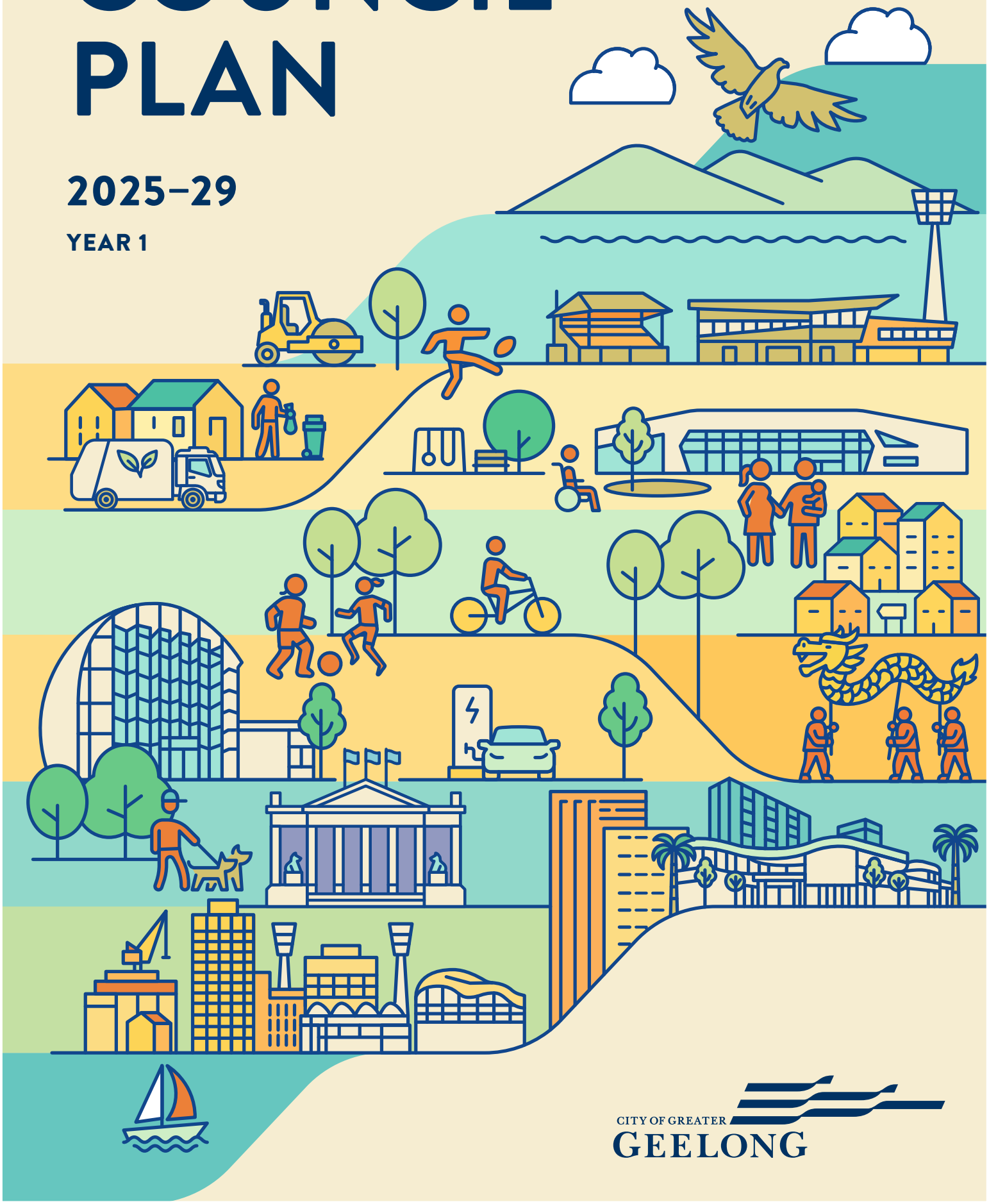
THE CITY OF GREATER GEELONG

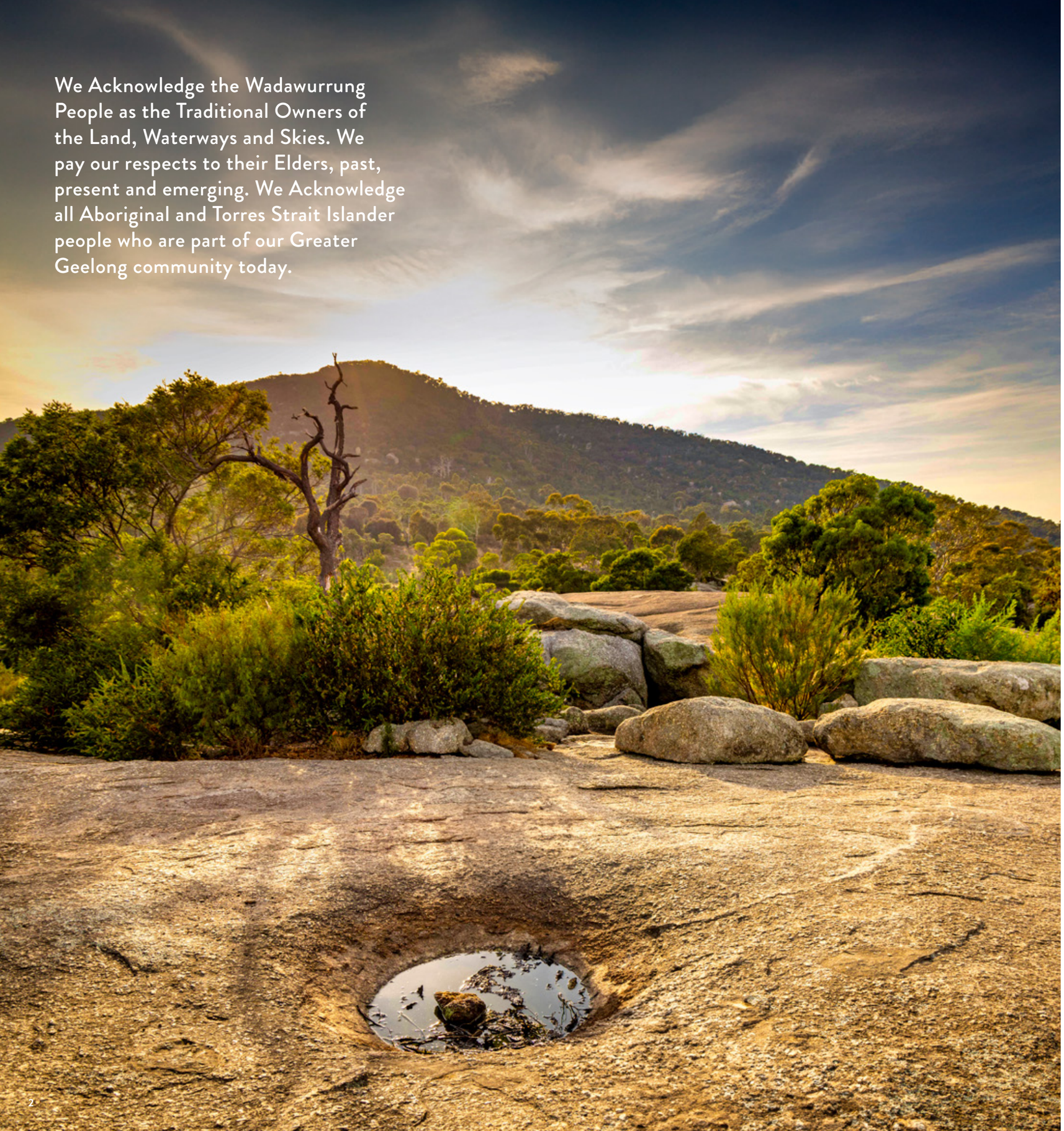
COUNCIL PLAN

2025–29

YEAR 1



CITY OF GREATER GEELONG



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

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MAYOR AND CEO MESSAGE

Greater Geelong is one of Australia's fastest growing regions, and managing this expansion will be crucial to our success over the coming decades.

We have all the key ingredients for a bright future: our coastal lifestyle and metropolitan feel – without the big city congestion – bustling ports and airports on our doorstep, world class sporting facilities, a burgeoning advanced manufacturing sector and a thriving arts and cultural scene.

