

THE CITY OF
GREATER GEELONG

INTEGRATED TRANSPORT STRATEGY



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INTRODUCTION

PURPOSE

The Strategy sets the long-term direction for creating a safe, efficient, reliable and connected transport network that enables choice and supports sustainable development. It will guide integrated decision-making across land use, infrastructure and services to improve connectivity, support growth, expand access and deliver a more liveable, inclusive and productive Greater Geelong. It acknowledges that:

- public transport should be the backbone of transport across the region and the driver of development.
- active transport should facilitate short trips to schools, everyday destinations and access to public transport.
- private vehicles play an important role in moving people and goods around the region, especially for trips where public and active transport options are not viable.

SCOPE

The Strategy provides a framework for delivery of an integrated transport network. It will address all key modes of transport, the movement of people and freight, and the relationship between transport and land use. The strategy will guide long-term priorities, advocacy and investment decisions, while informing more detailed plans and projects delivered by the City and other agencies. The strategy will build on the outputs and recommendations from the G21 Integrated Transport Strategy and the extensive work for the growth area planning, including the Geelong Growth Areas Transport Infrastructure Strategy.

THE INTEGRATED TRANSPORT STRATEGY VISION

Over the next 30 years, sustainable development in Greater Geelong will be driven by the creation of compact, liveable and accessible neighbourhoods supported by sustainable transport. This will require better integration of land use and transport planning, making the most of new and existing public transport connections, advocating for improved frequency, connectivity and amenity, and delivering the active infrastructure needed to make walking, riding and scooting safe, convenient and attractive in both new and established communities.



KEY CHALLENGES

Over the next 30 years, Greater Geelong will grow from a regional city of around 300,000 people into a major urban centre with more than 500,000 residents. This rapid growth across Armstrong Creek, the Northern and Western Growth Areas, and established parts of Geelong will place mounting pressure on a transport system that still relies heavily on private vehicles.

That growth comes at a cost. Unless we give people safe, sustainable and practical alternatives, car dependence will increase congestion, deepen inequity and reduce liveability. Over time, this could erode many of the qualities that make our region such an attractive place to live.

We need a different approach: a transport system that offers genuine choice and works for everyone.

A LIMITED PUBLIC TRANSPORT OFFERING

For everyday trips, buses still cannot compete with driving.

Many routes run infrequently, take indirect paths and provide slow journeys. They also focus heavily on travel to and from central Geelong, making it harder to move between suburbs or reach jobs, education and services elsewhere in the region.

The Bellarine Peninsula and other townships face similar challenges. Without better services, many residents have little practical choice but to drive to everyday destinations.

Further, V/Line services can become crowded during peak periods, while train station car parks often fill up. Indirect and poorly timed bus connections add to overall journey times, making public transport less attractive for longer trips.



Our population is also growing in locations without convenient access to rail. New stations, minor rail upgrades and improved services could help address this gap in places such as Armstrong Creek and the Western Growth Area.

RAPID POPULATION GROWTH AND DISPERSED DEVELOPMENT PATTERNS

Much of Greater Geelong's growth is occurring on the urban fringe, increasing the distance people must travel to reach jobs, schools, services and established centres.

When it comes to new growth areas, roads are typically delivered first. Public transport often follows much later, after communities have already formed and residents have built their daily routines around driving. This pattern can lock in car dependence from the outset.

Established neighbourhoods present a different challenge. Private vehicle access largely shaped their street layouts, land-use patterns and parking expectations. Adapting these areas to support more walking, riding, scooting and public transport can be complex, particularly when changes require difficult decisions about how to use limited street space.



TRAFFIC CONGESTION AND CAR DEPENDENCE

Congestion is already increasing at key pinch points across the region. Without change, people will spend even more time travelling by car.

The 2021 Census found that people made 91% of work trips to central Geelong by car. Regional modelling for the G21 Integrated Transport Strategy shows how serious this problem could become. Under a business-as-usual scenario for 2041, the G21 region would record another 7.9 million vehicle kilometres each day, accumulate 65,000 hours of daily delays and face pressure for the equivalent of 267 kilometres of additional traffic lanes.

Parking is another growing concern. Central Geelong already faces significant pressure, and the Central Geelong Framework Plan projects that employment could double to around 60,000 jobs by 2050. If car dependence remains at its current level, that would mean twice as many people searching for parking in and around central Geelong.

