container Deposit Scheme (CDS):** The CDS, introduced in November 2023, has already diverted over 1.6 billion containers from landfill. It is widely supported by the community and offers a more efficient and accessible method for glass recycling.

OUR ASK

- > The City urges the Victorian Government to:
 - Repeal the legislative requirement for councils to implement a mandatory kerbside purple bin for glass recycling.
 - Expand the CDS to include additional glass containers, such as wine and spirit bottles and pasta sauce bottles.
 - Empower councils to choose the most suitable glass recycling method based on local needs, infrastructure, and community preferences.

A flexible, community-driven approach to glass recycling will deliver better environmental outcomes, reduce financial pressure on councils, and avoid unnecessary urban congestion. The Victorian Government has an opportunity to support smarter, more sustainable recycling reform by expanding the CDS and removing the mandatory kerbside purple bin requirement.

POLICY REFORM

OUR PRIORITY

STORMWATER MANAGEMENT



PROPOSAL

The City is calling for the Victorian Government to review the current stormwater management model for Greater Geelong, and review funding to support long-term solutions to address the impacts of major flooding incidents and ageing stormwater infrastructure.

BACKGROUND

Stormwater management in Greater Geelong is currently the responsibility of the City of Greater Geelong, which maintains over 2,450 km of drainage infrastructure.

Increasing severe weather events are causing residents to face above-floor flooding and live in fear when heavy rain is forecast. The City is currently working with residents to develop case studies to demonstrate the significant impact on their lifestyle, finances, health and wellbeing.

The cost of adequately upgrading stormwater systems can never be met by councils and the Victorian Government must prioritise a funding model that enables delivery of this critical infrastructure in regional cities.

The City urges the Victorian Government to fully fund a new stormwater management model for Greater Geelong which demonstrates and integrates:

- Water Sensitive Urban Design (WSUD).
- Stormwater harvesting and reuse.
- Flood mitigation and pollution control.
- Collaborative planning tools.

OUR FUTURE

The Victorian Government has set the City of Greater Geelong the largest housing in the state, delivering 128,600 new homes by 2051 with 77,500 in established areas. A fully funded, future-ready stormwater system is essential to protect established communities, address significant flooding risk, and enhance liveability for residents.

BENEFITS

- > Protection of residents and their homes.
- > Improved flood resilience through coordinated infrastructure upgrades.
- > Cleaner waterways via catchment-wide pollution controls.
- > Increased water security through stormwater reuse.
- > Planning consistency across the region, aligned with state objectives.
- > Cost efficiencies through integrated asset management.

OUR ASK

- > We urge the Victorian Government to:
 1. Undertake a comprehensive review of the existing stormwater management model for Greater Geelong, informed by current stormwater management studies.
 2. Fully fund long-term solutions to address the impacts of major flooding incidents which include above floor flooding impact through flash flooding along with upgrading ageing stormwater infrastructure to include treatment outcomes.

POLICY REFORM

OUR PRIORITY

SCHOOL CROSSINGS



The City of Greater Geelong is advocating for the Victorian Government to fully fund all state-approved school crossing supervisors, ensuring child safety and removing an unfair financial burden from councils and ratepayers.

School crossing supervisors play a vital role in protecting children as they travel to and from school. However, under the current system, local councils bear the financial burden of staffing and maintaining these crossings, including for newly established schools. This arrangement has led to:

- **Delays in service delivery**, particularly for new schools where crossings are not planned or funded as part of the school's development.
- **Unfair financial pressure on ratepayers**, who are subsidising a service that is unrelated to core local government functions and should be a core responsibility of the state government.

KEY ISSUES

- > **1. Funding Responsibility:** State financial support for councils has steadily declined. Full funding of all state-approved crossings would align with the Victorian Government's role in education infrastructure and services.
- > **2. Planning Integration:** School crossings should be incorporated into the planning and funding of new schools to ensure they are operational from day one, avoiding delays and safety risks.
- > **3. Collaborative Solutions:** The City is committed to working with the Victorian Government and school communities to develop sustainable, equitable solutions that prioritise child safety.

OUR ASK

- > The Victorian Government should assume full responsibility for the funding and management of the School Crossing Supervisor Program.
- > School crossings must be planned and funded as part of the school delivery process, eliminating delays and safety gaps.
- > The City is seeking to collaborate with the Victorian government and schools to develop solutions that ensure the safety of children without placing an undue financial burden on ratepayers.

POLICY REFORM

OUR PRIORITY

EARLY YEARS SERVICE
DELIVERY REVIEW

Victoria is investing in early childhood development through landmark initiatives like Best Start, Best Life. However, the systems that support children and families in the early years—from birth to school entry—are fragmented. Maternal and Child Health (MCH) services and kindergartens are primarily the responsibility of local councils, while policy, operational and capital funding, and strategic direction sit with the Victorian Government through its health and education portfolios.

The City's advocacy for a comprehensive, holistic review of early years' service delivery responds to ongoing funding pressures and operational challenges for councils.

A review would identify necessary service changes to ensure long-term sustainability, continuity of education, and improved outcomes for families.

OUR ASK

> To address these challenges and build a more integrated, accountable early years system, we urge the Victorian Government to **Commission an Independent Review**:

- Initiate a comprehensive review of early years service delivery in Victoria, including both kindergarten and maternal and child health services.

POLICY REFORM

OUR PRIORITY

EARLY YEARS SERVICE
DELIVERY REVIEW

KEY ISSUES

FRAGMENTED GOVERNANCE AND
CAPACITY GAPS

Early years services are delivered by a mix of Local Government, Community Health Services, and private providers, leading to inconsistent governance and accountability.

Councils are responsible for delivering both MCH and sessional kindergarten services, yet lack direct control over strategic direction, funding models, and workforce pipelines managed by the state.

FUNDING

The Victorian Government holds responsibility for health and education policy, yet relies on councils to deliver frontline services without adequate funding.

The MAV has identified that Victorian councils are contributing "well above their nominal 50 per cent share of MCH service costs, often absorbing the majority of total expenditure once extensive in-kind contributions such as infrastructure, systems, and workforce support are accounted for".

This imbalance is compounded by the Victorian Government's contribution not keeping pace with rising service demand, wage growth, and the increasing complexity of family needs.

The City acknowledges the Victorian Government's infrastructure investment in new kindergartens in rapid growth areas, but is advocating for the Victorian Government to consider the critical need for increased maintenance investment of older facilities, as part of its early years review.

REFORMS

The Victorian Government's Best Start Best Life reforms, including free kindergarten, have resulted in a significant shift, with families moving from long daycare services to sessional kinder as a long daycare option. This move is placing additional pressure on the kinder system.

WORKFORCE SHORTAGES

The early years sector faces a critical shortage of qualified educators and MCH nurses. Over 11,000 additional educators are needed, and MCH services are also experiencing recruitment and retention challenges.

CHILD SAFETY AND COMPLIANCE

Recent safety incidents in early childhood settings prompted a \$42 million Rapid Child Safety Review. These highlight the need for stronger oversight and consistent safety standards across all early years' services.

POLICY REFORM

OUR PRIORITY

COASTAL MANAGEMENT



The City of Greater Geelong is calling for a comprehensive review of coastline management in partnership with key stakeholders. The review would explore creating a single coastal management authority, modelled on the Great Ocean Road Coast and Parks Authority (GORCAPA), to manage the Bellarine coastline and potentially Corio Bay.

Currently, the City is responsible for boating infrastructure, dredging, erosion mitigation, vegetation maintenance, public amenities, and beach access, while also applying for State grants to offset costs. This fragmented approach places a growing financial burden on ratepayers and consumes significant resources. A streamlined governance model would deliver efficiency, reduce duplication, and improve outcomes for the community.

The review would consider the Victorian Marine and Coastal Act and related legislation underpinning the GORCAPA framework. A collaborative approach is essential, involving Traditional Owners, responsible authorities, Tourism Greater Geelong and The Bellarine, user groups, residents, and visitors.

MANAGEMENT OF COASTAL ASSETS

> A single, well-resourced State authority would assume responsibility for maintaining and upgrading coastal assets, including:

- Boating facilities.
- Harbours, ramps, car parks, jetties, pontoons, fish cleaning tables, breakwaters, toilet blocks.
- Piers and jetties.
- Holiday parks and camping grounds.
- Playgrounds, open spaces, and conservation reserves.
- Coastal protection structures – seawalls, breakwaters (including artificial reefs), revetments.
- Some roads, shared paths, beach access stairs, ramps, and boardwalks.

THE FUTURE

> A single Victorian Government authority managing reserves from Point Impossible to Point Henry would:

- Protect and manage visitation along the Bellarine coast and bayside reserves.
- Enable a holistic approach to addressing the impacts of increasing visitation, environmental processes, severe weather events, and climate change.
- Deliver operations excellence in parks management, visitor enjoyment and appreciation, community engagement and long-term financial sustainability.
- Invest all revenue it raises from caravan parks and other assets back into the land it manages.

POLICY REFORM

OUR PRIORITY

MANDATORY INCLUSIONARY ZONING

FOR SOCIAL HOUSING



The City of Greater Geelong is advocating for state-regulated Mandatory Inclusionary Zoning (MIZ) for social housing across all new developments with a minimum of 10 per cent for private estates and for government owned land.

MIZ is a planning tool that can boost the supply of social and affordable housing and reduce locational inequality. It offers a sustainable way to deliver new housing without relying on ongoing government funding.

In Australia, MIZ has seen limited use due to complexity, inconsistent application, and a lack of clear policy direction. Since 2020, The Constellation Project and the Community Housing Industry Association (CHIA) have collaborated to develop a **National MIZ Framework**, bringing together more than 60 stakeholders from the housing and homelessness sectors. This work produced:

- A proposed national framework for MIZ
- Principles for applying MIZ across jurisdictions
- A cross-sector cohort that co-designed and supports the framework

With the Victorian Government setting the state's highest housing target for Geelong, it must also commit to a social housing target and clear delivery timeline.

WHY IS IT IMPORTANT TO GEELONG?

- > 7,790 households on the public housing waitlist (Feb 2024).
- > More than 5,000 households experiencing severe rental stress.
- > 1,541 people experienced homelessness in Geelong according to the 2021 census.

SOCIAL HOUSING PLAN

- > The City of Greater Geelong Council has an endorsed Social Housing Plan 2020 – 2041 which aims to:
 - Increase the supply of social housing from the current 3 per cent to 7 per cent of total households by 2031, an estimated increase in supply of 6,000 dwellings and to 10 per cent by 2041 (a further 6,000 dwellings).
 - Maximise Victorian and Australian government investment in new social housing across the City.

OUR ASK

- > Victorian Government regulated Mandatory Inclusionary Zoning for social housing across all new developments with a minimum of 10 per cent for private estates and for government owned land.

POLICY REFORM

OUR PRIORITY

COMMUNITY FACILITIES

TRANSITIONING TO CLEAN ENERGY



Our community pools are vital spaces for health, recreation, and connection. But right now, they rely heavily on gas, a fossil fuel that contributes to greenhouse gas emissions and rising energy costs.

Transitioning these facilities to clean energy is an opportunity to protect our environment, reduce demand on the grid, and lower costs over time. By leveraging favorable electricity supply rates and securing a long-term renewable electricity supply contract, we can achieve significant annual energy cost savings while demonstrating leadership in sustainability.

Currently, many of the aquatic centres across Greater Geelong use gas-fired boilers for pool heating.

Investment is needed to identify and implement the most effective mix of technologies - including electrification, solar thermal, heat pumps, wastewater heat recovery, and other emerging solutions - to deliver a complete transformation to clean, efficient energy.

BENEFITS

- > **Cut Emissions:** Aquatic centres are major energy users. Switching from gas delivers big carbon savings.
- > **Healthier Communities:** Cleaner energy means cleaner air and environment.
- > **Lower Costs:** Clean energy reduces long-term operating expenses and shields councils from volatile gas prices.
- > **Grid stability:** Reduces local grid demand and costly infrastructure upgrades.
- > **Boost Resilience:** Modern systems like heat pumps, solar thermal, and wastewater heat recovery make facilities more reliable and future-proof.
- > **Lead Innovation:** Acting now sets an example for residents and businesses, reinforcing our reputation as a forward-thinking, sustainable city.

OUR ASK

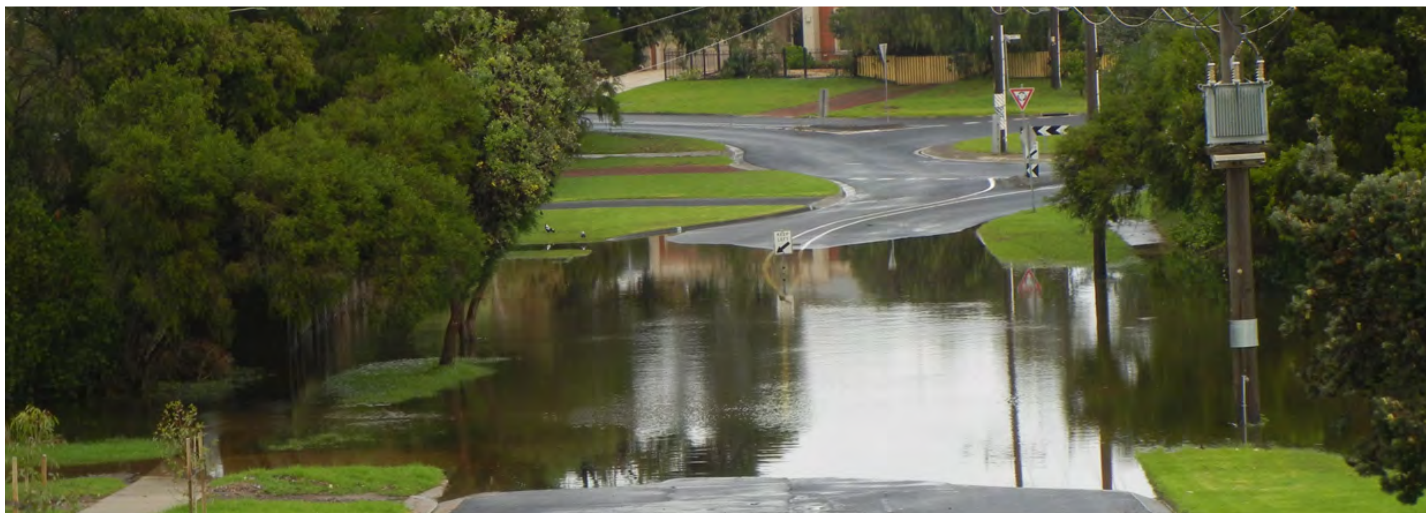
- > Funding to deliver future-ready, low emission heating for community pools:
 - \$3.8m - Leisurelink Aquatic and Recreation Centre
 - \$1.7m - Kardinia Aquatic Centre
 - \$1.9m - Splashdown
 - \$1.8m - Bellarine Aquatic and Sports Centre

REGIONAL PRIORITY

OUR PRIORITY

FLOOD MITIGATION

ACROSS GREATER GEELONG



The social and economic impacts of repeated flood events in Geelong have been significant. Many homeowners have faced considerable financial and emotional stress, compounded by ongoing concerns about rainfall events, home values, and insurance availability. The cost to the City of Greater Geelong and the strain on resources due to these flood events are also considerable.

To address these challenges, stormwater management strategies are being undertaken across the municipality to better understand flood risk and the opportunities for stormwater and integrated water management. Catchment modelling is underway to help the City and relevant authorities manage flood risks more effectively, improve stormwater quality in local waterways, and explore alternative water supply options for the region.

The findings will inform the planning and prioritisation of infrastructure upgrades, flood mitigation measures, and emergency flood management procedures.

BENEFITS

- > Reduces flood risk by minimising the frequency and severity of flooding events, protecting homes, businesses, and infrastructure.
- > Improves public safety by reducing the risk of injury, loss of life, and property damage.
- > Sustains local economy by protecting businesses, jobs, and property values, while reducing repair and disruption costs.
- > Increases community resilience and ensures quicker recovery and less disruption.

NEXT STEPS – LONG-TERM

- > A revised stormwater management model is needed where the Victorian Government's water authority, Barwon Water leads stormwater infrastructure and planning across Greater Geelong.

OUR ASK

- > **Central Geelong:**
 - \$80m
- > **Drysdale / Clifton Springs:**
 - \$3m for Priority 1 projects
 - \$20m for Priority 2 projects
 - \$15m for Priority 3 projects
- > **Lara:**
 - \$2.2m for Stage 1 (Lipson Drive)
 - \$3.2m for Stage 2 (Kyema Drive)
- > **South Geelong:**
 - Catchment modelling underway
- > **Highton:**
 - Catchment modelling underway
- > **Wairn Ponds:**
 - Catchment modelling underway

REGIONAL PRIORITY

OUR PRIORITY

BARWON HEADS VILLAGE PARK

PAVILION REDEVELOPMENT



The redevelopment of the pavilion at Barwon Heads Village Park is a key initiative identified and strategically supported within the Barwon Heads Village Park Master Plan and conceptual designs developed since its endorsement in 2021.

The project aims to upgrade facilities to support local cricket, soccer, and junior football, meeting the growing needs of the community and addressing gaps in current infrastructure. The redevelopment will provide additional change rooms that meet modern standards for use and replace the existing public toilet with an accessible facility at the rear of the building.

The project can be delivered as one or two stages as identified.

Stage 1 focuses on essential upgrades, including female-friendly change rooms, storage, and accessible toilets, creating an inclusive and welcoming environment for players and officials.

Stage 2 will enhance social spaces, construct an undercover spectator area, and improve parking facilities, ensuring the pavilion serves as a central hub for sport and community activities in Barwon Heads.

BENEFITS

- > Enhances club and community engagement by improving spaces that support participation, membership retention, and growth, while providing facilities that attract users and foster a healthy sporting environment.
- > Delivers gender-neutral, modern facilities for cricket, soccer, and AFL, breaking down barriers to participation and promoting inclusivity.
- > Ensures infrastructure meets compliance standards and provides essential amenities, including accessible toilets and storage.

OUR ASK

- > \$6.2m
 - \$2.6m for Stage 1
 - \$3.6m for Stage 2

OUR PRIORITY

BELLARINE ARTS CENTRE



The Bellarine Arts Centre (BAC) is a vibrant cultural hub that has inspired creativity and connection across the region since 2001. Nestled in the heart of the Bellarine and known to locals as “The Potato Shed”, it has served as a beloved venue for performances, educated an entire generation of performing artists, and hosted countless community events. But the centre is now bursting at the seams - its footprint too small, its facilities outdated, and its potential untapped.

Redevelopment will transform BAC into a contemporary, inclusive, and high-impact regional arts facility. It will amplify the region’s creative voice, support First Nations storytelling, and provide cutting-edge spaces for learning, performance, and cultural tourism. This is more than a building upgrade, it’s an investment in the Bellarine’s identity, economy, and future.

This redevelopment will deliver:

- An additional new state-of-the-art theatre with soundproofing, control room, and expanded backstage areas.
- Revitalised front-of-house spaces with flexibility for exhibitions, cabaret and dinner shows.
- Dedicated creative education spaces including music labs, dance studio, and video editing suite.
- Improved performer amenities with separated dressing rooms and toilets.
- Outdoor amphitheatre for summer performances and outdoor events.
- Hospitality spaces to support events and retail.
- Public deck for circulation and outdoor events.

BENEFITS

- > Increased creative sector skills development and capacity building.
- > Enhanced cultural activation and community engagement.
- > Expanded reach and audience, with projected visitation growth of 20 per cent per annum.
- > Strengthened regional identity through storytelling and First Nations programming.
- > Support for local schools and education partners through improved facilities.

OUR ASK

- > \$21.7m for Stage 1
- > \$12.9m for Stage 2

OUR PRIORITY

CLIFTON SPRINGS BOAT HARBOUR DREDGING



Clifton Springs Boat Harbour is a vital recreational and boating hub on the Bellarine Peninsula, yet its functionality is increasingly compromised.

Extensive siltation and seasonal seagrass wrack have made the harbour difficult to navigate, particularly at low tide. With average depths of only 0.6 metres below chart datum and potential subsurface rock, the current harbour configuration no longer supports safe, all-tide access.

Without intervention, the harbour risks becoming permanently underutilised, restricting community access, limiting recreational opportunities, and constraining regional tourism growth.

To restore safe and reliable access, a significant capital dredging program is urgently required. Coastal modelling indicates that sediment transport patterns cause material, including seagrass wrack, to accumulate near the harbour entrance. Within the harbour, the decomposition of trapped seagrass wrack further increases sedimentation, progressively shallowing the basin and reducing navigability.

Strategic dredging would reconfigure the harbour basin and improve functionality, reduce annual dredging maintenance costs and improve resilience against climate change impacts such as rising sea levels and storm tides. Without this investment, the harbour will remain unsafe and economically constrained, unable to fulfil its potential as a key regional asset.

BENEFITS

- > Restores safe, all-tide access for most recreational and emergency vessels and improves access for larger vessels at higher tides.
- > Reduces long-term maintenance costs through strategic design.
- > Supports regional tourism and economic development.
- > Improves environmental resilience to future sea level rise and storm events.

OUR ASK

- > \$500k

OUR PRIORITY

DEVLINS ROAD RESERVE DEVELOPMENT



The development of Devlins Road Reserve is the critical first step in delivering the Ocean Grove Sporting Infrastructure Plan, centred on relocating the Ocean Grove Soccer Club from Shell Road Reserve.

A dedicated, purpose-built soccer precinct at Devlins Road will resolve capacity constraints, provide compliant facilities, and unlock broader sporting priorities across Ocean Grove, enabling future upgrades at Shell Road Reserve and supporting the City's long-term network planning.

Ocean Grove and Wallington are experiencing strong population growth, projected to reach 23,650 by 2041. Combined with increasing soccer participation, particularly among girls and women, pressure on existing facilities has intensified. Shell Road Reserve can no longer meet demand, with participation growth outstripping pitch availability, training capacity and access to suitable amenities.

The Devlins Road Reserve development addresses these challenges by delivering inclusive, compliant infrastructure that supports current and future participation while freeing Shell Road Reserve for its next upgrades. The master plan includes new pitches, a pavilion, district-level play space, pedestrian links, parking and landscaping. Stage 1 funding will deliver detailed designs and core infrastructure to support the club's relocation.

Additional funding is now required to deliver the key elements of the master plan, including two full-sized pitches, sports lighting, fencing, and car parking. These improved amenities will ensure the earliest possible relocation of Ocean Grove Soccer Club to Devlins Road Reserve and enable the wider Ocean Grove sporting network to progress its next priorities.

BENEFITS

- > Supports participation growth through modern, compliant, and inclusive facilities.
- > Promotes gender equity with female-friendly amenities.
- > Ensures infrastructure compliance and alignment with universal design and accessibility standards.

WHAT HAS BEEN COMMITTED

- > \$8m from the City of Greater Geelong towards delivery of the master plan.
- > \$5m from the Australian Government towards delivery of the master plan.

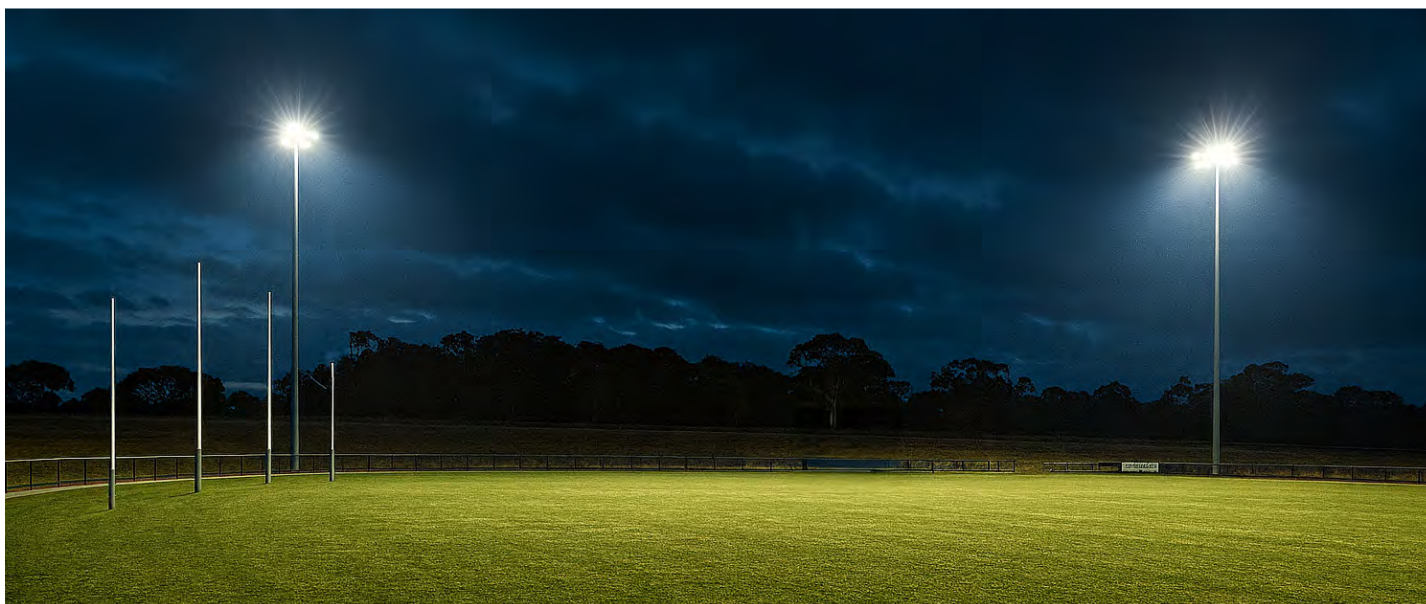
OUR ASK

- > \$5m

OUR PRIORITY

DRYSDALE RECREATION RESERVE

LIGHTING UPGRADE



Drysdale Recreation Reserve is home to the Drysdale Football and Netball Club and the Drysdale Cricket Club, hosting more than 1,000 participants across all age groups, genders, and programs.

A Facilities Development Plan completed in 2025 identified that, while participation is strong, gaps in facility provision including sportsground lighting, limit the clubs' ability to effectively manage match days and training, and to continue growing as sustainable community clubs.

Upgrading the sportsground lighting to 150 lux LED will support increased usage, provide greater scheduling flexibility, and enable night fixtures.

The current metal halide lights are training-standard only and non-compliant for night competition. Upgrading to LED lighting will deliver fit-for-purpose infrastructure, improve access and usability.

The work can be done with minimal site disturbance, which is important in this culturally sensitive area.

BENEFITS

- > **Increased Participation:** Enables greater use of the reserve through evening training and competition, supporting continued growth across all teams and programs.
- > **Equity and Access:** Provides flexible scheduling to better accommodate juniors, women's teams, and community programs.
- > **Improved Safety and Compliance:** Delivers lighting that meets match standards and enhances player and spectator safety.
- > **Sustainability:** Modern LED technology reduces energy use, maintenance costs, and environmental impact.
- > **Community Growth:** Strengthens the reserve as a central, active hub for sport and community connection.

OUR ASK

- > \$500k

OUR PRIORITY

FENCED DOG PARK
ON THE BELLARINE

Dogs can draw people together by encouraging them outside to interact, exercise and share the common bond of owning a companion animal. In short, dogs are an important part of a healthy and socially-connected community.

As our population grows and housing blocks get smaller, there is increasing demand for open space where dogs can safely exercise. To meet this need, we are planning ahead and exploring options for a fenced dog park that will complement existing off-leash areas.

There is strong community support for a fenced dog park on the Bellarine.

Fenced dog parks are designated areas where dogs can exercise and socialise off-leash within a secure environment. While relatively new in Australia, they are now available in all states and territories.

These parks will complement, not replace, existing off-leash areas and will be developed in line with community feedback and our guidelines for siting, design, and management.

We are currently identifying suitable locations on the Bellarine for a fenced dog park.

BENEFITS

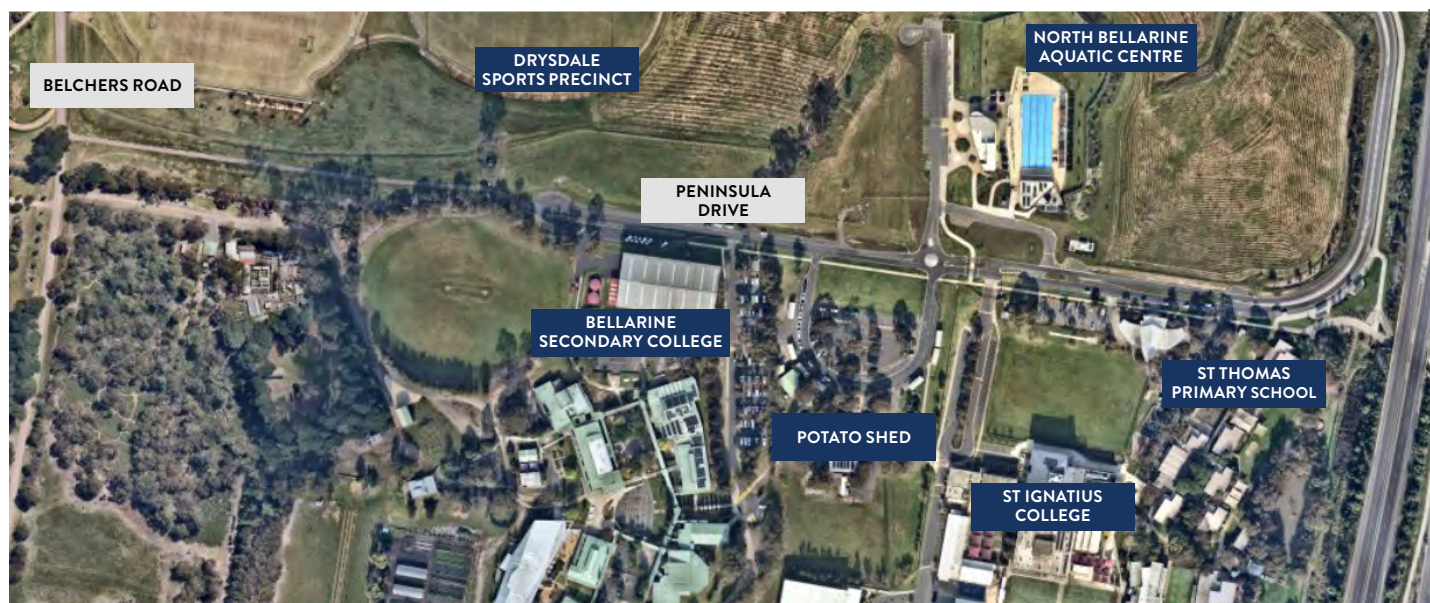
- > Opportunity for dogs to exercise and socialise.
- > Can enhance the safety of dogs.
- > Promote responsible pet ownership.
- > Provide space to educate dog owners about dog etiquette and good behaviour.
- > Minimise conflict in other public open spaces.
- > Provide opportunities for people to socialise and build social bridges in the community.

OUR ASK

- > \$800k-\$1m to enable delivery of a park to meet community expectations, consistent with existing dog parks

OUR PRIORITY

PENINSULA DRIVE EXTENSION AND ROAD LINKS



Peninsula Drive provides access to the Bellarine's education, arts and culture sub-precinct, including the Potato Shed, Bellarine Secondary College, St Ignatius College and St Thomas Catholic Primary School.

The precinct is also home to the Bellarine's growing sport, health, and wellbeing hub, which includes the North Bellarine Aquatic Centre, currently undergoing Stage 2 construction, and the Drysdale Sporting Precinct, where work has commenced on a new pavilion and soccer pitch.

