



MINUTES

ORDINARY MEETING OF COUNCIL

Tuesday, 28 January 2014

Held at the
Council Conference and Reception Centre
City Hall, Little Malop Street, Geelong
commencing at 7.00p.m.

COUNCIL:

Cr. D. Lyons <i>Mayor</i>	(G21 Geelong Regional Alliance, Finance, Governance, Regional Cities)
Cr. T. Ansett (<i>Windermere</i>)	(Heritage, Rural Communities)
Cr. L. Ellis (<i>Coryule</i>)	(Coastal Communities, Infrastructure, Parks and Gardens)
Cr. J. Farrell (<i>Beangala</i>)	(Community Safety, Youth, Women in Community Life)
Cr. K. Fisher (<i>Corio</i>)	(Community Development, Aboriginal Affairs)
Cr. B. Harwood (<i>Kardinia</i>)	(Enterprise Geelong, Primary Industries)
Cr. M. Heagney (<i>Brownbill</i>)	(Central Geelong, Planning)
Cr. J. Irvine (<i>Austin</i>)	(Sport and Recreation)
Cr. E. Kontelj (<i>Cowie</i>)	(Aboriginal Affairs, Multicultural Affairs, Finance)
Cr. Dr. S. Kontelj (<i>Kildare</i>)	(Finance)
Cr. R. Macdonald (<i>Cheetham</i>)	(Major Projects, Knowledge Economy & Education)
Cr. R. Nelson (<i>Deakin</i>)	(Major Events, Tourism)
Cr. A. Richards (<i>Buckley</i>)	(Environment & Sustainability, Transport, Arts & Culture)

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**MINUTES OF THE ORDINARY MEETING
OF THE GREATER GEELONG CITY COUNCIL
HELD AT THE COUNCIL CONFERENCE AND RECEPTION CENTRE
CITY HALL, LITTLE MALOP STREET, GEELONG
TUESDAY, 28 JANUARY 2014
COMMENCING AT 7.00 P.M.**

PRESENT: Cr D Lyons (Mayor), Crs T Ansett, L Ellis, J Farrell, K Fisher, B Harwood, M Heagney, J Irvine, E Kontelj, S Kontelj, R Macdonald, R Nelson, A Richards

Also present: S Griffin (Chief Executive Officer), J Wall (General Manager Corporate Services), P Bettess (General Manager Economic Development, Planning and Tourism), G Van Driel (General Manager City Services), J McMahon (General Manager Community Services), D Frost (General Manager Projects, Recreation and Central Geelong), J Brown (Manager Administration and Governance), R Bourke (Co ordinator Governance & Legal Services), J Merlo (Senior Media Officer)

OPENING: The Mayor declared the meeting open at 7.00pm

ACKNOWLEDGEMENTS:

The Mayor acknowledged that we are here today on the land of the Wathaurong People and we pay our respects to Aboriginal elders past and present.

APOLOGIES: Nil.

LEAVE OF ABSENCE:

Cr Richards moved, Cr Macdonald seconded –

That Leave of Absence be granted to Cr Irvine from 20 February to 5 March 2014.

Carried.

CONFIRMATION OF MINUTES:

Cr Macdonald moved, Cr Richards seconded -

That the Minutes of the Ordinary Meeting held on 10 December 2013 be confirmed and signed.

Carried.

DECLARATIONS OF CONFLICTS OF INTEREST: Nil.

QUESTION TIME:

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

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

Judith Brooks asked the following in relation to the Draft Environment Management Strategy:

1a Why did council release this important document for public comment during the busiest time of the year Dec 20th to January 31st?

1b Would council allow an extension for those of us who would like to put in a detailed response?

1c Would council consider a new policy of releasing all strategy documents at a more focused time of the year, say May June?

Cr Richards responded that in light of the feedback over recent weeks an item will be considered later this evening seeking to extend the submissions period by 4 weeks.

2 Re Recent Community Concepts Submissions Process

2a What are the normal Council processes for budgeting and allocating funds for infrastructure development and its ongoing maintenance?

Jeff Wall responded that Council has a priority ranking system. The ranking system is based on perceived need.

2b How does this new process influence the Capital Works Budget?

2c What is the role of the ward Councillor in this process?

2d Will all submissions with their estimated costings be publicly released?

Jeff Wall responded that submissions and estimated costings can be viewed via Council's website under the heading "Community Concepts".

A response in writing will be forwarded.

Colin Wallace asked:

Have you, Mr Mayor, read my 19th January email addressed to you in which I explain how you had agreed to meet with my wife and me in October last year, that in the meantime it had often been difficult to reach us and that, whatever the reason, the meeting has not yet eventuated, that we still very much wish to meet with you but, at least initially, without the presence of an officer or other councillor, though we would be happy if you were to have Alister Paterson accompany you and that, from our experience with the City of Greater Geelong, we believe you need to have Alister Paterson helping you for very much longer than three months?

QUESTION TIME (CONT'D)

The Mayor responded that the first request for a meeting was before being elected and I did offer time on the phone, but that was not suitable. The Mayor indicated that he would have his Executive Assistant make contact with a suitable time to meet.

Mary Wallace asked:

To my Question 3 at Public Question Time on 13th August 2013, the response signed by General Manager City Services Gary Van Driel was that the works at the southern end of First Street, as mentioned in the letter signed by Coordinator Asset and Traffic Management Kevin Battye to my husband dated 4th April 2011 and to do with Section 7f of the Ropeworks Planning Permit, was invoiced separately from the works on the eastern side of First Street and I am asking for a copy of the invoice for the works at the southern end of First Street to do with Section 7f of the Ropeworks Planning Permit, an invoice that I have never been given by Council, not even when responding to my Freedom of Information request of 31st March 2011 which pertained to Section 7f of the Ropeworks Planning Permit?

Stephen Griffin took the question on notice.

Jennifer Bantow addressed Council as follows:

- 1) Is the Councillors discretionary ward funding frozen until the review is completed. Could you please give some guidance, if it is likely that applications may start again after the review, and if so when may that be?

Stephen Griffin responded that there has been a review of the process. Council has received a total of 207 community concepts which will be considered as part of the 2014-15 budget deliberations.

- 2) Why is Geelong so out of step with State Government guidelines on this new zoning? If most of the objections are about heritage areas, why is the Strategic Planning Department ignoring this, why isn't C300 changed and the objections will be resolved and we won't need a panel? Could Council please consider reinstituting the position of Heritage Planner in the Strategic Planning Department and that person could develop a long overdue Heritage Strategy?

Peter Bettess responded that zones are not the tool for projecting heritage. Heritage overlays are unchanged through this process. A report on this issue will be coming to Council where a decision will be determined by Council.

A response in writing will be provided.

PETITIONS:

Cr S Kontelj presented a petition from approximately 357 residents asking Council to revise the C300 Zoning for the area within Newtown.

Cr Farrell presented a petition containing approximately 137 signatures asking Council for a safety barrier along Wallington Road.

1. G21 PRIORITY BICYCLE NETWORK

(Previously Agenda Item 10)

Portfolio:	Transport - Cr Richards
Source:	City Services – Engineering Services
General Manager:	Gary Van Driel
Index Reference:	Cycling, Walking & Riding Tracks/Trails, Bicycle Strategies

Purpose

To seek endorsement of the G21 Priority Bicycle Network as developed by VicRoads and BikeSafe.

Summary

- VicRoads and BikeSafe have developed a G21 Priority Bicycle Network (PBN) for the G21 region in consultation with councils and relevant agencies.
- The PBN prioritises a connected cycling network across the municipality.
- VicRoads is seeking the endorsement of the PBN from councils within the G21 region.

Cr Richards moved, Cr Harwood seconded -

That Council endorse the G21 Priority Bicycle Network.

Carried.

Background

One of the key actions identified by VicRoads and BikeSafe is the development of a G21 Priority Bicycle Network (PBN). The PBN is a network that provides cyclists with safe, accessible and connected cycling routes within Geelong. The aim of the PBN is to elevate the importance of selected routes within the overall bicycle network and to prioritise works to be undertaken to improve conditions for cyclists.

BikeSafe is a community group, registered as a not-for-profit association that was started by local cyclists in Geelong and the Surf Coast in 2010. BikeSafe is an independent group that has developed partnerships with councils and relevant agencies such as VicRoads. BikeSafe advocates for improved conditions for cyclists and upgrades to infrastructure within Geelong's bicycle network. BikeSafe is involved in local promotional campaigns, strategic planning and partnership development.

Discussion

VicRoads and BikeSafe initiated the development of the PBN by working with councils and agencies within the G21 region to review existing plans and strategies, such as the Greater Geelong Cycle Strategy (2008), to determine the existing bicycle network, proposed works programs and gaps within current planning.

The primary objective of the PBN is to prioritise cycle routes from these plans and strategies that meet a range of commuter, recreational and sporting needs, and to create a connected network for all forms of cycling.

1. G21 PRIORITY BICYCLE NETWORK (CONT'D)

Ninety percent of the on-road bicycle lanes and off-road paths that are identified in the PBN are consistent with existing Council and VicRoads plans. Identified routes that are outside existing Council and VicRoads planning have generally been added in response to changes in local circumstances eg. Central Geelong planning.

The PBN provides strategic support to high priority bicycle infrastructure, but does not cover the complete bicycle network within the municipality. The Greater Geelong Cycle Strategy provides strategic context for the implementation of the complete bicycle network throughout the city, as well as guidance on maintenance, promotion and coordination.

Councils also need to provide guidance on proposed treatments and infrastructure standards, as the PBN describes the network but not the infrastructure to be implemented.

The PBN has been presented to the G21 Transport Pillar, with an action for each Council to endorse the PBN via formal Council processes. Endorsement by each of the G21 councils will provide the G21 region with the ability to advocate for projects at a regional level.

The PBN and Greater Geelong Cycle Strategy will complement each other in providing clear direction for the prioritisation and implementation of a safe, connected bicycle network throughout the municipality and wider G21 region.

Environmental Implications

Ongoing improvement of the bicycle network throughout the City of Greater Geelong supports increased uptake of active transport. Increased cycling for transport will reduce carbon emissions from motor vehicles.

Cars produce an average of 0.3kg of CO² per kilometre travelled – the equivalent of running a 60 watt incandescent light globe for 5 hours. Increasing the number of people that cycle for transport has a direct impact on reducing the amount of carbon released into the air. Based on an average commute of 5 kms (10 kms per day), should 334 people change their mode of transport from car to bicycle, a tonne of carbon emissions will be saved each day.

Financial Implications

There are no immediate financial implications in endorsing the PBN. Funding for the implementation of the PBN will be sought through a range of funding opportunities, as well as Council's budgetary process.

Policy/Legal/Statutory Implications

There are no Policy, Legal or Statutory Implications in endorsing the PBN.

Alignment to City Plan

The endorsement of the PBN has clear connections to Council's community well-being and sustainable environment objectives. The uptake of cycling as a means of transport and/or recreation provides physical and environmental health benefits to the cyclist and the wider community.

1. G21 PRIORITY BICYCLE NETWORK (CONT'D)

Officer Direct or Indirect Interest

No officers involved in the development of this report have a direct or indirect interest in the endorsement of the PBN.

Risk Assessment

The PBN has been developed in response to the safety concerns of cyclists, and the real and perceived risk of injury that is present in Geelong's existing bicycle network. Implementation of the PBN will provide a safe network for cyclists throughout the municipality.

Social Considerations

The primary objective of the PBN is to prioritise cycle routes that meet a range of commuter, recreational and sporting needs, and to create a connected network for all forms of cycling. Implementation of the PBN will support community health and wellbeing; improve safety and promote active transport.

Human Rights Charter

This report has no direct impact on the human rights of the residents of the City of Greater Geelong.

Consultation and Communication

The development of the PBN is the result of ongoing consultation between BikeSafe and a range of councils and agencies, in particular the City of Greater Geelong and VicRoads. The consultation process has included meetings between stakeholders over a 12 month period to refine the network proposed in the PBN. BikeSafe have also held a number of public forums to gather input from local cyclists on ways to improve the bicycle network at a local and regional level.

VicRoads and BikeSafe recently presented the PBN to the G21 Transport Pillar to seek support for the endorsement of the document. The G21 Transport Pillar has provided support to the PBN and has asked for each council to consider the document for endorsement.

Draft 9 PRINCIPLE BICYCLE NETWORK (PBN) G21 Region (VicRoads/LGAs/BikeSafe 2 May, 2013)

Although desirable, not all roads will have bike lanes or shoulders, in which case consideration will be given to speed limits, intersections, traffic calming and signage. Shared parking/bikelanes will be evaluated to Austroads Standards. Off road paths to be the most direct route and finished to Austroads Standards.

VICROAD	ROAD	FROM	TO	TOWN	SHIRE	Comment
Off Road	SURFCOAST CONNECTION TRA	Geelong	TORQUAY	Armstrong Creek/Torquay	CoGGeelong	New light rail opportunity
Off Road	TED WILSON TRAIL			Hamlyn Heights - Corio	CoGGeelong	
VicRoad	Geelong Ballan Rd			Anakie	CoGGeelong	
	Boundary Rd			Armstrong Ck	CoGGeelong	
Off Road	ARMSTRONG CREEK TRAIL	Ghazeepore Rd	Barwon Heads Rd	Armstrong Creek	CoGGeelong	Armstrong Creek plan
	Ewing Blythe Drive			Barwon Heads	CoGGeelong	NS (No shoulder, extremely hazardous, in part or whole)
	Thirteenth Beach Road			Barwon Heads	CoGGeelong	NS
VicRoad	Bridge Rd			Barwon Heads	CoGGeelong	
VicRoad	Barwon Heads Rd			Barwon Heads/Breakwater	CoGGeelong	
VicRoad	Golf Links Rd			Barwon Heads/Breakwater	CoGGeelong	
VicRoad	Morgan St			Bell Park	CoGGeelong	
VicRoad	Separation St	Almana St	Duoro St	Bell Park	CoGGeelong	
	Bellevue Ave			Belmont	CoGGeelong	
	Corio St			Belmont	CoGGeelong	
	Francis St			Belmont	CoGGeelong	
	High St	Settlement Rd	Roslyn Rd	Belmont	CoGGeelong	
	Mount Pleasant Rd			Belmont	CoGGeelong	
VicRoad	Settlement Rd			Belmont	CoGGeelong	
	Thomson St			Belmont	CoGGeelong	
VicRoad	Fellmongers Road			Breakwater	CoGGeelong	
	Bayshore Ave			Clifton Springs	CoGGeelong	
	Clifton Springs Rd			Clifton Springs	CoGGeelong	
	Jetty Rd			Clifton Springs	CoGGeelong	
Off Road	BLACK ROCK BIKE PATH	13th Beach Rd	Blackgate Rd	CoGGeelong	CoGGeelong	
	Anakie Rd			Corio	CoGGeelong	NS
VicRoad	Bacchus Marsh Rd	Cox Rd	Heales Rd	Corio	CoGGeelong	
	Broderick Rd	A10	Heales Rd	Corio	CoGGeelong	
VicRoad	Corio Quay Rd			Corio	CoGGeelong	Bike path previously
VicRoad	Cox Rd			Corio	CoGGeelong	
	Furner Ave			Corio	CoGGeelong	Bike path
	Heales Rd	Bacchus Marsh Rd	Forest Rd	Corio	CoGGeelong	
	Hendy St	Purnell Rd	Geelong Ring Rd	Corio	CoGGeelong	

VICROAD	ROAD	FROM	TO	TOWN	SHIRE	Comment
VicRoad	North Shore Rd			Corio	CoGGeelong	
	Plantation Rd			Corio	CoGGeelong	
VicRoad	Princes Fwy to Melbourne			Corio	CoGGeelong	
	Princess Rd	Cox Rd	Plantation Rd	Corio	CoGGeelong	
	Purnell Rd	Matthews Rd	Hendy St	Corio	CoGGeelong	
	School Rd			Corio	CoGGeelong	
VicRoad	Shell Parade	Wharf Rd	Foreshore Rd	Corio	CoGGeelong	
	Sparks Rd			Corio	CoGGeelong	
VicRoad	St George Rd	A10	Seabeach Parade	Corio	CoGGeelong	
VicRoad	Station St	St Georges Rd	A10	Corio	CoGGeelong	
VicRoad	Wharf Rd			Corio	CoGGeelong	NS
	Esplanade			Drumcondra	CoGGeelong	
	Glenleith Ave			Drumcondra	CoGGeelong	
	Coriyule Rd			Drysdale	CoGGeelong	
VicRoad	High St			Drysdale	CoGGeelong	
	McDermott Rd			Drysdale	CoGGeelong	
VicRoad	Murradoc Rd			Drysdale	CoGGeelong	NS
	Whitcombes Rd	Beacon Pt Rd	Portarlinton Rd	Drysdale	CoGGeelong	Connects to Port Road
	Wyndham St			Drysdale	CoGGeelong	
VicRoad	Hyland St			Fyansford	CoGGeelong	Bike path
Off Road	BARWON RIVER TRAIL			Fyansford - Barwon Heads	CoGGeelong	
Off Road	TOM McKEAN TRAIL			Fyansford - Bell Park	CoGGeelong	
	Brougham St			Geelong	CoGGeelong	Deakin and rail connect
	Gheringhap St			Geelong	CoGGeelong	Links Moorabool St bridge to KP, Arts Precinct, Deakin, Waterfront
	Hearne Parade			Geelong	CoGGeelong	Bike path
	Kilgour St			Geelong	CoGGeelong	
	Limeburners Rd			Geelong	CoGGeelong	NS
	Lt Malop St			Geelong	CoGGeelong	
	Malop St			Geelong	CoGGeelong	
	Mercer St			Geelong	CoGGeelong	
	Myers St			Geelong	CoGGeelong	Safer, more direct to city
VicRoad	Ryrie St	Swanston St	Boundary Rd	Geelong	CoGGeelong	Limited
	Swanston St			Geelong	CoGGeelong	
Off Road	WATERFRONT GEELONG	Eastern Gardens	Cowies Ck	Geelong	CoGGeelong	
	Western Beach Road			Geelong	CoGGeelong	
	Yarra St			Geelong	CoGGeelong	
VicRoad	Boundary Rd			Geelong East	CoGGeelong	

VICROAD	ROAD	FROM	TO	TOWN	SHIRE	Comment
Off Road	EASTERN GARDENS BIKE PATH	Boundary Rd	Holt Rd	Geelong East	CoGGeelong	
	Garden St	St Albans Rd	Eastern Beach	Geelong East	CoGGeelong	
	Loch St			Geelong East	CoGGeelong	
	Duoro St			Geelong North	CoGGeelong	Small part only to Mina St.
	Roseneath St			Geelong North	CoGGeelong	Safer than Duoro, less trucks
	Victoria St			Geelong North	CoGGeelong	
	Victoria St			Geelong North	CoGGeelong	
	Weddell Rd			Geelong North	CoGGeelong	
VicRoad	Breakwater Rd			Geelong South	CoGGeelong	New connection from new bridge to town.
	Fyans St			Geelong South	CoGGeelong	
	Moorabool St			Geelong South	CoGGeelong	Connect from bridge
Off Road	BELLARINE RAIL TRAIL			Geelong South/ Queenscliff	CoGGeelong	
	Autumn St			Geelong West	CoGGeelong	
	Britannia St			Geelong West	CoGGeelong	
	Douglas St			Geelong West	CoGGeelong	
	Fernleigh St			Geelong West	CoGGeelong	
	Gertrude St			Geelong West	CoGGeelong	
	Gordon Ave			Geelong West	CoGGeelong	
	McCurdy Rd			Geelong West	CoGGeelong	
	Oconnell St			Geelong West	CoGGeelong	
	Pakington St			Geelong West	CoGGeelong	
	Syden St			Geelong West	CoGGeelong	
	Villamanta St			Geelong West	CoGGeelong	
	Waratah St			Geelong West	CoGGeelong	
	Burdoo Dve			Grovedale	CoGGeelong	
	Church St			Grovedale	CoGGeelong	
	Hams Rd			Grovedale	CoGGeelong	
	Heyers Rd			Grovedale	CoGGeelong	
	Rossack Dve			Grovedale	CoGGeelong	
VicRoad	Vines Rd			Hamlyn Heights	CoGGeelong	
VicRoad	Church St			Herne Hill	CoGGeelong	
	North Valley Rd			Highton	CoGGeelong	
	Roslyn Rd			Highton	CoGGeelong	
VicRoad	Scenic Rd			Highton	CoGGeelong	
VicRoad	South Valley Rd			Highton	CoGGeelong	
	Thornhill Rd			Highton	CoGGeelong	
VicRoad	Barrabool Rd	High St	Hendy Main Rd	Highton/Ceres	CoGGeelong	NS

VICROAD	ROAD	FROM	TO	TOWN	SHIRE	Comment
	Branch Rd			Lara	CoGGeelong	
	Canterbury Rd			Lara	CoGGeelong	
	Elcho Rd			Lara	CoGGeelong	Connects rec reserve/new subdivisions
	Elcho Rd			Lara	CoGGeelong	
	Farrars Rd			Lara	CoGGeelong	
VicRoad	Forest Rd			Lara	CoGGeelong	NS
	McIntyre Rd			Lara	CoGGeelong	
	Old Melbourne Rd			Lara	CoGGeelong	
	Patullos Rd			Lara	CoGGeelong	
	Rennie St			Lara	CoGGeelong	
	Station Lake Rd			Lara	CoGGeelong	
	Windermere Rd			Lara	CoGGeelong	
	You Yangs Rd			Lara	CoGGeelong	
VicRoad	Bellarine Hwy			Leopold	CoGGeelong	
	Christies Road			Leopold	CoGGeelong	NS
VicRoad	Drysdale Rd			Leopold	CoGGeelong	
	Melaluka Road			Leopold	CoGGeelong	
	Aberdeen St			Manifold Heights	CoGGeelong	
VicRoad	Shannon Ave			Manifold Heights	CoGGeelong	Look to extend
	Banks Rd			Mannerim	CoGGeelong	
	Swan Bay Rd			Mannerim	CoGGeelong	
	Barwarre Rd			Marshall	CoGGeelong	
	Barwarre Rd			Marshall	CoGGeelong	
	Marshalltown Rd			Marshall	CoGGeelong	
VicRoad	Moolap Station Rd			Moolap	CoGGeelong	N SCrucial C123/B110 connection to Breakwater Bridge
VicRoad	Lower Duneed Rd			Mt Duneed	CoGGeelong	NS
	Coppards Rd	Townsend Rd	Portarlinton Rd	Newcomb	CoGGeelong	
	Wilson's Rd	Townsend Rd	Portarlinton Rd	Newcomb	CoGGeelong	
	Aphrasia St			Newtown	CoGGeelong	Links Queens Park Rd to Pako, past schools.
	Noble St	Shannon Ave	A10	Newtown	CoGGeelong	
VicRoad	Queens Park Rd			Newtown	CoGGeelong	
	Reserve Rd			Newtown	CoGGeelong	Armstrong Creek development
	Roebuck St			Newtown	CoGGeelong	
	Upper Skene St			Newtown	CoGGeelong	
	Braund Ave			Norlane	CoGGeelong	

VICROAD	ROAD	FROM	TO	TOWN	SHIRE	Comment
	Donnybrook Rd			Norlane	CoGGeelong	
	Hinton Cl			Norlane	CoGGeelong	
	Morgan St			Norlane	CoGGeelong	
	Olympic Ave			Norlane	CoGGeelong	
	Princes Rd			Norlane	CoGGeelong	
	Edol St			North Geelong	CoGGeelong	Connects bike paths
	Abery Rd			North Shore	CoGGeelong	Connects to Seabeach more directly, has room
VicRoad	Seabreeze Parade	Lowe St/Wharf Rd		North Shore	CoGGeelong	
	Aldebaran Rd			Ocean Grove	CoGGeelong	
VicRoad	Barwon Heads Ocean Grove Rd			Ocean Grove	CoGGeelong	
	Emperor Drive			Ocean Grove	CoGGeelong	
VicRoad	Grubb Rd			Ocean Grove	CoGGeelong	
VicRoad	Hodgson St			Ocean Grove	CoGGeelong	
	John Dory Dve			Ocean Grove	CoGGeelong	
	Kingston Dve			Ocean Grove	CoGGeelong	
	Marlin Dve			Ocean Grove	CoGGeelong	
	Ocean Throughway			Ocean Grove	CoGGeelong	
VicRoad	Orton St			Ocean Grove	CoGGeelong	
	Presidents Ave			Ocean Grove	CoGGeelong	
	Shell Rd			Ocean Grove	CoGGeelong	
	Thacker St			Ocean Grove	CoGGeelong	NS
VicRoad	The Parade			Ocean Grove	CoGGeelong	
	The Terrace			Ocean Grove	CoGGeelong	
VicRoad	Tuckfield St.			Ocean Grove	CoGGeelong	
Off Road	LONSDALE/OCEAN GROVE			Point Lonsdale/Ocean Grove	CoGGeelong	Optional route development
	Esplanade			Portarlington	CoGGeelong	NS
VicRoad	Portarlington Rd			Portarlington	CoGGeelong	
	Tower Rd			Portarlington	CoGGeelong	
VicRoad	Portarlington Queenscliff Rd			Swan Bay	CoGGeelong	NS
	Lomonds Tce			Thomson	CoGGeelong	Links Kilgour to Bellarine Peninsula
	Ormond Rd		Myers St	Thomson	CoGGeelong	
	St Alban Rd			Thomson	CoGGeelong	Extended to Townsend
Off Road	NORTH GEELONG SC			To Cowies Crk	CoGGeelong	
	Wallington Rd			Wallington	CoGGeelong	
VicRoad	Geelong Ring Rd	Barrabool Rd	A10	Wandana Heights	CoGGeelong	On road connection from Barrabool Road
	Ghazeepore Road			Waurnd Ponds	CoGGeelong	NS

VICROAD	ROAD	FROM	TO	TOWN	SHIRE	Comment
	Heyers Rd			Waurm Ponds	CoGGeelong	
	Pigdons Rd			Waurm Ponds	CoGGeelong	
VicRoad	Pioneer Rd			Waurm Ponds	CoGGeelong	
	Rossack Dve			Waurm Ponds	CoGGeelong	
Off Road	WAURN PONDS TRAIL	Deakin	Barwon River	Waurm Ponds	CoGGeelong	
VicRoad	Townsend Rd			Whittington	CoGGeelong	NS
VicRoad	McKillop St				CoGGeelong	Deleted, replaced with Myers
Off Road	OLD BEECHY FOREST TRAIL			to Lavers Hill	Colac Otway	
	Great Ocean Road	Skenes Creek	Lavers Hill		Colac Otway	
	Barham River Road	McLachlan Street	End	Apollo Bay	Colac Otway	
	McLachlan Street	Thomson Street	Barham River Road	Apollo Bay	Colac Otway	
	Skenes Creek Rd	Tanybryn	Skenes Creek	Apollo Bay	Colac Otway	
	Thomson St			Apollo Bay	Colac Otway	
	Beech Forest Road	Beech Forest	Ferguson	Beech Forest	Colac Otway	
	Old Beech Forest Road	Gellibrand	Beech Forest	Beech Forest	Colac Otway	
	Birregurra Forrest Rd	Birregurra	Forrest	Birregurra	Colac Otway	
	Birregurra Rd			Birregurra	Colac Otway	
	Armstrong Street	Pound Road	Murray Street (Princes H	Colac	Colac Otway	
VicRoad	Colac Forrest Rd			Colac	Colac Otway	
	Colac Lavers Hill Road	Murray Street (Princes Highway)	Harris Road	Colac	Colac Otway	
	Colac Murroon Rd			Colac	Colac Otway	
	Hearn Street	Armstrong Street	Queen Street	Colac	Colac Otway	
	Murray Street (Princes Highway)	Bruce Street	Deans Creek Road	Colac	Colac Otway	
	Pound Road	Armstrong Street	Queen Street	Colac	Colac Otway	
	Queen Street	Harris Road	Murray Street (Princes H	Colac	Colac Otway	
	Birregurra Deans Marsh Rd			Deans Marsh	Colac Otway	
	Forrest Apollo Bay Road	Forrest	Tanybryn	Forrest	Colac Otway	
	Colac Lavers Hill Road	Ferguson	Lavers Hill	Lavers Hill	Colac Otway	
	Humble St				Geelong East	
VicRoad	Bannockburn-Shelford Rd			Bannockburn	Golden Plains	
	Clyde Rd			Bannockburn	Golden Plains	
	Harvey Rd			Bannockburn	Golden Plains	
VicRoad	Hamilton Hwy			Fyansford	Golden Plains	
VicRoad	Midland Hwy			Lethbridge	Golden Plains	
VicRoad	Steiglitz Rd			Lethbridge	Golden Plains	
	Perdrisat Road			Maude	Golden Plains	
	Meredith Steiglitz Rd			Meredith	Golden Plains	

VICROAD	ROAD	FROM	TO	TOWN	SHIRE	Comment
VicRoad	Shellford Bannockburn Rd			Teesdale	Golden Plains	
	Fellows Rd	Murray Road	Ocean Road	Point Lonsdale	Queenscliff	Borough of Queenscliffe and City of Greater Geelong share responsibility for this road.
	Lawrence Rd	Fellows Road	Bowen Road	Point Lonsdale	Queenscliff	Current width of sealed area minimal in some sections of this road.
	Ocean Rd	Fellows Road	Ocean Road	Point Lonsdale	Queenscliff	Current width of sealed area minimal in some Sections of this road.
VicRoad	Point Lonsdale Rd	Ocean Road	Bellarine Highway	Point Lonsdale	Queenscliff	Current width of sealed area minimal in some Sections of this road.
VicRoad	Bellarine Hwy	Fellows Road	Henry Street	Queenscliff	Queenscliff	Part Arterial Road B110
VicRoad	Bethune St	Flinders Street	King Street	Queenscliff	Queenscliff	Part Arterial Road B110
VicRoad	Flinders St	Henry Street	Bethune Street	Queenscliff	Queenscliff	Part Arterial Road B110
	Gellibrand St	King Street	Wharf Street	Queenscliff	Queenscliff	
VicRoad	Hesse St	King Street	Wharf Street	Queenscliff	Queenscliff	Part Arterial Road B110
VicRoad	King St	Bethune Street	Hesse Street	Queenscliff	Queenscliff	Part Arterial Road B110
	King Street	Hesse Street	Gellibrand Street	Queenscliff	Queenscliff	
VicRoad	Wharf St	Hesse Street	Ferry terminal	Queenscliff	Queenscliff	Part Arterial Road B110
VicRoad	Cape Otway Rd			Birregurra	SCS/CO	
VicRoad	Anglesea Rd			Anglesea/Waurn Ponds	Surf Coast	
	Gundrys Rd			Bellbrae	Surf Coast	
	Hendy Main Rd			Bellbrae	Surf Coast	
	Vickerys Rd			Bellbrae	Surf Coast	
	Addiscott Rd	GOR	Bones Rd	Bells Beach	Surf Coast	
	Bells Boulevard			Bells Beach	Surf Coast	
	Bones Rd			Bells Beach	Surf Coast	
	Jarosite Rd			Bells Beach	Surf Coast	
	Warncoort Birregurra Rd			Birregurra	Surf Coast	
	Princes Hwy to Colac			Colac	Surf Coast	
	Duffields Rd			Jan Juc	Surf Coast	
	Sunset Strip			Jan Juc	Surf Coast	
VicRoad	Deans Marsh Lorne Rd			Lorne	Surf Coast	
	Mt Duneed Rd			Mt Duneed	Surf Coast	
Off Road	POINT IMPOSSIBLE BIKE PATH	Pt Impossible Rd	Esplanade	Pt Impossible/Torquay	Surf Coast	
VicRoad	Great Ocean Road			Surf Coast/Colac Otway	Surf Coast	

VICROAD	ROAD	FROM	TO	TOWN	SHIRE	Comment
	Beach Rd			Torquay	Surf Coast	
	Bell St			Torquay	Surf Coast	
	Blackgate Rd			Torquay	Surf Coast	
	Coombes Rd			Torquay	Surf Coast	
	Darian Rd			Torquay	Surf Coast	
	Duffields Rd			Torquay	Surf Coast	
	Esplanade			Torquay	Surf Coast	
	Fischer St			Torquay	Surf Coast	
	Grossmans Rd	SCH	Duffields Rd	Torquay	Surf Coast	
	Horseshoe Bend Rd			Torquay	Surf Coast	
	Pearl St			Torquay	Surf Coast	
	Pride St			Torquay	Surf Coast	
VicRoad	Surf Coast Hwy			Torquay/Belmont	Surf Coast	
VicRoad	Winchelsea Deans Marsh Rd			Winchelsea	Surf Coast	
	Forest Rd			Anglesea	Surf Coast	

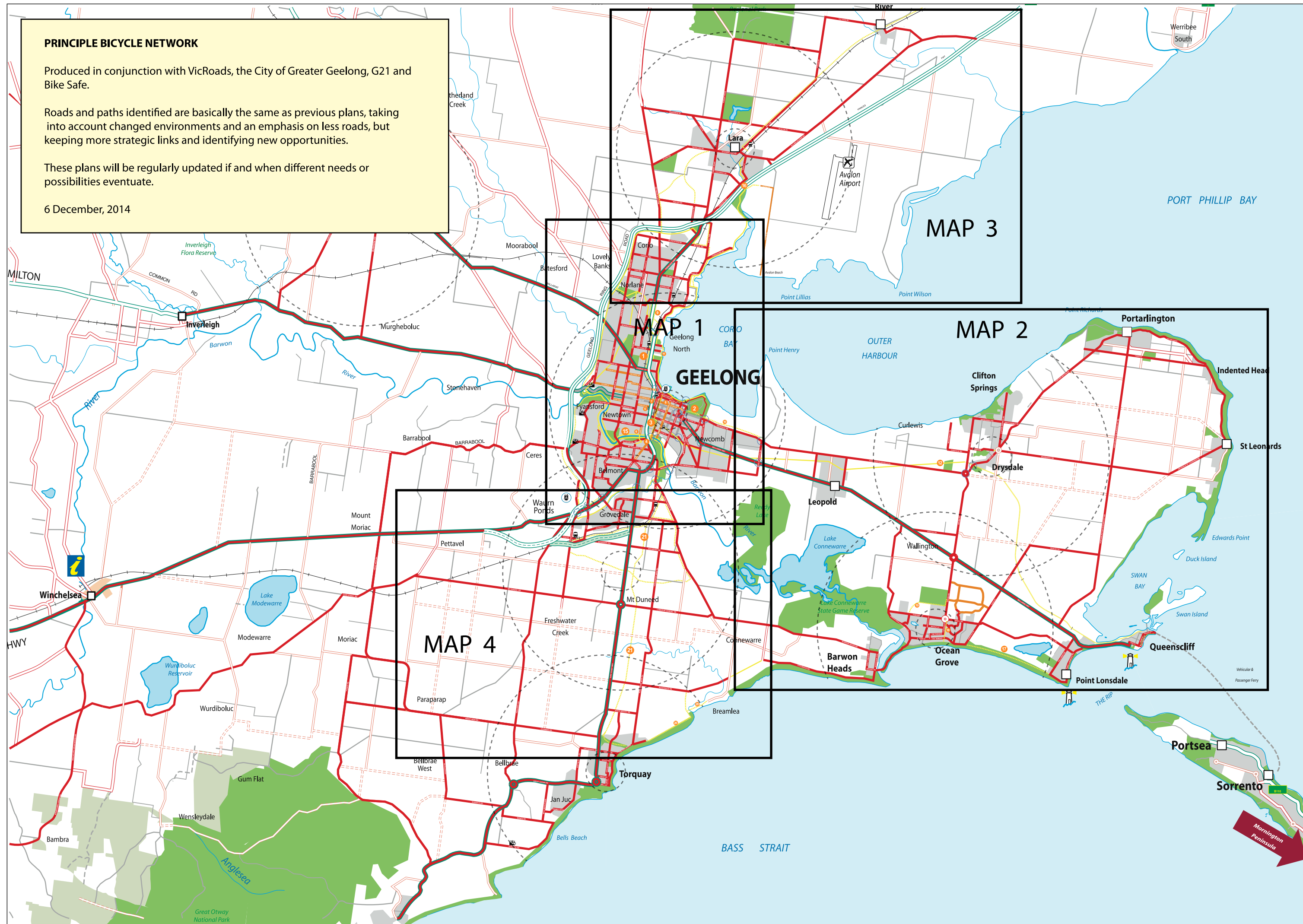
PRINCIPLE BICYCLE NETWORK

Produced in conjunction with VicRoads, the City of Greater Geelong, G21 and Bike Safe.

Roads and paths identified are basically the same as previous plans, taking into account changed environments and an emphasis on less roads, but keeping more strategic links and identifying new opportunities.

These plans will be regularly updated if and when different needs or possibilities eventuate.

6 December, 2014





MAP 1a

Principle Bicycle Network

- Identified Road
- Potential Road
- Sealed Bike Path
- Potential sealed Bike Path
- Path/Junction/Intersection needs work
- Project
- 1 km radius from hub
2.5 min bike ride to centre
15 minute walk to centre
- 6 kms radius from hub
15 min. bike ride to centre



MAP 2

Principle Bicycle Network

- Identified Road
- Potential Road
- Sealed Bike Path
- Potential sealed Bike Path
- Path/Junction/Intersection needs work
- Project
- 1 km radius from hub
2.5 min bike ride to centre
15 minute walk to centre
- 6 kms radius from hub
15 min. bike ride to centre





MAP 4

Waur
Ponds

Grovedale

Pettavel

Reedy
Lake
River

Principle Bicycle Network

Identified Road

Potential Road

Sealed Bike Path

Potential sealed Bike Path

Path/Junction/Intersection
needs work

1

Project

1 km radius from hub
2.5 min bike ride to centre
15 minute walk to centre

6 kms radius from hub
15 min. bike ride to centre

21

21

20

20

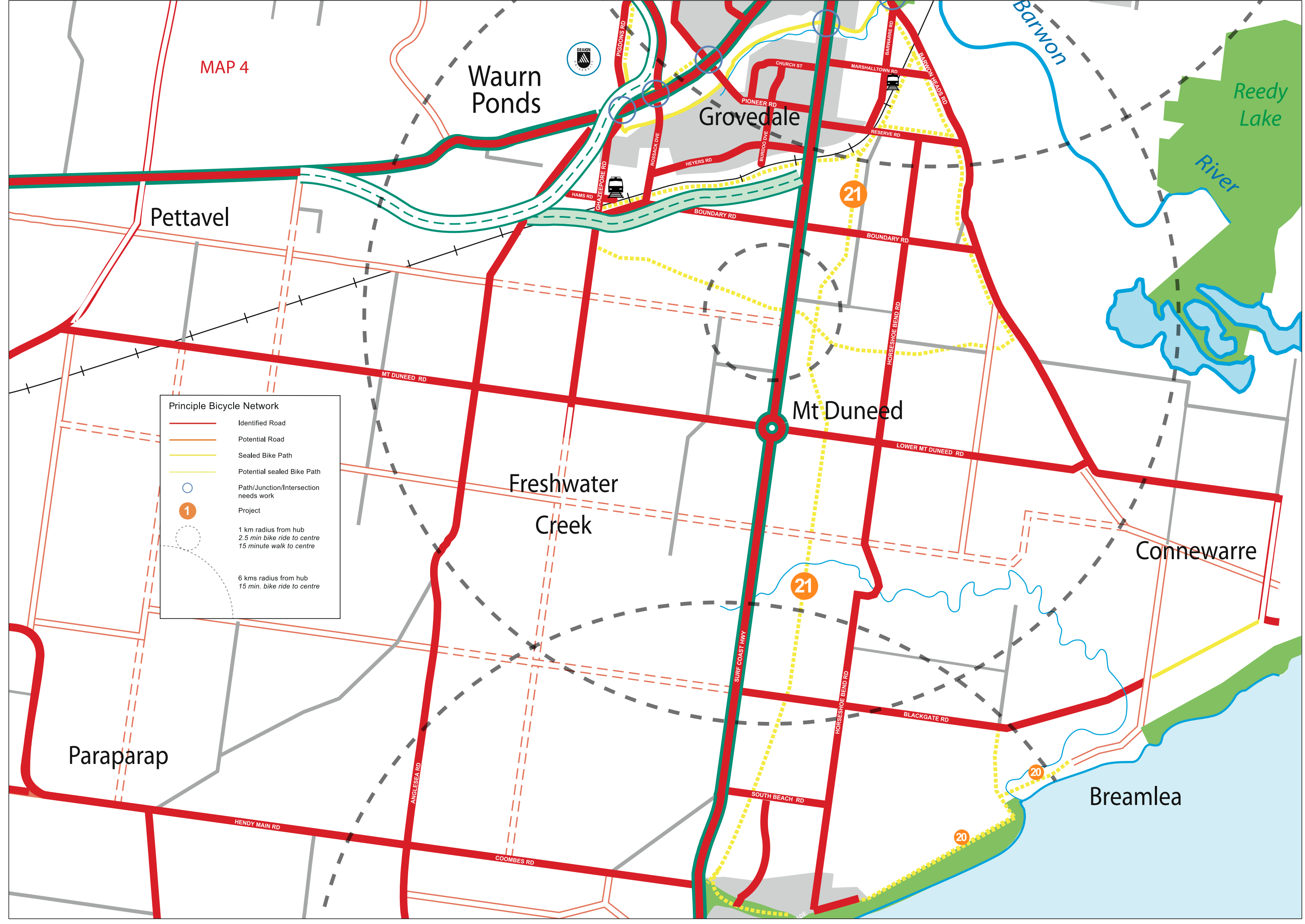
Mt Duneed

Freshwater
Creek

Connewarre

Paraparap

Breamlea



2. CENTRAL GEELONG ACTION PLAN ADOPTION

Portfolio:	Central Geelong - Cr Heagney Brownbill Ward – Cr Heagney
Source	Projects, Recreation and Central Geelong
General Manager:	Dean Frost
Index Reference	Subject: Planning & Strategy / Central Geelong Plans & Strategies Subject: Committees / Other Committees / Central Geelong Taskforce Special Committee

Purpose

For Council to adopt the Central Geelong Action Plan as prepared and approved by the Central Geelong Taskforce Special Committee, a Section 86 Committee under the Local Government Act, and to progress a number of associated implementation actions.

Summary

- The Central Geelong Action Plan was prepared by the Central Geelong Taskforce Special Committee. The work of the Committee is driven by three principles; more people in Central Geelong (living, working, studying and playing), smart investment and great infrastructure;
- The Action Plan was prepared following extensive consultation with the community including three workshops in October 2013 which were attended by over 150 people and two meetings with the Stakeholder Reference Group;
- The Action Plan defines the top ten priority initiatives which will make the biggest contribution to revitalising Central Geelong. These include investment attraction strategies, better connections for pedestrians, cyclists and public transport users, public realm improvements with lighting, greening and streetscape upgrades, criteria for developing a city heart and more resourcing for events and support for public art;
- The Plan provides a comprehensive list of actions which the Special Committee recommends the Council pursue in the short, medium and longer term. The actions are categorised to define the Stakeholders responsible, and where Council is involved to determine whether the action is operational, requires capital expenditure or an advocacy role;
- Performance targets are included to increase the number of people living, working, studying and visiting Central Geelong. Other targets include reductions in ground floor vacancy rates and the conversion of lower grade office space to higher grade office space or residential use;
- Implementation of the Action Plan is reliant on funding through Council budget processes and opportunities for State funding through the Geelong Advancement Fund and the Regional Growth Fund;
- Dedicated staffing resources are also required to undertake the tasks set out in the Action Plan as detailed in this report;

2. CENTRAL GEELONG ACTION PLAN ADOPTION (CONT'D)

- The report also recommends the continuation of the section 86 Special Committee subject to review of its terms of reference consistent with the directions of the Action Plan, the establishment of an interim Design Assessment Panel and preparation of a planning scheme amendment to identify Activity Centre Zone operational provision changes and options including review of notice provisions to achieve the objectives of the Action Plan.

Cr Heagney moved, Cr Richards seconded -

That Council:

- 1) **Thank the members of the Central Geelong Taskforce Special Committee for their work in developing the Central Geelong Action Plan.**
- 2) **Endorse the actions from the Action Plan and refer it to the 2014/15 budget process for consideration.**
- 3) **Endorse the continuation of a Section 86 Central Geelong Taskforce Special Committee to support the implementation of the Central Geelong Action Plan.**
- 4) **Notes further reports will be prepared for consideration related to the formalisation of the Section 86 Committee, including terms of reference, delegations and proposed membership.**
- 5) **In accordance with recommendations of the Action Plan:**
 - **Establish an interim Design Assessment Panel**
 - **Prepare a planning scheme amendment to identify Activity Centre Zone operational provision changes and zone options including relaxing of notice and review provisions to better align with and achieve the objectives of the Central Geelong Action Plan. In preparing the amendment that Council work with the Minister for Planning to identify a facilitative amendment process.**

Carried.

Background

At the Council meeting on 1 June 2013, it was resolved to establish a Central Geelong Taskforce Special Committee under Section 86 of the Local Government Act to produce a plan to support the revitalisation of Central Geelong.

The Taskforce comprises two independent experts in planning and retailing as well as members from the following organisations:

- Deakin University;
- VicRoads;
- Regional Development Victoria;
- Department of Transport, Planning and Local infrastructure;
- City of Greater Geelong.

The Taskforce Special Committee has met five times since August 2013. It defined three principles for the Central Geelong Action Plan;

- More people living, working, learning and playing;
- Great infrastructure;
- Smart investment.

2. CENTRAL GEELONG ACTION PLAN ADOPTION (CONT'D)

The Terms of Reference for the Taskforce required it to focus on four streams: events, place making and planning and incentives. The Taskforce suggested a fourth topic for focus; car parking and access. Discussion papers were prepared on each of the four topics.

Consultation with the community was undertaken in October and November. This included workshops with over 150 people to set the priorities in the Action Plan, and a written submissions period which yielded 34 submissions from the community on the four discussion papers and the workshop outputs.

A Stakeholder Reference Group was established and provided input to the Action Plan. Membership of the Stakeholder Reference Group included representatives from Barwon Health, St John of God Hospital, Committee for Geelong, The Gordon, Chamber of Commerce, Geelong Regional Library Corporation, Geelong Gallery and Geelong Performing Arts Centre.

The Taskforce approved the Central Geelong Action Plan in December 2013 and recommended that the Council implement the key actions in the plan with appropriate levels of resourcing including grants from other levels of government.

Discussion

The Central Geelong Action Plan has a fifteen year timeframe and sets out recommended actions for Council to pursue in the short (2014-2018), medium (2019-2023) and long term (2024-2028).

The top ten priority actions are listed below with a brief explanation:

- 1. Investment attraction:** including the provision of free building and planning advice, land assembly of strategic sites, a flexible approach to planning and building requirements and the development of a register to connect potential developers with potential tenants.
- 2. Public Transport and City Loop Bus:** measures to maximise usage of public transport, investigating the feasibility of a city loop bus which would link key land uses such as the hospitals, the train station and shops. This could also be designed to serve commuter parking areas on the fringe of the city.
- 3. City Heart:** the provision of a public space in a logical central location, with good solar access, active edges, good connections to surrounding areas and bay views which could be used for events and as a meeting space.
- 4. Town and Gown:** stronger connections between Deakin University and the Gordon and the rest of the city and the provision of relevant services, including accommodation and food outlets for students in the city to make the city a more attractive place to live and study.
- 5. Postcode 3220:** increasing the number of people living and working in the city has many beneficial effects including supporting existing retailers, providing more people and activity on the street and supporting a public transport system. Targeting underutilised buildings and supporting the re-use of historic buildings will provide accommodation opportunities and additional office space.
- 6. Making our land assets work harder:** making the best use of government and private land as a catalyst for further investment.

2. CENTRAL GEELONG ACTION PLAN ADOPTION (CONT'D)

All three levels of government own strategic pieces of land in Central Geelong which could be made available for development and in some instances may be made available as a financial contribution to encourage more intensive development. This is likely to include the commencement of Expression of Interest processes on Council owned land in Central Geelong such as the Little Ryrie Street car park or the Haymarket car park.

- 7. Integrated health and wellbeing precinct:** capitalising on Geelong's competitive advantage in the health sector by connecting the health precinct to the rest of the city, ensuring the health precinct is better served by support businesses and allied health businesses and creating a stronger identity for the precinct.
- 8. Connecting people and places:** creating an attractive, integrated cycling and pedestrian network and encouraging freight traffic not destined for Central Geelong to use alternative routes.
- 9. Greening Central Geelong:** developing a strategy to provide for greater opportunities for planting in Central Geelong.
- 10. An arts and events city:** building on the existing year round calendar of events that attract people and investment to the city, pursuing the development of the convention centre and integrating public art in Central Geelong.

Measuring Success

The Central Geelong Action Plan includes performance targets to be achieved during the life of the plan to 2028;

- At least 10,000 people living in Central Geelong (currently 4,200)
- A reduction in ground floor property vacancy rates to 5%
- A 30% increase in workers from 21,000 to 30,000
- An increase in Central Geelong visitation by 40%
- An increase in student population from 4,500 to 10,000
- The conversion of 25% of C and D grade office space to A or B grade or conversion to other use.
- To leverage \$10 private capital investment for every \$1 of government capital investment.

Measuring the progress against these targets will be done via the continuation of the VicClue project and through additional audits of building stock and land use analysis.

Implementation of the Central Geelong Action Plan

The Taskforce has identified the need for the continued operation of a Section 86 Special Committee to drive and support the implementation of the Action Plan and has identified:

- a structure (8 members including 2 councillors and up to 5 independent experts);
- a term (minimum of 5 years to coincide with short term action);
- membership skill sets, delegations, budget management;

2. CENTRAL GEELONG ACTION PLAN ADOPTION (CONT'D)

- the need for close working relationships with Enterprise Geelong and Central Geelong Marketing; and
- other factors to be considered in a revised Terms of Reference.

A subsequent report to Council is proposed to consider the revised Terms of Reference.

The structure anticipates the Special Committee being supported by up to four Advisory Committees to guide implementation of the 10 priority actions. The Advisory Committee is anticipated to include appropriate stakeholder representation.

The Taskforce recommended that within the City a dedicated project team be brought together to implement the Action Plan under the direction of an appropriately skilled senior manager. The skill sets required to deliver the action plan include project management, investment and business attraction, statutory and strategic planning, traffic, marketing and urban design.

Additional staff resources will be required to deliver the Action Plan and external technical support will be required for delivery of some of the recommended strategies. A number of budget bids will be presented to Council's budget process for the 2014/15 financial year.

The Taskforce has also identified the establishment of a Design Assessment Panel to provide advice on major development applications in Central Geelong. Pending budget considerations it is proposed that an interim Panel be established as soon as possible comprising up to 3 members with appropriate experience in architecture and urban design.

Activity Centre Zone

The Activity Centre Zone was recently introduced over Central Geelong to provide a more facilitative zoning arrangement and simplify the range of zones and overlays previously applying to the centre. The Taskforce has identified that there are a range of potential zone provision enhancements that will be critical to supporting investment in Central Geelong, this includes a relaxing of notice and review provisions, revised provisions relating to carparking and student accommodation standards etc. It is recommended that a planning scheme amendment be prepared to facilitate these changes and that Council work with the Minister for Planning to identify a facilitative amendment process.

Environmental Implications

The Action Plan includes strategies to improve the environment in Central Geelong and beyond. The proposed greening strategy will improve the amenity of the city and reduce the impact of the urban heat island effect. More broadly, measures such as improving the pedestrian and cycle infrastructure in the city will encourage more people to choose sustainable transport modes.

Financial Implications

Delivery of the action plan will require allocations within Council's budget over the 15 year life of the Action Plan to cover both capital and recurrent projects. A number of the proposed actions will be subject to the usual budget assessment processes for the 2014/15 financial year.

A smart, thriving 21st century City

CENTRAL GEELONG ACTION PLAN

CENTRAL GEELONG TASKFORCE

December 2013

Central Geelong Action Plan: Creating a smart, thriving 21st century City

Foreword

The residents of the City of Greater Geelong and the broader region deserve a central Geelong that is a vibrant world class city. With the Geelong region expected to grow to 500,000 people by 2050 we will need to create a central city that is world class in its infrastructure and health and education services; diverse and dynamic in its retail, commercial, social and cultural activities; and offering a high level of public amenity attractive to residents, workers, shoppers, visitors and investors.

Central Geelong needs to redefine itself, attract investment, deliver employment opportunities, and provide a lifestyle that makes people want to live in the city centre and visit often. There has been much previous visioning and planning about Central Geelong, but in 2013 council made the decision to get serious about implementing change to central Geelong. To this end the council formed the Central Geelong Taskforce to develop an action plan with key identifiable projects.

To date the City of Greater Geelong has demonstrated a strong commitment to revitalising Central Geelong. Successful partnerships with State Government and other key players have been instrumental in stimulating investment in the now iconic waterfront, further major street works, and utilising this space for great events. We are now ready to further build on this activity.

It's time for action rather than words and this Central Geelong Action Plan is just that – about doing things in a staged and integrated way. The development of the Central Geelong Action Plan represents a 15 year action-orientated blueprint for attracting more investment and enticing more businesses and people to live, work, socialise, visit and play with the identification of 10 priority projects and a range of other key actions. This document provides a roadmap for securing funding and providing investor confidence in our Action Plan and our capacity to deliver.

The inputs and efforts of the Central Geelong Taskforce, Stakeholder Reference Group and Project Team in developing the Action Plan and those of the broader community, who enthusiastically brought their insight and ideas into the Action Plan development process, must be commended. This engagement and commitment is greatly appreciated.

As the project progresses into its implementation phase it will require council, city businesses, property owners and other stakeholders in Central Geelong as well as the broader community to support and embrace the actions to make them work. I look forward to working with all stakeholders and the wider community in putting these actions in place together.



Cr Michelle Heagney, Chair Central Geelong Taskforce, Councillor Brownbill Ward

Central Geelong Taskforce

Cr Michelle Heagney , Chair
Peter Bettess, City of Greater Geelong
Fiona De Preu, DTPLI
Professor Roz Hansen, Roz Hansen Consulting
Professor Jane den Hollander, Deakin University
Bernard McNamara, bmda Development Advisory.
Richard Milne, RDV
William Tieppo, VicRoads
Stephen Griffin, City of Greater Geelong (ex officio)
Cr Bruce Harwood, Acting Mayor (ex officio)
Cr Darryn Lyons, Mayor (ex officio)

Stakeholder Reference Group

Rebecca Casson, Committee for Geelong
Elaine Carbines, G21 Geelong Region Alliance
Darren Gray, the Gordon
Geoffrey Edwards, Geelong Regional Gallery
Patti Manolis, Geelong Regional Library Corporation
Jill Smith, Geelong Performing Arts Centre
Scott Randall, Barwon Health
Jodie Reyntjes, Central Geelong Marketing
Bernadette Uzelac, Geelong Chamber of Commerce
Taanya Widdicombe, St John of God

Project Team

Steve Bentley
Heather Forsyth
Dean Frost
Tim Hellsten
Felix Hemingway
Darren Saunders



Executive Summary

The Central Geelong Action Plan is a fifteen year blueprint for focused action in Central Geelong to:

- create a smart, vibrant, thriving, liveable and successful 21st century city centre with a strong sense of identity and community
- bring transformational change to Central Geelong, building on its strengths and maximising its opportunities for investment, and
- signal an 'open for business' message stimulating all stakeholders to take positive action.

The Action Plan builds on current investment activity and Central Geelong's foundational strengths of learning, health and wellbeing, business and entertainment and the bay, as well as existing visioning projects such as **Vision 2**. Actions involving the public and private sectors as well as the broader Geelong community are centred on achieving three principles:

- more people living, working, learning and playing
- great infrastructure, and
- smart investment.

The Central Geelong Action Plan sets a number of targets to 2028 (the life of the Action Plan) around people living, working, studying and visiting Central Geelong as follows:

- at least 10,000 people to be living in Central Geelong
- a reduction in ground floor property vacancy rates to 5%
- a 30% increase the number of people working in Central Geelong from 21,000 to 30,000 workers
- an increase in Central Geelong visitation by 40%
- a total student population studying in Central Geelong increase from 4,500 to 10,000 students
- the conversion of 25% of C and D grade office building space (currently a total of 70% of office buildings in the Central Geelong are graded C and D) to A and B grade or to residential use, and
- to leverage \$10 private capital investment for every \$1 of government capital investment.

While these targets are aspirational they are achievable. By annually monitoring and measuring the transformational changes which will occur within the Central Geelong area over the next 15 years Council, the community and investors can keep abreast of how the Action Plan is tracking and where new opportunities may arise from existing and future investments.

To achieve these targets, project principles and objectives, the Action Plan, which has been shaped through broad community consultation and engagement with key stakeholders, identifies 10 priority actions for short term focus which are considered 'game changers' in creating a thriving Central Geelong. They are:

- **Investment attraction** - stimulate greater levels of investment in Central Geelong and realise the development potential of underutilised land by a streamlined approval process and greater collaboration between the public and private sectors.
- **Postcode 3220** - increase the number of people living in the city making it a safer, more vibrant and mixed use area. Encourage the redevelopment of underutilised sites and floor

space especially upper levels, as well as adaptive re-use of heritage buildings to enable more people to enjoy city living.

- **Making our land assets work harder** – make the best use of government land assets as a catalyst for leveraging investment and activity in Central Geelong.
- **Connecting people and places** - creates an integrated , attractive and well-designed pedestrian and cycling network which supports healthy living and public safety.
- **City loop bus and public transport** - facilitate convenient, frequent and reliable access by a city loop bus service to key destinations within and close to Central Geelong.
- **City heart**- create a vibrant, lively shopping, alfresco dining and event space environment with bay views, northerly aspect and great connections and active edges.
- **Greening Central Geelong** - develop a distinctive and enduring network of grand boulevards, green spines and green spaces.
- **Town and Gown** - promote residential accommodation, services and facilities for students and staff within close proximity of the Deakin University waterfront campus and Gordon Institute campus.
- **Integrated health and wellbeing precinct** - capitalise on Geelong’s premier health facilities and services for employment and investment through a more cohesive, connected precinct offering a wider range of health and well-being services to the Geelong regional community.
- **An arts and events city** - build on the year around calendar of events and activities to attract more people and increased investment in tourism, establishing a high quality convention and exhibition centre close to the waterfront as a focus for national and international events and major community activities and integrate public art into the urban fabric of Central Geelong making it a more vibrant, colourful and exciting place.

The Action Plan details a series of projects and implementation actions across three, five year periods (short, medium and long term) to ensure a sustainable and affordable budgeting and project programming approach. These projects are arranged around the themes of:

- **Living, studying and working in Geelong** – focused on creating the right environment for investment through facilitative processes and actions
- **Moving around** – focused on connecting people and places
- **Look and feel** – focused on creating an attractive, vibrant, safe and interesting environment in which to live, visit, learn and do business in, and
- **World class precincts** – focused on creating high quality precincts building on foundation assets to support year round visitation, activity and investment.

The Action Plan identifies key project leads and partners recognising that while Council has a key leadership, regulatory and facilitation role, the success of the plan will require support from government, agencies, the business sector, landowners and community alike.