Cars also account for many short local journeys that people could make by walking, riding or scooting. These trips add to congestion, emissions, noise and parking demand.



GAPS IN NETWORKS THAT ENCOURAGE WALKING, RIDING AND SCOOTING

Travelling locally without a car remains harder than it should be.

Some growth areas received active transport infrastructure early, but many established neighbourhoods still have significant gaps. Missing footpaths, limited priority crossings and disconnected bicycle routes make it difficult for people to reach schools, activity centres and train stations on foot or by bike.

Busy, high-speed roads can divide communities. They also create barriers to safe and convenient movement, while much of the street network continues to prioritise vehicle traffic over people walking, riding and scooting.

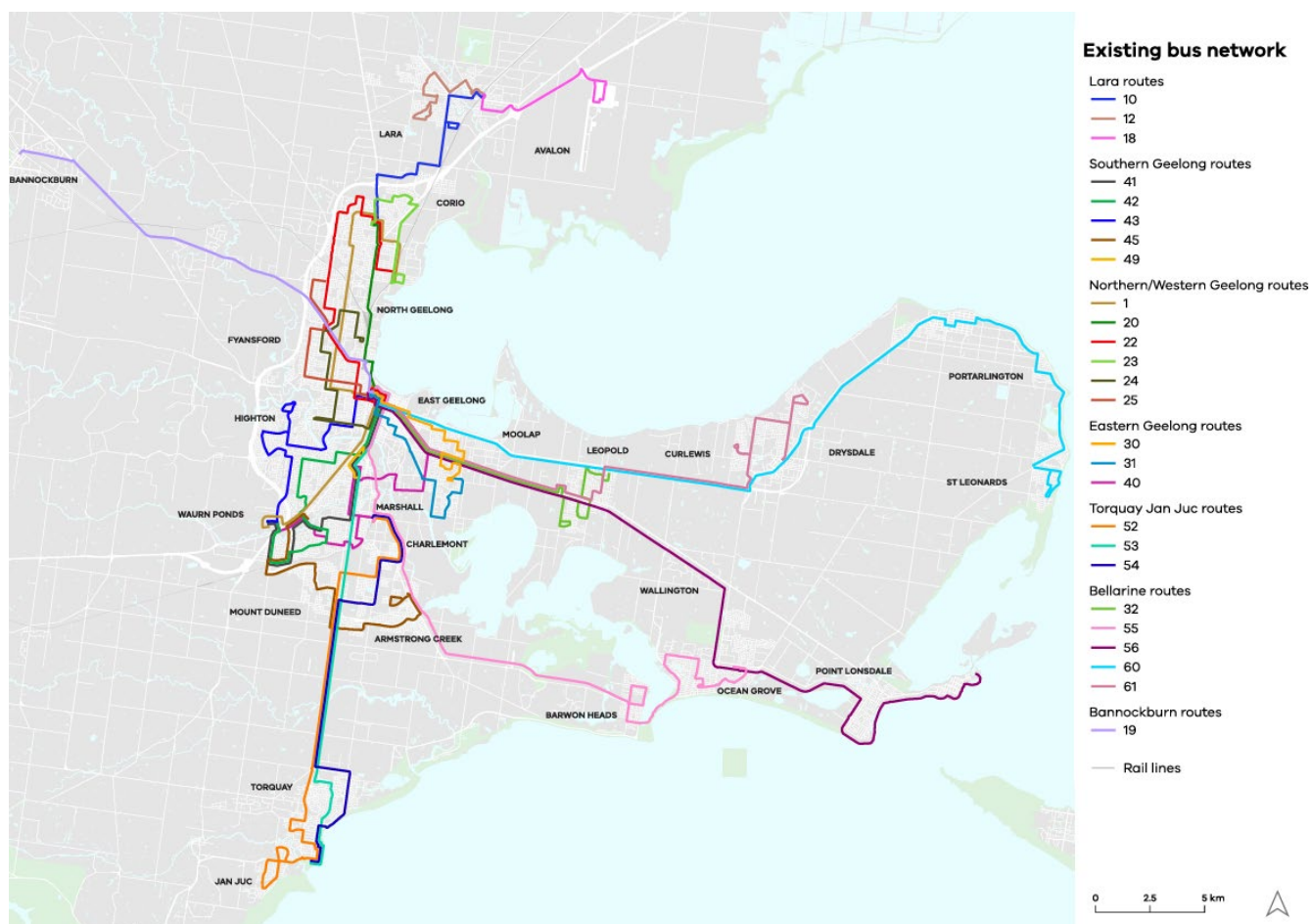


EQUITY, INCLUSION AND CLIMATE RESILIENCE

Access to frequent, reliable public transport and safe active transport options varies widely across Greater Geelong. The largest gaps affect older suburbs, outer growth areas and coastal communities, limiting access to employment, education, services and social opportunities.