The Bellarine Peninsula's isolation and limited public transport mean most precinct visitors, including families travelling to schools, rely on cars.

Traffic congestion, parking and drop-off issues are common and expected to increase as new facilities are developed, as detailed in the Drysdale Sporting Precinct Master Plan, and the local population grows.

The need for the Peninsula Drive extension to Belchers Road and road links is identified in the Precinct Master Plan and by traffic authority assessments, and remains a recurring concern for road users.

BENEFITS

- > **Improved Connectivity:** Provides safe, direct access to schools, cultural venues, and sporting facilities.
- > **Reduced Congestion and Enhanced Safety:** Proposed upgrades will ease traffic flow and improve road safety as the precinct grows.
- > **Supports Community Growth:** Enables completion of the Drysdale Sporting Precinct Master Plan, delivering essential sport, health, and wellbeing infrastructure.
- > **Boosts local economic activity:** With improved access to community hubs and events.
- > **Future-Proofed Infrastructure:** Meets long-term transport needs identified by planning and traffic assessments, ensuring sustainable growth and accessibility.

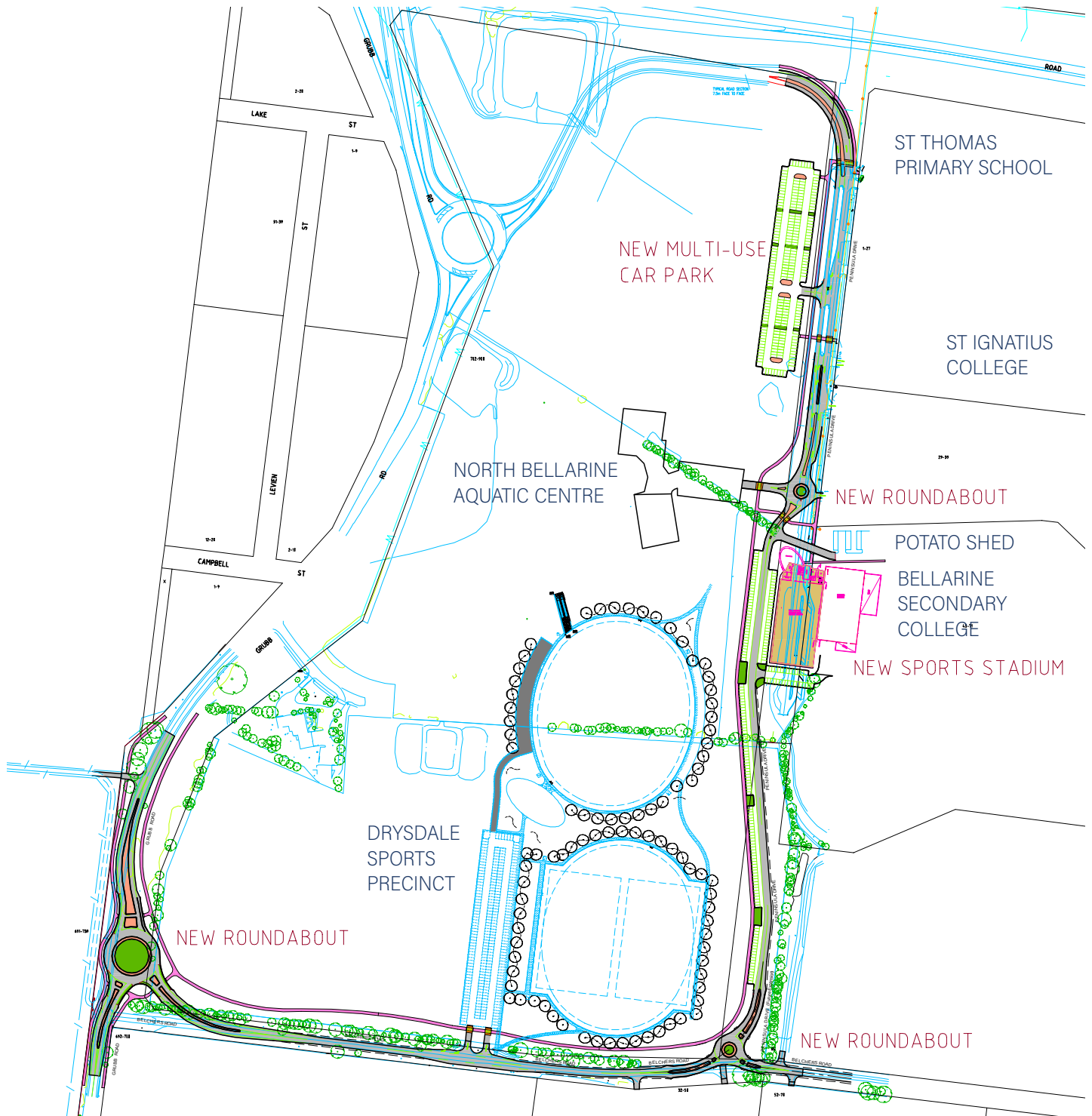
OUR ASK

- > \$24-\$30m Peninsula Drive extension.
- > \$8m Belchers Lane and Grubb Road intersection.

*If stakeholders are interested, the City will engage a Quantity Surveyor for updated estimates.

OUR PRIORITY

PENINSULA DRIVE EXTENSION AND ROAD LINKS



CORANGAMITE ELECTORATE | BELLARINE ELECTORATE | MURRADOC WARD

OUR PRIORITY

ERVIN RESERVE REDEVELOPMENT



As one of Geelong's largest reserves, the redevelopment of Ervin Reserve presents a significant opportunity to create a vibrant community and sporting hub. Located in one of the city's most socio-economically challenged areas, the reserve plays a vital role in addressing inequities in access to quality recreation and open space.

The Ervin Reserve Facility Development Plan (FDP) is underway and will guide improvements that support the Geelong Sharks Rugby League Club, Newcomb Tennis Club, and Newcomb Bulls Cricket Club, helping to expand participation across all ages and abilities.

The project aims to deliver fit-for-purpose facilities and improved connections throughout the reserve. It will identify the most suitable location for a new pavilion, as the current one lacks compliant amenities to support women's and girls' participation. Upgrading playing surfaces and installing sports lighting are also key priorities.

In the 2024 season, the Geelong Sharks Rugby League Club grew by 45 members and anticipates further growth due to the rising popularity of Rugby League in Victoria, which reached a record 5,000 participants. This growth highlights the urgent need for improved facilities to support expanding participation and community use.

BENEFITS

- > **Equity and Inclusion:** Delivers accessible, compliant facilities supporting women, girls, and diverse community participation.
- > **Participation Growth:** Expands opportunities for local clubs and community use, enabling year-round sport through improved lighting and surfaces.
- > **Safety and Accessibility:** Improves lighting, carpark safety, and connections across the reserve for all users.
- > **Community Connection:** Creates a vibrant, inclusive hub that builds local pride and social connection.
- > **Economic and Health Impact:** Boosts local activity and supports community health and wellbeing.

OUR ASK

- > Funding to implement priority actions identified in the Ervin Reserve FDP (mid 2026).

OUR PRIORITY

GRINTER RESERVE
BMX PAVILION

The current BMX pavilion at Grinter Reserve lacks essential amenities such as toilets and showers, which limits participation and the ability to host events. The existing secure steel structure, incorporating a kiosk and club room, meets basic needs but relies on nearby public toilets that are inadequate for the demands of BMX activities and competition use.

This project proposes a complete redevelopment of the pavilion to include a social room, kiosk, toilets, showers and storage. These upgrades will significantly improve the functionality, accessibility and comfort of the facility, creating a safe and welcoming environment for riders, volunteers, officials and spectators. Importantly, the upgraded pavilion will support increased participation, youth engagement and positive community use of the reserve in one of Geelong's most socio-economically challenged areas.

Utility connections will be incorporated to ensure the facility meets contemporary standards, and funding is also required to complete associated track works. Together, these improvements will support Grinter Reserve's continued growth as a strong regional BMX hub and community asset.

BENEFITS

- > Delivers essential amenities, including toilets and showers, to support growing participation and improve the BMX club's ability to host events.
- > Boosts youth engagement and well being by giving young people a safe, structured place to be active, encouraging physical fitness and building confidence.
- > Strengthens Grinter Reserve's role as a regional centre for BMX in south west Victoria.

WHAT HAS BEEN COMMITTED

- > \$372k through the City of Greater Geelong's Community Infrastructure Grant program for BMX track lighting to AusCycling's 200-lux standard.
- > \$160k jointly funded by the Australian Government and the City of Greater Geelong to asphalt the track berms.

OUR ASK

- > \$2.5m to redevelop the pavilion.
- > \$250k to complete track works.

OUR PRIORITY

HOWARD GLOVER RESERVE

PAVILION AND CHANGE ROOM UPGRADE



The pavilion and change facilities at Howard Glover Reserve are significantly outdated, failing to comply with modern accessibility and functional standards. This project will replace the ageing infrastructure with a contemporary, multi-purpose pavilion designed to meet the diverse needs of newly relocated Geelong City Football Club as well as the broader community.

The upgraded facility will feature gender-neutral change rooms, addressing barriers to participation for women and juniors, and accessible referee amenities in line with sporting association building development guidelines. These improvements will foster an inclusive, welcoming environment that promotes greater participation and enhances the overall experience for players, officials, and spectators alike.

BENEFITS

- > Improved facilities to support programs, competitions, and training, enhancing participation retention and overall success.
- > Supports the surging demand for soccer and other sports in the region.
- > Modern welcoming facilities that encourage participation by all genders and age cohorts.
- > Breaking down barriers to participation through encouraging more gender diversity and involvement in all facets of the sporting club environment.

OUR ASK

- > \$5m

OUR PRIORITY

KARDINIA PARK NETBALL COMPLEX



The Kardinia Park Netball Complex redevelopment would deliver modern, fit-for-purpose facilities to support the region's rapidly growing netball community. The upgrade is essential to meet current standards and reflect the scale and professionalism of the sport today.

As of 2024, netball is the fastest-growing sport in Greater Geelong, with participation increasing by 51 per cent since 2022. More than 5,800 players now compete in outdoor netball across the region, with the Kardinia Park Netball Complex hosting a significant proportion of weekly matches, training sessions, and community events.

However, the existing pavilion no longer meets the needs of players, umpires, or spectators. It lacks adequate change spaces, compliant amenities, and appropriate public facilities. The canteen and kiosk also require upgrades to improve safety, accessibility, and service capacity.

Investment in the Kardinia Park Netball Pavilion would ensure the precinct continues to deliver high-quality, accessible facilities that meet the evolving needs of the community and support the future growth of netball across Greater Geelong.

BENEFITS

- > Support continued participation growth and the long-term sustainability of netball in the region.
- > Enhance health and wellbeing outcomes through increased access to safe and equitable sporting spaces.
- > Encourage community connection by providing a high-quality venue for training, competition, and social events.
- > Strengthen Kardinia Park's role as a premier regional sporting hub, attracting greater use, local pride, and economic activity.

OUR ASK

- > \$2.5m

OUR PRIORITY

RICHMOND OVAL

CRICKET NET REDEVELOPMENT



The cricket practice facilities at Richmond Oval are outdated and no longer meet modern standards. The proposed redevelopment will consolidate the two existing structures into a single, streamlined facility featuring a 14.5m turf deck (replacing the current 17.5m deck) and four synthetic lanes, an upgrade from the existing three.

Given the reserve's spatial constraints, the design carefully retains all existing trees to minimise environmental impact. One sports lighting pole currently within the required footprint will need to be relocated before construction can commence.

Detailed designs are complete, making the project shovel-ready once the light pole is moved. This redevelopment will deliver a contemporary, efficient, and user-friendly facility that meets the growing needs of the cricket community.

BENEFITS

- > The improved facilities will support a higher number of training sessions and competitions, increased participation and club sustainability.
- > The addition of an extra synthetic lane will provide more space for practice allowing for simultaneous use by more players.
- > The consolidated structure has been designed in line with Cricket Australia's Community Facilities Guidelines.

OUR ASK

- > \$700k

OUR PRIORITY

WHITTINGTON
COMMUNITY HUB

Services currently provided in separate ageing buildings within the Whittington Link could be consolidated into a Whittington Family and Community Hub. This could be a vibrant, inclusive facility bringing together essential services, programs, and community activities under one roof. The Hub would support lifelong learning, health and wellbeing, youth engagement, and social connection.

The integrated hub concept was explored in the Whittington Link Social Infrastructure Planning Report (2023), shaped by extensive community and stakeholder feedback to guide future investment in Whittington's social infrastructure.

Funding is now sought to progress further stakeholder engagement and planning to confirm the building's scope, inclusions, and design for a multi-purpose hub that meets the evolving needs of the Whittington community.

Whittington is a proud and resilient community with high levels of disadvantage. Engagement with residents and stakeholders from 2022–2024 revealed strong support for a centralised integrated community hub that addresses:

- Fragmented service delivery caused by outdated, aging buildings that are no longer fit for purpose.
- Lack of youth and family spaces.
- Need for culturally safe and inclusive facilities.
- Demand for lifelong learning and employment pathways.

BENEFITS

- > **Improved access to services:** Co-located services provided under one roof in a fit for purpose building would reduce barriers for families and individuals.
- > **Youth and family support:** Safe spaces for engagement, learning, and wellbeing.
- > **Stronger community connection:** Inclusive facilities encourage participation and belonging.
- > **Pathways to employment:** Programs support skill-building and job readiness.
- > **Efficient infrastructure use:** Shared spaces reduce duplication and operating costs.

OUR ASK

- > \$1m to work with the Whittington community and stakeholders to plan and determine the scope and design of a future Whittington Integrated Community Hub.

OUR PRIORITY

WINTER RESERVE

SOCIAL ROOM AND KITCHEN UPGRADE



Upgrade of the Winter Reserve main pavilion will improve the kitchen to provide a larger, more functional space that meets the growing needs of the Belmont Lions Sports Club and East Belmont Cricket Club.

The kitchen will be relocated to a more efficient layout, improving access and usability. Additionally, minor improvements will be made to the social room area to create a seamless connection with the outdoor spaces, fostering a flexible and inviting environment for social gatherings and events.

BENEFITS

- > Delivers essential amenities, including kitchen and social spaces, to support participation and improve the club's ability to host events.
- > Improved facilities to support programs, competitions, and training, boosting participation and retention.
- > Designed to attract participants and promote a healthy, inclusive sporting environment.
- > Modern welcoming facilities that encourage participation from all genders and age groups, offering a more comfortable and suitable space.
- > Aligns with universal guidelines, compliance standards, and inclusion requirements.

OUR ASK

- > \$1.5m

OUR PRIORITY

YOUTH SERVICES SPACES



Young people in Greater Geelong need safe, accessible and inclusive spaces where they can connect, learn and thrive. Building on the success of The Nest Youth Hub pilot in Central Geelong and the continued demand at the fOrT Youth Centre in Norlane, sustained, long term investment is essential to strengthen and enhance these existing spaces.

This project seeks to activate and support youth spaces in priority areas through continued investment, ensuring long term sustainability and equitable access for all young people.

As demand for dedicated youth spaces continues to grow, rising mental health challenges, financial pressure and increasing social isolation highlight an urgent need for places where young people feel safe, supported and genuinely connected to their communities.

By co designing these spaces with young people, we can foster wellbeing, deepen social connection and create meaningful opportunities for participation and personal growth. Sustained investment will ensure these spaces remain responsive, high quality and able to meet the evolving needs of young people in Greater Geelong.

BENEFITS

- > Supports prevention and early intervention through connection, wellbeing, and timely support
- > Improves equity of access by reducing participation barriers and responding to young people's needs.
- > Creates safe, inclusive spaces that support mental health and community connection.
- > Empowers youth voice in planning and governance by providing meaningful opportunities for young people to be involved in decision making.
- > Strengthens system level coordination by enabling stronger partnerships across the youth sector leading to better outcomes for young people.

OUR ASK

- > Continued Victorian Government investment to enable The Nest Youth Hub to remain operational beyond the current pilot.
- > Victorian Government investment to deliver essential upgrades at The fOrT Youth Centre.

OUR PRIORITY

CHIRNSIDE PARK



The Chirnside Park redevelopment will transform this underutilised open space into a vibrant district-level park that promotes inclusive play, active recreation, social connection, and environmental sustainability. Guided by a community-informed master plan, the project will respond to local demographic needs, advance social equity, and deliver environmental and place-based benefits that strengthen Lara's identity and enhance liveability.

Chirnside Park in Lara is a 4.7-hectare open space currently characterised by outdated infrastructure and limited accessibility. Its size, significantly larger than Lara's two existing district parks—and strategic location north-west of Patullos Road position it to serve the needs of a growing local population and become a key recreational destination for the community.

The park will include:

- Inclusive and accessible play space with sensory elements.
- Footpaths and shared trails connecting park features.
- Natural landscaping and shade.
- Social areas including seating, picnic shelters and barbecues.
- Activity zones for ball games, scooters and dog exercise.
- Accessible toilets and improved car parking.

BENEFITS

- > **Community and Wellbeing:** The park will offer inclusive play and recreation opportunities for all ages and abilities, encouraging active lifestyles, social connection, and improved mental and physical health.
- > **Environmental Sustainability:** Native planting, enhanced biodiversity, and sustainable design features will support local ecosystems and climate resilience.
- > **Local Identity and Liveability:** As a high-quality, accessible open space, Chirnside Park will strengthen Lara's identity, and enhance neighbourhood appeal and liveability.

WHAT HAS BEEN COMMITTED

- > \$320k from City of Greater Geelong towards play and half court renewal.
- > \$250k from the Victorian Government through the Pick My Park program for upgrade of play and social spaces.

OUR ASK

- > \$3m

OUR PRIORITY

COWIES CREEK

MASTER PLAN



The Cowies Creek Master Plan will protect, restore, and celebrate one of Geelong's most valued urban waterways. Cowies Creek is an important community space, a place for recreation, social connection, education, and nature appreciation, and the community has long advocated for its improvement and protection.

Situated near the Northern Geelong Growth Area and within proximity of the Spirit of Tasmania terminal, Cowies Creek forms a key part of Geelong's northern growth and waterfront renewal area. Enhancing this corridor would strengthen ecological connections between the coast, open spaces, and surrounding neighbourhoods while improving the visitor experience for those arriving through this important regional gateway.

The master plan will deliver strong, measurable environmental outcomes, including:

- Habitat restoration to support native biodiversity and strengthen ecological corridors.
- Improved water quality through integrated, nature-based stormwater management.
- Enhanced climate resilience by increasing tree canopy, stabilising creek banks, and expanding floodplain capacity.

BENEFITS

- > Inclusive all-abilities access for everyone.
- > Safer, well-lit and upgraded paths for easy movement.
- > Enhanced safety and security throughout the corridor.
- > Signage that tells the rich cultural and environmental stories of the region.
- > Better connections to key destinations like the shopping centre, Seagull Paddock and Wathaurong Community Centre.
- > Stronger community planting and stewardship programs.
- > Improved protection for the threatened Growling Grass Frog.

OUR ASK

- > Funding for a Cowies Creek Master Plan.

OUR PRIORITY

HAMLYN PARK REDEVELOPMENT



Hamlyn Park supports over 1,100 participants across football, netball, cricket, tennis and ballroom dancing. The social rooms and ballroom are a hive of activity, regularly hired out to community and private groups each week.

Despite its popularity, the current facilities fall short of modern standards, lacking universal accessibility, female-friendly design, and adequate space to meet growing community needs.

This project will deliver refurbishment of key facilities including the Geelong Ballroom, Alex Rizun Pavilion and the tennis pavilion, along with improved accessibility and functionality across the precinct. It will also introduce new community amenities such as a play space, an upgraded bike track and enhanced playing surfaces, as well as expanded parking.

These improvements will transform Hamlyn Park into an inclusive, modern and multi-purpose destination for all ages and abilities.

BENEFITS

- > Modern, inclusive facilities and programs that increase participation, support training and competition, improve retention, and create a healthy, welcoming sporting environment for all abilities and genders.

WHAT HAS BEEN COMMITTED

- > \$1.7m from the City of Greater Geelong to upgrade female change facilities to support netball players.
- > \$250k from the Victorian Government through the Pick My Park program towards a new recreation area.
- > \$250k from the City of Greater Geelong towards play space renewal.

ASK

- > \$2m to upgrade Geelong Ballroom.
- > \$2m to refurbish the Alex Rizun Pavilion.
- > \$1.2m to upgrade the Hamlyn Park Tennis Pavilion.
- > \$1m to upgrade the recreation area to a district standard, including pump track renewal, car parking, surface upgrade and ball protection fence.

OUR PRIORITY

LARA RECREATION RESERVE

CHANGE ROOM UPGRADE



The redevelopment of the football change rooms at Lara Recreation Reserve is a key initiative identified and strategically supported within the Lara Recreation Reserve Master Plan and through concept designs developed since its 2019 endorsement.

This upgrade will deliver modern, AFL Victoria-compliant change rooms that are female-friendly and accessible, supporting the growing needs of the Lara Football Netball Club and addressing key gaps in the current pavilion.

The project can be delivered in one or two stages:

- **Stage 1:** Delivers essential upgrades including female-friendly changerooms, accessible toilets, storage, and a new kiosk, creating a welcoming and inclusive space for players and officials.
- **Stage 2:** Renovates existing home team rooms to be female-friendly, adds storage and a gym, and strengthens the pavilion's role as a central hub for football and cricket in the community.

BENEFITS

> Greater participation opportunities:

- Improved space clubs and community participation, membership retention, opportunity and prosperity.
- Facilities attract participants to complement club initiatives and foster a healthy sporting environment.

> Delivers gender-neutral, modern facilities to support soccer:

- Breaking down barriers to participation through encouraging more gender diversity and involvement in sport.

> Essential amenities:

- Aligns infrastructure with recommended guidelines and compliance requirements for AFL.
- Provides essential amenities, including accessible toilets and storage.

OUR ASK

> \$3.2m

- Stage 1: \$2.4m
- Stage 2: \$800k

OUR PRIORITY

LEISURETIME SPORTS PRECINCT COURT UPGRADE



The upgrade of the Leisuretime Sports Precinct will see the removal of the central mezzanine and refurbishment of the Beggs and Branch Stadium to create a four-court facility.

The facility will be designed to meet basketball-compliant standards, with new flooring and LED lighting. The project also includes the removal of asbestos from the walls, refurbishment of the roof, and reconfiguration of the rooms off the courts into storage spaces and a referee room.

Originally opened in 1976, the building will be 50 years old in 2026. Much of the internal infrastructure, including the roof, flooring, and walls, remains original, underscoring the urgent need for modernisation to meet current safety, accessibility, and sporting standards.

The precinct supports a wide range of activities including basketball, netball, volleyball, badminton, squash, racquetball, futsal (including Little Kickers and Big Issue soccer programs), taekwondo, roller derby, and the Special Olympics disability program. Demand for indoor sports courts continues to grow, placing pressure on existing facilities to serve a rapidly expanding and youthful population.

Indoor sports participation could grow from 25,000 to over 38,000 participants by 2041 if current participation rates are maintained. The Leisuretime Sports Precinct will be a crucial indoor sports facility to support the anticipated growth in the northern planning precinct, which is projected to increase by approximately 40,000 to 50,000 people by 2041.

BENEFITS

- > **Greater participation opportunities:** Improved spaces to deliver programs, competitions and training to support participation retention, opportunity and prosperity. Facilities attract participants to complement club initiatives and foster a healthy sporting environment.
- > **Supports female participation / gender equity:** Modern welcoming facilities that encourage participation by all genders and age cohorts. Breaking down barriers to participation through encouraging more gender diversity and involvement in all facets of the sporting club environment.
- > **Infrastructure compliance:** Aligns infrastructure with recommended universal guidelines, compliance, and inclusion requirements. Making facilities safer and equitable to other like local venues.

OUR ASK

- > \$15m

OUR PRIORITY

MYERS RESERVE
REDEVELOPMENT

Myers Reserve, situated within the Creamery Road Precinct, lies in the heart of the Northern and Western Geelong Growth Areas and is positioned to benefit from significant population growth.

The 16.5-hectare reserve, which caters to a diverse demographic, is home to a broad range of organised sports including AFL, cricket, lawn bowls, netball and soccer.

A Master Plan for the redevelopment of Myers Reserve was completed in 2022. Funding is now required to deliver this vision and ensure the reserve continues to serve as a vital community hub.

The plan includes relocating the existing bowls green to allow for the repositioning of netball courts adjacent to the football, cricket, and netball pavilion, creating a more integrated and accessible sporting precinct.

Equally critical is the construction of a new soccer pavilion, identified as a high priority to support the surge in participation and provide a permanent home for the Geelong Rangers and Geelong Galaxy Football Clubs.

BENEFITS

- > The bowling green relocation unlocks the construction of a modern, fit-for-purpose pavilion, creates capacity for a second green, and resolves flooding issues.
- > The netball court relocation improves safety and compliance, with resurfacing and improved drainage eliminating flooding issues.
- > The new soccer pavilion delivers modern, fit-for-purpose change rooms and amenities to support growing participation.

WHAT HAS BEEN COMMITTED

- > \$1m from the City of Greater Geelong for master plan delivery.

OUR ASK

- \$6m to relocate and upgrade the bowls facility
- \$3m to relocate and upgrade the netball courts
- \$3.1m for redevelopment of the soccer pavilion (change rooms)
- \$4.2m for redevelopment of the soccer social spaces

OUR PRIORITY

NORLANE COMMUNITY CENTRE



The Norlane Community Centre is undergoing a major transformation to better serve the needs of one of Geelong's most diverse and resilient communities. The redevelopment will deliver a welcoming, accessible and fit-for-purpose facility that supports lifelong learning, social connection, and community-led services.

Stages 1 and 2 are currently under construction and this includes upgrades to the building's main amenities, a multi-purpose room, a store to be used as a foodshare space, and a community garden.

Stages 3, 4 and 5 remain unfunded. These stages will deliver an expanded dining and kitchen area, a new lounge, larger training rooms and expanded outdoor gathering spaces, along with essential improvements to areas that are critical to the centre's work in supporting food relief, mental health, and community empowerment.

The redevelopment has been designed in consultation with the Norlane Community Centre, a neighbourhood house that operates from the facility. Once completed, the upgraded centre will increase capacity to support other organisations and respond to growing community demand for services.

In Norlane, where the incidence of mental health conditions is nearly double the statewide rate and life expectancy is five years lower than the regional average, this project is not just about infrastructure, it's about equity, dignity and opportunity.

BENEFITS

- > Supports community-led programs and services.
- > Enhances access to training, wellbeing and social support.
- > Creates safe, inclusive and culturally appropriate spaces.
- > Strengthens partnerships with Norlane Community Centre.
- > Aligns with Council's Social Infrastructure Plan and Our Community Plan 2021–25.

WHAT HAS BEEN COMMITTED

- > \$1.6m from the City of Greater Geelong to deliver Stages 1 and 2 upgrades to the building's entry, foyer and outdoor spaces.

OUR ASK

- > \$3.2m to complete Stages 3, 4 and 5 and deliver a fully redeveloped Norlane Community Centre.

OUR PRIORITY

OSBORNE PARK

NETBALL COURT AND KITCHEN



The Osborne Park netball duplication and kitchen upgrade would deliver essential improvements to support the ongoing growth and sustainability of the North Geelong Football and Netball Club.

The North Geelong Football Netball Club is currently the only club in Geelong without access to two netball courts, a key limitation affecting participation growth and long-term viability. To address this, the club's highest priority is the duplication of the existing netball court, followed by the redevelopment of the outdated kitchen facilities.

The proposed works include:

- Construction of a second competition-standard netball court (increasing capacity from one to two courts).
- Installation of LED sports lighting compliant with competition standards.
- New player and umpire shelters, access pathways, and associated landscaping.
- Redevelopment of the kitchen facilities to meet modern standards and community use expectations.

The existing kitchen layout and infrastructure no longer meet current functional or accessibility requirements. The club secured a Community Infrastructure Grant from the City of Greater Geelong to prepare detailed designs for the kitchen redevelopment, which have now been completed and fully costed.

Both projects are fully designed, costed, and shovel-ready, positioning them for immediate delivery once funding is confirmed.

BENEFITS

- > Expanded netball court capacity will offer increased participation opportunities, ease scheduling pressures, and enhance the club's ability to host both training sessions and competitive matches.
- > Installation of new LED lighting, upgraded shelters, and improved landscaping will provide a safer, more welcoming, and accessible environment for all players, officials, and spectators.
- > Modernised kitchen facilities will strengthen support for match days, club events, and broader community activities by ensuring compliance with up-to-date standards and meeting the evolving needs of users.

OUR ASK

- > \$850k to duplicate the netball court.
- > \$500k to redevelop the kitchen.

OUR PRIORITY

BARWON RIVER
LOOP TRAIL

The Barwon River Loop Trail will deliver a continuous, accessible and scenic walking and cycling route around the Barwon River corridor, connecting communities, enhancing liveability and celebrating the region's natural and cultural heritage.

The project includes a new pedestrian and cycling bridge across the Barwon River, linking the existing trail network between Fyansford and Highton. This connection will complete the loop and unlock safer, more inclusive access for residents, visitors and commuters. The bridge design prioritises accessibility, environmental sensitivity and visual harmony with the river landscape.

The trail will support active transport, tourism, and community wellbeing, while strengthening links to key destinations including schools, sports precincts, parks and commercial centres. It also aligns with the City's sustainability and mobility goals and responds to strong community demand for improved river access.

BENEFITS

- > Completes the loop and links Fyansford to Highton for safe, inclusive access.
- > Provides a scenic, accessible trail for walking and cycling.
- > Attracts visitors and supports local businesses.
- > Showcases the river and cultural heritage through sensitive design.
- > Promotes active transport and aligns with City sustainability goals.

WHAT HAS BEEN COMMITTED

- > CCMA secured a \$300k grant for the City to advance design and engineering work on the proposed pedestrian bridge and path connections.

OUR ASK

- > \$8.5m

OUR PRIORITY

HIGHTON VILLAGE REVITALISATION



Implementation of the Highton Village Urban Design Framework (UDF) will deliver a series of thoughtful improvements that celebrate the precinct's village charm while making it safer, greener, and more connected.

The upgrade will focus on key areas including Belle Vue Avenue, Belle Vue Arcade, Village Walk and Barrabool Service Lane. Improvements will include better pedestrian access, upgraded public spaces, and new infrastructure that supports local businesses and community gatherings.

Developed through comprehensive community consultation, the UDF represents a collective vision for the future of Highton Village.

The City of Greater Geelong has already renewed the Belle Vue Avenue footpath to maintain a safe, accessible, and attractive village environment. Additional funding is now sought to deliver the next stage of upgrades, building on this foundation to fully realise the UDF's collective vision for Highton Village.

By turning vision into action, this project will help Highton thrive as a vibrant local centre that meets the needs of residents, visitors and traders alike.

BENEFITS

- > Supports local business and economic activity.
- > Improves safety and accessibility for pedestrians and cyclists.
- > Enhances public amenity and community pride.
- > Responds to community aspirations for a more vibrant and connected village centre.

OUR ASK

- > \$2m to upgrade Belle Vue Avenue streetscape projects (stage 2)
- > \$2m to upgrade Belle Vue Arcade and Village Walk streetscape projects.
- > \$1.8m to upgrade the Service Lane streetscape projects.
- > \$2.5m to upgrade Barrabool Road streetscape projects.

OUR PRIORITY

MARSHALL BLUESTONE COTTAGE



Restoration of the Marshall Bluestone Cottage will relocate McAteer's historic 1860s bluestone cottage, a defining piece of Marshall's heritage. For more than a century, the cottage stood on its original site as a tangible link to the area's early settlement and agricultural history.

