

GREATER GEELONG

A CLEVER  
*and* CREATIVE  
FUTURE  
—

# THE COMMUNITY'S VISION

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

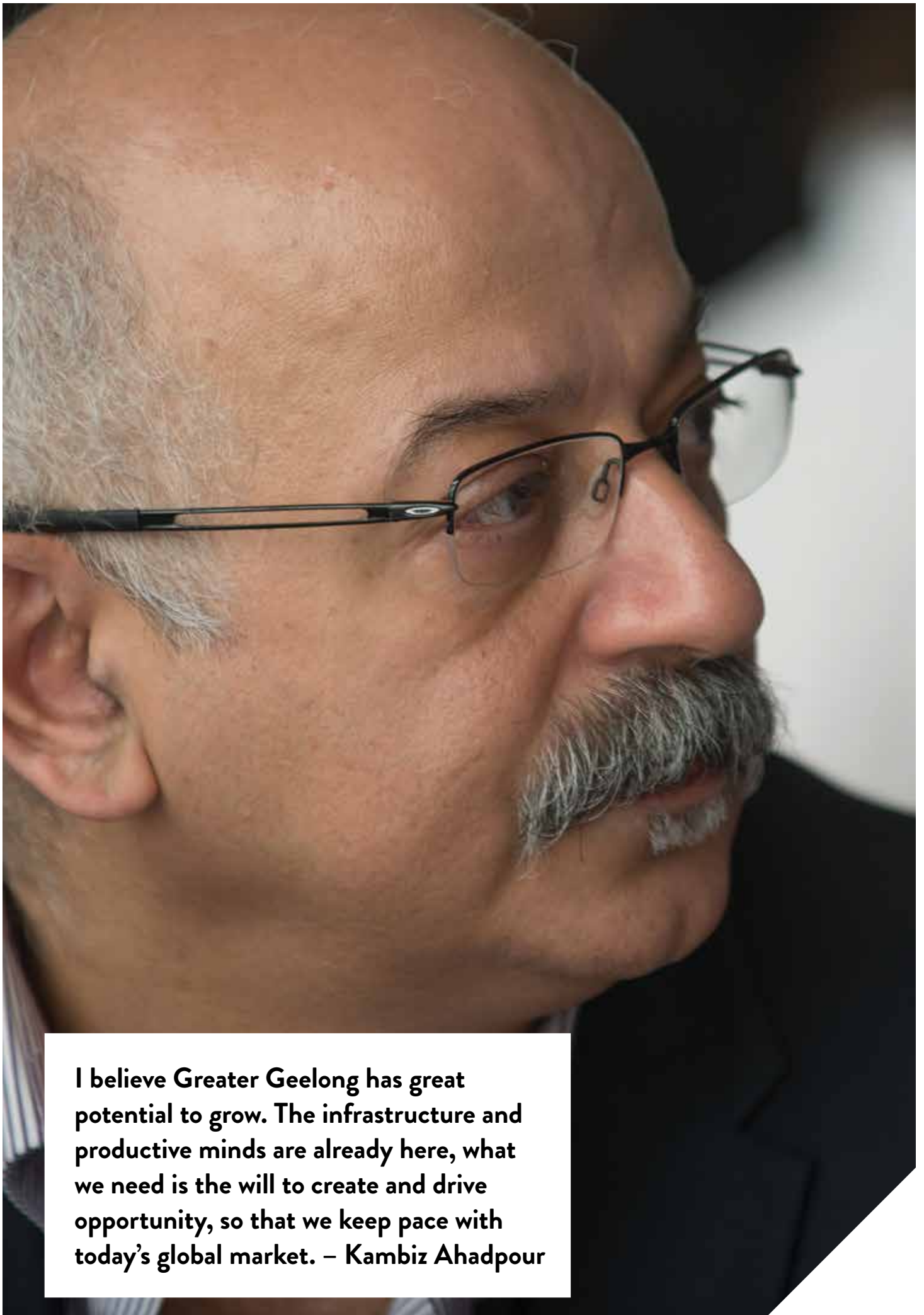


# CLEVER and CREATIVE

## CONTENTS

The community's vision	2
Creating a vision	5
Clever and creative	6
Foundations for a clever and creative future	8
Community aspirations	10
The journey to a clever and creative future	30
Council's delivery of a clever and creative future	32
Thanking our partners	34
Measures of success	35





**I believe Greater Geelong has great potential to grow. The infrastructure and productive minds are already here, what we need is the will to create and drive opportunity, so that we keep pace with today's global market. – Kambiz Ahadpour**

# CREATING A VISION

From September 2016 to May 2017, over 16,000 people have told us what they value about the region, how they rate it against the recognised elements of a successful community, and shared ideas about how to address challenges now and in the future.

Through the process, they have listened to opinions, debated alternatives, analysed possible futures and compared ideas. Importantly, they have deliberated and, in the process, learnt more about each other's aspirations, values and goals. The result is this, a community-led blueprint for Greater Geelong to be recognised regionally, nationally and internationally, as a clever and creative city-region.

The ideas for being clever and creative expressed in this document have been sourced from the Greater Geelong community and focus on economic prosperity, tourism and employment, enhancing and protecting its environment, social and economic equity, culture and art, transport and internet connectivity, and future leadership.

The diversity of the people involved and their commitment and passion for Greater Geelong makes this document a strong and durable platform to guide future decision-makers, establish their planning requirements and hold them accountable.



**Greater Geelong:**  
A clever and creative future is an important first step along a journey to transform our community's aspirations into reality.