Implementation of the Action Plan will require a dedicated organisational coordination approach in addition to a governance structure based on the Central Geelong Taskforce model with relevant expertise, a clear mandate to implement the Action Plan with a level of autonomy, adequate resources and initial four year time frame for its operation.

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A smart, thriving 21st century City

1.0 Introduction

Central Geelong is the region's primary centre of retail and commerce, arts, culture and entertainment, education, health and institutional activity.

As the city's heart the central area of Geelong has strong elements on which to build a better and brighter future. Its north facing bay and popular waterfront areas; a diversity of retail and business services; a vibrant arts and cultural mix; high quality tertiary education facilities and excellent health and well-being services currently underpin the success of Central Geelong as a place to work, shop, visit and invest in.

We continue to see growth in commercial businesses, residents, students, visitors and events within Central Geelong. While elements of Geelong's city centre have been acknowledged through national awards for design, safety, marketing and events over the last 10 years there is a range of ongoing actions and improvements required to make it an even better place.

Like many cities of its size, Central Geelong is experiencing challenges as it transitions from a traditional CBD function to a more diverse economic, social, residential and cultural centre. The revitalisation of Central Geelong as a strong, vibrant and thriving mixed-use centre is important for Geelong, the region and to the future growth of Victoria.

Council has demonstrated that it can do place-making very well. The 'amenity uplift' delivered along Geelong's waterfront is testament that working with key stakeholders in the transformation of the city's unique assets pays economic and social dividends. But we can explore more place-making opportunities throughout Central Geelong and beyond by building on the strengths that exist, and leveraging off the successes that are already in place.

Plan Melbourne, the new land use and transport strategy for metropolitan Melbourne recognises the important role regional cities like Geelong will continue to play in the future growth and development of Victoria. By fostering a 'State of Cities' approach Plan Melbourne supports unlocking the growth potential of Geelong supported by great transport connections between Geelong and metropolitan Melbourne (such as the Regional Rail Link) and investment in the right infrastructure to support employment growth and investment opportunities. Within this context, the central business districts of regional cities such as Geelong are identified as places for renewal and revitalisation. Increased business and residential densities as well as more social, civic and cultural facilities in Central Geelong will secure its economic, social and amenity for current and future generations.

Maintaining a centre which is multi-faceted, dynamic, innovative, adaptable and resilient will be critical to respond to future changes in society, the economy and environment. Affecting change takes time - there are no quick or easy fixes, no simple solutions - rather a range of actions and measures over time are needed. While Council can create the right environment to stimulate investment and activity this action plan for Central Geelong relies upon a partnership between the public and private sectors. The Central Geelong Action Plan sets a direction for Council's future investment and activity priorities however a collective effort – public, private and community – is key to further success.

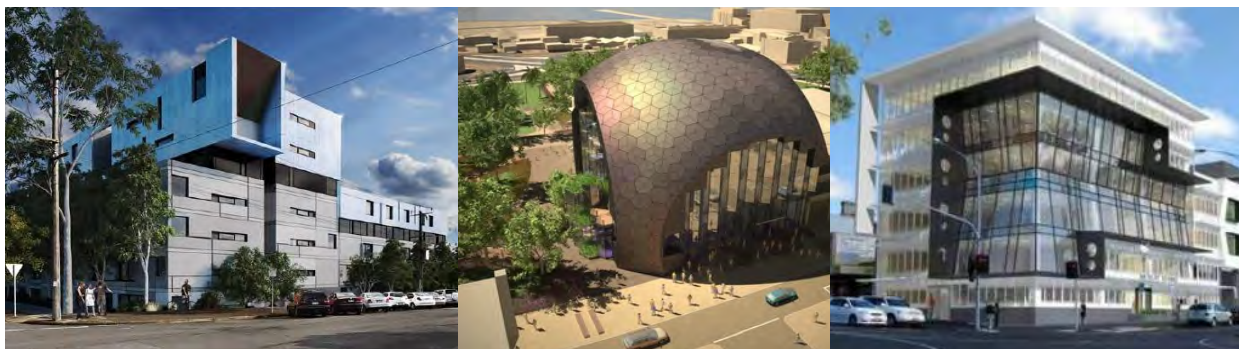
1.1 A solid foundation for action

Central Geelong is continuing to experience steady growth in development activity and the number of people living, working, learning and visiting the city centre. The centre contributes \$1.73B to Geelong's GRP (17%). With over 20,000 people currently working (VicClue) in this area, over 4,500 students regularly studying in and 4,200 people now living within Central Geelong (VicClue) and significant visitor growth through events, the centre is well placed for further activity growth.

The \$30M investment in public realm improvements in the waterfront alone has provided not only an iconic asset but also leveraged around \$450M private investment to date in accommodation, hospitality, tourism and events demonstrating the value of strategic investment.

Commitment to project investment in Central Geelong remains strong with well over half a billion dollars of projects recently completed, under construction or planned. This reaffirms confidence in Central Geelong and the strengths of the health, education, professional services and retail sectors for employment and visitation with investment activity spread across:

- the health sector, with \$30M recently completed development activity and a further \$167M worth of development in progress
- residential activity including student accommodation in 5, 6 and 10 storey buildings with \$83.5M of recently completed development and a further \$238M approved development planned
- arts and culture, including the Courthouse refurbishment (\$6.5M) and the \$45M library and heritage centre project
- learning, including Deakin University's \$40M investment in the waterfront campus as part of its Geelong Accommodation Relocation Strategy
- Infrastructure, including \$8M of transit city and laneway linkage projects, and
- Office accommodation for the public sector including the National Disability Insurance Agency which will accommodate up to 450 employees, and the potential relocation of the Victorian Workcover Authority.



Photos L to R: Common Equity/ Barwon Health housing development, Myers Street; Geelong Library and Heritage Centre, Little Malop Street; St John of God redevelopment, Myers Street

1.2 Blueprint for action

The Central Geelong Action Plan has the following **objectives**:

- to create a vibrant, thriving, liveable and successful city centre with a strong sense of identity and community
- to bring transformational change to Central Geelong, building on its strengths and maximising its opportunities for investment, and
- to signal an 'open for business' message stimulating all stakeholders to take positive action.

The Action Plan is underpinned by the following **guiding principles**:



More people:

- **Working** – Encourage and engage private and public employers and a diverse mix of new business while supporting our existing commercial base.
- **Living** - Encourage property owners to provide shop-top living and develop other housing choices.
- **Learning** - Partner with our leading educational and training organisations to integrate student life into Central Geelong.
- **Playing** - Attract social, cultural and sporting experiences that draw people of all ages to the city centre.



Great infrastructure

- Provide the right infrastructure for a liveable city.
- Design streetscapes, buildings and public spaces for a welcoming city heart.
- Provide accessible transport choices through cycling and walking networks and advocating for better public transport.
- Balance the supply of car parking to meet the needs of customers, business owners, students and visitors.



Smart investment

- Stimulate private investment that builds on Central Geelong's strengths and competitive advantages.
- Support activity and development which drives creativity, innovation and leverages off private and public investment.
- Create processes and strategies which make it easier to do business and invest.

The Action Plan identifies projects and programs which:

- encourage more people to live, work, learn and play in Central Geelong
- result in the creation of great infrastructure, and
- supports smart investment.

The Action Plan sets the following year 2028 **targets**¹ for investment, promotion, planning and for measuring success:

- at least 10,000 people to be living in Central Geelong
- a reduction in ground floor property vacancy rates to 5%
- a 30% increase the number of people working in Central Geelong, that is from 21,000 to 30,000 workers
- an increase in Central Geelong visitation by 40%
- a total student population studying in Central Geelong increase from 4500 to 10,000 students
- the conversion of 25% of C and D grade office building space (currently a total of 70% of office buildings in Central Geelong are graded C and D) to A and B grade or to residential use, and
- to leverage \$10 private capital investment for every \$1 of government capital investment.

This Plan is a call for action rather than a new strategy. Key vision and land use strategies such as Central Geelong **Vision 2** and the **Central Geelong Structure Plan** are the foundation of actions identified and informed by a range of other traffic and parking, retail and economic research. These documents are identified in the **References** section and summarised in the **Background Report**.

The Central Geelong Action Plan will be used by Council and other stakeholders to:

- stimulate, attract and focus investment
- inform Council's budget considerations to provide for future implementation works and activities
- guide events and activation programming
- provide a clear strategy to inform state, federal and other agency funding priorities
- guide the revision or development of key Council policies, strategies and programs
- guide promotion, branding and marketing efforts
- identify and pursue key partnerships and alliances, and
- engage more broadly with the community in the transformation of Central Geelong as Geelong's thriving city heart.

While affecting change will require a long term focus and commitment, the Action Plan is focused on identifying the priority actions for the next 1 to 4 years. The Plan however has a 15 year horizon reflecting the need for ongoing actions to achieve the broader vision.

¹ These targets are currently an indication of quantum change sought by the Action Plan. This is because of data discrepancies between ABS and VicClue information, in part reflecting different statistical geographic data collection areas, which will require establishment of clear, consistent and reliable benchmarks for ongoing monitoring.

1.3 Action Plan area

The Action Plan focuses on the predominantly commercial zoned areas of Central Geelong bounded by Corio Bay, Latrobe Terrace, McKillop and Bellarine Streets as shown on **Map 1**. This area aligns with census data (VicClue) maintained by Council which will provide a basis for future monitoring of land use and investment activity.

A wider area of influence correlating with the Central Geelong Structure Plan study area informs key and related actions. This includes the Eastern Beach Reserve and Transvaal Square which are critical to the Central Geelong Marketing program activities which generate over \$5.5M of economic benefit per annum.



Map 1 – Action Plan area

1.4 Development of the Action Plan

The Action Plan has been developed in 3 phases:

1. Development of four themed draft Discussion Papers addressing Access, Urban Design, Events and Marketing and Planning and Incentives (refer **Background Report**);
2. Community consultation on the draft Discussion Papers and Action Setting Workshop feedback in October/November 2013 (refer to summary of feedback in Section 1.6 and **Background Report**);
3. Development of a final Action Plan for consideration by Council in early 2014 so as to inform the Council budget process.

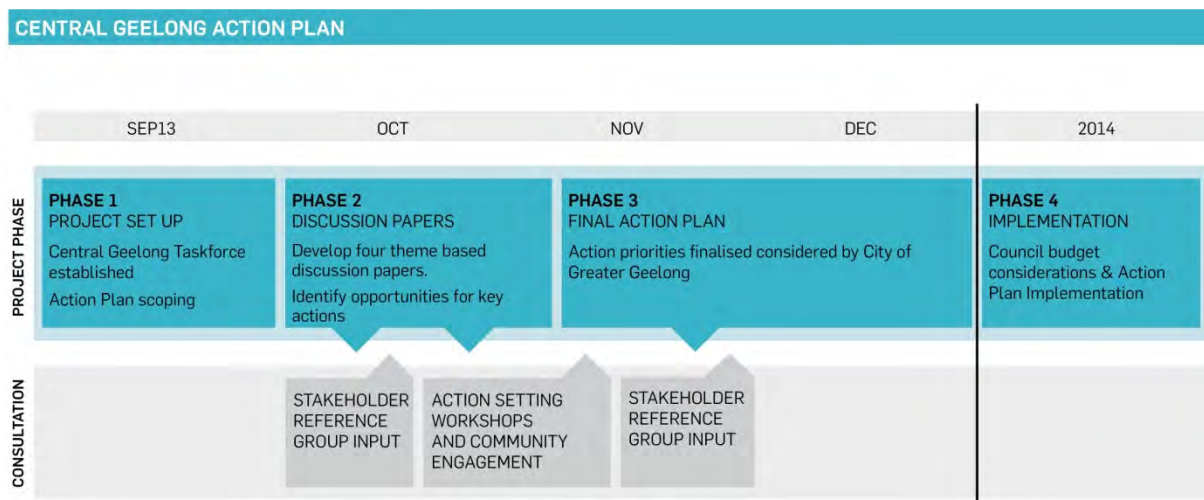


Figure 2 - Action Plan timeline

1.5 Who has developed the Action Plan?

The people and organisations involved in the shaping of the Action Plan include:

- the Central Geelong Taskforce Special Committee has been responsible for informing content, priorities and guiding the development of the Action Plan
- a cross divisional Taskforce Working Group responsible for the development of the Action Plan
- a Stakeholder Reference Group has provided advice and input to the Action Plan process, and
- participants in the workshops held in October/November 2013 on ideas and issues relating to the future development of Central Geelong.

Refer to Project Context Paper in the **Background Report** for more details.

1.6 Community engagement

Along with Taskforce member expertise, key stakeholder advice, current strategies and research, the Action Plan was informed by community feedback. Community views and ideas were gathered through a series of Action and Priority Setting workshops on the 22 and 24 October 2013 and through a three week submissions period in October and November. At the workshops we sought comment on the four themed Discussion Papers and the three guiding Principles.

To stimulate community involvement and identify priority actions from a community perspective at the workshops, eight action areas were identified for further analysis. The Taskforce Special Committee chose these to focus efforts that build on key opportunities, current investment and maximise potential. Specific actions within each area have been included within the Action Plan. Details of each area can be found in the Planning and Incentives Discussion Paper (refer **Background Report**).



Map 2 - Action Area overview map

The Principles, Discussion Papers, Action Area Plans and a summary of the consultation; *What We Heard* can be found in the **Background Report** in addition to the overview of submissions and broader community feedback. Common ideas and themes to ‘*make the greatest difference*’ in Central Geelong are summarised in **Figure 3** and inform many of the final actions.

Common themes	Ideas
Living, studying and working in Central Geelong	Promotion and incentive program to support housing investment in Central Geelong like Melbourne’s Postcode 3000 project Making better use of surplus government land Supporting the reuse of existing buildings
Moving around	Provision of a regular bus service connecting key points around the city More flexible and innovative parking arrangements Better recognition and support of cycling for commuting and visitation through improved paths and end of trip facilities Relocate bus interchange or improve the environment through urban design and traffic measures and inclusion as part of a city heart or public space Create more mid block links and improve pedestrian safety and comfort and the amenity of links generally
Look and feel	Having a greener feel to the centre Creating a central park or town square Providing more green spaces Improving lighting and using it creatively
World class facilities	State-of-the-art train station with more activity Arts and culture – completing and building on the Cultural Precinct Masterplan Yarra Street pier and other connections to and along the waterfront A more connected health precinct with good streetscapes and open spaces

Figure 3 - Action Setting Workshop key priorities summary



Priority Setting Workshop 24 October 2013

2.0 Action Plan

The tables in sections 2.1, 2.2 and 2.3 set out the Action Plan key projects and supporting actions by:

- Timeframe:
 - Short term: 2014 – 2018
 - Medium term: 2019 – 2023
 - Long term: 2024 – 2028.
- Action type:
 - Capital works or project development/design **(C)** requiring budgets and/or external funding or ongoing recurrent funding
 - Operational **(O)** – recurrent/organisational resources, Council processes and systems requiring change or new approaches, organisational or planning policy development and program implementation, and
 - Advocacy **(A)** – Council working with other government departments and agencies and stakeholders to achieve the Action Plan objectives and principles.
- Delivery responsibility – organisation(s) with key delivery responsibility and delivery partners.

Implementation of the Action Plan is reliant on a range of factors. This includes access to appropriate funding opportunities, community support, continued cooperation, investment and action from property and business owners in Central Geelong and recognition and investment confidence among the development industry. Creating a thriving Central Geelong will require collaboration between all stakeholders. Council on its own can only achieve so much. It is important the business, landowner and broader community support implementation of the Action Plan.

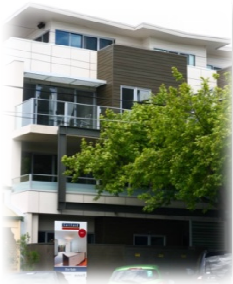
Action Plan priorities and timeframes were informed through the consideration of criteria such as:

- level of impact - achieving the Central Geelong Action Area principles and objectives
- change making – actions will result in major transformation, innovation or signal a change in Central Geelong
- strategic rationale – linkage to Vision 2 or Central Geelong Structure Plan or other major strategies including Plan Melbourne
- affordability – best ‘bang for buck’, resource capacity, ongoing maintenance considerations, longevity of investment, leveraging off private investment and ability to stage actions
- project readiness – degree to which projects can be readily commenced
- complexity – degree to which actions involve multiple players, require longer lead times or major changes in legislation etc
- sustainability – creation of resilient and adaptable physical environments, and
- understanding of critical paths – which actions have to happen first to support others.

Priority Actions

The Central Geelong Action Plan focuses on projects that would make the biggest difference to achieving the project objectives and principles. The top project priority actions or initiatives which achieve this are shown in **Figure 4** below and illustrated on **Map 3**:

Project	Why?	
Investment attraction	Stimulates greater levels of investment in Central Geelong and unlocks the development potential of under-utilised land. Provides more high quality office space and renovation of existing office space. Provides more residential accommodation as part of other city living initiatives. Creates more jobs in Central Geelong, building on health, education and tourism strengths.	
Public transport and City loop bus	Maximise utilisation of existing public transport infrastructure including bus and rail to provide greater transport choice. City loop bus facilitates convenient, frequent and reliable access to key destinations within and close to Central Geelong. Rationalises the location of long term car parks with easy access to the city loop bus service. Vision 2 catalyst project – Key Moves	
City heart	Creates a vibrant, lively shopping, alfresco dining and event space environment with bay views, northerly aspect, active edges, and connections to surrounding areas. Vision 2 catalyst project - Urban Heart	
Town and gown	Building a strong learning and student culture and experience. Integrates opportunities for expansion of the Gordon and Deakin campuses with the revitalisation of Central Geelong. Promotes residential accommodation, services and facilities for students and staff within close proximity to the Deakin University waterfront campus and Gordon Institute campus. Vision 2 catalyst project – Smart City	

Project	Why?	
Postcode 3220	Increases the number of people living in the city making it a safer, more vibrant and mixed use area. Injects more diversity into Geelong's housing sector. Increases the amount of student accommodation and opportunities for small studios and incubator 'start up' small business enterprises spaces. Unlocks the capacity of under-utilised floor space and supports adaptive reuse of heritage buildings. Vision 2 catalyst project – Inhabiting the City	
Making our land assets work harder	Makes the best use of government and private land assets as a catalyst to leverage investment and activity in Central Geelong. Optimises the development potential of strategically located sites. Creates a revenue base for funding other Action Plan initiatives within Central Geelong. Vision 2 catalyst projects – Inhabiting the City	
Integrated health and wellbeing precinct	Capitalises on Geelong's premier health facilities and services for employment and investment. Creates a more cohesive, connected precinct offering a wider range of health and well being services to the Geelong regional community. Connects the health and well being precinct to the retail and commercial activities of Central Geelong by enhancing laneway and mid block linkages. Vision 2 catalyst projects – The Laneways/Smart City	
Connecting people and places	Creates an integrated, attractive and well-designed pedestrian and cycling network which supports healthy living and public safety. Makes the city more walkable and promotes more engaging activity on the streets and broaden the city experience. Redirects non destinational heavy vehicle traffic away from Central Geelong. Vision 2 catalyst project – The Spine	
Greening Central Geelong	Develops a distinctive and enduring network of green spines and spaces that support living, working and walking, commencing with the greening of Malop Street. Delivers great city amenity, provides shade in summer, protection from rain in winter and enhances the overall character and appearance of the City. Helps reduce the adverse impacts of the Urban Heat Island Effect within Central Geelong. Vision 2 catalyst project – The Spine	

Project	Why?
An arts and events city	Builds on the annual calendar of events and activities which attract more people and increased investment to Central Geelong. Reinforces the role of Central Geelong as a tourist destination. Establishes a world class convention and exhibition centre facility close to the waterfront as a focus for national and international events and major community based activities. Integrates public art into the urban fabric of Central Geelong making it a more vibrant, colourful and exciting place.



Figure 4 – Priority Actions

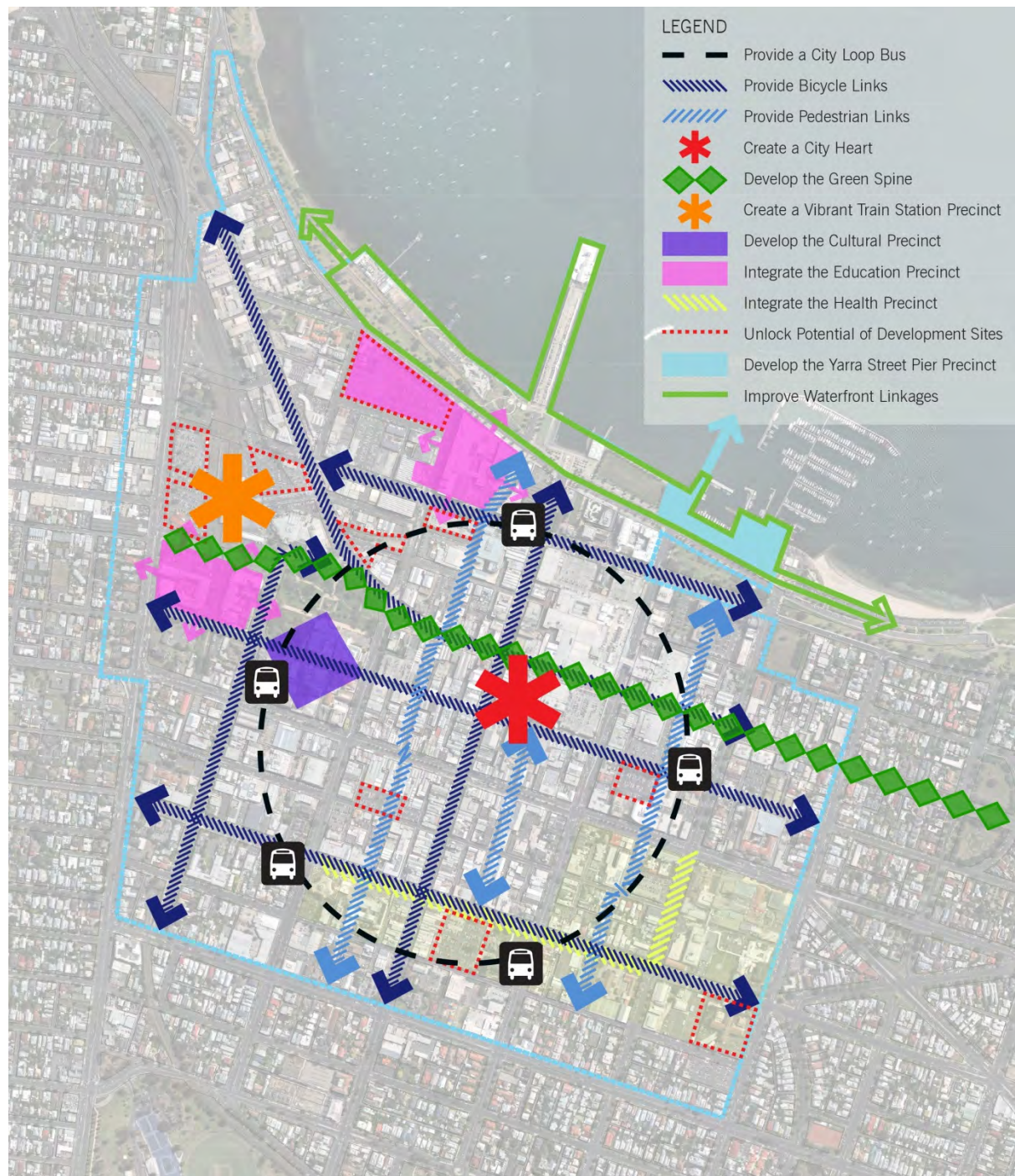
Continuing to do what we do well

In partnership with other stakeholders Council already invests and delivers significant programs including events, public art projects, streetscape and road works, business support and training, parking management, maintenance and cleaning. Experience demonstrates that new events, activities, place-making and place-marketing initiatives require appropriate resources and delivery implementation programs.

The community have also told us that the quality and presentation of new infrastructure must be high and well maintained to have any lasting impact or value.

Existing services, practices and policies should be regularly reviewed to ensure they are adequate to meet the principles and objectives of the plan and engage in continuous improvements to Central Geelong.

It will be vital that the programs of Council and other stakeholders continue to be supported with resourcing levels, service plans and planned activities reviewed over time to ensure consistency with the Action Plan principles and objectives and to provide for appropriate levels of programming, maintenance and asset renewal.



Map 3 - Action Plan overview

2.1 Short Term: 2014-2018

Project	Objective	Key actions	Delivery	Timing	Principles met		
Living, studying and working in Central Geelong							
Postcode 3220	Support more investment in city living opportunities and better use of underutilised or vacant buildings including heritage buildings.	Establish a Postcode 3220 strategy which includes identification of vacant sites/buildings and upper level floorspace, under-utilised sites suitable for residential living priority and opportunities for incubator space for business enterprises. The postcode strategy package will consider incentives such as fee waivers, free design/building advice, rate relief, strategic land assembly support and more flexible application of planning and building requirements.(O/C/A)	Council	2014-2018	✓		✓
		Affirm policy on waiving car parking for city living projects. (O)		2014			
		Establish an external Building Approvals Support Program for providing advice on compliance with Building Regulations. (O/C)		2014			
		Extend and actively promote the Future Proofing Geelong commercial building retrofit scheme to support investment in older buildings and create an innovative demonstration project. (O/C)		2014			
		Implement the Postcode 3220 throughout Central Geelong. (O)	Council, business, landowners	2014-ongoing			
		Vision 2 Catalyst Project – Inhabiting the City					

Project	Objective	Key actions	Delivery	Timing	Principles met		
Utility services upgrades	Upgrading existing utility services to support future growth of residents, students, visitors and workers.	Work with Barwon Water, Powercor, APA Gasnet to support upgrades to key utility services to support future City Centre development. Look at ways of financing upgrades to utilities that are triggered by development. (A)	Barwon Water, State Government, Powercor, APA Gasnet	2014-2018		✓	
Investment facilitation and attraction	Create more streamlined /supportive processes for Central Geelong investment for new and existing businesses.	Establish a well-resourced team of experienced professionals within Council responsible for the co-ordination and implementation of the Action Plan. (O/C). This team would also work with other Council Departments to: • develop a streamlined and prioritised assessment, referral and approvals process. This would include a process for local law approvals for street vending, outdoor dining, goods on footpath • review Council accommodation strategy to support a regulatory 'one-stop-shop' for approvals • establish an on-line one stop shop for advice/material to support a variety of application types • provide an inactive planning permit follow up support service to address project blockages/start up issues • review existing Urban Design Guidelines to ensure consistency with Action Plan directions and to provide policy direction relating to building over laneways and acoustic treatments, and • review current zoning provisions for Central Geelong including review of notice provisions.	Council	2014-2015	✓		✓

Project	Objective	Key actions	Delivery	Timing	Principles met		
Investment facilitation and attraction (Cont'd)		Beyond planning actions Council should also give consideration to developing (C/O): • in-house skills in assessing economic feasibility of land and funding application development • programs to attract national and international corporate entities • capacity to engage landowners over future development of land and intentions and proactively broker and facilitate development • prepare and implement a targeted marketing campaign; • conduct research on key development sites and perceived development blockers • a program to match up prospective landowners, developers and tenants/occupiers, and • local employment and training initiatives and development of an incubator strategy in partnership with hospitals/education establishments and other organisations.	Council, education and health sector	2014-2015	✓		✓
		Council to consider opportunities for providing underwriting insurance in priority alfresco precincts.(O)		2014			
		Establish a business attraction prospectus and recruitment and promotion program for Central Geelong as a <i>world city</i> within Australia and internationally to support inward investment. (O/C)		2015-2016	✓		✓

Project	Objective	Key actions	Delivery	Timing	Principles met		
Investment facilitation and attraction (Cont'd)		Work with key stakeholders to develop an investment strategy to support tourist accommodation investment in Central Geelong and to progress delivery of key strategic projects such as the Convention and Exhibition Centre (O/C/A).	Council, RDV	2015-2016			
Unlocking capacity of key development sites	Effectively utilising land assets to achieve the principles and objectives of the Central Geelong Action Plan.	Undertake a strategic review of state, local government and other major institutional strategic development site assets to identify preferred use/development, disposal and expression of interest outcomes. (O/A)	Council, State Government, Barwon Water, Deakin and other strategic land holders	2014	✓		✓
		Council to review its accommodation strategy to establish future space needs/take out partner opportunities and site rationalisation opportunities (O).	Council	2014			
		Undertake an expression of interest process for initial priority sites identified in the strategic review. (O)	Council, State Government	2014-2018			
		Develop a Council policy for considering unsolicited proposals on land within the Central Geelong Action Plan. (O)	Council	2015			
Key site activation	Stimulate activity at street level on strategic sites, along priority pedestrian routes including designated laneways and corner sites.	Identify key strategic sites, laneways and corner sites suitable for ground floor street activation and work with the relevant landowners/tenants to undertake appropriate treatment works to create more active, vibrant places at these locations. (O/A)	Council		✓		✓
Major Heritage Fund	Support restoration of heritage building facades.	Resolve blockages to establishment and operation of a Major Heritage Fund providing funding assistance on targeted sites in Action Areas (including supporting Verandah Study outcomes) for appropriate restoration works. (O/A)	Council, state government, landowners	2014-2015	✓		✓

Project	Objective	Key actions	Delivery	Timing	Principles met		
Monitoring data	Establish an accurate data and information base to monitor and review the implementation of the Central Geelong Action Plan and further guide and inform planning and management of the city centre.	Develop a series of performance benchmarks and identify data needed to measure, monitor and review the implementation of the Action Plan and achievement of the Plan's targets. (O/C) Prepare an annual audit of actions undertaken by Council and other stakeholders for the central area based on the Action Plan (O).	Council	2014-2015 2014 - ongoing			✓
WiFi connectivity	Provide a seamless Central Geelong wide free wifi network to bring the city centre to a comparable world City standard of digital connectivity.	Prepare a WiFi network plan that builds on the existing wifi network in Central Geelong. (O) Complete initial network rollout to education precinct, Station and Civic and Arts Action Areas and to the health and wellbeing precinct. (C)	Council, Central Geelong Marketing	2014 2014-2015	✓	✓	✓

Project	Objective	Key actions	Delivery	Timing	Principles met		
Moving Around – Connecting People and Places							
Transport management	Create an environment which prioritises safe and accessible movement of pedestrians, cyclists and public transport and redirects non-city destination heavy vehicles away from Central Geelong and links precincts.	Develop and commence implementation of a Transport Network Operating Plan. The Transport Network Operating Plan will also address other actions proposed for Moorabool, Malop and Bellarine Streets and in the Action Plan generally relating to connecting people, cycling and pedestrian networks. (C/O)	VicRoads, Council, DTPLI, PTV	2014-2015	✓	✓	
				2014–2015			
		Introduce heavy vehicle restrictions on Malop/Mercer Streets. (C/O/A)	VicRoads, Council, TOC	2015–2018			
		Implement short term traffic treatments identified in the Transport Network Operating Plan. (C)	VicRoads, Council	2016-2018			
		The targeted growth in residents and workers in Central Geelong, and the prioritisation of pedestrian and cycle movements will impact on the movement of freight throughout the city. Providing for the efficient movement of freight is a priority. Broader arterial network upgrades should continue throughout Geelong to support freight movements. (O/C/A)	VicRoads, Council, TOC				
Public transport and City loop bus	Establish a regular and frequent city centre loop bus service connecting workers, shoppers, students and visitors to key city destination points and linking with PTV and park and ride/Deakin services.	Establish business case/route and timetable and price sensitivity analysis financing plan, connections with park and ride services and integration with PTV services for the city centre loop bus service. (C/O)	Council, PTV	2014-2015	✓		
		Purchase additional buses and support infrastructure, promotion and wayfinding devices. (C/O)	Council	2015-2018	✓	✓	
		Work with PTV on bus timetabling and network planning to increase the number of people using public transport and link with the Regional Rail Link rail services, bus interchange and route planning and station precinct planning. (A)	PTV	2016-2018	✓	✓	

Project	Objective	Key actions	Delivery	Timing	Principles met		
Making parking work better	Create a flexible parking regime that is more user friendly and supports visitor/shopper needs.	Develop a parking strategy to identify long term off street car parking development priorities and use incentives linked to city loop and park and ride bus services and on street parking payment strategies. (O/C)	Council	2014-2015	✓	✓	
		Introduce new parking meter technology to enable remote top up/flexible payment/first period free options and arrangements across existing parking meter stations. (C)	Council	2014-2015	✓	✓	
		Introduce a 'pay as you exit' parking system for council off street carpark sites as appropriate. (C)	Council	2014-2015	✓	✓	
		Review resident parking system and link to development of an offsite – offset parking arrangements policy. (O)	Council	2014-2015	✓	✓	
Cycling	Create a cycling environment which is safe and efficient and helps promote healthy lifestyles for the Geelong community.	Review and update the cycling strategy including consultation with key stakeholders, focussing on mode separation in the network linked to key commuter routes and end of trip facilities. (C)	Council, VicRoads, Bike Safe, Bicycle Victoria	2014-2018	✓	✓	
		Stage 1 priorities – East-west connections: - Malop St on-road bike lanes – supported by the cycle strategy and Smartroads. Upgrade of on-road lanes and better provision for cyclists at intersections, and - Little Malop St – shared traffic/bike/pedestrian space. Provide a shared space with low traffic volume/speed, treatments that provide right of way to cyclists etc.		2014-2016			
		Stage 2 priorities – North-south connections: Moorabool St or Gheringhap St (to be determined) – on road, separated bike lanes. Complements Swanston St NS route and connects education and cultural precincts and would feed into Malop/Little Malop Streets.		2016-2018			

Project	Objective	Key actions	Delivery	Timing	Principles met		
Cycling (Cont'd)		Establish initial priority connections from Central Geelong to the broader planned bike network. (C) Establish planning policy to minimise dispensation of bicycle provision requirements. (O) Encourage the provision of end of trip facilities in new private developments (A).	Council, VicRoads Council Council	2014-2018 2014-2015 2014 - ongoing			
Pedestrian links	Provide strategic pedestrian linkages between Action Areas to stimulate investment in key precincts, improve access and walkability. Action Areas 3, 6 and 7	Implement mid-block north-south lane way linkages strategy through strategic land purchase and associated street and building works (C) to connect: • Haymarket/Health precinct to the retail core (Myer to Ryrie Streets), and • Health precinct/Lt Ryrie car park to Deakin Waterfront Campus (Myer to Malop Streets). Engage with landowners to promote redevelopment opportunities which provide for laneway improvements or new linkage opportunities. (A) Vision 2 Catalyst Project – The Laneways	Council	2014-2016 2014 - ongoing	✓	✓	
Look and feel							
City heart	Create an attractive, vibrant public space which acts as an urban heart for Central Geelong.	Determine the best location for a new public space within Central Geelong. The city heart should provide for good solar access, be in a logical, central location with high foot traffic, have views to the bay, active edges and links to the bay and surrounding areas. The city heart delivery plan should be undertaken parallel with a review of future Central Geelong PTV bus services and interchange locations and interchange design options.	Council, PTV, DTPLI	2014-2016	✓	✓	

Project	Objective	Key actions	Delivery	Timing	Principles met		
City Heart (Cont'd)		Undertake a design competition for the development of the new public space including design, costing, timing and other parameters and seek community comment.	Council	2015-2016			
		Establish the new public space as the urban heart for the Central Geelong Area.	Council	2016-2018			
	Action Areas 4 and 5	Vision 2 Catalyst Project – City Heart					
Greening Geelong - public realm upgrade	Implement the Vision 2 green spine concept and progressively extend this greening across Central Geelong to create a cohesive, attractive and innovative series of green streets and spaces that link precincts.	Develop a strategy for the staged rollout of the Malop Street green spine linking the Station, Johnstone Park with Eastern Park (O/C): - Implementation Stage 1: Station to Clare Street - Implementation Stage 2: Clare Street to Moorabool Street.	Council	2014	✓	✓	
				2014-2015			
				2015-2018			
			Council, community groups, landowners, Aboriginal community	2014-2015	✓	✓	
		Develop a Public Realm Strategy (O/C). Strategy should be integrated with the pedestrian linkages and cycling strategies, urban heart project, lighting and Council’s Public Arts Strategy and integrate specific directions (e.g. theme treatments, priority locations, time frame roll out and costings, including maintenance and asset renewal considerations) for: - greening projects and plantings/wall gardens, ‘pop up’ green areas and temporary trials and the use of Integrated Water Catchment Management practices etc - pedestrian and cycle route works and thematic streetscapes and landscapes materials/plantings/design style guide and way finding devices, and - Power line relocation.					
		Stage 1 Public Realm Strategy priority implementation. (C)	Council	2015-2018			

Project	Objective	Key actions	Delivery	Timing	Principles met		
Greening Geelong - public realm upgrade (Cont'd)		Work with Powercor to underground overhead power lines along key pedestrian/greening routes – aligned with streetscape work implementation timeframes. (A/C) Vision 2 Catalyst Project – The Spine	Council, Powercor, State Government	2015-2018			
Lighting	Create a lighting program which enhances the Central Geelong experience and improves public safety.	Develop public building and street lighting strategy including an LED street lighting trial within Central Geelong. (C/O) Implement Stage 1 lighting priorities. (C) Implement Stage 2 lighting priorities. (C)	Council, Powercor, VicRoads, business	2014 2014-2015 2016-2018	✓	✓	
Events	Provide a range of regular events to activate central Geelong that are well promoted, diverse in their offer and capture sponsorship and community support.	Expand events and activities program focusing on youth and family events, stimulation and arts and culture, programming of key spaces, trial pop ups, supported by broader communication/event promotion, local business sponsorship and support, city branding, signage, media, dedicated website and Central Geelong App. (O/A) Investigate indoor fresh food themed market opportunities and undertake an alfresco space trial. (O/A/C)	Council, Central Geelong Marketing, business	2014-2015 2014 -2018	✓ ✓		
World Class Precincts							
Station	Create an attractive, viable and unique station precinct which provides a sense of arrival, celebrates its heritage and is highly accessible.	Work with relevant government agencies and key stakeholders in preparing a development masterplan for the Geelong Station precinct which includes mixed use development and carparking. (O/A/C) Undertake master plan initial works including bus interchange implementing works (if required). (C)	PTV, DTPLI, Council, PTUA PTV, DTPLI	2014 2015–2018	✓	✓	✓

Project	Objective	Key actions	Delivery	Timing	Principles met		
Station (Cont'd)		Work with PTV on delivering station upgrades including: - DDA compliance at station creating high quality 'green' pedestrian bridge from Latrobe Terrace car park to Gordon Ave/Fenwick intersection - active transport priority in front of police station linking to Malop Street. Advocate for greater accessibility to maximise investment flow on from the DDA funding including a second bridge stage connecting to Geelong West at Gordon Ave and create a development site on Latrobe Terrace frontage. (A) Vision 2 Catalyst Project – City Arrival	PTV, DTPLI, Council	2014 -2015			
			Council	2014-2015			
Arts and culture	Create a unique and vibrant arts and culture precinct which promotes the 'city as a gallery space and venue'.						
		Continued implementation of the Cultural Precinct Masterplan (C/A): - Library and Heritage Centre - streetscape design and works on Little Malop Street - redevelopment of Geelong Performing Arts Centre, and - expansion of Geelong Gallery. Commence Public Art and Strategy Priority Plan implementation. (C) Develop a Public Art Policy as part of major site redevelopments, facilitating wayfinding around central Geelong and 'branding' of specific precincts by their primary function. (O) Develop a cultural refreshment strategy for the Wool Museum to be a livelier, inviting place and have a greater street presence. (O)	Council, State and Federal Government	2016-2018	✓	✓	✓
			Council	2015 – ongoing			
			Council	2014			
	Action Area 2		Council and developers	2015 – ongoing			

Project	Objective	Key actions	Delivery	Timing	Principles met		
Education and life learning	Building a world class education and life learning precinct linked to the Civic and Arts and Health and Wellbeing Action Areas supported by lively, vibrant student, food and entertainment precincts.	Improve pedestrian connections to the Gordon and Deakin from the waterfront, the station precinct and retail core. (C)	Council, Deakin	2014-2016	✓	✓	✓
		Support integration of key education campuses with Central Geelong through campus edge treatments and support for establishment of education activities beyond existing campus settings as appropriate (e.g. studio spaces, shop fronts). (A)	Council, Deakin, the Gordon	2014 – Ongoing			
		Progress Busport expression of interest process to realise strategic land use and built form outcomes compatible with the principles and objectives of the central Geelong Action Plan (refer unlocking capacity of key development sites). (O)	Council	2014-2016			
	Education precinct	Vision 2 Catalyst Project – Smart City					
Health and wellbeing	Support the development of a high quality and innovative health and wellbeing precinct that is well connected to the city centre.	Undertake unifying Myer Street streetscape works between hospitals. (C)	Council, hospitals, state government	2015-2016	✓	✓	✓
		Investigate and instigate streetscape, pedestrian/parking treatment for Myer Street and Bellarine Street between the hospital sites (Myer to Ryrie Streets). (C)		2014-2016			
		Encourage public open space opportunities to be provided as part of future hospital precinct development (includes any future development of the Haymarket carpark). (A)	Council, hospitals	2014-ongoing			
		Develop a Health and Wellbeing prospectus to promote the precinct for allied health investment and services and proactively engage with industry to facilitate investment in the precinct. (O/A)	Council, hospitals/State Government	2014-2016			
	Action Area 8	Investigate expression of interest opportunities for the former Geelong Prison site for health; residential accommodation or tourist related uses (refer unlocking capacity of key development sites). (O)	Council	2014-2016			

Project	Objective	Key actions	Delivery	Timing	Principles met		
Waterfront and Yarra Street Pier	Continue to leverage and build on the strengths of the waterfront.	Progress Yarra Street Pier precinct project construction. (C/A)	State Government (TV), Council, RGYC	2015–2018	✓	✓	✓
	Waterfront precinct	Progress development of a Convention and Exhibition Centre that maintains good linkages with Central Geelong. (C/A)	State Government, Council, private industry				

Action types: **C** – Capital Works or recurrent budget consideration, **O** – Operational, **A** – Advocacy

More People

Great Infrastructure

Smart Investment



City Loop Bus



Parking



Bicycle Links



Pedestrian Links



City Heart



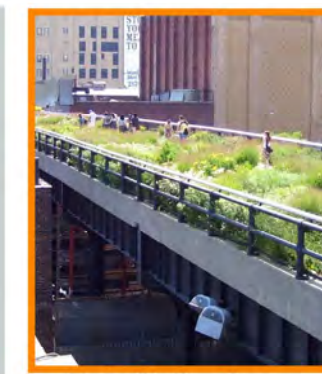
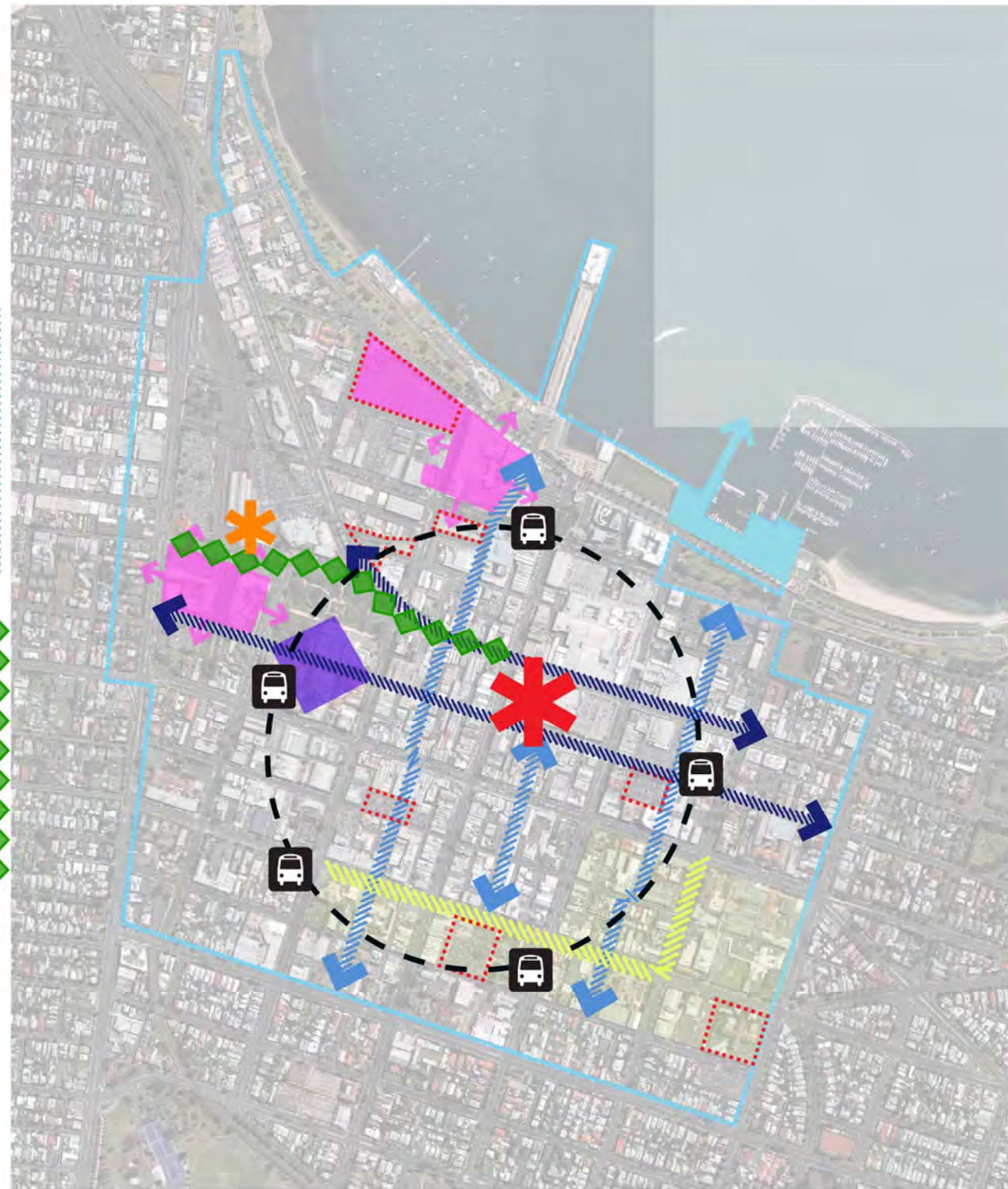
Green Spine



Lighting



Events



Train Station Access



Cultural Precinct



Integrating Education



Integrated Health Precinct



Postcode 3220



Release of Development Sites



Yarra Street Pier

Short Term (2014-2018) Actions

2.2 Medium Term: 2019-2023

Project	Objective	Key actions	Delivery	Timeframe	Principles met		
Living, studying and working in Central Geelong							
Unlocking capacity of key development sites	Effectively utilising land assets to achieve the principles and objectives of the Central Geelong Action Plan.	Complete key site Expression of Interest program. (O)	Council	2019–2023	✓	✓	✓
Utility services upgrades	Upgrading existing utility services to support future growth of residents, students, visitors and workers.	Continue to work with Barwon Water, Powercor, APA Gasnet to further support completion of major utility service upgrades.(A)	Barwon Water, Powercor, APA Gasnet	2019-2023	✓	✓	✓
WiFi connectivity	Provide a seamless Central Geelong wide free wifi network to bring the City Centre to a comparable world City standard of digital connectivity.	Complete remainder of network for Central Geelong Action Plan area. (C)	Council	2019-2020	✓	✓	✓
Moving Around							
Transport management	Create an environment which prioritises safe and accessible movement of pedestrians, cyclists and public transport and redirect non city destination heavy vehicles away from Central Geelong and links precincts.	Implement medium term traffic treatments identified in the Transport Network Operating Plan. (C/A) Undertake broader Geelong freight movement upgrades. (C/A)	Council, VicRoads, DTPLI, PTV	2019-2023	✓	✓	

Project	Objective	Key actions	Delivery	Timeframe	Principles met		
Cycling	Create a cycling environment which is safe and efficient and helps promote healthy lifestyles for the Geelong community.	Complete Central Geelong bicycle network (C/A) Continue to implement connections from Central Geelong to the broader planned bike network. (C/A)	Council, VicRoads	2019-2021 2019-2021	✓	✓	
Look and feel							
City heart	Create an attractive, vibrant public space which acts as an urban heart for Central Geelong. Action Areas 4 and 5	Complete city heart implementation works. (C) Vision 2 Catalyst Project – City Heart	Council	2019-2023	✓	✓	
Greening Geelong - public realm upgrade	Implement the Vision 2 green spine concept and progressively extend this greening across Central Geelong to create a cohesive, attractive and innovative series of green streets and spaces that link precincts.	Continue staged rollout of the Malop Street green spine linking the Station, Johnstone Park with the Eastern Gardens (O/C): • Implementation Stage 3: Moorabool to Swanston Streets.	Council	2019-2023	✓	✓	
		Continued rollout of Public Realm Strategy - Complete Stage 2 priorities (O/C) Vision 2 Catalyst Project – The Spine	Council	2019-2023			
Lighting	Lighting program enhances the Central Geelong experience.	Strategy implementation completion. (C)	Council, Powercor, VicRoads	2022	✓	✓	

Project	Objective	Key actions	Delivery	Timeframe	Principles met		
World Class Precincts							
Station	Create an attractive, viable and unique station precinct which provides a sense of arrival celebrates its heritage and is highly accessible. Action Area 1	Advocate for State Government undertake an expression of interest process seeking investment interest in site development opportunities. (A) Continue to implement the approved master plan for the redevelopment of the Station Precinct. (A) Vision 2 Catalyst Project – City Arrival	PTV, DTPLI, Council and private sector	2019-2022 2019-2023	✓	✓	✓
Arts and culture	Create a unique and vibrant arts and culture precinct which promotes the ‘city as a gallery space and venue’.	Completion of Cultural Precinct Masterplan implementation. (A/C)	Council, State and Federal government	2023	✓	✓	✓
Waterfront and Yarra Street Pier	Continue to leverage and build on the strengths of the waterfront. Waterfront precinct	Extend high quality Waterfront connections and environment further to east/west and support through programming, activation and presentation. (C) Yarra Street Pier and Convention and Exhibition Centre works completed. (C/A)	Council Council, state government and other project partners	2019–2023 2019–2023	✓	✓	✓

Action types: **C** – Capital Works or recurrent budget consideration, **O** – Operational, **A** – Advocacy

More People

Great Infrastructure

Smart Investment



Medium Term (2019-2023) Actions

2.3 Long Term: 2024-2028

Project	Objective	Key actions	Delivery	Timeframe	Principles met		
Moving Around							
Traffic management	Create an environment which prioritises safe and accessible movement of pedestrians, cyclists and public transport and redirect non city destination heavy vehicles away from Central Geelong and links precincts.	Complete traffic treatments identified in the Transport Network Operating Plan (A/C) and broader Geelong freight movement upgrades.	Council, VicRoads, DTPLI, PTV	2028	✓	✓	
Look and feel							
Greening Geelong - public realm upgrade	Implement the Vision 2 green spine concept and progressively extend this greening across Central Geelong to create a cohesive, attractive and innovative series of streets and spaces that link precincts.	Complete rollout of the Malop Street green spine from Swanston to the Eastern Gardens (O/C).	Council	2024-2025	✓	✓	
		Complete rollout of the Public Realm Strategy - Complete Stage 3 priorities. (O/C)	Council	2024-2028			
		Vision 2 Catalyst Project – The Spine					

Project	Objective	Key actions	Delivery	Timeframe	Principles met		
World Class Precincts							
Station	Create an attractive, viable and unique station precinct which provides a sense of arrival celebrates its heritage and is highly accessible. Action Area 1	Complete implementation of the redevelopment opportunities for the Station Precinct. (A) Vision 2 Catalyst Project – City Arrival	State Government, (PTV), Council	2022-2024	✓	✓	

Action types: **C** – Capital Works or recurrent budget consideration, **O** – Operational, **A** – Advocacy

 More People
  Great Infrastructure
  Smart Investment



Bicycle Links



Green Spine



Release of Development Sites



Long Term (2024-2028) Actions

3.0 Implementation Plan

3.1 Delivery and governance

The successful delivery of the Central Geelong Action Plan will require a clear focus and commitment to establish organisational resources and a capacity to deliver projects and actions in a timely, coordinated fashion. Importantly a supporting governance structure is required to signify a major commitment to change and create a focus on advocacy, championing for investment and buy in. Investigation of the following preferred models is recommended by the Central Geelong Taskforce Special Committee as a priority action for Council in early 2014.

Governance structure

Discussions with a range of stakeholders suggests that any governance structure should have a level of autonomy, authority and access to a minimum fixed budget and a timeframe of around 4 years to achieve meaningful outcomes.

The preferred governance model (refer **Figure 5**) involves retaining a Central Geelong Taskforce Special Committee established under Section 86 of the Local Government Act 1989, to expeditiously drive the implementation of the plan. It is recommended that the Special Committee's Terms of Reference be reviewed to:

- clarify its Central Geelong Action Plan implementation role
- provide for a Committee made of up to 8 persons with members including the Mayor and one additional Councillor (Central Geelong Portfolio holder/Brownbill Ward councillor), City of Greater Geelong CEO and 4 to 5 independent experts with skills and experience across business and investment; development feasibility; planning; marketing and promotions; and place making, to be sourced via an expression of interest process
- establish a minimum 4 year term to coincide with the delivery of the Short Term Action Plan actions
- identify powers to be delegated to it by Council including; the ability to make decisions on major planning permit applications within Central Geelong referred to it by Council or the Taskforce Project Manager, in addition to management of a capital projects budget
- provide for the Committee to input into major policy decisions including planning scheme amendments that impact upon Central Geelong or relate to Action Plan projects
- establish up to 4 Priority Action Advisory Committees to replace the Stakeholder Reference Group and be focused on driving delivery of the 10 priority actions:
 - Transport and infrastructure – *Public transport and City loop bus; Connecting people and places*
 - Health and education – *Town and gown; Integrated health and wellbeing project*
 - Place making – *City heart; Greening Central Geelong; An arts and events city, and*
 - Investment attraction – *Investment attraction; Making our assets work harder; Postcode 3220.*

These Committees would ideally comprise:

- a mix of external (to be established through an expression of interest process) and City of Greater Geelong representatives from related areas of expertise and service delivery
 - a Taskforce Special Committee independent expert to provide a direct link between the Special Committee and the Advisory Committees
 - representation from Enterprise Geelong (Investment attraction) and Central Geelong Marketing (place making), and
 - other stakeholders including agencies, public and private sector stakeholders to be identified in more detail when the final governance structure is adopted. The Committees should have the ability to coopt additional expertise as required.
- Require open and regular communication between the Taskforce and Enterprise Geelong and Central Geelong Marketing as appropriate to ensure coordination of effort and project alignment.

Central Geelong Action Plan Implementation Taskforce

Delivery of the Action Plan will require a coordinated effort within the Council to meet the identified action timelines. A flexible Taskforce Unit structure which has the right skill sets including project management, commercial expertise, business facilitation, and the ability to second key staff to be dedicated to work on timely action delivery on an 'as needs' basis so as to be more nimble and able to adjust to priorities and needs as required.

The preferred structure (refer **Figure 5**) includes:

- a Central Geelong Taskforce Manager – an experienced and industry/investor respected professional whose skill sets include development facilitation, feasibility and investment attraction, project management and planning. The role would ideally report to the CEO and be included on the Executive Management Team so as to provide authority to act; establish a higher standing externally; maximise delivery capacity and potential across the organisation with access to key decision makers; and elevate the priority nature of the project.

The Taskforce Manager would report to the Central Geelong Taskforce Special Committee on Action Plan implementation progress. The Taskforce Manager would also monitor major planning permit applications received in Central Geelong and refer key applications as appropriate to the Special Committee and have delegation under the Planning and Environment Act relating to the preparation and approval of planning scheme amendments relating to Central Geelong;

- a Project Team - comprising a core team (in addition to administrative required support to the Team and the Special Committee) with skill sets including strategic planning, project delivery, and infrastructure planning, building and urban design.

This team would be required to manage specific action plan projects directly or coordinate efforts with other divisions across Council. The project team would liaise with and support the operations and activity of the Priority Action Advisory Committees.

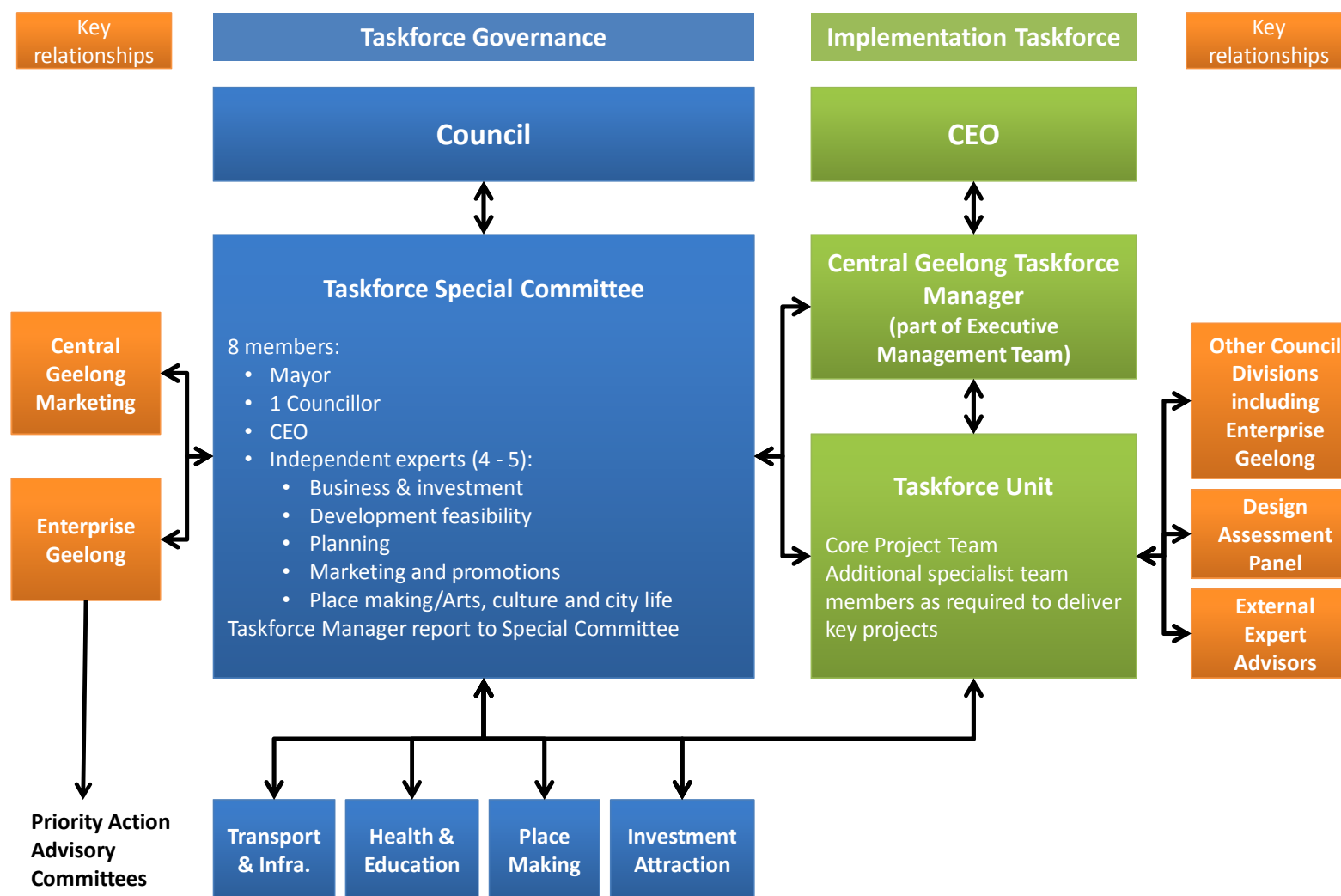


Figure 5 – Preferred project governance and implementation structure

It is considered appropriate that this core team would be supplemented with 1 – 2 statutory planners to assess and coordinate major permit applications.