But our region faces many challenges too.

As a Council, we need to find the right balance between new growth areas and developing our CBD and other established suburbs.

To secure our region's future prosperity, we must transform our CBD into a vibrant hub, enhancing its culture and fostering a sense of community and belonging.

We need to provide high quality infrastructure for our growing population, amid cost-of-living pressures, inflation and rising building costs.

Delivery of core services like roads, footpaths, curbs and drains must still be maintained to build a strong community foundation.

We need to do all this while reducing our organisation's debt and ensuring long-term financial sustainability, creating capacity to adapt to future economic challenges and opportunities.

This requires close collaboration between the City of Greater Geelong and our community to find new and innovative ways to provide essential services more efficiently and effectively.

Our *Council Plan 2025-29* sets our strategic direction over the next four years to achieve these aims by delivering on our key objectives:

- Plan, deliver, manage and optimise core and critical infrastructure across our growing region.
- Promote, advocate and deliver healthy, caring and equitable outcomes for our communities.
- Lead efforts to revitalise and grow our diverse economic precincts.
- Champion our unique heritage and cultural identity.
- Protect and enhance our unique and beautiful natural environment.
- Commit to the highest levels of integrity, financial stewardship and meaningful community engagement.

The plan provides Council with a framework to guide and enhance decision-making, to ensure we maximise the effectiveness of every dollar to achieve the best outcomes for our community.

It also outlines the leadership role the City of Greater Geelong must play to bring together stakeholders to drive progress and innovation, ensuring Greater Geelong prospers.

The *Council Plan 2025-29* sets a clear path forward for the next four years and beyond for advancing community outcomes to create a thriving and vibrant Greater Geelong.

Cr Dr Stretch Kontelj OAM

Mayor
City of Greater Geelong

Ali Wastie

CEO
City of Greater Geelong

OUR COUNCIL

Like all local governments, the City of Greater Geelong is made up of two interdependent parts – the Council and the organisation. Collectively, we work together to serve our community.

The Council sets the strategic direction for the municipality and make decisions on behalf of the community they've been elected to represent. The organisation oversees the day-to-day delivery of all services and functions, guided by the Council, state and federal legislation and various funding agreements.

The role of a Council is to provide good governance in its municipal district for the benefit and wellbeing of the community it serves. This means:

- considering the diverse needs of the local community in decision-making, including future generations
- establishing strategic objectives and monitoring achievements
- managing resources in a responsible and accountable manner
- advocating local community needs to other communities and governments
- giving everyone the opportunity to participate in the democratic process and decision-making that shapes the community.

As well as performing these roles, our Council provides valuable support to key partner organisations and advocates for projects, programs and initiatives that benefit the region.

In August 2023, a review was undertaken by an independent electoral structure review panel that recommended to the Minister for Local Government that the City of Greater Geelong move from four multiple member wards to eleven single councillor wards. This recommendation was accepted by the Minister and the October 2024 election was held under this structure.

Our Council is made up of eleven elected representatives, called councillors. Each of the eleven councillors represents a different area of Greater Geelong, called a ward. Our current Council was elected for a four-year term on 25 October 2024.

CR DR STRETCH KONTELJ OAM
Mayor
Kardinia Ward

CR RON NELSON
Deputy Mayor
Barrabool Hills Ward

CR EMMA SINCLAIR
Charlemont Ward

CR MELISSA CADWELL
Cheetham Ward

CR ELISE WILKINSON
Connewarre Ward

CR ANTHONY AITKEN
Corio Ward

CR ANDREW KATOS
Deakin Ward

CR EDDY KONTELJ
Hamlyn Heights Ward

CR TRENT SULLIVAN
Leopold Ward

CR ROWAN D. STORY AM, RFD
Murradoc Ward

CR CHRIS BURSON
You Yangs Ward

OUR REGION

With a population of over 280,000 people, the City of Greater Geelong is Victoria's largest regional municipality.

Located 75 kilometres south-west of Melbourne, the municipality covers an area of 1,252 km2, comprising suburban, coastal and country areas. Greater Geelong is bounded by the Moorabool Shire in the north, Wyndham City Council and the Borough of Queenscliff in the east, and Surf Coast Shire and Golden Plains Shire in the west.

The City of Greater Geelong operates on the traditional lands of the Wadawurrung people.

289,565
ESTIMATED RESIDENT POPULATION (2024)

3,562
(1.3%) ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLE, INCREASED FROM 2,407 (1%)

39
MEDIAN AGE

82%
WORKFORCE LIVE IN GREATER GEELONG

47.4%
FORECAST POPULATION CHANGE (2025-46)

17.7%
POPULATION BORN OVERSEAS

2.41
AVERAGE HOUSEHOLD SIZE

133 KM
OF COASTLINE

12%
SPEAK A LANGUAGE OTHER THAN ENGLISH AT HOME UP FROM 11%

22,874
THERE ARE 22,874 BUSINESSES

$20.51B
GROSS REGIONAL PRODUCT (2023/24)

1,466.64 HECTARES
PROTECTED NATURAL HABITAT

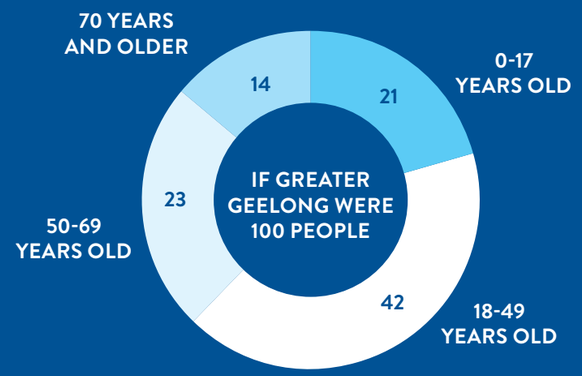


Figure 1 – Greater Geelong Statistics

OUR ORGANISATION

We are an inclusive and flexible organisation and one of the largest employers in the region. We are responsible for:

- Delivering services and programs that benefit the whole community, such as waste management and roads.
- Delivering services and programs for specific communities, such as maternal child health and youth services.
- Providing support and professional expertise to assist the council in developing policies and making decisions.
- Building and maintaining infrastructure, such as local roads and community hubs.
- Protecting our natural environment, while supporting sustainable development and honouring traditional owner cultural values.
- Supporting economic development that will benefit the whole community.
- Enforcing legislation that has a local community impact, such as food safety and planning legislation.
- Engaging with the local community and significant stakeholders to make sure council decisions are in line with community expectations.
- Helping our community to plan for, and recover from, natural disasters and other emergencies.

TENNILLE BRADLEY
Executive Director,
Placemaking

TROY EDWARDS
Executive Director,
Corporate Services

ANTHONY BASFORD
Executive Director,
City Life

JAMES STIRTON
Executive Director,
City Infrastructure

HOW WE ADVANCE COMMUNITY OUTCOMES

DELIVER

Council directly funds and delivers services or infrastructure. Council provides 30 services that help achieve our strategic objectives. Examples include our leisure and recreation facilities, applying our local laws, and our management of civil infrastructure.

PARTNER

Council has a strong collaborative approach and facilitates outcomes for its community and future generations through creating, building, and maintaining partnerships, promoting opportunities, and building the capacity and capability of community members and organisations. Examples include providing support for local businesses and community groups or the delivery of major events.

ADVOCATE

Council advocates to State and Federal Governments on behalf of the Greater Geelong community for funding and delivery of equitable services or accessible infrastructure. Examples include funding for the Armstrong Creek Sports Centre and major road links such as a "Bellarine Link" to enhance east-west travel.

POLICY CONTEXT

The Council Plan guides local decision making and resource allocation for community services, infrastructure, and economic development. Understanding the roles of government ensures local councils:

- Advocate effectively for funding and policy support from higher levels of government.
- Align local priorities with state and federal initiatives for economic growth, sustainability, and public services.
- Empower residents with clear expectations about government responsibilities, what is within the level of government's sphere of control, and service delivery.

A well-informed Council Plan strengthens community engagement, strategic planning, and long-term development by aligning priorities to other levels of government.