The cottage was removed by the Victorian Government during the Barwon Heads Road duplication, with community understanding that it would be reconstructed once works were complete. However, the building remains dismantled, with its bluestone stored rather than returned to public use.

In 2021, the City of Greater Geelong commissioned a study to explore viable relocation options and identify sustainable future uses. The preferred option proposes reconstructing the cottage at council owned Marshall Reserve, directly opposite its original site. This would allow the cottage to be rebuilt with minor adaptations for mixed community use, complement the neighbouring community garden, and support users of the new shared path along Barwon Heads Road.

The City has shown strong partnership by offering its land for reconstruction and committing to ongoing maintenance and facilitation of community use. However, it is not in a position to also fund the rebuild.

Despite strong community advocacy, the Victorian Government has declined funding, stating the rebuild falls outside the scope of the road upgrade. State support is now sought to finally restore this iconic heritage structure as a living community asset.

Rebuilding the Marshelltown Bluestone Cottage is essential to protecting local heritage, strengthening community connection, and ensuring this significant piece of Marshall's history is preserved for future generations.

BENEFITS

- > Preserves and restores a rare 1860s bluestone cottage, protecting an important piece of Marshelltown's heritage.
- > Returns a much loved heritage icon to public use, meeting community expectations established during the Barwon Heads Road upgrade.
- > Strengthens community identity and connection to place by relocating the cottage opposite its original site.
- > Complements the shared path and adjoining community garden, creating a point of interest and gathering place.

OUR ASK

- > \$1.6m

OUR PRIORITY

MT BRANDON RESERVE
PARKLAND

The Mt Brandon Reserve Parkland revitalisation will deliver a staged upgrade of open space between the Geelong Ring Road and Buckley Falls Park. This project will enhance recreational access, protect cultural and environmental values, and create a high-quality public realm for the growing Barrabool Hills community.

The transformation, which is underpinned by the Mt Brandon Landscape Plan, includes new trails, picnic areas, river access, and environmental restoration, and aligns with the Kitjarra-dja-bul Bullarto langi-ut and the Shared Trails Master Plan.

Key elements include:

- **Picnic and Recreation Areas:** Two new picnic areas with shelters, BBQs, seating, and informal recreation spaces.
- **River Access:** Fishing platforms, canoe access, and stairs to the river.
- **Environmental Restoration:** Indigenous revegetation, habitat corridor enhancement, and weed control.
- **Cultural Heritage Protection:** Interpretation of the historic Mill water race and protection of Wathaurong cultural sites.
- **Shared Trails:** A new 2.5-metre wide sealed pedestrian/cycle path linking Buckley Falls Park to the Geelong Ring Road, with additional unsealed trails to Baums Weir and Rivergum Drive (The Barwon River Loop Trail and bridge connection is a standalone priority project).

BENEFITS

- > Improved connectivity between residential areas and the Barwon River Trail.
- > Inclusive recreation for all ages and abilities.
- > Environmental stewardship through habitat restoration and revegetation.
- > Cultural recognition of Wathaurong heritage and early European history.
- > Community-led transformation supported by long-standing volunteer groups and existing Plans.

OUR ASK

- > \$1.3m

OUR PRIORITY

PROVINCE BOULEVARD PLAYGROUND



Design and construction of a new community parkland and supporting community infrastructure including play space, paths, shelter and landscaping within a vacant Council owned reserve. The new reserve will provide an important addition to the network for this neighbourhood which has an under provision of accessible public open space. The development of this reserve will support active lifestyles and improved community connections.

Draft Concept Plans have been prepared in response to initial Community Engagement and include:

- Bulk earthworks
- Vehicle access points
- Two picnic shelters
- Retaining wall balustrades
- Barbecues, signage
- Nature play and play equipment
- External services (electricity and stormwater) connections

BENEFITS

- > Community connection and development
- > Accessible open space
- > Enable active lifestyles
- > Deliver on community need and expectation arising from a lack of community gathering and play spaces to service this neighbourhood.

OUR ASK

- > \$2.1m

OUR PRIORITY

SPARROVALE WETLANDS



We have approved a 20-year master plan for the Sparrovale Wetlands, a new world class 550-hectare nature reserve being created near Armstrong Creek and adjacent to the iconic Lake Connewarre State Game Reserve.

The plan's aim is to create significant environmental, tourism and recreational benefits for our region.

The Sparrovale Master Plan provides for environmental protection, a staged opening of the wetlands park and the creation of a regional gateway to the Lake Connewarre area.

This is a unique opportunity to establish a parkland ecosystem in partnership with other government agencies that will protect the area's biodiversity and cater to a range of passive recreational and educational activities, as well as increase access for fishing, canoeing and kayaking.

The plan has three phases from now until 2040 and also identifies the potential to build a regional wetland interpretation centre and lookout structure, to promote the wetlands and Lake Connewarre Ramsar area.

OUR ASK

- > \$920k for key infrastructure including a viewing platform, picnic areas, pedestrian bridge and building refurbishment.
- > \$620k for public access paths and tracks including boardwalks and culverts.
- > \$330k for water infrastructure - removal of bunds, regulator gates automation, culvert and associated works.
- > \$3.3m for public amenity and eco-tourism investment including sculpture, heritage interpretation.

OUR PRIORITY

WAURN PONDS
SKATE PARK

Stage 1 of the Waurnd Ponds Skate Park was a major step forward in enhancing local recreation. To realise the precinct's full potential and deliver a world-class experience, further upgrades are needed.

The City of Greater Geelong is planning to renew the dirt jumps, strengthening Waurnd Ponds' position as a regional hub for wheeled sports and supporting progression for BMX and mountain bike riders.

Funding is now sought to create a more inclusive and comprehensive space for skateboarders, BMX and mountain bike riders, and other park users.

Proposed improvements include:

- An advanced skate bowl and vert ramp renewal to attract experienced riders.
- A new mini ramp to support beginner progression.
- A new road crossing to link the skate park and dirt jumps, improving safety and access.
- Upgraded parking and signage to manage traffic and support growing participation.
- Sports lighting of the skate park for evening and year-round use.

BENEFITS

- > **Expanded participation:** New features will attract a broader range of users, from beginners to advanced riders, across skateboarding, BMX, and mountain biking.
- > **Improved safety:** A new road crossing and better lighting will reduce risk and support safe use throughout the precinct.
- > **Greater accessibility and inclusion:** A toilet facility and improved signage will support gender equity and access for all users.
- > **Enhanced community appeal:** Upgraded facilities will position Waurnd Ponds as a leading regional destination for wheeled sports.
- > **Year-round activation:** Sports lighting will extend usable hours, supporting evening and winter use.

WHAT HAS BEEN COMMITTED

- > \$600k from the City of Greater Geelong to renew the dirt jumps.
- > \$250k from the Victorian Government through the Pick My Park program for a toilet facility.

OUR ASK

- > \$2m to improve skate provision and lighting.
- > \$850k for safety, accessibility and amenity improvements.

OUR PRIORITY

COMMUNITY FACILITIES

TRANSITIONING TO CLEAN ENERGY



Our community pools are vital spaces for health, recreation, and connection. But right now, they rely heavily on gas, a fossil fuel that contributes to greenhouse gas emissions and rising energy costs.

Transitioning these facilities to clean energy is an opportunity to protect our environment, reduce demand on the grid, and lower costs over time. By leveraging favorable electricity supply rates and securing a long-term renewable electricity supply contract, we can achieve significant annual energy cost savings while demonstrating leadership in sustainability.

Currently, many of the aquatic centres across Greater Geelong use gas-fired boilers for pool heating.

Investment is needed to identify and implement the most effective mix of technologies - including electrification, solar thermal, heat pumps, wastewater heat recovery, and other emerging solutions - to deliver a complete transformation to clean, efficient energy.

BENEFITS

- > **Cut Emissions:** Aquatic centres are major energy users. Switching from gas delivers big carbon savings.
- > **Healthier Communities:** Cleaner energy means cleaner air and environment.
- > **Lower Costs:** Clean energy reduces long-term operating expenses and shields councils from volatile gas prices.
- > **Grid stability:** Reduces local grid demand and costly infrastructure upgrades.
- > **Boost Resilience:** Modern systems like heat pumps, solar thermal, and wastewater heat recovery make facilities more reliable and future-proof.
- > **Lead Innovation:** Acting now sets an example for residents and businesses, reinforcing our reputation as a forward-thinking, sustainable city.

OUR ASK

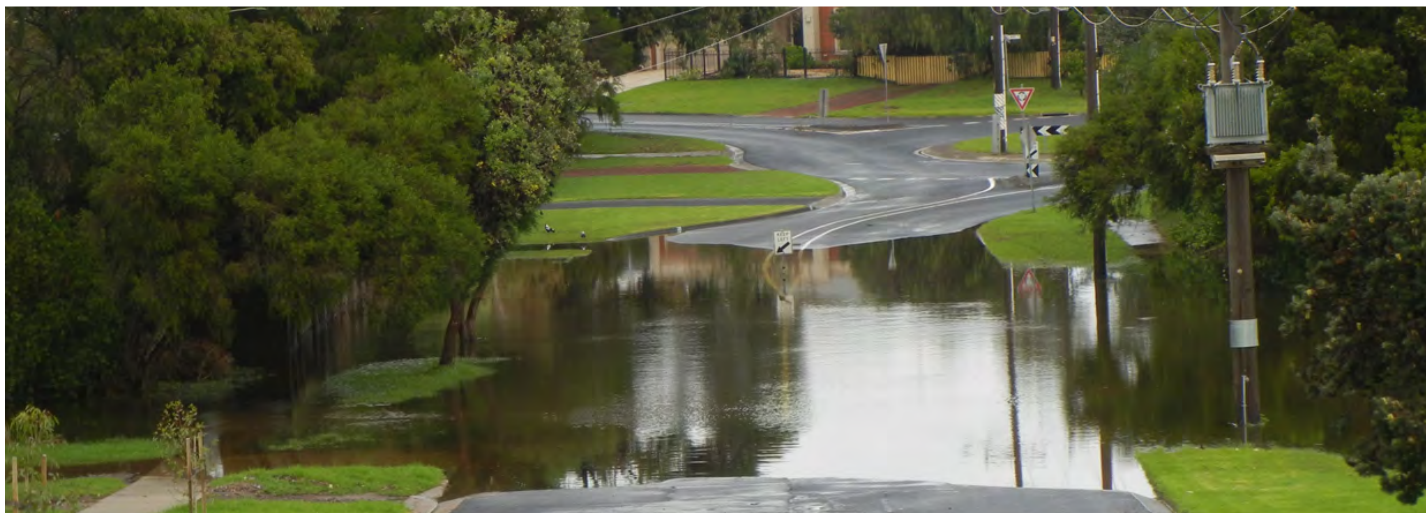
- > Funding to deliver future-ready, low emission heating for community pools:
 - \$3.8m - Leisurelink Aquatic and Recreation Centre
 - \$1.7m - Kardinia Aquatic Centre
 - \$1.9m - Splashdown
 - \$1.8m - Bellarine Aquatic and Sports Centre

REGIONAL PRIORITY

OUR PRIORITY

FLOOD MITIGATION

ACROSS GREATER GEELONG



The social and economic impacts of repeated flood events in Geelong have been significant. Many homeowners have faced considerable financial and emotional stress, compounded by ongoing concerns about rainfall events, home values, and insurance availability. The cost to the City of Greater Geelong and the strain on resources due to these flood events are also considerable.

To address these challenges, stormwater management strategies are being undertaken across the municipality to better understand flood risk and the opportunities for stormwater and integrated water management. Catchment modelling is underway to help the City and relevant authorities manage flood risks more effectively, improve stormwater quality in local waterways, and explore alternative water supply options for the region.

The findings will inform the planning and prioritisation of infrastructure upgrades, flood mitigation measures, and emergency flood management procedures.

BENEFITS

- > Reduces flood risk by minimising the frequency and severity of flooding events, protecting homes, businesses, and infrastructure.
- > Improves public safety by reducing the risk of injury, loss of life, and property damage.
- > Sustains local economy by protecting businesses, jobs, and property values, while reducing repair and disruption costs.
- > Increases community resilience and ensures quicker recovery and less disruption.

NEXT STEPS – LONG-TERM

- > A revised stormwater management model is needed where the Victorian Government's water authority, Barwon Water leads stormwater infrastructure and planning across Greater Geelong.

OUR ASK

- > **Central Geelong:**
 - \$80m
- > **Drysdale / Clifton Springs:**
 - \$3m for Priority 1 projects
 - \$20m for Priority 2 projects
 - \$15m for Priority 3 projects
- > **Lara:**
 - \$2.2m for Stage 1 (Lipson Drive)
 - \$3.2m for Stage 2 (Kyema Drive)
- > **South Geelong:**
 - Catchment modelling underway
- > **Highton:**
 - Catchment modelling underway
- > **Wairn Ponds:**
 - Catchment modelling underway

REGIONAL PRIORITY

OUR PRIORITY

BARWON HEADS VILLAGE PARK

PAVILION REDEVELOPMENT



The redevelopment of the pavilion at Barwon Heads Village Park is a key initiative identified and strategically supported within the Barwon Heads Village Park Master Plan and conceptual designs developed since its endorsement in 2021.

The project aims to upgrade facilities to support local cricket, soccer, and junior football, meeting the growing needs of the community and addressing gaps in current infrastructure. The redevelopment will provide additional change rooms that meet modern standards for use and replace the existing public toilet with an accessible facility at the rear of the building.

The project can be delivered as one or two stages as identified.

Stage 1 focuses on essential upgrades, including female-friendly change rooms, storage, and accessible toilets, creating an inclusive and welcoming environment for players and officials.

Stage 2 will enhance social spaces, construct an undercover spectator area, and improve parking facilities, ensuring the pavilion serves as a central hub for sport and community activities in Barwon Heads.

BENEFITS

- > Enhances club and community engagement by improving spaces that support participation, membership retention, and growth, while providing facilities that attract users and foster a healthy sporting environment.
- > Delivers gender-neutral, modern facilities for cricket, soccer, and AFL, breaking down barriers to participation and promoting inclusivity.
- > Ensures infrastructure meets compliance standards and provides essential amenities, including accessible toilets and storage.

OUR ASK

- > \$6.2m
 - \$2.6m for Stage 1
 - \$3.6m for Stage 2

OUR PRIORITY

BELLARINE ARTS CENTRE



The Bellarine Arts Centre (BAC) is a vibrant cultural hub that has inspired creativity and connection across the region since 2001. Nestled in the heart of the Bellarine and known to locals as “The Potato Shed”, it has served as a beloved venue for performances, educated an entire generation of performing artists, and hosted countless community events. But the centre is now bursting at the seams - its footprint too small, its facilities outdated, and its potential untapped.

Redevelopment will transform BAC into a contemporary, inclusive, and high-impact regional arts facility. It will amplify the region’s creative voice, support First Nations storytelling, and provide cutting-edge spaces for learning, performance, and cultural tourism. This is more than a building upgrade, it’s an investment in the Bellarine’s identity, economy, and future.

This redevelopment will deliver:

- An additional new state-of-the-art theatre with soundproofing, control room, and expanded backstage areas.
- Revitalised front-of-house spaces with flexibility for exhibitions, cabaret and dinner shows.
- Dedicated creative education spaces including music labs, dance studio, and video editing suite.
- Improved performer amenities with separated dressing rooms and toilets.
- Outdoor amphitheatre for summer performances and outdoor events.
- Hospitality spaces to support events and retail.
- Public deck for circulation and outdoor events.

BENEFITS

- > Increased creative sector skills development and capacity building.
- > Enhanced cultural activation and community engagement.
- > Expanded reach and audience, with projected visitation growth of 20 per cent per annum.
- > Strengthened regional identity through storytelling and First Nations programming.
- > Support for local schools and education partners through improved facilities.

OUR ASK

- > \$21.7m for Stage 1
- > \$12.9m for Stage 2

OUR PRIORITY

CLIFTON SPRINGS BOAT HARBOUR DREDGING



Clifton Springs Boat Harbour is a vital recreational and boating hub on the Bellarine Peninsula, yet its functionality is increasingly compromised.

Extensive siltation and seasonal seagrass wrack have made the harbour difficult to navigate, particularly at low tide. With average depths of only 0.6 metres below chart datum and potential subsurface rock, the current harbour configuration no longer supports safe, all-tide access.

Without intervention, the harbour risks becoming permanently underutilised, restricting community access, limiting recreational opportunities, and constraining regional tourism growth.

To restore safe and reliable access, a significant capital dredging program is urgently required. Coastal modelling indicates that sediment transport patterns cause material, including seagrass wrack, to accumulate near the harbour entrance. Within the harbour, the decomposition of trapped seagrass wrack further increases sedimentation, progressively shallowing the basin and reducing navigability.

Strategic dredging would reconfigure the harbour basin and improve functionality, reduce annual dredging maintenance costs and improve resilience against climate change impacts such as rising sea levels and storm tides. Without this investment, the harbour will remain unsafe and economically constrained, unable to fulfil its potential as a key regional asset.

BENEFITS

- > Restores safe, all-tide access for most recreational and emergency vessels and improves access for larger vessels at higher tides.
- > Reduces long-term maintenance costs through strategic design.
- > Supports regional tourism and economic development.
- > Improves environmental resilience to future sea level rise and storm events.

OUR ASK

- > \$500k

OUR PRIORITY

DEVLINS ROAD RESERVE DEVELOPMENT



The development of Devlins Road Reserve is the critical first step in delivering the Ocean Grove Sporting Infrastructure Plan, centred on relocating the Ocean Grove Soccer Club from Shell Road Reserve.

A dedicated, purpose-built soccer precinct at Devlins Road will resolve capacity constraints, provide compliant facilities, and unlock broader sporting priorities across Ocean Grove, enabling future upgrades at Shell Road Reserve and supporting the City's long-term network planning.

Ocean Grove and Wallington are experiencing strong population growth, projected to reach 23,650 by 2041. Combined with increasing soccer participation, particularly among girls and women, pressure on existing facilities has intensified. Shell Road Reserve can no longer meet demand, with participation growth outstripping pitch availability, training capacity and access to suitable amenities.

The Devlins Road Reserve development addresses these challenges by delivering inclusive, compliant infrastructure that supports current and future participation while freeing Shell Road Reserve for its next upgrades. The master plan includes new pitches, a pavilion, district-level play space, pedestrian links, parking and landscaping. Stage 1 funding will deliver detailed designs and core infrastructure to support the club's relocation.

Additional funding is now required to deliver the key elements of the master plan, including two full-sized pitches, sports lighting, fencing, and car parking. These improved amenities will ensure the earliest possible relocation of Ocean Grove Soccer Club to Devlins Road Reserve and enable the wider Ocean Grove sporting network to progress its next priorities.

BENEFITS

- > Supports participation growth through modern, compliant, and inclusive facilities.
- > Promotes gender equity with female-friendly amenities.
- > Ensures infrastructure compliance and alignment with universal design and accessibility standards.

WHAT HAS BEEN COMMITTED

- > \$8m from the City of Greater Geelong towards delivery of the master plan.
- > \$5m from the Australian Government towards delivery of the master plan.

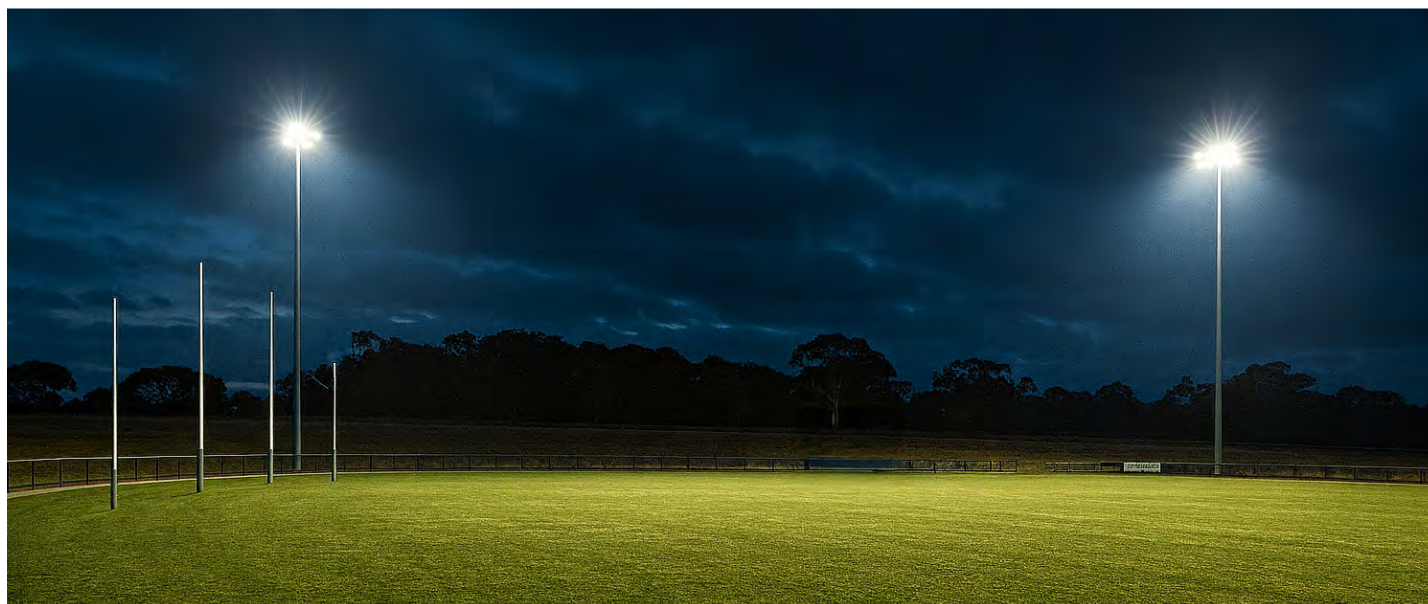
OUR ASK

- > \$5m

OUR PRIORITY

DRYSDALE RECREATION RESERVE

LIGHTING UPGRADE



Drysdale Recreation Reserve is home to the Drysdale Football and Netball Club and the Drysdale Cricket Club, hosting more than 1,000 participants across all age groups, genders, and programs.

A Facilities Development Plan completed in 2025 identified that, while participation is strong, gaps in facility provision including sportsground lighting, limit the clubs' ability to effectively manage match days and training, and to continue growing as sustainable community clubs.

Upgrading the sportsground lighting to 150 lux LED will support increased usage, provide greater scheduling flexibility, and enable night fixtures.

The current metal halide lights are training-standard only and non-compliant for night competition. Upgrading to LED lighting will deliver fit-for-purpose infrastructure, improve access and usability.

The work can be done with minimal site disturbance, which is important in this culturally sensitive area.

BENEFITS

- > **Increased Participation:** Enables greater use of the reserve through evening training and competition, supporting continued growth across all teams and programs.
- > **Equity and Access:** Provides flexible scheduling to better accommodate juniors, women's teams, and community programs.
- > **Improved Safety and Compliance:** Delivers lighting that meets match standards and enhances player and spectator safety.
- > **Sustainability:** Modern LED technology reduces energy use, maintenance costs, and environmental impact.
- > **Community Growth:** Strengthens the reserve as a central, active hub for sport and community connection.

OUR ASK

- > \$500k

OUR PRIORITY

FENCED DOG PARK
ON THE BELLARINE

Dogs can draw people together by encouraging them outside to interact, exercise and share the common bond of owning a companion animal. In short, dogs are an important part of a healthy and socially-connected community.

As our population grows and housing blocks get smaller, there is increasing demand for open space where dogs can safely exercise. To meet this need, we are planning ahead and exploring options for a fenced dog park that will complement existing off-leash areas.

There is strong community support for a fenced dog park on the Bellarine.

Fenced dog parks are designated areas where dogs can exercise and socialise off-leash within a secure environment. While relatively new in Australia, they are now available in all states and territories.

These parks will complement, not replace, existing off-leash areas and will be developed in line with community feedback and our guidelines for siting, design, and management.

We are currently identifying suitable locations on the Bellarine for a fenced dog park.

BENEFITS

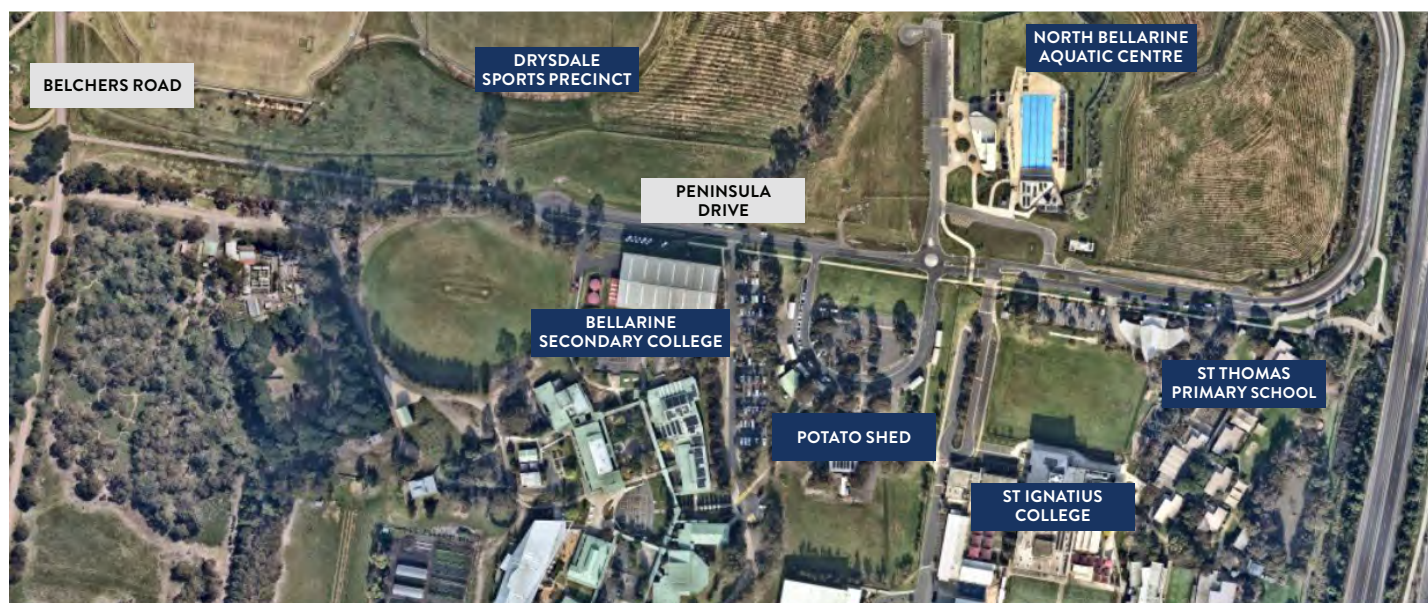
- > Opportunity for dogs to exercise and socialise.
- > Can enhance the safety of dogs.
- > Promote responsible pet ownership.
- > Provide space to educate dog owners about dog etiquette and good behaviour.
- > Minimise conflict in other public open spaces.
- > Provide opportunities for people to socialise and build social bridges in the community.

OUR ASK

- > \$800k-\$1m to enable delivery of a park to meet community expectations, consistent with existing dog parks

OUR PRIORITY

PENINSULA DRIVE EXTENSION AND ROAD LINKS



Peninsula Drive provides access to the Bellarine's education, arts and culture sub-precinct, including the Potato Shed, Bellarine Secondary College, St Ignatius College and St Thomas Catholic Primary School.

The precinct is also home to the Bellarine's growing sport, health, and wellbeing hub, which includes the North Bellarine Aquatic Centre, currently undergoing Stage 2 construction, and the Drysdale Sporting Precinct, where work has commenced on a new pavilion and soccer pitch.

The Bellarine Peninsula's isolation and limited public transport mean most precinct visitors, including families travelling to schools, rely on cars.

Traffic congestion, parking and drop-off issues are common and expected to increase as new facilities are developed, as detailed in the Drysdale Sporting Precinct Master Plan, and the local population grows.

The need for the Peninsula Drive extension to Belchers Road and road links is identified in the Precinct Master Plan and by traffic authority assessments, and remains a recurring concern for road users.

BENEFITS

- > **Improved Connectivity:** Provides safe, direct access to schools, cultural venues, and sporting facilities.
- > **Reduced Congestion and Enhanced Safety:** Proposed upgrades will ease traffic flow and improve road safety as the precinct grows.
- > **Supports Community Growth:** Enables completion of the Drysdale Sporting Precinct Master Plan, delivering essential sport, health, and wellbeing infrastructure.
- > **Boosts local economic activity:** With improved access to community hubs and events.
- > **Future-Proofed Infrastructure:** Meets long-term transport needs identified by planning and traffic assessments, ensuring sustainable growth and accessibility.

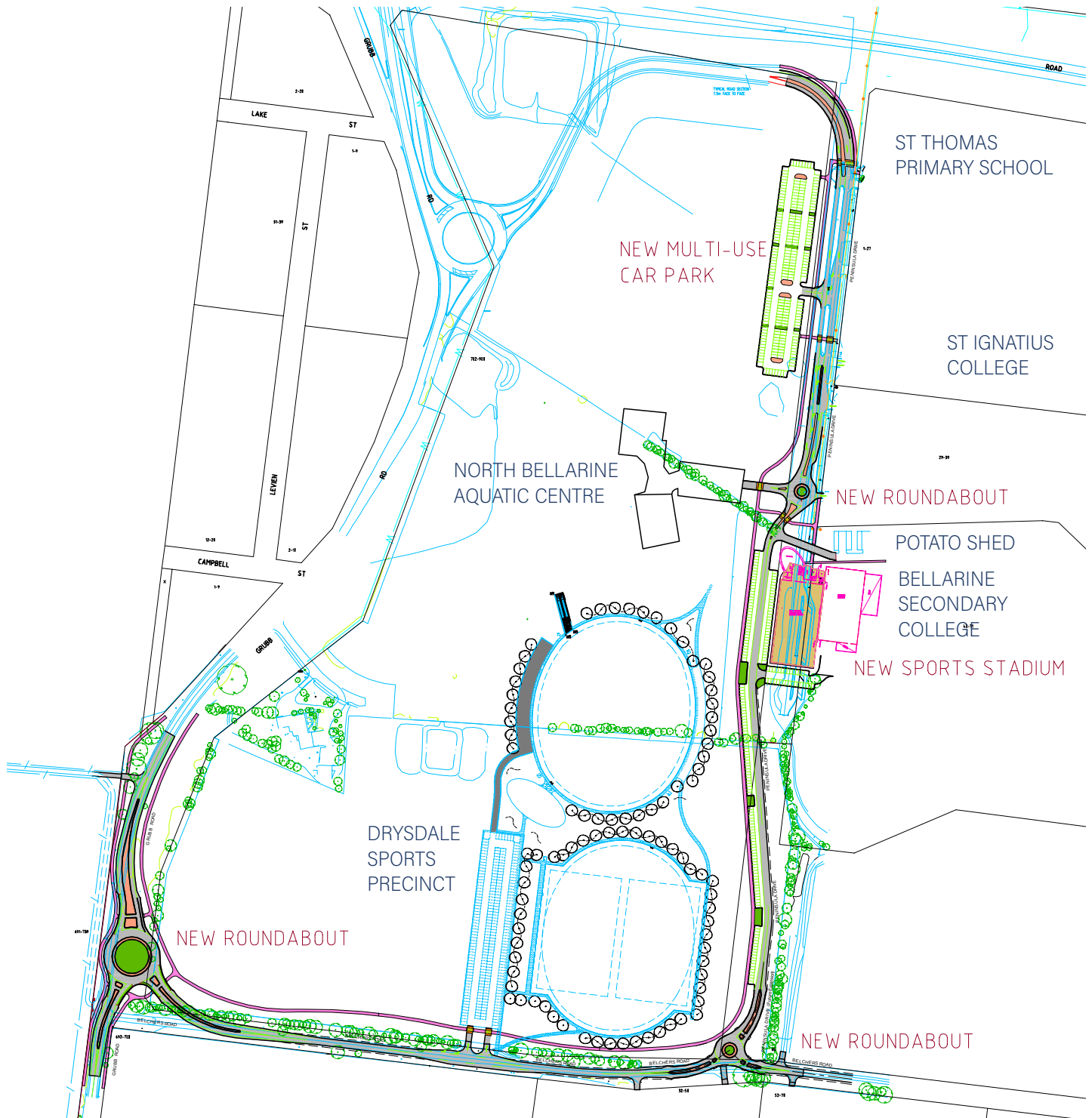
OUR ASK

- > \$24-\$30m Peninsula Drive extension.
- > \$8m Belchers Lane and Grubb Road intersection.