A larger dedicated team is envisaged to be required over time to focus on delivering major projects and supporting ongoing actions. Ideally these resources would be sourced from the broad range of skill sets and capabilities currently within the organisation, supplemented with external expert advisors and resources as needed, to be imbedded in the team. It is recognised that this will have budgetary impacts and implications on broader programs and will require specific resourcing or staff backfilling capacity particularly where there are major impacts on other Council programs for more extended periods of time. The finer detail of such arrangements will need to be a priority action for Council's Executive Team.

The Project Team would need to maintain strong linkages with a range of other Council departments involved in program delivery to ensure coordination of effort and project alignment. This includes working with Enterprise Geelong and Central Geelong Marketing. This arrangement will also need to be supported across all levels of Council to reinforce Action Plan delivery as a key organisational priority.

- a 4 year timeframe for initial operation (to match the Taskforce Special Committee's operations), and
- establishment of a Design Assessment Panel – comprising 3 to 5 experts in architecture and urban design to provide advice on an as needs basis on major proposals, pre-applications and development applications within Central Geelong. Representation to be established through an expression of interest process. An interim Panel should be established as soon as possible to provide advice and input into proposals and a number of actions to commence early in 2014.

3.2 Business Planning and Funding

It will be critical that sufficient funds are allocated to support the timely implementation of key actions. Ideally the project requires a dedicated annual budget sufficient to undertake actions and also as a basis to leverage off other funding opportunities. It is recommended that Council as a matter of priority identify a suitable funding model with a clear nexus to supporting implementation. Options for consideration include:

- establishing a rolling project investment fund
- review of rating strategies
- Development Contribution Plans
- specific redirection of open space contributions
- increased proportion of parking revenue generated in Central Geelong redirected into a Central Geelong Action Plan implementation fund
- Central Geelong asset sales revenue to be directed into a Central Geelong Action Plan implementation fund
- community based funding options including legacy projects, philanthropic and corporate sponsorship
- establishment of a Geelong Investment Fund underwritten by superannuation funds etc, and
- develop a Business Improvement District rate program when legislation permits.

The engagement of external experts on the Taskforce and Design Assessment Panel will also require consideration of remuneration, potentially based on Department of Premier and Cabinet guidelines based on frequency of Taskforce meetings (i.e sessional or annual rates as appropriate).

It will be important that resourcing of Council departments such Events, Central Geelong and Waterfront and the Central Geelong Marketing Committee be reviewed to support a wider events, activation, programming and marketing plan which supports the Action Plan priorities. Options to explore additional funding sources to undertake a wider program of activity, which should be considered in consultation with key stakeholders, include;

- expand the special rate area to match the Action Plan area, and
- increase the special rate program to generate greater benefits to property and business owners.

More generally it is recommended that the maintenance and asset renewal recurrent budgets for Central Geelong projects be reviewed to ensure that any new investment can be sustainably and appropriately maintained and renewed.

3.3 Communications and Marketing Strategy

It is recommended as a Central Geelong Taskforce Special Committee 2014 priority that a Central Geelong Action Plan Communications and Marketing Strategy be developed to include branding, project promotion, advocacy and collateral such as an initial investment attraction prospectus.

3.4 Review and monitoring

The Central Geelong Action Plan should be reviewed annually to monitor key short term action outcomes, progress on targets and to adjust priorities or add new project actions as appropriate in the context of changing circumstances.

4.0 References

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- Andrew O'Brien & Associates and SGS Economics and Planning, *Draft Central Geelong Parking Study and Strategy 2007*
- Birru and Department Planning and Community Development, *Geelong Central Urban Living Project*, 2012
- bMda Development Advisory, *Central Geelong Retail Core Project*, 2011
- Central Geelong Marketing, *Strategic Framework 2013-2016 Annual Activities Plan 2013-2014*
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- Central Geelong Taskforce, *Central Geelong Action Plan Project Context*, 2013
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- City of Greater Geelong, *Geelong Major Events Strategy*
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- Vision 2 Partnership, *Central Geelong Vision 2, Design Studio Report*, 2013

2. CENTRAL GEELONG ACTION PLAN ADOPTION (CONT'D)

The Action Plan identifies the need for Council as a matter of priority to examine a range of funding options to cover implementation and ongoing maintenance and renewal costs of new infrastructure ranging from a rolling project investment fund, utilisation of carparking or land asset sales revenue, alternate rating strategies and third party funding opportunities.

The Action Plan also identifies the need to expand the number and range of events held in Central Geelong and recommends additional financial resources for Events, Central Geelong and Waterfront be considered through the budget process. Opportunities for reviewing Central Geelong Marketing's special rate area are also identified to support additional activation, event activity and programming.

Funding applications will also be made under the State Government's *Geelong Advancement Fund* for delivery of a number of key projects which will require matched funding to be provided.

Policy/Legal/Statutory Implications

All relevant policy and legal considerations have been taken into account during the preparation of the Central Geelong Action Plan.

Changes to the Activity Centre Zone will be considered at a later date, including a review of third party notice provisions.

Alignment to City Plan

The Central Geelong Action Plan aligns with the City Plan direction on Growing the Economy and the priority to have a successful and vibrant city centre.

Officer Direct or Indirect Interest

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

Risk Assessment

Risk will be considered in all of the actions arising from the adoption of the Action Plan.

Social Considerations

The development of the Central Geelong Action Plan has had regard to social issues including the need for housing in Central Geelong, facilitating employment creation and providing necessary physical and social infrastructure to support existing and future communities.

Human Rights Charter

The work of the Taskforce and development of an Action Plan does not impact upon the rights and principles identified in the Charter

Consultation and Communication

Consultation with the community was undertaken during the development of the Action Plan as detailed in this report. Further consultation on specific future initiatives will be undertaken.

3. CENTRAL GEELONG TASK FORCE SPECIAL COMMITTEE

Portfolio:	Central Geelong – Cr Heagney
Source	Projects, Recreation and Central Geelong
General Manager:	Dean Frost
Index Reference	Subject: Central Geelong Task Force Special Committee

Purpose

To refine the role and Terms of Reference for the Central Geelong Task Force Special Committee to support the implementation of the Central Geelong Action Plan.

Summary

- On 11 June 2013 Council resolved to establish the Central Geelong Task Force Special Committee under Section 86 of the Local Government Act delegated to produce a Master Plan for Central Geelong, oversee the development of business incentives and programs, identify events and activities to bring more vitality to Central Geelong.
- The Terms of Reference for the Special Committee provided for a committee of up to ten persons comprising: the Brownbill ward councillor (Chair); a Council General Manager; three state government decision makers with expertise in planning, transport and regional development; a Deakin University representative; and two external experienced urban planners. The Mayor and Council CEO are identified as ex-officio members. The terms of reference also provided for the establishment of a Stakeholder Reference Group.
- Council, having received and endorsed the Central Geelong Action Plan developed by the Task Force, Agenda Item 1 at its Ordinary Meeting of 28 January 2014, proposes the retention of a Special Committee, however recommends a number of changes to the Terms of Reference to support the Plan's implementation, including a change in representation, establishment of project Advisory Committees to replace the Stakeholder Reference Group and provision of limited planning delegations for major development proposals in Central Geelong.

Cr Heagney moved, Cr Richards seconded -

That Council:

- 1) endorses the continued operation of the Central Geelong Task Force Special Committee under Section 86 of the Local Government Act under a revised Terms of Reference and Delegated Authority as outlined in Appendix 2 of this report, subject to the following changes:**
 - **the Special Committee membership being extended to a maximum of 9 members including a total of 3 Councillors including the Transport Portfolio holder;**
 - **the Brownbill Ward Councillor is appointed Chairperson of the Committee and the Mayor be appointed as lead spokesperson for the Committee.**
- 2) resolves to revoke its resolution of 13 August 2013 appointing representatives to the Central Geelong Task Force's Special Committee;**
- 3) Writes to the members of the Central Geelong Task Force Special Committee (2013) thanking them for their participation in the development of the Central Geelong Action Plan; and**

3. CENTRAL GEELONG TASK FORCE SPECIAL COMMITTEE (CONT'D)

Resolution (Cont'd)

- 4) resolves to commence an EOI process to appoint members to the Central Geelong Task Force Special Committee in accordance with the revised Terms of Reference.**

Carried.

Background

Council on the 11th June 2013 endorsed the establishment of a Central Geelong Taskforce and Task Force Special Committee (under Section 86 of the Local Government Act) which was delegated to:

- produce a Master Plan for Central Geelong;
- oversee the development of business incentives and programs; and
- identify events and activities to bring more vitality to Central Geelong.

A completed Central Geelong Action Plan was delivered to Council by the Task Force Special Committee in December 2013 and adopted by Council on the 28 January 2014. The Central Geelong Action Plan makes a number of specific recommendations relating to ongoing governance of the Action Plan's implementation including the role of the Special Committee and changes to the existing Terms of Reference.

Discussion

The current terms of Reference for the Central Geelong Task Force Special Committee (Appendix 1) provide for:

- a committee of up to ten persons comprising: the Brownbill ward councillor (Chair); a Council General Manager; three state government decision makers with expertise in planning, transport and regional development; a Deakin University representative; two external experienced urban planners. The Mayor and Council CEO are identified as ex-officio members;
- the establishment of a Stakeholder Reference Group to included representation from Barwon Health, Committee for Geelong, Geelong Chamber of Commerce, GPAC, Geelong Art Gallery, Geelong Regional Library Corporation, the Gordon and St John of God;
- a 3 year term (29 October 2016).

3. CENTRAL GEELONG TASK FORCE SPECIAL COMMITTEE (CONT'D)

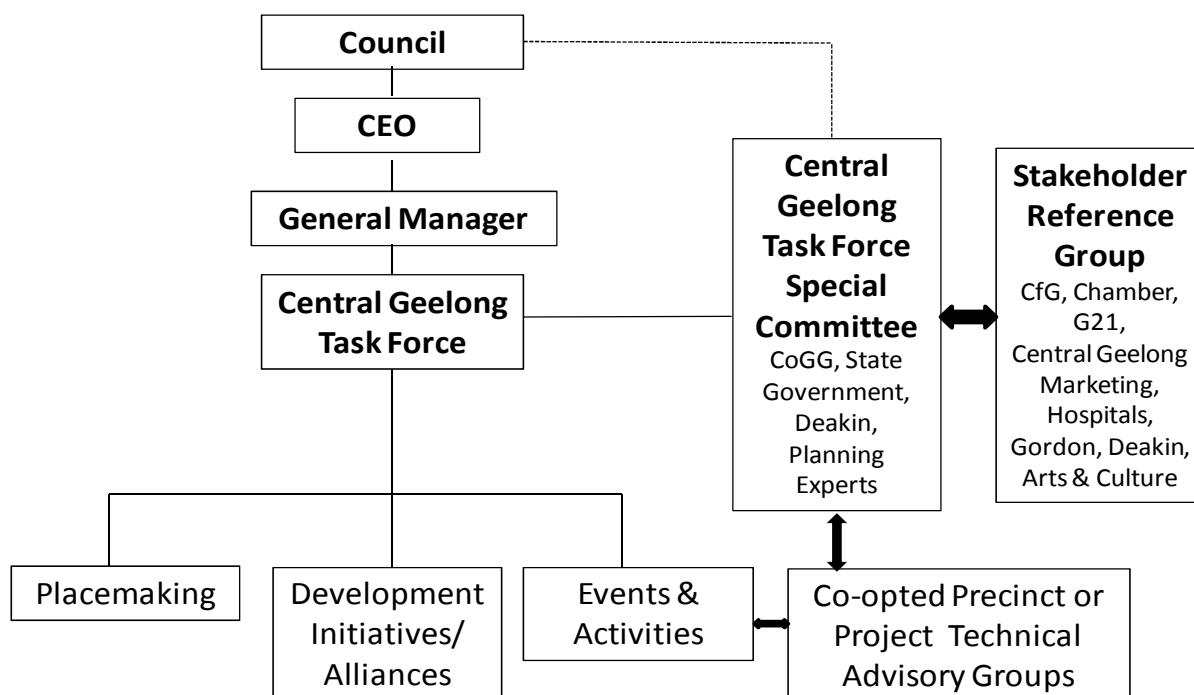


Figure 1- Existing Terms of Reference reporting structure

The adopted Central Geelong Action Plan makes a number of recommendations relating to the implementation of the Action Plan including delivery and governance:

- Retention of a Special Committee under Section 86 of the Local Government Act to expeditiously drive implementation of the Plan. The Committee is recommended to:
- have a four (4) year life, linked to the short term (2014 – 18) Action Plan priorities;
- include a revised eight (8) person membership including Mayor, one additional Councillor, City of Greater Geelong CEO, four to five external independent experts with skills in the one or more of the following areas – business and investment, development feasibility, planning, marketing and promotions, and place making to be sourced via a expression of interest process. It is recommended that a limited committee attendance allowance is provided for independent representative experts subject to budget considerations;
- include delegation to consider major planning permit applications within Central Geelong referred to it. This is a significant change which would enable the Special Committee to consider specific planning permit applications referred to it by Council (including council officers) including the ability to issue permits with conditions, Notice of Decision to Grant a Planning Permit where there are objections or refuse a permit. Council would need to consider development of guidelines and further alterations to the instrument of delegation to the one included in Appendix 1 to refine the types of permits to be considered and the basis on which they might be referred. The Action Plan identifies an organisational structure that could include a small team of planners specifically considering permit applications within Central Geelong;
- manage any capital or recurrent budget allocated to it.

3. CENTRAL GEELONG TASK FORCE SPECIAL COMMITTEE (CONT'D)

- Establishment of up to four (4) priority Action Plan Committees to replace the existing Stakeholder Reference Group to focus on driving delivery of the 10 priority actions:
 - Transport and infrastructure – Public transport and City loop bus; Connecting people and places;
 - Health and education – Town and gown; Integrated health and wellbeing project;
 - Place making – City heart; Greening Central Geelong; An arts and events city; and
 - Investment attraction – Investment attraction; Making our assets work harder; Postcode 3220.

These Committees would ideally comprise a mix of external (to be established through an expression of interest process) and City of Greater Geelong representatives from related areas of expertise and service delivery, a Task Force Special Committee independent expert, Enterprise Geelong and Central Geelong Marketing and other stakeholders including agencies, public and private sector stakeholders as identified by the Task Force Special Committee.

- Establishment of a Task Force Manager and Project Team. The Task Force Manager and Project Team would report to the Special Committee and provide administrative support to the Special Committee.

Attachment 1 includes a summary of the Central Geelong Action Plan recommended governance arrangement for the Special Committee and Task Force

Appendix 1 includes existing Special Committee Terms of Reference

Appendix 2 includes a revised Terms of Reference for the Special Committee for consideration with key changes highlighted (in yellow).

Environmental Implications

There are no environmental implications relevant to this report.

Financial Implications

The establishment of a Task Force team and the ongoing operations of the Special Committee will have financial expenditure implications requiring consideration as part of Council's 2014/15 budget deliberations.

Future budget proposal.

Policy/Legal/Statutory Implications

Section 86 of the Local Government Act requires Council to appoint members of the Special Committee and to approve the delegation. A further report will be submitted to Council to appoint the members and approve the delegation once nominations are received for the Special Committee.

Alignment to City Plan

A Successful and Vibrant City Centre is a priority in City Plan under the *Growing Our Economy* strategic direction. Implementation of the Central Geelong Action Plan is the central tenet of this priority.

3. CENTRAL GEELONG TASK FORCE SPECIAL COMMITTEE (CONT'D)

Officer Direct or Indirect Interest

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

Risk Assessment

There are no significant risks associated with this report. Risks relating to the establishment and operation of the Central Geelong Task Force or Special Committee will be managed as part of the establishment process.

Social Considerations

The Central Geelong Task Force will assist in addressing some of the social issues in Central Geelong.

Human Rights Charter

The work of the Taskforce and implementation of an Action Plan does not impact upon the rights and principles identified in the Charter. Ongoing communication with key stakeholders and land owners will be required for a range of Action Plan projects.

Consultation and Communication

A communication plan for the Special Committee will need to be established.

EXISTING TERMS OF REFERENCE**COMMITTEE TERMS OF REFERENCE**

Central Geelong Task Force Special Committee	Document No:	CTR235.3
	Approval Date:	11 June 2013
	Approved By:	Council
	Review Date:	29 October 2016
Responsible Officer: General Manager, Projects, Recreation & Central Geelong		
	Version No:	00
Authorising Officer:		Chief Executive Officer

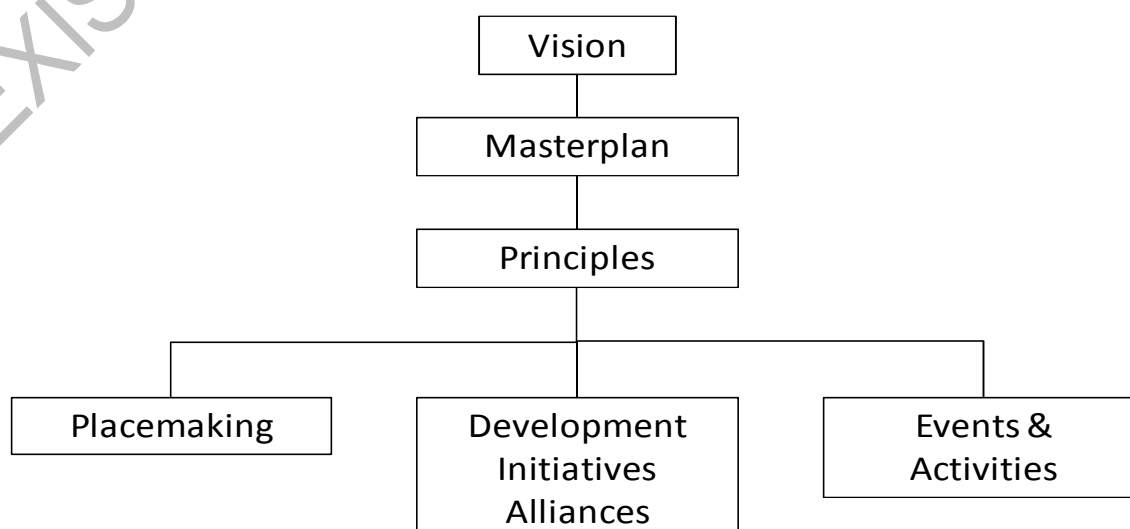
1. OBJECTIVES

The Central Geelong Task Force Special Committee will advise the Central Geelong Task Force in developing an overall Master Plan for Central Geelong which is action oriented in intent, collaborative in process and advisory in making Central Geelong the premier mixed use activity hub for Geelong and the region.

In particular, the Central Geelong Task Force Special Committee will:

1. Oversee the development of a Master Plan for Central Geelong which will inform planning and development decisions and encourage future developments and infrastructure improvements.
2. Oversee the development of business incentives and programs that could be considered to support Central Geelong development; and
3. Identify events and activities to bring more vitality to Central Geelong.

The key component of the Task Force's work will be to develop principles derived from the Master Plan against which plans, works and activities can be assessed to ensure consistency with the Plan and the maximum value is achieved from investment. The conceptual framework is shown in the figure below.



2. TERMS OF REFERENCE

2.1. Expected / Definite life of the Committee

- Committee members will be appointed until 29 October 2016 to coincide with the term of the current Council.

2.2. Constituency of the Committee

- The Special Committee shall consist of up to ten (10) persons. The Committee will comprise:
 - Chair: Brownbill Ward Councillor;
 - One (1) person from CoGG at GM level;
 - Three (3) senior decision makers from state government with expertise in development planning, transport and regional development;
 - One (1) person representing Deakin University;
 - Up to two (2) external urban planners experienced in central city development.
 - the Mayor and CEO as ex-officio members.
- The ex-officio members are full members of the Committee by virtue of holding the office of Mayor and CEO. The ex-officio members have the same status and rights as other Committee members but are not to be counted in determining a quorum.
- A vacancy for a member (not being a Councillor or ex officio member) may occur upon their resignation, death, failure to attend without cause three consecutive meetings, or by removal by resolution of the Council.
- The Special Committee may establish informal sub-committees or working groups comprising Special Committee members or other persons to assist in fulfilling its responsibilities and functions.
- Councillors not appointed to the Special Committee will be invited to attend in an observer capacity.
- The Special Committee may invite other observers as it sees fit.
- The person heading the Task Force will attend the Committee as an advisor.

2.3. Authority of the Committee

- The Council endorses the establishment and function of the Committee as a Section 86 Special Committee of Council. The powers, duties and functions of the Committee are as described in the sealed Instrument of Delegation. The Committee will have the ability to develop procedures as required to perform its assignment.

2.4. Appointment to the Committee

- It is proposed that the Council would invite relevant organisations to nominate a member or members to the Committee. The nominees will be appointed to the Committee by resolution of the Council.

2.5. Special Committee Responsibilities and Functions

- The Special Committee will be responsible for:
 - Overseeing the development of a Master Plan for Central Geelong which will inform planning and development decisions and encourage future developments and infrastructure improvements.
 - Overseeing the development of business incentives and programs that could be considered to support Central Geelong development; and
 - Identifying events and activities to bring more vitality to Central Geelong.
- The Special Committee must work with the Stakeholder Reference Group. In particular the Special Committee will:
 - Refer matters to the Stakeholder Reference Group for discussion;
 - Involve the Stakeholder Reference Group early in policy and strategy development;
 - Listen and provide feedback on suggestions and comments;
 - Provide executive, administrative and technical support through the Task Force; and
 - Respect any confidentiality requirements.

2.6. Obligations of Special Committee Members

- Special Committee Members, in performing their duties, shall:
 - Act in accordance with Council's Values.
 - Act honestly and in good faith.
 - Participate in the work of the Special Committee.
 - Perform their duties in a manner that public trust in the integrity, objectivity, and impartiality of the Special Committee is conserved and enhanced.
 - Exercise the care, diligence and skill that would be expected of a reasonable person in comparable circumstances.
 - Comply with the Terms of Reference of the Special Committee.
 - Comply with Council's Code of Conduct.

2.7. Conflicts of Interest

- In the event of a conflict of interest arising for any member of the Special Committee, the conflict must be immediately declared and the member must leave the room and abstain from any discussion or decision making regarding the matter.

2.8. Meetings and Minutes

- The Special Committee will establish its own schedule of meeting which it will provide to the Council. It is anticipated that the Committee will meet monthly for the first six (6) months then determine its own meeting pattern, although it is expected to be no less than six (6) times per year. Special Committee members must be either physically present at the meeting or participate in the meeting through pre-arranged technologies.

- Meetings of the Special Committee shall be called by the Chairperson with notice of the meeting being forwarded to members with an agenda with at least seven (7) day's notice.
- In the absence of the Chairperson at a meeting, the Special Committee will elect a Chairperson from the members present to chair that meeting.
- The quorum for meetings shall be as shown in the following table.

Number of Members appointed	Quorum
8	5
7	4
6	4

- If the Committee decides to record a vote, the Chairperson will have a casting vote, as well as an original vote.
- Special Committee meeting minutes are to be approved for distribution by the Chairperson and confirmed at the next Meeting of the Special Committee. The Minutes will be distributed to Special Committee members, Councillors, Council's Executive Management Team and available on Council's website for general access. As per normal Council procedures, any items of a commercial in-confidence nature will be excluded from the publicly available minutes.

2.9. Reports

- Advice and recommendations of the Special Committee relating to specific Council projects and policies will be reported to Council as part of the project reporting process.
- Any other matters identified by the Special Committee that require a separate decision of Council will be reported to Council by the Executive Director, Central Geelong Task Force through the CEO.
- The Special Committee shall submit a report of its activities to the Council at least annually.

2.10. Media Communication

- Media communication will be managed through the Council's Media Unit, unless the CEO authorises another person to be spokesperson on an issue.

2.11. Evaluation and Review

- A review of the Central Geelong Task Force Special Committee will be undertaken every two years to ensure that the purpose, membership and operation of the Committee is current and to make appropriate changes if required.

2.12. Remuneration and Expenses

- There is no remuneration for members. The reasonable expenses of the external urban planners will be paid with prior approval of Council's nominated officer. These expenses must relate directly to tasks completed for the Special Committee business.
- No member of the Special Committee will incur any expenses in relationship to his or her activities as a member of the Special Committee, without prior.

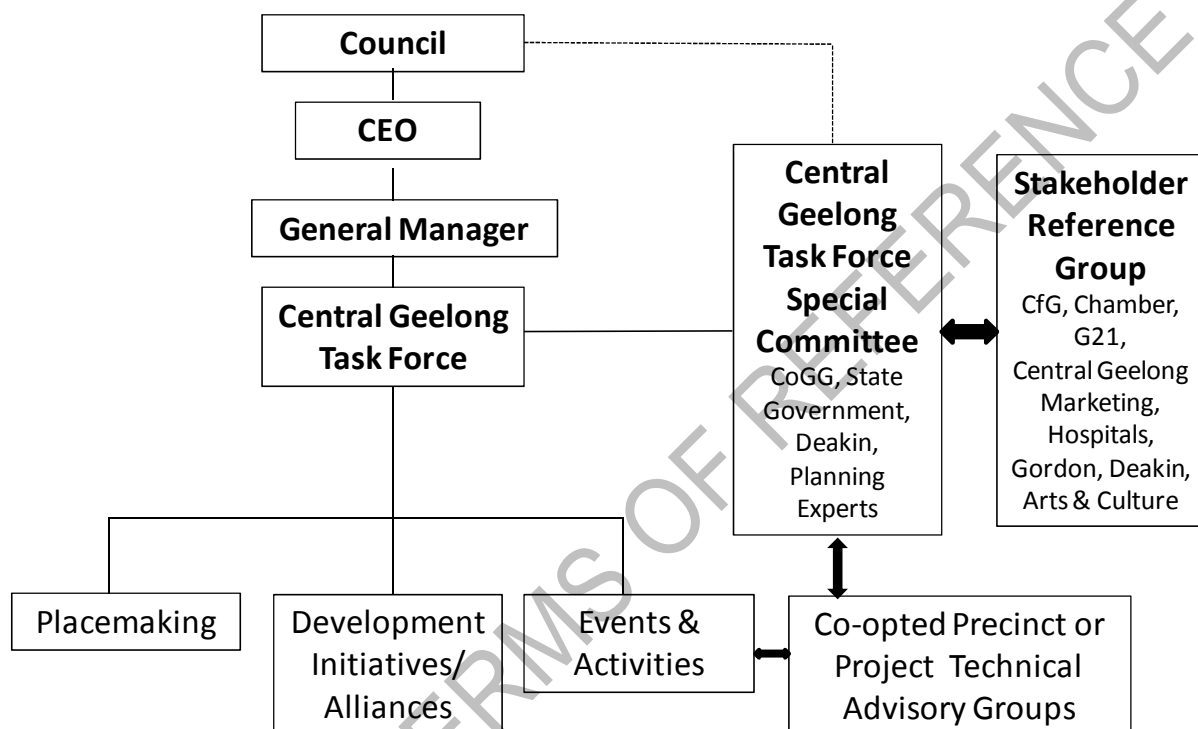
3. QUALITY RECORDS

Quality Records shall be retained for at least the period shown below.

Record	Retention/Disposal Responsibility	Retention Period	Location

4. ATTACHMENTS

- Organisation Structure



Instrument of Delegation

Greater Geelong City Council Instrument of Delegation Central Geelong Task Force Special Committee

Greater Geelong City Council (**Council**) delegates to the special committee established by resolution of Council and known as the “Central Geelong Task Force Special Committee” (**The Committee**), the powers and functions set out in the Schedule, and declares that:

1. this Instrument of Delegation is authorised by a resolution of Council passed on 11 June 2013.
2. the delegation:
 - 2.1 comes into force immediately the common seal of Council is affixed to this Instrument of Delegation; and
 - 2.2 is to be exercised in accordance with the Guidelines set out in the Schedule and any further guidelines or policies which Council from time to time adopts; and
3. all appointed members and ex officio members of the Committee will have voting rights.

**THE COMMON SEAL of GREATER)
GEELONG CITY COUNCIL was)
Affixed hereto in the presence of:)**

.....
Mayor

.....
Chief Executive Officer

Powers and functions

To exercise Council's functions and powers and to perform Council's duties in relation to:

- a) the preparation of a master plan for Central Geelong as defined on the annexed plan; and
- b) on approval of the master plan by the Council, to implement the master plan to the extent delegated by the Council.

and for those purposes:

- a) To enter into contracts, and to incur expenditure within the budget that may be allocated by the Council;
- b) To exercise its functions duties and powers within the financial parameters set out in the budget that may be allocated by the Council; and
- c) To do all things necessary or convenient to be done for or in connection with the performance of those functions, duties and powers.

Exceptions, conditions and limitations

The Committee is not authorised by this Instrument to:

- a) approve the master plan;
- b) exercise the powers or functions which, by force of section 86(4) of the Act cannot be delegated;
- c) exercise the powers or functions of the Council as the planning authority and responsible authority under the Planning and Environment Act 1987; or
- d) determine an issue, take an action or do a thing which is already the subject of exclusive delegation to another Committee.

Guidelines

The powers, duties and functions set out in the Instrument are delegated to the Committee. This means that the Committee can only act under delegation when sitting in a formally constituted meeting.

This means that a meeting must be called and conducted in a manner that complies with the provisions of the Act and with the Council's meeting procedures local law.

This Committee cannot exercise its delegated powers when gathered outside the formal meeting structure as described above. For example, an informal coming together of members could not resolve to act under delegation.

Similarly the delegations do not extend to individual members of the Committee.

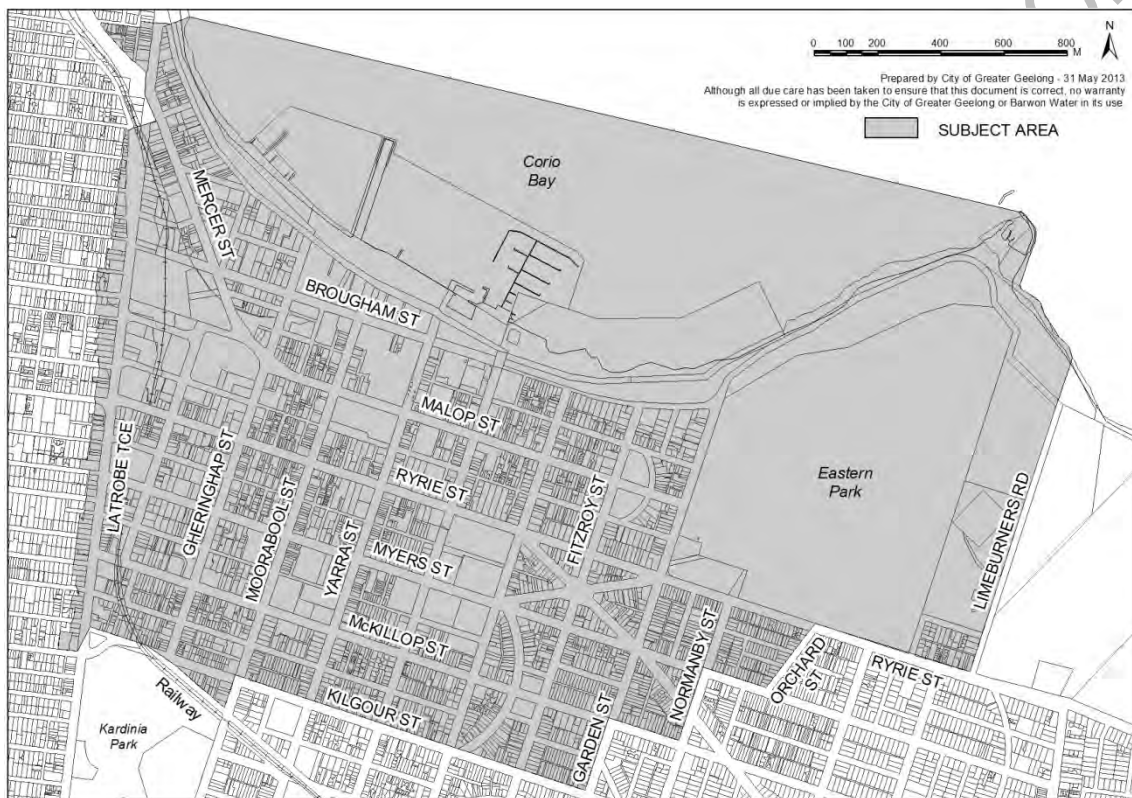
The Committee must not exercise its delegated powers unless it has first been the item of business on an agenda for transaction at a meeting of the Committee.

All delegations must be read in conjunction with this document and any policies and guidelines that may be adopted by the Council from time to time.

The Committee must report to Council in writing at least quarterly.

PLAN

It is proposed that Central Geelong be defined as the subject area for the 2007 Central Geelong Structure Plan as shown in the figure below. It applies to the inner city district bounded by Corio Bay, rear of York Street properties, rear of properties facing La Trobe Terrace, Carr Street, Moorabool Street, Kilgour Street, Garden Street, McKillop Street, Normanby Street, Myers Street, Orchard Street, Portarlington Road and Limeburners Road. This includes Eastern Park, the Western Wedge, the waterfront including immediate bay area, the retail and commercial core and surrounding transitional areas to residential areas. This area was selected because it takes in the key land uses and activities that define Central Geelong, and it is the focus of Geelong's business, cultural and educational, and leisure activities.



CENTRAL GEELONG SUBJECT AREA

COMMITTEE TERMS OF REFERENCE



Central Geelong Task Force Special Committee	Document No:	
	Approval Date:	11 February 2014
	Approved By:	Council
	Review Date:	30 June 2018
Responsible Officer: General Manager, Projects, Recreation & Central Geelong	Version No:	00
Authorising Officer:	Chief Executive Officer	

1. OBJECTIVES

The Central Geelong Task Force Special Committee will advise the Central Geelong Task Force in the **implementation** of the Central Geelong Action Plan which is focused on making Central Geelong the premier mixed use activity hub for Geelong and the region.

In particular, the Central Geelong Task Force Special Committee will:

1. Oversee the **implementation** of the Central Geelong Action Plan consistent with the principles of the Action Plan;
2. **Provide advice on key strategic policy and statutory processes relating to central Geelong including making decisions of major planning permit applications referred to it by Council or the Task Force manager;**
3. Oversee the development of business incentives and programs that could be considered to support Central Geelong development; and
4. Identify events and activities to bring more vitality to Central Geelong.

2. TERMS OF REFERENCE

2.1. Expected / Definite life of the Committee

- **Committee members appointed from the date as determined by Council will be appointed until 30 June 2018 to coincide with the short term actions timeframe identified in the Central Geelong Action Plan or other period as determined by the Council.**

2.2. Constituency of the Committee

- The Special Committee shall consist of up to eight (8) persons. The Committee will comprise:
 - Mayor;
 - Brownbill Ward Councillor;
 - CEO;
 - Up to five (5) external independent experts in one or more of the following fields: business and investment, development feasibility, planning, marketing and promotions, and place making.
- A vacancy for a member (not being a Councillor) may occur upon their resignation, death, failure to attend without cause three consecutive meetings, or by removal by resolution of the Council.
- The Special Committee may establish **Priority Action Advisory Committees**, informal sub-committees or working groups comprising Special Committee members or other persons to assist in fulfilling its responsibilities and functions.
- Councillors not appointed to the Special Committee will be invited to attend in an observer capacity.
- The Special Committee may invite other observers as it sees fit.
- The person heading the Task Force will attend the Committee as an advisor.

2.3. Authority of the Committee

- The Council endorses the establishment and function of the Committee as a Section 86 Special Committee of Council. The powers, duties and functions of the Committee are as described in the sealed Instrument of Delegation. The Committee will have the ability to develop procedures as required to perform its assignment.

2.4. Appointment to the Committee

- It is proposed that the Council would invite relevant organisations to nominate a member or members to the Committee. The nominees will be appointed to the Committee by resolution of the Council.

2.5. Special Committee Responsibilities and Functions

- The Special Committee will be responsible for:
 - Overseeing the **implementation** of the Central Geelong Action Plan;
 - Overseeing the development of business incentives and programs that could be considered to support Central Geelong development; and
 - Identifying events and activities to bring more vitality to Central Geelong.

- The Special Committee must work with Enterprise Geelong and Central Geelong Marketing to align efforts and activities.
- The Special Committee may establish Priority Action Advisory Committees which comprise membership from a mix of external and City of Greater Geelong representatives from related areas of expertise and service delivery, a Task Force Special Committee independent expert, Enterprise Geelong and Central Geelong Marketing and other stakeholders including agencies, public and private sector stakeholders as appropriate to:
 - Guide and inform the implementation of priority actions identified in the Central Geelong Action Plan;
 - Inform policy and strategy development, provide feedback on suggestions and comments or identify collaborative actions;
 - Respect any confidentiality requirements.

2.6. Obligations of Special Committee Members

- Special Committee Members, in performing their duties, shall:
 - Act in accordance with Council's Values.
 - Act honestly and in good faith.
 - Participate in the work of the Special Committee.
 - Perform their duties in a manner that public trust in the integrity, objectivity, and impartiality of the Special Committee is conserved and enhanced.
 - Exercise the care, diligence and skill that would be expected of a reasonable person in comparable circumstances.
 - Comply with the Terms of Reference of the Special Committee.
 - Comply with Council's Code of Conduct.
 - Appoint a committee chairperson from either the mayor or ward councillor.

2.7. Conflicts of Interest

- In the event of a conflict of interest arising for any member of the Special Committee, the conflict must be immediately declared and the member must leave the room and abstain from any discussion or decision making regarding the matter.

2.8. Meetings and Minutes

- The Special Committee will establish its own schedule of meeting which it will provide to the Council. It is anticipated that the Committee will meet determine its own meeting pattern, although it is expected to meet no less than six (6) times per year. Special Committee members must be either physically present at the meeting or participate in the meeting through pre-arranged technologies.

- Meetings of the Special Committee shall be called by the Chairperson with notice of the meeting being forwarded to members with an agenda with at least seven (7) day's notice.
- In the absence of the Chairperson at a meeting, the Special Committee will elect a Chairperson from the members present to chair that meeting.
- The quorum for meetings shall be as shown in the following table.

Number of Members appointed	Quorum
8	5
7	4
6	4

- If the Committee decides to record a vote, the Chairperson will have a casting vote, as well as an original vote.
- Special Committee meeting minutes are to be approved for distribution by the Chairperson and confirmed at the next Meeting of the Special Committee. The Minutes will be distributed to Special Committee members, Councillors, Council's Executive Management Team and available on Council's website for general access. As per normal Council procedures, any items of a commercial in-confidence nature will be excluded from the publicly available minutes.

2.9. Reports

- Advice and recommendations of the Special Committee relating to specific Council projects and policies will be reported to Council as part of the project reporting process.
- Any other matters identified by the Special Committee that require a separate decision of Council will be reported to Council by the Central Geelong Task Force Manager through the CEO.
- The Special Committee shall submit a report of its activities to the Council at least annually.

2.10. Media Communication

- Media communication will be managed through the Council's Media Unit, unless the CEO authorises another person to be spokesperson on an issue.

2.11. Evaluation and Review

- A review of the Central Geelong Task Force Special Committee will be undertaken every two years to ensure that the purpose, membership and operation of the Committee is current and to make appropriate changes if required.

2.12. Remuneration and Expenses

- The reasonable sitting and attendance expenses of the external independent experts will be paid with prior approval of Council's nominated officer. These expenses must relate directly to tasks completed for the Special Committee business.

- No member of the Special Committee will incur any expenses in relationship to his or her activities as a member of the Special Committee, without prior approval.

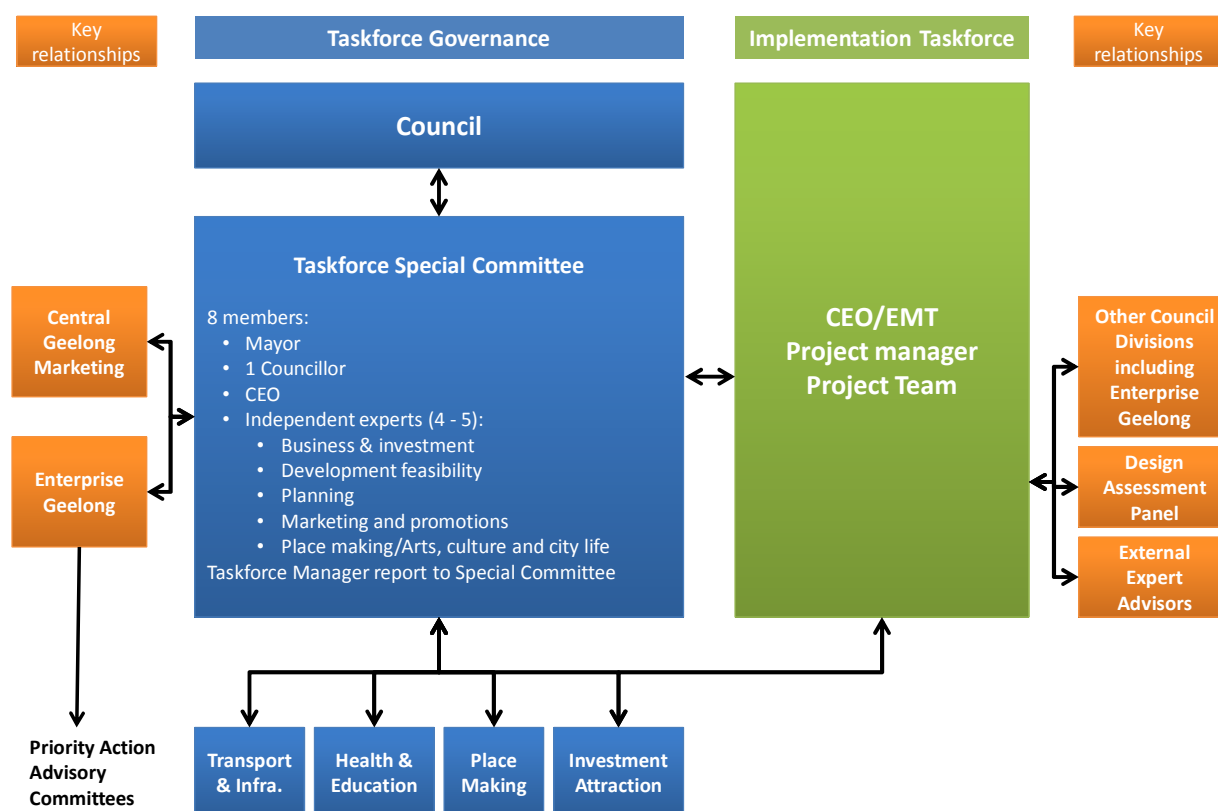
3. QUALITY RECORDS

Quality Records shall be retained for at least the period shown below.

Record	Retention/Disposal Responsibility	Retention Period	Location

4. ATTACHMENTS

- Organisation Structure



Instrument of Delegation

Greater Geelong City Council Instrument of Delegation Central Geelong Task Force Special Committee

Greater Geelong City Council (**Council**) delegates to the special committee established by resolution of Council and known as the “Central Geelong Task Force Special Committee” (**The Committee**), the powers and functions set out in the Schedule, and declares that:

1. this Instrument of Delegation is authorised by a resolution of Council passed on **28 January 2014**.
2. the delegation:
 - 2.1 comes into force immediately the common seal of Council is affixed to this Instrument of Delegation; and
 - 2.2 is to be exercised in accordance with the Guidelines set out in the Schedule and any further guidelines or policies which Council from time to time adopts; and
3. **all appointed members** the Committee will have voting rights.

THE COMMON SEAL of GREATER)
GEELONG CITY COUNCIL was)
Affixed hereto in the presence of:)

.....
Mayor

.....
Chief Executive Officer

Powers and functions

To exercise Council's functions and powers and to perform Council's duties in relation to:

- a) the implementation of the short term actions as identified in the adopted Central Geelong Action Plan to the extent delegated by the Council

and for those purposes:

- a) To enter into contracts, and to incur expenditure within the budget that may be allocated by the Council;
- b) To make recommendations to the Chief Executive Officer or Council for funding or to enter into multi-year contracts;
- c) To exercise its functions duties and powers within the financial parameters set out in the budget that may be allocated by the Council;
- d) For planning permit applications referred to it, exercise the powers or functions of the Council as the planning authority and responsible authority under Section 61 of the Planning and Environment Act 1987; and
- e) To do all things necessary or convenient to be done for or in connection with the performance of those functions, duties and powers.

Exceptions, conditions and limitations

The Committee is not authorised by this Instrument to:

- a) exercise the powers or functions which, by force of section 86(4) of the Act cannot be delegated;
- b) exercise the powers or functions of the Council as the planning authority and responsible authority under the Planning and Environment Act 1987 not delegated above;
- c) determine an issue, take an action or do a thing which is already the subject of exclusive delegation to another Committee; or
- d) Enter into contracts related to the sale, exchange, transfer or lease of land.

Guidelines

The powers, duties and functions set out in the Instrument are delegated to the Committee. This means that the Committee can only act under delegation when sitting in a formally constituted meeting.

This means that a meeting must be called and conducted in a manner that complies with the provisions of the Act and with the Council's meeting procedures local law.

This Committee cannot exercise its delegated powers when gathered outside the formal meeting structure as described above. For example, an informal coming together of members could not resolve to act under delegation.

Similarly the delegations do not extend to individual members of the Committee.

The Committee must not exercise its delegated powers unless it has first been the item of business on an agenda for transaction at a meeting of the Committee.

All delegations must be read in conjunction with this document and any policies and guidelines that may be adopted by the Council from time to time.

The Committee must report to Council in writing every 6 months.

4. COUNCILLOR PORTFOLIOS 2014-15

Portfolio:	Governance - Cr Lyons (Mayor)
Source	Corporate Services - Administration and Governance
General Manager:	Jeff Wall
Index Reference	Subject: Councillor issues

Purpose

To assign portfolio responsibilities to individual Councillors for 2014-15.

Summary

- The allocation of portfolio responsibilities has evolved over a period of time, reflecting the changing structure of the Council and the focus of individual councillors.
- It continues to be an effective and efficient approach for the City, given the size and complexity of the municipality.
- The Mayor, as the elected leader, retains overall responsibility as spokesperson on behalf of Council.

Cr Harwood moved, Cr Heagney seconded -

That Council adopts the portfolio structure set out in Appendix 4-1.

Carried.

Background

Portfolio responsibility provides the Council with the benefit of having individual Councillors who are kept well informed on issues relating to their portfolios.

Consequently, the portfolio holder is generally in a better position to provide leadership and direction on policy development and strategic planning in their area of responsibility.

The portfolio role includes:

- Informing the Mayor and Council on matters relating to their particular portfolio.
- Being informed of policy development positions to put to the various decision-making bodies and any policy reviews.
- Assisting other elected representatives to develop an understanding of matters being considered by Council and enabling the Portfolio Councillor to lead discussions on relevant items.
- Facilitating the briefing of other Councillors in specialist areas within the portfolio.

The portfolio system has evolved over a period of time, reflecting the changing structure of the council and the focus of individual councillors. Proposed portfolios for 2014-15 are set out in Appendix 3-1.

Discussion

The Mayor, as the elected leader, retains overall responsibility as spokesperson on behalf of the Council. The allocation of portfolios enables councillors to provide leadership and direction on policy development and strategic planning in their area of responsibility, and to act as spokesperson on portfolio issues.

4. COUNCILLOR PORTFOLIOS 2014-15 (CONT'D)

The portfolio system is reliant on portfolio holders providing adequate advice to fellow councillors informally, or by presenting information through Councillor Briefings. Close liaison should also be maintained between the portfolio councillor and ward councillors in circumstances where portfolio issues specifically impact on a particular ward.

Environmental Implications

The assignment of a portfolio to individual councillors is seen to provide the most effective means for the Council to be more aware of the environmental issues being considered by Council.

Financial Implications

There are no financial implications arising from this report.

Policy/Legal/Statutory Implications

The portfolio structure is reviewed annually and has served Council well to date.

Alignment to City Plan

All portfolios directly align with City Plan objectives of Community Wellbeing, Growing the Economy, Sustainable and Built Environment, and How we do Business.

Officer Direct or Indirect Interest

Not applicable.

Risk Assessment

No significant risks are anticipated. Portfolio holders should always confirm the accuracy of any information before commenting to the media. Councillors are encouraged to consult with the Chief Executive Officer or relevant General Manager for clarification.

Social Considerations

The assignment of a portfolio to individual councillors is considered to provide the most effective means for the Council to be more aware of the community needs considered by Council and adopted by City Plan.

Human Rights Charter

No human rights are impacted by the contents of this report. Most portfolios align with the principles of the Human Rights Charter.

Consultation and Communication

Once Council has decided on its preferred position, an appropriate communication action will be developed and implemented.

Appendix 4-1

Current Portfolios 2014 – 2015

PORTFOLIO	MAJOR COMMITTEE LINKS
Aboriginal Affairs Cr Eddy Kontelj Cr Kylie Fisher	
Arts & Culture Cr Andy Richards	• Geelong Art Gallery • Community Arts & Festivals Committee • G21 Arts & Culture Pillar
Central Geelong Cr Michelle Heagney	• Central Geelong Looking Forward Committee – CBD Task Force
Coastal Communities Cr Lindsay Ellis	• Bayside Association Municipalities
Community Development Cr Kylie Fisher	• Disability Advisory Committee
Community Safety Cr Jan Farrell	• Geelong Safety Committee • Geelong Drug Action Plan Committee • Graffiti Reference Group
Youth Cr Jan Farrell	• Courthouse Youth Arts Inc.
Enterprise Geelong Cr Bruce Harwood Knowledge Economy & Education * Cr Rod Macdonald Primary Industries as part of Enterprise Geelong *Linked to Enterprise Geelong	• G21 Economic Development Pillar • Enterprise Geelong Advisory Board
Environment & Sustainability Cr Andy Richards	• Barwon & Moorabool Rivers Reserves Advisory Committee • G21 Environment Pillar • Waste Strategy Project Control Group
Finance Cr Stretch Kontelj Cr Eddy Kontelj Cr Darryn Lyons	• Audit Advisory Committee
G21 Geelong Region Alliance Cr Darryn Lyons, Mayor	• G21 – Geelong Region Alliance Board
Governance Cr Darryn Lyons, Mayor	
Heritage Cr Tony Ansett	• Geelong Heritage Centre
Infrastructure, Parks and Gardens Cr Lindsay Ellis	• Disability Street Access Committee

Appendix 4-1

Current Portfolios 2014 - 2015

PORTFOLIO	MAJOR COMMITTEE LINKS
Major Events Cr Ron Nelson	Geelong Major Events Committee
Major Projects Cr Rod Macdonald	Geelong Convention & Exhibition – Project Steering Group
Multicultural Affairs Cr Eddy Kontelj	Multicultural Action Plan Advisory Committee
Planning Cr Michelle Heagney	- Development Hearing Panel - G21 Planning Pillar
Regional Cities Cr Darryn Lyons, Mayor	- Regional Cities Victoria - Regional Capitals Australia - Capital Cities Lord Mayors
Rural Communities Cr Tony Ansett	
Sport & Recreation Cr John Irvine	Kardinia Park Steering Committee
Tourism Cr Ron Nelson	Geelong Otway Tourism
Transport Cr Andy Richards	- G21 Transport Pillar - Regional Rail Link Community Reference Group
Women in Community Life Cr Jan Farrell	Women in Community Life Advisory Committee

5. COMMITTEE REPRESENTATION 2014-15

Portfolio:	Governance - Cr Lyons (Mayor)
Source	Corporate Services - Administration and Governance
General Manager:	Jeff Wall
Index Reference	Subject: Councillor Issues

Purpose

To appoint Councillors to act as Council's representative on various committees for 2014/15.

Summary

- Council maintains relationships with a number of organisations and operates committees that provide Council with an important link for the purpose of improving the social, environmental and financial wellbeing of our community.
- On an annual basis, the Mayor will appoint councillors to represent Council on various committees.

Cr Harwood moved, Cr E Kontelj seconded -

That Council endorses the Committee appointments as set out in Appendix 5-1.

Carried.

Background

This report lists organisations and committees to which the Mayor appoints nominated Councillor representatives.

The list in Appendix 5-1 is divided into internal and external appointments.

Discussion

It is important for councillors to understand that the roles and responsibilities may vary depending on the position for which they are being nominated.

External Legal Entities – Where a Councillor or an Officer is nominated to the Board of a separate legal entity, the nominee takes on fiduciary responsibilities in accordance with the Corporations Act, and they are required to act in the best interests of that company or entity. Such responsibilities can raise issues that relate to:

- Conflicts of Interest;
- Confidentiality of information;
- Personal Liabilities, etc.

Council Advisory Committee – There is no formal decision making that can be made in an advisory capacity on behalf of Council, but rather, recommendations arising from the deliberations of the committee may come to Council for consideration and final adoption. The Appendix to this report outlines the proposed appointments to internal and external committees and organisations.

5. COMMITTEE REPRESENTATION 2014-15 (CONT'D)

Environmental Implications

Nominations to a number of organisations provide a link to the community to enhance the management of the region's environment.

Financial Implications

Funding arrangements (where in place) are provided within Council's budget parameters. There are no specific implications in appointing representatives to the various committees.

Policy/Legal/Statutory Implications

Mayoral appointment of representatives to committees and external organisations are reviewed annually.

Special Committee (s86) Meetings are open to the public, except where matters of a confidential nature, as prescribed by the Act, are to be considered. These committees may be delegated various responsibilities by the Council, including the expenditure of monies and entering into contracts.

Advisory Committees are formed to provide advice to Council on various matters. They do not have the authority to act on behalf of the Council. They may be appointed for a short term task or on an ongoing basis. Records of meetings are kept, along with declarations of interest, and such records are publicly available.

External Committees are not administered by Council.

Alignment to City Plan

All committee appointments align with City Plan objectives of Community Wellbeing, Growing the Economy, Sustainable and Built Environment, and How we do Business.

Officer Direct or Indirect Interest

Not applicable.

Risk Assessment

Depending on the nature of the relationship, the risks to Councillors and officers can relate to matters of:

- Directors and Officers Liability Insurance;
- Conflicts of Interest;
- Confidentiality of Information;
- Adherence to the required governance proceedings, etc.

Social Considerations

Nomination to these organisations maintains an important link into the community for the purpose of identifying and responding to the social needs of the community.

Human Rights Charter

No human rights are impacted by the contents of this report. Appointment to Committees will generally align with the principles of the Human Rights Charter.

5. COMMITTEE REPRESENTATION 2014-2015 (CONT'D)

Consultation and Communication

Once council has decided on its preferred position, an appropriate communication action will be developed and implemented.