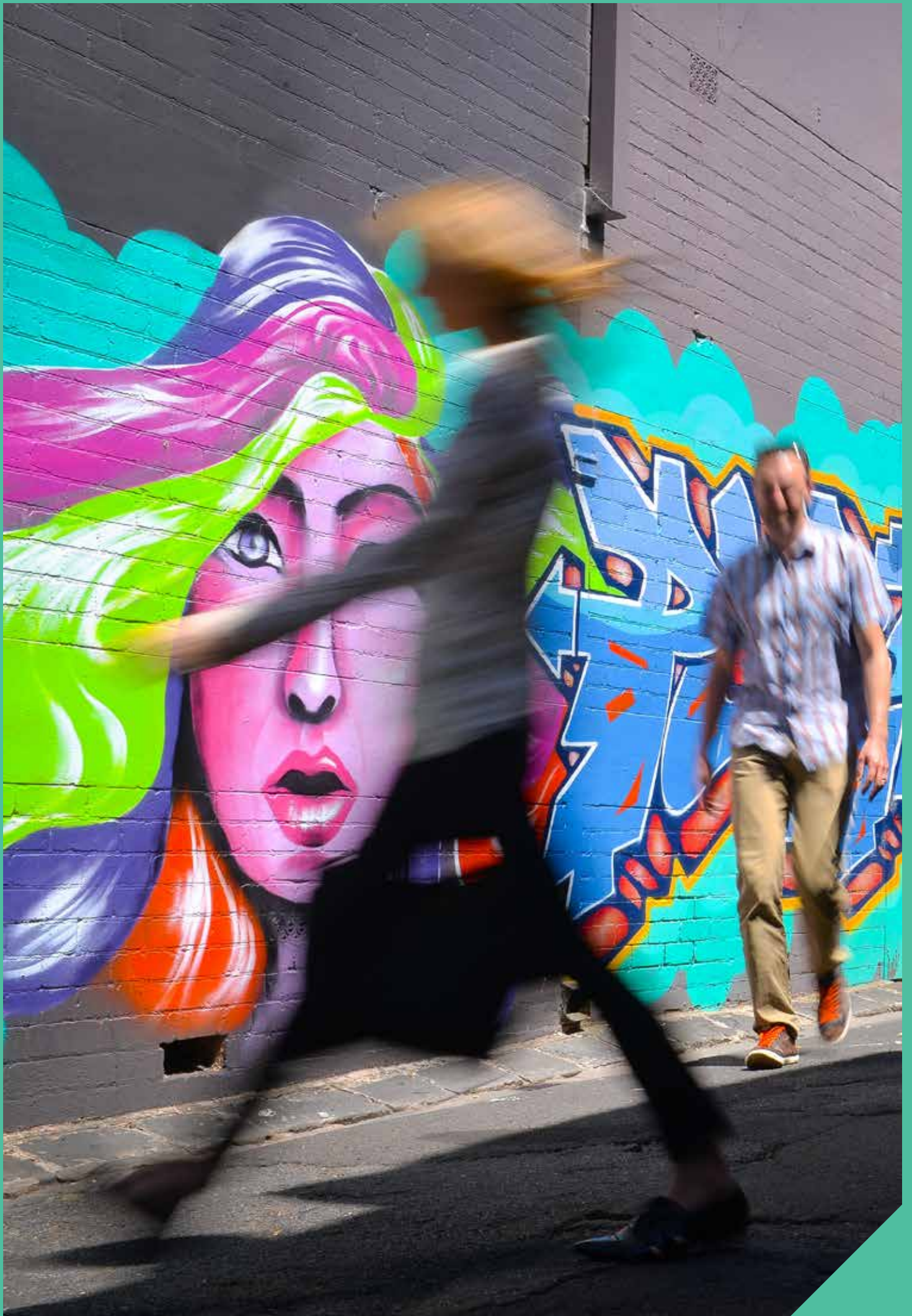
# CLEVER and CREATIVE

## THE COMMUNITY'S VIEW OF A CLEVER AND CREATIVE FUTURE:

- has business diversity that inspires a broad range of education and employment opportunities
- attracts start-ups, innovative businesses and a can-do attitude
- uses a variety of affordable technologies to provide universal digital access
- makes travel between suburbs easier through a network of pedestrian and cycle paths
- excites local and international visitors who are interested in its events, festivals, landscapes and food
- is designed to create an active street culture and vibrant public spaces



- has a strong sense of community and uplifts its vulnerable community members
- is designed around people and makes the best use of technology and sustainable living
- is devoted to research and encourages economically viable, environmentally sound and socially responsible solutions to its challenges
- has a global outlook and is connected to the world by technology
- recognises the uniqueness and significance of its natural environments.



# FOUNDATIONS FOR A CLEVER AND CREATIVE CITY-REGION

## A SNAPSHOT OF GREATER GEELONG'S EXISTING STRENGTHS INCLUDE:

### ECONOMIC ASSETS

- proximity to Western Victoria and Melbourne provides two-way access to markets and investment
- established business associations, community groups and networks
- an emerging cluster of start-ups
- capabilities in advanced manufacturing, industrial design and technology
- scientific facilities and expertise in health and infectious diseases
- a growing population
- strong leadership in education, healthcare, social insurance and social investment sectors
- regional food production and agribusiness
- exciting destinations attract local and international visitors.

### INFRASTRUCTURE

- a diverse range of education facilities
- port, rail, airport and freight infrastructure
- available commercial and industrial land
- established sporting and cultural infrastructure
- a variety of relatively affordable housing options
- established cultural and arts facilities.

### NATURAL ASSETS

- a diverse and unique natural environment
- networks of open space, reserves and parks
- spectacular rural and coastal landscapes
- internationally significant natural areas
- the city's location in relation to the bay and northerly aspect.



# CLEVER and CREATIVE

## PEOPLE STRENGTHS

- a strong sense of community
- a diverse range of local community activities
- resilient residents committed to the future of Greater Geelong
- a history of inventors, creators and innovation
- contributions to our arts and culture
- a broad range of creative industries
- community service organisations supporting vulnerable residents.

## SHORT-TERM PRIORITIES

- high-speed digital infrastructure
- student and research precincts
- vibrant public spaces
- support for start-up initiatives
- facilities to attract world-class events
- collaborations addressing social and economic vulnerability
- united leadership and a global outlook.



# COMMUNITY ASPIRATIONS

**Representing the voices of more than 16,000 residents and stakeholders, this document is a guide for future councils, all levels of government, community organisations, businesses and anyone wanting to make a genuine contribution to our city-region.**

At its heart are a series of aspirations developed by the community that are focused on our region's economy and employment, the environment, arts and culture, transport connections, tourism, efficient and equitable digital access, and good governance.

For a city-region to be successful, it must be connected, prosperous, creative, sustainable and resilient, and designed for people. The community's aspirations support these elements helping us become a clever and creative city-region.



# CLEVER and CREATIVE

## CLEVER and CREATIVE

### SUCCESSFUL COMMUNITY ELEMENTS



CONNECTED



SUSTAINABLE  
AND RESILIENT



PROSPEROUS



CREATIVE



DESIGNED  
FOR PEOPLE

### COMMUNITY ASPIRATIONS



A prosperous economy  
that supports jobs and  
education opportunities.



A leader in  
developing and  
adopting technology.



Creativity  
drives culture.



A fast, reliable  
and connected  
transport network.



A destination  
that attracts local  
and international  
visitors.



People feel  
safe wherever  
they are.



An inclusive,  
diverse, healthy and  
socially connected  
community.



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



Development  
and implementation  
of sustainable  
solutions.



**I'd like to see Greater Geelong evolve into a more vibrant, multifaceted region that celebrates its history and embraces the future. Being one of Victoria's oldest and unique agricultural regions, I would love to see this industry grow and develop over the coming decades. We have great potential to promote local businesses and create employment opportunities by building on our natural advantages. – Jon Helmer**



# A PROSPEROUS ECONOMY THAT SUPPORTS JOBS AND EDUCATION OPPORTUNITIES

## The Greater Geelong community values:

- business diversity, education and employment opportunities
- people who are willing to create new business opportunities
- working hard, diligence and personal motivation
- training, research and education institutions that support economic participation and catering for all skill levels.