LEVEL	ROLE	KEY FUNCTIONS AND RESPONSIBILITIES	REVENUE SOURCES
Federal	Established by the Australian Constitution, responsible for national and international affairs. It enacts laws through parliament and oversees economic policy, trade, defence, and welfare.	• **National Security:** Defence, Border Protection, Foreign Policy, Trade Agreements • **Communications and Infrastructure:** Telecommunications (NBN, Media), National Highways, Airports • **Economy and Finance:** Banking Regulations, Taxation, Centrelink (Welfare and Pensions) • **Health and Social Services:** Medicare, NDIS, Aged Care • **Environment and Energy:** Climate Policy, Water Management, National Parks • **Justice and Lawmaking:** Immigration, Consumer Protection, Copyright.	**Primary:** Income Tax, GST **Secondary:** Customs Duties, Excise Taxes (Alcohol, Fuel), Import Tariffs, Government Bonds
State	Operates under State Constitutions with legislative power over health, education, transport, emergency services, and natural resources.	• **Law and Order:** State Police, Courts, Prisons, Emergency Services • **Transport and Infrastructure:** Public Transport, Highways, Vehicle Registration • **Health and Education:** Public Hospitals, Community and Women's Health Agencies, Schools, Universities, TAFE • **Environment and Resources:** Water Supply, Forestry, Mining Regulation • **Business and Consumer Affairs:** Licensing, Fair Trading, Workplace Safety. Supports regional economic development.	**Primary:** Payroll Tax, Stamp Duty, GST Distribution **Secondary:** Land Tax, Gambling Taxes, Vehicle Fees, Fines
Local	Created under State Government legislation, responsible for local services, infrastructure, and urban planning.	• **Community Services:** Libraries, Childcare, Aged Care • **Community Inclusion:** Leads and supports programs that empower communities and foster social cohesion • **Waste and Environment:** Garbage Collection, Recycling, Local Parks • **Urban Planning:** Building Permits, Local Roads, Traffic Management • **Public Spaces and Recreation:** Parks, Sports Facilities, Public Pools • **Animal Services:** Pet Registration, Food Safety Inspections • **Economic Development:** Supports small business, tourism, and community economic development. • **Art and Culture:** Invests in supporting art, heritage and culture within each community.	**Primary:** Property Rates **Secondary:** Developer Contributions, Fees and Charges, State and Federal Grants

OUR SERVICES

We currently deliver 30 services to support the achievement of the *Council Plan 2025-29* strategic objectives:

- Arts, Culture and Heritage
- Asset and Infrastructure Maintenance
- Business Services
- Civil Infrastructure Management
- Community Wellbeing and Development
- Strategy and Performance
- Customer Service
- Diversity, Equity and Inclusion
- Economic Development and Performance
- Events
- Family and Children
- Financial Management
- Governance and Risk
- Government Relations and Advocacy
- Health and Safety
- Information Technology Management
- Legal and Integrity
- Leisure and Recreation
- Local Laws
- Major Projects
- Marketing and Communications
- Parks and Natural Assets
- People and Culture
- Pets and Animals
- Planning and Building
- Positive Ageing
- Strategic Asset Management
- Tourism
- Waste Management
- Youth Development

OUR CHALLENGES AND OPPORTUNITIES

FINANCIAL SUSTAINABILITY

Local governments around the country are facing significant financial sustainability challenges – Greater Geelong included. A few years of extraordinarily high inflation coupled with relatively stagnant income from Victorian government rate caps has created ongoing financial pressure on the city's operations. We continuously look for ways to create financial efficiencies as part of our annual business cycle.

CBD REVITALISATION

Investment in central Geelong will unlock significant economic growth, enhance urban liveability, and attract private sector investment. This will transform the city into a vibrant, thriving hub for residents and visitors alike. Issues such as decreasing occupancy of Market Square and the attraction of businesses to central Geelong, while outside of Council's direct control, are a priority of our advocacy efforts.

LACK OF AVAILABLE AND AFFORDABLE HOUSING

Like all parts of Australia, Greater Geelong is suffering from a lack of housing as well as a lack of affordable housing. Insufficient stock of housing as well as a lack of variety of housing stock can stifle future growth. Additionally, a lack of affordable housing can make it difficult for some workers to move or stay in Greater Geelong, impeding future workforce growth.

COST OF LIVING

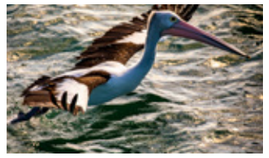
Cost of living challenges in Victoria are significant, with rising housing costs leading to mortgage and rental stress for some, especially in our most vulnerable communities. Inflation has increased the average household's annual expenses, while the living wage has risen to keep up with essential costs. Additionally, higher energy and transport costs have further strained household budgets. These issues underscore the need for advocacy for affordable housing initiatives, resilient food systems, financial assistance programs, and policies to control inflation.

POCKETS OF HIGH SOCIO-ECONOMIC DISADVANTAGE

Greater Geelong has some of the most disadvantaged postcodes in Australia. Socio-economic disadvantage can impact educational and employment outcomes, living standards, health outcomes, social isolation and civic participation. Future economic development must be inclusive, addressing the needs of marginalised communities to ensure growth doesn't reinforce existing disadvantage.

TRAFFIC, CONGESTION AND A LACK OF PUBLIC TRANSPORT

Strong growth, traffic and congestion are emerging as issues for our community. Additionally, a lack of public transport has been cited as a growing concern. As the region continues to grow in population, ensuring that residents can access life's essentials will be increasingly important and public transport can provide a solution that can also reduce traffic, congestion and greenhouse gas emissions.



CLIMATE CHANGE AND SUSTAINABILITY

Climate change and sustainability are on-going challenges for everyone. As Greater Geelong continues to grow, efforts need to be made across the municipality to embrace circular economy principles, the transition to renewable energy and sustainable practices.

CORE AND COMMUNITY INFRASTRUCTURE

Rapid population growth continues to strain our current infrastructure. Maintaining ageing infrastructure and increased community demand for enhanced services in existing areas adds complexity. Securing adequate funding and investment for large-scale infrastructure projects remains a significant challenge, requiring coordination between local, state, and federal governments.

GEELONG UNESCO CITY OF DESIGN

Geelong has a long and proud history as a creative city and a leader in design. In October 2017 Geelong was designated a member of the UNESCO Creative Cities Network (UCCN).

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The City of Design designation is about using creativity and inclusive communities. It fits perfectly with our Community's 30-year Clever and Creative Vision to be internationally recognised as a clever and creative city-region. Geelong is one of 48 Cities of Design in the world.

Our designation opens opportunities to showcase and celebrate our achievements on an international stage. We will learn from and share knowledge to improve our industrial and commercial activities, our urban form, future investment attraction, and our ongoing development into a clever and creative international city. To fully realise our potential and be celebrated as a globally recognised city of design, we must embed design thinking across the entire organisation and lead the region in taking ownership and driving this success.