Committee Representation 2014-2015

NAME	COMMENT	EXISTING BASIS OF APPOINTMENT	REPRESENTATIVE 2014/2015	SUBSTITUTE 2014/2015
<i>Advisory Committees to Council</i>				
Audit Advisory Committee	Established by Council	3 Councillors	Cr D Lyons, Mayor Cr S Kontelj Cr J Farrell	
Barwon and Moorabool River Reserves Advisory Committee	Established by Council	Councillor	Cr A Richards	
Bellarine Rail Trail Advisory Committee	Established by Council	1 Councillor	Cr R Macdonald	Cr L Ellis
Community Arts & Festivals Assessment Committee	Established by Council	Mayor Portfolio Arts & Culture Portfolio Education 2 Councillors	Cr D Lyons, Mayor Cr E Kontelj Cr J Farrell Cr A Richards Cr M Heagney + Open	
Disability Advisory Committee	Established by Council	1 Councillor	Cr K Fisher	Open
Disability Street Access Advisory Committee	Established by Council	1 Councillor	Cr L Ellis	
Enterprise Geelong Advisory Board	Established by Council	2 Councillors	Cr D Lyons, Mayor Cr B Harwood	
Fort Advisory	Established by Council	1 Councillor	Cr K Fisher	
Future Proofing Geelong Sustainability Covenant Advisory Board	Established by Council	Mayor + 3 Councillors	Cr D Lyons, Mayor Cr B Harwood Cr R Macdonald Cr A Richards	
Geelong Convention & Exhibition Centre Proposal Project Steering Group	Established by Council	Mayor Portfolio Enterprise Geelong Portfolio Major Projects Ward Councillor & Arts and Culture Portfolio	Cr D Lyons, Mayor Cr B Harwood Cr R Macdonald Cr M Heagney Cr A Richards	
Geelong Gambling Advisory Committee	Established by Council	1 Councillor	Cr J Farrell	
Geelong-East Timor Friendship Committee	Established by Council	1 Councillor	Cr A Richards	Cr E Kontelj
Geelong Library & Heritage Project Control Group	Established by Council	Mayor GRLC Councillor Portfolio Major Projects Portfolio Arts & Culture Ward Councillor	Cr D Lyons, Mayor Cr A Richards Cr R Macdonald Cr M Heagney	Cr Harwood

NAME	COMMENT	EXISTING BASIS OF APPOINTMENT	REPRESENTATIVE 2014/2015	SUBSTITUTE 2014/2015
Geelong Drug Action Plan Committee	Established by Council	Councillor	Cr J Farrell	Cr K Fisher
Geelong Heritage Centre Advisory Committee	Established by Council	1 Councillor	Cr T Ansett	
Graffiti Reference Group	Established by Council	2 Councillors	Cr K Fisher Cr J Farrell	
Kardinia Park Steering Committee	Established by Council	1 Councillor	Cr J Irvine	
Multicultural Action Plan Advisory Committee		1 Councillor	Cr E Kontelj	
Municipal Emergency Management Planning Committee	Established by Council	2 Councillors	Cr R Nelson Cr J Irvine	
Old Geelong Gaol Reference Group	Established by Council	3 Councillors	Cr S Kontelj Cr T Ansett Cr M Heagney	
Property Strategy Advisory Committee	Established by Council	All Councillors Quorum of 3	All Councillors Quorum of 3	
Submissions Review Panel	Established by Council	Nominated Chair	Cr M Heagney + 2 Councillors	
Waste Strategy Project Control Group	Established by Council	Councillors	Cr A Richards (Chair) Cr E Kontelj Cr L Ellis	
Water Taskforce	Established by Council	Up to 4 Councillors	Cr A Richards	
Women In Community Life Advisory Committee	Established by Council	1 Councillor	Cr J Farrell	
Yarra Street Pier Reconstruction Project	Established by Council	1 Councillor	Cr D Lyons, Mayor	
<i>Council Committees of Management</i>				
Bellarine Multi Arts Facility (Potato Shed)	Established as Committee of Council under s86 Local Govt Act	1 Councillor	Cr J Farrell	
Central Geelong Marketing Committee	Established as Committee of Council under s86 Local Govt Act	1 Councillor	Cr M Heagney	
Central Geelong Taskforce Special Committee	Established as Committee of Council under s86 Local Govt Act	Ward Councillor	Cr M Heagney	
Planning Committee	Established under Local Govt and Planning & Environment Acts	All Councillors inc. Planning Portfolio as Chair. Quorum of 7	Cr M Heagney (Chair) All Councillors Quorum of 7	
Development Hearing Panel (Officer Panel inc. 1 Councillor)	Established under Local Govt and Planning & Environment Acts	1 Councillor Rotating monthly	Cr M Heagney + Councillors (rotated monthly)	

NAME	COMMENT	EXISTING BASIS OF APPOINTMENT	REPRESENTATIVE 2014/2015	SUBSTITUTE 2014/2015
Geelong Major Events	Established as Committee of Council under s86 Local Govt Act	Mayor Up to 3 other Councillors <i>Chair – Portfolio Holder – Major Events</i>	Cr R Nelson (Chair) Cr K Fisher Cr B Harwood Cr D Lyons, Mayor	Cr J Irvine
Performance Review Committee – CEO (Council Meeting 27 May 2008)	Established as Committee of Council under s86 Local Govt Act	Mayor 2 Councillors	Cr D Lyons, Mayor + 2	
Statutory Entities				
Barwon Regional Waste Management Group	Established under Environment Protection Act	Director Director Director	Cr E Kontelj Cr L Ellis Cr A Richards	
Geelong Regional Library Corporation	Established under s196 Local Govt Act	4 Board Members	Cr R Macdonald Cr A Richards Cr L Ellis Cr J Irvine	Cr M Heagney GM Community Services, Manager Arts & Culture
Incorporated Association (Directorship)				
Geelong Art Gallery	Regional Focus	1 Director	Cr A Richards	Cr D Lyons, Mayor
Geelong Otway Tourism (in transition to Tourism Greater Geelong and Bellarine)	Regional Focus	1 Councillor	Cr R Nelson	Cr B Harwood
Geelong Regional Alliance G21	Company Limited by Guarantee - Regional Focus	1 Council Representative	Cr D Lyons, Mayor CEO	
Geelong Regional Alliance G21 Transport Pillar	Company Limited by Guarantee – Regional Focus	1 Councillor	Cr A Richards	Cr K Fisher
Geelong Regional Alliance G21 Environment Pillar	Established by G21	1 Councillor	Cr A Richards	Open
G21 Water Taskforce	Established by G21	1 Councillor	Cr A Richards	Open
G21 Arts & Culture Pillar	Established by G21	1 Councillor	Cr A Richards	Open
G21 Economic Pillar	Established by G21	1 Councillor	Cr B Harwood	Cr D Lyons, Mayor
G21 Planning Pillar	Established by G21	1 Councillor	Cr M Heagney	Cr E Kontelj

NAME	COMMENT	EXISTING BASIS OF APPOINTMENT	REPRESENTATIVE 2014/2015	SUBSTITUTE 2014/2015
G21 Health & Wellbeing Pillar	Established by G21	1 Councillor	Cr K Fisher	Cr D Lyons, Mayor
<i>Incorporated Association (Membership)</i>				
Municipal Association of Victoria	Local Govt Peak Body	Councillor 1 Substitute	Cr A Richards	Cr D Lyons, Mayor
Victorian Local Governance Association	Local Govt Peak Body	1 Councillor	Cr R Nelson	Cr D Lyons, Mayor
Courthouse Youth Arts	External body		Cr J Farrell	Cr A Richards
<i>Unincorporated Association (Informal Network)</i>				
Association of Bayside Municipalities	Council interest group	1 Councillor	Cr L Ellis	Cr A Richards
<i>Advisory – External Organisation</i>				
Barwon South West Regional Advisory Committee (Multiculturalism)	Established by Victorian Multicultural Commission	3 Councillors from Local Government in region	Cr E Kontelj	
Capital Cities Lord Mayors	External body	Mayor	Cr D Lyons, Mayor	
Corio Norlane Development Advisory Committee	Collaboration between Dept Human Services, Office of Housing and CoGG	1 Councillor	Cr K Fisher	Cr T Ansett GM Community Services
Geelong Safety Committee	Collaboration with Police as advisory	2 Councillors	Cr J Farrell Cr K Fisher	Cr D Lyons, Mayor
Information Communication Technology Geelong Limited	Registered Company	1 Councillor	Cr R Macdonald	
MAV Arts & Cultural Advisory	External body	1 Councillor	Cr A Richards	
Municipal Fire Management Committee	Reports to Municipal Emergency Management Planning Committee	1 Councillor	Cr J Irvine or Cr R Nelson	
Regional Capitals Australia	Advocacy group	Mayor & CEO	Cr D Lyons, Mayor CEO	
Regional Cities Victoria	Advocacy group	Mayor & CEO	Cr D Lyons, Mayor CEO	
Regional Rail Link Community Reference Group	Established by State Govt	Portfolio Councillor	Cr A Richards	
Shell Community Advisory Panel	Established by Shell as advisory	1 Councillor	Cr K Fisher	Cr T Ansett
Terminals Geelong Community Engagement Committee	External body	1 Councillor	Cr T Ansett	

6. VICTORIAN WASTE AND RESOURCE RECOVERY POLICY - DRAFT STATEWIDE WASTE AND RESOURCE RECOVERY INFRASTRUCTURE PLAN

Portfolio:	Environment and Sustainability - Cr Richards
Source	City Services - Waste Services
General Manager:	Gary Van Driel
Index Reference	Subject: Waste Management

Purpose

To inform Council of the release of the Getting Full Value – Victorian Waste and Resource Recovery Policy - Draft Statewide Waste and Resource Recovery Infrastructure Plan and to provide feedback to Sustainability Victoria.

Summary

- In April this year the State Government released the Getting Full Value – Victorian Waste and Resource Recovery Policy (VWRR Policy) that included a commitment to a Minister's Advisory Committee Review (MAC Review) into the governance of state waste management authorities and to the preparation of a Statewide Waste and Resource Recovery Infrastructure Plan (SWRR Infrastructure Plan).
- The outcomes of the MAC Review were released in August and reported to Council on 24 September.
- A draft SWRR Infrastructure Plan was released on 27 September for consultation with comment being invited up until 6 December, 2013. A series of workshops have been conducted throughout the state with the Geelong workshop on 18 October attended by Council representatives.
- The draft SWRR Infrastructure Plan supports cross regional movement of waste materials to maximise economies of scale in waste processing coupled with the promotion of joint procurement by local government and acknowledging the need to identify and secure important waste management sites based on the hub and spoke concept, as promoted in the VWRR Policy.
- It is considered that, while this draft SWRR Infrastructure Plan provides a comprehensive inventory of the state's waste infrastructure, it does not provide sufficient strategic direction that a Council or any private sector investor could rely upon.
- Therefore, while it is considered that the draft SWRR Infrastructure Plan constitutes one of the necessary building blocks to establish a statewide integrated waste and resource recovery framework, as proposed by the VWRR Policy, what is now required is significant work to identify statewide strategic and operational opportunities to enable implementation of systems to meet the objectives of this Plan and the VWRR Policy.
- It is therefore recommended that Council provide feedback to Sustainability Victoria that it acknowledges the preparation of the draft SWRR Infrastructure Plan as identification of existing waste and resource recovery infrastructure as part of the process of establishing a statewide integrated waste and resource recovery framework, however, it believes that further work is required to provide statewide strategic direction before Council could embark on any major waste and resource recovery investment.

6. VICTORIAN WASTE AND RESOURCE RECOVERY POLICY - DRAFT STATEWIDE WASTE AND RESOURCE RECOVERY INFRASTRUCTURE PLAN (CONT'D)

Cr Richards moved, Cr E Kontelj seconded -

That Council advise Sustainability Victoria that it:

- 1) supports the preparation of the Statewide Waste and Resource Recovery Infrastructure Plan as an essential part of a statewide integrated waste and resource recovery strategic framework;**
- 2) considers that further work is required so that this framework may provide sufficient direction for Council to invest in future waste management services and infrastructure to meet the objectives of the Victorian Waste and Resource Recovery Policy, and**
- 3) again offers to assist in the development of this framework to the extent that it is able.**

Carried.

Background

In April this year the state government released the Getting Full Value – Victorian Waste and Resource Recovery Policy (VWRR Policy) that included a commitment to a Minister's Advisory Committee Review (MAC Review) into the governance of state waste management authorities and to the preparation of a Statewide Waste and Resource Recovery Infrastructure Plan (SWRR Infrastructure Plan).

The outcomes of the MAC Review were released in August and reported to Council on 23 September.

A draft SWRR Infrastructure Plan was released on 27 September for consultation, with comment being invited up until 6 December 2013. A series of workshops have been conducted throughout the State with the Geelong workshop on 18 October attended by Council representatives.

The draft SWRR Infrastructure Plan has as its goals to:

- facilitate efficient markets by consolidating material streams to establish economies of scale that attract industry investment
- maximise the recovery of valuable resources from waste streams
- support the *Getting Full Value* action to facilitate the long term purpose of landfills to only receive treated residual waste
- provide industry, local government, metropolitan and regional WMGs and other government agencies with the information and guidance to inform planning at the state, regional and local levels.

The documentation supporting the draft SWRR Infrastructure Plan states that it will *'provide the evidence base to enable integrated planning for waste and resource recovery needs across the state. It will be the portal to facilitating investment and supporting planning and best practice procurement. Once completed it will:*

- a. provide an analysis of current and anticipated trends in the sources of waste, composition of waste streams and levels of resource recovery*
- b. provide an analysis of the current infrastructure for waste treatment and resource recovery and anticipated future processing needs*

6. VICTORIAN WASTE AND RESOURCE RECOVERY POLICY - DRAFT STATEWIDE WASTE AND RESOURCE RECOVERY INFRASTRUCTURE PLAN (CONT'D)

- c. provide a strategic economic assessment of the options for waste and resource recovery infrastructure across Victoria and identify gaps in infrastructure capacity and priority areas for development and investment*
- d. investigate and encourage co-location of new waste and resource recovery infrastructure with similar activities such as waste water treatment and other industrial precincts*
- e. consider of transport impacts arising from the movement of waste and materials*
- f. provide information regarding key infrastructure that requires protection from encroachment*
- g. provide clear guidance to local governments, WMGs, the waste industry and relevant Victorian Government agencies regarding the above, and*
- h. provide an evidence base for future targeting of government funding and investments.'*

The draft SWRR Infrastructure Plan also supports cross regional movement of waste materials to maximise economies of scale in waste processing coupled with the promotion of joint procurement by local government with the acknowledgement of the need to identify and secure important waste management sites based on the hub and spoke concept, as promoted in the VWRR Policy.

The SWRR Infrastructure Plan will become the strategic waste management document that will inform the preparation of regional waste and resource recovery plans that will be legislated to form the overriding waste planning framework within which local government will be expected to provide its waste management services.

The SWRR Infrastructure Plan identifies the following facilities and locations within the City of Greater Geelong as of statewide importance in the context that without them it would be difficult to manage the state's waste management and resource recovery system and to meet the objectives of the VWRR Policy:

- Drysdale Landfill
- Fyansford Landfill
- Point Henry precinct (resource recovery, processing and waste transfer), and
- Barro Group Quarries, Point Wilson (green organics receipt for site rehabilitation)

Discussion

It is considered that, while the draft SWRR Infrastructure Plan provides a comprehensive inventory of the state's existing waste infrastructure and to some degree identifies gaps, it does not provide sufficient strategic direction that a Council or any private sector investor could rely upon.

For instance, while the VWRR Policy and draft SWRR Infrastructure Plan identify the critical need to address the processing of organics (both green and food) neither of these documents provide any direction in how this may be achieved. Council has considerable experience in attempting to establish organics processing and has come to the conclusion that this will only occur within a statewide strategic framework.

6. VICTORIAN WASTE AND RESOURCE RECOVERY POLICY - DRAFT STATEWIDE WASTE AND RESOURCE RECOVERY INFRASTRUCTURE PLAN (CONT'D)

A further instance that highlights the need for a statewide framework is that the draft SWRR Infrastructure Plan identifies the potential for cross regional movement of waste materials to exploit economies of scale and promotes joint procurement of services and infrastructure by local government. This would be best achieved within a statewide plan that links the potential materials feedstock with infrastructure across the state.

Therefore, within this context it is considered that the draft SWRR Infrastructure Plan constitutes one of the necessary building blocks to establish a statewide integrated waste and resource recovery framework, as proposed by the VWRR Policy. However, what is now required is significant further work to identify strategic direction and operational opportunities to enable development of future waste and resource recovery services and associated infrastructure that will facilitate implementation of systems to meet the objectives of the VWRR Policy.

It should be acknowledged that the draft SWRR Infrastructure Plan does refer to the development of a Statewide Organics Strategy and a Statewide Market Development Strategy under Section 1.9 Implementation. It is hoped that these two strategies will provide this direction and, as a major regional centre with some experience in seeking solutions to organics processing, Council should make itself available to assist in the development of these strategies, to the extent that it is able. This is consistent with Council's position throughout the development of the VWRR Policy and its associated documents to date.

It is also considered that this next phase of work is required to assist councils across the State to 'buy in' to the transition to the new regional waste management groups structure, as proposed by the MAC Review, and will be an essential prerequisite to the preparation of new regional waste management plans.

The full draft SWRR Infrastructure Plan may be viewed at:
<http://www.sustainability.vic.gov.au/en/Our-Priorities/Integrated-Waste-Management/Waste-strategy-statewide-planning/Statewide-Waste-and-Resource-Recovery-Infrastructure-Plan>

It is therefore recommended that Council advise Sustainability Victoria that it acknowledges the preparation of the draft SWRR Infrastructure Plan as an identification of waste and resource recovery infrastructure as part of the process of establishing a statewide integrated waste and resource recovery framework. However, it believes that the development of a strategic and operational direction is required before Council could embark on any major waste and resource recovery investment.

Environmental Implications

Within the context of best practice waste management support for the objectives of the SWRR Infrastructure Plan will contribute to a better environment. The SWRR Infrastructure Plan and any further work that provides additional strategic and operational direction will further enhance the environmental outcomes.

Financial Implications

There are no immediate financial implications.

**6. VICTORIAN WASTE AND RESOURCE RECOVERY POLICY - DRAFT
STATEWIDE WASTE AND RESOURCE RECOVERY INFRASTRUCTURE
PLAN (CONT'D)**

The Getting Full Value – Victorian Waste and Resource Recovery Policy and its supporting documents are intended to provide strategic direction for the development of waste services and infrastructure within a thirty year vision and a ten year plan. Both acknowledge that the development of these services and infrastructure must meet the needs of the local community and be within the financial capacity of that community.

Policy/Legal/Statutory Implications

The VWRR Policy and its supporting documents establish the future direction of waste management at state and regional levels and will become legislated documents and therefore establish the parameters for how councils across the state will manage their waste.

Alignment to City Plan

Council has formally adopted the following position with regards to the next five year period in waste management:

‘the City will focus upon the consolidation of its existing waste services while observing and positioning itself to take advantage of opportunities to process additional waste materials should proven means of processing be identified.’

The VWRR Policy and supporting documents form part of the strategic framework within which it may consolidate and improve its existing services and more specifically will identify the opportunities for further waste processing within a supported policy and strategic framework.

Officer Direct or Indirect Interest

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

Risk Assessment

There are no notable risks associated with the implementation of the recommendation included in this report.

Social Considerations

There are no impacts on the community well being as a result of the recommendations in this report.

Human Rights Charter

There are no human rights issues as a result of the recommendations in this report.

**6. VICTORIAN WASTE AND RESOURCE RECOVERY POLICY - DRAFT
STATEWIDE WASTE AND RESOURCE RECOVERY INFRASTRUCTURE
PLAN (CONT'D)**

Consultation and Communication

The recommendations of this report propose that Sustainability Victoria advised that Council:

- supports the preparation of the SWRR Infrastructure Plan as one essential part of a statewide integrated waste and resource recovery strategic framework;
- considers that further work is required to establish this framework so that it may provide sufficient direction for Council to invest in future waste management services and infrastructure to meet the objectives of the VWRR Policy, and
- again offers to assist in the development of this framework to the extent that it is able.

7. MUNICIPAL EARLY YEARS PLAN 2013-2017

Portfolio:	Community Development - Cr Fisher
Source	Community Services – Family Services
General Manager:	Jenny McMahon
Index Reference	Subject: Municipal Early Years Plan

Purpose

The purpose of this report is to present the draft Municipal Early Years Plan (MEYP) 2013-2017 for Council's consideration and to release the draft Plan for community feedback.

A copy of the draft Municipal Early Years Plan 2013-2017 was previously provided with Briefing papers.

Summary

- The MEYP aims to provide a cohesive platform to inform future planning, service development, and support for young children and families throughout the City of Greater Geelong.
- In 2006, Council adopted the first MEYP: *Creating Communities for Children*. This plan provided the foundations for a number of significant developments in children's services across the City of Greater Geelong. An assessment of the previous MEYP indicates that 100 per cent of key recommendations and action priorities have either been completed, commenced, or are ongoing.
- The development of a new MEYP has been identified as a key strategic priority within Council's City Plan 2013-2017. The MEYP is also acknowledged as an important strategic planning and policy framework by both State and Federal Governments.
- The aim of the MEYP is to strengthen local support for children and families throughout the critical early stages of children's development and family formation, with a particular emphasis on the early ante-natal and prenatal periods of children's development up to early primary school years.
- The development of the new 2013-2017 MEYP closely aligns with the emergence of a wide range of Victorian and Australian Government policy and program changes. It has been based on local consultation, research, and identification of relevant needs and priorities by relevant stakeholders groups, including service providers, children, parents, community groups and government agencies.
- The resulting draft 2013-2017 MEYP '*A Place for Us*' sets out a range of key objectives and action strategies for the next four years to address relevant local needs and priorities associated with improving support for young children and families throughout the municipality.

Cr Fisher moved, Cr Farrell seconded –

That Council release the 2013-2017 (Draft) Municipal Early Years Plan for public exhibition and comment for a period of four weeks.

Carried.

7. MUNICIPAL EARLY YEARS PLAN 2013-2017 (CONT'D)

Background

The (draft) 2013-2017 Municipal Early Years Plan builds on the foundations of Council's previous Municipal Early Years Plan and related State and Federal Government policy and planning frameworks.

In 2006, the Municipal Association of Victoria (MAV) and the State Government developed the MEYP initiative. It was aimed at supporting Local Government Authorities (LGA's) to be better placed to provide a strategic direction for the coordination and development of early years' programs, activities, services and facilities.

The MEYP is a local area plan designed to provide a strategic direction and framework for the development and coordination of early childhood programs, activities and other local community development processes that impact on children aged from 0 – 8 years.

In May 2007, the Victoria Auditor General's Office (VAGO) undertook a performance audit of the MEYP initiative. The review identified that MEYPs provided a sound initiative that can improve coordination, integration and service delivery to strengthen support for young children and families across local government jurisdictions.

These plans have been designed to enable local governments to:

- examine the impact and implications of emerging policy and service provision requirements;
- identify future planning priorities to strengthen support for children, families and local communities, particularly in response to high risks and vulnerabilities within families;
- improve health, wellbeing and development outcomes for young children;
- enhance access for children and families to services and relevant community supports;
- improve integrated planning and coordinated service provision;
- develop collaborative linkages and alliance between key stakeholders, including funding bodies, service providers and community groups; and
- identify the role that local government plays in relation to early childhood education, care and family support across the service spectrum.

All Victorian Councils now have an MEYP. Many have had success in using these MEYPs to incorporate early childhood community priorities into other integrated Council planning frameworks, such as municipal public health planning.

Discussion

According to the 2011 ABS Census of Population and Housing, there are 23,265 children aged between 0-8 years within the City of Greater Geelong. Over 550 different services and programs are collectively provided across the municipality in response to the needs of local children and families.

Over the past decade, the attention of all Australia's Governments, Commonwealth, State/territory, and local, has increasingly focused on the importance of young children.

7. MUNICIPAL EARLY YEARS PLAN 2013-2017 (CONT'D)

This focus has arisen because of the clear evidence of the profound significance of the early years of a child's life.

Local government across Victoria is recognised as the leader in local area early childhood planning. The Victorian Government explicitly acknowledges the role of local government in improving early childhood services in a range of policy documents in particular the MAV/DEECD Partnership Agreement.

Council represents the largest provider of universal services and support for children and families throughout Greater Geelong. Services include maternal and child health, immunisation, childcare, kindergartens, playgroup programs, playgrounds, aquatic centres, sports facilities, libraries, community centres, parenting programs, art and cultural events, and community activities.

Council also plays an important role in planning, advocacy, community building, regulatory controls, urban development and infrastructure provision, which is also crucial to supporting children and families. Consequently there are few areas within Council that do not either directly or indirectly impact on the lives of children and families.

The development and implementation of Council's initial MEYP in 2006 represented the first important local policy framework and action plan to specifically inform the development and provision of services and support for young children and families.

Considerable achievements have occurred since the development of Council's initial MEYP including:

- Significant increase in capital development for children's service facilities;
- Successful implementation and completion of key children's health projects and initiatives such as Romp and Chomp, SafeStart; Kids Go for You Life, etc.
- Stronger partnerships and network development across the early childhood and education service system;
- Increased participation of children and families in community events and activities;
- Prominent focus on children within local planning and policy development;
- Improvements to pre-school and early childhood participation rates;
- Increased opportunities for professional development and training for early childhood service staff;
- Acknowledgment of specific project innovations and initiatives through State and Federal Government awards;
- Improved data and information systems

Of the 59 key recommendations and 166 separate actions contained within the last MEYP, all have either been successfully commenced, completed, or are ongoing.

The new (draft) 2013-2017 Municipal Early Years Plan has been developed following consultation with relevant stakeholder groups including children, parents, service providers, and Council officers from across various Council Departments.

7. MUNICIPAL EARLY YEARS PLAN 2013-2017 (CONT'D)

The (draft) 2013-2017 Municipal Early Years Plan reflects the many changes that have occurred within the broader landscape of local, State and Federal policy and programming since Council's first MEYP was developed.

The content of the (draft) 2013-2017 MEYP encompasses Australian government reforms that include the National Quality Framework, and key Victoria State government ventures, as evidenced in *Victoria's Vulnerable Children Strategy* (2013) and the *Victorian Early Years Learning and Development Framework* (2009).

The (draft) 2013-2017 MEYP has been formulated around six key themes:

1. Safeguarding the best interests of all young children
2. Building community
3. Services working together
4. Celebrating diversity
5. Promoting a healthy community
6. Planning for now and in the future

The six themes align with the four key principles of the United Nations Convention on the Rights of the Child, the foundations for building a Child Friendly City, and key government and community, policy and program priorities.

Environmental Implications

Increasing evidence identifies a wide range of environmental factors influence and directly impact on children's early development, health and well-being. These factors can have both immediate and cumulative affects on children, with increasing evidence that links children's health conditions to adverse environmental factors.

Environmental considerations are therefore critical and integral to Council's MEYP and development of future environmental management strategies and controls.

Financial Implications

Development of Council's 2013-2017 MEYP has been funded within budget.

The cost of implementation of some components of the plan will be the subject of consideration in subsequent budgets. External sources of funding will also be sought.

Increased attention toward the importance of reducing risk factors that have adverse implications for children, families and communities are acknowledged as providing clear social, economic and developmental benefits to the whole community.

Economic modelling associated with investment in early childhood services concludes that there is at least a *2-1 return in economic benefit* to the community. Other longitudinal studies conclude that for every dollar spent on high quality early childhood support, up to seventeen dollars is saved through reducing adverse individual and broader social problems.

The development of Council's MEYP enables key priorities for future funding and expenditure in relation to early childhood support to be more clearly identified, and to provide support for applications for external sources funding, based on clear evidence.

7. MUNICIPAL EARLY YEARS PLAN 2013-2017 (CONT'D)

Policy/Legal/Statutory Implications

The preamble to the *Convention on the Rights of the Child* (CRC) recognises the family:

... as the fundamental group of society and the natural environment for the growth and well-being of all its members and particularly children, should be afforded the necessary protection and assistance so that it can fully assume its responsibilities in the community.

The CRC also recognises that the role of parents is not one to be carried out solely as an individual responsibility, and requires governments to take all appropriate measures to:

... render appropriate assistance to parents and legal guardians in the performance of their child-rearing responsibilities.

The development of the MEYP is not a statutory requirement. However, the MEYP is intended to be closely integrated with the corporate planning processes of Local Government.

Local government's planning role is legislated in the Local Government Act (1989), Planning and Environment Act (1987) and the Health Act (1958). Corporate Plans, Municipal Public Health Plans, and the Municipal Strategic Statement are required by statute. Early childhood development clearly fits within a social health framework and therefore it is intended that the MEYP is closely integrated with Council's Municipal Public Health Plan.

There are strong policy and potential funding implications associated with the creation of a MEYP for Geelong. Increasingly Victorian State Government funding initiatives for early childhood support are being integrated with key priorities identified within local government Municipal Early Years Plans.

The endorsement of the MEYP therefore strengthens Council's position to potentially attract additional funding and resources for the future, along with establishing a cohesive planning and policy framework for further development and planning of early children's services.

Alignment to City Plan

The 2013-2017 MEYP is aligned to City Plan 2013-2017 in that its vision mirrors that of the Community Wellbeing strategic direction and all actions contained within the draft 2013-2017 MEYP seek to address the City Plan's three strategic priorities for Community Wellbeing: Healthy Lifestyles, Healthy Environments and Connected, Creative and Strong Communities.

The (draft) 2013-2017 MEYP also aligns closely with the following Council policy and planning frameworks:

- Community Consultation Policy
- Municipal Public Health and Wellbeing Plan 2013-2017
- Multicultural Action Plan 2011-2014
- Disability Action Plan 2009 -2013
- Karreenga Aboriginal Action Plan 2012 - 2015
- Children's Services Policy
- Corio-Norlane Best Start 2013-2016 Strategic Plan

7. MUNICIPAL EARLY YEARS PLAN 2013-2017 (CONT'D)

Officer Direct or Indirect Interest

No officer involved in the preparation of this report has any direct or indirect interest relative to the advice provided in the report.

Risk Assessment

Council has a shared responsibility with the Victorian State and Australian Governments to ensure that locally accessible family and children's services are provided which support families in the care, protection, development and well being of young children.

Early childhood research clearly indicates that the quality of service provision is integral to ensuring positive outcomes for children. Where children are subject to a range of risk factors that are not addressed through the provision of appropriate support and intervention, the subsequent impact on their health, development and quality of life can have significant, long-term costs that are detrimental to individuals, families and the community as a whole.

Development of the MEYP has identified a wide range of critical challenges in strengthening local support for children and families especially in relation to improving outcomes for vulnerable children and providing affordable and accessible support for parents and families.

The MEYP provides a coherent framework within which the various issues, challenges and potential risks for children, families and local service providers can be progressively addressed and mitigated.

Endorsement and implementation of the MEYP will improve current service fragmentation, ensure opportunities to attract additional funding and resources, and improve the capacity of the local community to adequately and effectively support children and families.

Social Considerations

The provision of strong and effective support to children and families in the early years of children's development and family formation is widely recognised as having significant positive benefits and implications for children, families, and the community.

Evidence clearly indicates that preventative support and intervention in the early stages of child development and family formation can significantly reduce the incidence of more complex problems arising in the later stages of children's lives. The provision of effective support to families with young children inevitably has broader social benefits in contributing to strengthening the capacity of local communities.

The recent publication of the results from the Australian Early Development Index Project (AEDI) indicate that while most children throughout Geelong are performing well against the developmental indicators, there is also a little over 18 per cent of children who are performing poorly and identified as vulnerable or at significant risk on one or more of the development domains. In some Geelong communities the rate of vulnerability is as high as 49 per cent or over twice the national average.

Consequently a continuing focus on improving support to strengthen the outcomes for young children is warranted.

7. MUNICIPAL EARLY YEARS PLAN 2013-2017 (CONT'D)

Human Rights Charter

The (draft) 2013-2017 MEYP is informed by key policies, reforms and initiatives, internationally, nationally and locally. From an international perspective, this includes a commitment to uphold children's rights, drawing on the United Nations Convention of the Rights of the Child. It also includes awareness of international enterprises, such as the Child Friendly Initiative, which is seen as the embodiment of the Convention at a local level.

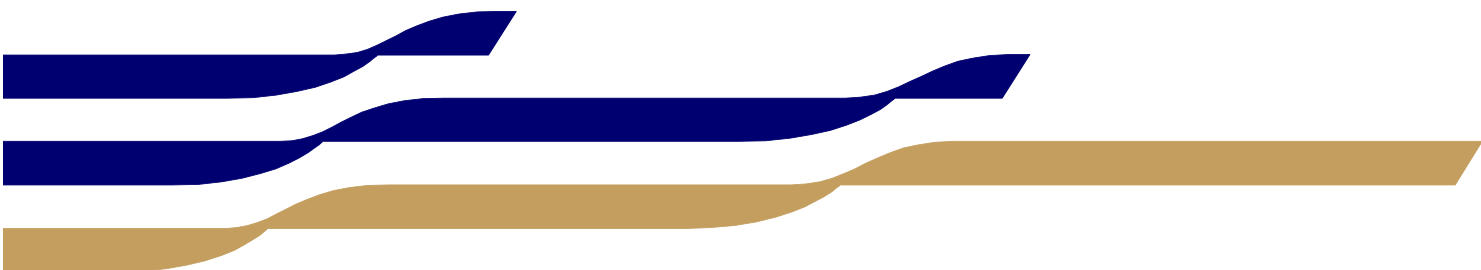
Consultation and Communication

The development of the City of Greater Geelong (Draft) 2013-2017 MEYP has been informed by consultation with key stakeholder groups and relevant policy and planning priorities including:

- International, National, State, Regional and Local policy context
- City of Greater Geelong City Plan 2013-2017
- City of Greater Geelong City Plan 2013-2017 Summary of Community Engagement
- Municipal Public Health and Wellbeing Plan 2013-2017
- Child Friendly Cities Framework
- Online public consultation surveys for service providers, parents and children
- Focus groups with service providers, children and Council staff
- Review of demographic and early childhood data for the City of Greater Geelong
- City of Greater Geelong Municipal Early Years Project Reference Group

During the public comment period, copies of the draft plan will be made available at Customer Service Centres and online publicising the consultation period via the 'Have Your Say' sections of the Geelong Australia website and City News. This will be done in line with standard protocols. Social media will be actively used to both inform and seek feedback from community.

Copies of the Draft 2013-2017 Municipal Early Years Plan will be distributed electronically through relevant local early childhood service and information networks.



City of Greater Geelong
Municipal Early Years
Plan 2013-2017

A Place for Us!



October 2013

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The City of Greater Geelong acknowledges the traditional owners and custodians of the lands in our region – the Wathaurong people – and pays respect to their Elders both past and present.

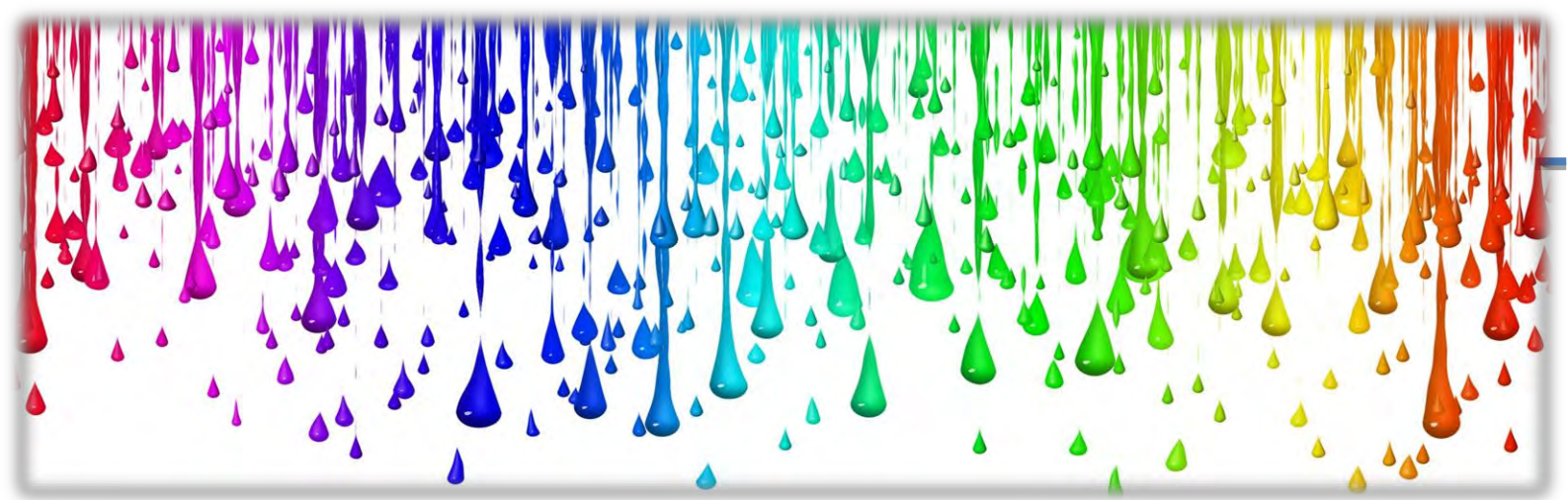


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MAYOR'S MESSAGE

The City of Greater Geelong is committed to the development of positive and healthy home and community environments that support the needs of children and families. It is well known that one of our most important and greatest assets as a community is our children. They are our smallest citizens and sometimes we can tend to take them a bit for granted.

There is no doubt that strong cohesive communities, which support and encourage healthy families, provide the best possible environments for children's early development and learning.

Our responsibility is then, to ensure that we give our young children the best possible start in life, protect their interests, and provide the greatest opportunities for their future. There is a lot in our community that we are already doing well for young children, but we can always do better.

The Municipal Early Years Plan: A Place for Us, sets out our ambitions and aspirations for improving the lives of local children over the next four year period and how we intend to achieve these goals. We want Greater Geelong to be the best place for families and young children to live, grow, and develop.

Despite lots of good things that are already being done and progress we have made in the last number of years, achieving this goal will require the development of new commitments over the long term, and across all areas of Geelong, in partnership with families, service providers, community groups, business enterprises, and other levels of Government. Achieving our ambition is dependent on all interests and services for children working together at a local level.

On behalf of Council and the City of Greater Geelong I invite you to participate with us in this plan and making our municipality a great place to live for every young child and family.

ACKNOWLEDGEMENTS

The City of Greater Geelong wishes to acknowledge and thank the children, parents, and local service providers who have participated in the development of this Municipal Early Years Plan, Special thanks is extended to the children and staff from the following local services for their help and involvement in our workshops:

Surfside Primary School – Ocean Grove
Newcomb Park Primary School
Manifold Heights Primary School
William Hovell Kindergarten – Corio
St Lukes Kindergarten – Highton
Kardinia Kids Child Care and Kindergarten – Bell Post Hill

Thanks and appreciation is also extended to the consultants from Semann and Slattery Pty Ltd for leading the development of the plan, along with the members of the Project Reference Group:

Project Reference Group:

Cr Kylie Fisher	Portfolio Community Development
Jenny McMahon	General Manager Community Services
Linda Quinn	Manager Family Services
Scott Cavanagh	Manager Capital Projects
Paul Jane	Manager Sport and Recreation
Paul Jamieson	Manager Community Development
Kaz Paton	Manager Arts and Culture
Malcolm Kuhn	Manager Leisure Services
Alf Della Monica	Coordinator Corporate Strategy
Frank Giggins	Coordinator Family Services Planning
Chad Foulkes	Coordinator Healthy Communities
Liz Wood	Social Planner
Maree Crellin	Coordinator Community Child Health
Lisa Demajo	Coordinator Education and Care

INTRODUCTION

A Place For Us is the City of Greater Geelong Municipal Early Years Plan (MEYP) for 2013 - 2017. It provides a future vision and action plan for the provision of programs, services, facilities and supports for families with children from birth to eight years of age, living in the municipality.

A Place For Us supports the City of Greater Geelong to ensure that all children living in the municipality have the best possible start in life. It acknowledges the importance of a child's early years as critical to future success and regards the co-ordination and delivery of programs, services and supports to families with children as a vital component to establishing a community which supports all its citizens to succeed. *A Place For Us* builds on the strengths and achievements of the previous MEYP, *Creating Communities for Children*, released in 2006.

Greater Geelong is the largest regional city and one of the largest municipalities in Victoria, by population. There are over 23,500 children aged from birth to 8 years living in the municipality, with the population of children continuing to steadily grow. These children, and their families, are supported by over 500 local programs and services that focus on their health, wellbeing, development, and education.

A Place For Us: City of Greater Geelong Municipal Early Years Plan (2013 – 2017) provides an important planning framework to continue to strengthen the support and opportunities that are necessary and available for young children, families, and service providers throughout the municipality. Significant achievements and evidence of excellent outcomes and great work is clearly evident – but more can always be done! Not all our children have access to equal opportunities, and not all are achieving the desirable and necessary benchmarks to provide a sound and healthy basis for the development and learning.

The City of Greater Geelong continues to play an important role and makes a significant investment toward improving support and opportunities for local children and families. Over recent years considerable investment has been made to improve provision of children's services infrastructure within the municipality, with many new and refurbished buildings and facilities being made available. The City of Greater Geelong has also played a critical role in introducing a range of strategies and initiatives to promote best possible outcomes for children and families.

A Place For Us also acknowledges the commitment, dedication, and collaborative efforts of the child and family services sector more broadly, which was identified as a key strength of the service provider sector in community consultations.

Critical to the development of this MEYP is acknowledgement that the voices and opinions of children are important to ensure the plan incorporates the needs and priorities of those it aims to support.

Special thanks are extended to all community members, including children, families, service providers and City of Greater Geelong personnel, who contributed to the consultation process in developing the Municipal Early Years Plan. Their comments, reflections and insights were critical in the development of this document.

A Place for Us is not merely an aspirational document that articulates the hopes and desires of a better future for children across the City of Greater Geelong. Rather, it is a document that aims to guide the every day decision-making processes for those working with and alongside children across the community in order to ensure that every child succeeds as they make their way through their childhood.



PURPOSE

A Municipal Early Years Plan (MEYP) is a local area plan designed to inform the planning, development and coordination of programs, services and facilities for children birth to eight years of age, and their families. It is a component of the Municipal Association of Victoria (MAV) and the Department of Education and Early Childhood Development (DEECD) Partnership Agreement. This agreement recognises the significant role of local government across the early years sector, in relation to planning, coordination and service provision; advocacy and community capacity building.¹

The commitment of local government, including the City of Greater Geelong, to ensuring the best possible outcomes for children and families dates back to 1917, with the establishment of the state's first baby health service.² In 2004, the City of Greater Geelong participated in an investigation by the Victorian Premier's Department, which led to a number of recommendations, including a stronger role for local government and the further development, expansion and strengthening of MEYPs in promoting better outcomes for children and families.

The City of Greater Geelong continues to embrace its leadership role in providing all children living in the municipality with the best possible start in life. This is evidenced in the 2006 MEYP, *Creating Communities for Children*. The 2013 - 2017 MEYP, *A Place For Us*, builds on the strengths and successes of this previous document. It provides a future vision and action plan for the municipality in response the development and delivery of early childhood services, including support for young children and families. It complements a number of Federal, State and Local Government priorities and policies, and regional and local level projects and initiatives. Importantly, it is informed by and responsive to local characteristics and influences, and identified community priorities and needs.

¹ Municipal Association of Victoria (2011)

² Best Value Service Review. (2004)

CHILDREN'S VOICE AND PARTICIPATION

Over the past few years and particularly in the last decade, there has been growing acceptance that children should be involved in making decisions that affect them. Children should be involved in service planning for a number of reasons. These include better services, promoting children's citizenship and social inclusion, and enhancing personal and social education and development. Children's participation means that children are involved in decision-making processes. This means that services used by children are developed or provided locally; and where national, State and local policies and services are being developed or evaluated in consultation with children.

Participation might involve a range of approaches. Children may be consulted at the beginning of policy developments in order to stimulate thinking and ideas. Small groups of children and young people might be active members in a decision-making body responsible for the services, and some children may even be involved in service delivery. It should be noted that no one focus or method will be appropriate in all cases.

Best practice principles for children's participation include the following:

- a visible commitment is made to involving children and young people, underpinned by appropriate resources to build a capacity to implement policies of participation
- children's involvement is valued
- children have an equal opportunity to get involved
- policies and standards for the participation of children are provided, evaluated and continuously improved
- setting realistic objectives and choosing appropriate methods for children's participation
- involving more marginal groups and those that might be overlooked
- consider information and support – for adults and the children³.

Whilst children's participation is an important principle and a human right under the UN Convention on the Rights of the Child (1989), participation should not be merely seen as tokenistic. The purpose of participation is to ensure improved outcomes for children themselves, as well as for the organisation and wider community. The involvement of children is only likely to be meaningful to children if they can see that their views have been

³ Department for Education and Skills, 2001, *Learning to Listen – Core Principles for the Involvement of Children and Young People*, Available at <http://www.dcsf.gov.uk/everychildmatters/strategy/participation/faq/participationfaq>

taken into account and have made a difference, and that this leads to change (where they identify change is needed)⁴. Children have been an important part of the consultation process in the development of the Municipal Early Years Plan, and their views and priorities have been specifically included as a key feature of the plan.

CHILD AND FAMILY SERVICES IN AUSTRALIA

The early years of a child's life has been identified as having a significant impact on their future growth and development. A good start in life is likely to prevent health, behavioural and learning difficulties later in life. Therefore an investment in the early years pays off in the long term as children and families receive the necessary resources and skills to participate in the social and political worlds in which they reside.

Arguably, the importance of supporting families during times of need and at various critical points of their child's life is recognised as necessary to ensure children have a great start to life.

Families are an important social structure and their role in raising children should never be underestimated. Research demonstrates that when the responsibility for raising and supporting children extends beyond the traditional realms of families, children have greater success in life.

As such, there has been unprecedented focus on the critical role services play in supporting children and their families. This approach is best defined as an ecological model.⁵ The model suggests that the social, cultural and political contexts can exert indirect influences on children's development, as seen in [Figure 1](#).

⁴ Department for Education and Skills, 2003, '*Building a culture of participation - Involving children and young people in policy, service planning, delivery and evaluation*', Available at <http://www.dcsf.gov.uk/everychildmatters/strategy/participation/fag/participationfag>

⁵ Bronfenbrenner, (1994)



Figure 1: Early childhood ecological model

The ecological model emphasises the fact that children’s development and learning is influenced and affected by multiple and inter-related factors including:

- individual influences such as their genetic inheritance, temperament, gender, and health;
- influences within the family – such as parenting styles and values, the family’s financial situation, parents’ level of education, parents’ occupation, and parents’ physical and mental health;
- influences within the community – including the level of support available; and
- influences within the broader social and cultural context.

These cumulative affect of these influences, across all ecological levels, generate both protective factors and risk factors, impacting on children’s development, as evidenced in Appendix 2. It is therefore essential that service providers, who exist within this ecological system, are cognisant of their role, and respond appropriately to the varied influences on a child and their families’ life.

Traditionally, families were required to navigate the service system on their own in order to access the resources and support they required. An emerging body of literature suggests that such an approach no longer serves the needs of families. This has resulted in a greater focus on integrated service delivery. Service integration is best understood as ‘an ecological Integrated Children’s System’ that is centred on the child and their family, served through service coordination, and supported through integrated organisations and agencies’.⁶

⁶ Siraj-Blatchford & Siraj-Blatchford, (2009)

The term 'Integrated Service Delivery' refers to the process of building connections between services in order to work together as one to deliver services that are more comprehensive and cohesive, as well as services being more accessible and more responsive to the needs (ultimately) of families and their children. The service system now includes a diverse range of service providers and combined, their efforts to support families has seen greater outcomes being delivered as a result of increased collaboration.

A collaborative approach to working together is key to the successful implementation of this MEYP, and emerged as a key theme from community consultations. Working together, includes not only Council working productively with partners, but requires a greater focus on inter-council departments working collaboratively to ensure the objectives of this MEYP are realised for all children and families across our community.

POLICY CONTEXT

A Place For Us is informed by key policies, reforms and initiatives, internationally, nationally and locally. From an international perspective, this includes a commitment to uphold children's rights, drawing on the UN Convention of the Rights of the Child. It also includes awareness of international enterprises, such as the Child Friendly Initiative, which is seen as the embodiment of the Convention at a local level.⁷

From a national perspective, it encompasses recent Australian government reforms that acknowledge the importance of the early years as being critical for children's learning and development. This sits alongside research that demonstrates the social and economical advantages of investing in the early years for children, families and communities.⁸ This includes the Council of Australian Government's (COAG) National Quality Framework, incorporating the *Early Years Learning Framework* (2009), which aims to ensure every child has access to the best start possible in life.⁹ This vision is supported by State government ventures, as evidenced in the strategy paper *Victoria's Vulnerable Children* (2013) and the *Victorian Early Years Learning and Development Framework* (2009).

From a regional perspective, it draws on the work of the G21 Geelong Region Alliance, which addresses regional needs through collaboration, information exchange and local level planning. The 2011 report, *Growing up in G21 – The Health and Wellbeing of Children 0–8*

⁷ UNICEF (2009)

⁸ See Grunewald & Rolnick (2005); Heckman, Moon, Pinto, Savelyev & Yavitz (2010)

⁹ DEEWR (2009)

Years in the G21 Region, is one example of this. This report aligns with international, national and state early years frameworks identified previously, while providing critical information to inform the development and maintenance of quality service provision for children aged birth to eight years, and their families.¹⁰

From a local level perspective, it draws on a range of policy documents developed by the City of Greater Geelong, with and for the community. This begins with a review of the implementation, outcomes and successes of the previous MEYP. It is also informed by and complements identified priorities and processes impacting children and families, as stipulated in a range of Council policies, plans and strategy documents. These are included as Appendix 5.

Together, these policy and plan documents highlight a number of critical factors in the provision of programs and services for families with children from birth to eight years of age, including:

- The importance of the early years of a child's life for promoting optimal learning and development;
- A focus on improving outcomes for vulnerable children and families;
- The unique strengths, priorities and needs of children and families from diverse backgrounds, experiences and life circumstances;
- Working collaboratively, with families and professionals, to promote responsive service provision that address issues of access, quality, equity and inclusivity, and support strong and cohesive communities; and
- Council's commitment to community consultation and stakeholder engagement, to meet the identified needs, aspirations and priorities of children, families and community.



¹⁰ G21 Geelong Region Alliance (2011)

DEMOGRAPHIC PROFILE

The City of Greater Geelong is one of Victoria's largest municipalities with a rapidly growing population that now exceeds 220,000. Understanding the local characteristics is critical in ensuring that the Municipal Early Years Plan reflects the current and future needs of a community. The City of Greater Geelong, like many other municipalities has and is experiencing changes in its population of children and families.

The G21 Regional Growth Plan indicates that the region is growing at a faster rate than that of regional Victoria. *By 2026 the City of Greater Geelong can expect a population increase in the order of 31%, with forward projections estimating that the region's population could reach 500,000 by 2050.*¹¹

Growth is being accommodated in several areas across the municipality in addition to indications of recent regeneration within more established inner city suburbs. The proximity of the municipality to Melbourne and popular coastal regions increasingly makes the City of Greater Geelong a desirable destination for young families.

Expected population growth will inevitably have a significant impact upon the need for new infrastructure and service provision, to support children and families.

While population growth is a key factors driving change, the need to address disadvantage and vulnerability amongst local children and families also remains a high priority. Location of services, including health, education and community facilities, provision of housing, transport, strongly influences the opportunities available for families to participate in their community, access education and employment, connect to social support and activities, and to some extent can mitigate or reduce the level of vulnerability and disadvantage children may experience.

Other changes are reflected in the proportion of families with both parents working which has risen dramatically, with 58 per cent of all 'couple with children' families having both parents in the workforce¹²

The following provides a graphic summary of key demographic factors that reflect the changing shape of children, families and communities across Greater Geelong, and will provide the social context for the implementation of the Municipal Early Years Plan.

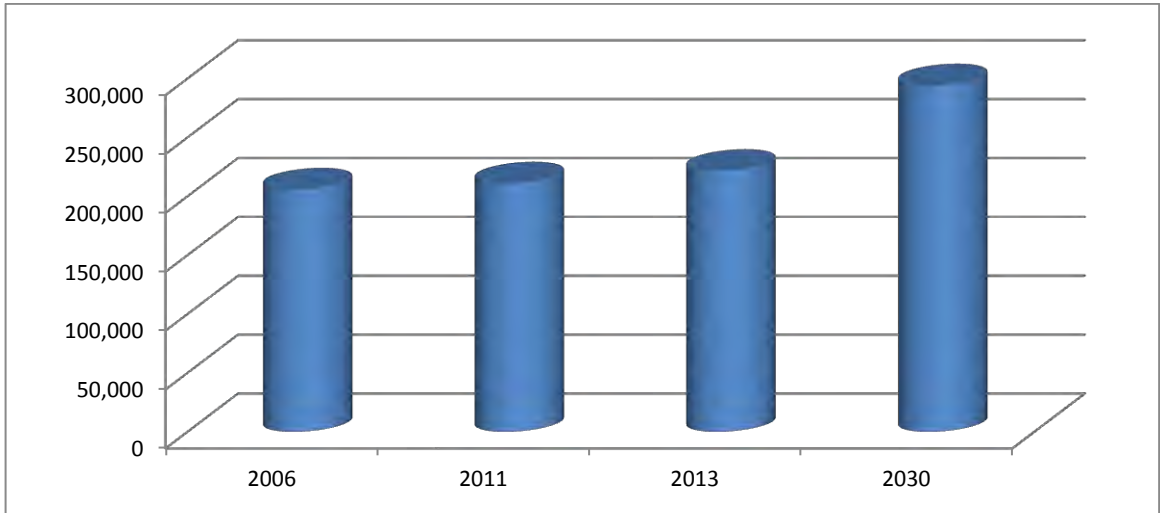
¹¹ G21 Regional growth Plan Figure 3.1, page 29

¹² NATSEM Income and Wealth Report *Modern Family*(2013)

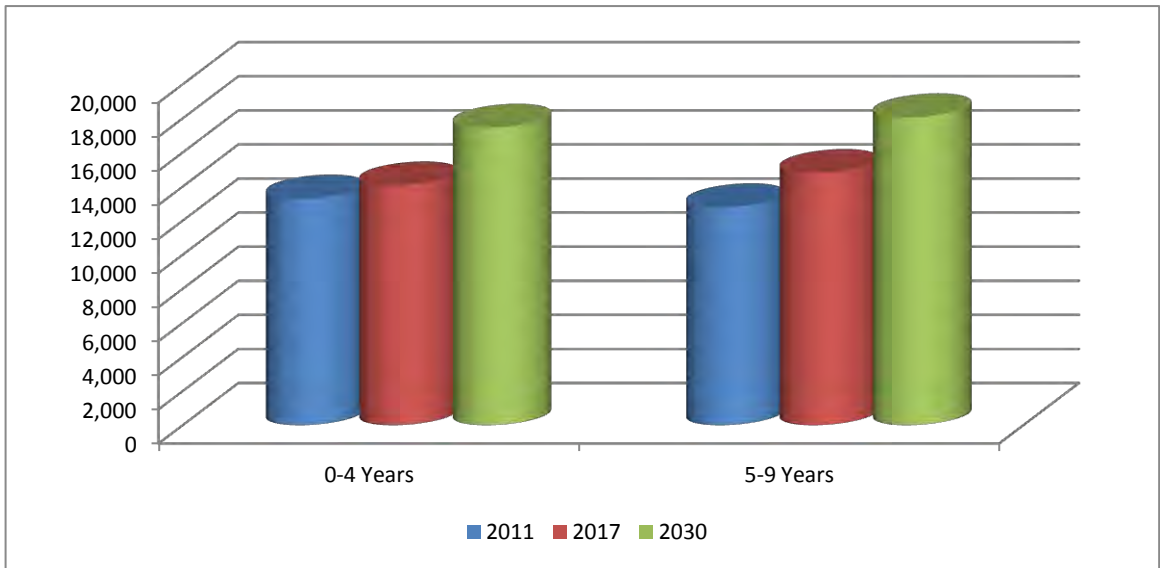
[This section to be presented in 'info-graphic' format to display relevant information]

Local Population

The population of Greater Geelong is growing at an average annual percentage growth rate of 1.66%. Children aged between 0-4 years comprise about 6.0% of the total population and children aged 5-9 years about 6.1%.



Population of Young Children

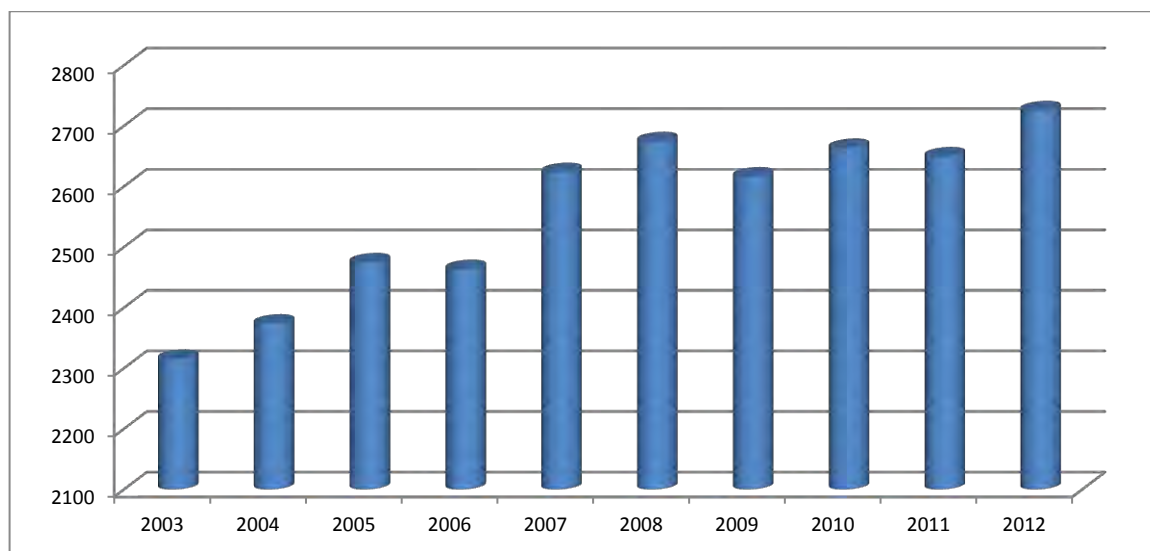


In 2011 there were approximately 13,296 children aged between birth and 4 years living in Greater Geelong or 6.2% of the total resident population. The number of children aged between 5-9 years in 2011 was 12,789 or 6.0% of the total resident population. It is expected that over the next 15-20 years the population of young children within the City of

Greater Geelong is likely to increase by 4,152 (31.3%) children aged between 0-4 years, and 5,272 (41.2%) for children aged between 5-9 years.

Births

Births recorded across the City of Greater Geelong have continued to steadily increase over the past decade.



Families and Households with Young Children

Households with children require different services and facilities than other household types, and their needs change as both adults and children age. 'Households with Young Children' refers to children aged under 15 years; and 'Young Couples with Children' refers to couples aged 15-44 years.

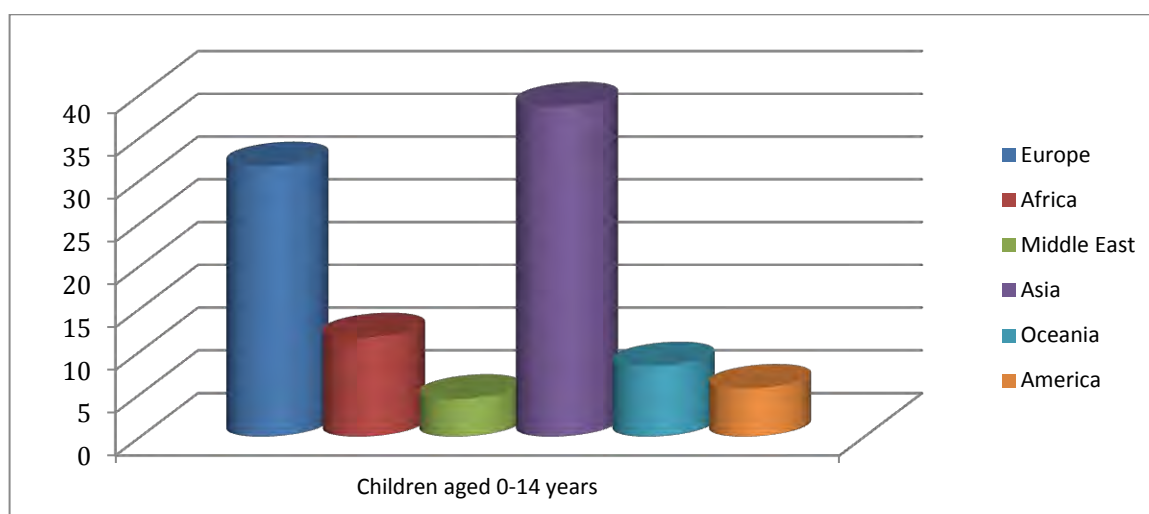


Ancestries

There are 440 children identified as Aboriginal or Torres Strait Islander in the City of Greater Geelong. This represents 24.6% of the local Indigenous population or 0.2% of the total population of Greater Geelong.

In recent years there has been an increase in the number and local settlement of individuals and families from a diverse range of overseas countries including humanitarian entrants and refugees from Africa, Liberia, the Middle East, and Burma.

In 2011, 9.4% of the City of Greater Geelong's population were from a NESB country compared to 24.3% in Greater Melbourne. The largest number of children born outside of Australia in Greater Geelong, aged between 0 -14 years are from countries within the Asian region, followed by Europe and Africa.