## Success will be achieved by:

- urban and residential infrastructure to support economic growth, employment and lifestyle
- an open-minded approach and a willingness to take risks
- partnerships between educators and industry to ensure business skills needs are addressed, and people can adapt and learn
- a highly skilled and diverse workforce, which will be a competitive advantage for local business
- well-connected and diverse businesses that grow the local economy
- spaces for start-ups to interact and network.

## The measures of success are:

- the number of school leavers engaged in work or post-school study is higher than the Victorian average
- education provides graduates with the skills businesses require in our city-region
- Greater Geelong's workforce participation rate is higher than the Victorian average
- an increase in the diversity of businesses.



**MOST STRONGLY SUPPORTS PROSPERITY**



**It is possible to fabricate high-technology products in Australia. The key for Greater Geelong will be to stay open minded, internationally-orientated and innovative.**  
– Maxime Maghe



## A LEADER IN DEVELOPING AND ADOPTING TECHNOLOGY



### The Greater Geelong community values:

- opportunities enabled by technology
- internet availability and speed
- assistive technology seamlessly embedded into the environment.

### Success will be achieved by:

- a variety of affordable technologies providing digital access to information on demand
- attracting innovative and high technology businesses
- a community and workforce with the capacity to use digital technology
- training in future digital jobs
- assistive technologies embedded into infrastructure
- free connectivity throughout the public places
- growth in smart home automation.

### The measures of success are:

- a Digital Inclusive Index score (Access, Affordability and Digital Ability) greater than 70
- an increase in the number of technology based businesses.



**MOST STRONGLY SUPPORTS CONNECTED**



## CREATIVITY DRIVES CULTURE



### The Greater Geelong community values:

- the contribution of the arts to community vibrancy, diversity, and inclusiveness
- spaces that support and celebrate local artists through public exhibitions
- modern facilities that allow the region to host world-class events
- start-ups and innovation
- involvement with local art, music, heritage, contemporary culture and Wadawarrung culture
- preserving our heritage and encouraging creative design.

### Success will be achieved by:

- investment in a diverse range of local community festivals and events
- development of creative industries and a culture of thinking outside-the-square
- attracting creatively oriented and artistic industries to the region
- creative re-use of heritage assets.



### The measures of success are:

- increasing the percentage of the community actively participating in arts and cultural activities
- increasing the percentage of the workforce employed in creative industries
- Greater Geelong rated in the top 200 of the Global Innovation Cities index
- increasing the number of innovative start-ups in the city-region.



**MOST STRONGLY SUPPORTS CREATIVITY**





# A FAST, RELIABLE AND CONNECTED TRANSPORT NETWORK



## The Greater Geelong community values:

- sustainable, connected and networked walking, cycling and public transport services that allow all abilities access into and across the city-region
- fast access to Melbourne and other parts of Victoria.

## The measures of success are:

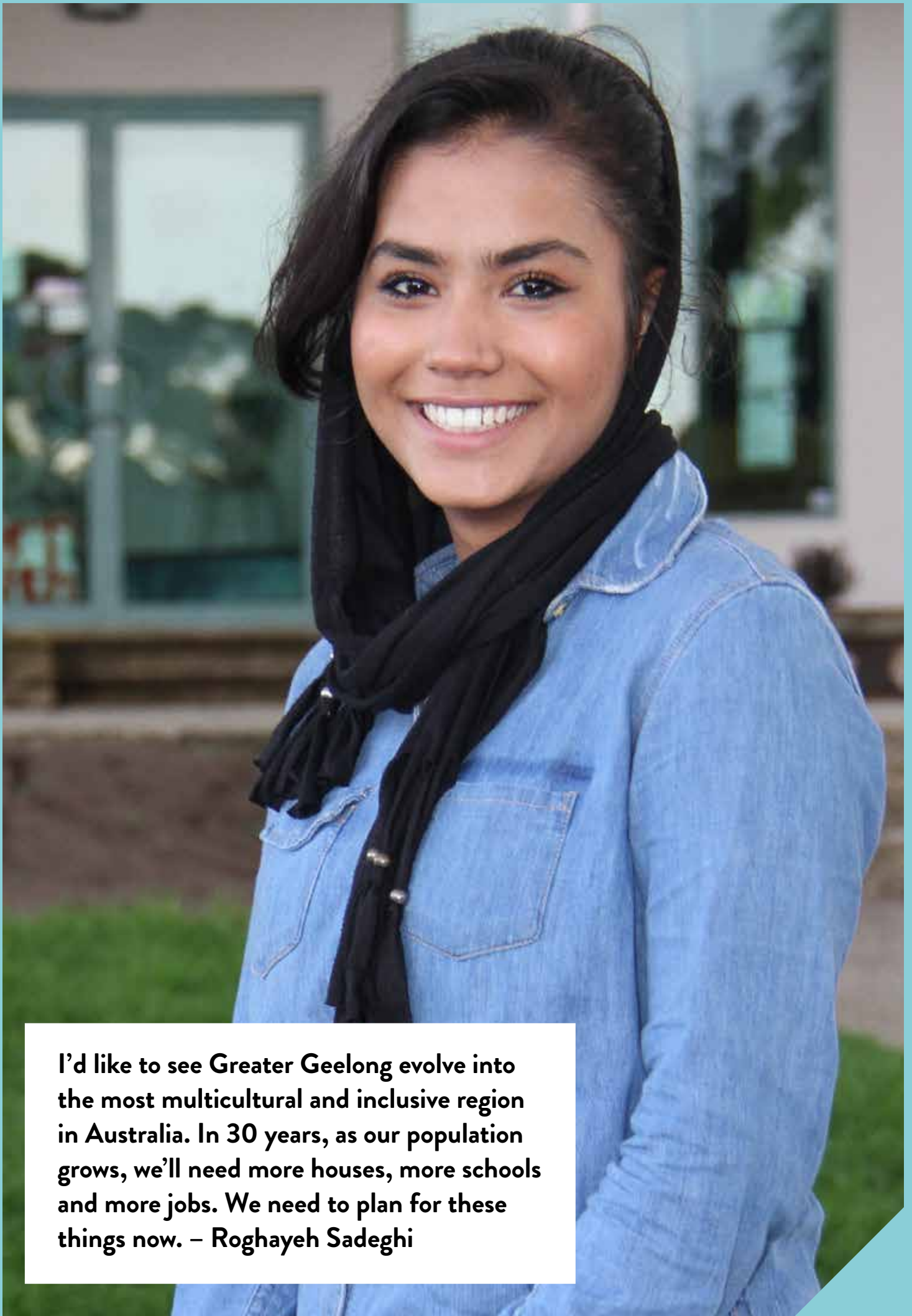
- being able to travel to Melbourne from Geelong within 30 minutes, and from the Bellarine Peninsula within 65 minutes utilising a variety of travel options
- an international freight terminal and passenger airport within the city-region, connecting Greater Geelong to all Australian state capitals and Asia
- being able to access all parts of Greater Geelong within 30 minutes through a variety of travel options
- 50 per cent of journeys to work are made by public transport, walking or cycling.