*If stakeholders are interested, the City will engage a Quantity Surveyor for updated estimates.

OUR PRIORITY

PENINSULA DRIVE EXTENSION AND ROAD LINKS



CORANGAMITE ELECTORATE | BELLARINE ELECTORATE | MURRADOC WARD

OUR PRIORITY

ERVIN RESERVE REDEVELOPMENT



As one of Geelong's largest reserves, the redevelopment of Ervin Reserve presents a significant opportunity to create a vibrant community and sporting hub. Located in one of the city's most socio-economically challenged areas, the reserve plays a vital role in addressing inequities in access to quality recreation and open space.

The Ervin Reserve Facility Development Plan (FDP) is underway and will guide improvements that support the Geelong Sharks Rugby League Club, Newcomb Tennis Club, and Newcomb Bulls Cricket Club, helping to expand participation across all ages and abilities.

The project aims to deliver fit-for-purpose facilities and improved connections throughout the reserve. It will identify the most suitable location for a new pavilion, as the current one lacks compliant amenities to support women's and girls' participation. Upgrading playing surfaces and installing sports lighting are also key priorities.

In the 2024 season, the Geelong Sharks Rugby League Club grew by 45 members and anticipates further growth due to the rising popularity of Rugby League in Victoria, which reached a record 5,000 participants. This growth highlights the urgent need for improved facilities to support expanding participation and community use.

BENEFITS

- > **Equity and Inclusion:** Delivers accessible, compliant facilities supporting women, girls, and diverse community participation.
- > **Participation Growth:** Expands opportunities for local clubs and community use, enabling year-round sport through improved lighting and surfaces.
- > **Safety and Accessibility:** Improves lighting, carpark safety, and connections across the reserve for all users.
- > **Community Connection:** Creates a vibrant, inclusive hub that builds local pride and social connection.
- > **Economic and Health Impact:** Boosts local activity and supports community health and wellbeing.

OUR ASK

- > Funding to implement priority actions identified in the Ervin Reserve FDP (mid 2026).

OUR PRIORITY

GRINTER RESERVE
BMX PAVILION

The current BMX pavilion at Grinter Reserve lacks essential amenities such as toilets and showers, which limits participation and the ability to host events. The existing secure steel structure, incorporating a kiosk and club room, meets basic needs but relies on nearby public toilets that are inadequate for the demands of BMX activities and competition use.

This project proposes a complete redevelopment of the pavilion to include a social room, kiosk, toilets, showers and storage. These upgrades will significantly improve the functionality, accessibility and comfort of the facility, creating a safe and welcoming environment for riders, volunteers, officials and spectators. Importantly, the upgraded pavilion will support increased participation, youth engagement and positive community use of the reserve in one of Geelong's most socio-economically challenged areas.

Utility connections will be incorporated to ensure the facility meets contemporary standards, and funding is also required to complete associated track works. Together, these improvements will support Grinter Reserve's continued growth as a strong regional BMX hub and community asset.

BENEFITS

- > Delivers essential amenities, including toilets and showers, to support growing participation and improve the BMX club's ability to host events.
- > Boosts youth engagement and well being by giving young people a safe, structured place to be active, encouraging physical fitness and building confidence.
- > Strengthens Grinter Reserve's role as a regional centre for BMX in south west Victoria.

WHAT HAS BEEN COMMITTED

- > \$372k through the City of Greater Geelong's Community Infrastructure Grant program for BMX track lighting to AusCycling's 200-lux standard.
- > \$160k jointly funded by the Australian Government and the City of Greater Geelong to asphalt the track berms.

OUR ASK

- > \$2.5m to redevelop the pavilion.
- > \$250k to complete track works.

OUR PRIORITY

HOWARD GLOVER RESERVE

PAVILION AND CHANGE ROOM UPGRADE



The pavilion and change facilities at Howard Glover Reserve are significantly outdated, failing to comply with modern accessibility and functional standards. This project will replace the ageing infrastructure with a contemporary, multi-purpose pavilion designed to meet the diverse needs of newly relocated Geelong City Football Club as well as the broader community.

The upgraded facility will feature gender-neutral change rooms, addressing barriers to participation for women and juniors, and accessible referee amenities in line with sporting association building development guidelines. These improvements will foster an inclusive, welcoming environment that promotes greater participation and enhances the overall experience for players, officials, and spectators alike.

BENEFITS

- > Improved facilities to support programs, competitions, and training, enhancing participation retention and overall success.
- > Supports the surging demand for soccer and other sports in the region.
- > Modern welcoming facilities that encourage participation by all genders and age cohorts.
- > Breaking down barriers to participation through encouraging more gender diversity and involvement in all facets of the sporting club environment.

OUR ASK

- > \$5m

OUR PRIORITY

KARDINIA PARK NETBALL COMPLEX



The Kardinia Park Netball Complex redevelopment would deliver modern, fit-for-purpose facilities to support the region's rapidly growing netball community. The upgrade is essential to meet current standards and reflect the scale and professionalism of the sport today.

As of 2024, netball is the fastest-growing sport in Greater Geelong, with participation increasing by 51 per cent since 2022. More than 5,800 players now compete in outdoor netball across the region, with the Kardinia Park Netball Complex hosting a significant proportion of weekly matches, training sessions, and community events.

However, the existing pavilion no longer meets the needs of players, umpires, or spectators. It lacks adequate change spaces, compliant amenities, and appropriate public facilities. The canteen and kiosk also require upgrades to improve safety, accessibility, and service capacity.

Investment in the Kardinia Park Netball Pavilion would ensure the precinct continues to deliver high-quality, accessible facilities that meet the evolving needs of the community and support the future growth of netball across Greater Geelong.

BENEFITS

- > Support continued participation growth and the long-term sustainability of netball in the region.
- > Enhance health and wellbeing outcomes through increased access to safe and equitable sporting spaces.
- > Encourage community connection by providing a high-quality venue for training, competition, and social events.
- > Strengthen Kardinia Park's role as a premier regional sporting hub, attracting greater use, local pride, and economic activity.

OUR ASK

- > \$2.5m

OUR PRIORITY

RICHMOND OVAL

CRICKET NET REDEVELOPMENT



The cricket practice facilities at Richmond Oval are outdated and no longer meet modern standards. The proposed redevelopment will consolidate the two existing structures into a single, streamlined facility featuring a 14.5m turf deck (replacing the current 17.5m deck) and four synthetic lanes, an upgrade from the existing three.

Given the reserve's spatial constraints, the design carefully retains all existing trees to minimise environmental impact. One sports lighting pole currently within the required footprint will need to be relocated before construction can commence.

Detailed designs are complete, making the project shovel-ready once the light pole is moved. This redevelopment will deliver a contemporary, efficient, and user-friendly facility that meets the growing needs of the cricket community.

BENEFITS

- > The improved facilities will support a higher number of training sessions and competitions, increased participation and club sustainability.
- > The addition of an extra synthetic lane will provide more space for practice allowing for simultaneous use by more players.
- > The consolidated structure has been designed in line with Cricket Australia's Community Facilities Guidelines.

OUR ASK

- > \$700k

OUR PRIORITY

WHITTINGTON
COMMUNITY HUB

Services currently provided in separate ageing buildings within the Whittington Link could be consolidated into a Whittington Family and Community Hub. This could be a vibrant, inclusive facility bringing together essential services, programs, and community activities under one roof. The Hub would support lifelong learning, health and wellbeing, youth engagement, and social connection.

The integrated hub concept was explored in the Whittington Link Social Infrastructure Planning Report (2023), shaped by extensive community and stakeholder feedback to guide future investment in Whittington's social infrastructure.

Funding is now sought to progress further stakeholder engagement and planning to confirm the building's scope, inclusions, and design for a multi-purpose hub that meets the evolving needs of the Whittington community.

Whittington is a proud and resilient community with high levels of disadvantage. Engagement with residents and stakeholders from 2022–2024 revealed strong support for a centralised integrated community hub that addresses:

- Fragmented service delivery caused by outdated, aging buildings that are no longer fit for purpose.
- Lack of youth and family spaces.
- Need for culturally safe and inclusive facilities.
- Demand for lifelong learning and employment pathways.

BENEFITS

- > **Improved access to services:** Co-located services provided under one roof in a fit for purpose building would reduce barriers for families and individuals.
- > **Youth and family support:** Safe spaces for engagement, learning, and wellbeing.
- > **Stronger community connection:** Inclusive facilities encourage participation and belonging.
- > **Pathways to employment:** Programs support skill-building and job readiness.
- > **Efficient infrastructure use:** Shared spaces reduce duplication and operating costs.

OUR ASK

- > \$1m to work with the Whittington community and stakeholders to plan and determine the scope and design of a future Whittington Integrated Community Hub.

OUR PRIORITY

WINTER RESERVE

SOCIAL ROOM AND KITCHEN UPGRADE



Upgrade of the Winter Reserve main pavilion will improve the kitchen to provide a larger, more functional space that meets the growing needs of the Belmont Lions Sports Club and East Belmont Cricket Club.

The kitchen will be relocated to a more efficient layout, improving access and usability. Additionally, minor improvements will be made to the social room area to create a seamless connection with the outdoor spaces, fostering a flexible and inviting environment for social gatherings and events.

BENEFITS

- > Delivers essential amenities, including kitchen and social spaces, to support participation and improve the club's ability to host events.
- > Improved facilities to support programs, competitions, and training, boosting participation and retention.
- > Designed to attract participants and promote a healthy, inclusive sporting environment.
- > Modern welcoming facilities that encourage participation from all genders and age groups, offering a more comfortable and suitable space.
- > Aligns with universal guidelines, compliance standards, and inclusion requirements.

OUR ASK

- > \$1.5m

OUR PRIORITY

YOUTH SERVICES SPACES



Young people in Greater Geelong need safe, accessible and inclusive spaces where they can connect, learn and thrive. Building on the success of The Nest Youth Hub pilot in Central Geelong and the continued demand at the fOrT Youth Centre in Norlane, sustained, long term investment is essential to strengthen and enhance these existing spaces.

This project seeks to activate and support youth spaces in priority areas through continued investment, ensuring long term sustainability and equitable access for all young people.

As demand for dedicated youth spaces continues to grow, rising mental health challenges, financial pressure and increasing social isolation highlight an urgent need for places where young people feel safe, supported and genuinely connected to their communities.

By co designing these spaces with young people, we can foster wellbeing, deepen social connection and create meaningful opportunities for participation and personal growth. Sustained investment will ensure these spaces remain responsive, high quality and able to meet the evolving needs of young people in Greater Geelong.

BENEFITS

- > Supports prevention and early intervention through connection, wellbeing, and timely support
- > Improves equity of access by reducing participation barriers and responding to young people's needs.
- > Creates safe, inclusive spaces that support mental health and community connection.
- > Empowers youth voice in planning and governance by providing meaningful opportunities for young people to be involved in decision making.
- > Strengthens system level coordination by enabling stronger partnerships across the youth sector leading to better outcomes for young people.

OUR ASK

- > Continued Victorian Government investment to enable The Nest Youth Hub to remain operational beyond the current pilot.
- > Victorian Government investment to deliver essential upgrades at The fOrT Youth Centre.

OUR PRIORITY

CHIRNSIDE PARK



The Chirnside Park redevelopment will transform this underutilised open space into a vibrant district-level park that promotes inclusive play, active recreation, social connection, and environmental sustainability. Guided by a community-informed master plan, the project will respond to local demographic needs, advance social equity, and deliver environmental and place-based benefits that strengthen Lara's identity and enhance liveability.

Chirnside Park in Lara is a 4.7-hectare open space currently characterised by outdated infrastructure and limited accessibility. Its size, significantly larger than Lara's two existing district parks—and strategic location north-west of Patullos Road position it to serve the needs of a growing local population and become a key recreational destination for the community.

The park will include:

- Inclusive and accessible play space with sensory elements.
- Footpaths and shared trails connecting park features.
- Natural landscaping and shade.
- Social areas including seating, picnic shelters and barbecues.
- Activity zones for ball games, scooters and dog exercise.
- Accessible toilets and improved car parking.

BENEFITS

- > **Community and Wellbeing:** The park will offer inclusive play and recreation opportunities for all ages and abilities, encouraging active lifestyles, social connection, and improved mental and physical health.
- > **Environmental Sustainability:** Native planting, enhanced biodiversity, and sustainable design features will support local ecosystems and climate resilience.
- > **Local Identity and Liveability:** As a high-quality, accessible open space, Chirnside Park will strengthen Lara's identity, attract visitors, and enhance neighbourhood appeal and long-term liveability.

OUR ASK

- > \$3m

OUR PRIORITY

COWIES CREEK

MASTER PLAN



The Cowies Creek Master Plan will protect, restore, and celebrate one of Geelong's most valued urban waterways. Cowies Creek is an important community space, a place for recreation, social connection, education, and nature appreciation, and the community has long advocated for its improvement and protection.

Situated near the Northern Geelong Growth Area and within proximity of the Spirit of Tasmania terminal, Cowies Creek forms a key part of Geelong's northern growth and waterfront renewal area. Enhancing this corridor would strengthen ecological connections between the coast, open spaces, and surrounding neighbourhoods while improving the visitor experience for those arriving through this important regional gateway.

The master plan will deliver strong, measurable environmental outcomes, including:

- Habitat restoration to support native biodiversity and strengthen ecological corridors.
- Improved water quality through integrated, nature-based stormwater management.
- Enhanced climate resilience by increasing tree canopy, stabilising creek banks, and expanding floodplain capacity.

BENEFITS

- > Inclusive all-abilities access for everyone.
- > Safer, well-lit and upgraded paths for easy movement.
- > Enhanced safety and security throughout the corridor.
- > Signage that tells the rich cultural and environmental stories of the region.
- > Better connections to key destinations like the shopping centre, Seagull Paddock and Wathaurong Community Centre.
- > Stronger community planting and stewardship programs.
- > Improved protection for the threatened Growling Grass Frog.

OUR ASK

- > Funding for a Cowies Creek Master Plan.

OUR PRIORITY

HAMLYN PARK REDEVELOPMENT



Hamlyn Park supports over 1,100 participants across football, netball, cricket, tennis and ballroom dancing. The social rooms and ballroom are a hive of activity, regularly hired out to community and private groups each week.

Despite its popularity, the current facilities fall short of modern standards. They lack universal accessibility, female-friendly design, and adequate space to meet growing community needs.

This project will deliver:

- Refurbishment of key facilities: Geelong Ballroom, Alex Rizun Pavilion, and tennis pavilion
- Improved accessibility and functionality across the precinct
- New community amenities: a play space, upgraded bike track, and enhanced playing surfaces
- Expanded parking and removal of the outdated scout hall

These improvements will transform Hamlyn Park into an inclusive, modern, and multi-purpose destination for all ages and abilities. Funding is now required to bring the master plan to life.

BENEFITS

- > Improved facilities and programs that create greater participation opportunities, support competitions and training, improve retention, and foster a healthy, attractive sporting environment.
- > Inclusive, modern facilities that promote gender equity, support all abilities, and meet universal design standards to break down participation barriers.

WHAT HAS BEEN COMMITTED

- > \$1.7m from the City of Greater Geelong to upgrade female change facilities to support netball players.

ASK

- > \$2m to upgrade Geelong Ballroom
- > \$2m to refurbish the Alex Rizun Pavilion
- > \$1.2m to upgrade the Hamlyn Park Tennis Pavilion
- > \$1.2m to create a new recreation area, including \$610k for a district level play space, \$350k to renew and improve the bike pump track and \$278k for a surface upgrade, ball protection fence, car parking and removal of the scout hall.

OUR PRIORITY

LARA RECREATION RESERVE

CHANGE ROOM UPGRADE



The redevelopment of the football change rooms at Lara Recreation Reserve is a key initiative identified and strategically supported within the Lara Recreation Reserve Master Plan and through concept designs developed since its 2019 endorsement.

This upgrade will deliver modern, AFL Victoria-compliant change rooms that are female-friendly and accessible, supporting the growing needs of the Lara Football Netball Club and addressing key gaps in the current pavilion.

The project can be delivered in one or two stages:

- **Stage 1:** Delivers essential upgrades including female-friendly changerooms, accessible toilets, storage, and a new kiosk, creating a welcoming and inclusive space for players and officials.
- **Stage 2:** Renovates existing home team rooms to be female-friendly, adds storage and a gym, and strengthens the pavilion's role as a central hub for football and cricket in the community.

BENEFITS

> Greater participation opportunities:

- Improved space clubs and community participation, membership retention, opportunity and prosperity.
- Facilities attract participants to complement club initiatives and foster a healthy sporting environment.

> Delivers gender-neutral, modern facilities to support soccer:

- Breaking down barriers to participation through encouraging more gender diversity and involvement in sport.

> Essential amenities:

- Aligns infrastructure with recommended guidelines and compliance requirements for AFL.
- Provides essential amenities, including accessible toilets and storage.

OUR ASK

> \$3.2m

- Stage 1: \$2.4m
- Stage 2: \$800k

OUR PRIORITY

LEISURETIME SPORTS PRECINCT COURT UPGRADE



The upgrade of the Leisuretime Sports Precinct will see the removal of the central mezzanine and refurbishment of the Beggs and Branch Stadium to create a four-court facility.

The facility will be designed to meet basketball-compliant standards, with new flooring and LED lighting. The project also includes the removal of asbestos from the walls, refurbishment of the roof, and reconfiguration of the rooms off the courts into storage spaces and a referee room.

Originally opened in 1976, the building will be 50 years old in 2026. Much of the internal infrastructure, including the roof, flooring, and walls, remains original, underscoring the urgent need for modernisation to meet current safety, accessibility, and sporting standards.

The precinct supports a wide range of activities including basketball, netball, volleyball, badminton, squash, racquetball, futsal (including Little Kickers and Big Issue soccer programs), taekwondo, roller derby, and the Special Olympics disability program. Demand for indoor sports courts continues to grow, placing pressure on existing facilities to serve a rapidly expanding and youthful population.

Indoor sports participation could grow from 25,000 to over 38,000 participants by 2041 if current participation rates are maintained. The Leisuretime Sports Precinct will be a crucial indoor sports facility to support the anticipated growth in the northern planning precinct, which is projected to increase by approximately 40,000 to 50,000 people by 2041.

BENEFITS

- > **Greater participation opportunities:** Improved spaces to deliver programs, competitions and training to support participation retention, opportunity and prosperity. Facilities attract participants to complement club initiatives and foster a healthy sporting environment.
- > **Supports female participation / gender equity:** Modern welcoming facilities that encourage participation by all genders and age cohorts. Breaking down barriers to participation through encouraging more gender diversity and involvement in all facets of the sporting club environment.
- > **Infrastructure compliance:** Aligns infrastructure with recommended universal guidelines, compliance, and inclusion requirements. Making facilities safer and equitable to other like local venues.

OUR ASK

- > \$15m

OUR PRIORITY

MYERS RESERVE
REDEVELOPMENT

Myers Reserve, situated within the Creamery Road Precinct, lies in the heart of the Northern and Western Geelong Growth Areas and is positioned to benefit from significant population growth.

The 16.5-hectare reserve, which caters to a diverse demographic, is home to a broad range of organised sports including AFL, cricket, lawn bowls, netball and soccer.

A Master Plan for the redevelopment of Myers Reserve was completed in 2022. Funding is now required to deliver this vision and ensure the reserve continues to serve as a vital community hub.

The plan includes relocating the existing bowls green to allow for the repositioning of netball courts adjacent to the football, cricket, and netball pavilion, creating a more integrated and accessible sporting precinct.

Equally critical is the construction of a new soccer pavilion, identified as a high priority to support the surge in participation and provide a permanent home for the Geelong Rangers and Geelong Galaxy Football Clubs.

BENEFITS

- > The bowling green relocation unlocks the construction of a modern, fit-for-purpose pavilion, creates capacity for a second green, and resolves flooding issues.
- > The netball court relocation improves safety and compliance, with resurfacing and improved drainage eliminating flooding issues.
- > The new soccer pavilion delivers modern, fit-for-purpose change rooms and amenities to support growing participation.

WHAT HAS BEEN COMMITTED

- > \$1m from the City of Greater Geelong for master plan delivery.

OUR ASK

- \$6m to relocate and upgrade the bowls facility
- \$3m to relocate and upgrade the netball courts
- \$3.1m for redevelopment of the soccer pavilion (change rooms)
- \$4.2m for redevelopment of the soccer social spaces

OUR PRIORITY

NORLANE COMMUNITY CENTRE



The Norlane Community Centre is undergoing a major transformation to better serve the needs of one of Geelong's most diverse and resilient communities. The redevelopment will deliver a welcoming, accessible and fit-for-purpose facility that supports lifelong learning, social connection, and community-led services.

Stages 1 and 2 are currently under construction and this includes upgrades to the building's main amenities, a multi-purpose room, a store to be used as a foodshare space, and a community garden.

Stages 3, 4 and 5 remain unfunded. These stages will deliver an expanded dining and kitchen area, a new lounge, larger training rooms and expanded outdoor gathering spaces, along with essential improvements to areas that are critical to the centre's work in supporting food relief, mental health, and community empowerment.

The redevelopment has been designed in consultation with the Norlane Community Centre, a neighbourhood house that operates from the facility. Once completed, the upgraded centre will increase capacity to support other organisations and respond to growing community demand for services.

In Norlane, where the incidence of mental health conditions is nearly double the statewide rate and life expectancy is five years lower than the regional average, this project is not just about infrastructure, it's about equity, dignity and opportunity.

BENEFITS

- > Supports community-led programs and services.
- > Enhances access to training, wellbeing and social support.
- > Creates safe, inclusive and culturally appropriate spaces.
- > Strengthens partnerships with Norlane Community Centre.
- > Aligns with Council's Social Infrastructure Plan and Our Community Plan 2021–25.

WHAT HAS BEEN COMMITTED

- > \$1.6m from the City of Greater Geelong to deliver Stages 1 and 2 upgrades to the building's entry, foyer and outdoor spaces.

OUR ASK

- > \$3.2m to complete Stages 3, 4 and 5 and deliver a fully redeveloped Norlane Community Centre.

OUR PRIORITY

OSBORNE PARK

NETBALL COURT AND KITCHEN



The Osborne Park netball duplication and kitchen upgrade would deliver essential improvements to support the ongoing growth and sustainability of the North Geelong Football and Netball Club.

The North Geelong Football Netball Club is currently the only club in Geelong without access to two netball courts, a key limitation affecting participation growth and long-term viability. To address this, the club's highest priority is the duplication of the existing netball court, followed by the redevelopment of the outdated kitchen facilities.

The proposed works include:

- Construction of a second competition-standard netball court (increasing capacity from one to two courts).
- Installation of LED sports lighting compliant with competition standards.
- New player and umpire shelters, access pathways, and associated landscaping.
- Redevelopment of the kitchen facilities to meet modern standards and community use expectations.

The existing kitchen layout and infrastructure no longer meet current functional or accessibility requirements. The club secured a Community Infrastructure Grant from the City of Greater Geelong to prepare detailed designs for the kitchen redevelopment, which have now been completed and fully costed.

Both projects are fully designed, costed, and shovel-ready, positioning them for immediate delivery once funding is confirmed.

BENEFITS

- > Expanded netball court capacity will offer increased participation opportunities, ease scheduling pressures, and enhance the club's ability to host both training sessions and competitive matches.
- > Installation of new LED lighting, upgraded shelters, and improved landscaping will provide a safer, more welcoming, and accessible environment for all players, officials, and spectators.
- > Modernised kitchen facilities will strengthen support for match days, club events, and broader community activities by ensuring compliance with up-to-date standards and meeting the evolving needs of users.

OUR ASK

- > \$850k to duplicate the netball court.
- > \$500k to redevelop the kitchen.

OUR PRIORITY

BARWON RIVER
LOOP TRAIL

The Barwon River Loop Trail will deliver a continuous, accessible and scenic walking and cycling route around the Barwon River corridor, connecting communities, enhancing liveability and celebrating the region's natural and cultural heritage.

The project includes a new pedestrian and cycling bridge across the Barwon River, linking the existing trail network between Fyansford and Highton. This connection will complete the loop and unlock safer, more inclusive access for residents, visitors and commuters. The bridge design prioritises accessibility, environmental sensitivity and visual harmony with the river landscape.

The trail will support active transport, tourism, and community wellbeing, while strengthening links to key destinations including schools, sports precincts, parks and commercial centres. It also aligns with the City's sustainability and mobility goals and responds to strong community demand for improved river access.

BENEFITS

- > Completes the loop and links Fyansford to Highton for safe, inclusive access.
- > Provides a scenic, accessible trail for walking and cycling.
- > Attracts visitors and supports local businesses.
- > Showcases the river and cultural heritage through sensitive design.
- > Promotes active transport and aligns with City sustainability goals.

WHAT HAS BEEN COMMITTED

- > CCMA secured a \$300k grant for the City to advance design and engineering work on the proposed pedestrian bridge and path connections.

OUR ASK

- > \$8.5m

OUR PRIORITY

HIGHTON VILLAGE REVITALISATION



Implementation of the Highton Village Urban Design Framework (UDF) will deliver a series of thoughtful improvements that celebrate the precinct's village charm while making it safer, greener, and more connected.

The upgrade will focus on key areas including Belle Vue Avenue, Belle Vue Arcade, Village Walk and Barrabool Service Lane. Improvements will include better pedestrian access, upgraded public spaces, and new infrastructure that supports local businesses and community gatherings.

Developed through comprehensive community consultation, the UDF represents a collective vision for the future of Highton Village.

The City of Greater Geelong has already renewed the Belle Vue Avenue footpath to maintain a safe, accessible, and attractive village environment. Additional funding is now sought to deliver the next stage of upgrades, building on this foundation to fully realise the UDF's collective vision for Highton Village.

By turning vision into action, this project will help Highton thrive as a vibrant local centre that meets the needs of residents, visitors and traders alike.

BENEFITS

- > Supports local business and economic activity.
- > Improves safety and accessibility for pedestrians and cyclists.
- > Enhances public amenity and community pride.
- > Responds to community aspirations for a more vibrant and connected village centre.

OUR ASK

- > \$2m to upgrade Belle Vue Avenue streetscape projects (stage 2)
- > \$2m to upgrade Belle Vue Arcade and Village Walk streetscape projects.
- > \$1.8m to upgrade the Service Lane streetscape projects.
- > \$2.5m to upgrade Barrabool Road streetscape projects.

OUR PRIORITY

MARSHALL BLUESTONE COTTAGE



Restoration of the Marshall Bluestone Cottage will relocate McAteer's historic 1860s bluestone cottage, a defining piece of Marshall's heritage. For more than a century, the cottage stood on its original site as a tangible link to the area's early settlement and agricultural history.

The cottage was removed by the Victorian Government during the Barwon Heads Road duplication, with community understanding that it would be reconstructed once works were complete. However, the building remains dismantled, with its bluestone stored rather than returned to public use.

In 2021, the City of Greater Geelong commissioned a study to explore viable relocation options and identify sustainable future uses. The preferred option proposes reconstructing the cottage at council owned Marshall Reserve, directly opposite its original site. This would allow the cottage to be rebuilt with minor adaptations for mixed community use, complement the neighbouring community garden, and support users of the new shared path along Barwon Heads Road.

The City has shown strong partnership by offering its land for reconstruction and committing to ongoing maintenance and facilitation of community use. However, it is not in a position to also fund the rebuild.

Despite strong community advocacy, the Victorian Government has declined funding, stating the rebuild falls outside the scope of the road upgrade. State support is now sought to finally restore this iconic heritage structure as a living community asset.

Rebuilding the Marshelltown Bluestone Cottage is essential to protecting local heritage, strengthening community connection, and ensuring this significant piece of Marshall's history is preserved for future generations.

BENEFITS

- > Preserves and restores a rare 1860s bluestone cottage, protecting an important piece of Marshelltown's heritage.
- > Returns a much loved heritage icon to public use, meeting community expectations established during the Barwon Heads Road upgrade.
- > Strengthens community identity and connection to place by relocating the cottage opposite its original site.
- > Complements the shared path and adjoining community garden, creating a point of interest and gathering place.

OUR ASK

- > \$1.6m

OUR PRIORITY

MT BRANDON RESERVE
PARKLAND

The Mt Brandon Reserve Parkland revitalisation will deliver a staged upgrade of open space between the Geelong Ring Road and Buckley Falls Park. This project will enhance recreational access, protect cultural and environmental values, and create a high-quality public realm for the growing Barrabool Hills community.

The transformation, which is underpinned by the Mt Brandon Landscape Plan, includes new trails, picnic areas, river access, and environmental restoration, and aligns with the Kitjarra-dja-bul Bullarto langi-ut and the Shared Trails Master Plan.

Key elements include:

- **Picnic and Recreation Areas:** Two new picnic areas with shelters, BBQs, seating, and informal recreation spaces.
- **River Access:** Fishing platforms, canoe access, and stairs to the river.
- **Environmental Restoration:** Indigenous revegetation, habitat corridor enhancement, and weed control.
- **Cultural Heritage Protection:** Interpretation of the historic Mill water race and protection of Wathaurong cultural sites.
- **Shared Trails:** A new 2.5-metre wide sealed pedestrian/cycle path linking Buckley Falls Park to the Geelong Ring Road, with additional unsealed trails to Baums Weir and Rivergum Drive (The Barwon River Loop Trail and bridge connection is a standalone priority project).

BENEFITS

- > Improved connectivity between residential areas and the Barwon River Trail.
- > Inclusive recreation for all ages and abilities.
- > Environmental stewardship through habitat restoration and revegetation.
- > Cultural recognition of Wathaurong heritage and early European history.
- > Community-led transformation supported by long-standing volunteer groups and existing Plans.

OUR ASK

- > \$1.3m

OUR PRIORITY

PROVINCE BOULEVARD PLAYGROUND



Design and construction of a new community parkland and supporting community infrastructure including play space, paths, shelter and landscaping within a vacant Council owned reserve. The new reserve will provide an important addition to the network for this neighbourhood which has an under provision of accessible public open space. The development of this reserve will support active lifestyles and improved community connections.

Draft Concept Plans have been prepared in response to initial Community Engagement and include:

- Bulk earthworks
- Vehicle access points
- Two picnic shelters
- Retaining wall balustrades
- Barbecues, signage
- Nature play and play equipment
- External services (electricity and stormwater) connections

BENEFITS

- > Community connection and development
- > Accessible open space
- > Enable active lifestyles
- > Deliver on community need and expectation arising from a lack of community gathering and play spaces to service this neighbourhood.