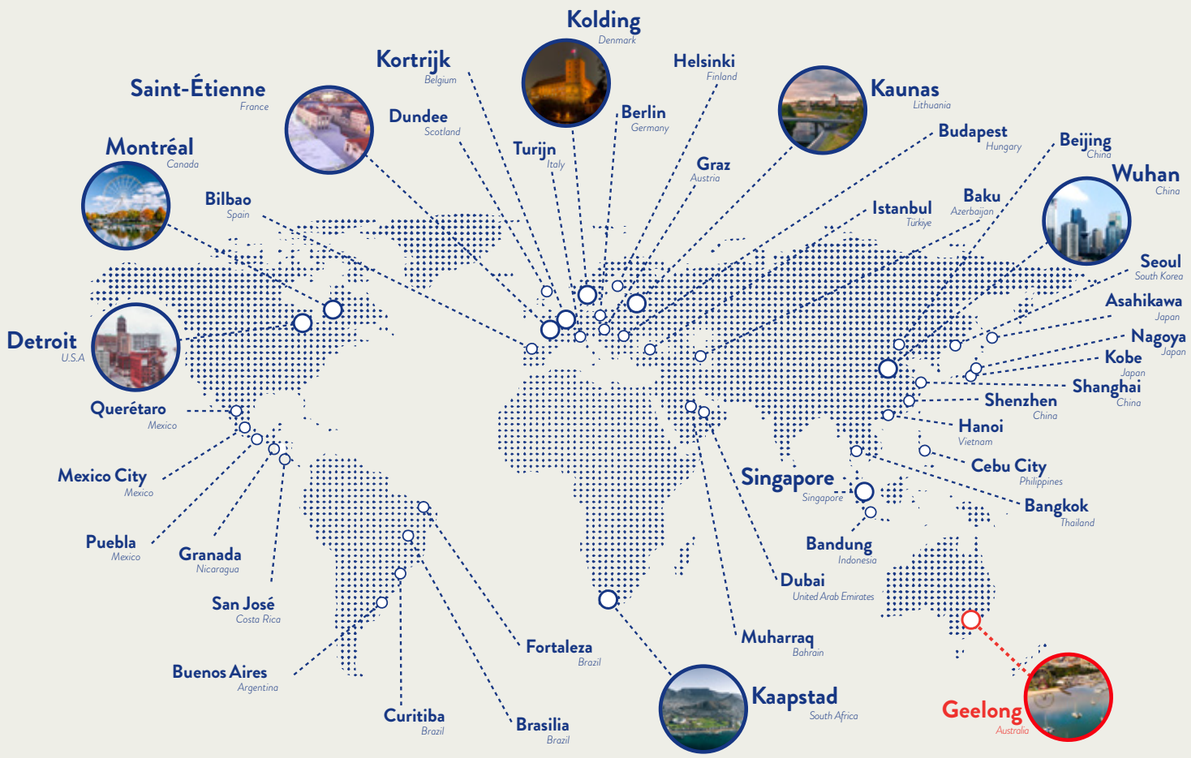


Figure 2: Cities with a UNESCO City of Design designation

PLANNING AND REPORTING FRAMEWORK

We have developed an integrated, long-term and transparent approach to planning, performance monitoring and reporting that is aligned with our Clever and Creative Vision.

The framework has been informed by best practice[1] and helps us set goals, make decisions, prioritise our workload, allocate resources, monitor how we're going and adapt to changing circumstances that might challenge our progress. As Figure 3 shows, the top layer of this framework is most relevant to our council plan process.

Integrated Strategic Planning and Reporting Framework (ISPRF)

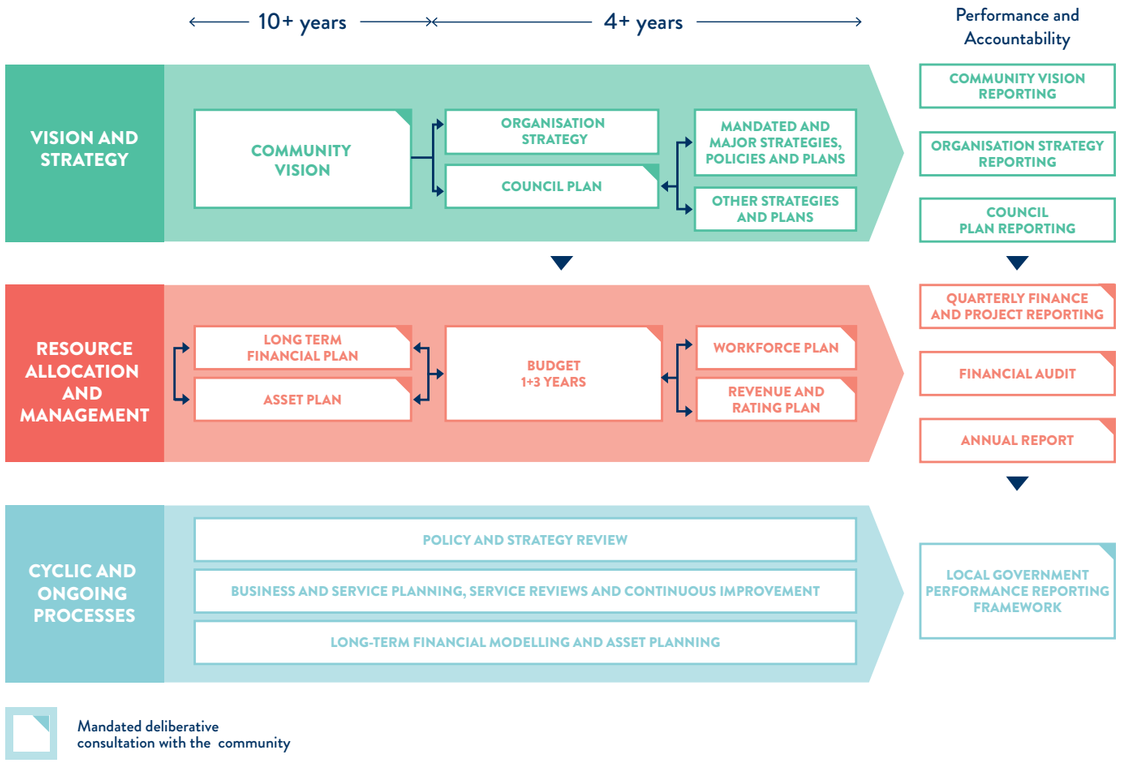


Figure 3: Our Integrated Strategic Planning and Reporting Framework (ISPRF)

[1] Informed by: Victorian Government. (2024). Model Budget 2024-25: Better Practice Guide. Retrieved from https://www.localgovernment.vic.gov.au/__data/assets/pdf_file/0021/205725/Model_Budget_2024-25_Better_Practice_Guide_.pdf.

HOW TO READ THIS DOCUMENT

This document contains three main components: the 30-year Clever and Creative Community Vision, four-year Council Plan, and a list of key initiatives. They are presented here as a single integrated document because they are linked and have a cascading relationship.

30-YEAR COMMUNITY VISION

Vision statement and **vision aspirations** - Describe the community's 30-year vision for the future of Greater Geelong and guides the Council in planning for the municipality.

Vision Indicators - High-level measures that show if the municipality is achieving the community aspirations. Council has a low level of influence on these indicators.

FOUR-YEAR COUNCIL PLAN

Strategic direction - Guides the work Council does over the next four years.

Objectives - Describe the key areas of focus of the Council Plan.

Outcomes - Detail what is expected to be delivered as a part of achieving an objective.

Indicators - Define how we measure our success.

ONE-YEAR KEY INITIATIVES

Major initiatives - Detail work that is critical to deliver on the Council's objectives and outcomes.

Activities - Detail the work undertaken to achieve a major initiative.

Role - Describes how we are involved in the action, either directly **(deliver)**, working with others **(partner)** or appealing to others for help **(advocate)**.

COMMUNITY VISION

In 2017, 16,000 members of our community helped to develop a Community Vision that outlined their aspirations for a thriving Greater Geelong:

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

Figure 4 – Community Vision Aspirations

VISION INDICATORS

The municipal level indicators below, aligned with Geelong's Clever and Creative Community Vision, provide insights into the progress against community aspirations.

Progress of these indicators depends on various external factors, including actions from other levels of government, non-government organisations, the private sector, institutions, community groups, and residents.

GROSS REGIONAL PRODUCT

Wealth generated by businesses, organisations and individuals working in the municipality

SELF-RATED HEALTH OF RESIDENTS

Percentage of residents reporting their health and wellbeing as very good or excellent

METHOD OF TRAVEL TO WORK

Percentage of journeys to work made by public transport, walking or cycling

VISITORS TO THE CITY-REGION

Total number of visitors to the city-region per annum

URBAN TREE CANOPY

Percentage of urban tree canopy cover

WORKFORCE PARTICIPATION

Percentage of Geelong's population in the labour force

COMMUNITY CARBON EMISSIONS

Tonnes of CO^2–emissions for the municipality

LEVELS OF SOCIO-ECONOMIC DISADVANTAGE

Number of Greater Geelong suburbs in the bottom 20 per cent of the Index of Relative Socio-economic Disadvantage

COUNCIL PLAN 2025–29

"We are committed to advancing community outcomes for a thriving Greater Geelong"

CORE AND CRITICAL INFRASTRUCTURE

Plan, deliver, manage and optimise core and critical infrastructure across the region, ensuring:

- Responsible and sustainable growth and development.
- Community facilities and public spaces are accessible and fit for purpose.
- Multi-modal transport networks are well-connected and accessible.