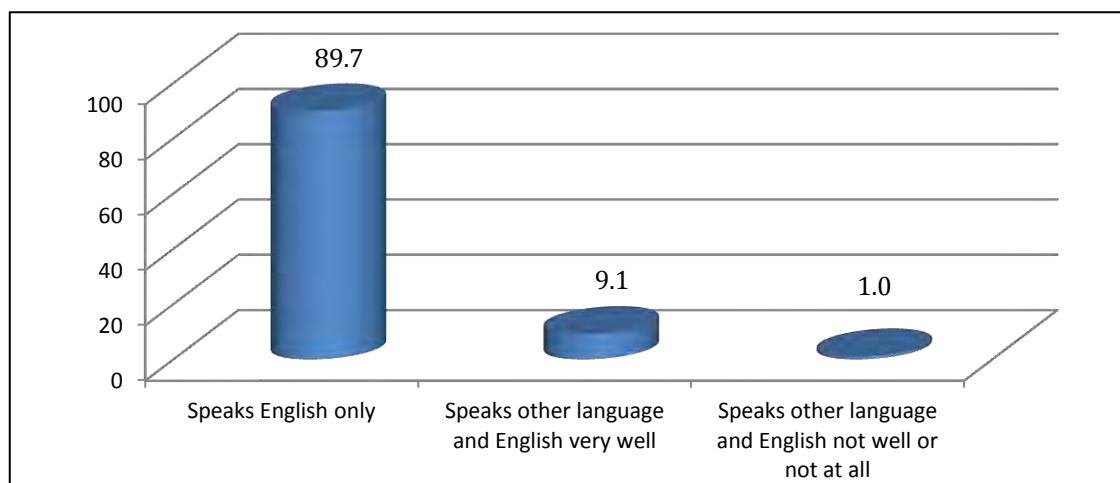
While the City of Greater Geelong had a lower proportion of persons from a NESB country, it is important to note that this varies across the municipality. Proportions ranged from a low of 2.6% in Barwon Heads to a high of 28.9% in Bell Park. The five areas with the highest percentages were:

- Bell Park (28.9%)
- Bell Post Hill (23.4%)
- North Geelong - Rippleside (18.5%)
- Norlane - North Shore (18.5%)
- Corio - Inner SLA (15.4%)

Language

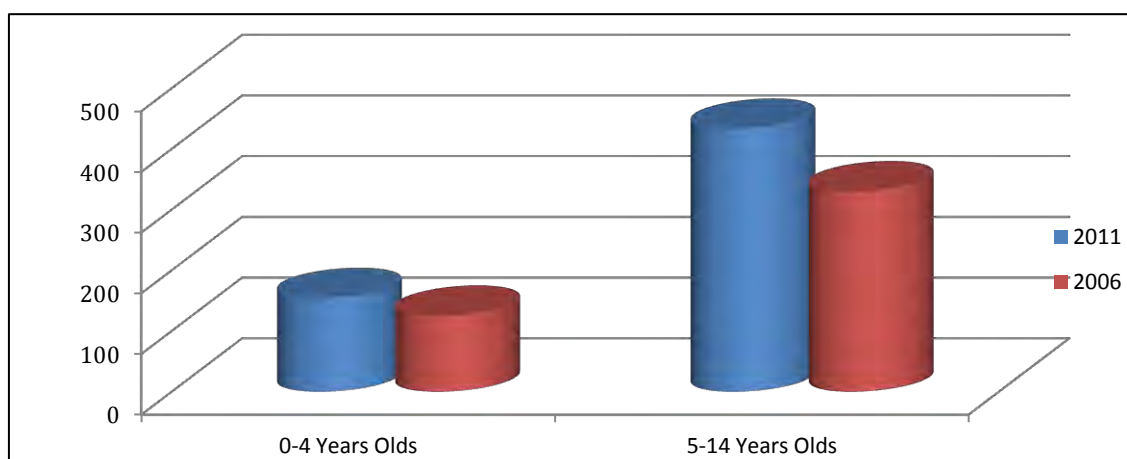
Proficiency in English is measured via three key categories: parents who speak English only; parents who speak another language and English very well; and, parents who speak another language and English not well or not at all.

As can be seen in the figure below, the majority of families with dependent children under eight years of age in Greater Geelong speak only English. Only a small percentage of families in 1% or 195 parents reported not speaking English well or not at all.



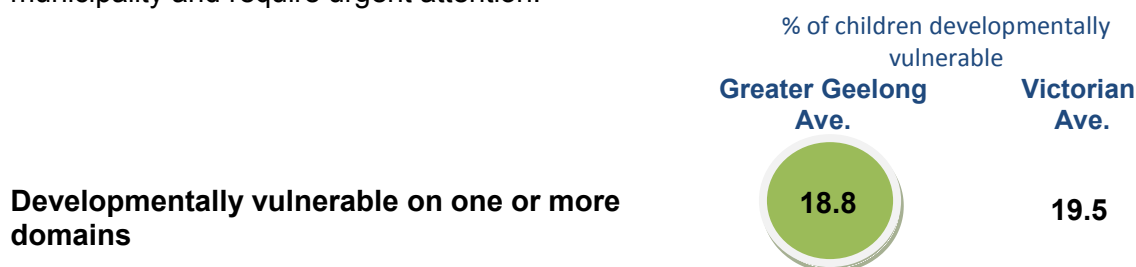
Assistance

In 2011, 154 (1.2% of age group) children aged between 0-4 years and 433 children aged between 5-14 years (3.6% of age group) were classified as requiring assistance in their daily lives due to disability. This represents an increase of 29% from the number of children requiring assistance in 2006. By the year 2030, the number of children requiring assistance aged between 0-4 years is projected to increase to approximately 187 children.



Children's Early Development

Results from the 2012 Australian Early Development Index (AEDI) indicate that the majority of children in the City of Greater Geelong are on track and performing well against the AEDI developmental domains. However, areas of greater vulnerability are evident across the municipality and require urgent attention.



Developmentally vulnerable on two or more domains

9.3

9.5

Australian Early Development Index Domains 2012

% of children developmentally vulnerable

Greater Geelong Ave.

Victorian Ave.

Physical health and wellbeing

(physical readiness for the school day, physical independence, gross and fine motor skills)

8.6

7.8

Social competence

(overall social competence, responsibility and respect, approaches to learning, readiness to explore new things)

7.3

8.1

Emotional maturity

(pro-social and helping behaviour, anxious, fearful and aggressive behaviour, hyperactivity and inattention)

7.8

7.2

Language and cognitive skills (school-based)

(basic literacy, interest in literacy/numeracy and memory, advanced literacy, basic numeracy)

5.5

6.1

Communication skills and general knowledge

(storytelling ability, communication with adults and children)

7.4

8.0

Non-parental early childhood education and/or care experiences

The 2012 AEDI reported that 98.6% of children in Greater Geelong have experienced some form of regular non-parental early childhood education and/or care in the year before entering primary school (such as family day care, preschool or kindergarten, or care by a grandparent).

Greater Geelong Ave.

Victorian Ave.

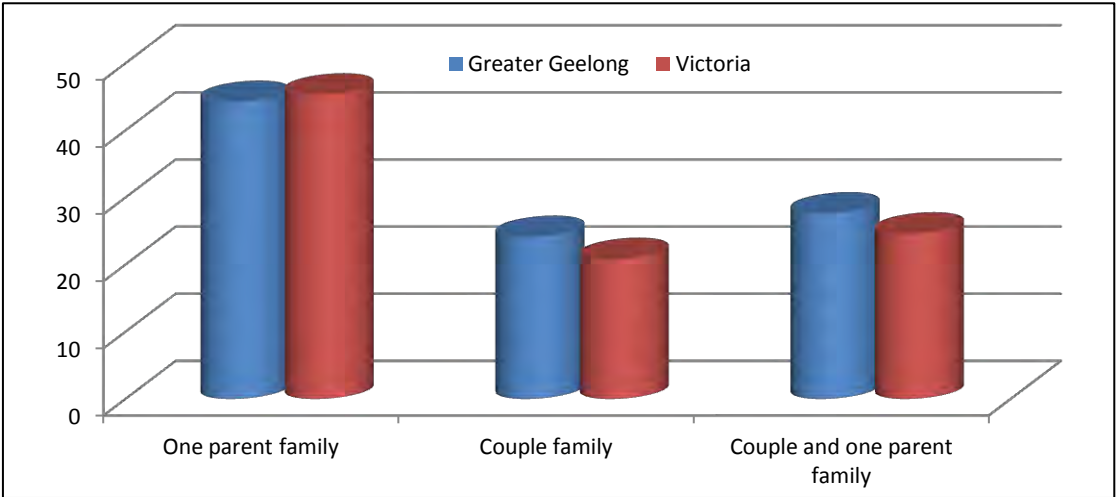
Non-parental early childhood education and/or care experiences prior to commencing school

98.6

97.6

Families with an Unemployed Parent

The proportion of families with an unemployed parent was higher in Greater Geelong compared with the Victorian average, apart from one parent families where the proportion was slightly below the Victorian average.



ENSURING SUCCESS

The successful implementation of this plan requires the careful consideration of a number of factors. This includes a shared responsibility, a commitment to the vision and action steps, and a process of evaluation and review.

It is essential that there is shared ownership amongst stakeholders, including the City of Greater Geelong and our community partners, and a desire to work together to enact the plan and promote quality outcomes for children and their families. This includes undertaking a process to gain clarity of the individual and collective responsibilities of all involved in the coordination and delivery of programs and services.

It is also critical that there is provision for ongoing reflection and evaluation. This includes processes for adjusting action steps in response to changing community needs over time, and to barriers that might emerge along the way. Further, successful implementation of the plan requires a means of measuring success, to observe and monitor progress towards and the completion of the identified action steps.

To ensure the success of this plan, the City of Greater Geelong will work with our community partners to:

- Formalise a shared commitment to the plan and the accountability of those involved in implementing it. This will include developing protocols to ensure it remains a priority of stakeholders;
- Develop processes for communicating key achievements across the child and family service sector, and to the broader community;
- Regularly review progress towards the identified action steps, acknowledging and building on what is working well, and seeking solutions to challenges; and
- Document the process of implementing the plan, noting strengths, successes and challenges, to inform the development of the next MEYP.
- Target new initiatives and interventions to address the needs and issues for children and families identified as being at most risk in the community.

THEMES AND STRATEGIES

Through the collective voices of children, families, and child and family service providers, six themes emerged as warranting further attention to ensure all children living in the municipality receive the best start to life.

The six themes align with the four key principles of the UN Convention on the Rights of the Child, and the foundations for building a Child Friendly City. These four principles relate to the provision of a friendly and inclusive city for all children; a community that ensures the best interests of all children is a key consideration; one that provides optimal conditions for all children *now*; and one where children's views are sought and respected.¹³

The six themes of *A Place For Us* are:

1. Safeguarding the best interests of all young children
2. Building community
3. Services working together
4. Celebrating diversity
5. Promoting a healthy community
6. Planning for now and in the future

Safeguarding the best interests of all young children

Ensuring all children have the best possible start in life is enshrined in the UN Convention on the Rights of the Child. Within Australia, it is also an increasing priority of all levels of government. The responsibility for improving outcomes for all children lies not only with their families but also with the community as a whole. This includes Council and non-Council services providing a range of programs, activities and facilities for families and young children within the municipality and being mindful of families' priorities, needs and concerns. For example, 25% of families who completed an online survey as part of the consultation process, highlighted access and affordability of child and family services and programs as an issue. This sentiment was supported by more than 50% of service providers who completed the online survey.

Safeguarding the best interests of all young children requires a multifaceted approach, encompassing the dual roles of action and advocacy. Such an approach must also

¹³ UNICEF (2004)

recognise and build on community strengths and expertise. This includes listening and responding to the opinions of young children about issues impacting on their lives. As demonstrated in the consultation process for this MEYP, young children living in the City of Greater Geelong have strong views and ideas about what would enhance their quality of life, and others in the community. This includes being connected to family and friends at a local level, and being connected globally through computer technology. It also includes an awareness of social issues impacting all levels of community, such as health and safety, access to food and housing, and sustainability.

Safeguarding the best interests of all young children is also informed by current research, legislation, policy and best practice guidelines to ensure local solutions address local needs and priorities. As an example, the Australian Early Development Index data demonstrates that most of children living within the City of Greater Geelong are on track developmentally. However, 18.8% of children in the City of Greater Geelong are developmentally vulnerable in one or more developmental domains and approximately 9.3% in two or more domains.¹⁴ This data supports a holistic approach is necessary to improving outcomes for all children, recognising that there are pockets of greater need in all suburbs of the municipality.

¹⁴ AEDI (2012). Greater Geelong Community, Victoria

HEARING AND RESPONDING TO CHILDREN

What you told us:

- You told us that using computers was a great way for you to access information and that mobile phones were an important way for you to talk to your friends and family
- You told us that your friends mean a lot to you and that you want to live in a community where people help each other
- You told us that homeless people was an issue that you want adults to do something about
- You told us that every person should have enough food to eat and that the community should make sure no one is hungry

What we are going to do about this:

- We are going to make sure we have all the information we need to act on the issues that you told us matters to you
- We are going to share this information with other adults who are employed to support you and your family
- We are going to try out new ideas and projects to see if they make a difference in the community
- We are going to work together to make this community great for you and your family

Strategies:

- Council will make best use of research and evidence based data relating to the current state of children's well-being and development, to help inform the development of programs and initiatives across the community
- Council will maintain its commitment to disseminate and make available to our community partners the research and evidence base data we collect that will assist them in the development and delivery of child and family services
- Council will explore opportunities to seek funding for or self-fund pilot projects to address gaps in service delivery to promote the optimal health, development and well-being of all children, as informed by research data.
- Council will advocate at a Federal government level for greater funding to be allocated to subsidise the costs related to program improvements associated with the implementation of the National Quality Standards.
- Council will implement sound planning for services and facilities for early childhood

programs based on equitable distribution and access to these programs across the municipality, with clear links to meet population projections and local community needs.

- Council will undertake an investigation of existing child and family services and programs within the municipality to determine how families currently access services and share key findings with service providers in order to address barriers and improve access.
- Council will undertake an initiative to locate current information clearinghouses (e.g. Centre for Community Child Health, AEDI) and make this information available to child and family service providers and families.
- Council will compile and communicate key information about existing child and family support networks within the municipality to promote increased membership and participation. This will include key contacts, contact details, purpose and activities, etc.
- Council and our community partners will establish a formal partnership agreement with local networks and organisations that supports an initiative of cross-promotional strategies related to events and programs.
- Council will develop and endorse consultation protocols and processes that ensure children are actively included in future planning of programs, facilities and activities for young children and their families living in the municipality

Building community

Creating a sense of belonging for all is critical for building a cohesive and connected community. This requires consideration of the unique and diverse needs, preferences and backgrounds of all members of the community. It recognises the increasing demands on, and sometimes complex needs of families in an ever-changing world. Such demands, if not addressed, can lead to a lack of community connection, increased social isolation and stress, and reduced levels of well-being. Creating a child and family friendly community requires attention to be given to the ways in which the built environment is planned. A child and family friendly built environment welcomes all children and families in a way that supports their participation in community life. It respects their dignity and upholds their citizenship in ways that allows equal access to programs and participation in the built environment. As such, government and non-government agencies must give attention to the ways in which community and services are planned so that every child and family is sent a clear message that their participation in our communities is welcomed.

Critically, young children who were engaged in the consultation process for this MEYP

reported that having friends and access to outdoor spaces was what they liked most about their community. However, 20% of children who completed the on-line survey as part of the consultation process did not feel safe walking or cycling around their local community. 25% of families and 30% of service providers support this view. In addition, families and services providers alike, nominated improved public transport options as one of top three things that would make the City of Greater Geelong a great place to live for families and young children. This plan will promote a sense of community by maximising opportunities for young children, and their families, to engage with others through safe access to a range of facilities, activities and events that are responsive to their diverse interests, priorities and needs.

HEARING AND RESPONDING TO CHILDREN

What you told us:

- You told us that you love being outside with your friends and this was the best thing about where you live
- You told us that sometimes you don't feel safe on the streets when you are walking around or riding your bikes
- You told us that you need more buses and trains to help get you, your friends and your family across the community

What we are going to do about this:

- We are going to talk to you and your friends when we are designing parks and public spaces so we make sure that the things you enjoy playing with are included
- We are going to look at how we can make bike paths safer through better lights and also make sure others can see you so you don't feel isolated when riding your bike
- We are going to talk to the State Government about why we need more buses and trains and we are going to ask them to see if they can pay for these
- We are going to have events that you and your family can come to so you can celebrate and have fun with other people who live in the City of Geelong

Strategies:

- Council will create a municipality map detailing child and family friendly parks and the facilities within them. This information will be made available to service providers and families.

- Council will consult with young children in the planning and design of public places and spaces that are welcoming, inclusive, accessible and stimulating. We will utilise consultation protocols established for this purpose and provide support to Council personnel involved in these initiatives.
- Council will provide information about local community facilities and ensure costs and other relevant information is included where it isn't currently and update this information regularly.
- Council will maintain and enhance well-connected walkways and bike paths to increase the visibility and safety of young children and families across the municipality.
- Council will advocate at a State government level for efficient and effective public transport coverage and options across the municipality to promote easy access to services and facilities.
- Council and our community partners will continue to plan for and promote child and family friendly community events that celebrate the diversity of community members and promote community harmony and cohesion.

Services working together

Research would indicate that there are a number of ways to support the healthy growth and development of children and their families. Firstly, it is imperative that an approach that identifies the needs of children and families earlier rather than later is embedded in the service delivery model. This early intervention approach works from a platform that suggests that the support that children and families require is best provided as early as possible in order to reduce the complexities that may result from intervening later on. Secondly, there is a growing body of evidence relating to the benefits of integrated service delivery for improving outcomes for young children and their families. Integrated service delivery is a way of 'working together' to promote more efficient, accessible and responsive service delivery for families with young children.¹⁵

Integration is often described as a continuum, which incorporates cooperation, coordination and collaboration.¹⁶ Within the consultation process, a shared commitment to the early years, and a collaborative approach to working with others, was highlighted as one of the strengths of the local child and family service sector. This is evidenced in the large number of established networks operating across the municipality. In addition, most families who completed the on-line survey as part of the consultation process, agreed that many services

¹⁵ Keast, Brown & Mandell (2007)

¹⁶ Moore (2008)

worked well together and referred families appropriately to other services as required. This supports emerging evidence of the value of integrated service delivery in providing a better fit for families' needs. Looking to the future, there are opportunities to formalise and build on this commitment through a more cohesive approach to integrated service delivery.

HEARING AND RESPONDING TO CHILDREN

What you told us:

- That it is important that you, your family and friends get the help when needed

What we are going to do about this:

- We are going to make time for adults who work with you to get together and talk about how we can best help you and your family
- We are going to make sure it is easy for you and your family to find out about who can help you when you need help

Strategies:

- Council will source and facilitate professional development specific to best practice integrated service delivery for child and family services across the municipality.
- Internally, Council will uphold quality partnerships in the projects and activities we undertake across Council, that support an integrated approach, e.g. urban planners collaborating with children's services staff regarding designing child and family friendly sites.
- Council and our community partners will use the MEYP to create a shared vision for the child and family service sector into the future, and develop an engagement process to support this.
- Council and our community partners will pilot universal referral processes to ensure a 'no wrong door approach' for families accessing child and family services across the municipality.

Celebrating diversity

The City of Greater Geelong boasts a vibrant population rich in diversity. Beginning with the original inhabitants and custodians of the land, the Wathaurong people, the municipality today hosts people from a number of countries, with one in five people from a culturally and linguistically diverse background (CALD).¹⁷ In addition to diverse cultural backgrounds, families with young children living in the municipality also have varying histories and life

¹⁷ City of Greater Geelong Multicultural Action Plan (2011-2014)

experiences, sometimes resulting in complex needs. Most families who completed the on-line survey as part of the consultation process agreed that service providers asked about their background, history, and what was important to them. However, more than 25% of families disagreed with this sentiment.

The City of Greater Geelong Multicultural Action (2011-2014) recognises the diverse needs of the local community, the importance of ensuring harmony and cohesion within the community, and the active participation of all community members. This is addressed through four planning themes that are equally relevant to this MEYP. They include:

- Respect and Recognition;
- Access and Equity;
- Responsive Services; and
- Support of Community.

This MEYP draws on these planning themes by developing specific actions to address the identified priorities, needs and interests of families with young children.



HEARING AND RESPONDING TO CHILDREN

What you told us:

- That you enjoy living in a community where there are people who are different to you
- That you enjoy going to events and parties where you can celebrate differences
- That you want to feel welcomed and like you belong wherever you are in the community

What we are going to do about this:

- We are going to continue to celebrate all the great things about living in a community where people are different from each other
- We are going to make sure that the adults who support you and your family know about what it means to work with people who are different to them so they can make sure they do what is best for you and your family
- We are going to make sure we talk to elders in the community who you look up to. We want to talk to them to make sure we are doing what is best for the community

Strategies:

- Council will increase the cultural competence and cultural awareness of child and family service providers through the provision of training and resources. This will include the development of resources for service providers outlining key considerations of culturally respectful practice.
- Council will create opportunities to involve community elders and representatives from culturally and linguistically diverse communities and Aboriginal and Torres Strait Islander communities, in the planning, delivery and review of services for families and young children to ensure service provision is culturally respectful and responsive.
- Council and our community partners will continue to plan community events and activities that reflect the diverse backgrounds, interests and priorities of families and young children.
- Council will develop protocols for service providers on how to engage with families in ways that are respectful of families' backgrounds, histories, experiences and priorities.

Promoting a healthy community

Improving health outcomes is a priority of government, services providers and community members. This is particularly so in the face of increasing risk factors including physical inactivity, drug and alcohol consumption, poor nutrition, and increased stress, all of which impact on health and well-being. Addressing these risk factors through promoting a healthy lifestyle reduces the risk of disease, eases pressure on resources, and promotes increased well-being.

The health of children and families was of critical importance for family members and service providers. In addition, access to outdoor spaces, sporting facilities and pools was highlighted by young children in the consultation process as what they liked most and what they would like more of. However, 40% of families and 45% of service providers who completed the on-line survey as part of the consultation process felt that the cost to access and participate in some physical activities is prohibitive.

The majority of children living in Greater Geelong are on track with regard to physical health and well-being according to AEDI data. However, 8.6% of children are developmentally vulnerable. This percentage is significantly higher in pockets of the community, most particularly in the suburbs of Whittington, South Geelong/ Breakwater and surrounds, Bell Park, Bell Post Hill, North Geelong, Corio, and St Leonards/Indented Head.¹⁸ It is critical that this plan is mindful of and responsive to these findings.

HEARING AND RESPONDING TO CHILDREN

What you told us:

- That you want everyone to feel healthy and safe
- That you enjoy doing things outside with your family
- That some of the best things about living in your community was the parks, sports and pools

What we are going to do about this:

- We are going to make sure that parks, pools, and bike paths are kept in good condition so you can enjoy using them
- We are going to make sure you have lots of playgroups to play in

¹⁸ AEDI (2012). Greater Geelong Community, Victoria

Strategies:

- Council will continue to maintain and upgrade natural spaces, walkways, bike paths and sporting facilities to provide opportunities for structured and unstructured physical activity across the municipality. This will include facilities for parents and other family members to engage in physical activity together with their children.
- Council will provide and promote affordable family friendly community events, festivals and activities that incorporate a health and well-being focus.
- Council will advocate at a State government level for initiatives targeting health and well-being outcomes to be afforded priority in grants and funding opportunities.
- Council will continue to advocate for access to school playgrounds outside of school hours, as outlined in the Geelong Play Strategy.
- Council and our community partners will actively participate in *Healthy Together Geelong*, a Victorian Government Initiative, to promote increased health and well-being outcomes for children, families and communities.

Planning for now and in the future

The City of Greater Geelong is a rapidly growing municipality. Developing sustainable, cohesive and accessible communities requires a planned approach to the upgrade and maintenance of existing infrastructure and the establishment of new developments. It is imperative that all development and redevelopment is responsive to changing community needs, priorities and desires.

The provision of quality and accessible services and infrastructure is crucial to enabling the City of Greater Geelong to fulfil its vision for the municipality and achieve its goals to improve outcomes for young children. Families, communities and businesses need to be confident that they will have access to the services and infrastructure that is responsive to and adequately supports their needs and requirements. This includes access to child care, kindergartens, health services, education facilities, etc.

Children in particular are sensitive to their environment and surrounding. It is therefore important to ensure the spaces and places created for children are conducive to the particular needs and requirements, and reflect the best possible quality and attributes in design and service provision.

This requires a collaborative approach, utilising the strengths, resources and expertise

available within the community, and in line with best practice standards. It also requires being mindful of the needs and priorities of families now and into the future. Feedback from families, who completed the on-line survey as part of the consultation process, indicates that the needs of families, now and into the future, include access to a full range of services and facilities. This includes parks and playgrounds; affordable housing, and ease of access throughout the municipality through improved public transport, cycle ways and footpaths.

Council has a long history in the provision of early childhood services and facilities, and continues to play a crucial role in the planning, development and provision of local early childhood services, buildings and facilities. Council has demonstrated a strong commitment to improve the provision of children's service infrastructure, adopting new approaches to service delivery and innovative building design in the development of new facilities for children and families.

HEARING AND RESPONDING TO CHILDREN

What you told us:

- That you want to make sure that future generations have access to all the things you enjoy at living in Geelong

What we are going to do about this:

- We are going to be thoughtful about how we plan for future generations and make sure that the children who live in Geelong also enjoy living in this community

Strategies:

- Council will continue to monitor projected population increases, including the child population, to ensure future infrastructure planning and new development can accommodate the needs of families with young children.
- Council will utilise interdepartmental working groups to enhance the effectiveness of infrastructure planning, including the provision of child and family services for families with young children.
- Council will ensure infrastructure planning creates spaces and places for children and families to come together to promote increased socialisation and a sense of community, while supporting critical early development, health, and learning requirements.
- Council will continue our commitment to ensure that all children and families have

access to a quality play space within 400m of their home, as outlined in the Geelong Play Strategy.

- Council will develop infrastructure that facilitates cycling and walking within the community through quality, connected cycle paths and walkways. This will include the provision of cycle and pathways that allow children, as civic citizens, to safely access community facilities from home and school.
- Council will seek feedback from children to ensure infrastructure planning accommodates their interests, preferences and needs.
- Council will continue to work with key stakeholders to address the funding and equitable provision requirements for children's services and infrastructure across the municipality.

STRATEGIES AND PRIORITIES

Theme	Safeguarding the best interests of all young children		
Links to Plans	Objective	Strategies	Indicative Measures
City of Greater Geelong: - City Plan 2013-2017 - Municipal Public Health & Wellbeing Plan 2013-2017 - Municipal Children's Services Infrastructure Plan 2013-2030 - Multicultural Action Plan 2011-2014 - Disability Action Plan 2009-2013 - Community Safety Strategy 2010-2013 - Corio-Norlane Best Start Strategic Plan - Local Area Structure Plans	Program provision meets the existing and future needs of the community.	Council will make best use of research and evidence based data relating to the current state of children's well-being and development, to help inform the development of programs and initiatives across the community. Council will maintain its commitment to disseminate and make available to our community partners the research and evidence base data we collect that will assist them in the development and delivery of child and family services.	- Future programming, planning and provisioning has direct links to research. - Data sources are freely available to community partners. - Our community partners are using research and evidence based data to inform their programming and provisioning.
	Gaps in service in delivery are addressed in the initial stages through pilot projects	Council will explore opportunities to seek funding for or self-fund pilot projects to address gaps in service delivery to promote the optimal health, development and well-being of all children, as informed by research data.	- Pilot projects are initiated by Council to address gaps in service delivery. - Pilot projects are used as an evidence base to inform future service delivery.
	Minimise the cost of implementing the National Quality Standard to maintain accessibility to childcare.	Council will advocate at a Federal government level for greater funding to be allocated to subsidise the costs related to program improvements associated with the implementation of the National Quality Standard.	Council has been involved in a number of advocacy strategies specifically to the National Quality Standard.
	Ensure early childhood programs are distributed across the community proportionally to meet the need of families.	Council will implement sound planning for services and facilities for early childhood programs based on equitable distribution and access to these programs across the municipality, with clear links to meet population projections and local community needs.	- Evidence of appropriate planning processes is available. - Data is collected and used as part of the planning process for service development.
Victorian Maternal and Child Health Guidelines 2011 Victorian Maternal and Child Health Program Standards Victorian Early Years Learning and Development Framework 2009. Victoria's Vulnerable Children Strategy 2013-2022. Dardee Boorai: Victorian Charter of Safety and Wellbeing for Aboriginal			

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Children and Young People Victorian Children, Youth and Families Act 2005 Victorian Child Wellbeing and Safety Act 2005 National Early Childhood Development Strategy (2009) National Education and Care Services Law and Regulations (2011) National Framework for Protecting Australia's Children 2009-2020 United Nations Convention on the Rights of the Child 1998 United Nations Building Child Friendly Cities: A Framework for Action. 2004			
	Reduce barriers experienced by families, in accessing child and family services	Council will undertake an investigation of existing child and family services and programs within the municipality to determine how families currently access services and share key findings with service providers in order to address barriers and improve access.	- Barriers faced by families are clearly identified and documented. - Key findings are disseminated to the children and families services sector within Greater Geelong.
	Increase knowledge of child and family related issues across the community.	Council will undertake an initiative to locate current information clearinghouses (e.g. Centre for Community Child Health, AEDI) and make this information available to child and family service providers and families.	Information regarding clearinghouses is made available to child and family service providers and families.
	Further strengthen and connect the child and family services sector across the community.	Council will compile and communicate key information about existing child and family support networks within the municipality to promote increased membership and participation. This will include key contacts, contact details, purpose and activities, etc.	- A compiled list of child and family service networks is disseminated across the sector. - Service providers report great links and connections with other service providers.
	Service providers are informed of and support initiatives outside of their own organisations.	Council and our community partners will establish a formal partnership agreement with local networks and organisations that supports an initiative of cross promotional strategies related to events and programs.	- A formal partnership agreement is created and endorsed by a range of service providers. - Service providers actively promoted initiatives of other organisations.
	Ensure that the voices and experiences of young children inform planning and delivery of programs.	Council will develop and endorse consultation protocols and processes that ensure children and young people are actively included in future planning of programs, facilities and activities for young children and their families living in the municipality.	- Protocols and processes related to consulting with children are created and endorsed. - There is evidence that consultation protocols and processes are used to inform planning of programs, facilities and activities for young children and their families living in the municipality.

Theme	Building community		
Links to Plans	Objective	Strategies	Indicative Measures
City of Greater Geelong: - City Plan 2013-2017 - Municipal Public Health & Wellbeing Plan 2013-2017 - Municipal Children's Services Infrastructure Plan 2013-2030 - Geelong Play Strategy 2012 -2021 - Multicultural Action Plan 2011-2014 - Disability Action Plan 2009-2013 - Community Safety Strategy 2010-2013 - Road Safety Strategy 2012-2017 - Events Strategy (Draft) - Cycle Strategy 2008 - Walking and Cycling Development Guidelines 2009 - Corio-Norlane Best Start Strategic Plan - Local Area Structure Plans - G21 Public Transport Strategy	Increase use of community spaces	Council will create a municipality map detailing child and family friendly parks and the facilities within them. This information will be made available to service providers and families.	A municipality map detailing child and family friendly parks and the facilities is developed and made available to families and service providers.
	Ensure that the voices and experiences of young children inform the planning and design of public spaces.	Council will consult with young children in the planning and design of public places and spaces that are welcoming, inclusive, accessible and stimulating. We will utilise consultation protocols established for this purpose and provide support to Council personnel involved in these initiatives.	The consultation protocols and processes are used to inform the engagement of young children in the planning and design of public spaces.
	Increase knowledge of community facilities available across the municipality.	Council will advise of Council owned and non-Council owned community facilities currently listed on the Council website to service providers and community groups. We will ensure costs and other relevant information is included where it isn't currently and update this information regularly.	Information regarding community facilities is available and current on the Council website.
	Increase the visibility and safety of children and families across the community.	Council will maintain and enhance well-connected walkways and bike paths to increase the visibility and safety of young children and families across the municipality.	- A schedule of works relating to the maintenance and enhancement of walkways and bike paths is endorsed by Council. - The work schedule is completed within the indicative timeframe as outlined.
	Increase the level of accessibility to services and facilities by reducing the barriers experienced by a lack of public transport.	Council will advocate at a State government level for efficient and effective public transport coverage and options across the municipality to promote easy access to services and facilities.	Council has been involved in a number of advocacy strategies specific to increasing the effectiveness and efficiency of public transport coverage.
	Continue to plan for and promote child and family friendly community events to support social capital.	Council and our community partners will continue to plan for and promote child and family friendly community events that celebrate the diversity of community	A range of child and family friendly community events take place across the year.
Victorian Local Government Act 1989 National Early Childhood Development Strategy (2009) National Education and Care Services Law and Regulations (2011) United Nations Convention on the Rights			

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of the Child 1998 United Nations Building Child Friendly Cities: A Framework for Action. 2004		members and promote community harmony and cohesion.	
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Theme	Services working together		
Links to Plans	Objective	Strategies	Indicative Measures
City of Greater Geelong: - City Plan 2013-2017 - Municipal Public Health & Wellbeing Plan 2013-2017 - Municipal Children's Services Infrastructure Plan 2013-2030 - Multicultural Action Plan 2011-2014 - Disability Action Plan 2009-2013 - Corio-Norlane Best Start Strategic Plan - Local Area Structure Plans Victorian Local Government Act 1989 National Early Childhood Development Strategy (2009) National Education and Care Services Law and Regulations (2011) United Nations Convention on the Rights of the Child 1998 United Nations Building Child Friendly Cities: A Framework for Action. 2004	To increase the skill and knowledge base of child and family services sector related to integrated service delivery.	Council will source and facilitate professional development specific to best practice integrated service delivery for child and family services across the municipality.	Professional development relating to integrated service delivery is delivered.
	To have greater interdepartmental integration within Council.	Internally, Council will uphold quality partnerships in the projects and activities we undertake across Council that support an integrated approach, e.g. urban planners collaborating with children's services staff regarding designing child and family friendly sites.	A range of partnership initiatives are evidenced across Council.
	A shared vision is used to guide the planning and provision of programs for children and families across out community.	Council and our community partners will use the MEYP to create a shared vision for the child and family service sector into the future, and develop an engagement process to support this.	A shared vision is developed and guides ongoing work across the sector.
	To make available the support required by families more accessible and responsive.	Council and our community partners will pilot universal referral processes to ensure a 'no wrong door approach' for families accessing child and family services across the municipality.	A universal referral process is developed and piloted

Theme	Celebrating diversity		
Links to Plans	Objective	Strategies	Indicative Measures
City of Greater Geelong: - City Plan 2013-2017 - Municipal Public Health & Wellbeing Plan 2013-2017 - Multicultural Action Plan 2011-2014 - Disability Action Plan 2009-2013 - Corio-Norlane Best Start Strategic Plan Dardee Boorai: Victorian Charter of Safety and Wellbeing for Aboriginal Children and Young People Victorian Charter of Human Rights and Responsibilities Act 2006 National Early Childhood Development Strategy (2009) National Education and Care Services Law and Regulations (2011) Disability Discrimination Act 1992 Racial Discrimination Act 1975 United Nations Convention on the Rights of the Child 1998	Ensure service provision is responsive to the cultural needs and diversities of children and families.	Council will increase the cultural competence and cultural awareness of child and family service providers through the provision of training and resources. This will include the development of resources for service providers outlining key considerations of culturally respectful practice.	Professional development and resources relating to cultural competence and cultural awareness is made available to service providers.
		Council will create opportunities to involve community elders and representatives from culturally and linguistically diverse communities and Aboriginal and Torres Strait Islander communities, in the planning, delivery and review of services for families and young children to ensure service provision is culturally respectful and responsive.	Community Elders from culturally and linguistically diverse communities and Aboriginal and Torres Strait Islander communities are actively recruited and involved in the planning and review of services.
	Enhance understandings of and reflecting the diversity of our community.	Council and our community partners will continue to plan community events and activities that reflect the diverse backgrounds, interests and priorities of families and young children.	Community events reflect the diversity of the Greater Geelong community.
	Ensure service provision is responsive to the cultural needs and diversities of children and families.	Council will develop protocols for service providers on how to engage with families in ways that are respectful of families' backgrounds, histories, experiences and priorities.	Protocols are developed and used in service provision.

Theme	Promoting a healthy community		
Links to Plans	Objective	Strategies	Indicative Measures
City of Greater Geelong: - City Plan 2013-2017 - Municipal Public Health & Wellbeing Plan 2013-2017 - Municipal Children's Services Infrastructure Plan 2013-2030 - Geelong Play Strategy 2012 -2021 - Multicultural Action Plan 2011-2014 - Events Strategy (Draft) - Corio-Norlane Best Start Strategic Plan Victorian Local Government Act 1989 Victorian Maternal and Child Health Guidelines 2011 Victorian Maternal and Child Health Program Standards National Early Childhood Development Strategy (2009) National Education and Care Services Law and Regulations (2011) United Nations Convention on the Rights of the Child 1998	Increase use of community spaces	Council will continue to maintain and upgrade natural spaces, walkways, bike paths and sporting facilities to provide opportunities for structured and unstructured physical activity across the municipality. This will include facilities for parents and other family members to engage in physical activity together with their children.	- A schedule of works relating to the maintenance and enhancement of natural spaces, walkways, bike paths, and sporting facilities is endorsed by Council. - The work schedule is completed within the indicative timeframe as outlined.
	Continue to plan for and promote affordable child and family friendly community events with a health and well-being focus.	Council will provide and promote affordable family friendly community events, festivals and activities that incorporate a health and well-being focus.	A range of child and family friendly community events take place across the year, to promote health and well-being.
	Increase the number of health and well being initiatives funded by State government grants.	Council will advocate at a State government level for initiatives targeting health and well-being outcomes to be afforded priority in grants and funding opportunities.	Council has been involved in a number of advocacy strategies specifically to the funding of health and well-being focused initiatives.
	Make available a greater range of public spaces for children to access.	Council will continue to advocate for access to school playgrounds outside of school hours, as outlined in the Geelong Play Strategy.	The number of schools allowing their playgrounds to be used outside of school hours is increased.
	Promote the health and well-being of children and families across the municipality.	Council and our community partners will actively participate in <i>Healthy Together Geelong</i> , a Victorian Government Initiative, to promote increased health and well-being outcomes for children, families and communities.	Targets for <i>Health Together Geelong</i> are met by 2015

Theme	Planning for now and in the future		
Links to Plans	Objective	Strategies	Indicative Measures
City of Greater Geelong: - City Plan 2013-2017 - Municipal Public Health & Wellbeing Plan 2013-2017 - Municipal Children's Services Infrastructure Plan 2013-2030 - Geelong Play Strategy 2012 -2021 - Multicultural Action Plan 2011-2014 - Events Strategy (Draft) - Corio-Norlane Best Start Strategic Plan Victorian Local Government Act 1989 Victorian Maternal and Child Health Guidelines 2011 Victorian Maternal and Child Health Program Standards National Early Childhood Development Strategy (2009) National Education and Care Services Law and Regulations (2011) United Nations Convention on the Rights of the Child 1998	Future infrastructure planning and new development keep pace to the population needs of families and children.	Council will continue to monitor projected population increases, including the child population, to ensure future infrastructure planning and new development can accommodate the needs of families with young children.	Council uses population projections specific to children and families to inform infrastructure planning across the municipality.
	Future infrastructure planning and new development keep pace to the population needs of families and children.	Council will utilise interdepartmental working groups to enhance the effectiveness of infrastructure planning, including the provision of child and family services for families with young children.	Interdepartmental working groups meet with a specific focus on the planning for the provision of children and family services across the municipality
	Community spaces enhance social connectedness for children and families.	Council will ensure infrastructure planning creates spaces and places for children and families to come together to promote increased socialisation and a sense of community.	Council's City Plan makes reference to the enhancement of social connectedness for children and families through the planning of public spaces.
		Council will continue our commitment to ensure that all children and families have access to a quality play space within 400m of their home, as outlined in the Geelong Play Strategy.	Quality play spaces are available within 400m of families' homes, as outlined in the Geelong Play Strategy.
	Increase the visibility and safety of children and families across the community	Council will develop infrastructure that facilitates cycling and walking within the community through quality, connected cycle paths and walkways. This will include the provision of cycle and pathways that allow children, as civic citizens, to safely access community facilities from home and school.	Council's City Plan makes reference to the development and maintenance of quality, connected cycle paths and walkways across the municipality.
	To ensure that infrastructure planning is meeting the needs of children.	Council will seek feedback from children to ensure infrastructure planning accommodates their interests, preferences and needs.	The consultation protocols and processes are used to seek feedback from children regarding infrastructure planning.
		Council will continue to work with key stakeholders to address the funding and equitable provision requirements for	Extent of funding provided and number of new or refurbished facilities provided.

		children's services and infrastructure across the municipality.	
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Appendices

APPENDIX 1: GLOSSARY OF TERMS

AECQA	Australian Education & Care Quality Authority
AEDI	Australian Early Development Index
CALD	Culturally and Linguistically Diverse Background
CCB	Child Care Benefit
CFC	Child Friendly Cities
COAG	Council of Australian Governments
CoGG	City of Greater Geelong
DEECD	Department Education and Early Childhood Development
DEEWR	Department Education, Employment and Workforce Relations
ECS	Early Childhood Services
ECIS	Early Childhood Intervention Services
ESK	Early Start Kindergarten
FDC	Family Day Care
GKA	Geelong Kindergarten Association
KCM	Kindergarten Cluster Management
LDC	Long Day Care
LGA	Local Government Area
MAV	Municipal Association of Victoria
MCH	Maternal and Child Health
MEYP	Municipal Early Years Plan
MCSIP	Municipal Children's Services Infrastructure Plan
NQS	National Quality Standards
OCC	Occasional Child Care
OSHC	Outside School Hours Care
SEIFA	Socio-Economic Indexes for Areas
UAECE	Universal Access to Early Care and Education
UN	United Nations
VEYLDF	Victorian Early Years Learning and Development Framework

APPENDIX 2: PROTECTIVE AND RISK FACTORS

A risk factor is usually defined as a factor that increases the likelihood of a future negative outcome for a child. A protective factor is a variable that decreases such a probability and buffer against the effects of risk factors. Risk and protective factors can be broadly grouped using the ecological model referred to previously as follows:¹⁹

Ecological level	Protective factors	Risk factors
Child	▪ Social skills ▪ Attachment to family ▪ Independence	▪ Delayed development ▪ Difficult temperament
Immediate family and household	▪ Competent and stable care ▪ Breastfeeding ▪ Adequate family income and housing	▪ Lack of warmth and affection ▪ Physical or mental illness ▪ Family instability, conflict or violence
Kinship and internal networks	▪ Positive supportive relationships with extended family, friends and neighbours ▪ Cultural and faith-based networks	▪ Isolation ▪ Absence of peer and social supports
Community environments, networks and formal services	▪ Positive supportive relationships with teachers and community professionals ▪ Participation in community activities ▪ Access/availability of community services ▪ Freedom from discrimination	▪ Inadequate housing ▪ Socio-economic disadvantage
Broader economic, policy, political, social and environmental influences	▪ Child and family friendly public policies ▪ High quality universal programs	▪ Environmental conditions ▪ Unstable economic conditions

¹⁹ <http://userguide.aedi.org.au/Understanding/What-influences-children-s-development/Risk-protective-factors-for-early-child-development.aspx>.

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APPENDIX 4: EARLY CHILDHOOD TARGET MEASURES

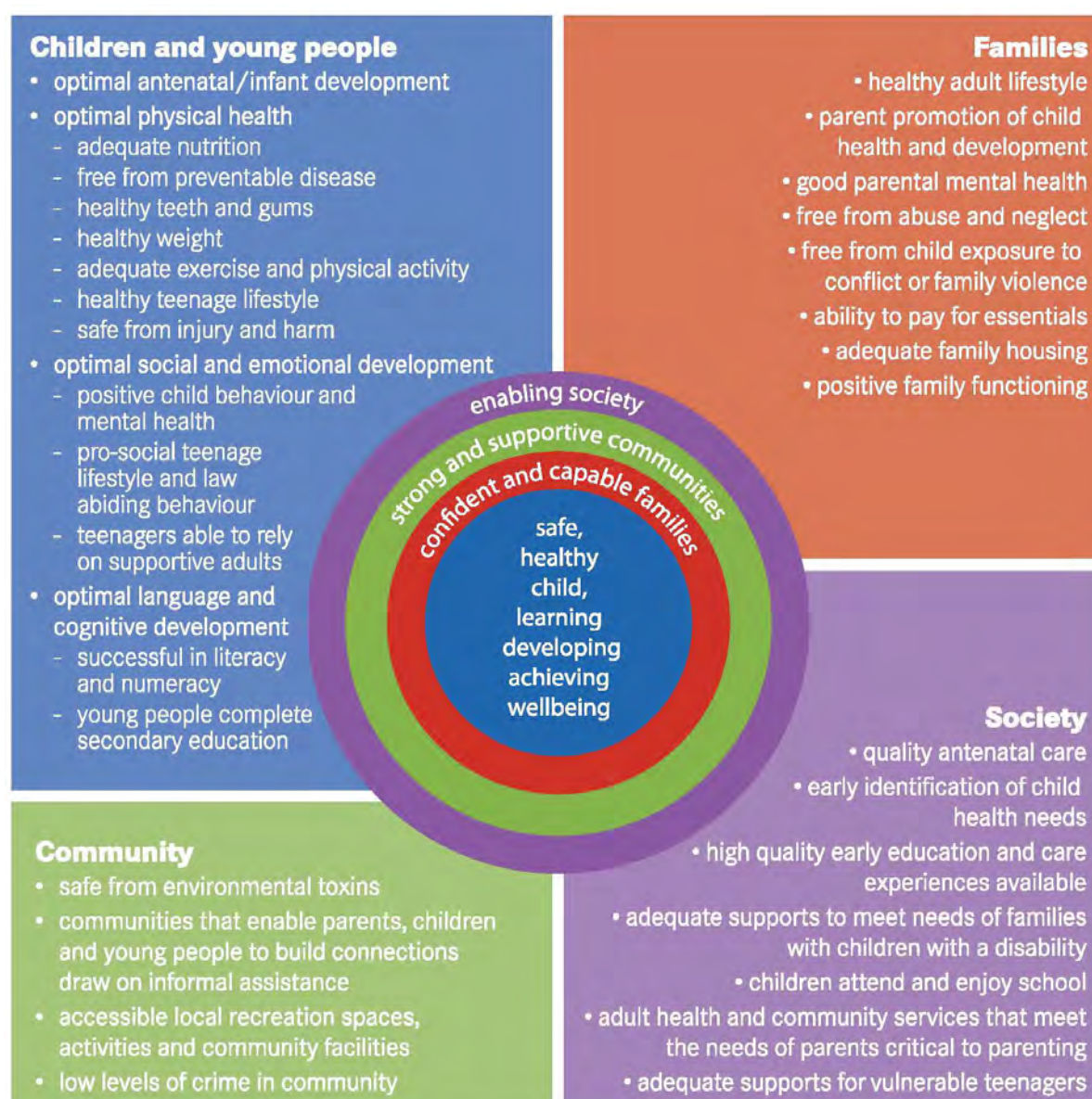
The following identifies a range of key Commonwealth and Victorian Government target and policy priorities for early childhood including those referred to in the City of Greater Geelong: City Plan 2013-2017. A number of measures have been identified under each priority which will allow us to monitor our progress. These measures are categorised as follows:

Key	Type of measure
D	Direct – Council has a direct influence on the measure result
I	Influence – Council has an influence on the measure result but other external factors outside our control also impact it
M	Monitor – Council has no influence on the measure result but monitors it to assist in future planning

Key Target Indicator	Source	Target Rate	Type of Measure
Increase MCH participation rates in later (4 month visit>) key ages and stages (KAS) consultations.	MCH Service Guidelines 2011 (Section 9.1, pg 29)	Increase by 5%	I
Percentage of children who attend 3.5 year old Maternal Child Health consultation.	City Plan 2013-2017	Meet or exceed Victorian average – 64.4%	I
Halve the existing gap between Indigenous and non-Indigenous children in participation in MCHh (KAS) visits.	Maternal and Child Health Service Guidelines (page 63)	Increase the rate of Indigenous KAS participation to the average universal rate for Greater Geelong.	I
Percentage of infants fully breast fed at six months of age	City Plan 2013-2017 VCAMS	Meet or exceed Victorian average – 34.8%	M
Increase the rate of immunisation amongst young children across each cohort group	VCAMS	Meet or exceed Victorian average.	M
Indigenous children attend a quality early childhood education program in the year before they start school.	National Partnership Agreement on UAECE	90% of Indigenous children enrolled in 4 year old kindergarten program	I
All children enrolled in quality early childhood education program in the year before they start school.	National Partnership Agreement on UAECE	95% of children enrolled in 4 year old kindergarten program	I
Reduce the percentage of children developmental vulnerable against the AEDI benchmarks.	AEDI Community Profile (every 3 years)	Current rate 18.8% on one or more domains and 9.3% on two or more domains.	I
Increase percentage of students achieving national minimum standards – NAPLAN Reading.	National Assessment Program – Literacy and Numeracy (ACARA)	Current rate 95.07% for Greater Geelong.	M
Increase percentage of students achieving national minimum standards – NAPLAN Numeracy.	National Assessment Program – Literacy and Numeracy (ACARA)	Current rate 94.55% Greater Geelong.	M
Early childhood services rated as meeting (or exceeding) the NQS assessment.	Australian Children's Education & Care Quality Authority (ACECQA)	100%	M

Number of long day care centres enrolled in the Victorian Prevention and Health Promotion Achievement Program	City Plan 2013-2017	40% of long day care centres within the municipality	D
Number of kindergartens enrolled in the Victorian Prevention and Health Promotion Achievement Program	City Plan 2013-2017	40% of kindergartens within the municipality	D
Number of primary schools enrolled in the Victorian Prevention and Health Promotion Achievement Program	City Plan 2013-2017	40% of Primary Schools within the municipality	D

The Victorian Child and Adolescent Monitoring System (VCAMS) provides a comprehensive overview of the way in which the service system, the community and the family all interact to determine the wellbeing of children, and provides a sound basis for government planning and intervention, and the range of data indicators commonly employed to measures outcomes.



APPENDIX 5: RELEVANT COUNCIL POLICIES & STRATEGIES

City of Greater Geelong City Plan (2013 – 2017)
Children's Services Policy Statement (2012)
Community Consultation Plan (2008)
Disability Action Plan (2009 - 2013)
Geelong Community Youth Strategy (2012)
Geelong Health and Wellbeing Plan (2013 - 2017)
Geelong Play Strategy (2012 - 2021)
Indigenous Statement of Recognition & Commitment (2009)
Local Area Structure Plans
Local Government Act (1989)
Multicultural Action Plan (2011 - 2014)
Municipal Asset Management Plan
Municipal Children's Infrastructure Plan 2013-2030 (Draft)
Karreenga Aboriginal Action Plan (in draft)
Corio-Norlane Best Start Strategic Plan (2013 – 2017) and Action Plan (2013 – 2014)



8. GEELONG CHILDREN'S WEEK 2013 REPORT

Portfolio: Community Development – Cr Fisher
Source: Community Services – Family Services
General Manager: Jenny McMahon
Index Reference: Subject: Family Services Events

Purpose

The purpose of this report is to present to Council the outcomes of the 2013 Geelong Children's Week celebrations, held between 18 and 27 October, 2013.

Summary

- Children's Week is an international event designated by the United Nations General Assembly and celebrated annually. The focus of Children's Week is to celebrate the right of the child to enjoy childhood, through focusing the attention of the wider community on children, their needs and achievements.
- Council has been responsible for the coordination, planning and promotion of Children's Week in Geelong since 2005. The annual development and implementation of the Children's Week program represents a positive collaboration between a wide range of local community organisations, groups and Council services.
- The program of events conducted throughout Geelong during Children's Week has demonstrated continued participation and interest from the local community. This year, the Children's Week program incorporated 73 separate events hosted by 51 local organisations.
- The diverse range of local events held during this year's Children's Week targeted children aged between 0–12 years, and resulted in almost 17,000 children and adults participating in events and activities held throughout the week. Refer Attachment 2. More than 450 paid staff and volunteers, contribute an estimated 2,741 hours were involved in the planning and implementing of events and activities.
- Council's support for Children's Week is consistent with key objectives contained within City Plan, the Municipal Public Health and Wellbeing and draft Municipal Early Years Plans.

Cr Fisher moved, Cr Farrell seconded -

That Council acknowledges the success of Children's Week in Geelong, October 2013, and the contribution by volunteers and local organisations.

Carried.

Background

In 1954 the United Nations General Assembly proclaimed Universal Children's Day as a day to promote friendship and understanding amongst children of the world. Since then, Universal Children's Day has been incorporated into Children's Week which is celebrated annually in Australia in the fourth week of October. Children's Week is supported by the Children's Week Council of Australia.

8. GEELONG CHILDREN'S WEEK 2013 REPORT (CONT'D)

Council has been responsible for the coordination, planning and promotion of Children's Week in Geelong since 2005. Children's Week in Geelong has continued to grow strongly. It provides opportunities to encourage children's civic participation, and promotes the unique contributions children make to the local community.

Discussion

Geelong's Children's Week program represents one of the largest Children's Week celebrations currently hosted by any municipality in Victoria. Its success is evidenced by strong participation from local children and families in a wide range of events and activities held throughout the week.

Children's Week generates significant good will and is truly unique in that it is a community driven event. While Council coordinates the local planning, promotion and funding for the event program, the majority of the events and activities held during Children's Week are hosted by local community groups and organisations.

Environmental Implications

All events and activities conducted during Children's Week attempt to promote and operate according to good environmental sustainability practices and principles, including appropriate waste management and recycling wherever possible

Financial Implications

The cost to Council of the 2013 Children's Week Program was \$51,820.

A contribution of \$500 was received from the Victorian State Government through the Department of Education and Early Childhood Development.

As per previous years grants (total \$20,500) were made available for activities and events. All applicants were successful in receiving a Children's Week grant. A full list of grant recipients can be found at Attachment 1. The balance of the funds was spent on marketing direct event expenses and additional staffing and implementation cost.

The sustainability of Council's role in coordinating and promoting future Children's Week programs and activities remains subject to continued funding and resources being provided through Council.

Policy/Legal/Statutory Implications

Council's role in supporting the provision of local programs and activities for children and families is consistent with local government requirements of the Victorian Local Government Act 1989 and also the Victorian Charter of Human Rights and Responsibilities.

Council's role and responsibilities toward the hosting and support of Children's Week are consistent with key recommendations endorsed by Council in the existing Municipal Health and Wellbeing Plan 2013-17, including priorities of physically active communities, social inclusion and community connectedness.

8. GEELONG CHILDREN'S WEEK 2013 REPORT (CONT'D)

Alignment to City Plan

Council's City Plan 2013–17 details corporate planning objectives, service delivery priorities and commitments that are consistent with and closely aligned to the matters contained in this report, especially in relation to the development and provision of opportunities to facilitate community participation and engagement and healthy environments.

Officer Direct or Indirect Interest

No officers involved in the preparation of this report have a direct or indirect interest in matters to which this report relates.

Risk Assessment

The future planning and promotion of Children's Week in Geelong remains subject to continued financial support from Council. Any reduction in available funding is likely to significantly curtail and diminish the potential to support future events and participation by local children and families.

Risk assessment planning is routinely completed for all Council hosted events in accordance with Council event planning guidelines.

Social Considerations

Children's active engagement and participation in their communities has significant social and developmental benefits that are shared by children, families, and the whole community.

Children's Week provides a unique opportunity to promote civic participation by young children and acknowledge the contributions provided by children toward realising the Council vision of making 'Geelong a great place to live'.

Growth in participation in Children's Week by a large and diverse range of organisations and community groups (including schools, kindergartens, childcare services, family support agencies, playgroups, toy libraries, neighbourhood houses, and churches) provides a positive platform for partnership – building the further development of major local events.

Human Rights Charter

Council's role in supporting the provision of local programs and activities for children and families is consistent with the Victorian Charter of Human rights and Responsibilities, Part 2 Section 17 Protection of families and children.

Consultation and Communication

- Geelong's Children's Week, 2013 was advertised via community billboards and local newspapers. This included the distribution of more than 42,000 Children's Week Calendars through the Geelong Advertiser's GT Magazine and a further 10,000 copies directly to early years services, schools and customer service centres.

8. GEELONG CHILDREN'S WEEK 2013 REPORT (CONT'D)

- Council's "on hold" message, Early Childhood and Education eBulletin, DEECD Children's Week website, the Geelong Australia website and social media were also used to promote Children's Week.
- The communication of this report along with material produced in relation to the development and promotion of Children's Week in Geelong is the responsibility of Council's Family Services Department.

Attachment 8-1

Funding and grants provided to events and organisations for Children's Week 2013

Event/Organisation	\$
Funding recipients - COGG	
Bellarine Sport & Aquatic Centre	1500
Children's Week Launch	1000
CLAC Trudy Moritz	255
Family Day Care	350
Family Services Early Years Expo	2500
Leisurelink Aquatic & Recreation Centre	350
Splashdown Leisure Centre	1500
Supported Playgroup - Playgroup in the Park	1500
Waterworld	5000
Children's Week grant recipients - Community Organisations	
Allanvale Preschool	350
Anakie & District Community House	190
Ardoch Foundation	350
Bluebird Foundation	350
Catholic Education Department – St Thomas Aquinas Primary School	350
Club Italia	350
Geelong Regional Library Corporation	1800
Geelong YMCA	350
Glastonbury Community Services	350
Leopold Toy Library	350
Newtown Primary School	350
MIS Polish Playgroup	350
Portarlington Preschool	350
Portarlington Primary School	350
Rix Street Kindergarten	350
Total:	20495

Attachment 8-2

Summary of 2013 Children's Week events and activities held across the City of Greater Geelong by location and estimated participation rates

Location	Event	Estimated Participation
Anakie	Anakie & District Community House	32
Belmont	Geelong Play Strategy re-launch	225
Bell Post Hill	Kardinia Playgroups – Musical Garden	1400
Bell Post Hill	Bell Post Hill Playgroup Open Day	*
Clifton Springs	Beacon Point Pre-School – Walkathon	62
Corio	Bluebird Foundation Muddy Musical Adventures	76
Corio	Best Start - North Early Childhood Expo	172
Corio	Ardoch Foundation – Banjo's Bash	422
Corio	Children's Fun Day @ Waterworld	750
Corio	Catholic Education Department – Working Better Together Celebration	70
Corio	Glastonbury Community Services – Bringing the Outdoors In	53
Drysdale	The Potato Shed - Family Fun Day	5516
Drysdale	CLAC Drysdale – Drysdale Community Through the Children's Eyes	64
Drysdale	Geelong Regional Library Corporation – Story Train	357
Geelong	MIS Polish Playgroup	43
Geelong	Supported Playgroup - Playgroup in the Park	350
Geelong	Children's Week Launch - Carousel	89
Geelong	GPAC - Poppykettle Kinder Day	796
Geelong	GPAC - Poppykettle Primary Day	465
Geelong	Carousel - 2 for 1 rides	20
Geelong West	Family Day Care – Animals in the Park	54
Geelong West	Family Services Early Years Expo	255
Geelong West	Geelong West Toy Library - 11th Annual Toy sale	86
Grovedale	Road to Reading – Open Day	*
Grovedale	Grovedale Baptist KindyPlay – Open Day	*
Herne Hill	Rix Street Kindergarten - Fun Day	80
Lara	Lara Lake Community Pre-School – Car Boot Sale	*
Lara	Australian Breastfeeding Association – Baby's Day Out	*
Lara	Lara Kindergarten – Art Show	50
Leopold	Leopold Toy Library - Teddy Bear's Picnic	450
Leopold	Allanvale Preschool - Animal Farm Visit	58
Moolap	Club Italia - Children's Halloween	369
Newtown	Crackerjack Kids Science	*
Newtown	YMCA Preschool Gymnastics Class x 4	192
Newtown	Celebrating the arts at Newtown Primary School	535
Norlane	CLAC Trudy Moritz – Roaming Reptiles	27
North Geelong	Centre Court Indoor Tennis – Have a Ball	31
North Geelong	Early Learning Centre @ Rosewall – Breakfast and Pyjama Party	42
North Geelong	One World For Children – Cultural Music and Dance	*

Attachment 8-2

Summary of 2013 Children's Week events and activities held across the City of Greater Geelong by location and estimated participation rates (cont'd)

Ocean Grove	Ocean Grove Playgroup – Bellarine Beach Babes Market	315
Ocean Grove	BASC - Children's Fun Day	453
Ocean Grove	CLAC Ocean Grove – Ready Steady Go Kids	40
Portarlington	Portarlington Pre-School Open Day	168
Portarlington	Portarlington Primary School – Whole School Values Movie Premiere	240
Wandana Heights	Roslyn Playgroup – Open Week x 5	16
Waurin Ponds	Child & Infant CPR Workshops x 5	146
Whittington	Early Learning & Family Centre @ Apollo – Flamefest participation	173
Whittington	Flamefest	1,268
Whittington	Splashdown - Children's Fun Day	254

** Estimates were not available for these events.*

9. GEELONG INDOOR RECREATION FACILITIES STRATEGY

Portfolio:	Sport & Recreation – Cr Irvine
Source	Projects, Recreation & Central Geelong – Sport & Recreation
General Manager:	Dean Frost
Index Reference	Subject: Sport Leisure & Recreation / Reports Subject: Sport Leisure & Recreation / Other Sport / Recreation/Leisure Strategies

Purpose

To provide a strategic approach for the future provision and development of indoor recreation facilities for the next 20 years.