OUR ASK

- > \$2.1m

OUR PRIORITY

SPARROVALE WETLANDS



We have approved a 20-year master plan for the Sparrovale Wetlands, a new world class 550-hectare nature reserve being created near Armstrong Creek and adjacent to the iconic Lake Connemara State Game Reserve.

The plan's aim is to create significant environmental, tourism and recreational benefits for our region.

The Sparrovale Master Plan provides for environmental protection, a staged opening of the wetlands park and the creation of a regional gateway to the Lake Connemara area.

This is a unique opportunity to establish a parkland ecosystem in partnership with other government agencies that will protect the area's biodiversity and cater to a range of passive recreational and educational activities, as well as increase access for fishing, canoeing and kayaking.

The plan has three phases from now until 2040 and also identifies the potential to build a regional wetland interpretation centre and lookout structure, to promote the wetlands and Lake Connemara Ramsar area.

OUR ASK

- > \$920k for key infrastructure including a viewing platform, picnic areas, pedestrian bridge and building refurbishment.
- > \$620k for public access paths and tracks including boardwalks and culverts.
- > \$330k for water infrastructure - removal of bunds, regulator gates automation, culvert and associated works.
- > \$3.3m for public amenity and eco-tourism investment including sculpture, heritage interpretation.

OUR PRIORITY

WAURN PONDS
SKATE PARK

Stage 1 of the Waurnd Ponds Skate Park was a major step forward in enhancing local recreation. To realise the precinct's full potential and deliver a world-class experience, further upgrades are needed.

The City of Greater Geelong is planning to renew the dirt jumps, strengthening Waurnd Ponds' position as a regional hub for wheeled sports and supporting progression for BMX and mountain bike riders.

Funding is now sought to create a more inclusive and comprehensive space for skateboarders, BMX and mountain bike riders, and other park users.

Proposed improvements include:

- An advanced skate bowl, mini ramp and vert ramp renewal to attract experienced riders.
- A new road crossing to link the skate park and dirt jumps, improving safety and access.
- Upgraded parking and signage to manage traffic and support growing participation.
- Sports lighting for evening and year-round use.
- A toilet facility to improve accessibility and gender equity.

BENEFITS

- > **Expanded participation:** New features will attract a broader range of users, from beginners to advanced riders, across skateboarding, BMX, and mountain biking.
- > **Improved safety:** A new road crossing and better lighting will reduce risk and support safe use throughout the precinct.
- > **Greater accessibility and inclusion:** A toilet facility and improved signage will support gender equity and access for all users.
- > **Enhanced community appeal:** Upgraded facilities will position Waurnd Ponds as a leading regional destination for wheeled sports.
- > **Year-round activation:** Sports lighting will extend usable hours, supporting evening and winter use.

WHAT HAS BEEN COMMITTED

- > \$600k from the City of Greater Geelong to renew the dirt jumps.

OUR ASK

- > \$2m to improve skate provision and lighting.
- > \$1.1m for safety, accessibility and amenity improvements.

OUR PRIORITY

STORMWATER MANAGEMENT



PROPOSAL

The City is calling for the Victorian Government to review the current stormwater management model for Greater Geelong, and review funding to support long-term solutions to address the impacts of major flooding incidents and ageing stormwater infrastructure.

BACKGROUND

Stormwater management in Greater Geelong is currently the responsibility of the City of Greater Geelong, which maintains over 2,450 km of drainage infrastructure.

Increasing severe weather events are causing residents to face above-floor flooding and live in fear when heavy rain is forecast. The City is currently working with residents to develop case studies to demonstrate the significant impact on their lifestyle, finances, health and wellbeing.

The cost of adequately upgrading stormwater systems can never be met by councils and the Victorian Government must prioritise a funding model that enables delivery of this critical infrastructure in regional cities.

The City urges the Victorian Government to fully fund a new stormwater management model for Greater Geelong which demonstrates and integrates:

- Water Sensitive Urban Design (WSUD).
- Stormwater harvesting and reuse.
- Flood mitigation and pollution control.
- Collaborative planning tools.

OUR FUTURE

The Victorian Government has set the City of Greater Geelong the largest housing in the state, delivering 128,600 new homes by 2051 with 77,500 in established areas. A fully funded, future-ready stormwater system is essential to protect established communities, address significant flooding risk, and enhance liveability for residents.

BENEFITS

- > Protection of residents and their homes.
- > Improved flood resilience through coordinated infrastructure upgrades.
- > Cleaner waterways via catchment-wide pollution controls.
- > Increased water security through stormwater reuse.
- > Planning consistency across the region, aligned with state objectives.
- > Cost efficiencies through integrated asset management.

OUR ASK

- > We urge the Victorian Government to:
 1. Undertake a comprehensive review of the existing stormwater management model for Greater Geelong, informed by current stormwater management studies.
 2. Fully fund long-term solutions to address the impacts of major flooding incidents which include above floor flooding impact through flash flooding along with upgrading ageing stormwater infrastructure to include treatment outcomes.

POLICY REFORM

OUR PRIORITY

EARLY YEARS SERVICE
DELIVERY REVIEW

Victoria is investing in early childhood development through landmark initiatives like Best Start, Best Life. However, the systems that support children and families in the early years—from birth to school entry—are fragmented. Maternal and Child Health (MCH) services and kindergartens are primarily the responsibility of local councils, while policy, operational and capital funding, and strategic direction sit with the Victorian Government through its health and education portfolios.

The City's advocacy for a comprehensive, holistic review of early years' service delivery responds to ongoing funding pressures and operational challenges for councils.

A review would identify necessary service changes to ensure long-term sustainability, continuity of education, and improved outcomes for families.

OUR ASK

- > To address these challenges and build a more integrated, accountable early years system, we urge the Victorian Government to **Commission an Independent Review**:
- Initiate a comprehensive review of early years service delivery in Victoria, including both kindergarten and maternal and child health services.

POLICY REFORM

OUR PRIORITY

EARLY YEARS SERVICE
DELIVERY REVIEW

KEY ISSUES

FRAGMENTED GOVERNANCE AND
CAPACITY GAPS

Early years services are delivered by a mix of Local Government, Community Health Services, and private providers, leading to inconsistent governance and accountability.

Councils are responsible for delivering both MCH and sessional kindergarten services, yet lack direct control over strategic direction, funding models, and workforce pipelines managed by the state.

FUNDING

The Victorian Government holds responsibility for health and education policy, yet relies on councils to deliver frontline services without adequate funding.

The MAV has identified that Victorian councils are contributing "well above their nominal 50 per cent share of MCH service costs, often absorbing the majority of total expenditure once extensive in-kind contributions such as infrastructure, systems, and workforce support are accounted for".

This imbalance is compounded by the Victorian Government's contribution not keeping pace with rising service demand, wage growth, and the increasing complexity of family needs.

The City acknowledges the Victorian Government's infrastructure investment in new kindergartens in rapid growth areas, but is advocating for the Victorian Government to consider the critical need for increased maintenance investment of older facilities, as part of its early years review.

REFORMS

The Victorian Government's Best Start Best Life reforms, including free kindergarten, have resulted in a significant shift, with families moving from long daycare services to sessional kinder as a long daycare option. This move is placing additional pressure on the kinder system.

WORKFORCE SHORTAGES

The early years sector faces a critical shortage of qualified educators and MCH nurses. Over 11,000 additional educators are needed, and MCH services are also experiencing recruitment and retention challenges.

CHILD SAFETY AND COMPLIANCE

Recent safety incidents in early childhood settings prompted a \$42 million Rapid Child Safety Review. These highlight the need for stronger oversight and consistent safety standards across all early years' services.

POLICY REFORM

OUR PRIORITY

GEELONG REGIONAL TENNIS CENTRE

ARMSTRONG CREEK GROWTH AREA



Hume City Council
Hume Tennis & Community Centre

Armstrong Creek Growth Area, one of Victoria's fastest growing regions, has been identified as the ideal location for a new Regional Tennis Centre that will nurture future Australian tennis stars while meeting growing community demand.

The Geelong Regional Tennis Centre would service more than 75,000 new residents in Armstrong Creek, as well as thousands more across South West Victoria, underscoring its importance as a genuinely regional piece of sporting infrastructure.

With no existing tennis courts in the Armstrong Creek Growth Area, Horseshoe Bend North Reserve has emerged as the preferred site for a Tier 2 Performance Hub, with capacity for 12 ITF approved courts and eight community courts to support a regional level venue.

The need for this investment is reinforced by strong participation growth. National tennis participation increased by 8.3 per cent in 2025 to 1,346,141 participants, while Victoria recorded 386,584 participants, a 6 per cent increase, highlighting sustained demand for quality tennis facilities. Without new infrastructure, growth areas such as Armstrong Creek risk being left behind.

A detailed master plan will be developed to guide the final scope, staging, and delivery priorities across all proposed use on the site.

BENEFITS

- > Increased community access to high quality courts and programs.
- > Elite pathway development for regional athletes.
- > Capacity to host professional events, boosting local tourism and economy.
- > A modern sporting precinct aligned with national tennis infrastructure standards.

WHAT HAS BEEN COMMITTED

- > \$13m from the City of Greater Geelong towards delivery of the master plan.
- > \$1m in funding and in-kind support from Tennis Victoria and Tennis Australia.

OUR ASK

- \$10m

REGIONAL PRIORITY

OUR PRIORITY

LARA GIANTS STADIUM



A new Lara Stadium will deliver a three court indoor stadium at Beckley Park, Corio, to meet rapidly growing demand for basketball and indoor sport in Lara and the northern precinct of Greater Geelong.

The facility will provide a dedicated home for the Lara Giants Basketball Club while offering year round access for community sport, programs and events.

Demand analysis undertaken as part of the City of Greater Geelong's Indoor Recreation Facilities – Basketball and Netball Needs Analysis identifies a clear need for additional indoor courts in the City's north to cater for current and future growth. The delivery of this project would directly assist in meeting that demand.

Lara is one of Greater Geelong's fastest growing communities, yet access to compliant indoor courts is significantly constrained. As a result, some local teams are missing out on training opportunities, while others are forced to travel more than 40 minutes to access available courts for games and competitions.

This places increasing pressure on families and volunteers, limits participation, particularly for juniors, and constrains the growth and sustainability of local clubs. The proposed stadium directly addresses this inequity in access and supports State and local objectives for healthy, active communities.

BENEFITS

- > Delivers much needed indoor court capacity to service Lara and Geelong's northern growth areas, improving access to sport for all ages and abilities.
- > Provides a permanent home for the Lara Giants Basketball Club, supporting grassroots participation and clear pathways from junior to representative competition.
- > Encourages healthier lifestyles and stronger community connection through increased participation in organised sport and recreation.
- > Creates a fit for purpose, multi use community asset capable of hosting training, competitions and local events.

ASK

- > \$18m for the Lara Giants to deliver the Lara Stadium at Beckley Park.

REGIONAL PRIORITY

OUR PRIORITY

BELLARINE SPORTS CENTRE EXPANSION



The Bellarine Sports Centre expansion will deliver a contemporary six court indoor stadium with a 1,500 seat show court at Bellarine Secondary College in Drysdale, responding to a critical shortage of indoor courts across the Bellarine Peninsula.

Basketball participation on the Bellarine Peninsula has doubled over the past three years, yet the existing three court facility is non compliant and no longer meets the needs of domestic competitions, representative programs or elite development pathways. The Association has reached operational capacity across ten different venues and must increase the provision of indoor basketball courts on the Bellarine Peninsula to meet growing demand.

Building on an established facility within a thriving education, recreation and sporting precinct, the project responds to strong population growth and increasing demand for high quality, fit for purpose indoor sporting infrastructure. The need for additional indoor courts on the Bellarine Peninsula is identified in both the City of Greater Geelong Indoor Recreation Facilities Strategy 2021 and the Basketball Victoria State Facilities Plan 2021–2024.

The City of Greater Geelong is advocating to the Victorian Government for funding for the Bellarine Peninsula Basketball Association to deliver the Bellarine Sports Centre expansion and unlock long term social and economic benefits for the Bellarine Peninsula.

BENEFITS

- > Responds to strong population and participation growth, supporting increased access to indoor sport across the Bellarine Peninsula.
- > Supports athlete pathways from grassroots participation through to representative and elite competition.
- > Enables the attraction of major events, including Victorian Country Championships, Junior National Championships and potential NBL/WNBL games.
- > Delivers significant economic benefits, creating an estimated 120 jobs and generating around \$20 million in annual regional benefit during construction and the first 10 years of operation.
- > Leverages an established, accessible site, maximising value for money through economies of scale.

ASK

- > \$46.8m for a three court expansion at Bellarine Secondary College in Drysdale.

REGIONAL PRIORITY

2.2. Council to Candidate - State and Federal Election Guidelines

Source: Corporate Services
Executive Director: Troy Edwards

Purpose

1. The purpose of this report is to seek Council endorsement of the Councillor Candidate Guidelines – State and Federal Elections (the Guidelines) (**Attachment 1**).
2. The Guidelines provide governance and best-practice guidance for Councillors who nominate, or are prospective candidates, in State or Federal elections, to support integrity, transparency, and public confidence in Council decision-making.

Background

3. Under Australia's electoral framework, Councillors are eligible to nominate as candidates in State or Federal elections. When doing so, a Councillor continues to hold public office at the local government level and remains subject to the Local Government Act 2020 (the Act), the Model Councillor Code of Conduct, and Council's governance framework.
4. The dual status of serving Councillor and electoral candidate can give rise to heightened governance risks, including actual or perceived conflicts of interest, misuse of position or resources, and community confusion between Council responsibilities and campaign activities. While legislative obligations already apply, there is benefit in providing clear, consistent guidance to support Councillors to manage these risks appropriately.
5. The Guidelines have been developed to complement existing legislative and Code of Conduct obligations. They do not create new statutory requirements or expand Council's enforcement powers, but instead articulate expectations and best practice measures consistent with sector practice and contemporary governance standards.
6. The Guidelines apply to all Councillors and are of general application. They focus on maintaining a clear separation between Council business and electoral activity, supporting ethical conduct and protecting the integrity and reputation of Council.

Key Matters

7. In considering this report, Councillors should note that:
 - 7.1. The Guidelines are non-statutory and operate alongside existing legislative obligations, including the *Local Government Act 2020*, the Model Councillor Code of Conduct, and relevant electoral legislation.
 - 7.2. The Guidelines apply to all Councillors, not only those who are candidates, and do not confer a personal benefit or detriment on any individual Councillor.
 - 7.3. The Guidelines are consistent with Municipal Association of Victoria's (MAV) guidance and emphasise best-practice governance, including transparency,

appropriate management of conflicts of interest, and the clear separation of Council duties from campaign activities.

- 7.4. The Guidelines strongly encourage, but do not mandate, certain measures (such as leave of absence) to manage real or perceived conflicts and to support public confidence.
- 7.5. Endorsement of the Guidelines provides clarity for Councillors, staff, the community, and supports consistent handling of candidate-related governance matters ahead of State or Federal elections.

Recommendation

That Council:

- 1. Endorses the Councillor Candidate Guidelines – State and Federal Elections (Attachment 1); and**
- 2. Notes that the Guidelines operate alongside, and do not replace, existing legislative requirements, the Model Councillor Code of Conduct, and Council governance policies.**

Financial Sustainability

8. There are no direct financial implications arising from the endorsement of the Guidelines. The Guidelines rely on existing governance frameworks, systems, and resources.

Community Engagement

9. Community engagement was not necessary in the development of these guidelines.
10. The Guidelines are an administrative and educative document that consolidate existing legislative, regulatory, and governance obligations.

Social Equity and Sustainability

11. The Guidelines promote transparency, integrity, and accountability in Council operations during election periods. Clear guidance supports community trust by reinforcing that Council resources, decisions, and communications are not used, or perceived to be used, to support electoral campaigns.

Gender Equality – Gender+ Impact Assessment

12. A Gender+ Impact Assessment was not required for the development of these guidelines.

Relevant Law/Policy/Legal Implications

13. The Guidelines are not a statutory instrument and do not create new legal obligations or enforcement powers for Council.
14. The Guidelines operate alongside existing legislative requirements under the Local Government Act 2020, the Model Councillor Code of Conduct, and relevant State and Commonwealth electoral legislation.
15. Councillors who are prospective or nominated candidates remain bound by these legislative frameworks at all times. Adoption of the Guidelines provides clarity and guidance but does not alter Council's statutory powers or obligations.

Alignment to Council Plan and Vision

16. This report aligns with the Council Plan 2025-29 strategic priority:
Governance and Integrity

Conflict of Interest

17. No officer involved in the preparation of this report declared a general or material conflict of interest.

Risk Assessment and Risk Appetite Statement

18. The Guidelines support strong governance by clearly articulating expectations for managing actual and perceived conflicts of interest arising when a Councillor stands for higher office.

19. By reinforcing the separation between Council responsibilities and electoral activity, the Guidelines assist in mitigating governance, reputational, and integrity risks, and support public confidence in Council decision-making.
20. Failure to provide clear guidance in this area may increase the risk of inconsistent practices, community confusion, or perceptions of misuse of position or Council resources.

Environmental Sustainability

21. There were no environmental sustainability requirements applicable to the development of these guidelines.

Attachments

1. Councillor to Candidate - State and Federal Election Guidelines [**2.2.1** - 12 pages]

THE CITY OF
GREATER GEELONG

COUNCILLOR CANDIDATE GUIDELINES

State and Federal Elections

VERSION: V1

TYPE OF DOCUMENT: Council Guidelines

APPROVER Council

APPROVAL DATE: *[Date to be inserted]*

REVIEW DATE: *[4 years from endorsement]*

RESPONSIBLE OFFICER: *Executive Director Corporate Services*

Revision	Date	Details	Authorised by:
1	30 December, 2025	Document published	Chief Compliance & Integrity Officer

Contents

Introduction	4
Definitions.....	5
Guidelines	6
1. Councillor to Candidate – Expectations.....	6
2. Councillor Endorsement.....	6
3. Notification of Candidacy.....	7
4. Leave of Absence.....	7
5. Legal Advice.....	7
6. Comments on Council Issues	8
7. Use of Council Resources And Activities	8
8. Media and Publicity:	8
9. Successful Election	8
Implementation of these Guidelines	9
References	10
Appendix	11

Introduction

PURPOSE

These Guidelines set out the requirements that apply when a Councillor of the City of Greater Geelong stands as a candidate in a State or Federal election. The Guidelines promote high standards of integrity, transparency, and public confidence. They provide clear guidance to Councillors who are candidates on how to avoid any actual or perceived misuse of their position, influence, or Council resources.

The Guidelines complement and expand upon the obligations contained in the Model Councillor Code of Conduct, which replaced the Councillor Code of Conduct in October 2024. They form an important part of the City of Greater Geelong's governance framework. The Guidelines reinforce the separation between Council responsibilities and electoral activities and supporting ethical conduct, accountability, and good governance.

BACKGROUND

Under Australia's electoral framework, local government councillors, along with other eligible members of the community, may nominate as candidates for State or Federal elections. When doing so, a Councillor of the City of Greater Geelong continues to hold public office at the local government level and remains subject to all legislative and ethical obligations associated with that role.

The dual status of serving Councillor and electoral candidate gives rise to heightened governance risks, including conflicts of interest and the potential for confusion between Council responsibilities and campaign activities. Careful management of these risks is necessary to ensure Council decisions, information and resources are not inappropriately associated with, or perceived to support, electoral campaigns.

SCOPE

These Guidelines are designed to support a Councillor from the time they become a nominated candidate, or are taken to be a prospective Candidate, in a State or Federal election in accordance with the relevant electoral legislation administered by the Victorian Electoral Commission (VEC) or Australian Electoral Commission (AEC), until the time they cease to be a candidate under that legislation.

These Guidelines operate alongside, and do not replace, the Model Councillor Code of Conduct, the *Local Government Act 2020* (Vic) (the Act), and the *Local Government (Governance and Integrity) Regulations 2020*.

Councillors who are candidates in a State or Federal election remain bound by these legislative and integrity frameworks at all times, including during any period of approved leave of absence from Council duties.

These Guidelines do not apply to local government elections, which are governed by the Council's Election Period Policy.

Definitions

The following definitions apply to these Guidelines:

Term	Definition
City	The City of Greater Geelong organisation, led by the CEO.
City Officers	Includes employees, volunteers, and contractors.
Council	The City of Greater Geelong Council comprised of elected councillors and led by the Mayor.
Councillor	Councillor means a person who holds the office of member of a Council.
ELT	The Executive Leadership Team of the City, as constituted from time to time.
Election	State or Federal Election - this includes a by-election.
Prospective candidate	Prospective candidate means a person who becomes an endorsed candidate of a registered political party or publicly expresses an intention to run as an independent candidate for a State or Federal Election.
Nominated candidate	Nominated candidate means a person who nominates as a candidate for a State or Federal election through the relevant Electoral Commission.

GUIDELINES

1. COUNCILLOR TO CANDIDATE – EXPECTATIONS

- 1.1 To support public confidence, ethical decision-making, and the clear separation of Council responsibilities from electoral activities, the following best-practice governance guidance applies to Councillors of the City of Greater Geelong who are prospective or nominated candidates in a State or Federal election.
- 1.2 Consistent with good governance standards, a Councillor who is a candidate is strongly encouraged to:
 - 1.2.1 Seek a leave of absence from Council in accordance with these guidelines, to minimise the risk of real or perceived conflicts between Council duties and campaign activities;
- 1.3 Councillors must at all times continue to meet their obligations under the Act, including:
 - 1.3.1 Maintain a clear and appropriate separation between their role as a Councillor and their role as a candidate, ensuring Council decision-making, communications and authority are not associated with electoral campaigning;
 - 1.3.2 Proactively identify, avoid, and manage both actual and potential conflicts of interest arising from their candidacy;
 - 1.3.3 Declare any conflicts of interest or relevant interests that may arise in connection with their role as a candidate and their position as a Councillor, in accordance with legislative and governance requirements;
 - 1.3.4 Refrain from any misuse of their position as a Councillor, including the use of influence, access to information, or status associated with the office for electoral advantage;
 - 1.3.5 Ensure that Council resources are not used, or perceived to be used, to support their candidacy, including staff time, facilities, information, branding, or systems; and
 - 1.3.6 Continue to comply with all obligations under the Model Councillor Code of Conduct for the duration of their candidacy.

2. COUNCILLOR ENDORSEMENT

- 2.1 To uphold the political neutrality and maintain public confidence in the integrity of Council, Council is encouraged not to endorse, support, or oppose the candidature of any Councillor in a State or Federal election.
- 2.2 All Councillors are strictly required to:
 - 2.2.1 Refrain from using Council resources, facilities, communications, branding, or forums in any way that could be interpreted as promoting or opposing a candidate;
 - 2.2.2 Avoid any public statements or actions that may create the perception of Council endorsement or opposition; and
 - 2.2.3 Respect the impartiality of Council at all times, ensuring that Council business remains separate from individual electoral activities.
- 2.3 Non-compliance with these expectations may constitute a breach of the Model Councillor Code of Conduct and the Act.

3. NOTIFICATION OF CANDIDACY

- 3.1 As soon as practicable after a Councillor becomes a prospective or nominated candidate for a State or Federal election, the Councillor must notify the Mayor in writing.
- 3.2 Upon receipt of the notice, the Mayor will advise the other Councillors to ensure transparency across the Council, while respecting the Councillor's privacy regarding campaign matters.
- 3.3 To reinforce transparency and good governance, a Councillor should declare their intention to contest a State or Federal election at the next scheduled Council Meeting following notification. This declaration helps other Councillors manage potential conflicts of interest and supports the integrity of Council decision-making.

4. LEAVE OF ABSENCE

- 4.1 Councillors are strongly encouraged to apply for a leave of absence commencing no later than the date of nomination with the relevant electoral commission and concluding no earlier than the close of voting for the election:
 - 4.1.1 For State elections, the Victorian Electoral Commission (VEC) allows candidates to formally nominate until 15 days prior to election day.
 - 4.1.2 For Federal elections, the Australian Electoral Commission (AEC) allows candidates to formally nominate no less than ten days no more than 27 after writs are issued. This is generally between 23 to 31 days prior to election day.
- 4.2 Leave of absence ensures a clear separation between Council duties and campaign activities, reduces the risk of actual or perceived conflicts of interest, and reinforces public confidence in the impartiality and integrity of Council decision-making.
- 4.3 The application should be made:
 - 4.3.1 Immediately upon the date for the close of nominations being published, if at that date the Councillor has decided to nominate; or
 - 4.3.2 On the date the Councillor formally nominates, whichever occurs sooner.
- 4.4 Leave of absence must be requested at a Council Meeting in accordance with Council's Governance Rules. Council is expected to grant any reasonable request for leave.
- 4.5 While on an approved leave of absence, a Councillor must not attend Council Meetings, Delegated Committee Meetings, or Councillor Briefing Meetings in their capacity as a Councillor and must not otherwise act in the role of Councillor.
- 4.6 If a Councillor withdraws their nomination after leave has been granted, they may resume ordinary Council duties, provided they submit written notification to Mayor confirming their return. The Mayor is to advise all other Council members and the Chief Executive Officer in the event this occurs.

5. LEGAL ADVICE

- 5.1 Councillors are required to obtain their own legal advice, at their own expense, regarding the various issues associated with running as a candidate at a State or Federal election such as:
 - 5.1.1 A Councillors eligibility to be a Candidate;
 - 5.1.2 Conflicts of Interest, whether actual, perceived, potential or otherwise.

6. COMMENTS ON COUNCIL ISSUES

- 6.1 Councillors who are prospective or nominated candidates must clearly separate their role as a Councillor from their role as a candidate when commenting on Council matters.
- 6.2 Comments must not imply Council endorsement or use Council resources, branding, or staff to support a campaign.
- 6.3 Councillors are strongly encouraged to maintain separate social media accounts for their Council and candidate roles.
- 6.4 Failure to maintain this separation may breach the Act, including obligations to act with integrity, avoid misuse of position or information, and comply with the Model Councillor Code of Conduct.

7. USE OF COUNCIL RESOURCES AND ACTIVITIES

- 7.1 Councillors who are prospective or nominated candidates must not use Council resources for election purposes. This includes but is not limited to; office accommodation, Council facilities, vehicles, hospitality services, mobile phones and numbers, laptops, Council email addresses, photographs, computers, printers, and other Council-owned materials.
- 7.2 During Leave of Absence, all Council equipment and materials must either be returned to Council or retained but not used for the duration of the approved leave.
- 7.3 During any period of leave of absence, Councillors should activate out-of-office messages on Council email and voicemail that clearly advise of their leave and provide alternative contact points for Council matters.
- 7.4 Managing perceived conflicts, even where no direct expense occurs, Councillors should ensure campaign activity does not intersect with Council resources. Examples include:
 - 7.4.1 Responding to campaign-related emails received on a Council account only via a private email and directing future correspondence to the private account.
 - 7.4.2 Providing a non-Council contact number for campaign-related calls received on Council devices.
- 7.5 Councillors must not use Council meetings, events, networking opportunities, or other Council-related activities to advance their candidature.
- 7.6 Councillors must not leverage their official position, Council staff, or Council resources in any way to assist or support the election campaign of another Councillor.

8. MEDIA AND PUBLICITY:

- 8.1 The City will not provide media advice or assistance in relation to election issues or publicity concerning a Councillor who is a prospective or nominated candidate.
- 8.2 Council media releases will not refer to specific Councillors in their capacity as prospective or nominated candidates.

9. SUCCESSFUL ELECTION

- 9.1 A Councillor must resign from Council immediately upon being successfully elected to State or Federal Parliament. This requirement arises because under section 34(2)(a) of the Local Government Act 2020, a person is not qualified to be a Councillor if they are a member of Parliament.

Implementation of these Guidelines

MONITORING AND REPORTING

A Councillor is responsible for notifying the CEO of their candidacy in accordance with these guidelines.

The Chief Governance and Risk Officer are responsible for the monitoring of these guidelines.

ADVICE AND ASSISTANCE

The Responsible Officer is responsible for providing guidance on the application of these guidelines.

RECORDS

The City must retain records associated with these guidelines and its implementation in accordance with its Records Information Management Policy.

REVIEW

These guidelines will be reviewed by the Manager Council and Corporate Governance prior to a State or Federal election or State or Federal by-election.

References

Relevant Legislation

Commonwealth Electoral Act 1918 (Cth)

Commonwealth Electoral Regulations 2016 (Cth)

Electoral Act 2002 (Vic)

Electoral Regulations (Victoria)

Local Government Act 2020 (Vic)

Local Government (Governance and Integrity) Regulations 2020

Model Councillor Code of Conduct

Other Documents

Records Information Management Policy

Municipal Association of Victoria Policy Position – Candidature of Councillors State or Federal Elections

Appendix

Where a matter is identified as mandatory in these Guidelines, it reflects an obligation imposed by legislation or a binding statutory code. Matters identified as governance or best-practice guidance are included to support integrity, transparency, and public confidence and do not create enforceable obligations or expand Council's statutory powers.

MANDATORY LEGISLATIVE REQUIREMENTS VS GOVERNANCE GUIDANCE FOR FEDERAL AND STATE ELECTIONS

Area	Mandatory – Legislative Requirements (Must comply)	Legislative Basis (Indicative sections)	Governance & Best-Practice Guidance
When the Guidelines apply	A Councillor is taken to be a candidate only when defined as such under relevant VEC/AEC electoral legislation and remains a candidate until they cease to be a candidate under that legislation.	Electoral Act 2002 (Vic) – Part 8; Commonwealth Electoral Act 1918 (Cth) – Part XIV; VEC / AEC definitions and guidance.	Councillors may wish to consider early reputational and integrity risks once they publicly indicate an intention to stand for election, even if not yet formally a candidate.
Use of Council position	Councillors must not misuse their position to gain an advantage for themselves or others, as prohibited under the <i>Local Government Act 2020</i> and the Model Councillor Code of Conduct.	Local Government Act 2020 (Vic) Part 6, Division 1, s 123 (Improper use of position).	Councillors are encouraged to proactively separate Council duties from campaign activities to avoid confusion or perception of advantage.
Use of Council resources	Council resources must not be used for electoral or campaign purposes.	Local Government Act 2020 (Vic) Part 6, Division 1, ss 123–124; Model Councillor Code of Conduct (use of resources).	Councillors should exercise caution in the timing and manner of public communications to avoid perceived use of Council platforms for campaigning.
Conflicts of interest	Councillors must comply with all conflict-of-interest provisions under the <i>Local Government Act 2020</i> and the Model Councillor Code of Conduct.	Local Government Act 2020 (Vic) Part 6, Division 2, ss 127–131 (Conflicts of interest).	Councillors are encouraged to disclose and manage potential perceived conflicts, even where no declarable conflict exists.

Area	Mandatory – Legislative Requirements (Must comply)	Legislative Basis (Indicative sections)	Governance & Best-Practice Guidance
Conduct and behaviour	Councillors remain bound by the Model Councillor Code of Conduct at all times, including during any approved leave of absence.	Local Government Act 2020 (Vic) Part 6, Division 5, s 139; Part 2, Division 1, s 9 (Governance principles).	Councillors are encouraged to adopt higher standards of transparency and professionalism during election periods to maintain public confidence.
Leave of absence	Any leave of absence must be taken in accordance with legislative requirements, the Governance Rules and Council resolution.	Local Government Act 2020 (Vic) part 35, s 4 (Council must grant any reasonable leave of absence) Governance Rules part 3, s 3.13.	Councillors may choose to voluntarily step back from certain roles or activities to manage perceived conflicts or risks.
Communications and social media	Councillors must not publish or authorise material using Council resources that breaches electoral or other legislation.	Local Government Act 2020 (Vic) Division 9; Model Councillor Code of Conduct.	Councillors are encouraged to clearly distinguish personal or campaign communications from Council-related communications.
Compliance consequences	Breaches may result in investigation, sanctions, or penalties under relevant legislation or regulatory frameworks. These sanctions and penalties include fines and / or imprisonment.	Local Government Act 2020 (Vic); Model Councillor Code of Conduct.	Non-adherence may increase reputational, governance, or community trust risks but does not attract statutory sanctions.