HEALTHY AND CARING COMMUNITY

Identify, promote, advocate for, and deliver equitable health and wellbeing outcomes for our diverse communities, ensuring:

- A community that is fair, compassionate and inclusive.
- Services and facilities that enhance health and wellbeing are accessible to all.
- A community with the resources and capacity to control their health and wellbeing.

ECONOMIC DEVELOPMENT

Lead efforts to strengthen our diverse economy and workforce to enhance prosperity across our community, ensuring:

- New businesses, events and investments are attracted to the region.
- Local businesses and industries are supported to thrive.
- Greater Geelong attracts, retains and develops workforce capacity and capability.
- Sufficient land supply to enable sustainable growth, business expansion and attraction.

HERITAGE AND CULTURE

Champion our unique heritage and culture, ensuring:

- Increased engagement in arts, culture and heritage experiences across Greater Geelong.
- Increased investment in our creative, cultural and sporting activity hubs.
- Greater Geelong's diverse culture is shared and celebrated.

ENVIRONMENT AND CIRCULAR ECONOMY

Protect and enhance our unique natural environment and surrounds, ensuring:

- Natural habitat and areas of important biodiversity are identified, protected, connected and restored.
- Significant reductions in emissions and increased community resilience to climate change impacts.
- Minimise waste and manage effective recovery of resources.

GOVERNANCE AND INTEGRITY

Commit to the highest levels of leadership, integrity, financial stewardship, and meaningful community engagement, ensuring:

- Public funds and assets are used equitably and efficiently.
- Decision making is evidence-based, transparent and strategically aligned.
- Community engagement, strong partnerships and effective advocacy delivers value and impact.

CORE AND CRITICAL INFRASTRUCTURE

Plan, deliver, manage and optimise core and critical infrastructure across the region.

OUTCOMES

- Responsible and sustainable growth and development.
- Community facilities and public spaces are accessible and fit for purpose.
- Multi-modal transport networks are well-connected and accessible.

INDICATORS

- Increase the kilometres of transport infrastructure.
- Asset renewal and upgrade expense compared to depreciation above 85%.
- Increase the provision of open space.
- Increase the proportion of housing construction within existing urban areas.

SERVICES SUPPORTING OUR CITY'S INFRASTRUCTURE OBJECTIVE

- Asset and Infrastructure Maintenance
- Civil Infrastructure Management
- Planning and Building
- Major Projects
- Strategic Asset Management

HOW THIS ADDRESSES THE COMMUNITY'S ASPIRATIONS

- Sustainable development that supports population growth and protects the natural environment
- Development and implementation of sustainable solutions
- A fast, reliable and connected transport network
- People feel safe wherever they are

MAJOR INTIATIVES	DESCRIPTION	ROLE
Accelerate planning for housing, employment land and major infrastructure development in response to the Plan for Victoria	Continue delivery of key strategic plans to guide the future land use and infrastructure development within both existing urban (infill) and new growth (greenfield) areas across Greater Geelong.	Deliver Partner Advocate
Develop and implement the Public Realm Strategy to guide the landscape character, transport and economic outcomes of key streets	Develop and implement urban design frameworks to guide Geelong's growth, development, and character, including built form outcomes, streetscape design, movement, and access.	Deliver
Develop and commence implementation of a new Integrated Transport Strategy	Develop and commence implementation of the new Integrated Transport Strategy to guide Council's transport planning, decision making and advocacy priorities.	Deliver Advocate
Upgrade and develop community, sports, and active recreation infrastructure to enhance access and participation in local sports and activities	Continue to advocate for, invest in, and deliver community, sport, and recreation infrastructure across Greater Geelong.	Deliver Advocate
Improve and expand regional sporting facilities as part of the Regional Sports Infrastructure Program	Oversee the delivery of regional sporting facilities including Armstrong Creek Sports Centre, Waurn Ponds Sports Precinct and Stead Park to help increase sports participation and attract more elite sport to Geelong.	Delivery
Invest in flood management and mitigation initiatives across Greater Geelong	Mitigate the risk and impact of flooding on communities by investing in and managing stormwater infrastructure.	Deliver Advocate

HEALTHY AND CARING COMMUNITY

Identify, promote, advocate for, and deliver equitable health and wellbeing outcomes for our diverse communities.

OUTCOMES

- A community that is fair, compassionate and inclusive.
- Services and facilities that enhance health and wellbeing are accessible to all.
- A community with the resources and capacity to control their health and wellbeing.

INDICATORS

- Maintain participation rates in City-operated community services.
- Increase utilisation of the City's swim, sport and leisure facilities.
- Increase the number of Gender+ Impact Assessments completed.

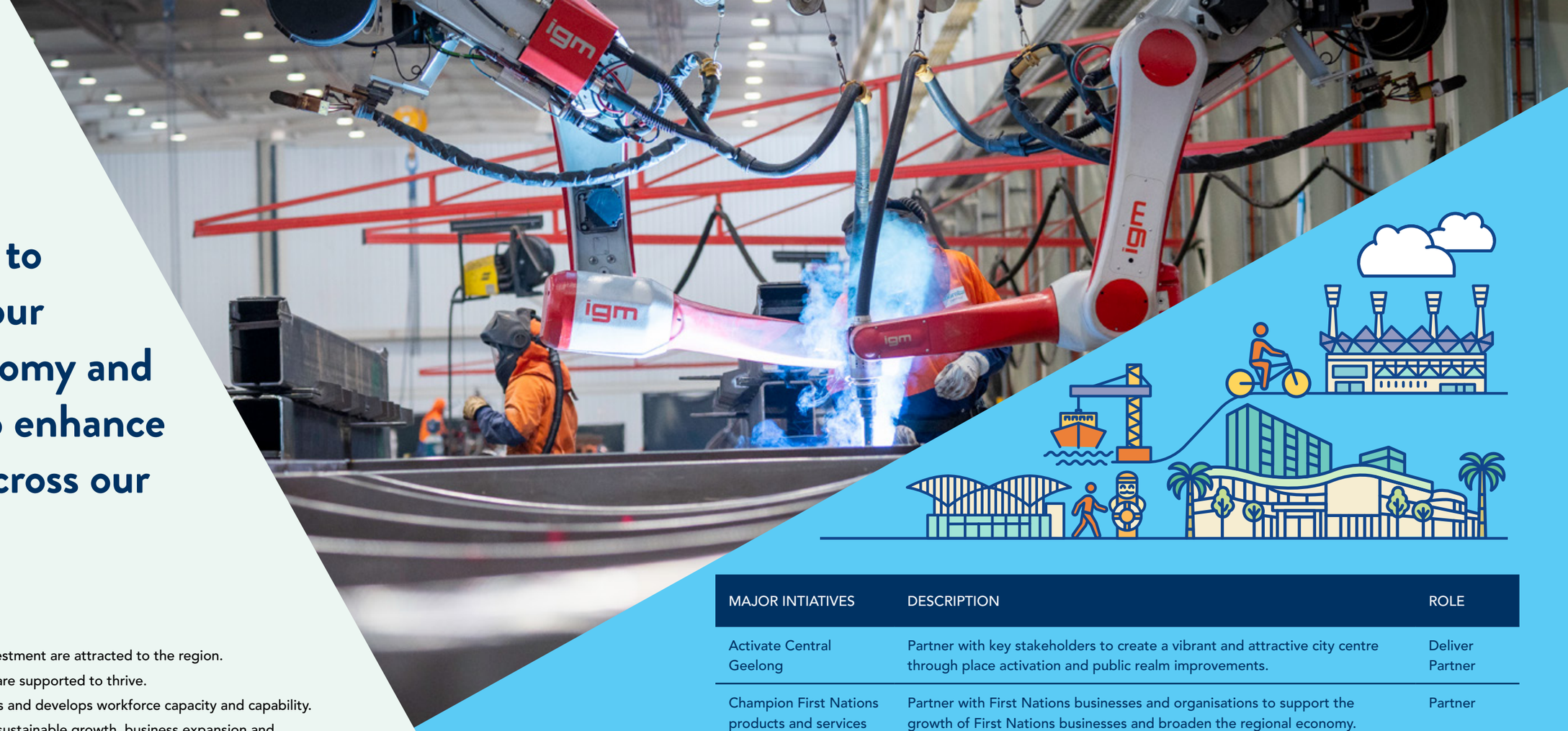
SERVICES SUPPORTING OUR CITY'S HEALTHY AND CARING COMMUNITY OBJECTIVE

Diversity, Equity and Inclusion · Local Laws · Family and Children · Health and Safety · Positive Ageing · Pets and Animals · Leisure and Recreation · Youth Development · Community Wellbeing and Development