Summary

- The Geelong Indoor Recreation Facilities Strategy was undertaken to review the City's existing provision of indoor recreation facilities and to provide a strategic approach for the future provision and development of indoor recreation facilities for the next 20 years
- The draft strategy provides recommendations relating to the location, enhancement and development of indoor recreation facilities.
- The review of the City's existing provision of indoor recreation facilities indicated that there is currently a significant deficiency in indoor courts available to the community.
- The draft strategy was based on the current available indoor recreation facility supply being inadequate for the City's population needs. Key recommendations critical to the strategy that were identified include:
 - A new Regional Centre at Brealey Reserve - New 8 to 10 court facility proposed to meet existing and future southern area facility gaps and future population growth.
 - Expansion of the Leisuretime Centre – Plan for up to a four court extension over the outdoor netball courts plus new amenities to meet existing and future northern area population growth
 - Development of new courts on the Bellarine including proposed new court extensions at Bellarine Aquatic & Sports Centre and Drysdale Secondary College to meet existing and future eastern area population growth
 - Greater use of existing facilities - Encouraging greater use of underutilised community/school indoor recreation facilities to provide more local area facility use/access.
 - Develop growth areas indoor facilities – Develop planned new growth areas indoor recreation facilities at Armstrong Creek Precincts (x3 facilities) and Lara West (x1 facility) as development is taken up and population triggers are met.

9. GEELONG INDOOR RECREATION FACILITIES STRATEGY (CONT'D)

Cr Irvine moved, Cr Ansett seconded -

That Council:

- 1) note the draft Geelong Indoor Recreation Facilities Strategy, and**
- 2) release the draft Geelong Indoor Recreation Facilities Strategy for public comment for a period of four (4) weeks.**

Carried.

Background

Indoor recreation facilities within the City of Greater Geelong have developed and evolved over time in the absence of an integrated approach and overall indoor facility planning framework. It is widely considered that some of these facilities are well utilised, some are in poor physical condition and some are underutilised.

The City is expected to experience significant growth over the next 20 years, with the population expected to reach 297,956 by 2031. This equates to an increase of 76,609 people or 35% of the current population. It is important that future provision and development of indoor recreation facilities is done strategically to account for this expected growth.

Due to the expected population growth and the absence of a strategic framework, Council initiated the preparation of the Geelong Indoor Recreation Facilities Strategy with two key aims:

1. To review the City's existing provision of indoor recreation facilities and provide an analysis of indoor facility provision across the Geelong Region, both private and government.
2. To provide a strategic approach for the future provision and development of indoor recreation facilities for the next 20 years, including recommendations for the location, enhancement and development of indoor recreation facilities, having regard to key partnerships and initiatives.

Discussion

The draft Geelong Indoor Recreation Facilities Strategy found that there is currently a deficiency in indoor courts available to the community within the City. Specifically:

- There are 45 full or large size courts exist within the City, of which; Council owns eleven (11), education institutions own twenty five (25) and nine (9) courts are owned by other organisations.
- Indoor recreation facility provision is low, with only (33) large/full size indoor courts available for community use in the City, whilst adjoining Council areas only provided a further six (6) large indoor courts.
- Benchmarking against other regional local government areas found that the City has the lowest numbers of useable courts per capita of any of the regional areas reviewed including Frankston City Council, City of Greater Bendigo and Ballarat City Council.

9. GEELONG INDOOR RECREATION FACILITIES STRATEGY (CONT'D)

The draft Geelong Indoor Recreation Facilities Strategy identified a number of major challenges in the provision in indoor recreation facilities. These include:

- Useable courts per capita (compared to like municipalities)
- Forecasted population growth without strategy to improve provision
- Forecasted growth in sport participation numbers

Actions within the draft strategy were based on the current available indoor recreation facility supply being inadequate for the City's population needs.

Specific draft strategy recommendations were based on:

- The need to increase use at existing centres that allow community use.
- Improved access to indoor recreation facilities at education institutions that do not currently allow community use.
- Planning for 8 to 10 courts to be built and operational by 2018 and a further 10 courts planned and operational by 2031.
- Continue to operate and manage the facilities under direct Council management to ensure all user groups have access and that maximum facility occupancy is encouraged.

To overcome these deficiencies, the draft Geelong Indoor Recreation Facilities Strategy includes five key recommendations:

- New Regional Centre at Brearley Reserve, Marshall – New 8 to 10 court facility proposed to meet existing and future facility gaps and future population growth in the south of the municipality.
- Expansion of the Leisuretime Centre – Plan for up to four court extension over the outdoor netball courts plus new amenities to meet existing and future population growth in the north of the municipality.
- Develop New Courts in the eastern area – New court extensions at Bellarine Aquatic and Sports Centre and Drysdale Secondary College to meet the existing and future population growth in the east of the municipality.
- Greater Use of Existing Facilities – Encourage greater use of underutilised community/school indoor recreation facilities to provide more local area facility use/access.
- Develop new Growth Areas Facilities – Develop planned new indoor recreation facilities within the Armstrong Creek (x3 facilities) and Lara West Precincts (x1 facility) as development is taken up and population triggers are met.

Environmental Implications

The draft Geelong Indoor Recreation Facilities Strategy has no direct impact on the environment; however any future development which may occur as a result of this strategy should seek to support initiatives that facilitate long-term environmental sustainability.

9. GEELONG INDOOR RECREATION FACILITIES STRATEGY (CONT'D)

Financial Implications

The implementation plan provides a broad estimate of cost specific to each of the recommended actions. These actions are assessed as Mandatory, Critical, High, Medium and Low to guide Council decision making in terms of development.

The draft Geelong Indoor Recreation Facilities Strategy outlines the recommended implementation schedule and indicative capital costs for the works identified. The total cost of all works is significant and cannot be funded solely by Council. The adoption of this report does not have any direct financial implications, but acts as guide for Council Officers to explore opportunities for partnership and funding opportunities at all levels of government and private industry to support the plans implementation.

It is expected that the strategy will be implemented over an approximate timeframe of 15-20 years. The table below summarises the capital estimated cost and the annual operational cost by action priority level.

Draft Geelong Indoor Recreation Facilities Strategy Actions Resources Summary By Priority Level Action Priority Level	Estimated Combined Capital Cost	Estimated Combined Annual Cost
Mandatory: Required by legislation or regulation or connected with a developer contribution plans.	\$0	\$0
Critical: Relating to risk mitigation or safety or an item that has a serious impact on service delivery.	\$0	\$0
High: Important action that underpins the key outcomes connected with the Geelong Indoor Recreation Facilities Strategy.	\$28M to \$30M	\$150,000
Medium: Action that contributes to meeting overall intent of the Geelong Indoor Recreation Facilities Strategy	\$27M to \$28M	\$330,000
Low – 2026 to 2031: Action that contributes to overall improvement in indoor sport and recreation.	\$22M to \$23M	\$240,000

Where implementation of specific recommendations requires a new budget allocation or contribution from Council, above what will be funded through developer contributions or partner agencies a business case will be prepared and considered as part of the overall annual budget process.

Policy/Legal/Statutory Implications

The draft Geelong Indoor Recreation Facilities Strategy recognises that all community members have equal rights to participate in and enjoy the benefits of sport and physical activity.

Alignment to City Plan

The draft Geelong Indoor Recreation Facilities Strategy has clear connections to Council's community well-being objectives. The uptake of indoor sport as recreation and physical activity provides health benefits to the community participants.

Officer Direct or Indirect Interest

No Council staff or persons engaged under contract have a direct or indirect interest in the development of the draft Geelong Indoor Recreation Facilities Strategy.

9. GEELONG INDOOR RECREATION FACILITIES STRATEGY (CONT'D)

Risk Assessment

There are no immediate risks associated with this report. Appropriate risk management measures will be established when implementing the recommendations of the report.

Social Considerations

The draft Geelong Indoor Recreation Facilities Strategy recognises that supporting indoor sport is not just about participation in physical activity.

Indoor sport is recognised as providing a range of broader benefits to the community, including contributions to social capital, community cohesiveness, and community connection. Participation in sport and physical activity brings about a range of personal, social, health and economic benefits for individuals and communities.

Human Rights Charter

This report has no direct impact on the human rights of the residents of the City of Greater Geelong.

Consultation and Communication

The preparation of the draft Geelong Indoor Recreation Facilities Strategy has been managed by a three-tiered management structure:

- Project Control Group (PCG) consisting of key representatives from the City of Greater Geelong and Sport & Recreation Victoria. The PCG provided high level strategic direction on key issues and opportunities.
- Project Reference Group (PRG) – Strategic Partners. Consisting of Council officers and senior management from the following organisations:
 - Department of Education & Early Childhood Development
 - Surf Coast Shire
 - Golden Plains Shire
 - Deakin University
 - Leisure Networks
 - Department of Planning & Community Development
 - Sport & Recreation Victoria
- Project Reference Group (PRG) – Sport. Consisting of representatives from:
 - Basketball Geelong
 - Futsal Geelong
 - Barwon Sports Academy
 - Football Geelong
 - Bellarine Basketball Association
 - Volleyball Geelong
 - Table Tennis Geelong Incorporated

9. GEELONG INDOOR RECREATION FACILITIES STRATEGY (CONT'D)

- Gymnastics – YMCA
- Badminton Geelong
- Centre Court – Indoor Tennis
- Geelong Squash Racquets Association
- Netball Victoria

The planning process involved a comprehensive review of background material and the establishment of the stakeholder reference group as outlined above to guide the planning process. The project has involved extensive consultation with stakeholders, Council staff and key community groups.

The main consultation tasks have included:

- Establishment of the PCG, PRG – Strategic Partners, PRG – Sports. These groups have met in the lead up to this report

All avenues of local media will be utilised to highlight the public exhibition of the draft Geelong Indoor Recreation Facilities Strategy. This includes a media release, Community Update, notification and promotion to key stakeholders.

Indoor Recreation Facilities Strategy

Final Draft Volume One: Key Findings and Recommendations

January 2014



* FOR PUBLIC COMMENT *



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APPENDIX

Appendix One: Geelong Indoor Recreation Facility Inventory and Facility Category Hierarchy



EXECUTIVE SUMMARY

1. Study Overview

The CoGG (CoGG) had identified a number of critical issues and opportunities impacting on indoor facility provision and the strategic plan was completed to:

1. To review the regions existing provision of indoor recreation facilities and provide an analysis of indoor facility provision across the Geelong Region both private and government.
2. To provide a strategic approach for the future provision and development of indoor recreation facilities for the next 20 years including recommendations for the location, enhancement, and development of indoor recreation facilities having regard to key government partnerships and initiatives.

2. Key Study Findings

The studies key findings are listed in the Volume One Report that have been identified as a base for the future strategy include:

2.1 CoGG Population Trends

The current and future project area population trends include:

- The cities population is estimated to be 221,350 by the end of 2013 and predicted to increase to 297,956 people by 2031, which is an increase of 76,609 people (+34.6% or +1.92%/year). This is a projected annual population increase of 1.9% per annum or more than 4,200 new residents a year.
- Indoor facility usage trends indicate that people aged between 0 to 39 years are twice as likely to participate in indoor leisure/sporting activities and use indoor stadiums. This age group currently represents (54.4%) of the area population.
- The regions younger age profile is expected to increase as a percentage of the population due to the large number of new residents moving in to the new growth areas

The strategy therefore needs to plan for continued high demand for indoor court spaces that provide sporting and activity activities for residents of younger ages and family groups.

2.2 Indoor Recreation Facility Provision

A detailed facility inventory survey was completed for the project and was summarised in four future planning precincts, which saw the following facility provision:

- 44 large courts and 1 full size court saw a total court provision of 45 full size/large courts
- Four (4) Council owned venues providing eleven (11) courts (10 large & 1 full size courts).
- Education providers (Primary/Secondary Schools and Tertiary Education) provide a total of twenty-five (25) large indoor courts but only thirteen (13) of these courts (just above 50%) are available for regular community use.

- A total of nine (9) large indoor courts are provided by other organisations with all courts available for community use.
- There were also a further 44 undersize courts in the project area but the majority of these were not suitable for competition purposes (lack of run off and undersize of courts).
- The City/Central precinct has 14 large courts then the Northern precinct (total 13 courts). The Southern precinct has 9 large courts and the Eastern precinct also has 9 large courts.

The review indicates that indoor recreation facility provision was low with only thirty three (33) large/full size indoor courts available for community use in the City, whilst adjoining Council areas only provided a further six large indoor courts.

Benchmarking against other regional areas indicated found the City had lower numbers of useable courts per population ratio of any of the regional areas reviewed. This is estimated at 1 court/6,708 people (based on 2013 population estimate of 221,350) compared to:

- Frankston City Council: 1 court/6,666 people
- City of Greater Bendigo: 1 court/5,552 people
- Ballarat City Council: 1 court/3,133 people

The facility inventory survey also indicated the majority of multiple court venues had high peak time use but many of the single court venues had low use and therefore had some capacity for more use (likely to be junior teams and training use).

4. Future Indoor Recreation Facility Development Opportunities

The following new facility or existing facility expanded court development opportunities by planning precinct were identified:

- Northern Precinct: 11 new court development opportunities
- City/Central Precinct: 0 new court development opportunities
- Eastern Precinct: 7 new court development opportunities
- Southern Precinct: 17 to 19 new court development opportunities

The review of future population growth areas indicated that there was sufficient future facility opportunities in the growth areas of the southern, eastern and northern precincts to meet the increasing demand when population increases occur as long as planning and funding strategies are now commenced in these key areas.

3. Future Indoor Recreation Facility Strategy and Recommendations

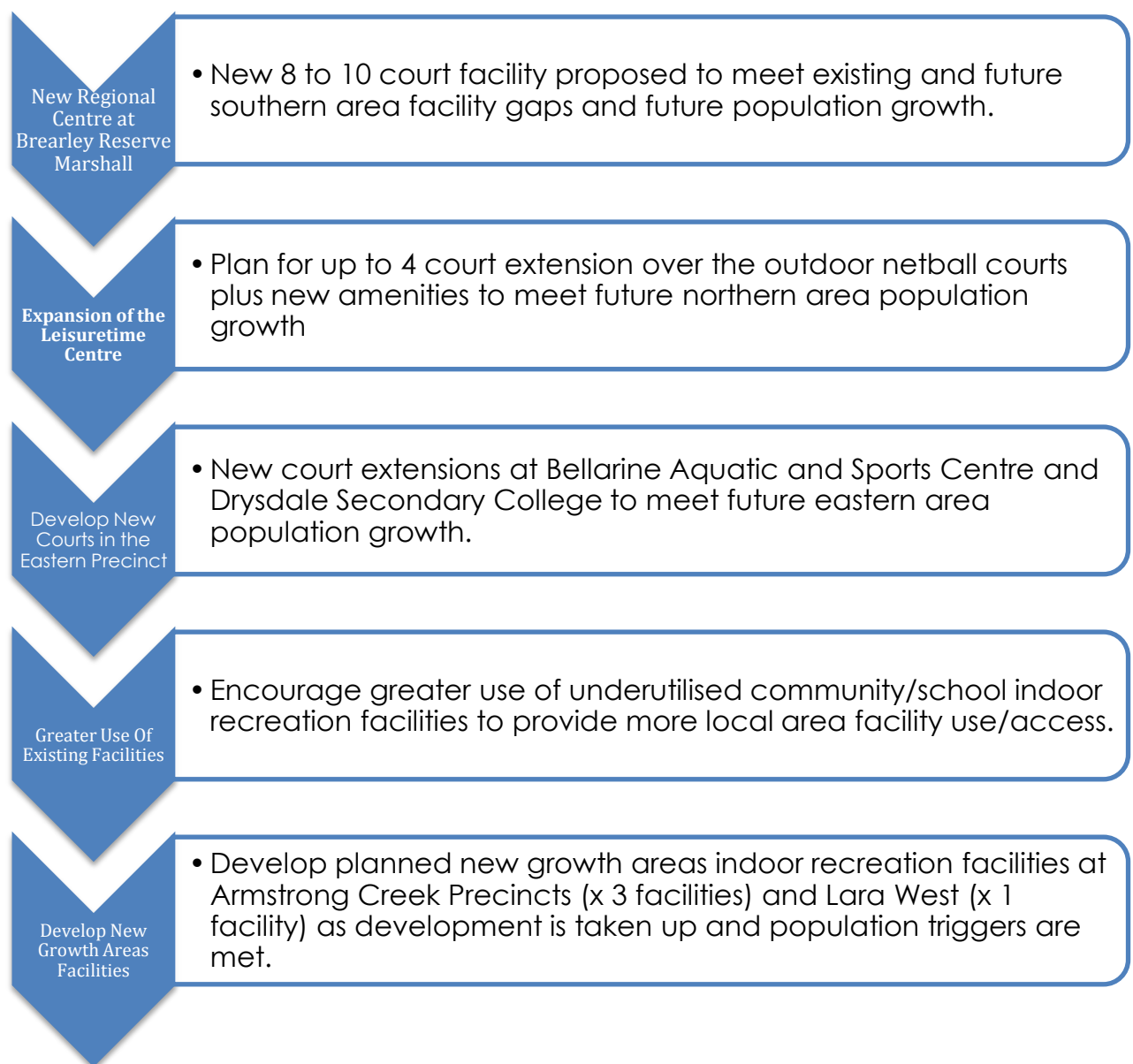
The project team reviewed a range of facility provision demand indicators and determined the CoGG had a demand for between 40 to 42 courts now and based on population increases require up to 50 courts by 2021 and up to 58 courts by 2031.

The current provision of 45 full size/large courts in CoGG area but only 33 of these available for regular use indicates there is a major gap in facility provision and being able to access all of these 12 extra courts for community use is unlikely so there is immediate need to develop new court facilities.

The future strategy therefore was based on "**the current available indoor recreation facility supply being inadequate for the cities population needs** and the strategy recommendations were based on:

- Need to fill up/increase use at a range of suitably located existing centres that allow community use.
- Support and Improve access to the best located and accessible education institution centres that do not currently allow community use
- Plan for between 8 to 10 new courts to be built and operational by 2018 and a further 10 courts planned and operational by 2031.
- Continue to operate and manage the facilities under direct Council management to ensure all user groups have access and that maximum facility occupancy is encouraged.

The study's findings have lead the project team to recommend that the Geelong Future Indoor Recreation Facility Strategy be based on five (5) key initiative recommendations as listed in the graphic below and detailed in sections 3.2 to 3.8 of this report.





1 BACKGROUND REVIEW

1.1 INTRODUCTION

In recent years Geelong has grown substantially from a regional town to a contemporary regional City. In addition to projected growth across the municipality, the CoGG (CoGG) is also undertaking a major planning process for Armstrong Creek which will result in an additional 60,000 -80,000 new residents, resulting in a total population of in excess of 300,000 residents.

The CoGG currently has four (4) dedicated indoor recreation centres being:

- The Geelong Arena (North Geelong),
- Leisuretime Centre (Norlane),
- The Barwon Valley Activity Centre (Belmont)
- Bellarine Sports and Aquatic Centre (Ocean Grove).

Further to these Council owned venues there are also a number of school and privately managed indoor recreation facilities, which contribute to the number of indoor facilities within the CoGG.

CoGG has identified a number of critical issues and opportunities impacting on indoor facility provision and requires a strategic plan to guide future infrastructure planning and development for indoor recreation facilities.

1.2 THE STUDIES AIMS AND OBJECTIVES

The key aims for the project include:

1. To review the City's existing provision of indoor recreation facilities and provide an analysis of indoor facility provision across the Geelong Region both private and government.
2. To provide a strategic approach for the future provision and development of indoor recreation facilities for the next 20 years including recommendations for the location, enhancement, and development of indoor recreation facilities having regard to key government partnerships and initiatives.

The project brief was based on 15 primary project objectives and associated outputs and the project team developed its staged project methodology around these key project outputs

1.3 PROJECT REPORTS

The project has been completed over an 18-month period and this has seen initial collection of data and completion of facility inventories and usage trends to inform draft development strategies by November 2012.

A further round of consultation and data updates occurred between April 2013 and July 2013 and the final draft project reports were then prepared for client review and consultation.

Following this consultation final draft reports were completed for public exhibition in September 2013. Due to the large amount of research, facility data and stakeholder information the reports have been developed into three interrelated volumes being:



The main project reports incorporate:

1. **Volume One: Final Draft Indoor Recreation Facilities Key Findings and Recommendations** – This is the main project report and covers an overview of the project areas population trends and current indoor recreation facilities. The reports final section covers the study findings and recommended future Indoor Recreation Facilities Strategy and associated recommendations.
2. **Volume Two: Market Research and Consultation Summaries** – This report provides detail on the project area and population plus future population trends. This volume also covers details on the current indoor recreation facilities inventory and usage and market research and consultation summaries. This volume also lists all of the supporting data collected that is listed in 10 appendixes at the end of volume two.
3. **Volume Three: Facility Inventory and Interview Data Summaries** – This report provides a record of facility inventory information collected as part of the facility survey plus records of interviews with stakeholders and key informants.

1.4 THE PROJECT AREA

The CoGG is located in the south west of Victoria, approximately 75 kilometres south west of the Melbourne CBD. The City encompasses a total land area of approximately 1,250 square kilometres with over two-thirds of the population living in the Geelong urban areas. The CoGG is bounded by:



- The Moorabool Shire in the north,
- Wyndham City to the east and back to Melbourne CBD
- The Borough of Queenscliffe also to the east at the end of the Bellarine Peninsula
- Bass Strait in the south and the Surf Coast Shire
- Golden Plains Shire in the west.

The following graphic highlights the main population areas surrounding the Geelong area.



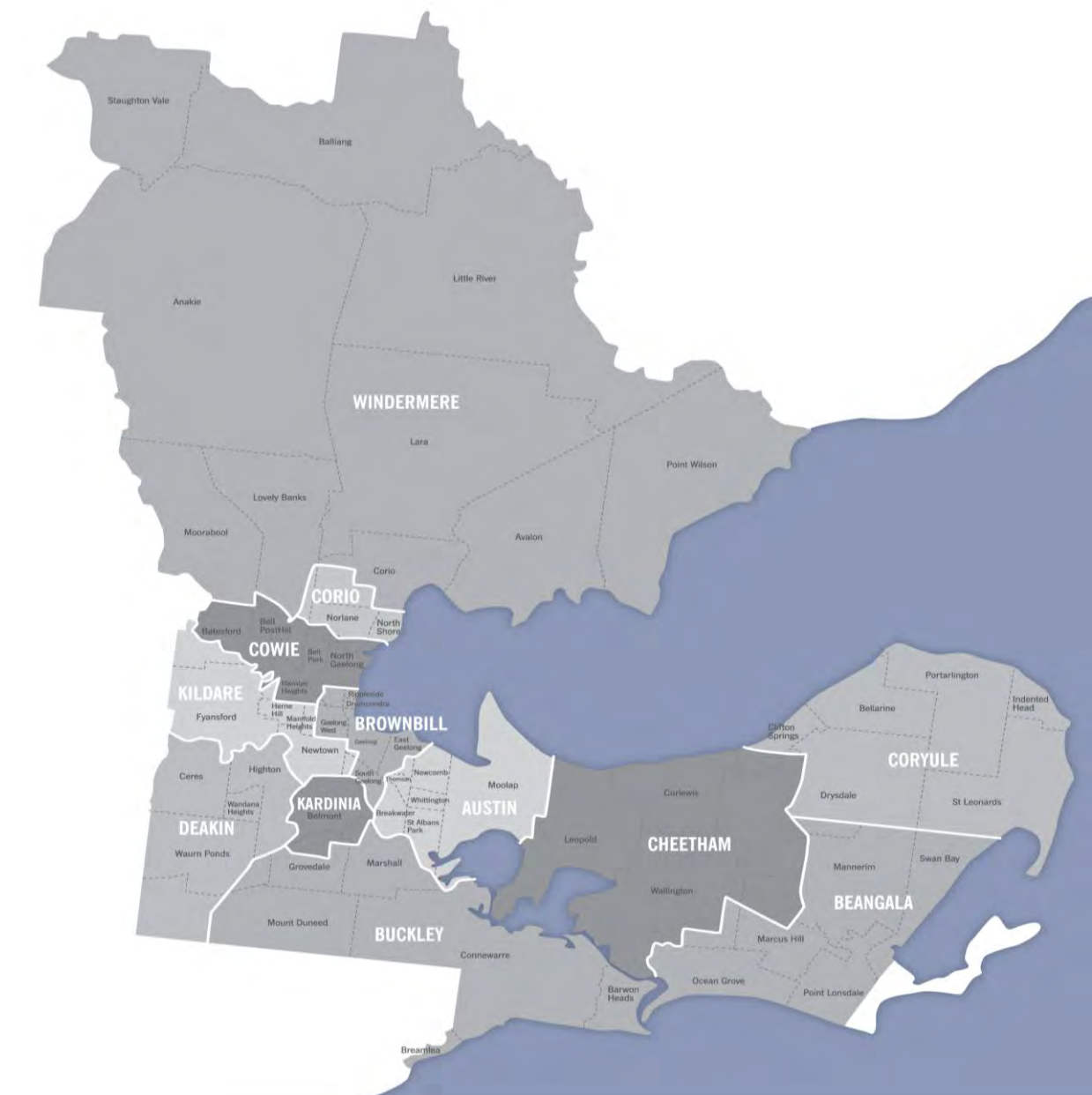
CoGG is a mixed and diverse municipality incorporating rural, residential, resort, industrial and commercial land areas. Geelong is the largest regional population city in Victoria and is the leading commercial centre for south west Victoria.

A substantial percentage of residents also live close to coastal areas and the city includes the coastal townships of Barwon Heads, Breamlea, Indented Head, Ocean Grove, Portarlington, St Leonards, Clifton Springs and part of Point Lonsdale. In 2011, the total population of CoGG was estimated at 215,151 and will have increased to 227,700 people by the end of 2013.

Significant new development population growth areas are now coming to market and the city's population is expected to increase at a much faster rate in the future with now a projected more than 300,000 people expected to be living in the CoGG and 2016 with the largest increases in population expected in a range of new growth and development areas including Armstrong Creek, Lara, Highton/Ceres, Drysdale/Clifton Springs and Ocean Grove.

At the same time the areas of Bell Post Hill, Rural Corio and Newtown are expected to decrease slightly in population. These overlays and trends set the base for the future Geelong Indoor Recreation Facilities Strategy project.

The graphic on the next page highlights the land area of the CoGG and the current Council Ward areas.



1.5 COGG AND SURROUNDING AREA POPULATION PROFILE

The Volume Two Document provides detailed information on CoGG and its current and future demographic profile. Key trends identified from this data relevant to this study include:

1.5.1 Current and Future Population Trends

The current and future population trends include:

- The cities estimated resident population at the 30th of June 2012 saw 217,574 people living in the CoGG Area. This was compared to the 197,134 people that were estimated to live in the area in 2002.

- This has seen an estimated increase of 20,440 people over the 10 year review period which was 2 044 people/year and a population increase of 1.03%.
- Future population projections indicate the cities population is expected to be around 221,347 by the end of 2013 and predicted to increase to 297,956 people by 2031. This is an increase in population of 76,609 people or a population increase of 34.6% (+1.92%/year)
- This indicates that the future Indoor Recreation Facilities Strategy must plan for population increases in the range of 70,000 to 80,000 people over the next 18 years. This is a projected annual population increase of 1.9% per annum or more than 4,200 new residents a year.

1.5.2 CoGG Population Age Profile Trends

CoGG Demographic Profile Review key population trends in relation to use of indoor recreation facilities indicates:

- Leisure participation statistics indicated that people aged between 0-39 years (young couples and families) are more likely to participate in leisure and sporting activities and, therefore use facilities such as indoor stadiums. People in this age group currently represent approximately (54.4%) of the area population.
- Geelong also does not have the same drop off in the 18 to 39 year age groupings as seen in other parts of the Barwon region. This is likely to be due to the regional city's capacity to be able to retain and attract younger residents either attending university or the availability and diversity of jobs plus new subdivision areas.
- The area populations younger age profile is expected to continue to increase in proportion of population in the future due to the large number of new residents moving in to new growth areas that primarily attract younger families.

Consequently the strategy needs to plan for continued high demand for indoor court spaces that provide sporting and activity opportunities for residents of younger ages and family groups.

1.5.3 Projected Barwon Region Projected Population Increase

The Barwon Region covers 5 Local Government Areas (LGAs) and is also expected to record similar population increases, which will impact on the future need for indoor recreation facilities as currently these local authority areas have limited numbers of indoor courts.

The following table on the next page summarises the projected population growth (based on DSE 2008 projections) of all of the LGAs in the Barwon region:

Table 1.1
Barwon Region Population Growth by LGA 2010 to 2026

Local Government Area	Population 2010	Population 2026	Growth Rate % /Annum	Area (KM2)
CoGG	220,068	269,653	+1.7%	1,245
Surf Coast Shire	26,173	34,781	+2.8%	1,553
Borough of Queenscliff	3,314	3,349	-0.1%	9
Golden Plains Shire	18,625	24,387	+2.5%	2,704
Colac Otway Shire	22,097	23,116	+1.3%	3,433
Barwon Region Total Population	290,277	355,287	+1.8%	8,944
Victoria	5,545,932	6,711,190	+1.8%	227,590

Source: Australian Bureau of Statistics and Department of Sustainability & Environment
Department of Sustainability & Environment, 'Victoria in Future 2008'.

The Barwon regional population trends indicate increases of 65,010 people are expected in the region in the next 14 years. The highest population increases are expected to occur in the CoGG (+49,585) Surf Coast Shire (8,608) and Golden Plains Shire (5,762).

1.6 FUTURE COGG POPULATION GROWTH AREAS

The G21 Regional Growth Plan Background Report (August 2012) indicates the Greater Geelong Greenfield and Infill Growth is based on the following main areas potential planned population:

Table 1.2
Future CoGG Greenfield and Infill Growth Planned Population

Locality	Planned Population Growth
Lara	17,678
Armstrong Creek	53,900
Ocean Grove	13,860
Point Lonsdale/Queenscliff	2,353
St Leonards	5,008
Portarlington	3,298
Drysdale/Clifton Springs	13,913
Leopold	5,072
Urban Geelong (incl. Highton, Fyansford growth areas)	48,342
Other localities	5,105
Total	168,529

In line with understanding future Indoor Recreation Facilities demand the future suburbs/areas that are expected to record highest population growth in the CoGG from 2006 to 2031 are:

Table 1.3
Future CoGG Main Population Growth Areas 2006 to 2031

Area	2006	2011	2031	Increase 2006 to 2031
Armstrong Creek	874	926	27,498	26,624
Drysdale/Clifton Springs	10,770	11,727	18,700	7,930
Grovedale/Marshall	14,563	15,786	19,221	4,658
Highton/Ceres	15,654	17,225	20,562	4,908
Lara	12,766	14,154	21,902	9,136
Leopold	9,070	10,246	15,668	6,598
Ocean Grove	11,759	12,813	16,821	5,062
Total Population	75,456	82,877	140,372	64,916

Source: CoGG Website: Profile: id Community Profile Estimated Resident Population (ERP)

The CoGG main population growth areas review indicates from a population expansion point of view the Armstrong Creek area will have the greatest need for new indoor recreation facilities followed by Lara, Drysdale/Clifton Springs, Leopold, Ocean Grove and Grovedale/Marshall.



2 KEY STUDY FINDINGS

2.1 INTRODUCTION

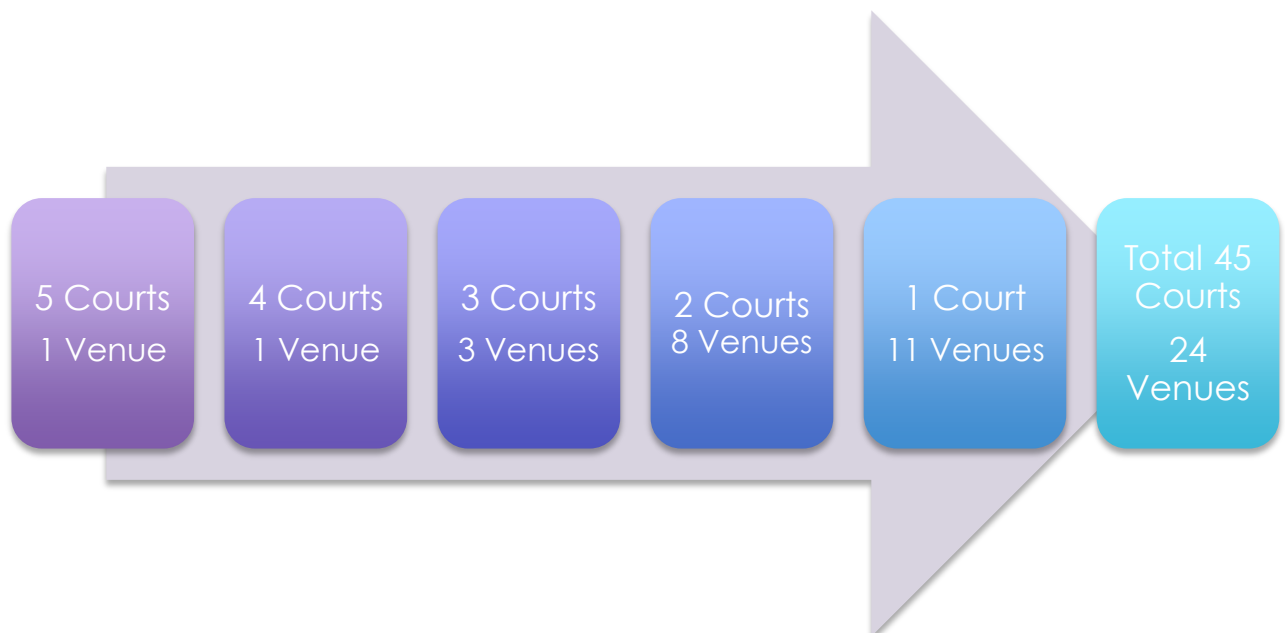
This section summarises the key findings from the projects facility audits, market research and consultation that are expected to impact on the future short and long-term indoor recreation facility requirements in the CoGG area.

2.2 GEELONG INDOOR RECREATION FACILITY INVENTORY

A survey of all known indoor recreation facilities was undertaken by SGL in late in 2012 and early 2013. The findings from this survey are listed in the **Geelong Indoor Recreation Facility Inventory data in Appendix Eight of the Volume Two document.**

The facility inventory data collected indicates currently that there are 45 indoor sport/recreation courts in the project area with 44 of these classified as large courts and only one court (located at the Geelong Arena) meets the full size court size requirements of Netball (Netball 30.5m x 15.25m plus 3.05m runoff from sides and ends). This one court has been classified in the inventory as a full size court and all others as large courts.

The 45 indoor courts are located at 24 different venues throughout the city and have been categorised in the facility inventory under the following facility court configurations:



GEELONG INDOOR RECREATION FACILITY INVENTORY VENUES AND COURTS 2013



These are based on the following mix of facilities:

- 1 commercial centre - 5 courts (Geelong Basketball Netball Centre South Geelong)
- 1 Council centre with 4 courts (Geelong Arena)
- 1 Council centre with 3 courts (Leisuretime Centre) and 2 School centres with 3 courts (St Joseph's College/Bellarine Secondary College)
- 8 centres with 2 court facilities (BVAC, Try Boys, YMCA Newtown and 5 education providers (Deakin University and 4 schools).
- 11 centres with single court facilities at education providers (all at school sites).

The Geelong Indoor Recreation Facility survey also identified there were:

- Up to 44 undersize courts mainly at education provider school facilities (11 schools).
- The majority undersize courts of were not suitable for indoor sport competition purposes (due to lack of run off and size of court configurations) and likely best used for local team training and local community activities.

Of the 45 full size or large indoor sport courts in the region there are four (4) Council owned venues with a total of eleven (11) courts that are managed by the CoGG. Two (2) of these courts are classified as low standard at Barwon Valley Activity Centre (due to industrial type floor surfaces and lighting).

A total of twenty five (25) of the large indoor courts are provided by primary, secondary and tertiary education institutions with only thirteen (13) of these courts available for regular community use whilst twelve (12) large indoor courts have limited or no community use.

The review has found approximately half of the non-community use courts are informally used by community teams for training (but on a limited use basis).

A total of nine (9) large indoor courts are provided by other organisations such as the YMCA, Life Be In and the Tri Boys Brigade with all courts are available for community use.

This indicates a total of thirty-three (33) large or full size indoor sport courts fully available for community use in the Geelong Region.

A review of adjoining Council areas indicates there are six large indoor courts in surrounding Local Government Authority Areas (LGAs) being at:

- Torquay with one court (Surf Coast Shire).
- Bannockburn has two separate facilities (large court at each site - Golden Plains Shire).
- There are six indoor sport courts at Hoppers Crossing (Wyndham City Council) and this will increase to twelve with new centre under construction in 2014.
- Two indoor sport courts at Colac (Colac Otway Shire).

The Geelong Indoor Recreation Facility Inventory data has been mapped on the next page and a supporting facility inventory summary code listing facility location and details are listed on the following two pages after the map.

These facilities have also been categorised under the 4 proposed future Indoor Recreation Facility Strategy development areas/precincts.

Indoor recreation facilities within the City of Greater Geelong



Table 2.1
Geelong Indoor Recreation Facilities and Future Facility Opportunities Inventory

FACILITY CODE	FACILITY NAME	ADDRESS	OWNERSHIP	FULL SIZE COURTS	LARGE COURTS	UNDER SIZE COURTS	NEW COURT OPPORTUNITY	POTENTIAL NEW COURTS
NORTHERN PRECINCT								
1	Lara Secondary College	Alkara Avenue, Lara	School (DEECD)	0	1	0	Possible future courts	Up to 2 courts
2	Lara Primary School	120 Flinders Avenue, Lara	School (DEECD)	0	0	1		
3	Lara Lake Primary School	89 Forest Road, Lara	School (DEECD)	0	0	1		
4	Geelong Grammar	50 Biddlecombe Avenue, Corio	School (Independent)	0	2	0		
5	Leisuretime Centre	268 Anakie Road, Norlane	CoGG	0	3	2	Build over netball courts	Up to 6 courts
6	Northern Bay College	325 Goldsworthy Road, Corio	School (DEECD)	0	1	0		
7	Northern Bay College	137 – 167 Cox Road, Norlane	School (DEECD)	0	0	1		
8	North Geelong Sec. College	132 Separation St, Nth Geelong	School (DEECD)	0	0	1		
9	Kardinia International College	31 Kardinia Drive, Bell Post Hill	School (Independent)	0	2	0		
10	Action Indoor Sports Centre	96 Furner Avenue Nth Geelong	Private	0	0	4		
11	Geelong Table Tennis Centre	84 Church Street, Geelong West	Community Association	0	0	4	Refurbish for future use	Existing space
12	Centre Court Indoor Tennis Centre	1/3 Hepner Place Nth Geelong	Private	0	0	6	Modified use	Existing space
13	Geelong Arena	110 Victoria Street, Nth Geelong	CoGG	1	3	0	Increased main court seats	Upgrade space
14	St Francis Xavier Primary School	143 Bachus Marsh Rd, Corio	School (Catholic)	0	0	1		
47	Lara West Area (Planned Centre)	TBD	Possible school partner	-	-	-	New facility 2 to 3 courts	Up to 3 courts
CITY/CENTRAL PRECINCT								
15	Geelong Basketball Netball Centre	1 Crown Street South Geelong	Private	0	5	0	No future land to expand	
16	YMCA Newtown	25 Riverside Road, Newtown	Community Association	0	2	1		
17	Geelong College	Senior School Talbot St, Newtown	School (Independent)	0	1	0		
18	Sacred Heart College	Retreat Road, Newtown	School (Independent)	0	2	0		

FACILITY CODE	FACILITY NAME	ADDRESS	OWNERSHIP	FULL SIZE COURTS	LARGE COURTS	UNDER SIZE COURTS	NEW COURT OPPORTUNITY	POTENTIAL NEW COURTS
CITY/CENTRAL PRECINCT (CONTINUED)								
19	St Josephs College	135 Aphrasia Street Newtown	School (Catholic)	0	3	0		
20	Geelong Indoor Sports Centre	13 Gravel Pits Road South Geelong	Private	0	0	3		
21	Vic Beach Centre	13 Gravel Pits Road South Geelong	Private	0	0	3		
22	Geelong High School	385 Ryrie Street, East Geelong	School (DEECD)	0	1	0		
EASTERN PRECINCT								
23	Try Boys Sports Stadium	527 Ryrie Street Geelong	Community Assoc.	0	2	0	Land at rear owned	1 new court
24	Geelong East Primary School	184 Boundary Road East Geelong	School (DEECD)	0	0	1		
25	Newcomb Park Primary School	Richard Street, Newcomb	School (DEECD)	0	0	1		
26	Newcomb Secondary College Hall	81 Bellarine Highway, Newcomb	School (DEECD)	0	0	1		
27	LINCS – Leopold Primary School	Bellarine Highway, Leopold	School (DEECD)	0	1	0	Area for new court	1 new court
28	Bellarine Secondary College	Peninsula Drive, Drysdale	School (DEECD)	0	3	0	Regional Sport Plan	3 new courts
29	Bellarine Sports and Aquatic Centre	70 Shell Road, Ocean Grove	CoGG	0	2	0	Land at rear owned	2 new courts
30	Drysdale Primary School	Clifton Springs Road, Drysdale	School (DEECD)	0	0	1		
31	Ocean Grove Memorial Hall	The Avenue, Ocean Grove	CoGG	0	0	1		
32	Christian College Drysdale Campus	Portarlinton Road, Drysdale	School (Independent)	0	1	0		
SOUTHERN PRECINCT								
33	Barwon Valley Activity Centre	Barwon Heads Road, Belmont	CoGG	0	2	1	Possible future closure	
34	Belmont Secondary College	Rotherham Street, Belmont	School (DEECD)	0	1	0		
35	Belmont Squash Courts	Settlement Road, Belmont	Private	0	0	6	Closed during study	May reopen
36	Geelong Lawn Tennis Club Squash Crts	Sommers Street, Belmont	Private Club	0	0	2		
37	Oberon South Primary School	Tintara Crescent, Belmont	School (DEECD)	0	0	1		

FACILITY CODE	FACILITY NAME	ADDRESS	OWNERSHIP	FULL SIZE COURTS	LARGE COURTS	UNDER SIZE COURTS	NEW COURT OPPORTUNITY	POTENTIAL NEW COURTS
SOUTHERN PRECINCT (CONTINUED)								
38	Oberon Secondary College	12 Pickets Crescent, Belmont	School (DEECD)	0	1	0		
39	Grovedale Secondary College	19 Wingarra Drive, Grovedale	School (DEECD)	0	1	0		
40	Clairvaux College	75 Reynolds Road, Belmont	School (Catholic)	0	1	0		
41	Marcus Oldham College	Pidgons Road, Highton	Education (Tertiary)	0	0	1		
42	Deakin Uni – KD Stewart Centre	Pidgons Road, Highton	Education (Tertiary)	0	2	0	Land adjacent	2 new courts
43	Armstrong Creek Town Centre (Planned Future Facility)	Town Centre Armstrong Creek	CoGG	-	-	-	Future planned centre	3 new courts
44	Armstrong Creek School Stadiums (Planned Future Facilities).	Three centres to be located in Armstrong Creek East, West and Horseshoe Bend Precincts	CoGG	-	-	-	Future planned centres	3 x 2 court centres
45	Brearley Reserve (Planned Major Facility)	Corner Barwarre Road and Grove Road Marshall	CoGG	-	-	-	Future Planned Centre	Up to 10 courts
46	Christian College	18 Burdekin Road, Highton	School (Independent)	0	1	0		
Total Courts				1	44	44		

2.2.1 Location of Indoor Recreation Facilities

As part of listing the indoor recreation facilities the project mapped the inventory data and then looked at potential future indoor recreation facility planning precincts that are recommended to be:

- **Northern Precinct:** From Northern CoGG boundary to Church Street Geelong West
- **City/Central Precinct:** From Church Street Geelong West and covering CBD, Newtown, South/East Geelong etc.
- **Eastern Precinct:** From Boundary Road Newcomb and covering all of the Bellarine Peninsula areas.
- **Southern Precinct:** All area south of the Barwon River.

Precinct facility location maps and facility inventories have been prepared and they show the following provision of facilities and numbers of courts by proposed planning areas.

Table 2.2
Indoor Recreation Facilities Provision by Proposed Planning Areas

Precinct	Total Facilities with Indoor Courts	Full Size Courts	Large Courts	Undersized Courts
Northern	14	1	12	21
City/Central	8	0	14	7
Eastern	10	0	9	5
Southern	11	0	9	11
Total	43	1	44	44

The indoor recreation facilities inventory indicates there are 44 large courts and 1 full size court plus 44 undersize courts in the project area. The court provision by the proposed precinct planning areas indicates that the City/Central precinct has the most number of large courts at 14 large courts followed by the Northern precinct at 12 large courts and 1 full size court (total 13 courts).

The Southern proposed precinct has 9 large courts and the Eastern proposed precinct also has 9 large courts. There are 44 undersized courts in the project area with the majority located in the Northern precinct (21 courts) and Southern precinct (11 courts).

2.2.2 Education institution Sites with Indoor Recreation Courts

The review of indoor recreation facilities in CoGG has found that of the 45 indoor full-size/large sport courts, a total of 25 courts (55% of all courts located in GoGG area) are based at education provider properties such as schools or at Deakin University.

Of the 25 courts located/controlled by education institutions only 13 are used or made available for community, team, club and association use. This is approximately 50% of current courts at education providers with 12 courts operating under restricted/limited or no community/club/association use.

This underutilisation of many of the courts indicates there is a need for the strategy to address and where possible, develop new integrated and innovative access, management, rental and programming of these spaces. These centres are mainly single court facilities so they more lend themselves to local team and club training. **The Education Institution Indoor Recreation Courts facility inventory has been plotted on the CoGG map and this is listed on the next page.**

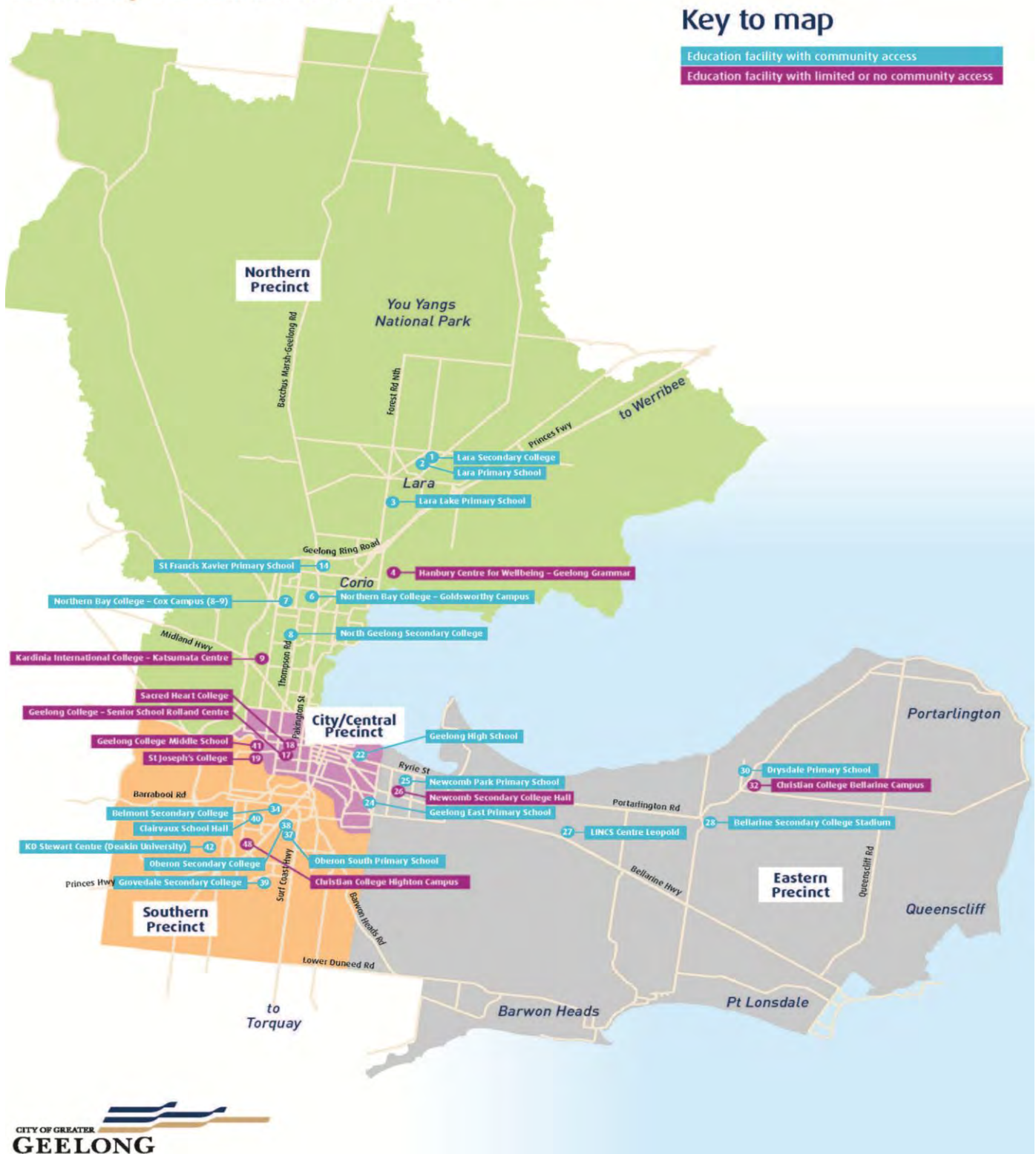
Education Facilities Inventory

Education indoor recreation facilities within the City of Greater Geelong listed by community access and restricted access

Key to map

Education facility with community access

Education facility with limited or no community access



A review of the facility inventory data indicates the following Education Institution facility provision within the four proposed planning precincts in the CoGG area.

Table 2.3
Education Institution Indoor Recreation Courts by Precinct Planning Areas

Precinct	Total Education Facilities With Indoor Courts	Full Size Courts	Large Courts	Undersized Courts
Northern	9	0	6	5
City/Central	4	0	7	0
Eastern	7	0	5	4
Southern	8	0	7	2
Total	28	0	25	11

The Education Institution indoor recreation facilities provision by precinct planning areas indicates that of the 28 education facilities that have indoor courts there are a total of 25 large courts and 11 under size courts.

City/Central and Southern precincts have the most number of large courts at education institutions with both having 7 large courts. The Northern precinct was next a 6 large courts and the Eastern precinct had the lowest provision of large courts at Education Institutions with 5 large courts.

2.3 COGG INDOOR RECREATION FACILITIES OCCUPANCY REVIEW

The findings of the indoor recreation facility survey found that most facilities are used in winter and summer seasons to high capacity levels during (industry accepted) peak use times of Monday to Friday 4pm to 10pm and Saturdays 9am to 3pm. This was for multiple court venues whilst single court venues had mixed patterns of use.

The survey data indicated the potential future use gaps for the multiple court facilities based on averaging out summer and winter seasonal use are as listed in the following table.

Table 2.4
Summary of Current Indoor Facilities Multiple Courts Peak Hour Availability

Facility	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Total Peak Courts Hours Available for Future Use
Geelong Arena Annex (3 courts)	0	0	0	0	0	0	0
Barwon Valley Activity Centre (2 courts low standard floors)	0	2	0	0	10	12	22 court hours Friday and Saturday only
Leisuretime Centre (3 courts)	3	6	5	6	14	6	40 court hours with 20 on Friday/Saturday
Bellarine Sports and Aquatic Centre (2 courts)	0	2	0	0	5	4	11 court hours with 9 Friday and Saturday
Bellarine Secondary College (3 courts)	3	3	0	0	0	18	24 court hours but 18 of this on Saturdays with 3 courts no use
K D Stewart Centre Deakin Uni. (2 courts)	10	2	0	10	10	12	44 with 10 hours Monday and Thursday/Friday and 12 hours Saturday

Facility	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Total Peak Courts Hours Available for Future Use
Try Boys Stadium (2 courts)	0	0	0	0	6	0	6 court hours on a Friday
Leopold LINC's Centre (1 court)	2	1	2	2	3	4	14 court hours with 7 on Friday/ Saturday
Life Be In It "Sport for All Centre"	0	0	0	0	0	0	All peak hours booked

The peak hour court use review for multiple courts facilities that have more capacity and are available for more community use includes:

- The Leisuretime Centre (20 court hours available),
- K D Stewart Centre Deakin University (10 court hours available)
- Leopold LINC's (14 court hours) have some capacity for more use on weekdays.

All centres in CoGG area with multiple courts have some capacity for more Friday night and Saturday use during the day.

2.4 LOCAL GOVERNMENT AREA INDOOR RECREATION FACILITIES BENCHMARKING

The LGA areas that have been reviewed highlight the following facility provision statistics based on courts available for community use:

Table 2.5
Summary of Sample LGA Area Indoor Recreation Court Provision

LGA Area	Estimated Population	Total Indoor Sport Courts (Community Use)	Total Courts Provided by LGA	Total Courts Provided by Others	Total Courts Per Population
CoGG	221,350	33	11	22	1:6,708
Frankston City Council	120,000	18	9	9	1:6,666
Ballarat City Council	94,000	30	12	18	1:3,133
City of Greater Bendigo	105,500	19	11	7	1:5,552

The review indicates Geelong has a lower court per population ratio of any of the regional areas reviewed. It is close to indoor court/population ratios compared to Frankston City Council but significantly less courts per head of population compared to the City of Greater Bendigo. The review found that Ballarat City Council has significantly more courts/population than any of the other LGA areas.

2.5 GROWTH AREAS AUTHORITY STANDARDS FOR INDOOR RECREATION CENTRES

The Growth Areas Authority (GAA) Standards adopted for Community Infrastructure Planning for Victorian Growth Councils in April 2008 for indoor recreation centres and courts are detailed in **Volume Two Appendix Nine of this report**. The GAA standards indicate:

- 1 Indoor stadium per 10,000 to 15,000 people.
- Level 2 Indoor stadiums (2 court facilities) per 20,000 to 30,000 people
- Level 3 Indoor stadiums (4-6 courts) 40,000 to 60,000 people

Based on these standards the CoGG area would require the following number of courts to meet current population needs:

- Current CoGG population: 221,000
- GAA Stadium/Court Standards 1 court/10,000 to 15,000 people
- CoGG Indoor Courts = 22.1 courts (10,000 ratio)
- CoGG Indoor Courts = 14.7 courts (15,000 ratio)

Based on projected population growth of 60,000 then the city would need to plan for 4 to 6 more courts based on GAA standards. The GAA standards for indoor courts by population could be regarded as to low and especially do not reflect the high participation rates particularly for areas of high concentrations of people aged 45 years and under (CoGG).

As such using the general total area population and facility provision standards for indoor sport and recreation is not supported. It has been proven to be usually a younger persons activity (45 years and younger) and it is much more precise to use data on local population and membership, registrations, team entries etc. and needs to be used to judge facility capacity and demand than just using the total population of the area.

2.6 SUMMARY OF INDOOR COURT NEEDS BASED ON PARTICIPATION LEVELS

The sport and recreation association interviews, court occupancy reviews and State Indoor Sport/Recreation Association forums all indicate there is demand for additional indoor courts in the Geelong area.

The table below summarises their identified demand for each of the main sport associations, which is based on predicted future growth estimated by them.

Table 2.6
Current and Likely Future Geelong Indoor Sports Participation (by Code)

Sport	Current Participation			Predicted Future Growth	Projected Future Participation to 2026
	Junior Players	Senior Players	Total Players		Based on Population Growth
BASKETBALL Basketball Geelong Corio Bay Basketball Assoc. Bellarine Basketball Assoc. Try Boys Basketball Assoc. TOTAL BASKETBALL	1,935	1,065	3,000 1,800 1,450 <u>200</u> 6,450	25%	+1,600
NETBALL Geelong Netball Assoc. Netball Football Geelong Total Netball	5,808 1,986 7,794	3,118 1,053 4,171	8,962 3,039 11,965	25%	+3,000
BADMINTON	100	205	305	10%	+30
TABLE TENNIS	152	37	189	10%	+20
VOLLEYBALL	20	40	60	0	
GYMNASTICS			750	0	
FUTSAL	500	500	1,000	20%	+200
TOTAL			20,719		+3,850



The summary of Geelong Indoor Sports Participation indicates there are more than 20,700 registered participants involved with these sports currently. Based on sporting association future participant growth projections this is expected to increase to around 24,500 participants (+3,850) by 2026.

2.6.1 Indoor Sport/Recreation Participation and Facility Provision Trends

A review of both of the two largest indoor participation sports in the Geelong region being basketball and netball indicate based on the Victorian State Basketball and Netball Strategy Reports:

1. Basketball Victoria

- A survey of 60 Associations across the state (including all Geelong Basketball Associations) indicated increased membership levels over the past 3 years of between 10% and 25% and due of lack of facilities many associations have waiting lists particularly for junior competitions (average 25 to 50).
- Approximately 70% of associations indicated they cannot meet waiting list demand or future growth unless more facilities are made available to the sport.
- Most of these associations are already running 45-minute game schedules and extra teams in competitions with 2 to 4 byes per competition round.
- In 2011 there were 134,259 registered basketball players with Basketball Victoria. A total of 38,229 (28.4%) were registered with country basketball associations and 95,960 (71.6%) were registered with Melbourne metropolitan associations.
- The combined Geelong Basketball Associations player registrations were 6,450, which represents 17% of country Victoria registered players or 5% of the states basketball players.
- Need for new facilities to meet current demand and future population growth was the overwhelming major issue the sport was facing and the Basketball Victorias Facilities Master Plan 2011 where there is need for at least 45 more courts to cater for current unmet demand and 67 more courts to cater for future predicted population growth.
- The Geelong/Barwon and Ballarat and Mildura regions were highlighted in these strategies as areas of high current and future demand.
- The strategy also indicates the need for a regional centre (4 or more courts) in the Geelong area.