2.3. Financial Performance Report for the year to date ended 31 December 2025

Source: Corporate Services
Executive Director: Troy Edwards

Purpose

1. To endorse the Financial Performance Report Year to Date Ended 31 December 2025.

Background

2. On 24 June 2025 the 2025-26 budget was adopted with an underlying operating surplus of \$509,000, underpinned by an operating efficiency target of \$16.6 million.
3. Following adoption, a detailed efficiency program identified specific actions to achieve this target, replacing broad-based assumptions with targeted measures across departments.
4. Financial performance reports will be presented to Council on a quarterly basis, with this report representing quarter 2 for the 2025-26 financial year (FY26).
5. Further to the performance, the report provides the forward full year forecast for FY26.

Key Matters

6. The recurrent operating result to 31 December 2025 is a deficit of \$3.0 million, being \$1.5 million favourable to the year-to-date budget. This is primarily driven by timing-related underspends in Materials & Services and higher than anticipated interest from cash term deposits, partially offset by reduced supplementary rates and increased depreciation from FY25 asset revaluations.
7. The forecast operating position is a deficit of \$20.2 million and is (\$20.7 million) unfavourable to the full year budget. The forecast variance is driven by timing impacts from the early receipt of 50% of the FY26 Financial Assistance Grant funding recognised in the FY25, increased depreciation from FY25 asset revaluations, and lower-than-budget revenues from fees, charges and rates, partly offset by favourable Materials and Services underspends.
8. Capital works expenditure to 31 December 2025 is \$6.2 million favourable to the year-to-date budget primarily driven primarily by timing variances across the program of work. A summary of the year-to-date variances is provided in the attachment.
9. The forecast capital works expenditure position is \$31.9 million favourable to the full year budget. The variance is driven by project rephasing, with several large projects being rephased for delivery in the 2026-27 financial year.
10. Cash and investment balance as at 31 December 2025 of \$218.4 million, is \$29.4million favourable to the year-to-date budget. The favourable cash variance is primarily driven by a higher opening cash balance from FY25 capital delays, deferral of FY26 capital expenditure into FY27, and underspends in materials and services. This

is partly offset by the early receipt of 50% of the FY26 Financial Assistance Grant funding in FY25 and lower-than-expected developer contributions and fees.

Recommendation

That Council:

- 1. Endorses the Financial Performance Report Year to Date Ended 31 December 2025.**

Financial Sustainability

11. As detailed in the attached Financial Performance Report Year to Date Ended 31 December 2025.

Community Engagement

12. Community engagement was undertaken during the development of the 2025-26 budget. Internal consultation has occurred with managers on the development of the full year forecast. Project managers have been consulted and provided the latest project updates which have been factored into this report.

Social Equity and Sustainability

13. Incomes and expenditures of the City's social equity programs are included in the attached Financial Performance Report Year to Date Ended 31 December 2025.

Relevant Law/Policy/Legal Implications

14. The report is provided in accordance with the requirements under section 97 of the *Local Government Act 2020*.

Alignment to Council Plan and Vision

15. This report aligns with the Council Plan 2025-29 strategic priority:
Governance and Integrity
16. This report aligns with the Community led 30-year Vision, "Greater Geelong: A Clever and Creative Future" community aspiration:
A prosperous economy that supports jobs and education opportunities.

Conflict of Interest

17. No officer involved in the preparation of this report declared a general or material conflict of interest.

Risk Assessment

18. There are no high or extreme risks arising from the subject of this report.

Environmental Sustainability

19. Incomes, expenditure, and investments focus on the preservation and enhancement of the City's commitment to environmental strategies and targets.

Attachments

1. Financial Management Report Year to Date Ended 31 December 2025 [2.3.1 - 23 pages]

THE CITY OF
GREATER GEELONG

FINANCIAL PERFORMANCE REPORT

DECEMBER 2025

Financial Performance Report

Year to Date Ended 31 December 2025



1. Introduction and Purpose.....	3
2. Financial Performance	
a. Summary.....	3
b. Operating Result	6
c. Capital Expenditure.....	11
3. Income Statement Converted to Cash	13
4. Balance Sheet	
a. Summary.....	14
b. Trade and Other Receiveables	15
c. Tresury Analysis	16
d. Cash Reserve Analysis	17
5. Financial Sustainability Measures	18
Appendix	
a. Income Statement	19
b. Balance Sheet	20
c. Statement of Cash Flows.....	21
d. Statement of Capital Works	22
e. Rates Collection Summary	23

Financial Performance Report

Year to Date Ended 31 December 2025



1. Introduction & Purpose

- This report provides an overview of Council's financial performance for the period 1 July 2025 to 31 December 2025, including year-to-date results, full-year forecasts and key movements across operating activities, capital delivery, cash flow, reserves and financial sustainability indicators.
- The report supports effective financial stewardship by enabling informed decision-making, transparent monitoring of organisational performance, and early identification of matters that may impact Council's year-end position or longer-term financial sustainability.

2. Financial Performance

a) Summary

Summary	Year To Date			Full Year		
	Actual \$000	Budget \$000	Variance \$000	Forecast \$000	Budget \$000	Variance \$000
Operating Statement						
Income	251,285	251,533 ▼	(248)	500,793	518,076 ▼	(17,284)
Expenditure	254,242	255,986 ▲	1,743	520,953	517,567 ▼	(3,386)
Net Operating Surplus/(Deficit)	(2,957)	(4,452) ▲	1,495	(20,160)	509 ▼	(20,669)
Non-Recurrent Revenue	48,347	33,613 ▲	14,734	198,076	209,972 ▼	(11,897)
Net Comprehensive Surplus/(Deficit)	45,389	29,160 ▲	16,229	177,916	210,481 ▼	(32,566)
Cash Surplus/(Deficit) for the Year	47,189	9,264 ▲	37,926	3,163	3,252 ▼	(89)
Capital Works Expenditure	56,066	62,249 ▲	6,183	172,415	204,342 ▲	31,926
Cash & Investments	172,762	168,784 ▲	3,977	218,399	188,974 ▲	29,425
Loans	160,256	161,269 ▲	1,013	156,609	157,558 ▲	949

Operating Surplus/(Deficit)

Year to Date Actuals v Budget: The operating result is a deficit of \$3.0m, being **\$1.5m** favourable to the year-to-date budget.

Key drivers of this variance include:

- A reduced volume of property growth has resulted in fewer supplementary rates notices being issued (**\$765k**). This shortfall is partly offset by higher-than-budgeted interest on overdue rates **\$304k**.

Financial Performance Report

Year to Date Ended 31 December 2025



- Departments across the organisation have underutilised their Materials & Services budgets **\$7.0m**. These underspends are largely timing-related, with specific material variances detailed later in the report.
- Depreciation is **(\$4.0m)** unfavourable to budget, due to the FY25 year-end valuation uplift of property and infrastructure assets, which has increased the depreciation expense.
- Higher salary expenditure **(\$1.2m)** is primarily driven by a budgeting error, resulting in a permanent variance that has been reflected in the Q2 Full Year Forecast. Additionally, there is a favourable YTD variance from vacant positions which is partially offset by higher supplementary labour costs used to maintain core service delivery.

Full Year Forecast v Budget: The forecast operating position is a deficit of (\$20.2m), which is **(\$20.7m)** unfavourable compared to the full-year budget.

The major drivers of this unfavourable forecast include:

- The early receipt in June FY25 of 50% of the FY26 Financial Assistance Grant has created a timing variance that adversely impacts the FY26 operating position **(\$14.8m)**.
- Upward asset revaluations at the FY25 year-end have increased depreciation, resulting in a material unfavourable variance to budget **(\$7.9m)**.
- Fees and charges **(\$3.3m)** are forecast below budget, driven by the North Geelong Transfer Station closure, lower outlook for Development Planning Fees and a decline in on-street parking revenue.
- Salaries and Wages variance is primarily due to a budgeting error which has been adjusted in the forecast **(\$2.6m)** and the reclassification of costs in the Digital Innovation Program from Materials and Services to Salaries and Wages **(\$2.2m)**. Additionally, forecast savings from vacancies have resulted in a favourable variance, however, this is partly offset by increased supplementary labour required to cover critical roles.
- Rates revenue is forecast to be below budget due to lower supplementary rates, reflecting a weaker-than-anticipated volume of property development **(\$596k)**.
- Offset by Materials and Services **\$8.0m** favourable to budget. Major variances include: a reduction in the Digital Innovation Program forecast due to delays, lower expenditure related to the North Geelong Transfer Station closure and underspends across multiple departments in City Infrastructure and City Life.

Net Comprehensive Surplus/(Deficit)

Full Year Forecast v Budget: The forecast net comprehensive result is a deficit of (\$204.3m), which is **(\$32.6m)** unfavourable compared to the full-year budget.

The primary contributors to this unfavourable position are:

- The underlying operating position is forecast to be **(\$20.7m)** unfavourable to budget, reflecting the drivers outlined in the Operating Result section, including the timing impact of the Financial Assistance Grant, higher depreciation from revaluations, lower fees and charges, and increased salary costs.

Financial Performance Report

Year to Date Ended 31 December 2025



- Developer contributions are tracking below budget year-to-date, and the full-year forecast has been revised down by **(\$9.6m)**. This reflects slower development activity and delays in contribution-triggering milestones.

Cash Surplus/Deficit

- The net result is materially consistent with budget.

Capital Works Expenditure

Year to Date Actuals v Budget: Year-to-date capital works expenditure is **\$6.2m** favourable to budget, driven primarily by timing variances across several major projects and programs.

Key contributors include:

- Armstrong Creek Land Acquisition Program **\$3.3m** - Favourability reflects timing differences arising from uncertainty in the scheduling and valuation of compulsory acquisition claims.
- North Bellarine Aquatic Centre Stage 2 **-\$1.8m** - The variance relates to budget phasing assumptions, with expenditure now expected later than originally profiled.
- Convention and Exhibition Centre – Public Realm **\$1.5m** - Project delays have deferred the timing of the City's final funding contribution.
- Federal Roads Program (Roads to Recovery) **(\$1.7m)** - As a result of timing differences and increased external funding for FY26.

Full Year Forecast v Budget: Full year capital works expenditure is forecast at \$172.4m, which is **\$31.9m** favourable to budget. This variance is driven primarily by project rephasing, with multiple programs now expected to deliver portions of their works in FY27 rather than FY26.

Major contributors include:

- Armstrong Creek Land Acquisition Program (\$18.2m) – expenditure is lower due to delays in several land parcels progressing to acquisition and the Ghazeepore Road acquisition no longer being required (\$6.0m).
- Organics Processing Facility Upgrades (Stacey's Road) (\$8.1m) – Design work is now expected to be completed later in FY26, delaying commencement of construction.
- Sorting/Decontamination Line at Point Henry for FOGO (\$3.0m) – Procurement processes have taken longer than anticipated.
- Osborne House Remedial Works (\$3.0m) – The appointment of a development partner has been slower than expected.
- Lara Golf Club Irrigation Upgrade \$1.0m - Delays due to longer lead times for irrigation pipework than originally considered.

Financial Performance Report

Year to Date Ended 31 December 2025



Cash & Investments

Full Year Forecast v Budget: The forecast cash position of \$218.4m is **\$29.4m** favourable to budget.

The key drivers of this favourable variance are:

- Higher opening cash balance of \$17.4m resulting from delays in the FY25 capital program leading to funds remaining unspent at year end.
- A portion of the FY26 capital program has been deferred, with \$25.9m in capital expenditure now expected to occur in FY27. The cash will be retained in the Capital Commitments Reserve to fund the delivery of these works in future years.
- The Ghazeepore Road acquisition \$6.0m is no longer required, reducing capital expenditure in FY26. The associated funding will remain within the DCP reserve for future commitments.
- Underspend across materials and services have contributed positively to the cash position \$8.2m.
- The favourable cash variance is partly offset by:
 - o The early receipt in FY25 of 50% of the FY26 Financial Assistance Grant (\$14.8)
 - o Lower than expected Developer Contributions (\$9.6m) and fees and charges (\$3.3)
 - o Increase in salaries and wages (\$3.7m), reflects a corrected budgeting error (\$2.6m) and the reclassification of Digital Innovation Program costs from Materials and Services to Salaries and Wages (\$2.2m). Vacancy savings also contribute to a favourable result, partly offset by higher supplementary labour to maintain core services.

Loans

Year to Date Actuals v Budget: The actual debt owed at 31 December 2025 is \$160.3m which is **\$1.0m** favourable to YTD budget. This is materially consistent with budget.

Full Year Forecast v Budget: The forecast debt position at 30 June 2026 of \$156.5m, is **\$1.0m** favourable compared to the budget. This is materially consistent with budget.

b) Operating Result

Year to Date Actuals v Budget: The **\$1.5m** favourable variance between the actual results and the year-to-date budget is driven by the following key factors:

Financial Performance Report

Year to Date Ended 31 December 2025



Income

Item	Impact	Comment
Rates & Charges		
Supplementary Rates	(\$765k)	Lower-than-expected volume of property changes (subdivisions, new builds, major improvements) has reduced supplementary rates notices. This is largely outside Council's control and is expected to present a budget risk at year-end.
Interest on Overdue Rates	+\$304k	A higher arrears balance has resulted in additional interest revenue on overdue rates.
Fees, Charges and Other		
Voting Infringements	+\$273k	Higher-than-expected collection of fines relating to voting non-compliance from council elections. This revenue has already exceeded the full-year budget.
Family Services Funding	(\$384k)	Timing changes to School Readiness Programming have impacted income recognition. This variance is not permanent and is offset by underspends in related Materials & Services.
Development Planning Fees	(\$760k)	Current trends indicate the \$4.0m budget is unlikely to be achieved. This revenue stream is unpredictable and highly dependent on developer activity.
Drysdale Landfill Gas Royalties	+\$315k	Unbudgeted Drysdale Landfill gas royalty income
North Geelong Transfer Station Closure	(\$1.1m)	The budget assumed a like-for-like alternative site (Slevin St) would be established, which has not been the case. Slevin St only accepts limited recyclables. As a result, both income and waste disposal/recycling expenditure are down, broadly offsetting each other.
Interest Received		
Interest on Investments	+\$479k	Higher opening and average cash/term-deposit balances have resulted in favourable interest earnings.

Financial Performance Report

Year to Date Ended 31 December 2025



Expenditure

Item	Impact	Comment
Salaries, Wages & Employment		
Salaries and Wages budget error	(\$1.3m)	Higher salaries expenditure due to a budgeting error. This is a permanent variance and has been corrected in the full-year forecast.
Supplementary labour	(\$0.9m)	Higher supplementary labour costs used to maintain core service delivery.
Vacancies	\$1.4m	The favourable variance reflects the savings from vacant positions.
Materials and Services		
EPA Levy	(\$2.7m)	EPA Levies greater than budgeted for industrial waste disposed at Drysdale Landfill. This represents ~35-45% of total tonnages.
City Works	+\$1.9m	Favourability reflects timing differences across repairs, maintenance and security expenditure. These are mostly considered timing variances rather than permanent savings.
Planning & Growth programs	+\$1.1m	Favourable variance driven mainly by timing delays across several programs, including the commencement of the NWGGA Elcho Road West PSP developer-funded work.
North Geelong Transfer Station Closure	+\$1.0m	The assumed like-for-like alternative site (Slevin St) has not been established. Slevin St accepts only limited recyclables, resulting in lower income and lower waste disposal/recycling costs, which broadly offset each other.
Depreciation		
Depreciation expense	(\$4.0m)	Unfavourable variance due to upward asset revaluations at FY25 year-end, increasing depreciation costs compared to budget.

Financial Performance Report

Year to Date Ended 31 December 2025



Full Year Forecast v Budget: The **(\$20.7m)** unfavourable variance between the full-year forecast and the budget is driven by the key factors summarised below.

Income

Item	Impact	Comment
Rates & Charges		
Supplementary Rates	(\$850k)	Lower-than-expected volumes of property development continues to reduce supplementary rates. The pending <i>payment-in-lieu-of-rates (PILOT)</i> scheme may also impact revenue, although timing remains uncertain (potentially FY26 or FY27), presenting an additional risk.
Interest on Overdue Rates	+\$350k	A higher arrears balance is expected to generate favourable interest revenue on overdue rates.
Fees, Charges and Other		
North Geelong Transfer Station Closure	(\$2.1m)	The budget assumed a like-for-like alternative site (Slevin St), but in practice it accepts only limited recyclables. As a result, both income and disposal/recycling expenditure are expected to be lower, largely offsetting one another.
Development Planning Fees	(\$1.2m)	Forecast revenue is expected to fall short of the \$4.0m budget. This income stream is highly unpredictable and depends on developer activity, which remains below expectations.
Casual on street parking	(\$316k)	Revenue forecasts have been reduced based on trend in the first half of the year. Current trends indicate ongoing softness, and there remains a risk of further decline over the remainder of the financial year.
Drysdale Landfill Gas Royalties	+\$575k	Unbudgeted Drysdale Landfill gas royalty income has contributed favourably to the forecast.
Tree Planting/Removal	+\$248k	Additional income has been generated from tree planting and removal activities, with the full-year budget already exceeded.
Government Grants		
Financial Assistance Grant	(\$14.8m)	The early receipt in FY25 of 50% of the FY26 Financial Assistance Grant has created a timing variance. This reduces income recognised in FY26, despite no change to overall grant funding.

Financial Performance Report

Year to Date Ended 31 December 2025



Expenditure

Item	Impact	Comment
Salaries, Wages and Employment		
Salaries and Wages budget error	(\$2.6m)	A budgeting error has resulted in higher salary costs. This variance has been corrected in the full-year forecast.
Digital Innovation Program	(\$2.2m)	Expenditure previously budgeted under Materials & Services has been reclassified to Salaries and Wages, contributing to the unfavourable variance.
Vacancies	\$1.1m	The favourable variance reflects forecast savings from vacant positions, partially offset by higher supplementary labour costs used to maintain service delivery.
Materials and Services		
EPA Levy	(\$5.5m)	An error in the Waste Model resulted in the EPA levy for industrial waste being significantly underbudgeted. This represents ~35-45% of total tonnages, therefore expecting to be materially over budget.
Digital Innovation Program	+\$2.2m	Favourability reflects the reclassification of Digital Innovation Program expenditure from Materials & Services to Salaries and Wages.
North Geelong Transfer Station Closure	+\$2.1m	The expected like-for-like alternative site (Slevin St) was not established. As it accepts only limited recyclables, both income and waste disposal/recycling costs are expected to reduce, largely offsetting each other.
Digital Innovation Program	+\$1.5m	Program delays have resulted in forecast underspend for FY26. This may adversely impact funding and delivery requirements in FY27.
Family Services	+\$500k	Favourable trend in materials & services spending, some of which is due to delays in program delivery which is partly offset by unfavourable recognition of associated government funding.
Staceys Road Rental Expense	+\$493k	The rental expense assumed in the budget was based on increased site acreage, which is now not expected until FY27, resulting in a favourable variance.
Depreciation		
Depreciation	(\$7.9m)	Upward asset revaluations at the FY25 year-end are expected to increase depreciation costs materially above budget.

Financial Performance Report

Year to Date Ended 31 December 2025



c) Capital Expenditure

Year to Date Actuals v Budget: The year-to-date capital works result is **\$6.2m** favourable compared with the YTD budget. The key variances are summarised in the table below.

Item	Impact	Comment
Project/Program		
Armstrong Creek Land Acquisition Program	+\$3.3m	A significant portion of the FY26 budget is allocated to compulsory acquisition provisions. Due to uncertainty in acquisition timing and valuation, material timing variances are common and are driving the favourable YTD result.
North Bellarine Aquatic Centre Stage 2	+\$1.8m	Although no full-year variance is forecast, the FY26 budget phasing assumed a different spread of monthly expenditure, resulting in a timing-based YTD underspend.
Convention and Exhibition Centre	+\$1.5m	Project delays have deferred the final cash contribution from Council, creating a favourable YTD variance
Federal Roads Program (Roads to Recovery)	(\$1.7m)	The YTD unfavourable variance is due to a combination of increased external funding and timing differences in expenditure.

Full Year Forecast v Budget: The full-year capital works program is forecast to be **\$31.9m** favourable to budget.

This favourable variance is driven primarily by timing impacts, with several major projects now expected to deliver expenditure in 2026–27 rather than FY26. The key variances are summarised in the table below.

Financial Performance Report

Year to Date Ended 31 December 2025



Item	Impact	Comment
Project/Program		
Armstrong Creek Land Acquisition Program	+\$18.2m	Favourable forecast driven by: (1) a permanent reduction in budget due to the Ghazeepore Road acquisition no longer being required (\$6.0m); (2) delays across several land parcel acquisitions now expected in future years (\$15.8m); partially offset by FY25 expenditure carried into FY26 (\$3.3m).
Organics Processing Facility Upgrades (Stacey's Road)	+\$8.1m	Detailed design work is now expected to be completed in late FY26, pushing construction commencement to after Winter 2026. The budget assumed earlier design completion that would have enabled pre-winter construction.
Sorting/Decontamination Line at Pt Henry for FOGO	+\$3.0m	The tender process is taking longer than expected, delaying equipment delivery and the start of facility upgrades. These works are now forecast for FY27.
Osborne House Remedial Works	+\$1.8m	Appointment of a development partner has taken longer than anticipated, resulting in expenditure being rephased into future financial years.
Lara Golf Club Irrigation Upgrade	+1.0m	Delays have arisen due to longer-than-planned lead times for irrigation pipework, shifting expenditure into FY27.

Financial Performance Report

Year to Date Ended 31 December 2025



3. Income Statement Converted to Cash

Income Statement Converted to Cash	Year To Date			Full Year		
	Actual \$'000	Budget \$'000	Variance \$'000	Forecast \$'000	Budget \$'000	Variance \$'000
Surplus/(deficit) for the year	45,389	29,160 ▲	16,229	177,916	210,481 ▼	(32,566)
Adjustment for Non-Cash Items						
Contributions - non-monetary	(26,384)	- ▲	26,384	(116,011)	(116,012) ▼	(0)
Depreciation & amortisation	58,265	54,227 ▼	(4,038)	116,473	108,606 ▲	7,867
Written-Down Value of Asset Disposals	4,860	232 ▲	4,628	11,084	6,456 ▲	4,628
Total Non-Cash Items	36,741	54,459 ▼	(17,718)	11,545	(950) ▲	12,495
Adjustment for Capital Expenditure						
Capital Expenditure	(56,066)	(62,249) ▲	6,183	(172,415)	(204,342) ▲	31,926
Total Capital Expenditure	(56,066)	(62,249) ▲	6,183	(172,415)	(204,342) ▲	31,926
Adjustment for Financing Items						
New Borrowings/Refinancing	-	- ▼	-	-	- ▼	-
Loan Repayments	(3,761)	(3,712) ▼	(49)	(7,423)	(7,423) ▼	-
Lease Repayments	(636)	(637) ▼	1	(1,274)	(1,274) ▼	-
Total Financing Items	(4,397)	(4,348) ▼	(48)	(8,697)	(8,697) ▼	-
Net Cash Position for the Year	21,667	17,021 ▲	4,646	8,349	(3,507) ▲	11,856
Adjustment for Reserve Movements						
Reserve Drawdown/(Replenishment)	25,522	(7,757) ▲	33,279	(5,186)	6,759 ▼	(11,945)
Cash Surplus/(Deficit) for the Year	47,189	9,264 ▲	37,926	3,163	3,252 ▼	(89)

Financial Performance Report

Year to Date Ended 31 December 2025



4. Balance Sheet

Balance Sheet Summary	Year To Date			Full Year		
	Actual \$000	Budget \$000	Variance \$000	Forecast \$000	Budget \$000	Variance \$000
Current Assets	453,730	446,209	▲ 7,521	254,380	233,698	▲ 20,681
Non-Currents Assets	5,437,958	5,313,535	▲ 124,422	5,798,848	5,724,564	▲ 74,284
Total Assets	5,891,688	5,759,745	▲ 131,943	6,053,228	5,958,262	▲ 94,965
Current Liabilities	338,155	325,788	▼ (12,367)	151,694	147,557	▼ (4,136)
Non-Current Liabilities	187,985	187,535	▼ (450)	184,274	183,143	▼ (1,130)
Total Liabilities	526,140	513,323	▼ (12,817)	335,968	330,701	▼ (5,267)
Net Assets	5,365,548	5,246,422	▲ 119,126	5,717,260	5,627,561	▲ 89,698
Accumulated Surplus	2,507,695	2,397,382	▲ 110,313	2,616,944	2,585,463	▲ 31,480
Revaluation Reserves	2,772,090	2,769,970	▲ 2,120	2,983,845	2,981,725	▲ 2,120
Cash Reserves	85,763	79,070	▲ 6,694	116,471	60,372	▲ 56,099
Total Equity	5,365,548	5,246,422	▲ 119,126	5,717,260	5,627,561	▲ 89,699
Working Capital Ratio	1.34	1.37	▼ (0.03)	1.68	1.58	▲ 0.09
Unrestricted Working Capital Rat	1.09	1.13	▼ (0.04)	0.91	1.17	▼ (0.27)

a) Overall

Year to Date Actuals v Budget

- The working capital ratio of 1.34 indicates an adequate level of liquidity, and is materially consistent with budget expectations.
- After adjusting for restricted (reserved) cash, the unrestricted working capital ratio is 1.09, which is also materially consistent with budget.

Full Year Forecast vs Budget

- The forecast working capital ratio is 1.68, which is 0.09 higher than budget, and remains materially consistent with expectations.
- After adjusting for restricted cash, the unrestricted working capital ratio is forecast at 0.91. The unfavourable variance of 0.27 reflects the high level of restricted cash held for future developer contributions projects, waste projects, and committed capital works.

Financial Performance Report

Year to Date Ended 31 December 2025



b) Trade & Other Receivables

Summary	Year To Date		
	Actual \$000	FY25 \$000	Movement \$000
Statutory receivables			
Rates	246,884	5,852 ▼	(241,032)
Infringements	13,654	12,988 ▼	(666)
Net GST receivables	2,358	2,593 ▲	235
Non-statutory			
Other debtors	20,419	20,676 ▲	257
Total current trade and other receivables	283,315	42,110 ▼	(241,206)
Less impairment loss allowance	(18,137)	(17,414) ▼	(723)
Net total current trade and other receivables	265,178	24,696 ▼	(240,483)
Non-current			
Statutory receivables			
Special rate scheme	2,264	2,264 ■	-
Long term rates	18,895	18,895 ■	-
Total non-current trade and other receivables	21,159	21,159 ■	-
Total trade and other receivables	286,337	45,855 ▼	(240,483)

- Receivables have increased by \$240.0m since 30 June 2025. This reflects the fact two rate instalments are still outstanding for the financial year, along with the option for full payment in February 2026.
- Current collections total \$122m, which is 0.5% higher than at December 2024. This improvement is partly driven by earlier issuance of Rates Notices compared with prior years.
- The arrears balance has risen to \$15.9m, up from \$11.7m at the same time last year. A total of \$8.9m has been collected so far in the 2025–26 year. Reducing the arrears balance remains a key focus to help prevent compounding overdue amounts.
- Total collection (current plus arrears) is 0.43% higher than at December 2024, demonstrating a modest improvement in overall rates recovery performance.

Note: The 'Rates' balance in the above table includes all rates related debt, including General Rates, Emergency Services and Volunteers Fund (to be passed onto the Victorian State Government), Special Rates & Charges schemes and Environmental Upgrade Agreements.

Financial Performance Report

Year to Date Ended 31 December 2025



c) Treasury Analysis

Summary	Year To Date			Full Year		
	Actual \$000	Budget \$000	Variance \$000	Forecast \$000	Budget \$000	Variance \$000
Cash						
Cash & Cash Equivalents	50,935	67,514 ▼	(16,579)	87,360	75,590 ▲	11,770
Other Financial Assets	121,827	101,270 ▲	20,556	131,039	113,384 ▲	17,655
Total Cash Balances	172,762	168,784 ▲	3,977	218,399	188,974 ▲	29,425
Interest Received on Cash Balance	4,016	3,537 ▲	479	7,648	7,169 ▲	479
Loans						
Current Loan Liabilities	7,489	7,555 ▲	65	7,554	7,555 ▼	(1)
Non-Current Loan Liabilities	152,767	153,714 ▲	948	149,055	150,003 ▼	(948)
Total Loan Balances	160,256	161,269 ▲	1,013	156,609	157,558 ▼	(949)
Interest Paid on Loans - Operating	2,748	2,614 ▼	(135)	5,124	5,124 ▼	0
Interest Paid on Loans - Capital	336	437 ▲	101	1,395	1,395 ▼	-
Total Interest Paid on Loans	3,084	3,051 ▼	(34)	6,519	6,519 ▼	0

Cash & Investments

- The full-year forecast cash position is \$29.4m favourable to budget. This result is driven primarily by a \$17.4m favourable opening cash balance and expected delays in the FY26 capital program, which reduce near-term cash outflows. These positive impacts are partly offset by the early receipt in FY25 of 50% of the FY26 Financial Assistance Grant (\$14.8m), creating an unfavourable timing variance in FY26.

Loans

- The debt owed at 31 December 2025, as well as the full-year forecast debt position, are materially consistent with budget.

Financial Performance Report

Year to Date Ended 31 December 2025



d) Cash Reserves Analysis

Summary	Year To Date			Full Year		
	Actual \$000	Budget \$000	Variance \$000	Forecast \$000	Budget \$000	Variance \$000
Cash Reserves						
Developer Contributions/S173	67,337	57,691	▲ 9,646	67,512	53,699	▼ (13,813)
Waste	18,426	17,198	▲ 1,229	22,589	6,673	▼ (15,916)
Deferred Income	-	-	■ -	-	-	■ -
Capital Commitment	-	-	■ -	26,369	-	▼ (26,369)
Total Cash Reserves	85,763	74,888	▲ 10,875	116,471	60,372	▼ (56,099)

Developer Contribution/S173 Reserves

- The full-year forecast underspend across DCP funded capital projects, most notably the Land Acquisition Program, is expected to result in a higher-than-budgeted DCP reserve balance at 30 June 2026.
- This increase is partly offset by a reduction in expected DCP contributions, reflecting lower development activity and delayed contribution triggers.

Waste Reserve

- A full-year forecast underspend in Waste Reserve-funded capital projects is driving a higher Waste Reserve balance at 30 June 2026.
- This favourable movement is offset by an increase in forecast EPA levy expenses, reducing the overall net impact.

Deferred Income Reserve

- No movement is currently expected in this reserve.

Capital Commitment Reserve

- The reserve balance is forecast to increase at 30 June 2026 due to capital projects being delayed into future financial years.
- This reserve reflects the cash required to complete committed capital projects, ensuring funding is preserved for delivery in subsequent years.