HOW THIS ADDRESSES THE COMMUNITY'S ASPIRATIONS

- A prosperous economy that supports jobs and education opportunities
- An inclusive, diverse, healthy and socially connected community
- People feel safe wherever they are

MAJOR INTIATIVES	DESCRIPTION	ROLE
Transition the delivery of Aged Care services to a Support at Home model in response to the Commonwealth's Aged Care reforms	Updating the model of delivery of Aged Care services as a result of federal government's aged care reforms.	Deliver
Develop and implement the *Domestic Animal Management Plan 2026-29*	Implement the *Domestic Animal Management Plan 2026-29* which outlines our approach to animal management and within the municipality.	Deliver
Implement the *Community Health and Wellbeing Strategy 2025-29*	Implement the Municipal Public Health & Wellbeing Plan which provides direction for how we will work to help improve the health and wellbeing of the Greater Geelong community over the next four years.	Deliver Partner
Ensure equitable access to open space, community sport and recreation facilities and assets across Greater Geelong	Review current and future open space provision and hierarchy across the municipality to ensure equitable open space outcomes for existing and future populations.	Deliver
Support participation of women, girls and diverse groups in community sport and recreation	Ensure that women, girls and diverse groups can fully participate in and enjoy the benefits of community sport, with fair opportunity and equitable access to their local facilities.	Deliver



ECONOMIC DEVELOPMENT

Lead efforts to strengthen our diverse economy and workforce to enhance prosperity across our community.

OUTCOMES

- New businesses, events and investment are attracted to the region.
- Local businesses and industries are supported to thrive.
- Greater Geelong attracts, retains and develops workforce capacity and capability.
- Sufficient land supply to enable sustainable growth, business expansion and attraction.

INDICATORS

- Increase the economic benefit of major events funded by the City.
- Maintain the supply of employment land.
- Increase the number of businesses supported through the City's Business Concierge service.

SERVICES SUPPORTING OUR CITY'S ECONOMIC DEVELOPMENT OBJECTIVE

Business Services

Economic Development and Performance

Tourism

HOW THIS ADDRESSES THE COMMUNITY'S ASPIRATIONS

Sustainable development that supports population growth and protects the natural environment

A leader in developing and adopting technology

A destination that attracts local and international visitors

A prosperous economy that supports jobs and education opportunities

MAJOR INTIATIVES	DESCRIPTION	ROLE
Activate Central Geelong	Partner with key stakeholders to create a vibrant and attractive city centre through place activation and public realm improvements.	Deliver Partner
Champion First Nations products and services	Partner with First Nations businesses and organisations to support the growth of First Nations businesses and broaden the regional economy.	Partner
Increase visitation to Greater Geelong and The Bellarine	Increase visitation to Geelong and The Bellarine through a focus on marketing and targeted campaigns, leveraging existing and new partnerships, and sector support to help attract both domestic and international tourists.	Deliver Partner Advocate
Attract, support and deliver major events across the region	Host major events that align with community values, attract visitors, drive economic activity, and enhance Geelong's reputation as a world-class destination.	Deliver Partner
Support the growth of Greater Geelong businesses	Support the growth of Geelong-based businesses through a mix of target event delivery and sponsorship, strategic partnerships and a multifaceted advocacy approach.	Deliver Partner Advocate
Grow Geelong's cruise tourism sector	Stimulate growth in the regional cruise sector through facilitating targeted infrastructure investment, coordinated destination development, and strategic partnerships that improve the visitor experience and enhance economic outcomes for the region.	Deliver Partner Advocate
Increase capacity and capability of Greater Geelong's workforce	Promote Geelong's lifestyle and liveability to attract and retain talent, ensure workforce development and facilitate business growth.	Partner Advocate
Ensure appropriate supply of industrial land across Greater Geelong	Review the availability and suitability of industrial zoned land to meet current use and development patterns and future needs, and adjust the supply and zoning distribution accordingly.	Deliver Advocate

HERITAGE AND CULTURE

Champion our unique heritage and culture.

OUTCOMES

- Increased engagement in arts, culture and heritage experiences across Greater Geelong.
- Increased investment in our creative, cultural and sporting activity hubs.
- Greater Geelong's diverse culture is shared and celebrated.

INDICATORS

- Increase visitation to our arts and culture facilities/venues in person and online.
- Maintain the number of artists, groups and organisations supported by the City (*Community Grants Program).*
- Increase Aboriginal and Torres Strait Islander cultural projects and participation.

SERVICES SUPPORTING OUR CITY'S HERITAGE AND CULTURE OBJECTIVE

Arts, Culture and Heritage

Events

HOW THIS ADDRESSES THE COMMUNITY'S ASPIRATIONS

Creativity drives culture

A destination that attracts local and international visitors

MAJOR INTIATIVES	DESCRIPTION	ROLE
Strengthen Geelong's artists, arts and cultural organisations and creative enterprises	Grow the arts by supporting individuals, organisations and creative enterprises through funding, professional development and networking opportunities, and provision of creative spaces.	Partner
Celebrate Geelong's unique culture of art and design	Showcasing the region's culture of art and design through the funding and enabling of cultural programs and events.	Deliver Partner
Protect the cultural heritage of Greater Geelong through review of the *Geelong Heritage Strategy*	Update heritage overlay information and development guidelines to provide increased certainty for owners and developers.	Deliver

ENVIRONMENT AND CIRCULAR ECONOMY

Protect and enhance our unique natural environment and surrounds.

OUTCOMES

- Natural habitat and areas of important biodiversity are identified, protected, connected and restored.
- Significant reductions in emissions and increased community resilience to climate change impacts.
- Minimise waste and manage effective recovery of resources.

INDICATORS

- Decrease the volume of greenhouse gas emissions from City-managed operations.
- Increase the amount of hectares of natural habitat on City-managed land.
- Decrease the amount of (kerbside) waste produced each year per household.

SERVICES SUPPORTING OUR CITY'S ENVIRONMENT AND CIRCULAR ECONOMY OBJECTIVE

Parks and Natural Assets

Waste Management

HOW THIS ADDRESSES THE COMMUNITY'S ASPIRATIONS

Creativity drives culture

A destination that attracts local and international visitors

Development and implementation of sustainable solutions

MAJOR INTIATIVES	DESCRIPTION	ROLE
Develop and implement the Geelong Growth Areas Strategic Assessment	Design a strategic approach to how biodiversity in the Northern and Western Geelong Growth Areas can be protected.	Deliver
Implementation of the *Environment Strategy Action Plan 2024-26*	Implement the Environment strategy to achieve the our environmental sustainability goals.	Deliver Partner Advocate
Upgrade existing resource recovery facilities to prepare for new Food Organics and Green Organics (FOGO) and glass kerbside collection services	Upgrade our existing facilities to meet state government legislative requirements to introduce food organics and glass collection services by 2030 and 2027 respectively.	Deliver
Design, deliver, and renew resource recovery and waste recycling infrastructure for the region	Design and deliver new Resource Recovery and Waste Recycling infrastructure to better manage waste and decrease the amount of material going to landfill by exploring innovative resource recovery methods.	Deliver

GOVERNANCE AND INTEGRITY

Commit to the highest levels of leadership, integrity, financial stewardship, and meaningful community engagement.

OUTCOMES

- Public funds and assets are used equitably and efficiently.
- Decision making is evidence-based, transparent and strategically aligned.
- Community engagement, strong partnerships and effective advocacy delivers value and impact.

INDICATORS

- Delivery of capital project program.
- Increase the number of grants secured that support strategic initiatives.
- Increase community engagement and participation opportunities.