2. Netball Victoria

- The State Netball Facilities Master Plan 2012 indicates there were 106,000 registered netball players across Victoria affiliated with Netball Victoria. There were an estimated 11,965 registered netball players in the Geelong area and this represented more than 11% of the states registered netball players.
- Netball across Victoria is broken into 6 zones and Geelong is located in the Central West Zone that includes associations in the areas of Jika, Elmer, Central Business District and Barwon.
- More than 95% of registered players were female with 45% of players under 15 years.
- These statistics support how critical it is for the sport to have local facilities close to main population areas to cater for such large junior participation.
- The majority of these players participate in outdoor facility competitions, as there are limited indoor courts available to the sport. A large majority of these courts that are used by netball are also undersize as many have been originally designed for basketball and this sees such courts not long enough or with suitable clearances.

- The future facilities strategy indicates current player participation and growth in registered players is significantly limited by lack of both outdoor and indoor court facilities and this will be severely more notable as netball stats to meet their key aim of moving the majority of competitions into indoor facilities over the next 5 to 10 years.
- The facilities strategy indicated the Barwon region was a regional area of concern due to the large number of registered players (11% of total state registered players) and lack of venues, particularly indoor courts to cater for current demand.
- The State Netball Facilities Strategy recommended the need for a regional netball centre in the Geelong area (3 to 4 full size indoor courts with adjoining outdoor courts) as well as 3 to 4 new 2 court venues.

2.6.2 Summary of Association/Clubs Indoor Sport and Recreation Court Needs

Based on the findings from interviews conducted with local sporting clubs/associations and the relevant State Sporting Organisations we have summarised key issues identified for the Greater Geelong area for each of the main sport and recreation activities.

(i) Basketball

- There are currently four Basketball association's coordinating basketball programs in the Geelong area. Basketball Geelong is the largest representing approximately 3000 participants (46%) of current participation and followed by Corio Bay Basketball Association based at the Life Be In It Centre East Geelong with 1,800 participants (28%). Bellarine Basketball Association is next largest with 1,450 participants (23%).
- The review of current/potential indoor sports users in Geelong indicates that basketball is the highest participatory indoor sport with approx. 6,450 players.
- This sport has significantly more junior players than seniors which impacts on facility access (have to be driven to the venue) and cost of participation.
- Based on the registration numbers for the Basketball Geelong over the past five years participation has increased by approximately 52 teams, or 470 players (+16%). Junior participation has experienced an increase of approximately 20 teams or 180 players (+9.5%) over the five-year period. Senior participation has also increased by approx. 33 teams or 297 players (+28%) over the same period.
- Discussions held with each of the three main Basketball Associations indicates that further player growth is currently restricted by the lack of facilities. Basketball Geelong has presented a number of proposals to Council for the development of additional indoor sports courts in the southern metropolitan area.
- It is anticipated that if additional facilities were available in the Geelong area, plus the predicted population increase, participation would continue to increase by 15% to 25% over the next five years. The exception to this is the Try Boys Basketball Association who currently has a trend of decreasing membership, which is at a low at 200 people.
- Due to the large number of players residing in the southern sector of Geelong (based on player postcode analysis supplied) and the projected high new population growth occurring in these southern suburbs (Armstrong Creek, Grovedale/Marshall) it is likely in the future that new facilities will be required in this precinct.
- All Associations support competitions being centralised at multiple court venues and any new development should plan for a minimum of 4 courts (with future expansion capacity for a further 4 courts) based on the following reasons:
 - Best use of human, physical financial resources i.e. referees, door supervisors.
 - Ability to create a social/club atmosphere.

- Convenience for parents who may have a number of children playing in different grades/age groups.
- Ability to provide teams with competition/training activities at the one venue.
- Facility being centrally located.
- Presence of essential supporting infrastructure i.e. adequate car parking

(ii) Netball

- Netball is currently the highest participatory sport, in the COGG with approximately 11,965 players.
- There are currently ten separate netball associations operating throughout the city that are affiliated with Netball Victoria and a further 22 netball clubs affiliated with the Geelong Netball Football Region and Netball Victoria
- There are currently significantly more junior players (65%), c/w senior players (35%).
- Between 2009 and 2011, combined participation has increased by approximately (12%). The Netball Football League competition has experienced the greatest increased participation. One of the key reasons for this participation increase was the combining of the Geelong and Bellarine netball regions into one organisation.
- Netball in Geelong is predominantly played on outdoor courts. Discussions with the Netball Associations and Netball Victoria indicates that there is a strategy to move more netball indoors to enable the sport to further develop.
- Future growth is restricted due to the lack of available indoor quality netball facilities and the current lack of a regional facility to support events.
- Discussion with the Netball Associations indicated that, with the provision of indoor netball facilities, it is likely that participation in netball will increase by approximately 25% over the next five years.

(iii) Badminton

- There are approximately 305 people participating in Badminton in the Geelong area. These figures have remained relatively stable over the past five years.
- With the recent appointment of a development coach is anticipated that participation particularly at the junior levels will start to increase.
- Though Badminton participation demand cannot justify more facilities it is anticipated that any new facility should be located in the southern growth area as with the provision of the 6 badminton courts at the Leisuretime Centre in the north, this would give a good geographical spread of facilities across the city.

(iv) Table Tennis

- There are approximately 203 people participating in Table Tennis in the Geelong area and from age profile data supplied the majority of these are senior players (80%).
- Table Tennis Geelong currently owns the Table Tennis facility at 84 Church Street, North Geelong. The facility can cater for 33 tables (National dimensions) and 9 tables for international competition dimensions.
- Usage and capacity reviews indicate the facility is underutilised
- The Geelong Association indicated that if there was a new development of an indoor sports centre in the southern growth area they would like to have some access to multi-use spaces that would have the capacity for 2 and 4 table tennis tables.

(v) Volleyball

- The Association has a current membership of 60 people of which 40 are seniors and 20 are juniors. All of the current seniors are male. All of the current juniors are females
- The short-term strategy for the Association is to increase participation via the current social competition. In the long term the strategy is to develop a strong base of juniors through working with a number of secondary schools.
- It is anticipated that over a two-year period the junior program could increase to approximately 16 teams.
- In the long term the Association would like access to two additional courts plus two beach volleyball courts. There is a commercial beach volleyball centre in South Geelong however a facility may be needed in the northern areas.

(vi) Gymnastics

- Geelong Gymnastics currently has two main facilities. These are at the Newton YMCA and at the Geelong Arena. The Newton YMCA facility is a 900m² facility that is owned by the YMCA and includes a gymnastics training facility and 2 indoor sports courts.
- There are currently 750 gymnastic participants at the two combined venues of which approximately 85% are recreational gymnasts and 15% are competitive. Of the current participants (both recreational and competitive) 80% are female and 20% are male.
- Participation in gymnastics has estimated to have doubled over the past 8 years. There are some younger people (60/70) on a waiting list. Access to instructors is one of the barriers to addressing the participation demands.
- The mid to long term goal would be to sell the current YMCA facility and work in partnership with the CoGG in the development of an integrated gymnastics facility.

(vii) Squash

- Squash participation is reducing as clubs lose membership and juniors are not being encouraged to take up the sport.
- There are limited courts (only 12 left) in the region now that the Belmont Squash Centre has closed.
- Currently squash courts are located at Highton (Deakin University 2 courts), Belmont (Geelong Lawn Tennis Centre – 2 courts) and at the Leisuretime Centre in Corio (8 courts) but occupancy reviews indicates there is still plenty of capacity located across the city for more squash participation.
- The squash courts in Geelong are still recording low use and virtually no junior use of coaching so this sport needs to look at a range of initiatives to attract more people back to this sport.

(viii) Futsal

- Futsal is played at the Leisuretime Centre for juniors and Barwon Valley Activity Centre for seniors. There are approximately 500 juniors and 500 seniors registered through local associations.
- Futsal participation is expected to continue to increase with an anticipated further 200 players over the next 10 years.



- An extra indoor sports court at Barwon Valley Activity Centre would meet Southern area population growth needs and greater take up of court space at the Leisuretime centre would meet northern precinct area needs.

2.6.3 Summary of Indoor Sport and Recreation Court Needs

The summary of market research and reviews of local indoor sport and recreation associations indicates there is a major need for new indoor sport courts in the Geelong area.

The current major participation associations (basketball/netball/indoor soccer) are all limited in meeting current player demand and have had to introduce 45 minute game change over schedules, multiple team byes in most competitions as well as set up waiting lists for new players.

This is impacting on participation in these sports across the CoGG area and needs immediate new facility provision plus continued support for planned new facilities in population growth areas such as Armstrong Creek, Bellarine and Lara.

Both Basketball Victoria and Netball Victoria have indicated in their state facilities plans that there is a lack of indoor courts in the Geelong/Barwon region as well as a lack of a suitable regional centre for both sports (major multi-court venue at one site).

2.7 INDOOR RECREATION FACILITY EXPANSION CAPACITY

The CoGG Indoor Recreation Facility Inventory is listed in section 2.2 of this report and indicates there are a range of existing facilities that can have further indoor courts added as well as a number of planned new facilities on future development sites located within or close to population and residential expansion areas.

The facility inventory indicates the following new courts development opportunities by precinct are:

- Northern Precinct: 11 new courts development opportunities
- City/Central Precinct: 0 new court development opportunities
- Eastern Precinct: 7 new court development opportunities
- Southern Precinct: 17 to 19 new court development opportunities

2.8 ESTIMATING LIKELY FUTURE INDOOR COURT FACILITY REQUIREMENTS

The industry currently uses a mix of indicators to assist with projecting future indoor sport and recreation facility needs. We usually use four major considerations when attempting to estimate future demand for indoor sports courts. These are:

- Understanding current participation levels and unmet demand across the City.
- The impact of any trends in indoor sport participation.
- Identifying potential regional facility developments
- Projecting the impact of changing demographics on participation.

To determine the future requirements for indoor courts the above factors have all been taken into consideration. The following details the process that has been used for determining the future court requirements for the project area.

2.8.1 Future indoor Sport and Court Participation

It is assumed that due to the young age profile of the Geelong area, participation in indoor sporting activities will increase in line with the predicted population increases.

Both basketball and netball have reported significant (increases over the last five to eight years, which are in line with the population increases during the same period.

The data in Table 2.6 below details the predicted participation increases over the next 20 years based on population increases and State Netball and Basketball Association assumptions.

Table 2.7
Predicted Future Indoor Sports Facility Needs

Category	2013	2021	2031
Population	220,068	262,063	303,725
Percentage Change	N/A	+19%	+16%
Current and Future Participation	21,000	+3,990	+3,998
Predicted Total Participation	21,000	24,990	28,998
Future Courts Based on 500/users/court	42 courts	50 courts	58 courts

Please note when reviewing the future population and participation figures that interviews with Netball Victoria and Basketball Victoria indicated that the above predicted participation figures should be regarded as conservative as they both use 2.5% as the predicted take up of the sports in new development areas.

Based on these calculations and assessment the likely participation in indoor sport would be expected to increase to 25,000 people by 2021 and approximately 29,000 people by 2031.

2.8.2 Provision of Current and Future Indoor Courts

A recent state sport strategic plan completed by Netball Victoria has identified that based on available useable court hours one sports court can accommodate approximately 500 people per week. This is based on an average use per person of 2.8 hours per week for both training and competition.

The project team reviewed a range of facility provision demand indicators and determined the CoGG had a demand for between 40 to 42 courts now and based on population increases require approximately 50 courts by 2021 and 58 courts by 2031.

The current provision of 45 full size/large courts in CoGG area with only 33 of these available for regular use has documented a major gap in facility provision. The opening up of all of these 12 education facilities for community use is unlikely so there is immediate need to develop new facilities.

The future strategy therefore was based on **"the current available indoor recreation court facility supply being inadequate for the cities population needs"** and the strategy should be based on:

- Need to fill up/increase use at a range of suitably located existing centres that allow community use.
- Support and Improve access to the best located education institution centres that do not currently allow community use
- Plan for 8 to 10 new courts to be built and operating by 2018 and a further 10 courts by 2031.

The issues of limited access to the 12 school facilities is directly impacting on facility access issues especially for the major participation sports that normally use such facilities for training and low-grade competition. It is uncertain how many of these can be accessed in the future.

This indicates the future indoor sports and recreation courts strategy must also look at ways of providing incentives and systems to opening up as many of the existing facilities for local community use as possible, as well as developing new facilities as the population and participation levels increase.

2.9 CATEGORISATION OF INDOOR RECREATION FACILITIES

A key requirement of the project brief was to complete a venue hierarchy following identification of the indoor recreation facilities in the area and a final facility inventory completed. This has been completed based on using the G21 Regional Sport and Recreation Infrastructure Plan 2006 (by StratCorp Consulting) that adopted hierarchy definitions of:

- **Local** = low-level competition or informal sports facilities servicing a local town/suburb or neighbourhood catchment.
- **Sub-Regional/District** = competition standard facility servicing a collection of towns, suburbs or neighbourhoods within each LGA. These may be the main competition venue within each LGA for a range of sports. Users are generally drawn from within the immediately surrounding area.
- **Regional** = generally provide for high-level competition and/or are usually specialised to cater for specific sports and attract users from across the G21 region and beyond.

The following facilities have been categorised as Regional:

- Geelong Arena and Annex
- Geelong Table Tennis Centre
- Centre Court Indoor Tennis Centre

The following facilities have been categorised as Sub Regional/District:

- Leisuretime Centre
- Barwon Valley Activity Centre
- Geelong Basketball Netball Centre South Geelong
- Bellarine Secondary College Stadium Drysdale
- K D Stewart Centre Waurin Ponds

All other facilities have been categorised as Local.

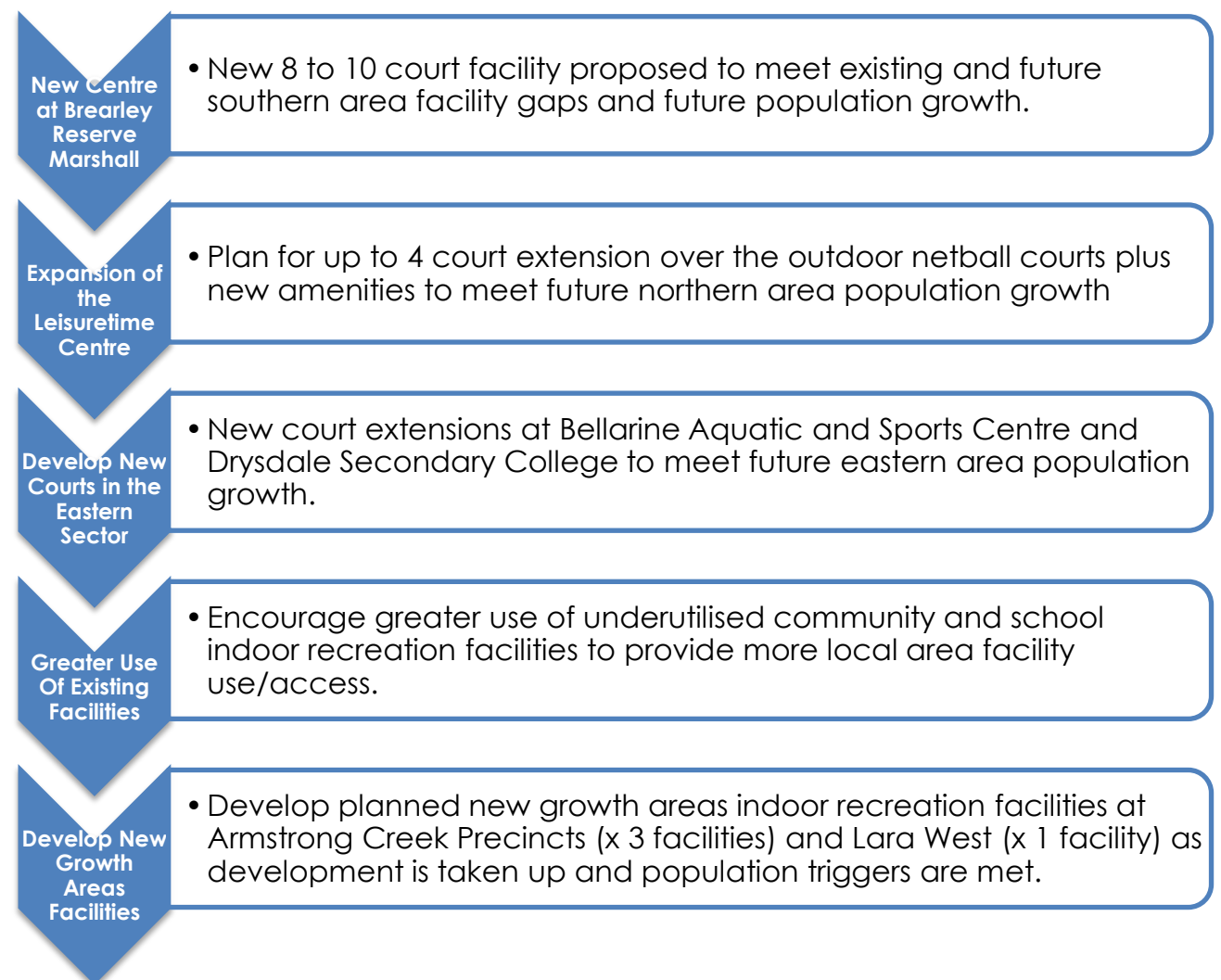


3 FUTURE INDOOR RECREATION FACILITY STRATEGY AND RECOMMENDATIONS

3.1 FUTURE GEELONG INDOOR RECREATION FACILITIES STRATEGY

The project findings in association with current facilities usage and future population trends indicate there is immediate need for more Indoor Recreation Facilities in the project area. In the future as new growth areas achieve population triggers the planned facilities also need to be developed. To also maximise use of existing facilities the strategy should also look at supporting a range of facility expansion at centres located close to growth areas.

The project team recommend five (5) key strategy initiative recommendations that are detailed in sections 3.2 to 3.7 and summarised in the graphic below:



3.2 DEVELOPMENT OF NEW REGIONAL FACILITY IN THE SOUTHERN PRECINCT

The review of current facilities and Indoor Recreation Facility Participation trends indicate an immediate need for planning to develop a new major regional facility in the southern sector of the CoGG.

Both Netball (11,965 registered participants) and basketball (6,450 registered participants) have had venue access issues for a number of years.

Based on future population projections these sports are predicted to increase by 3,000 more netball participants and 1,600 more basketball participants or a combined 4,600 more participants by 2026.

The majority of the facilities housing these two expanding sports are located in the central and northern sectors of the city and the largest facility gap has been identified in the southern sector to cater for the southern urban population areas of Grovedale, Marshall, Waurin Ponds, Highton, Ceres and Belmont.

Southern sector demand has been an ongoing issue for a number of sports including Basketball Geelong, which has promoted the need (and developed concept plans) for a new major stadium south of the Barwon River, for a number of years.

This is to cater for the large number of registered participants (particularly children) who live in southern suburbs. In the longer term CoGG greatest new population growth will also occur in the Southern area at Armstrong Creek, Grovedale and Marshall.

Industry trends indicate that the most viable indoor recreation facilities have 6 to 10 courts so it is therefore recommended that the new regional complex be major multiple court complex that may be developed in stages, but has capacity to house up to 10 courts.

This initiative has been identified as the number one strategy priority and the project team have worked with Council officers to review future facility development sites that have capacity to meet this size facility.

Following review of a range of sites, Brearley Reserve, Marshall was judged to have sufficient land and services to house this development and its associated infrastructure.

Based on this analysis Brearley Reserve is nominated as the recommended future development site for more detailed planning and development of the proposed new major facility as well as design, feasibility and business planning reviews.

To test the capability of the site we have developed a notional project component list with:

- A 10-court indoor sport court complex,
- Group/team and public change and amenities
- Food and beverage areas,
- Meeting and function spaces and
- Onsite 200 car parks plus event overrun facilities.

Peddle Thorp Architects have used the component brief to develop a schematic concept and site layout plan.

This should be regarded as very preliminary design and site layout work and was principally completed to test the size of development on the reserve and what balance of the site was left for other purposes.

The notional facility concept layout plan is detailed below and the potential site with facility layout and support car parking plan is listed on the following page.

Please note that placement of the facility was chosen as a guide only and final site placement will depend on a range of total site development and other facility requirement factors.



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BREARLEY RESERVE, MARSHALL
CONCEPT OPTIONS

PROJECT NO:
33-0138

REASON FOR ISSUE:
PRELIMINARY

GROUND FLOOR PLAN
10 COURT OPTION

REVISION:
-

DATE:
12-08-2013

SCALE:
1:500 @ A2



DRAWING NO:
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BREARLEY RESERVE, MARSHALL
CONCEPT OPTIONS

PROJECT NO:
33-0138

REASON FOR ISSUE:
PRELIMINARY

SITE PLAN
10 COURT OPTION

REVISION:
-

DATE:
12-08-2013

SCALE:
1 : 1000 @ A2



DRAWING NO:
F001



The notional layout and site plan listed on the previous pages indicate that Brearley Reserve has the capacity and is well suited to house such a major development of up to a new 10 court southern sports and leisure centre.

The site has significant land area for future alternative facilities and can also house significant areas for car parking.

It is therefore recommended that the new regional stadium schematic concept is further developed and a component brief be set up to inform this work and to assist with future reviews on project cost, funding and potential staging.

3.3 EXPANSION OF THE LEISURETIME CENTRE TO MEET NORTHERN PRECINCT GAP

Review of the northern precinct area indicates that the Leisuretime Centre attracts users from across the northern sector from Lara through to Herne Hill, Manifold Heights and Norlane.

Centre occupancy reviews indicate there is capacity to cater for more users at this centre as well as significant area for development of more courts over outdoor court areas if needed in the future.

The centre is well positioned to cater for current population growth experienced in the Norlane as well as the Lara and surrounding rural areas with the centre positioned less than 15 minutes drive from these areas.

In the longer term (by 2031) Lara is expected to double its population to more than 20,000 people and this will see the need for new indoor recreation facilities to be built locally. This has been planned for in the Lara West Draft Precinct Plan with a 2 to 3 court facility proposed once 3,500 dwellings are occupied or the school enrolment triggers such a development.

With this planning in mind the second priority proposed recommendation for the Geelong Indoor Recreation Strategy is for the ongoing development of the Leisuretime Centre.

As a guide to potential development opportunities the project team in association with Council officers have developed a future expansion component brief that could see up to 4 more indoor courts added to the site by building these over the low use outdoor netball courts.

Adequate car parking is already on site for such a development as the indoor courts are planned to replace the outdoor courts. The notional project expansion brief does allow for a new access circulation corridor from the main building foyer as well as new change room and amenities.

Peddle Thorp Architects have developed a notional layout plan to inform the concept and to see what site impacts it creates. **The plan is listed on the following page.**

The notional layout plan indicates there is sufficient space to build over the outdoor netball courts for 4 new indoor courts, new amenities and change rooms and new circulation link to the existing facility foyer and reception area.

It is therefore recommended that this concept be further developed and a final component brief be completed to inform this work and to assist with future reviews on project cost, funding and potential staging of improvements



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LEISURETIME CENTRE INDOOR STADIUM EXTENSION CONCEPT OPTIONS

PROJECT NO:
33-0139

REASON FOR ISSUE:
PRELIMINARY

GROUND FLOOR PLAN

REVISION:
-

DATE:
05-08-2013

SCALE:
1 : 500 @ A2



DRAWING NO.
F001

3.4 EXPAND EASTERN PRECINCT CENTRES AS POPULATION INCREASES

The future population growth plans indicate that the Eastern Precinct Area covering Leopold, the Bellarine Peninsula and the eastern urban area of the city will experience ongoing population growth through to 2031. The main areas for population growth will be:

- **Drysdale/Clifton Springs** with 18,700 people planned for which is an increase of 6,973 people over the 2011 area population
- **Ocean Grove** with 16,821 people planned for which is an increase of 4,008 people over the 2011 area population.
- **Leopold** with 15,668 people planned for which is an increase of 5,422 people over the 2011 area population.

Currently this precinct is serviced by indoor recreation facilities at Drysdale Secondary College, Drysdale (3 court facility) and Bellarine Aquatic and Sport Centre, Ocean Grove (2 court facility) and the LINC Leopold (1 court facility).

A review of each of these facilities indicates there is capacity to add an extra indoor courts and associated connection and service areas at both the Drysdale and Ocean Grove facilities.

These future facility expansion recommendations include:

3.4.1 Drysdale Secondary College Indoor Courts Extension

The Drysdale Clifton Springs Cultural Community Hub Sub Regional Sports Precinct Master Plan (April 2011) recommended an area be reserved for up to three new indoor courts added to the Bellarine Secondary College Indoor Sports Centre.

The study's findings recommended "Stadium expansion in partnership with the Bellarine Secondary College to include up to three (3) additional courts to cater for a range of indoor sports which would include three full size multi-use indoor courts, change rooms and amenities and administration areas.

This facility will ideally be built as an extension to the existing facility with internal access through the stadium.

The proposed plan would also allow for a new facility entry facing the proposed sub-regional sport precinct outdoor playing fields. The three court extension and associated new amenities and circulation and administration space was estimated to cost in 2011 approximately \$7.334M.

A copy of the notional stadium extension land area layout plan (as part of the regional sports precinct plan is listed on the next page.

The need to reserve this site for up to a three court extension is strongly supported by this projects findings and should be considered as a medium to longer term development that would be triggered by take up of the planned population in the Drysdale and Clifton Springs area.



Figure 2: Proposed Indoor Courts Extension Drysdale Secondary College

3.4.2 Extension of Indoor Courts at the Bellarine Aquatic and Sports Centre

The Ocean Grove area population is projected to increase from 12,813 in 2011 to 16,821 people by 2031. This is a projected increase of 4,008 people and indicates the need at this stage to plan for the opportunity for a new indoor court to be located in the area.

The Bellarine Aquatic and Sport Centre located in Ocean Grove currently has 2 indoor courts and reviews of site and redevelopment layout plans indicates an extra 2 court extension plus expansion to the gymnasium area was planned for the adjoining western end of site and the land required for the extension is still clear of any development.

The court and facility extensions should be considered as part of a longer-term strategy and at this stage the CoGG should ensure site master planning for future Shell Road Sporting Reserve Redevelopment and Upgrades includes the extension area located to the rear of the current courts and storage facilities be reserved for the future facility extensions.

3.4.3 Extension of Indoor Courts at the Leopold Indoor Neighbourhood Centre (LINC)

The Leopold area population is projected to increase from 10,246 in 2011 to 15,668 by 2031. This is a projected increase of 5,422 people and indicates the need at this stage to plan for the opportunity for a new indoor court to be located in the area.

The LINC centre in Leopold is located at the Leopold Primary School and has a single indoor court and meeting and function rooms.

A site review inspection indicates an extra court could also be developed off this facility with adequate land not developed at this stage and adjoining the main building.



The court extension should be considered as a longer-term strategy and at this stage the CoGG should seek school management agreement to ensure that the potential development area is left free and reserved for this purpose in any future redevelopment of school facilities plans.

3.5 IMPROVE ACCESS TO EXISTING INDOOR RECREATION FACILITIES

The study findings clearly indicated there were a large number of indoor recreation facilities located throughout the CoGG that currently had no community use or limited community access.

The facility inventory review listed in section 2.2 of this report indicated there were a total of twenty four (24) of the large indoor courts provided by primary, secondary and tertiary education institutions and only twelve (12) of these facilities/courts were available for regular community use.

A total of twelve (12) large indoor courts were found to have limited or no community use and therefore a large range of facilities currently built could assist in meeting some of the current demand especially for local team training and lower level come and try activities and junior competitions.

The facility inventory review also found that there were a range of existing community indoor recreation facilities that had capacity for more use and that the strategy should also look at ways that these court use vacancies could be better utilised.

The key actions proposed for this strategy recommendation have been developed around three key areas being:

3.5.1 Improving Access to Unused or Restricted Use Facilities

It is recommended that CoGG set up a project working party to assist in reviewing and coordinating the setting up of new access and usage systems to assist local indoor sport and recreation associations and clubs to negotiate greater use of the existing 12 school large court facilities that are currently either closed off to community use or are not being used regularly.

This working party should include representatives from Netball and Basketball Associations plus DEECD and Independent Schools and CoGG Swim Sport and Leisure Officers.

The working party would be first up responsible for looking at current management, access and charging systems being used for indoor recreation facilities at education institutions.

The aim of this review would be to investigate a more efficient coordinated system than currently where individual clubs and associations have to go to each school and negotiate use.

The working party could also review the current unused or restricted indoor recreation courts at education institutions with the aim of setting up a booking and management system aimed at giving greater court access to meet local and area club and association training and low-level junior competition at neighbourhood/district venues across the City.

The facility inventory and precinct overlays completed for the project indicate the main facility access opportunities could occur at the following schools where low or restricted community use currently occurs:

- Geelong College Preparatory School: Aberdeen Street Newtown - 2 court stadium
- Geelong Grammar Senior School Corio Campus: Hanbury Centre for Wellbeing – 2 courts
- Kardinia International College –Katsumata Centre - 2 court stadium
- St Josephs College – Indoor Stadium – 3 courts
- Christian College Middle School Campus Burdekin Road Highton: 1 court stadium

A key outcome of this work would be that before any new facility development occurred that all parties worked towards higher occupancy of these unused or restricted use courts at education institutions.

3.5.2 Improved Use of Current Facilities Unused Court Time

This strategy would also involve investigating the options of indoor sport associations making increased use of current vacant peak use weeknights and weekends at centres that still had some capacity. The facility occupancy review of multiple court centres indicated capacity for more peak/shoulder time use at the following facilities:

- The Leisuretime Centre (40 court hours with 20 court hours Friday/Saturday),
- Bellarine Secondary College (24 court hours with 18 court hours on Saturday)
- Bellarine Sports and Aquatic Centre (11 court hours with 9 Friday/Saturday)
- K D Stewart Centre Deakin University (44 court hours with 10 hours Monday, Thursday and Friday and 12 hours Saturday).
- Barwon Valley Activity Centre (22 court hours Friday and Saturday).
- Leopold LINCS (14 court hours with 7 on a Friday/Saturday).
- Try Boys Stadium (6 court hours on a Friday).

The peak and shoulder time occupancy review of multiple court facilities indicated both the Arena and Geelong Basketball Netball Centre, South Geelong have very limited capacity for other use whilst the centres listed above all had capacity for more use.

Friday evenings and Saturday all day was the major unused court day/time periods for most of the facilities and this may be an opportunity for one of the sport associations to reschedule some competitions to these days/times as there are a broad range of facilities that are unused across Geelong at these days/times.

3.6 DEVELOP NEW GROWTH AREAS INDOOR RECREATION FACILITIES

There is a range of already planned new indoor community recreation facilities in designated growth areas throughout the CoGG and these have been reviewed as part of this study.

The following table summarises the planned major new growth area indoor recreation facilities identified and being planned for at the proposed Armstrong Creek and Lara West areas.

Table 3.1 Major Growth Areas Planned Indoor Recreation Facilities

Growth area	Facility description	Location	Funding	Capital Cost	Provision Trigger
Armstrong Creek East Precinct - FINAL (Est. ultimate pop. 17,439)	2 court multi-purpose stadium	State School site on Burvilles Rd extension, Armstrong Creek	40% DEECD 30% CoGG 30% DCP	\$4,030,815	3,500 dwellings occupied or once the relevant school enrolment trigger for this type of facility is reached (Approx. 2020)
Armstrong Creek Horseshoe Bend Precinct - DRAFT (Est. ultimate pop. 19,900)	2 court multi-purpose stadium	State school site on Horseshoe Bend Road, Charlemont	40% DEECD 30% CoGG 30% DCP	TBC	TBC
Armstrong Creek Town Centre - DRAFT (Est. ultimate pop. 3,500)	3 court multi-purpose stadium (5,400m ²)	Co-located with indoor aquatic centre.	100% CoGG	TBC	TBC
Armstrong Creek West Precinct - FINAL (Est. ultimate pop. 14,000)	2 court multi-purpose stadium	State school site on Boundary Rd, Mount Duneed	40% DEECD 30% CoGG 30% DCP	\$4,388,867	2,500 dwellings occupied or once the relevant school enrolment trigger for this type of facility is reached (approx. 2024)
Lara West - DRAFT (Est. ultimate pop. 11,600)	2 court multi-purpose stadium (on land to ultimately accommodate 3 courts)	In or adjacent to state secondary school site.	2 courts: 25% DEECD 40% CoGG 35% DCP CoGG or other to fund 3rd court when required	\$5,404,063	3,500 dwellings occupied or once the relevant school enrolment trigger for this type of facility is reached (year estimate TBC)

The indoor recreation facilities planned for in new growth areas indicates the following provision of facilities will come is expected to come on line as follows:

- **Armstrong Creek East Precinct:** A 2 court facility planned at school site off Burvilles Road and the facility is likely to be developed around 2020 subject to development take up, population triggers and school development timelines. The estimated capital cost allowance for this facility is \$4.030M
- **Armstrong Creek West Precinct:** A 2 court facility planned at a school site off Boundary Road and likely to be developed around 2024 subject to development take up, population triggers and school development timelines. The estimated capital cost allowance for this facility is \$4.030M
- **Armstrong Creek Town Centre:** A 3 court facility planned at the Town Centre and co located with new indoor aquatic centre with development date to be confirmed.
- **Armstrong Creek Horseshoe Bend Precinct:** A 2 court facility planned at a school site off Horseshoe Bend Road, Charlemont and development date to be confirmed.
- **Lara West Precinct:** A 2 to 3 court facility planned in or adjacent to school site (location yet not determined) and timing will be subject to development take up, population triggers and school development timelines. The estimated capital cost allowance for this facility is \$5.404M

The Geelong Indoor Recreation Facilities Strategy findings clearly support the need for long term planning for more indoor recreation facilities especially in designated population growth areas.

The planned facilities are well located to the proposed main future population zones and also are co located with other facilities to improve their use, viability and sharing of service areas.

They are all recommended as longer-term facilities in this strategy and should be progressively planned for as the planned provision triggers occur.

3.7 OTHER FACILITY AND SERVICE PROVISION IMPROVEMENTS

A range of other suggested indoor recreation facility improvements and improved service provision initiatives have been identified as part of this projects stakeholder engagement and market research. These are summarised as follows.

3.7.1 Investigate Expansion of Other Existing Indoor Recreation Centres

A key trend for indoor recreation facilities is for main competition venues being developed at large multi-court venues with smaller venues being more suited to local competitions and training. The main strategy initiatives support this trend with the major new facility of 6 to 10 courts proposed at Marshall (Brearley Reserve) as well as new multiple court venues at Armstrong Creek (7 courts at 3 precinct venues).

Additional to this it is also recommended that CoGG work with facility owners and management of the identified future priority indoor court development facilities located in priority precincts to investigate the feasibility, viability and cost of building more courts off existing facilities. These would be determined and prioritised by areas of unmet demand and future population growth once the new major facilities are operational.

The study findings indicate future longer term opportunities for expanded or redeveloped local facilities could include:

- Try Boys Stadium: Portarlington Road Newcomb – 1 extra court (Central Precinct/Eastern Precinct areas)
- Deakin University Waurn Ponds Campus – Up to 2 extra courts (Southern Precinct area).

These opportunities would need to be reviewed in the medium and long term following the short-term strategies of getting greater use of existing facilities under way and the development and operation of the recommended new facilities. This will assist in determining if development of these facilities should be encouraged and should Council provide further project support.

3.7.2 Redevelopment of the Arena Main Court for Increased Spectator Capacity

Schematic plans have been drawn up for spectator seating expansion to the main court at the Arena. This would increase spectator capacity to greater than 2,000 seats. This would assist in improved event and function use of this main court area as the centre can attract more spectators to activities held at the centre.

Reviews of this facility indicate that currently the seating capacity is below requirements for netball and basketball national leagues and is not a good financial proposition or revenue source for events due to lack of large seating capacity. The increased seating concept needs to be investigated further and completed to detailed design and capital cost stage so business plans and funding strategies can be completed.

3.7.3 Investigate Future Geelong and Region Netball Indoor Competition Trends

The study findings in relation to participation in court sports indicated Netball had 11,965 registered players, which represented 58% of all registered court sport players (excluding tennis).

The majority of these players are involved in competitions and training at outdoor courts throughout the City with only the Arena and Life Be In It Centre hosting indoor competitions.

Interviews with Netball Victoria representatives indicated that a key trend they were supporting was to encourage more indoor netball competitions and the phasing out over the next decade of large outdoor netball competitions.

Teams and associations would still be likely to use outdoor courts for training and some junior competitions and associated football linked competitions (that play close to football grounds).

This competition trend would have a significant impact on the need and demand for indoor courts in the Geelong area and therefore it is essential that this is investigated further and a plan put in place to ensure that all parties agree to a staged approach to more indoor court use by netball.

3.7.4 Investigating Future Options for Redevelopment/Relocation of Newtown YMCA.

Interviews with the YMCA indicate they are looking for a better longer-term solution to meet gymnastics and indoor sport needs from their clubs and players. They indicated they are investigating future redevelopment or sale of their Newtown facility.

We recommend following completion of the short-term initiatives that will see greater occupancy of unused or restricted or underutilised facilities that the future of the Newtown YMCA facility should be considered further. The YMCA should carry out their own feasibility on expanding current facility or moving to a new facility and the CoGG could assist with information and working together on strategy options.

A future option they may consider further would be to relocate facilities to one of the population growth areas. If so it may be worth looking at for consideration as a possible funding support partner for one of the proposed future indoor recreation facilities in these growth areas.

3.7.5 Future Review of Barwon Valley Activity Centre (BVAC)

Though there is need for more indoor recreation facilities in the southern sector it is not recommended as part of the strategy of building off existing centres to extend BVAC as one of these priority sites.

This is principally due to BVAC being located within a major flood zone and though flooding mitigation works have protected the site from flooding, its current location in the flood zone will hinder and future redevelopment unless improvements are built above designated flood levels.

BVAC is a lower standard indoor recreation centre that suits a range of hard use activities that are not suited to specialist timber floor areas. Therefore once the new southern facilities at Brearley Reserve Marshall and Armstrong Creek are open we recommend the centres future viability be reviewed. This may include a new limited use role for specific activity purposes such as roller sports, futsal, local team training, children's activities, holiday programs and market activities or it may mean hand over to another organisation or closure.

3.7.6 Potential Amalgamation of Basketball in the Geelong Region

Interviews with Basketball Geelong indicate they are seeking to either have greater management rights at the Arena and adjoining Annex or relocate to a new facility where they can base their administration headquarters and develop a home for Geelong Basketball.

They have developed plans for a four-court stadium to be built at a Southern area location (not decided as yet) but have no funds or land for such a development.

Interviews with COGG Swim Sport and Leisure (SSL) Management indicate Council is successfully directly managing a large range of sports, aquatic and leisure facilities that have broad community access. Their aim is to manage and operate facilities for all community organisations and therefore it will be unlikely CoGG to support handing over a new community use facility for management to a sporting association for their exclusive use.

Based on these management arrangements and service provision systems that are working it is likely that any new facilities developed and funded by CoGG will be directly managed by SSL on behalf of CoGG.

We also note that unlike Netball in the region, basketball is fragmented with three separate associations in the CoGG area. When you consider that other regional centres such as Bendigo, Ballarat and Shepparton all have one basketball association looking after referee and coaches training, regional teams and specialist squad coaching then there may be substantial benefits in Basketball looking at a new combined Governance model for the Geelong Region.

We recommend that Basketball Victoria and local basketball associations meet to consider the needs of a new combined association governance model for basketball in Geelong. This may improve viability of the sport and allow them to raise funds for new facility development.

Options suggested that might be investigated further subject to all parties agreeing to take part include:

- **Developing an extra court at Try Boys Stadium Newcomb** plus either renovation of an existing facility area for administration areas (or additional new building area) and Basketball working with Try Boys management on future ownership and development funding. This would help stimulate more use of the Try Boys Stadium and put a longer-term management model in place.
- **Building an administration area off a proposed new facility** with some rights for shared usage of that facility. This may be a direct funding initiative for basketball to fund and own a new administration area.

3.8 FUTURE FACILITY DEVELOPMENT FUNDING OPPORTUNITIES

Indoor recreation centre Industry history shows there are limited alternative funding opportunities for Council to attract funding to assist with developing sport and recreation facilities.

Traditionally recreation and sporting facility-funding sources usually involve:

- Council Funding
- Other Government Grants
- Commercial Investment

- Commercial Fundraising
- Community Fundraising and User Group/Contributions
- Developer contribution Schemes

Traditionally, a combination of Council funding with Government Grants and some limited community fundraising has occurred for the majority of recreation and sporting facilities in Australia.

In larger areas with greater commercial opportunities, we are now starting to see some commercial investment in return for rights to manage/operate facilities (\$1M to \$2M investment in return for longer-term management agreements).

There also has been a number of Councils look at Commercial fundraising. This appears to have been more successful in New Zealand than Australia.

3.8.1 State Government Funding

Over the past eight years State Government, through Sport and Recreation Victoria have administered the Community Facilities Funding Programs. The development of redevelopment of indoor sporting facilities could attract funding under Major's Funding program. The maximum amount that currently can be received under this program is \$650,000.

Funding applications are more likely to be successful if the project aligns with the key findings and priority recommendations identified in either the State Basketball Strategic Plan (2013) or State Netball Master Plan 2011.

Local Government can apply for these funds based on a set funding ratio contribution process. The current priorities of the funding program are projects that:

- Demonstrate how the project will increase or maintain participation.
- Improves facilities to encourage greater female participation.
- Encourages development of multi-use facilities.
- Collaborates between local government authorities, schools and community groups.
- Demonstrates a partnership between local government and State Sporting Associations or other relevant peak bodies.
- Improved environmental sustainability.
- Includes Universal Design principles

Some projects have also been able to secure additional state government funding by demonstrating a greater regional need.

For example Glen Eira Sports and Aquatic Centre (\$1.5M) and the Knox State Basketball Centre (\$10M) received an additional funding from State Government towards the development of indoor sports courts due to the identified greater state/regional need.

3.8.2 Commonwealth Government Funding



Commonwealth Government funding has been restricted for most sport and recreation developments since the early 1990s when the Community Sports and Cultural Centres Improvement Scheme were discontinued.

Although there has been no formal funding scheme, there have been a number of leisure facility projects including indoor sporting facility projects such as the Knox State Basketball Centre and the Diamond Creek Indoor Sporting Facility approximately that were able to generate significant political pressure to receive funding.

In 2009/2010 the down turn in the economy provided a number of Local Government Authorities with funding through the Federal Government stimulus package.

In March 2011 the Federal Government announced the Regional Development Australia Fund (RDAF), which is a national program to support Australia's regions and enhance economic development and liveability of communities. The Department of Regional Australia, Regional Development and the Department of Local Government administer the program.

The program guidelines indicate that the aim of the funding program is to support localism, and to leverage and better coordinate state, commonwealth, local government and private (including not for profit) investments for the long-term benefit of communities.

Funding of between \$500,000 and \$25 million per project is available from this funding program. The first through to fourth rounds of funding have been allocated and for example in the last round Wyndham City Council received \$9M towards funding the \$50M redevelopment of the Wyndham Sports and Fitness Centre (10 court redevelopment project).

With the election of a new federal Government in September 2013 and merging of Sport into a new Health and Sport Department there is expected to be changes to future funding schemes than highlighted in this section.

3.8.3 Sporting Association /Community Organisation Funding

The study has identified the opportunity to extend a number of existing facilities to maximise use of existing assets prior to development new facilities. The extension of the Try Boys Centre in Ryrie Street Newcomb by one additional court has been identified as an opportunity.

The facility is owned by the Try Boys Brigade a not for profit youth organisation.

Given the desire by Geelong Basketball to develop a home base administrative headquarters there may be an opportunity for the two organisations to develop a partnership in terms of both funding and management to achieve this objective and stimulate greater usage of the Try Boys facility.

In relation to the development of new Council facilities history indicates that only low levels of capital funds have been raised from community fundraising or user group contributions. These are usually tagged or used for equipment purchase.

User group contributions also can have restrictive use requirements in return for funding and can cause arrangements that may negatively impact on other group's usage or see low revenue yields for such use.

3.8.4 Commercial Fundraising

Traditionally commercial fundraisers have been used on some recreation and sporting projects to raise some funds. The results indicate they usually have some success but the funds raised are regarded as low contribution levels compared to the high capital cost to build such facilities. Such companies traditionally charge up to 30% of funds raised for their services.

There are some examples where new facilities are receiving large amounts of funding through naming rights of facilities. The Bendigo Bank in Diamond Creek provided approximately \$1M towards the development of the indoor facility in Diamond Creek in return for the Centre being named the "Community Bank Stadium".

3.8.5 Developer Contribution Schemes

There is a large-range of examples of developer contribution schemes particularly in population growth areas that are now being used to provide funding for indoor recreation facilities. Armstrong Creek facility Development funding is planned with developer contributions.

These schemes are best utilised when they are also linked to local and state government funding.

3.9 INDOOR RECREATION FACILITY STRATEGY AND RECOMMENDATIONS

Sections 3.1 through to 3.5 provide details on the proposed CoGG Indoor Recreation Centre Strategy.

The following table starting on the next page summarises the reports strategic recommendations and associated timeframes and resources (where able to be identified).

Proposed actions have been allocated a level of priority based on their relative impact on delivering the desired outcomes in the Indoor Recreation Facilities Strategy. A description of each priority level is provided below:

- **Mandatory - Immediately:** Required by legislation or regulation or connected with a developer contribution plans.
- **Critical – 2014 to 2016:** Relating to risk mitigation or safety or an item that has a serious impact on service delivery.
- **High – 2017 to 2019:** Important action that underpins the key outcomes connected with the Indoor Recreation Facilities Strategy.
- **Medium – 2020 to 2025:** Action that contributes to meeting overall intent of the Indoor Recreation Facilities Strategy
- **Low – 2026 to 2031:** Action that contributes to overall improvement in indoor sport and recreation.
- **Ongoing:** Action that will require an ongoing commitment of sport, government or community stakeholders.

It should be acknowledged that priorities can change and are based on available funding and resource priorities 'at the time'. The presentation of new or unknown opportunities or changes in community demands can also alter priorities.

Table 3.2
Geelong Indoor Recreation Facilities Strategy Actions Recommendations

Action Number and Name	Detail	Capital Cost Estimate	Annual Operating Cost	Priority	Predecessor	Funding Source/s	Department Responsibility	Responsibility Other
1.Future Indoor Recreation Facility Hierarchy	That the Indoor Recreation Facility category hierarchy as listed in the Volume Two Appendix Eight facility inventory for all facilities in the City be adopted.	Nil	Nil	Ongoing	All facilities identified on the City of Greater Indoor Recreation Facility Inventory have been categorised under G21 Regional Sport and Recreation Infrastructure Plan 2006 definitions as either Regional, Subregional/District or Local	CoGG Staff Time	Projects, Recreation and Central Geelong	Nil
2.Complete Feasibility on New Regional Facility at Brearley Reserve Marshall	Complete new facility site investigation for future Southern Precinct Indoor Recreation Facility at Brearley Reserve, Marshall.	Project Feasibility Study allow \$50,000	Nil	High	Section 3.2 - Population projections indicate possible need for a new facility in the long term in the Marshall area. Recommendation is to complete a site review to enable a suitable site to be reserved for this facility.	- CoGG - Sport and Rec Vic Grants	Projects, Recreation and Central Geelong	Indoor Sport and Recreation Associations
3. Design and Construct New Regional Facility at Brearley Reserve	Complete design and funding strategy for new regional facility and construct new facility as either staged or total development (subject to funding availability).	\$28M to \$30M (Final cost TBD by scope of works)	\$150,000	High	Section 3.2 High priority as will meet current service gap but timing will depend on funding strategy and attraction of regional funding support	- CoGG - Sport and Rec Vic Grants	Projects, Recreation and Central Geelong	Nil
4. Complete Feasibility on Expansion of the Leisuretime Centre to Service future Northern Precinct Facility Gaps	Complete redevelopment feasibility plans and costs for future redevelopment of up to 4 new indoor courts at the centre	Project Feasibility Study allow \$40,000	Nil	High	Section 3.3 Site review indicates significant capacity to build off existing infrastructure to meet northern precinct future facility needs	- CoGG - Sport and Rec Vic Grants	Projects, Recreation and Central Geelong	Indoor Sport and Recreation Associations
5. Design and Construct Leisuretime Centre Extension	Complete facility extension plans at Leisuretime centre as either staged or total development.	\$8M to \$10M (Final cost TBD by scope of works)	\$100,000	Medium	Section 3.3 Longer term development to cater for northern area population growth	- CoGG - Sport and Rec Vic Grants	Projects, Recreation and Central Geelong	Indoor Sport and Recreation Associations
6. Complete Feasibility on New Court Extensions at Drysdale and Ocean Grove	Complete redevelopment feasibility plans/costs for future redevelopment of new indoor courts and associated areas at Drysdale Secondary College and Bellarine Aquatic and Sport Centre	Project Feasibility Studies x 2 allow \$30,000 to \$40,000 for each	Nil	Medium	Section 3.4.1 Ensure site planning reserves future development areas and in the medium term complete feasibility studies. These facilities to come on line as population development triggers occur.	- CoGG - Sport and Rec Vic Grants	Projects, Recreation and Central Geelong	Indoor Sport and Recreation Associations

Action Number and Name	Detail	Capital Cost Estimate	Annual Operating Cost	Priority	Predecessor	Funding Source/s	Department Responsibility	Responsibility Other
7. Complete Courts Extension at Bellarine Aquatic and Sport Centre	Design and construct 2 court extension at the centre	\$5M (TBD by scope of service).	\$50,000	Medium	Section 3.4.2 Longer term strategy triggered by population growth	- CoGG - Sport and Rec Vic Grants	Projects, Recreation and Central Geelong	Indoor Sport and Recreation Associations
8. Complete Courts Extension at Drysdale Secondary College	Design and construct 3 court extension at the centre	\$8M (TBD by scope of service).	Not Managed By CoGG	Low	Section 3.4.1 Longer term strategy triggered by population growth	- CoGG - Sport and Rec Vic Grants	Projects, Recreation and Central Geelong	Indoor Sport and Recreation Associations
9. Future Improved Facility Access Systems	That the strategy of improving access to unused or restricted use facilities be adopted	Nil	Nil	Critical	Section 3.5 It is proposed for CoGG to set up a working party to assist in reviewing and coordinating the setting up of new access and usage systems to assist local indoor sport and recreation associations to negotiate use of the 14 school courts currently unused or restricted for use.	CoGG Staff Time	Projects, Recreation and Central Geelong	- DEECD - Local School Councils - Indoor Sport Associations
10. Increase Use of Existing Facilities	That the strategy of improving use of current low use facilities to maximise occupancy be adopted.	Nil	Not Able to Estimated at This Stage	Critical	Section 3.5.1 A key outcome of the strategy in the short term is to maximise use of existing facilities before any new facilities are built. The facility occupancy review for multiple court or strategically located single courts has highlighted 8 facilities where peak hours use is available and investigation is required to link potential users to available court time.	CoGG Staff Time	Projects, Recreation and Central Geelong	- Indoor Sport and Recreation Associations - Facility Management of Indoor Recreation Centres
11. Future Netball Competition Facility Needs Trends	That detailed investigation be completed on the future netball competition trends in the area and the proposed change from outdoor netball to more indoor netball	Nil	Nil	Medium	Section 3.7.3 Netball Victoria has indicated that they are supporting a major change to the sport where there will be less use of outdoor courts and more use of indoor courts. It is essential that these matters are investigated further and a coordinated plan put in place that can be achieved with current and future planned facility development.	CoGG Staff Time	Projects, Recreation and Central Geelong	Netball Victoria and Local Netball Association Reps

Action Number and Name	Detail	Capital Cost Estimate	Operational Cost Estimate	Priority	Predecessor	Funding Source/s	Department Responsibility	Responsibility Other
12. Investigate Geelong YMCA Future Facility Strategy	Investigating options for redevelopment or replacement of the Newtown YMCA	Nil	Nil	Medium	Section 3.7.4 The Geelong YMCA has indicated they are considering redevelopment or sale of the Newtown facility so it is recommended after short-term improvement in facility access and occupancy is completed that CoGG review with the YMCA future options and opportunities.	- YMCA - CoGG	Projects, Recreation and Central Geelong	- YMCA Geelong - YMCA Victoria
13. Investigate Redevelopment of the Arena Main Court Spectator Area	Future investigate in detail options to increase spectator seating at the Arena Main Court and complete capital cost, funding and cost benefit analysis	Allow \$30,000 for design review	Nil	Medium	Section 3.7.2 Schematic plans drawn and detailed analysis and plans and costs required and then funding strategy set up	- CoGG - Sport and Rec Vic	Projects, Recreation and Central Geelong	Basketball and Netball Associations
14. Redevelopment of Arena Main Court Spectator Area	Design and develop new spectator facility provision at the Arena Main Court	TBD	Not Able to Be Estimated at this Stage	Low	Section 3.7.2 Increased spectator seating will improve facility event viability. Business planning and cost benefit analysis needs to be completed to assist with viability analysis and funding support..	- CoGG - Sport and Rec Vic	Projects, Recreation and Central Geelong	Basketball and Netball Associations
15. Support the Investigation of Amalgamation of Geelong Basketball Associations	Supporting a process to bring together Basketball Victoria to investigate with the three Geelong Basketball Associations future options for amalgamation and development of a new administration area.	Nil	Nil	Medium	Section 3. 7.6 A review to completed with State and local basketball Associations on potential options for a future home a combined Geelong Basketball.	Basketball Vic	Projects, Recreation and Central Geelong	Basketball Victoria
16. Future Use of Barwon Valley Activity Centre	Once new Southern Area Indoor Recreation Centre at Brearley Reserve is operating and new facilities at Armstrong Creek start to come on line then the future of BVAC needs to be reviewed for either operational and management changes or possible closure	Nil	Not Able to Be Estimated at this Stage	Medium	Section 3.7.5 Future use review required to determine if usage can be relocated to new southern area facilities and annual management and operational costs reduced or is facility best handed off for specific user groups to operate or close down the venue	CoGG	Projects, Recreation and Central Geelong	Nil
17. Other Facility Expansion Opportunities	Review options for other facility expansion with facility ownership at Deakin University Waurn Ponds Campus – KD Stewart Centre and Try Boys Stadium East Geelong	Nil	Not Owned or Managed by CoGG	Low	Section 3.7.1 Consider options to encourage development of court extensions to the proposed facilities subject to take up of new growth area facilities and expanded other facilities in the planning precinct	- CoGG - Deakin University - Try Boys Brigade.	Projects, Recreation and Central Geelong	- Deakin Uni - Try Boys Brigade - Indoor Sport Recreation Associations

Action Number and Name	Detail	Capital Cost Estimate	Operating Cost Estimate	Priority	Predecessor	Funding Source/s	Department Responsibility	Responsibility Other
18. Confirm New Growth Areas Facility Development Strategy	Adopt the new growth areas facilities strategy listed in section 3.6 of the report as the future guide to development of new facility development in the southern and northern growth area precincts.	Nil	Nil	Critical	Section 3.6 – Table 3.1 summarises the 5 facility development plans for growth areas in Armstrong Creek and Lara West. These are all now planned and have development take up triggers being confirmed.	CoGG	Projects, Recreation and Central Geelong	
19. Armstrong Creek East Precinct -	School site with two court multi-purpose facility planned to service population area of 17,439 people in east precinct.	\$4,030,815	\$80,000	Medium	Section 3.6 – Table 3.1 Development trigger set at 3,500 dwellings occupied or once the relevant school enrolment trigger for this type of facility is reached (Approx. 2020)	40% DEECD 30% CoGG 30% DCP	Projects, Recreation and Central Geelong	DEECD
20. Armstrong Creek Horseshoe Bend Precinct	School site with two court multi-purpose facility planned to service population area of 19,900 people in Horseshoe Bend precinct.	TBC – say \$5M	\$80,000	Low	TBC	40% DEECD 30% CoGG 30% DCP	Projects, Recreation and Central Geelong	
21. Armstrong Creek Town Centre	Three court facility planned to link to area aquatic facility as well. Building area of 5,400m ²	\$9M	\$100,000	Medium	TBC	100% CoGG	Projects, Recreation and Central Geelong	
22. Armstrong Creek West Precinct -	School site with two-court facility planned to service population area of 14,000 people in west precinct.	\$4,388,867	\$80,000	Low	Section 3.6 – Table 3.1 Development trigger set at 2,500 dwellings occupied or once the relevant school enrolment trigger for this type of facility is reached (approx. 2024)	40% DEECD 30% CoGG 30% DCP	Projects, Recreation and Central Geelong	DEECD
23. Lara West Growth Area	Site not confirmed but proposed two-court facility with capacity to be developed as a three-court facility possibly on a school site or adjacent to a school site. Area population estimated at 11,600 people	\$5,404,063	\$80,000	Low	Section 3.6 – Table 3.1 Development trigger set at 3,500 dwellings occupied or once the relevant school enrolment trigger for this type of facility is reached (year estimate TBC)	2 courts: 25% DEECD 40% CoGG 35% DCP - CoGG or other fund 3rd court as needed	Projects, Recreation and Central Geelong	DEECD

3.10 IRFS AND RECOMMENDATIONS RESOURCES SUMMARY

The table below summarises the estimated capital cost and likely annual operational cost by action priority level.

Table 3.3
IRFS Actions Resources Summary By Priority Level

Action Priority Level	Estimated Combined Capital Cost	Estimated Combined Operational Cost
Mandatory - Immediately: Required by legislation or regulation or connected with a developer contribution plans.	\$0	\$0
Critical – 2014 to 2016: Relating to risk mitigation or safety or an item that has a serious impact on service delivery.	\$0	\$0
High – 2017 to 2019: Important action that underpins the key outcomes connected with the Indoor Recreation Facilities Strategy.	\$28M to \$30M	\$150,000
Medium – 2020 to 2025: Action that contributes to meeting overall intent of the Indoor Recreation Facilities Strategy	\$27M to \$28M	\$330,000
Low – 2026 to 2031: Action that contributes to overall improvement in indoor sport and recreation.	\$22M to \$23M	\$240,000
Ongoing: Action that will require an ongoing commitment of sport, government or community stakeholders	\$0	\$0

Note: All capital Cost and Operational Allowances are estimates and detailed design and final facility components and management models will determine more accurate cost estimates.