Financial Performance Report

Year to Date Ended 31 December 2025



5. Financial Sustainability Measures

Measure	Target	FY26 Budget	FY26 Forecast	Comment
Operating Result				
Operating Result Ratio (Operating Revenue / Net Operating Result)	>0%	0.1%	(4.0%)	The deficit is primarily driven by the early receipt in FY25 of 50% of the FY26 Financial Assistance Grant, higher depreciation following asset revaluations, lower Fees and Charges, and increased Salaries and Wages.
Capital Investment				
Capital Projects Delivery (Forecast Capital Expenditure / Budgeted Capital Expenditure)	>80%	n/a	84.4%	Result is above target, though lower than budget due to reductions in expected capital spend and project rephasing.
Asset Sustainability Ratio (Renewal & Upgrade Expenditure / Depreciation)	>85%	101.3%	87.3%	Ratio remains above target, though the forecast has been impacted by the higher depreciation forecast resulting from upward asset revaluations.
Cash & Borrowings				
Working Capital Ratio (Current Assets / Current Liabilities)	>1.0	1.58	1.68	A strong result driven by delays in the capital program, improving cash holdings and liquidity.
Indebtedness Ratio (Debt / Rates Revenue)	<60%	46.3%	46.1%	Well within target due to no new borrowings in FY25 or FY26 and the planned \$7.4m debt repayment in FY26.

Financial Performance Report

Year to Date Ended 31 December 2025



Appendix A – Income Statement

Operating Statement	Year To Date			Full Year		
	Actual \$'000	Budget \$'000	Variance \$'000	Forecast \$'000	Budget \$'000	Variance \$'000
Revenue						
Rates & Charges	170,978	171,535 ▼	(557)	340,040	340,636 ▼	(596)
Fees, Charges & Other	44,476	44,892 ▼	(416)	88,804	92,128 ▼	(3,325)
Government Grants	31,759	31,382 ▲	377	64,061	77,771 ▼	(13,710)
Interest Received	4,016	3,537 ▲	479	7,648	7,169 ▲	479
Gain/(Loss) on Sale of Property	55	186 ▼	(131)	242	372 ▼	(131)
Total Operating Revenue	251,285	251,533 ▼	(248)	500,793	518,076 ▼	(17,284)
Expenditure						
Salaries, Wages & Employment	107,307	106,110 ▼	(1,197)	215,725	212,032 ▼	(3,694)
Materials & Services	71,057	78,092 ▲	7,035	153,156	161,158 ▲	8,002
Depreciation	58,265	54,227 ▼	(4,038)	116,473	108,606 ▼	(7,867)
Community Support	10,466	10,285 ▼	(181)	21,260	21,168 ▼	(91)
Utilities	5,235	5,099 ▼	(136)	10,516	10,385 ▼	(131)
Interest Expenditure	2,748	2,614 ▼	(135)	5,124	5,124	(0)
Total Operating Expenditure	255,079	256,427 ▲	1,348	522,254	518,474 ▼	(3,781)
Internal Charges						
Internal Charge Allocation	13,976	14,541 ▲	565	28,496	29,059 ▲	563
Internal Cost (Recovery)	(14,812)	(14,983) ▼	(170)	(29,797)	(29,965) ▼	(168)
Total Operating Internal Charges	(836)	(441) ▲	395	(1,301)	(906) ▲	395
Net Operating Surplus/(Deficit)	(2,957)	(4,452) ▲	1,495	(20,160)	509 ▼	(20,669)
Non-Recurrent Revenue						
Developer Contributions	11,114	20,757 ▼	(9,643)	31,872	41,515 ▼	(9,643)
Capital Grants	13,174	12,144 ▲	1,030	42,022	40,306 ▲	1,716
Contributed Assets	26,384	- ▲	26,384	116,011	116,012	(0)
Gain/(Loss) on Sale of Property	(3,691)	150 ▼	(3,841)	6,805	10,646 ▼	(3,841)
Other Non-Recurrent Items	1,366	561 ▲	804	1,366	1,494 ▼	(128)
Tota Non-Recurrent Revenue	48,347	33,613 ▲	14,734	198,076	209,972 ▼	(11,897)
Net Comprehensive Surplus/(Def	45,389	29,160 ▲	16,229	177,916	210,481 ▼	(32,566)

Financial Performance Report

Year to Date Ended 31 December 2025



Appendix B – Statement of Financial Position

Statement of Financial Position	Year To Date			Full Year		
	Actual \$000	Budget \$000	Variance \$000	Forecast \$000	Budget \$000	Variance \$000
Current Assets						
Cash & Cash Equivalents	50,935	67,514 ▼	(16,579)	87,360	75,590 ▲	11,770
Trade & Other Receivables - Current	265,178	259,484 ▲	5,695	26,175	26,181 ▼	(6)
Other Financial Assets	121,827	101,270 ▲	20,556	131,039	113,384 ▲	17,655
Other Assets	14,166	7,190 ▲	6,976	8,256	7,786 ▲	470
Inventories	1,256	1,273 ▼	(17)	1,181	1,279 ▼	(98)
Non-Current Assets Classified As Held For Sale	369	9,479 ▼	(9,110)	369	9,479 ▼	(9,110)
Total Current Assets	453,730	446,209 ▲	7,521	254,380	233,698 ▲	20,681
Non-Current Assets						
Property, Infrastructure, Plant & Equipment	5,387,437	5,276,180 ▲	111,256	5,751,207	5,688,684 ▲	62,523
Intangible Assets	12,963	9,421 ▲	3,543	12,293	8,557 ▲	3,736
Right-Of-Use Assets	4,143	3,267 ▲	876	2,751	2,246 ▲	505
Investments in Associates, Joint Arrangement & Sub:	12,256	10,586 ▲	1,670	12,256	10,586 ▲	1,670
Trade & Other Receivables - Non-Current	21,159	14,081 ▲	7,078	20,341	14,491 ▲	5,850
Total Non-Current Assets	5,437,958	5,313,535 ▲	124,422	5,798,848	5,724,564 ▲	74,284
Total Assets	5,891,688	5,759,745 ▲	131,943	6,053,228	5,958,262 ▲	94,965
Current Liabilities						
Trade & Other Payables - Current	18,587	31,959 ▲	13,371	40,190	42,579 ▲	2,389
Interest-Bearing Liabilities - Current	7,489	7,555 ▲	65	7,554	7,555 ▲	1
Trust Funds & Deposits	59,068	50,680 ▼	(8,388)	21,253	17,957 ▼	(3,296)
Prepaid Income	211,492	179,299 ▼	(32,193)	36,672	24,333 ▼	(12,338)
Provisions - Current	40,815	54,979 ▲	14,164	44,572	53,773 ▲	9,202
Lease Liabilities - Current	704	1,317 ▲	613	1,454	1,360 ▼	(94)
Total Current Liabilities	338,155	325,788 ▼	(12,367)	151,694	147,557 ▼	(4,136)
Non-Current Liabilities						
Interest-Bearing Liabilities - Non-Current	152,767	153,714 ▲	948	149,055	150,003 ▲	948
Lease Liabilities - Non-Current	3,878	3,485 ▼	(394)	3,878	2,805 ▼	(1,074)
Provisions - Non-Current	31,340	30,336 ▼	(1,005)	31,340	30,336 ▼	(1,005)
Total Non-Current Liabilities	187,985	187,535 ▼	(450)	184,274	183,143 ▼	(1,130)
Total Liabilities	526,140	513,323 ▼	(12,817)	335,968	330,701 ▼	(5,267)
Net Assets	5,365,548	5,246,422 ▲	119,126	5,717,260	5,627,561 ▲	89,698
Equity						
Accumulated surplus	2,507,695	2,397,382 ▲	110,313	2,616,944	2,585,463 ▲	31,480
Revaluation Reserves	2,772,090	2,769,970 ▲	2,120	2,983,845	2,981,725 ▲	2,120
Other Reserves	85,763	79,070 ▲	6,694	116,471	60,372 ▲	56,099
Net Assets	5,365,548	5,246,422 ▲	119,126	5,717,260	5,627,561 ▲	89,699

Financial Performance Report

Year to Date Ended 31 December 2025



Appendix C – Statement of Cashflows

Statement of Cashflows Inflow/(Outflow)	Year To Date			Full Year		
	Actual \$000	Budget \$000	Variance \$000	Forecast \$000	Budget \$000	Variance \$000
Cashflow from Operating Activities						
Rates & Charges	132,287	137,682	▼ (5,396)	339,357	339,954	▼ (596)
Fees, Charges & Other	51,737	52,021	▼ (284)	89,367	92,692	▼ (3,325)
Grants - Operating	29,118	31,752	▼ (2,635)	64,978	78,689	▼ (13,710)
Grants - Capital	17,874	12,144	▲ 5,730	42,022	40,306	▲ 1,716
Contributions - monetary	11,114	20,757	▼ (9,643)	31,872	41,515	▼ (9,643)
Interest Received	4,016	3,537	▲ 479	7,648	7,169	▲ 479
Employee Costs	(114,347)	(108,564)	▼ (5,784)	(212,782)	(209,089)	▼ (3,694)
Materials, Services & Community Support	(102,120)	(99,099)	▼ (3,021)	(180,834)	(189,010)	▲ 8,175
Cashflow from Operating Activities	29,678	50,231	▼ (20,553)	181,628	202,226	▼ (20,598)
Cashflow from investing activities						
Property, Plant & Equipment	(56,106)	(62,248)	▲ 6,143	(172,415)	(204,342)	▲ 31,926
Proceeds from Sale	1,224	246	▲ 978	18,130	17,474	▲ 656
Cashflow from investing activities	(54,881)	(62,002)	▲ 7,121	(154,285)	(186,868)	▲ 32,583
Cashflow from financing activities						
Finance Costs	(2,681)	(2,698)	▲ 16	(5,288)	(5,288)	-
Proceeds from Borrowings	-	-	-	-	-	-
Repayment of Borrowings	(3,761)	(3,712)	▼ (49)	(7,423)	(7,423)	-
Repayment of Lease Liabilities	(636)	(637)	▲ 1	(1,274)	(1,274)	-
Cashflow from financing activities	(7,078)	(7,046)	▼ (32)	(13,985)	(13,985)	-
Net Cash Inflow/(Outflow)	(32,281)	(18,817)	▼ (13,465)	13,358	1,373	▲ 11,984
Opening Cash Balance	205,041	187,601	▲ 17,440	205,041	187,601	▲ 17,440
Closing Cash Balance	172,760	168,784	▲ 3,976	218,399	188,974	▲ 29,425

Financial Performance Report

Year to Date Ended 31 December 2025



Appendix D – Statement of Capital Works

Statement of Capital Works	Year To Date			Full Year		
	Actual \$000	Budget \$000	Variance \$000	Forecast \$000	Budget \$000	Variance \$000
Property						
Land	1,757	3,860 ▲	2,104	7,069	23,494 ▲	16,425
Buildings	18,723	22,428 ▲	3,706	61,974	64,782 ▲	2,808
Heritage Buildings	1	-	(1)	349	2,000 ▲	1,651
Total Property	20,480	26,289 ▲	5,809	69,393	90,276 ▲	20,883
Plant & Equipment						
Plant, Machinery & Equipment	800	2,535 ▲	1,735	6,482	6,428 ▼	(54)
Fixtures, Fittings & Furniture	63	192 ▲	129	222	352 ▲	130
Computers & Telecommunications	685	589 ▼	(96)	2,383	1,942 ▼	(441)
Total Plant & Equipment	1,548	3,316 ▲	1,768	9,087	8,722 ▼	(365)
Infrastructure						
Roads	16,987	11,489 ▼	(5,498)	31,919	29,567 ▼	(2,352)
Bridges	161	271 ▲	110	495	610 ▲	115
Footpaths & Cycleways	4,361	4,761 ▲	401	11,655	12,874 ▲	1,220
Drainage	1,373	1,728 ▲	354	6,053	6,449 ▲	397
Recreational, Leisure & Community Facilities	4,497	1,761 ▼	(2,736)	8,233	5,688 ▼	(2,544)
Waste Management	597	1,329 ▲	732	3,818	15,183 ▲	11,365
Parks, Open Space & Streetscapes	5,614	6,519 ▲	905	20,831	24,566 ▲	3,735
Other Infrastructure	449	4,786 ▲	4,337	10,933	10,405 ▼	(528)
Total Infrastructure	34,039	32,644 ▼	(1,394)	93,935	105,344 ▲	11,409
Total Capital Expenditure	56,066	62,249 ▲	6,183	172,415	204,342 ▲	31,926
Represented by:						
New Asset Expenditure	17,012	28,291 ▲	11,278	70,791	94,363 ▲	23,571
Asset Renewal Expenditure	28,017	23,487 ▼	(4,530)	64,121	63,664 ▼	(458)
Asset Upgrade Expenditure	11,037	10,471 ▼	(565)	37,503	46,315 ▲	8,812
Total Capital Expenditure	56,066	62,249 ▲	6,183	172,415	204,342 ▲	31,926

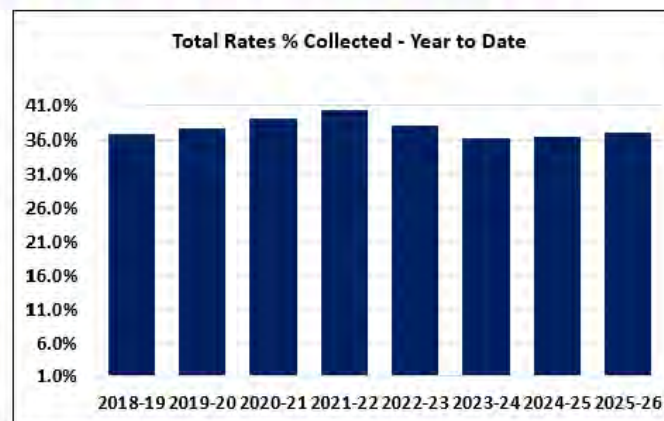
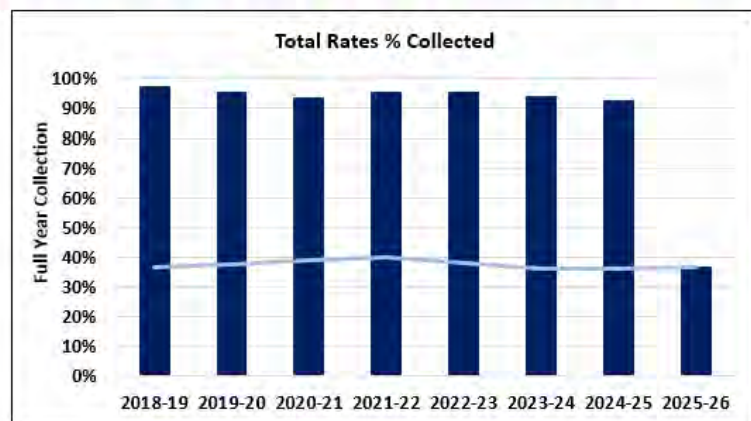
Appendix E – Rates Collection Summary

Financial Performance Report – Year to Date Ended 31 December 2025



Rates Collection – December 2025

Figures in \$000s	YEAR TO DATE				% Collected v Prior YTD	PRIOR YEAR TO DATE			
	Opening Bal	- Receipts	= O/S Bal	% Collected		Opening Bal	- Receipts	= O/S Bal	% Collected
Current	\$ 330,876	\$ 122,254	\$ 208,622	36.95%	0.51%	\$ 314,393	\$ 114,571	\$ 199,822	36.44%
Arrears	\$ 24,797	\$ 8,866	\$ 15,930	35.76%	(0.64%)	\$ 18,396	\$ 6,696	\$ 11,700	36.40%
TOTAL	\$ 355,673	\$ 131,120	\$ 224,553	36.87%	0.43%	\$ 332,788	\$ 121,266	\$ 211,522	36.44%



- **Current** collection of \$122 million is 0.5% higher than December 2024. Please note that Rates Notices were sent earlier this year than previous years.
- The **arrears** balance of \$15.9 million is up from \$11.7 million this time last year. We have received \$8.9 million so far during the 2025-26 year. Reducing this remains a key focus, to try to limit it compounding.
- **Total** collection (current and arrears) is 0.43% higher compared to December 2024.

2.4. Newcombe Street, Drysdale (Waterway Court to No. 60 Newcombe Street) - Intention to Declare report - Special Charge Scheme SRC 377

Source: City Infrastructure
Executive Director: Amanda Locke

Purpose

1. This report seeks a resolution by Council of its Intention to Declare a Special Charge Scheme (SRC) to partially fund the road construction and sealing of Newcombe Street, Drysdale from Waterway Court to No. 60 Newcombe Street.

Background

2. The proposed road construction and sealing works have been developed in response to complaints and a petition received from residents requesting to seal the road. Sealing the road will improve the service level provided by the road through addressing the impacts from dust, mud, and stone scatter to the adjacent properties as well as providing a consistent all-weather surface.
3. Newcombe Street demonstrated further support in a recent consultation phase in November 2025 where design cost estimates and apportionment were provided to the property owners. The majority support garnered through this exercise was done to enable each property owner to clearly understand their contribution costs.

Key Matters

4. The total scheme cost is estimated at \$203,429.00 with property owners contributing \$152,571.75 (75%) and a contribution from the City of \$50,857.25 (25%) in recognition of the community benefit. The estimated cost and apportionment are shown in **Attachment 3 – Schedule C**.
5. There are 11 properties which abut the proposed road upgrade, owned by 8 property owners. 4 of the 11 properties are owned by a social housing agency. We have not been able to contact the social housing agency, nor did they participate in the original petition, presenting a potential unknown risk.
6. Of the remaining 7 property owners we received responses from 4, with the remaining 3 property owners not offering a response. Of the 4 that responded, 3 are in support of upgrading this road under an SRC scheme (75% respondents) and 1 is not.
7. The majority, 2 out of 3 properties, preferred the equal share apportionment method outlined in Option E. This aligns with previous declared schemes, including Newcombe Street, Drysdale (Princess Street to The Glen) SRC 373 and Elgin Street, Drysdale SRC 376.
8. The scheme has been prepared in accordance with the Special Rate and Charge provisions of the *Local Government Act 1989*, and Council's Special Rates and Charges Policy and procedures.

Recommendation

That Council:

1. Gives notice of its Intention to Declare a Special Charge Scheme in accordance with section 163(A) of the *Local Government Act 1989* (the Act), as follows:
 - 1.1. The special charge is declared for a period of five years commencing on the date on which construction commences.
 - 1.2. The special charge be declared for the purpose of defraying expenses incurred by the City in relation to road sealing at Newcombe Street, Drysdale (between Waterway Court and No. 60 Newcombe Street).
 - 1.2.1. Council considers the works will be a special benefit to those persons required to pay the special charge (and who are described in succeeding parts of the Resolution); and
 - 1.2.2. The scheme arises out of Council's function for planning for and providing infrastructure for property owners.
 - 1.3. The total cost of the scheme be recorded as \$203,429.00, refer Attachment 1 – Schedule A.
 - 1.4. It be recorded that, for the purpose of section 163(2A) of the Act, (refer to Attachment 2, Schedule B) the special charge proceeds will not exceed the amount calculated in accordance with the prescribed formula ($R \times C = S$), where:
 - 1.4.1. 'Benefit ratio' (R) is calculated at 1 represents the special benefits to all persons liable to pay the special charge.
 - 1.4.2. 'Total cost' (C) of performing the function described in part 1.2 of this resolution based on estimated cost be recorded as \$203,429.00.
 - 1.4.3. 'Maximum levy' (S) be recorded as \$152,571.75.
 - 1.5. The following be specified as the area for which the special charge is declared.
 - 1.5.1. The area with municipal district of Council highlighted in the plan in Attachment 4.
 - 1.6. The following be specified as the criteria which forms the basis of the special charge so declared:
 - 1.6.1. Land within the area shown on the plan at attachment 4.
 - 1.7. The following be specified as the criteria which form the basis of the special charge so declared:
 - 1.7.1. Ownership of any land described in section 1(f) of this

Resolution.

- 1.8. The following be specified as the way the special charge so declared will be assessed and levied:**
 - 1.8.1. The property receives an access and/or amenity benefit.**
 - 1.8.2. The maximum levy includes an access and/or amenity benefit.**
 - 1.8.3. 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.**
- 1.9. Having regard to the preceding parts of this Resolution but subject to section 166(1) of the Act, it can be recorded that.**
 - 1.9.1. The owner of the land described in column 1 and 2 is liable for the estimated amount set out in column 3 of Attachment 3 – Schedule C; and**
 - 1.9.2. The owner may, subject to any further resolution of Council pay the special charge in the following manner.**
 - 1.9.2.1. 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.**
 - 1.9.2.2. 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 the City; and**
 - 1.9.2.3. 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 the City's overdraft rate, reviewed every three months (provided that it shall not exceed the rate fixed by the Governor in Council by Order or 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).**
- 2. 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 a declaration in the form proposed.**
 - 2.1. 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 charge in accordance with section 163(1C) of the Act.**
- 3. Notes an allocation equal to the total project cost to fund the construction under this scheme needs to be made within Council's 2026-27 financial year**

budget if the scheme is declared at a future council meeting.

Financial Sustainability

9. Proposed cost for the road upgrade is \$203,429.00.
10. The City will fund \$50,857.25 (25%) and property owners will fund \$152,571.75 (75%) if this Special Charge Scheme is declared.
11. An allocation equal to the total project cost to fund the construction under this scheme needs to be made within Council's 2026-27 financial year budget if the scheme progresses.
12. Special charges are a key source of revenue for Council's civil infrastructure construction programs which enable the timely delivery of community requested infrastructure that provides a higher level of service than currently available and deliverable with existing capital budgets.
13. It is recognised that significant hardship can be experienced by members of our community. The City will consider an application for financial hardship relief confidentially and objectively based on the information provided by the person or business in the application and will advise of its decision in writing after receiving the application and all supporting information.
<https://cityweb.geelongcity.vic.gov.au/common/documents/8d7ea7f5b2c42c8-financialhardshipapplication.docx>
14. The cost apportionment method used for this scheme is 'equal share'. The cost apportionment methods considered have been provided in **Attachment 6**.

Community Engagement

15. To develop the scheme to an intention to declare stage, an engagement took place in response to a petition received in April 2025 with 5 of the 8 property owners showing support for the road upgrade under a Special Rate and Charge Scheme.
16. In response to the petition, we engaged with the identified benefitting property owners from 6 November to 4 December 2025. We provided information on the Special Rate and Charge Scheme process, designs and costs apportioned to properties to seal the road with a concrete edge strip.
17. There are 11 properties (8 property owners) abutting the proposed road sealing work that will receive a special benefit. Responses have been received from 4 of the 8 property owners (4 of 11 properties) contacted. 3 support the road sealing under a Special Charge Scheme and 1 does not.
18. Property owners were informed of the survey outcome in December 2025 and are aware that this report is going before Council for a decision to proceed to the next stage.
19. Further correspondence will be sent to all benefitting property owners should Council resolve to make its intention to declare the Special Charge Scheme.
20. The Special Charge Scheme process is described in **Attachment 5**. This submission relates to the stage 'Intention to Declare Scheme'.

Social Equity and Sustainability

21. The provision of properly sealed and drained roadways is aligned to the Council Plan and provides improved amenity, connectivity and safety, through consistency of surface conditions, for motorists and pedestrians.
22. Costs have been apportioned based on an equal share approach as supported by the majority of survey respondents.
23. Council is not required to levy a special rate and 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:
 - 23.1 Council is unable to levy a special charge on the property.
 - 23.2 The owner of the property has already contributed to the costs of the works through a development levy.
 - 23.3 Council considers that there are advantages for the municipality in excluding the property from the scheme.
 - 23.4 Council considers that the special benefits for the property are marginal and would not warrant including the property in the scheme; or
 - 23.5 Any other reason that Council considers appropriate.

Gender Equality – Gender+ Impact Assessment

24. A Gender Impact Assessment was not required for this report.

Relevant Law/Policy/Legal Implications

25. The scheme has been prepared in accordance with the Special Rate and Charge provisions of the *Local Government Act 1989*, consultation requirements of the *Local Government Act 2020* and Council's Special Rates and Charges Policy and procedures.

Alignment to Council Plan and Vision

26. This report aligns with the Council Plan 2025-29 strategic priority:
Core and Critical Infrastructure
27. This report aligns with the community led 30-year vision, "Greater Geelong: A Clever and Creative Future" community aspiration:
A fast, reliable and connected transport network.

Conflict of Interest

28. No officer involved in the preparation of this report declared a general or material conflict of interest.

Risk Assessment and Risk Appetite Statement

29. Sealing the unsealed section of Newcombe Street, Drysdale between Waterway Court and No. 60 Newcombe Street will provide an enhanced level of service to residents compared to the level of service provided by a gravel road.

30. In making its intention to declare the scheme, Council is subject to the submissions process made under section 223 of the *Local Government Act 1989* and potential for the scheme to subsequently be referred to VCAT (Victorian Civil and Administrative Tribunal) in making a final determination.
31. The properties subject to the special charge have been identified in compliance with the Special Rate and Charge provisions outlined in the *Local Government Act 1989*, the consultation requirements established by the *Local Government Act 2020*, and the policies and procedures of the Council regarding Special Rates and Charges.
32. The tender evaluation process will involve the assessment of work, health and safety policies, procedures, and risk assessment documents. Any other risks associated with the acceptance of this tender will be managed through the contract conditions.

Environmental Sustainability

33. The road infrastructure proposal provides sealed access and improved amenity as dust, mud and stone scatter concerns are mitigated.
34. There will be no significant vegetation removal to complete this project.

Attachments

1. Attachment 1 Schedule A Cost Estimate Newcombe Street Drysdale SRC377 Intention to Declar [2.4.1 - 1 page]
2. Attachment 2 Schedule B Benefit Cost Ratio Newcombe Street Drysdale SRC377 Intention to D [2.4.2 - 1 page]
3. Attachment 3 Schedule C Proposed special charge Newcombe Street Drysdale SRC377 Intention [2.4.3 - 1 page]
4. Attachment 4 Plan Newcombe Street Drysdale SRC377 Intention to Declare D25 618733 [2.4.4 - 1 page]
5. Attachment 5 Scheme Process Newcombe Street Drysdale SRC377 Intention to Declare D25 6187 [2.4.5 - 1 page]
6. Attachment 6 Cost Apportionment Methods Newcombe Street Drysdale SRC 377 Intention to Dec [2.4.6 - 1 page]

Attachment 1

PROPOSED SPECIAL RATE AND CHARGE SCHEME (SRC) - SCHEDULE 'A'**NEWCOMBE STREET, DRYSDALE – SRC 377 – COST ESTIMATE**

					
P.O.Box 104 Geelong Vic 3220 Ph.(03) 5272-4345 Fax (03) 5272-4374					
PRELIMINARY CONSTRUCTION COST ESTIMATE \$203,429 Please refer to relevant notes provided at end of this document. <i>This is a Confidential Document</i> <i>For Authorised Use Only</i>					
PROJECT NO:- 2023074		ESTIMATE REVISION NO.		PB	
PROJECT DESCRIPTION :- Proposed Road Construction Newcombe St, Drysdale Elgin St to 160m East		DATE : Sep-25		PROJECT MANAGER : A. McGorman	
		PROVIDER REFERENCE :			

ITEM	DESCRIPTION	QUANTITY	UNIT	RATE \$	AMOUNT \$
1.00	GENERAL				
1.01	Initial site establishment and set up, decamping and site cleanup and other fixed costs up to time of completion of works.	1	Item	\$10,000.00	\$10,000.00
1.02	Traffic management costs.	1	Item	\$22,500.00	\$22,500.00
1.03	Setting out of works.	1	Item	\$1,000.00	\$1,000.00
1.04	Service / Cable locations	1	Item	\$5,000.00	\$5,000.00
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.	545	m ³	\$80.00	\$43,600.00
3.00	PAVEMENT WORKS				
3.01	300mm compacted depth Class 2 20mm crushed rock, supplied, spread and compacted.	320	m ³	\$100.00	\$32,000.00
3.02	150mm compacted depth NDCR 40mm crushed rock, supplied, spread and compacted. (Verge & Driveways)	15.3	m ³	\$80.00	\$1,224.00
3.03	Varied compacted depth Granitic Sand Shoulder, supplied, spread and compacted.	15	m ³	\$66.00	\$990.00
3.04	Size 10 Type N & H Asphalt	11	Tonne	\$466	\$5,130.40
3.05	SPRAY SEAL (PRIME AND GRIT & PRIMERSEAL) Supply and spray 7mm Primerseal (0 - 1500m ²)	910	m ²	\$18.00	\$16,380.00
4.00	DRAINAGE				
4.01	900mm x 600mm S.E.Pit, less than 1.5m deep with Class B FRP type cover, supplied and placed including excavation, placement of approved fine crushed rock bedding and back-filling with approved material.	1	No.	\$2,500.00	\$2,500.00
5.00	CONCRETE WORKS: KERB CONSTRUCTION Price to supply all materials and complete all works associated with the excavation and preparation of bedding, supply and placement of concrete Kerb & Channel, including reinstatement of work zone.				
5.01	Concrete edge strip 300mm wide, including fine crushed rock bedding.	146	m	\$200.00	\$29,200.00
SUB-TOTAL : A					\$169,524
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)					\$169,524
20% CONTINGENCY : D					\$33,905
CONSTRUCTION COST ESTIMATE : E (=C+D)					\$203,429
Assumptions & Design Notes :					
1					
2	Kerb returns and pavement in Elgin Excluded from this estimate				
3					

Attachment 2

PROPOSED SPECIAL RATE AND CHARGE SCHEME (SRC) - SCHEDULE 'B'**NEWCOMBE STREET, DRYSDALE SRC 377 – BENEFIT COST RATIO**

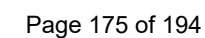
A	Purpose								
	To seal the unsealed section of Newcombe Street, Drysdale (between no.60 Newcombe St and Watway Court) with concrete edge strip.								
B	Coherence								
	The works will provide a physical connection of sealed road from The Glen intersection to Elgin Street connection. A properly sealed road will provide improved amenity as dust and mud concerns are mitigated.								
C	Total Cost C								
	Total Estimated cost of works								\$203,429.00
					TOTAL COST				\$203,429.00
D	Identify Special Beneficiaries								
	A total of 11 properties are identified as receiving a special benefit from this road upgrade. 3 units at 27-35 Elgin Street will receive an amenity benefit and 1 property at unit 10 27-35 Elgin Street will receives an access and amenity benefit if this section of Newcombe Street is sealed. The remaining 7 properties directly face the road upgrade and will enjoy aesthetic enhancements as well as a reduction in mud and dust entering their premises as a result of vehicular movement and weather conditions.								
E	Properties to include								
	11 properties are considered to receive a special benefit. Therefore, Total Special Benefits (in) is apportioned to 11 properties.								
F	Estimate of Total Special Benefits out of the scheme -TSB (out)								
	There are 0 (zero) land parcels which are fully non-rateable that are considered to receive special benefit but are out of the scheme.								
	Properties Excluded		TSB (out) =		0				
G	Estimate of Total Special Benefits in the scheme - TSB (in)								
	For this scheme, the total benefits to each property are expressed in terms of benefit Units (BU). The construction of a road with a concrete edge strip along Newcombe Street (between no. 60 and Waterway Court) is assessed as providing a special benefit to each property abutting the road, quantified as a 1BU per property. In preparing this scheme, five cost apportionment methods were considered. To maintain consistency with other schemes in the area and in recognition of the majority vote from responding property owners during the Special Rates and Charges engagement, the equal share approach has been adopted. This approach is based on the principle that all properties will receive an equal special benefit from the road upgrade. Under the SRC procedure, Category 2 through roads are funded on the basis of a 75% contribution from property owners and 25% from Council.								
	Properties Included		TSB (in) =		11.00				
H	Estimate of Total Community Benefit -TCB								
	It is considered that people in the Drysdale community will not receive a large benefit from the upgrade of this section of Newcombe Street as the road is not used to access other areas, apart from the properties adjacent to it and other local roads.								
			TCB =		4				
I	Calculate "Benefit Ratio" - R								
	Benefits Ratio =		$\frac{\text{TSB (in)}}{\text{TSB (in) + TSB (out) + TCB}}$		$= \frac{11}{11 + 0 + 3.666666666666667}$				0.75
J	Maximum Total Levy (S)								
	Maximum Total Levy S = R X C								\$152,571.75
	Council Contribution to Special Charge Scheme								\$50,857.25

Attachment 3

PROPOSED SPECIAL RATE AND CHARGE SCHEME (SRC) - SCHEDULE 'C'**NEWCOMBE STREET, DRYSDALE SRC 377 – PROPOSED SPECIAL CHARGE**

Prop Key	Address	Estimated cost
250295	6/27-35 Elgin Street, DRYSDALE VIC 3222	\$13,870.16
250296	7/27-35 Elgin Street, DRYSDALE VIC 3222	\$13,870.16
250297	8/27-35 Elgin Street, DRYSDALE VIC 3222	\$13,870.16
250299	10/27-35 Elgin Street, DRYSDALE VIC 3222	\$13,870.16
332363	56 Newcombe Street, DRYSDALE VIC 3222	\$13,870.16
332362	54 Newcombe Street, DRYSDALE VIC 3222	\$13,870.16
332365	60 Newcombe Street, DRYSDALE VIC 3222	\$13,870.16
332361	52 Newcombe Street, DRYSDALE VIC 3222	\$13,870.16
332360	50 Newcombe Street, DRYSDALE VIC 3222	\$13,870.16
332364	58 Newcombe Street, DRYSDALE VIC 3222	\$13,870.16
252731	44-48 Newcombe Street, DRYSDALE VIC 3222	\$13,870.16
	TOTAL	\$152,571.75

NEWCOMBE STREET, DRYSDALE SRC 377 – PLAN



Attachment 5

PROPOSED SPECIAL RATE AND CHARGE SCHEME (SRC)**NEWCOMBE STREET, DRYSDALE SRC 377 – PROCESS CHART**

Stage	Status	Description	Date
<i>Approval to prepare Scheme</i>	✓	Decision to prepare a scheme following consideration of surveys of property owners and feedback from the community. Scheme preparation involved survey, design and calculating apportionment of cost.	December 2025
<i>Intention to Declare Scheme</i>		Report to Council providing information on the scheme including advice of planned advertising of the scheme and declaration of charge. Seek Council approval by resolution to proceed with formal process.	
<i>Advertisement</i>		The Scheme will be advertised in the local newspaper and all benefitting property owners will be notified by mail. This advertisement will indicate Council's intention and notification to 'declare' a Scheme.	
<i>Submissions</i>		From the time of advertising property owners have 28 days (as set down by the <i>Local Government Act 1989</i>) to lodge submissions, either in support or opposition to the Scheme.	
<i>Submissions Review Panel Hearing</i>		All submitters will have the opportunity to be heard by a Submissions Review Panel. All submissions will also be provided as part of the Declaration report.	
<i>Declaration Report</i>		Following the submission review period, Council will consider a report on the scheme and will decide to proceed to "declare" the charges in accordance with its advertised intent or abandon the scheme. If declared, a levy notice will be issued, and a formal charge placed on the property. This is the final step in the process for Council to make a decision on the scheme.	
<i>Appeal</i>		Property owners will have the opportunity to lodge an application with the Victorian Civil and Administrative Tribunal (VCAT) within one month of issue of the levy notice. Invoices will be sent within 12 months of the scheme being declared.	
<i>Construction</i>		The City will construct the works.	
<i>Final Cost Report</i>		At the completion of the works the Scheme is "finalised" considering actual costs incurred. Payments are adjusted accordingly.	