Owning and operating a car continues to become more expensive. Lower-income households carry a disproportionate share of that burden, yet many people still need a car to participate fully in work and community life.

Transport also produces a major share of greenhouse gas emissions, most of which come from private vehicle use. Reducing car dependence and shifting more journeys to sustainable transport will help strengthen climate resilience and meet our target of net zero community emissions by 2035 (Climate Change Response Plan).



ROLES IN TRANSPORT AND LAND USE PLANNING

Creating a safe, efficient, reliable and connected transport network for Greater Geelong requires shared effort. The City, the State Government, transport operators, developers, employers, community organisations and residents all influence how people and goods move across the region.

Some actions sit within the City's direct control, particularly the planning, delivery and management of local streets and public spaces. Many of the biggest transport outcomes, however, depend on partnership, coordination and advocacy across all levels of government. By working together, we can better align land use and transport planning, improve access and choice, and support a more liveable, sustainable and connected Greater Geelong.

COUNCIL

The City of Greater Geelong plays a key role in planning, delivering and managing the local transport network and in shaping how land use and transport work together. We do this by:

Delivering

We manage, maintain and renew an extensive network of local roads, streets, paths and public spaces. We also plan, design and deliver new infrastructure and upgrades to respond to growth, improve safety, strengthen local connections and support more sustainable travel choices. This includes managing kerbside space for parking, loading, public transport and active transport.

Partnering

We work with the State and Federal Governments to secure funding and deliver transport projects that benefit the community. We also work with developers through precinct and growth planning to help ensure new communities are connected and supported by appropriate transport infrastructure from the outset. Partnerships with schools, local organisations and community groups also help improve safety and encourage active transport.

Advocating

We advocate on behalf of our community for more frequent and reliable public transport, improvements to the arterial road network, safer and more complete active transport networks, and investment that supports Greater Geelong's growth and liveability.

STATE GOVERNMENT

The State Government has a central role in shaping Greater Geelong's transport future through its responsibility for public transport services, the arterial road network, major transport infrastructure, transport regulation and key elements of land use planning.

The State Government plans, funds and delivers major transport projects, manages the principal road and rail networks, and determines the level and quality of public transport services across the region. This includes decisions about train and bus service frequency, span, coverage, integration and interchange, all of which strongly influence whether people have practical alternatives to driving.

The State Government also plays an important role in growth planning, precinct planning and development coordination. Its decisions about when and where infrastructure and services are delivered can either reduce or reinforce long-term car dependence. For Greater Geelong, a stronger alignment between land use planning, public transport provision and transport infrastructure delivery will be critical to supporting sustainable growth.

The City will continue to work closely with the State Government to align priorities, coordinate planning and advocate for the investment and policy changes needed to support a more connected, efficient and equitable transport system.

COMMUNITY

The community also plays an important role in shaping how the transport system performs. The travel choices people make each day collectively influence congestion, parking demand, emissions, safety and the viability of public transport and active transport investment.

As Greater Geelong grows, traffic congestion will continue to worsen if most trips continue to be made by car. Even small changes in travel behaviour can have a meaningful cumulative impact. Choosing to walk, ride, scoot, catch public transport, work from home, travel outside peak periods or combine multiple modes can help reduce pressure on the network and make it easier for those who need to drive.

There is strong potential for more local trips to shift to sustainable modes. Many residents live within a walkable or rideable distance of school, shops, work and services. Supporting and enabling these choices through better infrastructure, safer streets and more reliable public transport will be essential, but community uptake will also be a key part of achieving a more efficient and sustainable transport system.