SERVICES SUPPORTING OUR CITY'S GOVERNANCE AND INTEGRITY OBJECTIVE

Customer Service
Financial Management
Information Technology Management
Governance and Risk
Legal and Integrity
Marketing and Communications
People and Culture
Strategy and Performance
Government Relations and Advocacy

HOW THIS ADDRESSES THE COMMUNITY'S ASPIRATIONS

- Sustainable development that supports population growth and protects the natural environment
- A leader in developing and adopting technology
- A destination that attracts local and international visitors
- A prosperous economy that supports jobs and education opportunities
- Creativity drives culture
- Development and implementation of sustainable solutions
- A fast, reliable and connected transport network
- People feel safe wherever they are

MAJOR INTIATIVES	DESCRIPTION	ROLE
Enhance customer service experience	Enhance the experience of all customers and community members to whom we provide customer service through process improvements and the use of technology to deliver more personalised, convenient, and engaging customer interactions.	Deliver
Strengthen the Council's long term financial sustainability	Improve financial sustainability in the areas of operating performance, liquidity, asset management and debt servicing capacity through responsible financial management and stewardship.	Deliver
Deliver the Service Review Program	Conduct a review of all Council services to ensure that services meet community needs and expectations whilst providing good value as required by the *Local Government Act 2020* service performance principles.	Deliver
Drive good governance and a strong safety culture	Continue the organisation's efforts on strengthening our governance practices and fostering a positive workplace culture.	Deliver
Increase opportunities for community engagement and contribution in Council decision-making	Identify and implement improvements to enhance our engagement practices and processes to support informed decision-making.	Deliver Partner

APPENDIX 1

HOW THIS PLAN WAS DEVELOPED

The development involved a series of key activities to ensure the document was underpinned by a robust evidence base, shaped by deliberative community engagement, and aligned with key legislative requirements.

PHASE ONE: UNDERSTANDING CONTEXT

Review of the Community Vision and its Aspirations:

Our community's 30-year Clever and Creative Vision "By 2047, Greater Geelong will be internationally recognised as a clever and creative city-region that is forward looking, enterprising and adaptive, and cares for its people and environment."

- A prosperous economy that supports jobs and education opportunities.
- A leader in developing and adopting technology.
- Creativity drives culture.
- A fast, reliable and connected transport network.
- A destination that attracts local and international visitors.
- People feel safe wherever they are.
- An inclusive, diverse, healthy and socially connected community.
- Sustainable development that supports population growth and protects the natural environment.
- Development and implementation of sustainable solutions.

Review of key legislation and policy, including:

- *Public Health and Wellbeing Act 2008.*
- *Local Government Act 2020.*
- *Victorian Public Health and Wellbeing Plan 2023–2027.*
- *Gender Equality Act 2020.*
- Audit of existing City of Greater Geelong strategies and plans.
- See Appendix 1 for a complete list of the City of Greater Geelong's strategies and plans.
- Audit of past community engagements from our Have Your Say platform.
- Analysis of 15 planning area profiles.

PHASE TWO: DELIBERATIVE COMMUNITY ENGAGEMENT (AUGUST 2024) AND COMMUNITY SURVEY (JULY TO SEPTEMBER 2024)

We hosted a range of deliberative engagement activities to ensure that the Council Plan was informed by a real mix of voices in a supported and empowered environment.

- 48 people participated in in-person workshops.
- The deliberative panel aimed to recreate the demographic profile of Greater Geelong.
- Four workshops were held for the panel to deliberate on what their priorities for the next four years should be.
- The community survey was supported by pop-ups across the four electoral wards (prior to the change to 11 wards).
- The survey asked respondents to order their priorities for the next Council Plan period.
- An additional 'Fund it' exercise asked the community how they would prioritise spending the City's budget using a fictional $100 limit. This exercise challenged the community to make 'trade off' decisions around how they would allocate funds across our services.

PHASE THREE: INTEGRATING COMMUNITY INSIGHTS AND DEVELOPING COUNCIL PRIORITIES (FEBRUARY TO MARCH 2025)

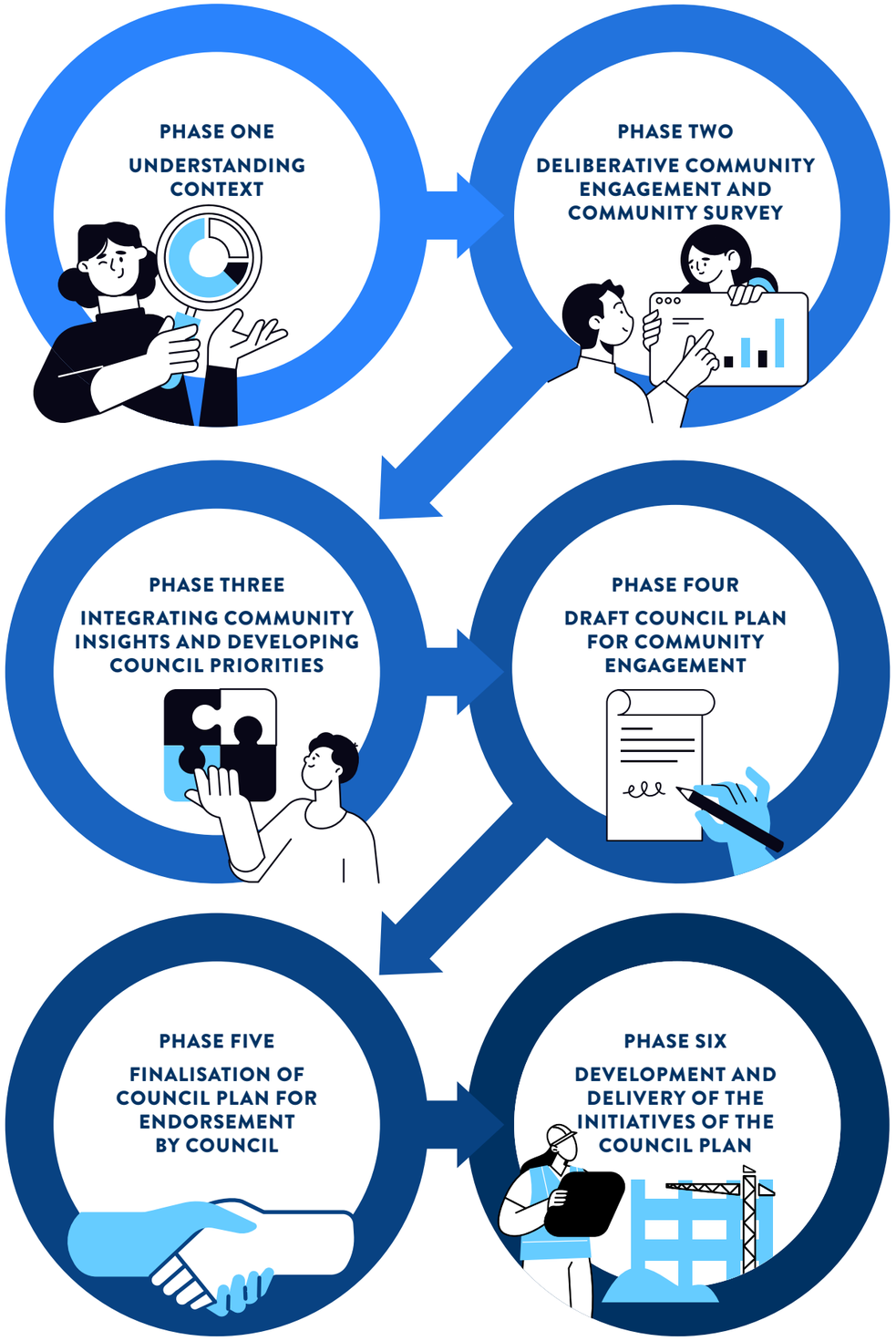
The deliberative engagement process and community survey identified a series of community priorities for the future of the City. These inputs, as well as our existing strategic commitments, and information gathered by Councillors through speaking with community members, informed the strategic direction, objectives, and outcomes of the draft Council Plan.

PHASE FOUR: DRAFT COUNCIL PLAN FOR COMMUNITY ENGAGEMENT (JUNE 2025)

The draft *Council Plan 2025-29* was released for further community engagement allowing an opportunity for community feedback in May 2025 for a period of four weeks. This provided the community with the opportunity to reflect on how their insights informed the objectives and priorities of the draft Council Plan.