## Success will be achieved by:

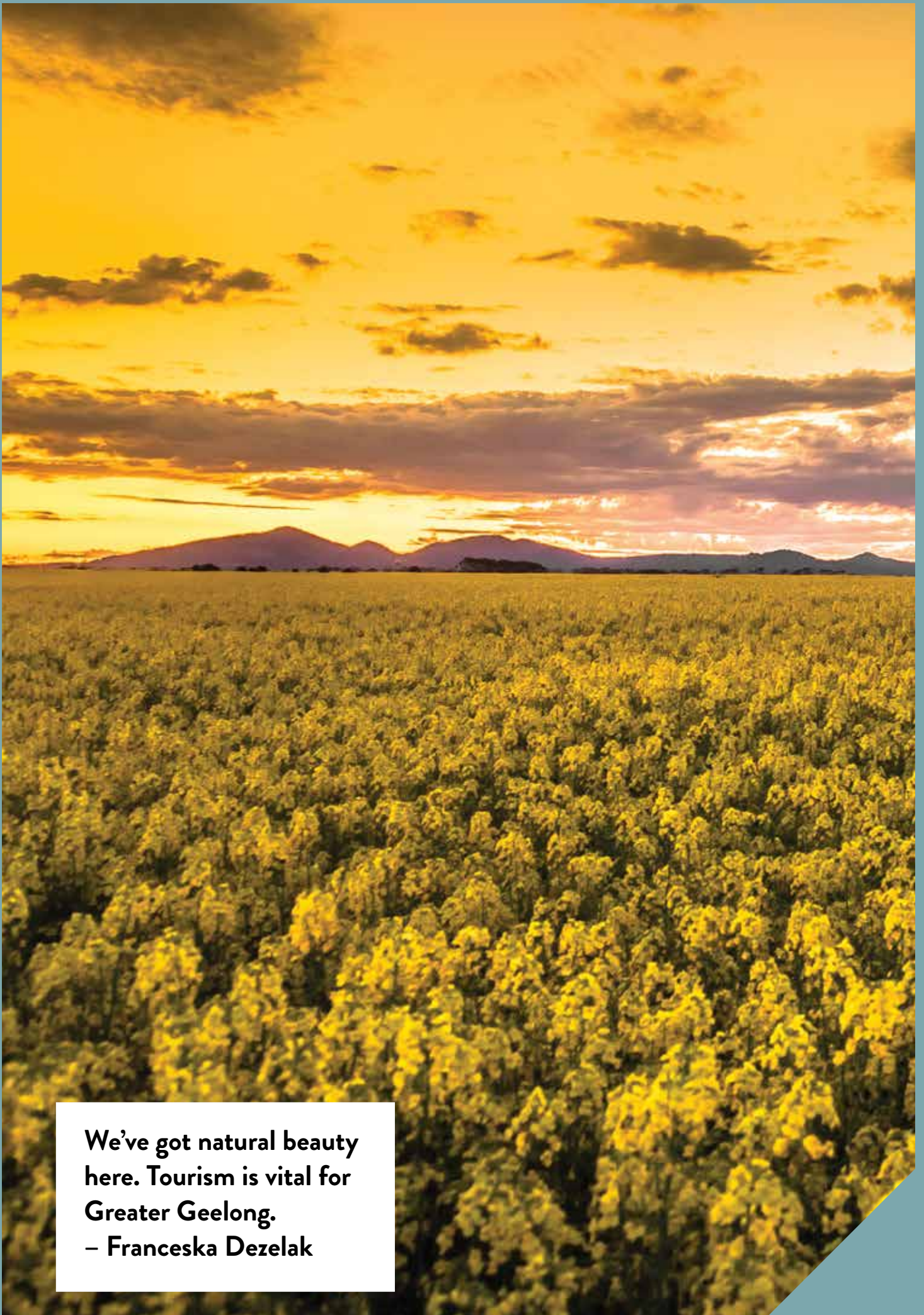
- a pedestrian and cycling network that covers the whole municipality
- accessible transport options connecting people within the city-region
- development of Greater Geelong as Victoria's major logistics and freight centre
- diversion of road traffic around urban centres
- cycling becomes a credible and safe on-road commuter option.



**MOST STRONGLY SUPPORTS CONNECTED**



**I'd like to see Greater Geelong evolve into the most multicultural and inclusive region in Australia. In 30 years, as our population grows, we'll need more houses, more schools and more jobs. We need to plan for these things now. – Roghayeh Sadeghi**



**We've got natural beauty here. Tourism is vital for Greater Geelong.  
– Franceska Dezelak**



# A DESTINATION THAT ATTRACTS LOCAL AND INTERNATIONAL VISITORS



## The Greater Geelong community values:

- the city-region's potential to be a destination that attracts local and international visitors
- sharing and promoting Greater Geelong's unique location and natural assets.

## The measures of success are:


- the total number of visitors to the city-region increases by 2.1 per cent per annum
- expenditure by visitors to the city-region increases by 3.8 per cent per annum
- international overnight visitors grow at a rate of 4.9 per cent per annum
- domestic overnight visitors grow at a rate of 1.9 per cent per annum
- tourism employment increases 1.6 per cent per annum.

## Success will be achieved by:

- a diverse range of accommodation options for visitors
- a local international airport
- capacity for large ships to dock in Corio Bay
- the ability to host large conventions
- securing world class events and entertainment.



**MOST STRONGLY SUPPORTS PROSPERITY**

A woman with curly, reddish-brown hair and glasses is smiling. She is wearing a grey, long-sleeved top over a red shirt. Her hands are clasped in front of her. She is wearing a purple watch on her left wrist and a ring on her right hand. The background is a blurred outdoor setting with a sidewalk and some colorful posters or signs.

**I'd like Greater Geelong to be a region that accepts everyone regardless of their age, race, gender or sexual preference. A place where we can grow as individuals but also together as a strong and united community.**  
– Sally McLean



## PEOPLE FEEL SAFE WHEREVER THEY ARE

### The Greater Geelong community values:

- clean, safe and fun environments for everyone
- feeling safe on the streets day and night
- a safe, crime free and honest community
- minimising the community impacts of alcohol and drug use.



### The measures of success are:

- 95 per cent of residents agree that they feel safe in the area where they live
- crime statistics are 20 per cent below the state average.