Appendix One: Geelong Indoor Recreation Facilities Inventory 2013

Facility Name	Address	Provider Category	Number of Full Size Courts	Number of Large Courts	Number of Under Size Courts	Main Activity Users	Community Use Bookings	Future Develop Planned	Facility Hierarchy
COGG Geelong Arena	110 Victoria Street North Geelong	CoGG	1	3	1 x Gymnastics Martial Arts	Basketball, Netball Gymnastics	Yes	No	R
Barwon Valley Activity Centre	Barwon Heads Rd Belmont	CoGG	0	2	1 x (Volleyball)	Indoor Soccer Volleyball	Yes	No	SR
Leisuretime Centre and Badminton Centre	262-282 Anakie Road Norlane	CoGG	0	3	8 x (Squash) 6 x G/Badminton 8 x Outdoor Netball	Basketball Netball Badminton Volleyball Indoor Soccer	Yes	No	SR
Bellarine Sports and Aquatic Centre	Shell Road Ocean Grove	CoGG	0	2	1 x Multi-purpose	Basketball Netball Volleyball	Yes	Increased Car Parking	L
Ocean Grove Memorial Hall	The Avenue Ocean Grove	CoGG/Local Committee	0	0	3 x (Badminton)	Badminton	Yes	No	L
COMMUNITY/PRIVATE PROVIDERS Geelong Basketball Netball Centre South Geelong	1 Crown Street South Geelong	Private Provider	0	5		Basketball Netball Soccer	Yes	No	SR
YMCA – Newtown	25 Riversdale Road Newtown	Community Provider	0	2	1 x Gymnastics Centre	Basketball Gymnastics	Yes	No	L
Try Boys Sports Stadium	527 Ryrie Street Geelong	Community Provider	0	2	0	Basketball	Yes	No	L
EDUCATION FACILITIES Bellarine Secondary College Stadium	Peninsula Drive Drysdale	Education Secondary	0	3		Basketball Netball	Yes	No	SR
KD Stewart Centre (Deakin University)	Waurin Ponds Campus Waurin Ponds	Education University	0	2	2 Squash Courts	Basketball	Yes	No	SR
Geelong College - Senior School Rolland Centre	Talbot Street Newtown	Education Private	0	1	0	Basketball	Restricted use	No	L
Geelong College Preparatory School	Aberdeen Street Newtown	Education Private	0	0	2		Restricted use		L
Sacred Heart College	Retreat Road Newtown	Education Private	0	2	0	Basketball	Restricted use	No	L
Hanbury Centre for Wellbeing – Geelong Grammar	50 Biddlecombe Avenue Corio	Education Private	0	2	0	Basketball	Restricted Use	No	L

Facility Name	Address	Provider Category	Number of Full Size Courts	Number of Large Courts	Number of Under Size Courts	Main Activity Users	Community Use Bookings	Future Develop Planned	Facility Hierarchy
Clairvaux School Hall	Reynolds Road Belmont	Education Private	0	1	0	Basketball	Yes	No	L
Kardinia International College – Katsumata Centre	Kardinia Drive Bell Post Hill	Education Private	0	2	0	Basketball	Restricted use	No	L
Oberon Secondary College	Kidman Avenue Belmont	Education Secondary	0	1	0	Basketball	Yes	No	L
St Joseph's College	135 Aphrasia Street Newtown	Education Private	0	3	0		Restricted use	No	L
North Geelong Secondary College	Separation Street North Geelong	Education Secondary	0	0	1	Basketball	Yes	No	L
Newcomb Secondary College	Bellarine Highway Newcomb	Education Secondary	0	0	1	Basketball	Restricted use	No	L
Geelong High School	385 Ryrie Street East Geelong	Education Secondary	0	1	0	Basketball	Yes	No	L
Northern Bay College – Goldsworthy Campus	3-25 Goldsworthy Rd Corio	Education Secondary	0	1	0	Basketball	Yes	No	L
Northern Bay College – Cox Campus (8-9)	Cox Road Norlane	Education Secondary	0	0	1	Basketball	Yes	No	L
Grovedale Secondary College	19 Wingarra Drive Grovedale	Education Secondary	0	1	0	Basketball Netball	Yes	No	L
Lara Secondary College	Altar Avenue Lara	Education Secondary	0	1	0	Basketball	Yes	No	L
Belmont Secondary College	Rotherham Street Belmont	Education Secondary	0	1	0	Basketball	Yes	No	L
Geelong East Primary School	Boundary Road East Geelong	Education Primary	0	0	1	Basketball	Yes	No	L
Leopold Primary School LINC'S Centre	Bellarine Highway Leopold	Education Primary	0	1	0	Basketball Netball	Yes	No	L
Drysdale Primary School	Clifton Springs Road Drysdale	Education Primary	0	0	1	Basketball	Yes	No	L
Oberon South Primary School	Tintara Crescent Belmont	Education Primary	0	0	1	Basketball	Yes	No	L
St Francis Xavier Primary School	143 Bachus Marsh Road Corio	Education Primary	0	0	1	Basketball	Yes	No	L
Lara Primary School	Flinders Avenue Lara	Education Primary	0	0	1	Basketball	Yes	No	L

Facility Name	Address	Provider Category	Number of Full Size Courts	Number of Large Courts	Number of Under Size Courts	Main Activity Users	Community Use Bookings	Future Develop Planned	Facility Hierarchy
Lara Lake Primary School	89 Forest Road Lara Lake	Education Primary	0	0	1	Basketball	Yes	No	L
Christian College Bellarine Campus	Portarlinton Road Drysdale	Ed - Primary and Secondary	0	1	0	Multi-Sport	Restricted Use	No	L
Christian College Highton Campus	18 Burdekin Road Highton	Education Secondary	0	1	0	Multi-Sport	Restricted Use	No	L
Newcomb Park PS	Richard Street Newcomb	Education Primary	0	0	1	Basketball	Yes	No	L
PRIVATE/COMMERICAL PROVIDERS Action Indoor Sports Centre North Geelong	96 Furner Avenue North Geelong	Private Provider	0	0	4 modified courts	Soccer Cricket Netball Volleyball	Commercial Hire	No	L
Geelong Indoor Sports (South Geelong)	13 Gravel Pits Road South Geelong	Private Provider	0	0	3 Modified courts	Soccer Cricket Netball Volleyball	Commercial Hire	No	L
Vic Beach Centre		Private Provider	0	0	Beach Volleyball Courts	Beach Volleyball	Commercial Hire	No	L
Belmont Squash and Fitness Centre (CLOSED DURING TIME COMPLETING STUDY).	Cnr Settlement Road and Mitchell Street	Private Provider	0	0	6 Squash Courts NOW CLOSED	Squash	Yes	No	L
Geelong Lawn Tennis Centre Squash	Sommers Street Belmont	Private Provider	0	0	3 Squash Courts	Squash	Yes	No	L
Geelong Table Tennis Centre	84 Church Street North Geelong	Private Provider	0	0	33 (TT Tables)	Table Tennis	Yes	No	R
Centre Court Indoor Tennis Centre	Hepner Place North Geelong	Private Provider	0	0	7 Synthetic Grass Indoor Tennis Courts	Tennis	Yes	No	R
Total Courts			1	44					

Facility Name	Address	Provider Category	Number of Full Size Courts	Number of Large Courts	Number of Under Size Courts	Main Activity Users	Community Use Bookings	Future Develop Planned	Details
SURROUNDING COUNCIL CENTRES									
Torquay Indoor Sports Centre	Surf Coast Plaza Torquay	Other LGA	0	1	0	Basketball Netball	Yes	Yes	New Indoor sports complex (2 courts)
Bannockburn Community Sports Stadium	32 High Street Bannockburn	Other LGA	0	1	0	Basketball Netball Badminton Indoor Soccer Gymnastics	Yes	Yes	No extensions possible
Bannockburn Recreation Centre	132 Milton Street Bannockburn	Other LGA	0	1	0				Land for development of up to 2 more courts
Wyndham Indoor Sports Centre	Ballan Road Hoppers Crossing	Other LGA	0	2	3	Basketball Netball Soccer	Yes	Yes	12 Court facility complex being designed

10. BARWON REGIONAL WASTE MANAGEMENT GROUP - THREE YEAR BUSINESS PLAN 2013/14 TO 2015/16

Portfolio:	Environment and Sustainability - Cr Richards
Source	City Services
General Manager:	Gary van Driel
Index Reference:	Subject: Environmental Management - Barwon Regional Waste Management Group and Waste Strategies

Purpose

To seek Council's endorsement of the Barwon Regional Waste Management Group Three Year Business Plan

Summary

- Regional waste management groups across Victoria are required by legislation to prepare a three year business plan to guide their operations. This business plan is consistent with the broader State Government objectives in waste reduction and requires approval by the Minister for Environment and Climate Change to legitimize the operations of each group.
- Council has input to the Plan through a consultation process involving the Council nominated directors to the Board of the Region and Council waste management officers.
- The Barwon Regional Waste Management Group Business Plan 2013-14 to 2015-16 has now been finalised and approved by the Minister.
- The Plan identifies the four key target areas of:
 - reduced waste and increased resource recovery
 - organics recovery
 - increased community engagement, and
 - sustaining core functions,

A copy of the Plan is included as Attachment A and is available for inspection in the Mayor and Councillors Room or may be accessed at www.brwmq.vic.gov.au.

- Council's governance and audit processes rely upon the annual endorsement of this Plan to formally support the actions of the Group and in particular the Council's annual contribution to the Barwon Regional Waste Management Plan Annual Program.
- This Program includes a list of specific waste management projects, as outlined on page 15 of the Plan. The total value of the program for 2013/14 is \$130,000 with the City's contribution of \$96,850. This amount has been allocated in the current Council budget.
- Prior to the payment of Council's contribution the Group will be required to provide a detailed status report of project actual costs and progress from the previous year and complete a Council funding agreement.

10. BARWON REGIONAL WASTE MANAGEMENT GROUP - THREE YEAR BUSINESS PLAN 2013/14 TO 2015/16 (CONT'D)

- It should be noted that this is likely to be the last business plan prepared by the Barwon Region as state government policy and governance reviews have resulted in proposed boundary changes that will see the Barwon Region join with the South West Region and subject to passing of legislation will become the Barwon South West Region from 1 July 2014.

Cr Richards moved, Cr E Kontelj seconded -

That Council endorse the Barwon Regional Waste Management Group Three Year Business Plan 2013-14 to 2015-16.

Carried.

Background

Regional waste management groups across Victoria are required by legislation to annually prepare a three year business plan to guide their operations. This business plan is consistent with the broader State Government objectives in waste reduction and requires approval by the Minister for Environment and Climate Change to legitimize the operations of each group.

The Barwon Regional Waste Management Group member Councils have input through a consultation process involving the Council nominated directors to the Board of the Group and Council waste management officers.

The Barwon Regional Waste Management Group Business Plan 2013-14 to 2015-16 has now been finalised and approved by the Minister. The Plan is included as Attachment A, is available for inspection in the Mayor and Councillors Room or may be accessed at www.brwmq.vic.gov.au.

The Plan identifies the four key target areas of:

- reduced waste and increased resource recovery
- organics recovery
- increased community engagement, and
- sustaining core functions

The Plan outlines proposed strategies and includes operational and program budgets for the three year period. More specifically the Plan includes the budget for the Barwon Regional Waste Management Plan Annual Program. For 2013-14 the total value of this Program is \$130,000 of which this Council is requested to contribute \$96,850. This is the only financial contribution from Council to the Region.

Council's governance and audit processes rely upon the annual endorsement of the Three Year Business Plan to formally support the actions of the Group and to authorise the payment of Council's contribution.

Council's audit process also requires the Region to sign a funding agreement and to provide a detailed status report on the previous year's program prior to payment being made.

10. BARWON REGIONAL WASTE MANAGEMENT GROUP - THREE YEAR BUSINESS PLAN 2013/14 TO 2015/16 (CONT'D)

Discussion

The activities and strategic direction of the Barwon Region are broadly determined by the State Government Sustainability in Action – Towards Zero Waste Strategy, as translated into the Barwon Regional Waste Management Plan. The Three Year Business Plan provides for an annual review of the Region's activities and strategic direction against the Regional Plan and more specifically sets out the actions to be undertaken in the first year of the Business Plan.

It should be noted that this is likely to be the last business plan prepared by the Barwon Region as state government policy and governance reviews have resulted in proposed boundary changes that will see the Barwon Region join with the South West Region and, subject to passing of legislation, will become the Barwon South West Region from 1 July 2014.

Also, as a result of these reviews new regional plans will be developed on the back of the new State Waste and Resource Recovery Policy that will replace the Toward Zero Waste Strategy.

However, for now the Business Plan reinforces the Group's position in pursuing waste minimisation and environmental protection best practice and is supportive of Council's recently adopted strategic position to 'focus upon the consolidation of its existing waste services while observing and positioning itself to take advantage of opportunities to process additional waste materials should proven means of processing be identified'.

Consideration and approval of the Business Plan, and in particular the actions in the first year of the Plan, constitutes the annual formal endorsement process for the Council's involvement as a member of the Regional Group.

The continuation of the close co-operation of the Group and Council is essential to maximise beneficial environmental outcomes. Approval of the Business Plan will facilitate this.

Environmental Implications

There are significant environmental benefits to be gained for the Geelong community through supporting this Business Plan. It will assist in promoting best practice in waste management, in particular waste reduction, resulting in a sustainable environment and improved quality of life.

Financial Implications

Council's 2013/14 annual budget includes an allocation for the contribution to the Group's Annual Program.

Policy/Legal/Statutory Implications

As indicated above, approval of the Plan is the prerequisite to payment of Council's contribution to the Group's Annual Program. Final payment is also subject to the provision of a report on the previous Program and is formalised through the completion of a Council funding agreement.

10. BARWON REGIONAL WASTE MANAGEMENT GROUP - THREE YEAR BUSINESS PLAN 2013/14 TO 2015/16 (CONT'D)

Alignment to City Plan

The endorsement of this Plan will assist Council to meet its community well being objectives by providing an effective waste management system that will also maximize the protection of the natural environment through best practice waste recovery services and landfill operations.

Officer Direct or Indirect Interest

No Council officers have any direct or indirect interest in this matter, in accordance with Section 80(C) of the Local Government Act.

Risk Assessment

The Business Plan, in conjunction with the Regional Waste Management Plan and Council's strategic waste and environment plans, provides a strategic direction that minimises the forward planning risk to Council.

In terms of accountability of the Group the Plan outlines the Group's direction for operations and for the preparation and implementation of programs. From this, and the processes involved in the supervision of the actual programs, Council can be confident that the Group is legitimately pursuing its stated strategic direction.

Social Considerations

The Geelong community has shown its support for waste reduction initiatives by embracing the three bin residential collection system and through the various surveys that indicate high levels of satisfaction with Council's waste management initiatives while acknowledging the importance of these services.

Continuing to work with the Barwon Region and assisting with the programs outlined in the Three Year Business Plan will help maintain the current momentum and assist in meeting the community's expectations.

Human Rights Charter

There are no human rights issues as a result of the recommendation in this report.

Consultation and Communication

There is no need for consultation or communication actions as a result of the recommendation in this report.

11. COLAC ROAD, HIGHTON - PROPOSED FOOTPATH CONSTRUCTION - SRC 335 - INTENTION TO DECLARE

Portfolio:	Infrastructure – Cr Ellis
Source	City Services - Engineering Services
General Manager:	Gary Van Driel
Index Reference:	Special Rates and Charges; Colac Road

Purpose

This report seeks a resolution by Council to consider an intention to declare a Special Charge Scheme to fund the construction of a footpath along the north side of Colac Road between the Ring Road and South Valley Road, Highton. (Refer plan – Appendix 11-4)

Summary

- Since 2010, Council has considered the provision of the continuation of a footpath to provide the pedestrian link between South Valley Road and the Ring Road in Highton. In addition to this work, kerb and channel and road widening work is proposed to complete the 'missing pieces' and finalise the project. VicRoads has provided \$238,100 towards funding the section of pathway fronting its land as part of the State Governments Bicycle Path program.
- It is proposed to construct the pathway 2.0 metres wide to provide an off road shared pathway along the north side of Colac Road. Since standard footpaths are 1.5 metres wide, Council will directly fund the extra 0.5 metres width of pathway.
- There are twelve (12) properties abutting the proposed pathway works including the VicRoads parcel at 174-212 Colac Road. Because VicRoads has made a direct contribution to the project, it is not considered part of the Special Charge Scheme. The property at 158 Colac Road is also not in the scheme due to a recent bus stop and pathway section constructed as part of the permit conditions attached to the new shopping centre on the south side of Colac Road.
- There are ten (10) remaining properties involved in the scheme. The total estimated project cost is \$363,760. This includes a footpath cost of \$286,851 and a kerb and channel cost of \$76,909. Due to the VicRoads funding plus Councils direct contribution, only a portion of the pathway cost is included in the scheme and equates to \$92,660. A Benefit Ratio of 0.455 has been calculated in accordance with Section 163 of the Local Government Act, which equates to a Council contribution to the scheme of \$50,542 and property owner contribution of \$42,118.
- Property owners are considered to receive benefit from the works by way of improved pedestrian access and safety, and general amenity improvement.
- The scheme has been prepared in accordance with the Special Rate and Charges provisions of the Local Government Act 1989 along with Council's Special Rates and Charges Policy.

11. COLAC ROAD, HIGHTON – PROPOSED FOOTPATH CONSTRUCTION – SRC 335 – INTENTION TO DECLARE (CONT'D)

Cr Ellis moved, Cr Nelson seconded -

That Council:

Gives notice of its intention to declare a Special Charge Scheme in accordance with Section 163 (1A) of the Local Government Act 1989 (The Act), as follows:

- a) The Special Charge be declared for a period of four (4) years commencing upon completion of the works and scheme finalised.
- b) The Special Charge be declared for the purpose of defraying any expenses incurred by Council in relation to the construction of the pathway between the Ring Road and South Valley Road, Highton which project:
 - b1) Will provide proper pedestrian access, improved pedestrian safety and enhancement to the general amenity for each of the properties included in the scheme;
 - b2) Council considers is or will be a special benefit to those persons required to pay the special charge (and who are described in succeeding parts of this Resolution); and
 - b3) Arises out of Council's function of planning for and providing infrastructure for property owners.
- c) The total cost of project, be recorded as \$286,851(Schedule A).
- d) It be recorded that, for the purposes of Section 163 (2A) of the Act, the special charge proceeds will not exceed the amount calculated in accordance with the prescribed formula ($R \times C = S$), the:
 - d1) 'benefit ratio' (R) being calculated at 0.455 represents the special benefits to all persons liable to pay the special charge (Schedule B);
 - d2) 'total cost' (C) of performing the function described in part 1 (b) of this resolution based on estimated cost be recorded as \$92,660; and
 - d3) 'maximum levy' (S) be recorded as \$42,118
- e) the following be specified as the area for which the special rate is so declared:
 - e1) the area within municipal district of Council highlighted in the plan attached to this Resolution (Appendix 4).
- f) the following be specified as the land in relation to which the special charge so declared:
 - f1) land within the area shown on the plan.
- g) the following be specified as the criteria which form the basis of the special charge so declared:
 - g1) ownership of any land described in Part 1(e) of this Resolution.
- h) the following be specified as the manner in which the special charge so declared will be assessed and levied:

- Carried.**

The current redevelopment of the Waurin Ponds Shopping Centre and the Cities Leisure facilities has seen a noticeable increase in the number of pedestrians walking along Colac Road.

In late 2010, this scheme proposal was introduced to the affected property owners abutting the proposed pathway works. There was no response from property owners at the time.

11. COLAC ROAD, HIGHTON – PROPOSED FOOTPATH CONSTRUCTION – SRC 335 – INTENTION TO DECLARE (CONT'D)

Discussion

The scope of work includes the construction of 340 metres of 2.0 metre wide shared pathway and 90 metres of kerb and channel. The kerb and channel works include road shoulder widening to match the existing pavement on the north side of Colac Road.

On 7 November 2013, VicRoads confirmed that it will be contributing \$238,100 towards the project. VicRoads owns the property at 174-212 Colac Road, Highton which has a frontage of 189 metres to Colac Road. The funding provided therefore is more than adequate to cover the cost of its pathway.

The remaining VicRoads funds have been distributed to offset the costs of the Special Charge Scheme in accordance with Council policy. The funds are adequate to cover the costs of kerb and channel and offset the pathway construction costs for the remaining property owners in the scheme.

Environmental Implications

The provision of a sealed pathway surface provides a permanent and safe means of access. During the course of construction and the manufacture and procurement of materials, energy is expended resulting in some greenhouse gas emissions. This ceases when construction is complete.

The project does not create waste with the exception of some excavated material.

The proposal does not affect any natural habitats.

Financial Implications

The project is a one off capital cost and there will be minimal ongoing maintenance costs. If approved, the scheme could proceed this financial year.

Financial details are as follows:

Maximum scheme levy to Property Owners (income)	\$42,118.18
Scheme levy to Council	\$50,541.82
Direct Funding by Council to widen the path to 2.0 metres	\$33,000.00
Direct funding by VicRoads	\$238,100.00
Total Project Cost	\$363,760.00

Policy/Legal/Statutory Implications

The scheme has been prepared in accordance with the Special Rate and Charge provisions of the Local Government Act 1989 along with Council's Special Rates and Charges Policy.

11. COLAC ROAD, HIGHTON – PROPOSED FOOTPATH CONSTRUCTION – SRC 335 – INTENTION TO DECLARE (CONT'D)

Alignment to City Plan

This report aligns with the City Plan as follows:

Sustainably Built and Natural Environment

- Support our Community to live sustainably – Encourage increased use of alternatives to car transport and seek efficient traffic movement throughout the municipality.
- Advocate for and promote sustainable design and development – Promoting sustainable design and retrofitting.
- Acknowledge the community's desire to have their say and be involved in planning for the future of Greater Geelong.

Officer Direct or Indirect Interest

No Council Officer involved with this process has any direct or indirect interest in the properties.

Risk Assessment

Provision of a sealed pathway will provide safer walking and cycling conditions for pedestrians and cyclists by minimising the risk of personal injuries through conflict with vehicles and the elimination of uneven surfaces. The additional drainage infrastructure will minimise the hazards associated with water over pathways. There are no identified risks for Council in declaring the scheme.

Social Considerations

The provision of properly sealed and drained pathways is aligned to Council's City Plan as described above and provides improved connectivity and safety for pedestrians and cyclists.

Human Rights Charter

In developing this report to Council, the subject matter has been considered to determine if it raises any human rights issues. In particular, whether the scope of any human right established by the Victorian Charter of Human Rights and Responsibilities is in any way limited, restricted or interfered with by the recommendations contained in this report. It is considered that the subject matter does not raise any adverse human rights issues.

It is further considered that the construction of the pathway upholds the right to freedom of movement (Section 12 of the Human rights Charter) by enhancing a person's ability to move freely within the area they choose to live.

Consultation and Communication

Community consultation for the Road Construction Special Charge Scheme has been carried out as follows:

19 November 2010 – Introductory letter to property owners

22 November 2012 – Initiation letter including Special Charge Scheme brochure and estimated charges to property owners.

Appendix 11-1

SCHEDULE 'A'

The works for the construction of pathway in Colac Road, Highton which consist of excavation, pathway, reinstatement of nature strip, miscellaneous construction works, legal advice and professional services associated with survey, engineering design, drafting, supervision and administration of the project all as included in the cost estimate shown below.

**COST ESTIMATE FOR CONSTRUCTION OF FOOTPATH –
COLAC ROAD HIGHTON**

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.		ITEM		\$23,000.00
1.02	Traffic management costs.		ITEM		\$3,750.00
1.03	Setting out of works.		ITEM		\$600.00
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.	166.4	m3	\$60.00	\$9,984.00
2.02	Placement and consolidation of engineered fill with approved materials in preparation for new works.	33	m3	\$60.00	\$1,980.00
2.03	Trimming and disposal of trees.		ITEM	\$1,000.00	\$1,000.00
2.04	Remove and dispose of existing drainage wing wall.		ITEM	\$300.00	\$300.00
3.00	SERVICE AUTHORITIES				
3.01	Raise existing fire plug	2	ITEM	\$1,150.00	\$2,300.00
3.02	Raise water meter	1	ITEM	\$600.00	\$600.00
3.03	Raise S/V surround	1	ITEM	\$67.00	\$67.00
3.04	Raise Telstra pit to match design level	1	ITEM	\$1,500.00	\$1,500.00
4.00	DRAINAGE PIPES				
4.01	300mm dia RC pipe, supplied, laid and jointed including excavation, placement of approved fine crushed rock bedding and back-filling with approved material.	39	m	\$120.00	\$4,680.00
4.02	BOX CULVERTS 1200x300 RC box culverts, supplied, laid and jointed including excavation, placement of approved fine crushed rock bedding and backfilling with approved material.	10.98	m	\$500.00	\$5,490.00
4.03	1200x900 RC box culverts, supplied, laid and jointed including excavation, placement of approved fine crushed rock bedding and backfilling with approved material.	7.32	m	\$1,030.00	\$7,539.60
4.04	PITS : SEP 900mm x 600mm S.E.Pit, less than 1.5m deep with Gatic type cover, supplied and placed including excavation, placement of approved fine crushed rock bedding and back-filling with approved material.	2	No.	\$1,400.00	\$2,800.00

Appendix 11-1

ITEM	DESCRIPTION	QUANTITY	UNIT	RATE \$	AMOUNT \$
4.05	PITS : JP 900mm x 600mm junction pit, less than 1.5m deep with Gatic type cover, supplied and placed including excavation, placement of approved fine crushed rock bedding and back-filling with approved material.	2	No.	\$1,600.00	\$3,200.00
4.06	Tap into box culverts, lay 300 dia. drainage pipe into culvert with flush end and mortar joint.	2	No.	\$700.00	\$1,400.00
4.07	Modify existing pit to match finished surface level and supply and fit Gatic type cover.	2	No.	\$770.00	\$1,540.00
4.08	Modify existing depressed grated pit to junction pit. Supply and fit Gatic type cover to match finished surface level.	1	No.	\$1,000.00	\$1,000.00
5.00	CONCRETE WORKS:				
5.01	KERBING Concrete pram crossing 2.0m wide, including fine crushed rock bedding.	5	No.	\$250.00	\$1,250.00
5.02	PAVING 75mm concrete paving with SL62 mesh including crushed rock bedding and reinstate nature strip. (Based on 2 metre wide path)	1060	m2	\$127.00	\$134,620.00
5.03	125mm concrete paving with SL62 mesh including crushed rock bedding and reinstate nature strip. (At driveways)	57.5	m2	\$135.00	\$7,762.50
6.00	LANDSCAPING				
6.01	Top soiling and seeding nature strips.	150	m2	\$8.00	\$1,200.00
6.02	Construction of fence with 2.4 metre long x 1.2 metre high wire panels (A.R.C. or similar) to match fence at Medical Centre entrance. Install between path and existing retaining wall.	64.6	m	\$160.00	\$10,336.00
7.00	SIGNING, LINE-MARKING AND FENCING				
7.01	Re-locate existing sign to central road island on frangible wooden posts.		ITEM	\$1,100.00	\$1,100.00
SUB-TOTAL : A					\$228,999.00
8.00	PROVISIONAL ITEMS				
8.01	Re-locate Telstra in section fronting No. 132-138 to allow retaining wall to be constructed.		ITEM		\$5,000.00
8.02	Tactile Ground Surface Indicator Tiles, supplied and placed.	4.5	m ²	\$250.00	\$1,125.00
SUB-TOTAL : B					\$6,125.00
SUB-TOTAL : C (=A+B)					\$235,124.00
10% CONTINGENCY : D					\$23,512.00
DESIGN					\$11,756.00
SRC ADMINISTRATION					\$16,459.00
CONSTRUCTION COST ESTIMATE : E (=C+D)					\$286,851.00

Appendix 11-2

Benefit Ratio – Schedule 'B'

A Purpose	To construct a footpath in Colac Road, Highton to provide all weather pedestrian access for property owners and the wider community.		
B Coherence	The works will provide a physical pathway connection between The Ring Road and South Valley Road and will provide a special benefit to adjoining and remote properties.		
C Total Cost C			
	Total Estimated cost of works - footpath construction		\$286,851.00
	Direct contribution by VicRoads to fund pathway works adjoining their property.		\$161,191.00
	Direct contribution by Council to fund the additional width of pathway		\$33,000.00
	TOTAL COST		\$92,660.00
D Identify Special Beneficiaries	10 properties with frontages to the proposed pathway are considered to receive access benefits. The VicRoads land at 174-212 receives a benefit but is out of the scheme due to direct funding by VicRoads. The property at 158 Colac Road is also excluded from the scheme due to a recently constructed pathway section across its entire frontage.		
E Properties to include	We will consider the total benefits to each property in terms of Benefit Units (BU). The construction of the pathway is considered to provide special benefit to the abutting properties in terms of access. There are 10 properties receiving a full benefit from the scheme at a total of 1BU each.		
F Estimate of Total Special Benefits	The 10 properties receiving benefit from the scheme give a total Benefit Unit of 10 BU		
	Properties Included	TSB (in) =	10 BU
	There two properties excluded from the scheme		
	Properties out of scheme	TSB (out) =	2 BU
G Estimate of Total Community Benefit -TCB	It is considered that people in the community will receive a benefit from the works as the pathway is used to access other areas. It is estimated that 50% of the use of the pathway will be from pedestrians from other areas considering potential destinations such as the Highton shopping precinct, Deakin University and the aquatic centre. This equates to an estimated 10 BU		
		TCB =	10 BU
H Calculate "Benefit Ratio" - R			
	Benefits Ratio =	$\frac{\text{TSB (in)}}{\text{TSB (in)} + \text{TSB (out)} + \text{TCB}} = \frac{10}{10 + 2 + 10}$	0.455
I Maximum Total Levy (S)			
	Maximum Total Levy S = R X C		\$42,118.18
	Council Contribution to Special Charge Scheme		\$50,541.82

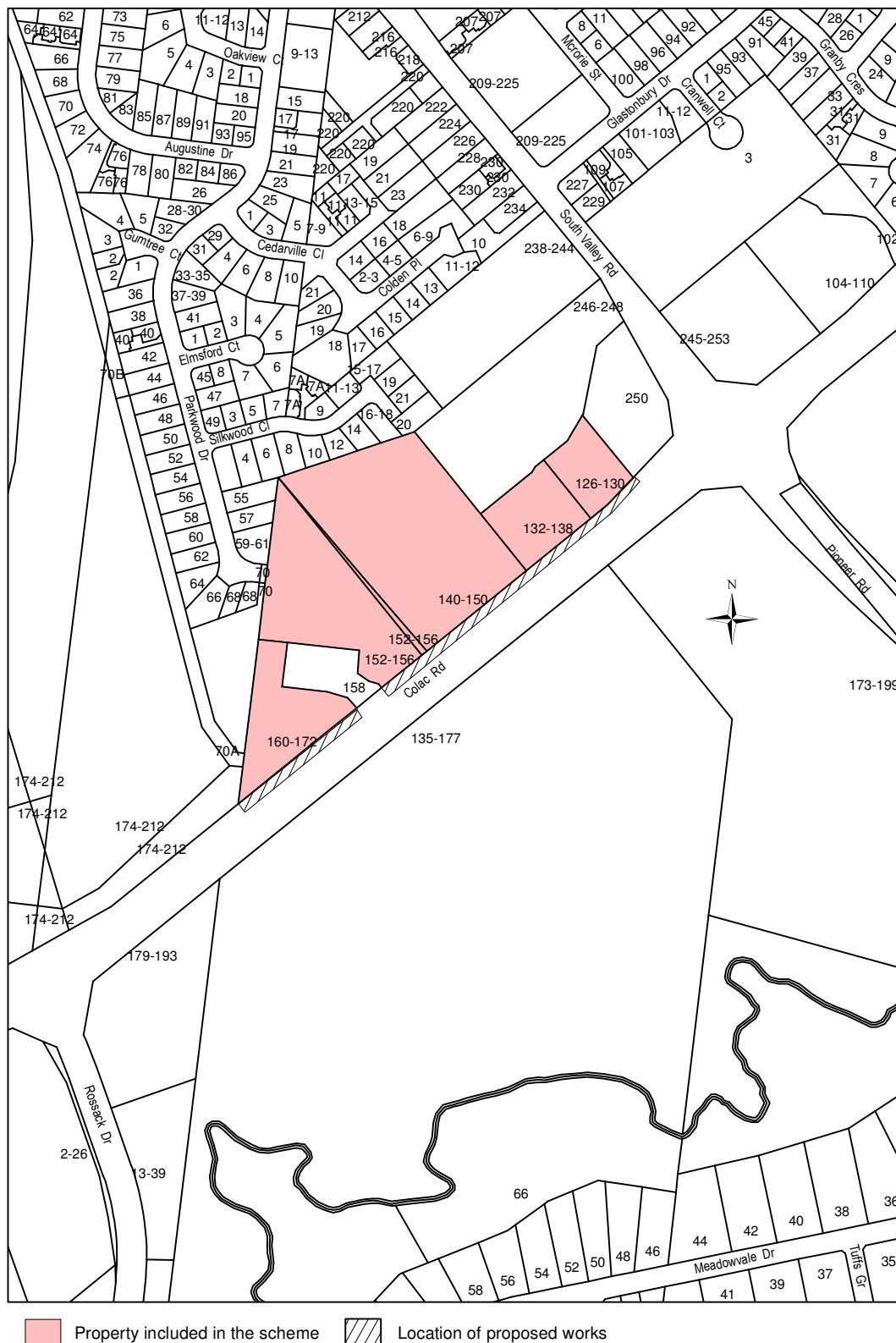
Appendix 11-3

SCHEDULE 'C' SPECIAL CHARGE SCHEME FOR FOOTPATH CONSTRUCTION COLAC ROAD, HIGHTON

COLUMN 1	COLUMN 2	COLUMN 3	COLUMN 4	COLUMN5	COLUMN6
Prop Key	Address	Legal Details	Total Frontage (m)	Apportionable frontage	Footpath cost (\$)
224141	140-150 Colac Road, Highton VIC 3216	Lot 2 TP 851204	110.9	110.9	\$13,625.35
298209	152-156 Colac Road, Highton VIC 3216	Lot 1 PS 331074, Lot 1 TP 851204	50.41	10	\$1,228.62
334219	160-172 Colac Road, Highton VIC 3216	1/2 Share of PC 370739	131.7	56.5	\$6,941.68
343603	Suite No. 1/160-172 Colac Road, Highton VIC 3216	1/2 Share of PC 370739	131.7	56.5	\$6,941.68
325304	Shop No. 1/132-138 Colac Road, Highton VIC 3216	1/5 Share of Lot 4 PS 404306	71.71	11.6	\$1,425.19
325305	Shop No. 2/132-138 Colac Road, Highton VIC 3216	1/5 Share of Lot 4 PS 404306	71.71	11.6	\$1,425.19
325306	Shop No. 3/132-138 Colac Road, Highton VIC 3216	1/5 Share of Lot 4 PS 404306	71.71	11.6	\$1,425.19
325312	Shop No. 5/132-138 Colac Road, Highton VIC 3216	1/5 Share of Lot 4 PS 404306	71.71	11.6	\$1,425.19
325313	Shop No. 4/132-138 Colac Road, Highton VIC 3216	1/5 Share of Lot 4 PS 404306	71.71	11.6	\$1, 425.19
302381	126-130 Colac Road, Highton VIC 3216	Lot 3 PS 404306	50.91	50.91	\$6,254.88
				342.81	\$42,118.18

Appendix 11-4

Plan



Attachment 11-1

PROCESS CHART

**SPECIAL CHARGE PROJECTS –
(Section 163 – Local Government Act 1989)**

COLAC ROAD, HIGHTON

Stage	Status	Description
<i>Approval to prepare scheme</i>	✓	Decision made to prepare scheme following consideration of surveys of property owners and feed back from the community. Council may then place the project in the budget system or proceed immediately to prepare a scheme. Scheme preparation involves survey, design and preparation of an apportionment of costs.
<i>Intention to Declare Scheme</i>	✓	Report to Council providing information on scheme including advice of impending advertising of scheme and declaration of charge. Seeks Council approval by resolution to proceed with process.
<i>Advertisement</i>		The scheme is advertised in the local newspaper and all allotted property owners are notified by mail. This advertisement indicates Council's intention and notification to 'declare' a scheme in a month's time.
<i>Submissions</i>		From the time of advertising property owners have 28 days (as set down by the Local Government Act) to lodge submissions, either in support or opposition to the scheme.
<i>Submissions Review Panel Hearing</i>		A Submissions Review Panel is convened (quorum of three Councillors) and meets to consider submissions. Some submissions are written only, and other submitters may wish to be heard before the Panel. The Panel makes a recommendation to Council regarding the scheme..
<i>Declaration Report</i>		Any time 28 days after advertising the scheme and after the Submissions Review Panel has met and considered submissions, Council considers a report and may proceed to "declare" the charges in accordance with its advertised intent. Subsequent to this the Finance Manager issues the levy notices and there is a formal charge placed on the property. This is the final step in the process for Council to make a decision on the scheme.
<i>Appeal</i>		Property owners may lodge an application for review with the Victorian Civil and Administrative Tribunal (VCAT) within one month of issue of the levy notice. An appeal is listed, heard and determined by the Tribunal and this process generally takes three to four months. Decisions made by VCAT are binding on all parties.
<i>Construction</i>		Council may then proceed to construct the works. Invoices are issued seeking payment of the estimated cost within one month of commencement.
<i>Final Cost Report</i>		At the completion of the works the scheme is "finalised" taking into account actual costs incurred and payments are adjusted accordingly.

12. CONSIDERATION OF TENDER SUBMISSIONS FOR TENDER NO T1400017 – PROVISION OF DEBT COLLECTION SERVICES

Portfolio: Finance - Cr S Kontelj
Source: Financial Services
General Manager: Jeff Wall
Index Reference: T1400017

Purpose

The purpose of this report is to seek Council's approval in appointing a Contractor to undertake Council's Debt Collection Services.

Summary

- Council has sought tenders for the provision of Debt Collection Services.
- The scope of service and responsibilities associated with this tender require the successful contractor to provide debt collection services to Council for the non-payment of fees and charges in the areas of Rates and Sundry Debtors.
- A total of seven companies have provided tender submissions for the provision of these services.
- Following a detailed evaluation of each of the submissions it is considered that the tender submission of Barwon Credit Management Pty Ltd / Frans Bos & Associates Pty Ltd trading as Provincial Credit Solutions is preferred.

Cr S Kontelj moved, Cr E Kontelj seconded -

That Council:

- 1) accepts the tender submission from Barwon Credit Management Pty Ltd / Frans Bos & Associates Pty Ltd trading as Provincial Credit Solutions for Tender No. T1400017 – Debt Collection Services at the tendered schedule of rates exclusive of GST.**
- 2) sign and seal the contract documents.**

Carried.

Background

Tenders for the provision of Debt Collection Services were invited via public advertisement in The Age and The Geelong Advertiser on 16 November 2013.

At the close of tenders on 11 December 2013 the following tender submissions were received:

Tenderer
Australian Receivables Ltd
Milton Graham Lawyers Pty Ltd
Maddocks and its subsidiary ML & C Collections Pty Ltd
National Credit Management Limited
Profcoll Pty Ltd t/as Professional Collection Services
Barwon Credit Management Pty Ltd / Frans Bos & Associates Pty Ltd trading as Provincial Credit Solutions
Austral Mercantile Collections Pty Ltd

12. CONSIDERATION OF TENDER SUBMISSIONS FOR TENDER NO T1400017 – PROVISION OF DEBT COLLECTION SERVICES (CONT'D)

Discussion

The tender submissions associated with this service were evaluated by a panel consisting of:

Michael Kelly	Manager Financial Services (voting member)
Carole Kirby	Co-ordinator Revenue Property & Valuations (voting member)
Leanne Yearsley	Revenue Supervisor (voting member)
Adrian Rainbow	Senior Contracts Officer (Advisor)

Stage One – Mandatory Criteria

Mandatory requirements do not apply to this Tender.

Stage Two –Comparative Criteria

Tender submissions were assessed based on the respondent's performance or tender response in the following areas:

Criteria	Weighting
Price	40%
Economic Contribution to the Geelong Region	5%
Technical Capability to meet specification	37%
Quality Management	5%
Financial Capacity	3%
Customer Service	10%
Total	100%

At the conclusion of the evaluation the tenderers were ranked in the following order in accordance with the above criteria:

Tenderer	Rank
Barwon Credit Management Pty Ltd / Frans Bos & Associates Pty Ltd trading as Provincial Credit Solutions	1
Milton Graham Lawyers Pty Ltd	2
National Credit Management Limited	3
Australian Receivables Ltd	4
Maddocks and its subsidiary ML & C Collections Pty Ltd	5
Profcoll Pty Ltd t/as Professional Collection Services	6
Austral Mercantile Collections Pty Ltd	7

12. CONSIDERATION OF TENDER SUBMISSIONS FOR TENDER NO T1400017 – PROVISION OF DEBT COLLECTION SERVICES (CONT'D)

At the conclusion of the evaluation process Barwon Credit Management Pty Ltd / Frans Bos & Associates Pty Ltd trading as Provincial Credit Solutions was the highest ranked tenderer.

The submission received from Milton Graham Lawyers Pty Ltd provided Council with a slightly lower estimated overall pricing structure than the highest ranked tenderer. However they failed to achieve the Economic Contribution to the Geelong Region criteria which lowered their overall score.

Barwon Credit Management Pty Ltd / Frans Bos & Associates Pty Ltd trading as Provincial Credit Solutions are a Geelong based company with a long history of servicing both local and Council clients including City of Greater Geelong.

Barwon Credit Management Pty Ltd / Frans Bos & Associates Pty Ltd trading as Provincial Credit Solutions have proved to be an excellent provider of this service to Council over the past contract period. Their submission highlighted that they have the requisite skills, expertise and resources as well as proven methodology to continue to successfully undertake this service for Council. An interview confirmed the evaluation panel's view that Barwon Credit Management Pty Ltd / Frans Bos & Associates Pty Ltd trading as Provincial Credit Solutions be recommended to undertake this service for Council for the forthcoming term.

Environmental Implications

Any environmental implications associated with this contract will arise from the execution of this service / works. It is considered that these are the responsibility of the Contractor and will be managed through the contract documentation.

Financial Implications

The funding for this service will be drawn from various recurrent budgets. Debt collection and associated court costs can be recovered from Debtors.

Policy/Legal/Statutory Implications

The requirements of Section 186 of the Local Government Act have been complied with for this tender. There is no other policy, legal or statutory implication associated with this tender process.

Alignment to City Plan

The tender aligns with one of the Strategic Directions in City Plan:

How We do Business – Priorities:

Responsible and sustainable financial management; and

Efficient and customer focused organisation.

Officer Direct or Indirect Interest

No officers or contractors involved in the preparation of this report have a direct or indirect interest in matters to which this report relates.

12. CONSIDERATION OF TENDER SUBMISSIONS FOR TENDER NO T1400017 – PROVISION OF DEBT COLLECTION SERVICES (CONT'D)

Risk Assessment

There are no risks associated with the acceptance of this tender that cannot be managed through the contract conditions.

Social Considerations

There are no social implications that will arise from the acceptance of this tender.

Human Rights Charter

There are no human rights implications that will arise from the acceptance of this tender.

Consultation and Communication

There are no communication issues associated with the acceptance of this tender. Council's representative will liaise with affected community groups if required.

NOTICE OF MOTION – Cr E Kontelj

NORTH GEELONG SOCCER CLUB

An application has been received under the Councillor Community Grants Program that falls outside the established grant guidelines.

The applicant is the North Geelong Soccer Club who has applied for \$8,800 to support the pre-season soccer cup to be held during February & March 2014.

- The application falls outside the grant guidelines that state that projects/activities that have previously received funding from this program will not be funded – *(consideration to fund an activity more than once may be given if a significant rationale/benefit is provided – however funds are generally provided on a once only basis).*
- The guidelines also state that prizes and awards are not eligible. Part of the funds would be used to fund presentations and awards such as certificates and trophies.

Where Councillors wish to support and fund such applications from the Councillor Community Grants Program funding allocation, the applications are brought to Council for consideration.

Cr E Kontelj moved, Cr Ansett seconded -

That Council support a Councillor Community Grant Ward allocation to the North Geelong Soccer Club for the 2014 pre-season soccer cup up to the value of \$8,000.

Carried.

NOTICE OF MOTION – Cr Kylie Fisher

“HOT CAR” SIGNAGE

This request is to support Kidsafe Victoria to implement "Hot Car" signs in Council car parks, shopping strip car parks, and to advocate shopping centres to do the same. The estimated cost of this signage is \$12,500.

During the recent extreme heat wave, children were still being left in cars. Considering that further hot weather is expected, we need to send a clear message.

During summer, cars can heat up very quickly, resulting in dangerous temperatures for vulnerable people and pets. By implementing signage in car parking areas and shopping centres, there will be a constant reminder of the associated dangers, which will reinforce the fact that there is no excuse.

Cr Fisher moved, Cr Heagney seconded -

That Council:

- 1) work with Kidsafe Victoria to establish clear and appropriate signage;**
- 2) implement the signage within Council parking areas and strip shopping centres;**
- 3) write to major shopping centres and advocate their use; and**
- 4) refer this project to the 2014/15 Budget process for consideration.**

Carried.



NOTICE OF MOTION BY CR S KONTELJ

HERITAGE BUILDING DISABILITY DISPENSATION

Background

Council has recently been challenged by a business proprietor whose premises do not comply with building regulations as far as disability access is concerned. The proprietor is prevented from altering the building due to its heritage listing. To remedy the situation, the proprietor is required to bring an application to the Building Appeals Board seeking dispensation at significant cost.

Cr S Kontelj moved, Cr Macdonald seconded -

That Council writes to the Minister for Planning requesting an amendment to the Building Act to authorise Councils, rather than the Building Appeals Board, to be the final arbiter for granting modifications to the building regulations relating to access for persons with disabilities in respect to heritage buildings.

Carried.

Division Requested:

For: Crs Ansett, S Kontelj, Nelson, E Kontelj, Ellis, Lyons, Harwood, Macdonald, Richards, Heagney, Irvine

Against: Crs Farrell and Fisher

COMMON SEAL REGISTER

Cr Macdonald moved, Cr Richards seconded -

That the following document be signed and sealed by Council.

Carried.

1. SECTION 173 AGREEMENT BETWEEN GREATER GEELONG CITY COUNCIL AND DALGO PTY LTD AND LIBNOM PTY LTD

Portfolio:	Planning - Cr Macdonald
Source:	Planning and Tourism
General Manager:	Peter Bettess
Index Reference:	Development Contributions Plan – Jetty Road – Stage 1
Property:	50-56 Baybrook Avenue, Curlewis 148 – 156 Jetty Road, Curlewis
Application:	1362/2010A

Purpose

This Agreement pursuant to Section 173 of the Planning and Environment Act 1987 was required by Condition 28 of Planning Permit No. 1362/2010 issued on 18 March 2011 which allowed a staged multi-lot subdivision.

The purpose of the Agreement is to allow works in lieu – Griggs Creek Landscaping, East West Road Construction and land acquisition, the construction of the East West Road and North South Collector intersection and the children's and community centre land acquisition under the Jetty Road Urban Growth Area Stage 1 Development Contributions plan.

The purpose of the Agreement allows these works to be completed in lieu of payment of the incurred development levies equal to the agreed amount as nominated in the Jetty Road Urban Growth Area Stage 1 Development Contributions Plan Version 4.2 September 2011.

Developers in the Jetty Road Urban Growth Area are obligated to pay a development contribution per developable hectare of their property. Constructing items identified in the Development Contributions Plan is a recognised allowable way of paying their Contributions.

This Agreement has been prepared by one of Council's panel solicitors.

Summary

- *Owners Obligations*
 - The Owner is obligated to provide the following projects contained within the Jetty Road Urban Growth Area Stage 1 Development Contributions Plan version 4.2 September 2011, to the agreed standard.
 - R004 – Intersection North South/ East West Collector Roads
 - R005 – East West Collector Road – Additional Construction to Collector Road Standard
 - OS002 – Griggs Creek - Landscaping Improvements

1. SECTION 173 AGREEMENT BETWEEN GREATER GEELONG CITY COUNCIL AND DALGO PTY LTD AND LIBNOM PTY LTD (CONT'D)

- R006 East West Collector Road - Additional Land Acquisition to Facilitate Collector Road Cross Section
 - C001 – Children’s and Community Hub Land Acquisition
- The agreement will be registered on Title in accordance with Section 181 of the Planning and Environment Act 1987
- *Council Obligations*
 - Council agrees after the expiry of the maintenance period of 12 months, maintenance of works in respect of the Infrastructure Projects becomes the responsibility of council.

ASSEMBLY OF COUNCILLORS RECORD

Portfolio: Governance – Cr Lyons (Mayor)
Source: Corporate Services
General Manager: Jeff Wall

Summary

- Section 80A (2) of the Local Government Act 1989 requires the record of an Assembly of Councillors be reported to the next practicable Ordinary Meeting of Council.
- A record of Assembly of Councillors meeting(s) is attached as an Appendix to this report.

Cr Harwood moved, Cr Ellis seconded -

That the information be received.

Carried.

RECORD OF ASSEMBLIES OF COUNCILLORS
(Council Meeting 28 January 2014)

Assembly Details	Councillor Attendees	Officer Attendees	Matters Discussed	Conflict of Interest Disclosures
Disability Advisory Committee 9 December 2013	Cr Fisher	K Pritchard (MGR) C Carlyon (OFF)	• Access at the Geelong Cup • Geelong Railway Station Modifications • International Day of People with Disability • Having a Say Conference (VALID) • NDIS • Disability Action Plan • Petrol Stations – Driveway Assistance • LEAD Barwon – Speaker to DAC from a Participant Perspective • Basketball Victoria • G21 Health and Wellbeing Event • Liveable Housing • V/Line Communication Project	Nil
Councillor Briefing 21 January 2014	Crs Lyons, Ansett, Ellis, Fisher, Harwood, Heagney, Irvine, S Kontelj, Macdonald, Richards	J Wall (GM) D Frost (GM) J McMahon (GM) P Bettess (GM) G Van Driel (GM) R Walker (EXEC DIR) L Quinn (MGR) T McDonald (MGR) T Hellsten (MGR) R Bourke (CO ORD)	• Central Geelong Action Plan Adoption • Customer Services Review – Face to Face Services • Municipal Early Years Plan 2013-2017 • Draft Statewide Waste and Resource Recovery Infrastructure Plan • G21 Priority Bicycle Network • Barwon Region 3 Year Business Plan 2013-2016 • Committee Representation 2014 • Councillor Portfolios 2014 • Colac Road, Highton – Proposed Footpath Construction SRC335 – Intention to Declare • Geelong Indoor Recreation Facilities Strategy • Geelong Children’s Week 2013 • Tender T1400017 – Provision of Debt Services	Nil.

PLANNING DELEGATIONS

Portfolio:	Planning – Cr Macdonald
Source:	Economic Development, Planning & Tourism - City Development
General Manager:	Peter Bettess
Index Reference:	Delegation

Summary

- Section 98 of the Local Government Act 1989 and section 188 of the Planning and Environment Act 1987 empower Council to delegate its powers, duties and functions under relevant legislation to members of Council staff.
- Council may also delegate to committees comprising Councillors and staff or a combination of both, pursuant to sections 86 and 87 of the Local Government Act and section 188 of the Planning and Environment Act.
- At its meeting on 13 March 2007 Council established a Planning Committee and a Development Hearings Panel with delegated powers to determine upon any development applications which have been the subject of an objection or in circumstances where officers have recommended refusal of the application.
- At its meeting on 23 September 2008 Council adopted a recommendation to allow Officers (restricted to Manager, Coordinator and Team Leader level) the ability to consider and approve applications with five or less objections.
- The appendix to this report contains a schedule of all applications determined under these delegations.

Cr Macdonald moved, Cr Ansett seconded –

That the information be received.

Carried.

Monthly Decisions Report - November 2013

App No	Location	Application Type	Description	Decision Date	Obj
424/2012	108 Windermere Road, LARA VIC 3212	Use and Development of the Land for a Restaurant, Function Centre, Accommodation, Signage and Associated Works	NOD - Delegate	7 November 2013	Delegates Authority - Objectors 2
534/2013	30 Wallington Road, OCEAN GROVE VIC 3226	Construction of Two (2) Dwellings and Two (2) Lot Subdivision	NOD - Delegate	19 November 2013	Delegates Authority - Objectors 2
576/2013	18 The Avenue, OCEAN GROVE VIC 3226	Development of Two (2) Dwellings and Two (2) Lot Subdivision	NOD - Delegate	22 November 2013	Delegates Authority - Objectors 3
742/2013	8 Heron Crescent, BARWON HEADS VIC 3227	Two (2) Lot Subdivision	NOD - Delegate	13 November 2013	Delegates Authority - Objectors 2
748/2013	48 Deakin Street, BELL PARK VIC 3215	Construction of a Second Dwelling and Two (2) Lot Subdivision	NOD - Delegate	12 November 2013	Delegates Authority - Objectors 1
797/2013	47 Albert Street, GEELONG WEST VIC 3218	Buildings and Works for the Demolition of an Outbuilding, Construction of a Second Dwelling Including Internal Fencing, Two (2) Lot Subdivision and Creation of Easement	NOD - Delegate	11 November 2013	Delegates Authority - Objectors 1
931/2013	23 Deakin Street, BELL PARK VIC 3215	Construction of Two (2) Dwellings and a Two (2) Lot Subdivision	NOD - Delegate	22 November 2013	Delegates Authority - Objectors 1
961/2013	11 Cecil Court, NEWCOMB VIC 3219	Constructions of Four (4) Dwellings	NOD - Delegate	19 November 2013	Delegates Authority - Objectors 1
1474/2011	1-39 Roseneath Street, NORTH GEELONG VIC 3215	The Construction of Buildings and Works Associated with an Existing Use of Land for the Purposes of a Chemical Manufacturing Industry	Refusal to Grant a Planning Permit	20-Nov-2013	Planning Committee
698/2013	2-4 Grantham Drive, HIGHTON VIC 3216	Variation of Restrictive Covenant AE799480R	Refusal to Grant a Planning Permit	8-Nov-2013	Development Hearings Panel
819/2013	109 Aberdeen Street, NEWTOWN VIC 3220	Partial Demolition and Extension to Existing Dwelling, Two (2) Lot Subdivision & Construction of Second Dwelling	NOD - Grant a Planning Permit	22-Nov-2013	Development Hearings Panel
905/2013	20 Talbot Street, NEWTOWN VIC 3220	Demolition of outbuildings and alterations and additions to existing building (Davey House)	NOD - Grant a Planning Permit	22-Nov-2013	Development Hearings Panel

Monthly Decisions Report - December 2013

App No	Location	Application Type	Description	Decision Date	Authority Description
1004/2013	70 The Parade, OCEAN GROVE VIC 3226	Buildings and Works for the Extension to an Existing Dwelling (Roof Terrace)	NOD - Delegate	31/12/2013	Delegates Authority - Objectors 1
1010/2013	40 Halibut Avenue, OCEAN GROVE VIC 3226	Extension Over 7.5m in Height to Dwelling	NOD - Delegate	20/12/2013	Delegates Authority - Objectors 2
1064/2013	43 Hope Street, GEELONG WEST VIC 3218	Buildings and Works for the Demolition of Existing Dwelling and Fence and Construction of a Dwelling, Fence and Crossover	NOD - Delegate	11/12/2013	Delegates Authority - Objectors 1
1143/2013	33 Pepperdine Way, HIGHTON VIC 3216	Construct a Dwelling over 7.5 metres in height	NOD - Delegate	31/12/2013	Delegates Authority - Objectors 2
1154/2013	44-54 Oxley Street, PORTARLINGTON VIC 3223	Buildings and Works for the Construction of a Shed in Association with Agriculture	NOD - Delegate	10/12/2013	Delegates Authority - Objectors 1
1208/2013	290-306 Anakie Road, NORLANE VIC 3214	Variation to Packaged Liquor Licence No. 32005802 to Include Home Deliveries	NOD - Delegate	31/12/2013	Delegates Authority - Objectors 1
1393/2012	64 Newcomb Street, PORTARLINGTON VIC 3223	Construction of a Building (for the purpose of a Shop, Food & Drink and Six Dwellings) and Reduction in Car Parking Requirement and Loading Bay Requirement	NOD - Delegate	20/12/2013	Delegates Authority - Objectors 4
469/2013	106 Orton Street, OCEAN GROVE VIC 3226	Building and Works to Construct an Extension to an Existing Dwelling	NOD - Delegate	16/12/2013	Delegates Authority - Objectors 4
579/2013	34 Victory Way, HIGHTON VIC 3216	Construct Two Dwellings and Two (2) Lot Subdivision	NOD - Delegate	06/12/2013	Delegates Authority - Objectors 1
639/2013	36 Ballarat Road, HAMLYN HEIGHTS VIC 3215	Construction of Five Dwellings and a Five Lot Subdivision	NOD - Delegate	10/12/2013	Delegates Authority - Objectors 2
659/2013	28 McNeill Avenue, EAST GEELONG VIC 3219	Two (2) Lot Subdivision	NOD - Delegate	17/12/2013	Delegates Authority - Objectors 1

App No	Location	Application Type	Description	Decision Date	Authority Description
688/2013	61 Tuckfield Street, OCEAN GROVE VIC 3226	Nine (9) Lot Subdivision, Creation of Access to a Road Zone Category 1, Removal of Vegetation and Creation of Easements	NOD - Delegate	20/12/2013	Delegates Authority - Objectors 3
705/2013	98 Cox Road, CORIO VIC 3214	Use and Construction of a Welfare Distribution Centre, Erection and Display of Business Identification Signage, Reduction in the Loading Bay Requirements and Alteration an Access to a Road Zone Category 1	NOD - Delegate	31/12/2013	Delegates Authority - Objectors 1
718/2013	53 Deakin Street, BELL PARK VIC 3215	Construction of a Second Dwelling and Two (2) Lot Subdivision	NOD - Delegate	18/12/2013	Delegates Authority - Objectors 1
737/2013	40 Sharland Road, CORIO VIC 3214	Construction of Eight (8) Double Storey Dwellings	NOD - Delegate	10/12/2013	Delegates Authority - Objectors 1
950/2013	152-190 Church Road, BELLARINE VIC 3223	Use and development of the land for Animal boarding (Doggy day care facility) and display of business identification signage	NOD - Delegate	31/12/2013	Delegates Authority - Objectors 2
966/2013	25 Deakin Street, BELL PARK VIC 3215	Construction of One (1) Additional Single Storey Dwelling and a Two (2) Lot Subdivision	NOD - Delegate	03/12/2013	Delegates Authority - Objectors 1
576/2013	18 The Avenue, OCEAN GROVE VIC 3226	Development of Two (2) Dwellings and Two (2) Lot Subdivision	Grant a Planning Permit	23/12/2013	Development Hearings Panel
905/2013	20 Talbot Street, NEWTOWN VIC 3220	Demolition of outbuildings and alterations and additions to existing building (Davey House)	Grant a Planning Permit	23/12/2013	Development Hearings Panel

URGENT BUSINESS

Note: Introduction of Urgent Business requires a two-thirds majority vote.

Cr Richards proposes to raise the following item as Urgent Business:

Cr Richards moved, Cr Heagney seconded -

That Council considers as Urgent Business a motion concerning the Draft Environment Management Strategy.

Carried.

Cr Richards moved, Cr Heagney seconded -

That Council provide an additional 4 week public exhibition process for the Environment Management Strategy, ending on 28 February 2014.

Carried.

CLOSE OF MEETING

As there was no further business the meeting closed at 8.42pm. Tuesday, 28 January 2014.

Signed: _____
Chairperson

Date of Confirmation: _____