PHASE FIVE: FINALISATION OF COUNCIL PLAN FOR ENDORSEMENT BY COUNCIL (JULY 2025)

PHASE SIX: DEVELOPMENT AND DELIVERY OF THE INITIATIVES OF THE COUNCIL PLAN



APPENDIX 2

SERVICE CATALOGUE

APPENDIX 3

STRATEGY AND PLAN CATALOGUE

CORE AND CRITICAL INFRASTRUCTURE

- *Armstrong Creek East Precinct District Sport Reserve Master Plan*
- *Armstrong Creek Town Centre Precinct Structure Plan*
- *Armstrong Creek Town Centre Precinct Sustainable Management Plan*
- *Avalon Corridor Strategy & Framework Plan*
- *Barwon Heads Structure Plan*
- *Barwon Heads Urban Design Framework*
- *Barwon Heads Village Park Master Plan 2021*
- *Belmont Common North Master Plan*
- *Central Geelong Framework Plan*
- *Central Geelong Public Realm Framework*
- *Central Geelong Structure Plan 2007*
- *Central Geelong Waterfront Masterplan 2011*
- *Corio Norlane Structure Plan 2012*
- *Corio North Community Services Infrastructure Plan*
- *Drysdale Clifton Springs Structure Plan 2010*
- *Drysdale Sporting Precinct Master Plan*
- *Drysdale Town Centre Urban Design Framework*
- *Geelong Port Structure Plan 2007*
- *Geelong Road Safety Strategy 2022-27 (Vision Zero)*
- *Geelong Station Precinct Urban Design Framework*
- *Geelong Waterfront Safe Harbour Precinct, Public Access and Infrastructure Development Project Masterplan*
- *Greater Geelong Open Space Strategy*
- *Highton Village Urban Design Framework*
- *Indented Head Structure Plan*
- *Integrated Comprehensive Transport Plan*
- *Jetty Road Neighbourhood Activity Centre Master Plan*
- *Jetty Road Urban Growth Plan*
- *Johnstone Park Master Plan*
- *Lara Recreation Reserve Master Plan*
- *Lara Structure Plan 2011*
- *Lara Urban Design Framework*
- *Leopold Memorial Recreation Reserve Master Plan*
- *Leopold Structure Plan 2011*
- *Market Square Masterplan*
- *Mercer, Bayley and Gheringhap Street Streetscape Masterplan*
- *Northern and Western Geelong Growth Areas Framework Plan*
- *Ocean Grove Structure Plan*
- *Ocean Grove Town Centre Urban Design Framework*
- *Pakington Street (Geelong West) & Gordan Avenue Urban Design Framework*
- *Pakington Street and Gordan Avenue Urban Design Framework*
- *Pakington Street and Gordon Avenue Urban Design Framework- Pakington North Precinct*
- *Pakington Street North Urban Design Framework*
- *Point Lonsdale Structure Plan*
- *Portarlington Recreation Reserve Master Plan 2021*
- *Portarlington Structure Plan*
- *Portarlington Urban Design Framework*
- *Priority Stormwater Projects Masterplan*
- *Public Library Buildings Development Strategy*
- *Rural Land Use Strategy*
- *Saleyards precinct infrastructure plan*
- *Saleyards Precinct Plan*
- *Saleyards Precinct Plan - June 2021*
- *Settlement Strategy 2020*
- *Social Infrastructure Plan 2020-2023 (Our Community Places, Spaces and Services)*
- *South Geelong Urban Design Framework*
- *Sovereign Drive Master Plan*
- *Sparrovale-Nubitj yoorree Wetlands Master Plan*
- *St Leonards Lake and Charles McCarthy Reserve Master Plan*
- *St Leonards Structure Plan 2015*
- *St Leonards Urban Design Framework*
- *Stormwater Services Strategy 2020-2030*
- *Sustainable Destination Master Plan*
- *West Fyans Structure Plan*
- *Windsor Park Master Plan*

HEALTHY AND CARING COMMUNITIES

- *Aldershot Reserve Master Plan 2021*
- *Armstrong Creek Sports Development Plan*
- *Arts and Cultural Precinct Masterplan*
- *Ba-gurrk Gender Equity Framework - Foundational Implementation Plan 2019-2022*
- *Beacon Point Reserve Master Plan*
- *Community Strengthening Strategy*
- *Corio Community Park - Shell Reserve Masterplan*
- *Disability Access & Inclusion Plan 2024-28*
- *Domestic Animal Management Plan 2022-2025*
- *Fair Play Strategy*
- *G21 and AFL Barwon - 'Towards 2030 Strategy'*
- *Geelong Indoor Recreation Facilities Strategy Vol 1*
- *Geelong Indoor Recreation Facilities Strategy Vol 2*
- *Geelong On The Rise: A Clever and Creative International City - Greater Geelong Economic Development Plan 2024–2034*
- *Geelong Play Strategy Vol 1*
- *Geelong Play Strategy Vol 2*
- *Golf Facilities Strategy*
- *Graffiti Management Strategy 2017-2022*
- *Greater Geelong Cycle Strategy*
- *Hamlyn Park Recreation Reserve Master Plan*
- *Herne Hill Reserve Master Plan*
- *Hume Reserve Master Plan*
- *Kardinia Park Master Plan 1996*
- *King Lloyd Reserve Master Plan*
- *Leopold Sub-Regional Activity Centre - Urban Design Framework*
- *LGBTIQA+ Action Plan*
- *Multicultural Action Plan 2018-2022*
- *Myers Reserve Landscape Master Plan*
- *Ocean Grove Sporting Infrastructure Plan*
- *Positive Ageing Strategy 2021-47 - Respected, connected and thriving*
- *Positive Ageing Strategy 2021-47 - Respected, connected and thriving 2-year Action Plan*
- *Queens Park Master Plan*
- *Reflect Reconciliation Action Plan*
- *Shared Trails Masterplan*
- *Social Equity Action Plan 2022-2024*
- *Social Housing Plan 2020 - 2041*
- *Stead Park Master Plan*
- *The City's Inclusion & Diversity Roadmap 2021*
- *Thomson Recreation Reserve Master Plan*
- *West Oval Master Plan*

ECONOMIC DEVELOPMENT

- *City of Greater Geelong Retail Strategy 2020-2036*
- *Geelong City Deal Implementation Plan*
- *Geelong Major Events Strategy 2024-29*
- *Geelong On The Rise: A Clever and Creative International City - Greater Geelong Economic Development Plan 2024–2034*
- *Laneways Action Plan*
- *Live Music Strategy*
- *Live Music Strategy Action Plan*
- *Revitalising Central Geelong Action Plan 2016*
- *Smart City Implementation and Action Plan*

ENVIRONMENT AND CIRCULAR ECONOMY

- *Aldershot Reserve Master Plan 2021*
- *Biodiversity Strategy 2022*
- *Blue Waters Lake Master Plan*
- *Central Geelong Waterfront Masterplan 2011*
- *Climate Change Response Plan*
- *Coastal Climate Adaptation Strategy*
- *Environment Strategy 2020-2030*
- *Environment Strategy Action Plan 2020-2022*
- *Hooded Plover Conservation Action Plan*
- *Indented Head Woodland Nature Reserve Master Plan*
- *Integrated Water Management Strategy*
- *Myers Reserve Landscape Master Plan*
- *Plastic Wise Program Action Plan*
- *Rabbit Control Plan 2021-2026*
- *Southeast Bellarine Coastal Strategy*
- *Sparrovale-Nubitj yoorree Wetlands Master Plan*
- *St Leonards Lake and Charles McCarthy Reserve Master Plan*
- *Stormwater Services Strategy 2020-2030*
- *Urban Forest Strategy 2015 – 2025*
- *Waste and Resource Recovery Strategy 2020-2030*

ARTS, CULTURE AND HERITAGE

- *Arts and Cultural Strategy 2020-31*
- *Arts and Cultural 4 Year Action Plan 2021-25*
- *Connecting People, Place and Environment - A Public Art Strategy for the City of Greater Geelong*
- *Municipal Heritage Strategy*
- *National Wool Museum 30 Year Vision*

GOVERNANCE, INTEGRITY AND TRANSPARENCY

- *Ba-gurrk: A Gender Equity Framework*
- *Greater Geelong Vision: A Clever and Creative Future 2nd Edition*
- *Long-term Financial Plan*
- *Organisation Strategy 2024-29*
- *Revenue and Rating Plan 2021-2025*

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