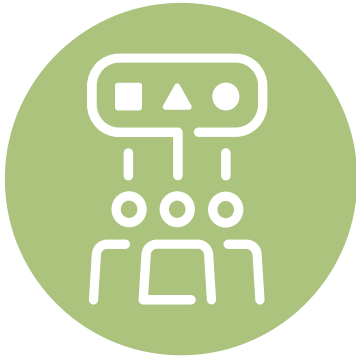


### Success will be achieved by:

- an active street culture involving student and café precincts
- urban design that encourages activity and comfortable open public areas in all seasons
- clean streets and public open spaces
- early intervention programs that promote positive community attitudes and interactions
- establishing security infrastructure.



**MOST STRONGLY SUPPORTS DESIGNED FOR PEOPLE**



# AN INCLUSIVE, DIVERSE, HEALTHY AND SOCIALLY CONNECTED COMMUNITY



## The Greater Geelong community values:

- access to quality education, health services and affordable housing
- a strong sense of community
- support for vulnerable community members
- a range of employment opportunities.

## The measures of success are:

- no Greater Geelong postcodes in the bottom 20 per cent of the Socio-Economic Indexes for Areas (SEIFA)
- 100 per cent of public places in Greater Geelong are disability access compliant
- workforce participation in the most vulnerable suburbs is higher than the state average across all age groups
- the percentage of residents who participate in citizen engagement activities exceeds the state average
- index score for community connectedness exceeds 80
- over 50 per cent of residents reporting their health as very good or excellent.

## Success will be achieved by:

- young people connected to local decision-making
- public areas and local services that are accessible to all levels of ability
- a variety of affordable options for people to rent or buy a home
- support for the most vulnerable community members
- local participation opportunities for new arrivals to the city-region
- equity in the provision of community infrastructure
- support for Wadawurrung leaders to ensure their connections to the city-region are maintained, and their connection to the community is strengthened.



**MOST STRONGLY SUPPORTS DESIGNED FOR PEOPLE**



**It's very important that we have an inclusive culture. We have the foundations, we just need to build on them. My vision is that Greater Geelong becomes a region that is accessible to everyone.**  
– Oliver Lynch



# SUSTAINABLE DEVELOPMENT THAT SUPPORTS POPULATION GROWTH AND PROTECTS THE NATURAL ENVIRONMENT

## The Greater Geelong community values:

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



## Success will be achieved by:

- revitalisation of Central Geelong
- meeting the housing needs for projected population growth and future households
- renewal of underutilised urban areas and buildings
- preserving, enhancing and growing our natural areas
- creation of urban forests throughout streets and parks
- new models of higher density sustainable living with access to public green space.

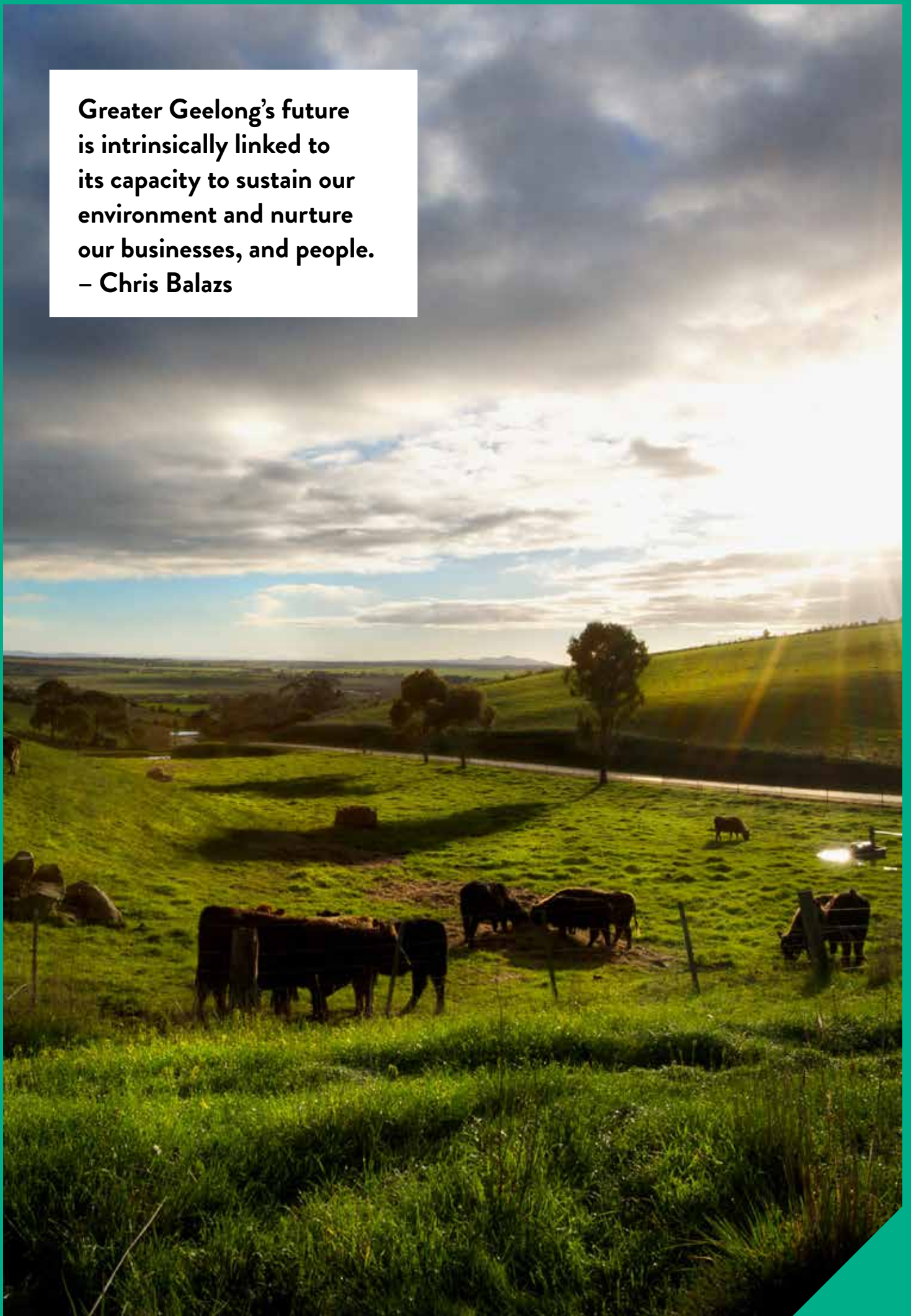
## The measures of success are:

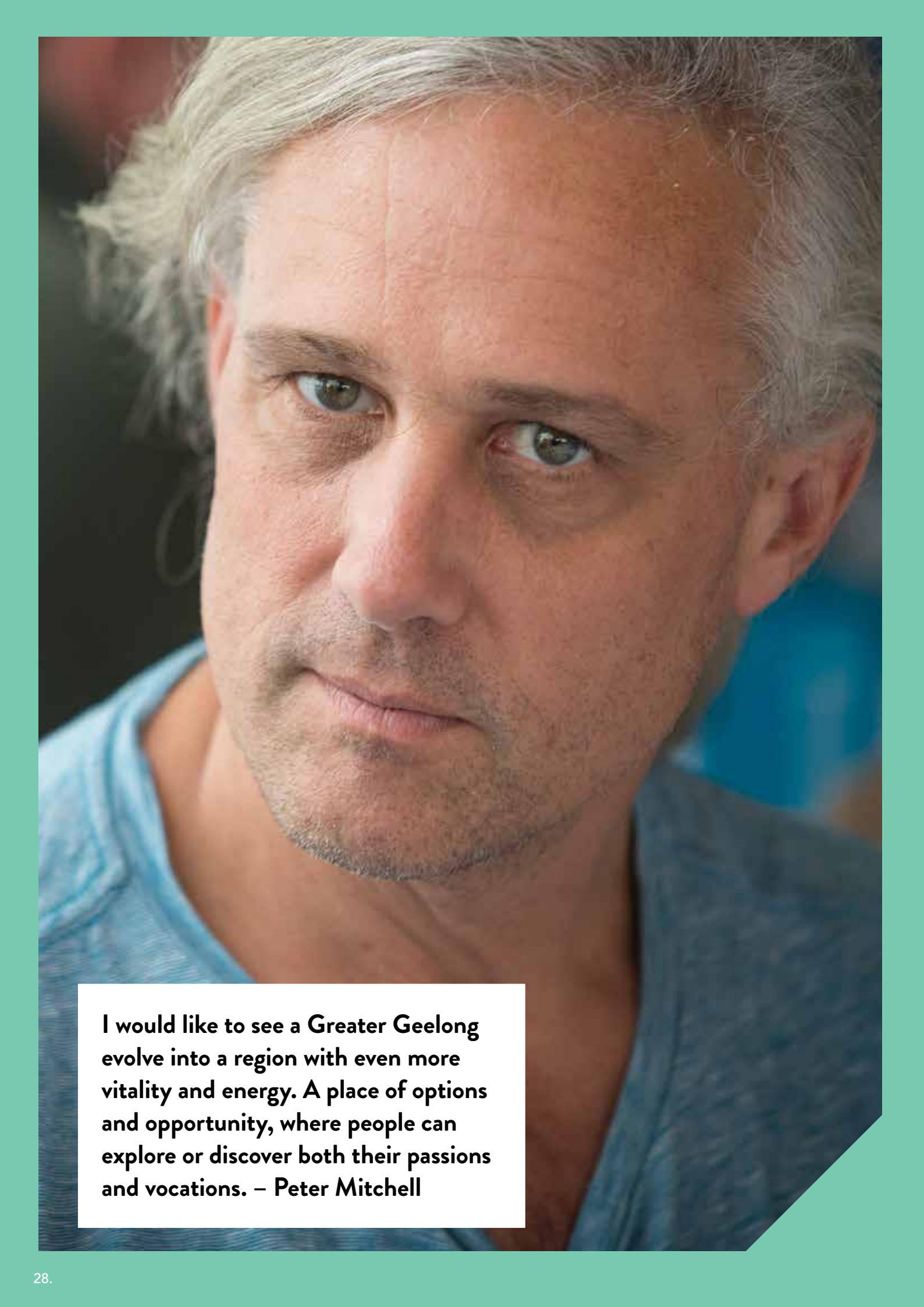
- suburban tree canopy is greater than 25 per cent
- an increase in the quantity and quality of protected natural habitat
- an increase in biodiversity with no loss of species and vegetation
- in urban areas, 95 per cent of dwellings are within 400m of public open space
- no net loss of open space by suburb
- 10,000 people living in Central Geelong
- 50 per cent of new housing construction to be conducted within existing urban areas.



**MOST STRONGLY SUPPORTS SUSTAINABILITY**

**Greater Geelong's future  
is intrinsically linked to  
its capacity to sustain our  
environment and nurture  
our businesses, and people.  
– Chris Balazs**





**I would like to see a Greater Geelong evolve into a region with even more vitality and energy. A place of options and opportunity, where people can explore or discover both their passions and vocations. – Peter Mitchell**



# DEVELOPMENT AND IMPLEMENTATION OF SUSTAINABLE SOLUTIONS



## The Greater Geelong community values:

- economically healthy and environmentally responsible businesses
- clean energy solutions
- attracting renewable energy industries to the region
- easy access to recycling
- innovative approaches and resilience to climate change
- the community adopting sustainable practices.

## Success will be achieved by:

- investment in renewable energy industries and research
- plan and deliver a reduction of carbon emissions
- community education about the local impacts of climate change
- assist new and existing business to adapt to clean technology
- identify new best practice standards for water efficiency and management
- moving to a zero-waste community
- encourage economically viable, environmentally sound and socially responsible business practices.



## The measures of success are:

- performing better than the Victorian average in solid and green waste diverted from landfill
- Greater Geelong being a carbon neutral city-region
- 20 per cent of all water used in the municipality is sourced from alternative sources.



**MOST STRONGLY SUPPORTS SUSTAINABILITY**

# THE JOURNEY TO A CLEVER AND CREATIVE FUTURE

Understanding how the community would like Greater Geelong to evolve over the next 30 years gives decision makers the flexibility to respond to shifts in technology, demographics, the economy and climate change.

During the two stages of *Our Future* engagement between September 2016 and May 2017, over 16,000 community members had their say about their aspirations for the region and how it should evolve during the next 30 years. This involved 162 workshops, event appearances, community meetings and school visits.

At the *Our Future* Assembly on Saturday 6 May 2017, 350 people discussed, debated, deliberated and decided on a community-led vision for Greater Geelong's future.

They decided Greater Geelong should be internationally recognised as a clever and creative city-region that is forward looking, enterprising and adaptive, and cares for its people and environment.

The community engagement process and the results that informed this document are available at [www.geelongaustralia.com.au/clevercreative](http://www.geelongaustralia.com.au/clevercreative).




## HOW WILL THIS VISION BE USED TO DELIVER OUTCOMES?

*Greater Geelong: A Clever and Creative Future* is a community-generated guide for Greater Geelong as it plans its next 30 years.

The breadth and depth of the consultation process means that it is representative of the Greater Geelong community's views and preferences.