Attachment 6

PROPOSED SPECIAL RATE AND CHARGE SCHEME (SRC)**NEWCOMBE STREET, DRYSDALE SRC 377- COST APPORTIONMENT METHODS CONSIDERED**

Prop Key	Address All properties located in Drysdale VIC 3222	Access Benefit	Amenity Benefit	Site Value	Property Frontage (metres)	Option A			Option B			Option C			Option D	Option E
						Access Benefit + Amenity Benefit based on abutting unsealed road			Access Benefit + Amenity Benefit based on Site Value			Access Benefit + Amenity Benefit based on Frontage to Unsealed Road			Property Frontage to unsealed road	Same cost for all properties
						Access Charge	Amenity Charge	Total Contribution	Access Charge	Amenity Charge	Total Contribution	Access Charge	Amenity Charge	Total Contribution	Total Cost	Equal Share Costs
250295	6/27-35 Elgin Street, D	0.00	1.00	\$ 95,000.00	24.60	\$ -	\$ 6,935.08	\$ 6,935.08	\$ -	\$ 2,160.11	\$ 2,160.11	\$ -	\$ 7,174.49	\$ 7,174.49	\$14,348.99	\$13,870.16
250296	7/27-35 Elgin Street, D	0.00	1.00	\$ 95,000.00	24.60	\$ -	\$ 6,935.08	\$ 6,935.08	\$ -	\$ 2,160.11	\$ 2,160.11	\$ -	\$ 7,174.49	\$ 7,174.49	\$14,348.99	\$13,870.16
250297	8/27-35 Elgin Street, D	0.00	1.00	\$ 95,000.00	24.60	\$ -	\$ 6,935.08	\$ 6,935.08	\$ -	\$ 2,160.11	\$ 2,160.11	\$ -	\$ 7,174.49	\$ 7,174.49	\$14,348.99	\$13,870.16
250299	10/27-35 Elgin Street,	1.00	1.00	\$ 95,000.00	24.60	\$ 9,535.73	\$ 6,935.08	\$ 16,470.81	\$ 9,535.73	\$ 2,160.11	\$ 11,695.84	\$ 9,535.73	\$ 7,174.49	\$ 16,710.23	\$14,348.99	\$13,870.16
332363	56 Newcombe Street,	1.00	1.00	\$ 390,000.00	19.40	\$ 9,535.73	\$ 6,935.08	\$ 16,470.81	\$ 9,535.73	\$ 8,867.81	\$ 18,403.54	\$ 9,535.73	\$ 5,657.93	\$ 15,193.67	\$11,315.87	\$13,870.16
332362	54 Newcombe Street,	1.00	1.00	\$ 390,000.00	19.40	\$ 9,535.73	\$ 6,935.08	\$ 16,470.81	\$ 9,535.73	\$ 8,867.81	\$ 18,403.54	\$ 9,535.73	\$ 5,657.93	\$ 15,193.67	\$11,315.87	\$13,870.16
332365	60 Newcombe Street,	1.00	1.00	\$ 390,000.00	20.00	\$ 9,535.73	\$ 6,935.08	\$ 16,470.81	\$ 9,535.73	\$ 8,867.81	\$ 18,403.54	\$ 9,535.73	\$ 5,832.92	\$ 15,368.66	\$11,665.84	\$13,870.16
332361	52 Newcombe Street,	1.00	1.00	\$ 380,000.00	18.00	\$ 9,535.73	\$ 6,935.08	\$ 16,470.81	\$ 9,535.73	\$ 8,640.43	\$ 18,176.16	\$ 9,535.73	\$ 5,249.63	\$ 14,785.36	\$10,499.26	\$13,870.16
332360	50 Newcombe Street,	1.00	1.00	\$ 410,000.00	20.43	\$ 9,535.73	\$ 6,935.08	\$ 16,470.81	\$ 9,535.73	\$ 9,322.57	\$ 18,858.30	\$ 9,535.73	\$ 5,958.33	\$ 15,494.06	\$11,916.66	\$13,870.16
332364	58 Newcombe Street,	1.00	1.00	\$ 390,000.00	19.40	\$ 9,535.73	\$ 6,935.08	\$ 16,470.81	\$ 9,535.73	\$ 8,867.81	\$ 18,403.54	\$ 9,535.73	\$ 5,657.93	\$ 15,193.67	\$11,315.87	\$13,870.16
352731	44-48 Newcombe Stre	1.00	1.00	\$ 625,000.00	46.54	\$ 9,535.73	\$ 6,935.08	\$ 16,470.81	\$ 9,535.73	\$ 14,211.23	\$ 23,746.96	\$ 9,535.73	\$ 13,573.21	\$ 23,108.94	\$27,146.42	\$13,870.16
Totals		8	11	\$3,355,000.00	261.57	\$ 76,285.88	\$ 76,285.88	\$ 152,571.75	\$ 76,285.88	\$ 76,285.88	\$ 152,571.75	\$ 76,285.88	\$ 76,285.88	\$152,571.75	\$152,571.75	\$152,571.75

Option A - The improved access and enhanced amenity your property will enjoy as a result of being adjacent to the upgraded road.

Option B - The access and amenity benefits your property will receive, determined by its independently assessed site value (as listed on your rates notice).

Option C - The value of access and amenity your property will receive, based on its titled frontage to the upgraded road.

Option D - Your property's titled frontage to the upgraded road.

Option E - An equal share allocated to all properties, based on the assumption that each receives an equal benefit from the proposed road upgrade.

2.5. Proposed Road Discontinuance and Sale of Land at part Kirk Place, Geelong

Source: Office of the Chief Executive
Chief Executive Officer: Ali Wastie

Purpose

1. To advise Council of the outcome from the community engagement relating to the proposed road discontinuance and sale of a portion of Kirk Place at the rear of 160-176 Malop Street, Geelong.

Background

2. The owners of 160-176 Malop Street and 2 Powell Place, Geelong request to purchase approximately 172m² of road reserve at the rear of and adjacent to their properties in Kirk Place (Attachment 1).
3. Council approved the commencement of the statutory process in accordance with section 223 of the *Local Government Act 1989* and section 114 of the *Local Government Act 2020* and its Community Engagement Policy at the Council meeting on 9 December 2025.

Key Matters

4. Community engagement on the proposed discontinuance and sale of part of Kirk Place was undertaken from 12 December 2025 to 12 January 2026, with one submission received which was supportive of the proposal.
5. The Minister for the Department of Transport issued a planning permit to the owners for their future Malop Street development incorporating retail and residential spaces.
6. If the road is discontinued and sold, the land will be consolidated with the owner's adjoining properties to accommodate the future development.

Recommendation

That Council:

1. **Notes the outcome of the community engagement process in accordance with Section 233 of the Local Government Act 1989 and the City's Community Engagement Policy;**
2. **Approves the road discontinuance and sale of approximately 172m² of part Kirk Place, Geelong;**
3. **Authorises the Chief Executive Officer or delegate to publish a notice in the Victorian Government Gazette detailing the road discontinuance; and**
4. **Authorises the Chief Executive Officer or delegate to sign documents to complete the sale of land.**

Financial Sustainability

7. The City will be reimbursed for all legal and marketing costs incurred for the road discontinuance and the sale of the land by the purchaser.
8. If sold, a register valuer will determine the value of the land.

Community Engagement

9. Community engagement was undertaken on the Have Your Say page and a notice published in the local newspapers on the proposal to discontinue and sell the land.
10. Submissions were invited and one submission received, that submitter did not wish to be heard.
11. A summary of the submission:

Key Themes	Officer's Response
Encouraged any initiative to clean up and utilize undesired land and make it useful.	This feedback was passed on to the owners of the adjoining properties.

Social Equity and Sustainability

12. There is no adverse social equity issues created as a result of this proposed road discontinuance and sale of land.
13. The proposed road discontinuance and sale of part of Kirk Place will strengthen the owner's development project and benefit the wider Geelong community by offering more retail space and residential accommodation.

Gender Equality – Gender+ Impact Assessment

14. An assessment was not completed on the proposed road discontinuance and sale of part Kirk Place, Geelong as it does not relate to the criteria of when an assessment is required, being an existing or developing service, program or policy.

Relevant Law/Policy/Legal Implications

15. Council has the authority to discontinue a road under Clause 3 of Schedule 10 of the *Local Government Act 1989* by notice published in the Government Gazette.
16. A person may make a submission in accordance with Section 223 of the *Local Government Act 1989* on the proposed exercise of power to discontinue a road.
17. Section 114 of the *Local Government Act 2020* applies to the sale of land.

Alignment to Community Plan and Vision

18. This report aligns with the Council Plan 2025-29 strategic priority: Economic Development.

19. This report aligns with the Community led 30-year Vision, “Greater Geelong: A Clever and Creative Future” community aspiration:
Sustainable development that supports population growth and protects the natural environment.

Conflict of Interest

20. No officer involved in the preparation of this report declared a general or material conflict of interest.

Risk Assessment and Risk Appetite Statement

21. Internal consultation with Civil Infrastructure Planning (Drainage and Stormwater) and Civil Infrastructure (Transport) were completed with both departments supporting a road discontinuance and sale of the land.
22. The planning permit issued by the Minister for the Department of Transport went through an extensive internal and external referral process acknowledging all stakeholders' and their recommendations.
23. There are no other risks associated with the implementation of the recommendation.

Environmental Sustainability

24. There are no environmental sustainability implications associated with this report.

Attachments

1. Kirk Place Gazettal Plan [2.5.1 - 1 page]

GAZETAL PLAN		EDITION	
LOCATION OF LAND PARISH: CORIO TOWNSHIP: GEELONG CITY SECTION: 23 CROWN ALLOTMENT: 1 (PART) LAST PLAN REFERENCE: PLAN IN AP47599SA TITLE REFERENCE: CROWN GRANT 2/0000 MGA2020 Co-ordinates (of approx. centre of land in plan) E 269 110 ZONE: 55 N 5 774 390 MGA2020 DEPTH LIMITATION : NIL		NOTATIONS This plan is based on survey. THIS PLAN HAS BEEN PREPARED BY LAND USE VICTORIA FOR TITLE DIAGRAM PURPOSES. Checked by: Date: Assistant Registrar of Titles	
ORIGINAL SHEET SIZE A3		CERTIFICATION BY SURVEYOR	
SCALE 1:250 LENGTHS ARE IN METRES		I, Matthew John Ackroyd of Swanson Surveying certify that this plan has been prepared from a survey made under my direction and supervision in accordance with the Surveying Act 2004 and completed on the 03/05/2024, that this plan is accurate and correctly represents the adopted boundaries and that the survey accuracy accords with that required by Regulation 7(1) of Surveying (Cadastral Surveys) Regulations 2015. <i>Matthew John Ackroyd L.S. 09/12/2024</i> Licensed Surveyor (Surveying Act 2004)	
CAD REF: 13577_GAP02V1.dwg SURVEYOR REFERENCE No: 13577 VERSION: 1		SHEET 1 OF 1 SHEETS	
SWANSON SURVEYING PTY. LTD. ABN 53 628 291 647 GEELONG - MELBOURNE - BALLARAT 1300 990 075 info@swansonsurveying.com.au www.swansonsurveying.com.au		LICENSED SURVEYOR MATTHEW JOHN ACKROYD / VERSION 1	

2.6. Council Strategic Risk Profile Update

Source: Corporate Services
Executive Director: Troy Edwards

Purpose

1. To provide a report to Council on the updated strategic risk profile.

Background

2. As per the definition contained in the Enterprise Risk Management Framework (Framework), strategic risks are “risks with potential to materially affect delivery of Council’s strategic objectives or the organisation strategy, which can have long-term or organisation wide impact or be ongoing”.
3. In accordance with the Framework, Council strategic risks are reviewed in collaboration with Senior Management every four years to ensure alignment with Council’s strategic objectives and plans.
4. With the Organisation Strategy 2024-29 underway and the Council Plan 2025-29 established, a review of Council strategic risks was undertaken in 2025.

Key Matters

5. The review of Council strategic risks involved a series of workshops with Senior Leaders from each Directorate. The Organisation Strategy 2024-29 and the Council Plan 2025-29 in addition to sector risk publications were referenced during the process. This was to ensure Council’s strategic risk profile links to its current strategic objectives and challenges.
6. Existing risks were validated to confirm their relevance, and new risks were identified and assessed. Key changes from the previous strategic risk profile are outlined below:
 - 6.1. Four additional risks have been recognised, each directly associated with emerging initiatives or priority areas outlined in the Organisation Strategy and Council Plan:
 - 6.1.1. IT Modernisation
 - 6.1.2. Strategic Asset Management
 - 6.1.3. Natural Environment
 - 6.1.4. Heritage & Culture
 - 6.2. Five risks that were previously identified as strategic have now been reclassified as operational risks. Although these risks remain significant at the organisational level, their potential consequences are expected to affect daily operations in the short term, rather than influence the long-term strategic direction and priorities of the organisation.
 - 6.2.1. Child Safety

- 6.2.2. Fraud & Corruption
 - 6.2.3. Corporate Emergency
 - 6.2.4. Employee Safety
 - 6.2.5. Corporate Records.
- 6.3. The previously identified risk of 'Council Overcommitment' has now been integrated into the 'Financial Sustainability' risk, rather than being treated as a separate risk. This change reflects the significant overlap between these two areas, as strategic decisions made by Council often have a direct impact on budgeting and financial outcomes.
- 6.4. The previously reported risk on 'Organisational Strategy' is no longer a standalone risk. It is captured across the other thirteen risks, which link to the City's current strategic priorities.
- 6.5. The updated strategic risk profile was presented to the Executive Leadership Team in September 2025 and to the Audit & Risk Committee in December 2025.
7. The strategic risk profile and a summary of the strategic risks is available in Attachment 1.

Recommendation

That Council:

- 1. Notes Council strategic risk profile as contained in Attachment 1.**

Financial Sustainability

8. Financial sustainability is one of the strategic risks to Council. It is currently rated high and is subject to a mitigation plan focusing on strengthening governance, monitoring financial position, and achieving efficiencies and savings.

Community Engagement

9. No community engagement occurred for this report.

Social Equity and Sustainability

10. Equitable access to Council's run health, well-being and social services is a strategic risk to Council. Various strategies are in place however further work is required to embed social equity principles into planning and decision making, to ensure community equity remains a priority.

Gender Equality – Gender+ Impact Assessment

11. There is a no gender equality impact assessment required with this report.

Relevant Law/Policy/Legal Implications

12. There are no legal implications involved with this report.

Alignment to Council Plan and Vision

13. This report identifies the risks that could hinder achievement of Council strategic objectives as set in the Council Plan 2025-29.

Conflict of Interest

14. No officer involved in the preparation of this report declared a general or material conflict of interest.

Risk Assessment and Risk Appetite Statement

15. This report meets the requirements of the Enterprise Risk Management Framework by presenting an updated strategic risk profile aligned with the strategic objectives of the Council Plan.

Environmental Sustainability

16. Council's failure to prevent or contribute to environmental degradation is identified as a strategic risk. With significant municipal growth occurring across the region, the protection of Geelong's surrounding natural environment will become increasingly critical. Ongoing advocacy is required to raise awareness of the local context, particularly during planning processes, alongside continual monitoring of areas of concern.

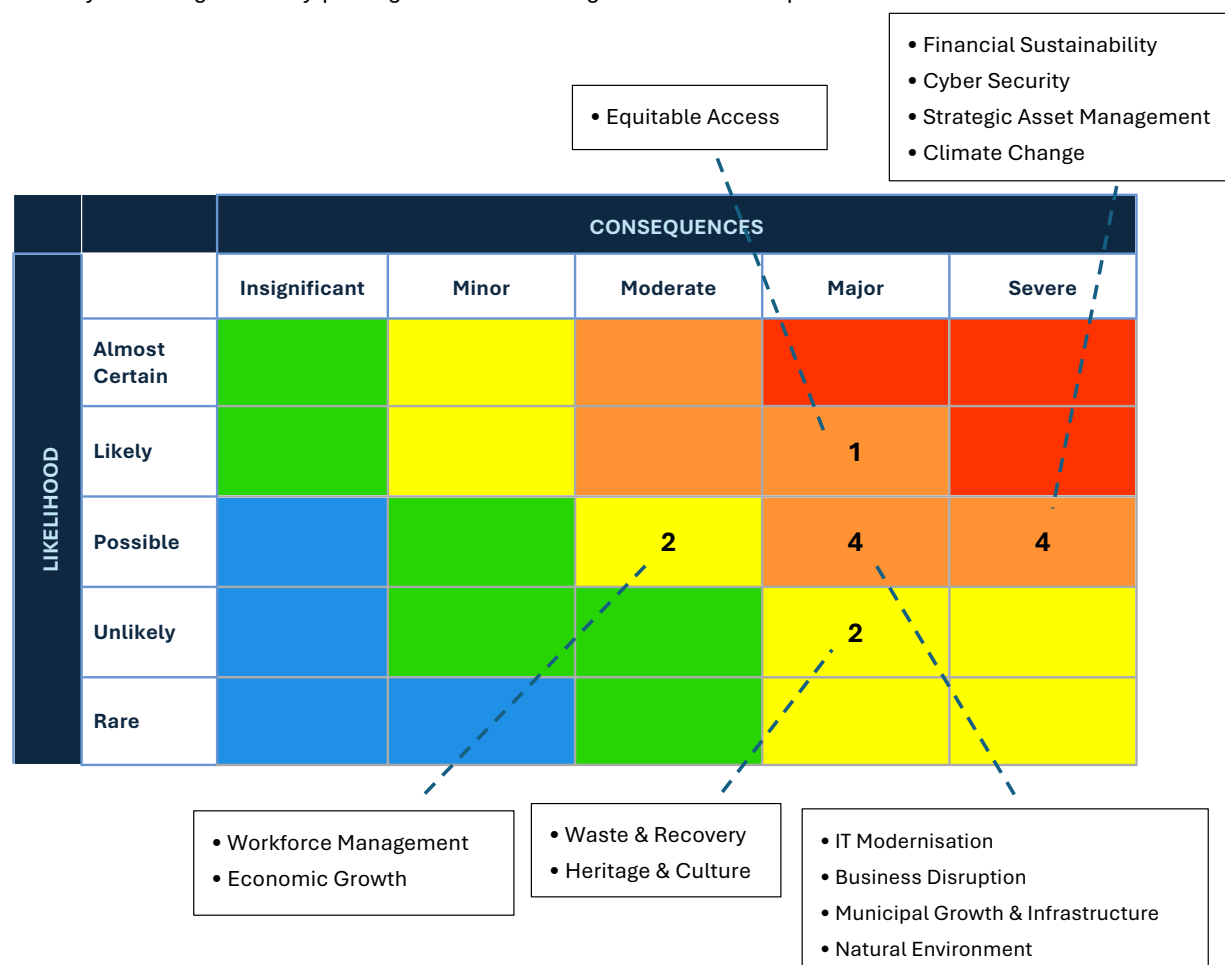
Attachments

1. Appendix 1 Council strategic risk profile [**2.6.1** - 2 pages]

Appendix 1- Council strategic risk profile

The strategic risk profile is designed to visualise and communicate the most significant risks that could hinder achievement of strategic goals, highlight their severity and likelihood, and support informed decision making by the Executive and Council. -making by the Executive

The heat map below maps each strategic risk onto the organisation's risk matrix. It shows the relative severity of strategic risks by plotting their likelihood against their consequence.



Summary of Strategic Risks

	Risk Theme	Risk Description	Current Rating	Risk Owner	Delegate
ORGANISATION STRATEGY	FINANCIAL SUSTAINABILITY	The City is unable to deliver or maintain services and infrastructure for the community due to its financial position.	High Severe x Possible	CEO	Chief Financial Officer
	CYBER SECURITY	The City's systems, digital data or operations are adversely impacted by a cyber-security threat.	High Severe x Possible	Executive Director Corporate Services	Chief Information Officer
	IT MODERNISATION new	Failure to modernise the City's technology to support delivery of the organisation strategy.	High Major Possible	Executive Director Corporate Services	Chief Information Officer
	BUSINESS DISRUPTION	The City is unable to deliver its critical activities for a prolonged period of time.	High Major x Possible	Executive Director Corporate Services	Manager Enterprise Risk & Insurance
	WORKFORCE ENGAGEMENT	The City's workforce is not sustainably engaged to ensure effective delivery of current and future services to the community.	Medium Moderate x Possible	Executive Director Corporate Services	Chief People Office
COUNCIL PLAN	STRATEGIC ASSET MANAGEMENT new	The City's growing asset portfolio becomes financially unsustainable and does not meet the ongoing needs of the community.	High Severe x Possible	Executive Director City Infrastructure	Manager Asset Management
	CLIMATE CHANGE *	Parts of the municipality become unliveable due to Climate Change impacts.	High Severe x Possible	Executive Director Placemaking	Manager Planning & Growth
	EQUITABLE ACCESS	Geelong's diverse community does not have equitable access to Council run health, wellbeing and social services.	High Major x Likely	Executive Director City Life	Manager Community Strengthening
	MUNICIPAL GROWTH & INFRASTRUCTURE	Critical infrastructure and urban spaces across Geelong are unsustainable or fail to satisfy the needs of the growing municipality.	High Major x Possible	Executive Director Placemaking	Manager Planning & Growth
	NATURAL ENVIRONMENT new	The City contributes to or fails to prevent degradation or loss of Geelong's natural environment.	High Major x Possible	Executive Director City Infrastructure	Manager Parks & Natural Assets
	ECONOMIC GROWTH *	Economic growth in the Geelong region is stalled or weakened.	Medium Moderate x Possible	Executive Director Placemaking	Manager Economic & Cultural Development
	WASTE & RECOVERY	Municipal waste management is not strategic or innovative.	Medium Major x Unlikely	Executive Director City Infrastructure	Manager Waste Services
	HERITAGE & CULTURE new	Geelong's heritage and unique culture deteriorates significantly or is lost.	Medium Major x Unlikely	Executive Director Placemaking	Manager Economic & Cultural Development

* Risks that Council does not have full control over ie. accountability is shared or the risk is influenced by external parties or other factor

2.7. Revocation of Council Policies

Source: Corporate Services
Executive Director: Troy Edwards

Purpose

1. For Council to approve the revocation of the following Council Policies:
 - 1.1. Asset Management Policy
 - 1.2. Unauthorised Occupation and Use of Council Land Policy

Background

2. Council-endorsed policies set out the elected Council's position on specific issues, providing a framework for decision-making and the exercise of authority.
3. These policies typically impact the community and may be mandated by legislation, often relating to goods, services, or activities delivered by or to the Council.
4. Council policies are formally established through Council resolution. Each endorsed Council policy is subject to a regular review process to ensure it remains current, accurately reflects Council or City standards, and complies with relevant legislation.
5. While under review, a policy remains in effect until the Council, as the approval authority, either adopts a revised version or formally revokes it.

Key Matters

6. A recent view of the portfolio of Council policies has identified a number that ready for review.
7. After consulting with the Responsible Officer, it was determined that several policies could be revoked to prevent duplication and remove outdated concepts
8. Details of the Council policies recommended for revocation, and their reasons for revocation, are set out below:

Name of Council Policy	Basis for Revocation
Asset Management Policy	Has been replaced by a Management Policy endorsed on 14 August 2024.
Unauthorised Occupation and Use of Council Land Policy	Provisions dealing with the unauthorised use and occupation of Council land are contained in the Neighbourhood Amenity Local Law 2024.

Recommendation

That Council:

- 1. Revoke the following policies:**
 - 1.1. Asset Management Policy, and;**
 - 1.2. Unauthorised Occupation and Use of Council Land Policy.**

Financial Sustainability

2. There are no budgetary impacts in relation to the content of this report.

Community Engagement

3. No community engagement has been undertaken in relation to this report.

Social Equity and Sustainability

4. There are no social equity issues in connection with this report.

Relevant Law/Policy/Legal Implications

5. Maintaining overdue and outdated policies exposes the City to significant risks, including legal and compliance vulnerabilities, misalignment with current strategic objectives and the potential for incorrect decision making by City Officers.

Alignment to Council Plan and Vision

6. This report aligns with the Council Plan 2025-29 strategic priority: Governance and Integrity.

Conflict of Interest

7. No officer involved in the preparation of this report has declared a general or material conflict of interest.

Risk Assessment and Risk Appetite Statement

8. Maintaining overdue and outdated policies exposes the City to significant risks, including legal and compliance vulnerabilities, misalignment with current strategic objectives and the potential for incorrect decision making by City Officers.

Environmental Sustainability

9. There are no environmental sustainability issues in relation to the content of this report.

Attachments

Nil

3. RECORD OF INFORMAL MEETINGS OF COUNCILLORS

Source: Corporate Services
Executive Director: Troy Edwards

Summary

1. The Governance Rules of the City of Greater Geelong require the tabling of records of informal meetings of Councillors at the next convenient Council meeting and that their record be included in the minutes of that Council meeting.
2. A summary of the informal meetings of Councillors is attached.

Recommendation

That Council receive the summary of the informal meetings of Councillors for the period to 24 February 2026.

**INFORMAL MEETINGS OF COUNCILLORS
(Council Meeting 24 February 2026)**

Informal Meeting Details	Councillor Attendance/Apology	Officer Attendance	Agenda Items	Conflict of Interest Disclosures
Strategic Session 3 February 2026	Cr S Kontelj Cr R Nelson Cr T Sullivan Cr M Cadwell Cr E Kontelj Cr A Aitken Cr E Wilkinson Cr E Sinclair Cr C Burson Cr R Story Cr A Katos	A Wastie (CEO) A Basford (EXEC DIR) A Locke (A/EXEC DIR) J Stirton (EXEC DIR) J Blunt (CFO) J Van Slageren (MGR) P Newton (MGR) N Knight () A Martin (CHIEF) E Ryan (SNR OFFICER) D Pangrazio (OFFICER)	Presentations: • Coles Development Point Lonsdale • Mick Jaensch (External) – Introduction to Audit and Risk Committee Chai • Budget Session • RK Lawyers (External) – Aged Care Update and Responsibility of Councillors	• Nil
Additional Briefing 3 February 2026	Cr T Sullivan Cr R Story <i>Apologies:</i> Cr E Wilkinson Cr S Kontelj	A Basford (EXEC DIR) D Hicken (MGR) S Coverdale (SNR OFFICER) S Jeans (COORD) M Bitis (MGR)	• North Bellarine Aquatic Centre – Closure for Project Works	• Nil

Informal Meeting Details	Councillor Attendance/Apology	Officer Attendance	Agenda Items	Conflict of Interest Disclosures
Councillor Briefing 10 February 2026	Cr M Cadwell Cr A Aitken Cr R Nelson Cr C Burson Cr R Story Cr A Katos Apology: Cr S Kontelj (LOA) Cr T Sullivan Cr E Kontelj Cr E Sinclair Cr E Wilkinson	A Wastie (CEO) T Edwards (EXEC DIR) A Basford (EXEC DIR) B Sanders (A/EXEC DIR) A Locke (A/EXEC DIR) K Ivens (MGR) A Martin (CHIEF) J Douglas (MGR) E Ryan (CO ORD)	Presentations: - Community Priority Projects Reports: - Community Priority Projects - Council to Candidate – State and Federal Election Guidelines - Financial Performance Report for the year to date ended 31 December 2025 - Proposed Road discontinuance and sale of land at Part Kirk Place, Geelong - Newcombe Street, Drysdale (Waterway Court to No. 60 Newcombe Street – Intention to declare report – Special Rates and Charge Scheme SRC 377 - Council Strategic Risk Profile Update - Revocation of Council Policies	Nil

4. CLOSE OF MEETING