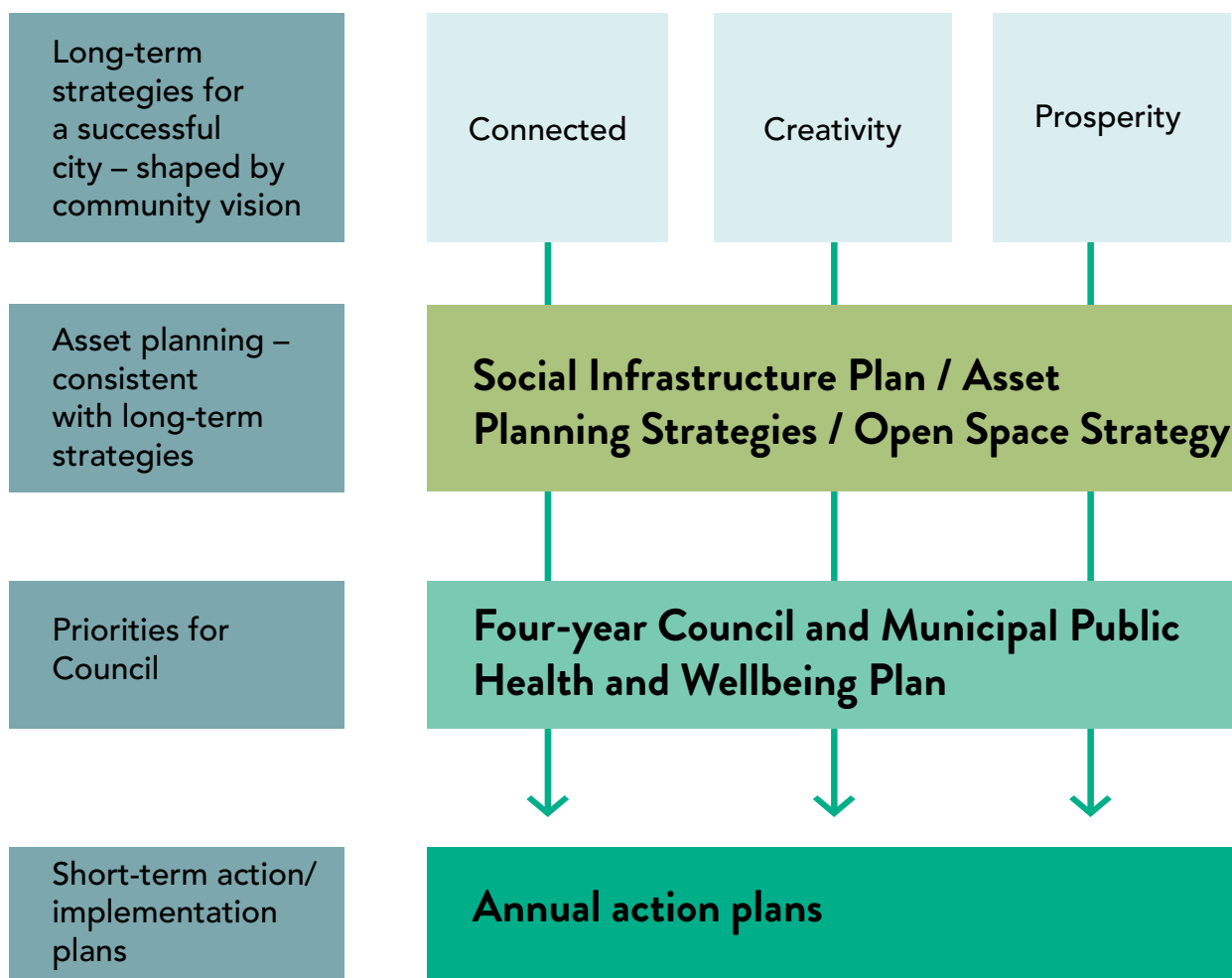
The vision will remain a key resource for Council, all levels of government, organisations, businesses and anyone wanting to make a genuine contribution to the future of Greater Geelong.



**My vision for Greater Geelong is a region where the community is consulted and council make decisions based on the results. I'd like to see individuality, creativity and uniqueness encouraged within our community so that regardless of religious, cultural or social background, everyone is treated fairly and seen as having a vital role in our future. – Sarah Afshar**

# COUNCIL'S DELIVERY OF A CLEVER AND CREATIVE FUTURE

## 30 YEAR COMMUNITY VISION



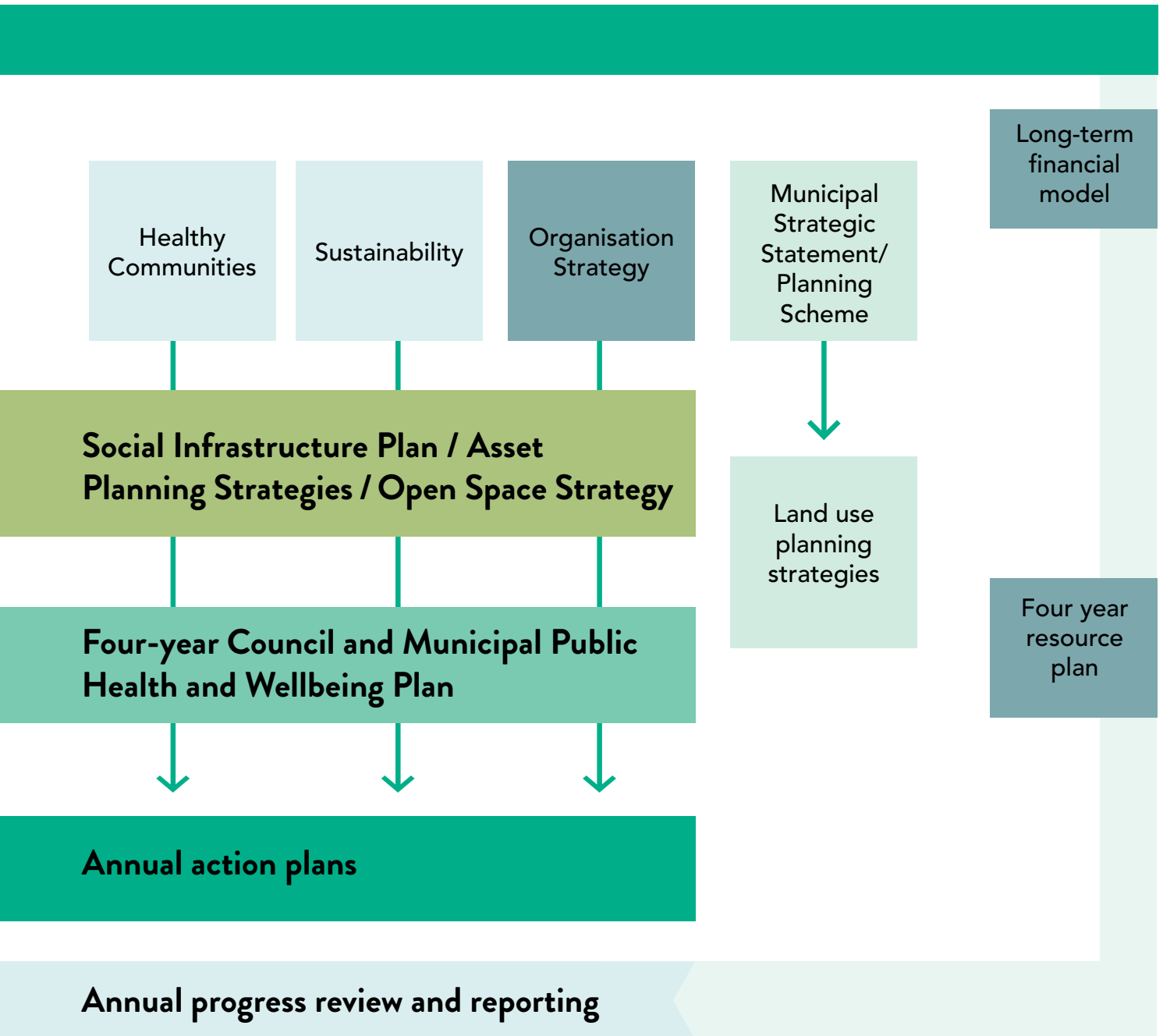
### Annual progress review and reporting

The outcomes in the 2018-2021 Council Plan will be guided by *Greater Geelong: A Clever and Creative Future*. The Council Plan will be reviewed annually, and an annual budget and action plan will be developed to be consistent with it.

All proposals to Council will need to demonstrate consistency with this document.

Future Councils will report their progress and performance against milestones contained in *Greater Geelong: a Clever and Creative Future* through an independent audit to be published annually.

# CLEVER and CREATIVE



# THANKING OUR PARTNERS

The City of Greater Geelong thanks the following partners who have provided invaluable advice and assistance in this project.

- Committee for Geelong
- Deakin University
- Department of Health and Human Services
- Department of Environment, Land, Water and Planning
- Geelong Chamber of Commerce
- Geelong Environment Council
- Geelong Football Club
- Geelong Sustainability
- Give Where You Live
- G21 Agribusiness Forum
- G21 Geelong Regional Alliance
- National Trust of Australia, Geelong and Region Branch
- Regional Development Victoria
- The Gordon
- Tourism Greater Geelong and the Bellarine
- Urban Development Institute of Australia (Geelong Committee)

Many other organisations and schools also supported the project by hosting workshops, encouraging their staff to contribute and providing feedback. We thank them for their support.

Thanks to Tim Orton and Nous Group who donated an immense amount of time and expertise to the delivery of the *Our Future* Assembly, and Bernie Kruger for his invaluable guidance in data science and the time he donated to analysing data.

Thanks for the hard work to the more than 100 City of Greater Geelong staff who volunteered their time and expertise throughout the process.

**Finally, and most importantly, a huge thank-you to the more than 16,000 Greater Geelong people who contributed their ideas and enthusiasm throughout this wonderful and enlightening journey.**



# MEASURES OF SUCCESS

MEASURE	SOURCE
The number of school leavers engaged in work or post-school study is higher than the Victorian average	Census of Population and Housing, Australian Bureau of Statistics
Education provides graduates with the skills businesses require in our city-region	To be determined
Greater Geelong's workforce participation rate is higher than the Victorian average	Census of Population and Housing, Australian Bureau of Statistics
An increase in the diversity of businesses	This will be achieved through of Business Diversity Index to be developed
A Digital Inclusive Index score greater than 70	The Australian Digital Inclusion Index Report, Roy Morgan Research, Swinburne Institute for Social Research Centre for Social Impact (Swinburne), Telstra
An increase in the number of technology based businesses	REMPPLAN
Increasing the percentage of the community actively participating in arts and cultural activities	VicHealth Indicators Survey, VicHealth
Increasing the percentage of the workforce employed in creative industries	Census of Population and Housing, Australian Bureau of Statistics
Greater Geelong rated in the top 200 of the Global Innovation Cities index	Innovation™ Cities Index, 2thinknow
Increasing the number of innovative start-ups in the city-region	To be determined
Being able to travel to Melbourne from Geelong within 30 minutes, and from the Bellarine Peninsula within 65 minutes utilising a variety of travel options	To be determined
An international freight terminal and passenger airport within the city-region, connecting Greater Geelong to all Australian state capitals and Asia	To be determined
Being able to access all parts of Greater Geelong within 30 minutes through a variety of travel options	To be determined
50 per cent of journeys to work are made by public transport, walking or cycling	Journey to Work , Australian Bureau of Statistics
The total number of visitors to the city-region increases by 2.1 per cent per annum	Tourism Greater Geelong and the Bellarine
Expenditure by visitors to the city-region increases by 3.8 per cent per annum	Tourism Greater Geelong and the Bellarine
International overnight visitors grow at a rate of 4.9 per cent per annum	Tourism Greater Geelong and the Bellarine
Domestic overnight visitors grow at a rate of 1.9 per cent per annum	Tourism Greater Geelong and the Bellarine
Tourism employment increases 1.6 per cent per annum	Tourism Greater Geelong and the Bellarine
95 per cent of residents agree that they feel safe in the area where they live	Geelong Preventative Health Survey, City of Greater Geelong
Crime statistics are 20 per cent below the state average	Victoria Police Crime Statistics, Crime Statistics Agency
No Greater Geelong postcodes in the bottom 20 per cent of the Socio-Economic Indexes for Areas (SEIFA)	Census of Population and Housing, Australian Bureau of Statistics
100 per cent of public places in Greater Geelong are disability access compliant	The Federal Disability Discrimination Act 1992 (D.D.A.), Australian Government
Workforce participation in the most vulnerable suburbs is higher than the state average across all age groups	Census of Population and Housing, Australian Bureau of Statistics
The percentage of residents who participate in citizen engagement activities exceeds the state average	VicHealth Indicators Survey, VicHealth
Index score for community connectedness exceeds 80	VicHealth Indicators Survey, VicHealth
Over 50 per cent of residents reporting their health as very good or excellent	Geelong Preventative Health Survey, City of Greater Geelong
Suburban tree canopy is greater than 25 per cent	Urban Tree Strategy, City of Greater Geelong
An increase in the quantity and quality of protected natural habitat	City of Greater Geelong
An increase in biodiversity with no loss of species and vegetation	City of Greater Geelong
In urban areas, 95 per cent dwellings are within 400m of public open space	City of Greater Geelong
No net loss of open space by suburb	City of Greater Geelong
10,000 people living in Central Geelong	Census of Population and Housing, Australian Bureau of Statistics
50 per cent of new housing construction to be conducted within existing urban areas	Settlement Strategy, City of Greater Geelong
Performing better than the Victorian average in solid and green waste diverted from landfill	Victorian Local Government Annual Waste Services Report, Sustainability Victoria
Greater Geelong being a carbon neutral city-region	To be determined
20 per cent of all water used in the municipality is sourced from alternative sources	To be determined

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Geelong VIC 3220

8:00am – 5:00pm

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