LEGISLATIVE AND POLICY CONTEXT

NATIONAL POLICY

National Freight and Supply Chain Strategy 2025

National Urban Policy

Australian Transport Assessment and Planning (ATAP) Guidelines

National Planning Reform Blueprint

Infrastructure Policy Statement

National Road Safety Strategy 2021-30

STATE POLICY

Transport Integration Act 2010

Planning and Environment Act 1987

Victorian Planning Provisions

Plan for Victoria

Movement & Place in Victoria

Victorian Freight Plan

Victorian Cycling Strategy 2018-28

Victorian Active Transport Strategy 2026

Victorian Road Safety Strategy 2021 2030

REGIONAL AND LOCAL POLICY

G21 Integrated Transport Strategy

Greater Geelong Planning Scheme

Council Plan 2025- 2029

Geelong Port and Land Freight Infrastructure Plan

Vision Zero Geelong: Safe Local Travel 2022- 27

Shared Trails Masterplan 2020

GROWTH, LAND USE AND DEVELOPMENT

Central Geelong Framework Plan

Settlement Strategy 2020

Northern and Western Geelong Growth Area Framework Plan

Armstrong Creek Framework Plan

Urban Design Frameworks

Geelong Growth Area Transport Infrastructure Strategy

Environment Strategy 2020-2030

Parking Permit Policy

ENGAGEMENT

PROCESS

In 2024 and 2025, we asked the community about travelling to, from and around Greater Geelong through three phases of engagement focused on different modes of transport. This engagement helped us understand people's current travel experiences, the challenges they face and their aspirations for a more seamless and connected transport network.

WHAT WE HEARD

In 2024, we asked the community about the key issues, opportunities and long-term vision for movement across Greater Geelong. Following this initial engagement, we prepared a background report to help frame the region's transport challenges and inform the next stages of consultation.

In 2025, we published the background report and undertook two more targeted phases of engagement. In April, we sought feedback on walking, riding, other forms of active transport and the Principal Bicycle Network (PBN) and Strategic Cycling Corridors (SCC). In August, we asked the community about public transport and driving. Together, these phases provided a clearer understanding of what our community values and expects from the transport network.

Feedback from all three phases informed the development of the draft Integrated Transport Strategy.

Across the three phases, we heard from 1,701 people. The most common themes were:

1. More frequent, reliable and competitive public transport within Geelong and to Melbourne.
2. Better footpath connections and safer crossing opportunities for people walking.
3. Concern about worsening traffic congestion.
4. Opportunities to close gaps in the bicycle network and provide more bicycle parking.
5. The need for a transport system that is equitable and accessible for all.
6. The importance of fast and reliable connections to Melbourne.

HOW ENGAGEMENT SHAPED THE STRATEGY

Engagement helped identify the issues and outcomes that matter most to the Greater Geelong community. Community feedback was considered alongside input from internal council departments, neighbouring municipalities, State agencies and interest groups to refine the vision, aspirations and strategic directions set out in this strategy.

HISTORY AND CONTEXT

Greater Geelong's transport network has been shaped by successive waves of growth, changing travel patterns and evolving transport technologies. What began as a compact, walkable city focused on trade, shipping and administration has gradually become a larger and more dispersed urban area, with growing reliance on private vehicles.

For much of Geelong's early development, people lived relatively close to jobs, shops and services. Walking was central to daily life, supported over time by coastal shipping, rail, trams and later buses. The original suburbs were well connected to central Geelong, and most daily needs could be reached by walking, riding or public transport.

In the post-war period, development increasingly shifted toward a car-based model. Trams were replaced by buses, suburbs expanded outward, and more people began living further from work, shops and services. This pattern of dispersed development has increased dependence on private vehicles and placed growing pressure on the road network, particularly at key access points to central Geelong and other major destinations.

This legacy continues to shape Greater Geelong today. Car ownership and car use generally increase with distance from central Geelong. Continued growth in places such as Armstrong Creek, the Northern and Western growth areas, Leopold, Clifton Springs and Lara West will add further pressure to the transport network. In established areas, there is limited capacity to continue widening roads without impacting on surrounding buildings and public space, which means congestion is likely to worsen unless a greater share of trips can be made by walking, riding and public transport.

Growth is also being accommodated in established suburbs. Consistent with Plan for Victoria, and with a target of 77,500 new homes in existing urban areas, Greater Geelong will see more housing in activity centres, along transport corridors and within established neighbourhoods. If these new homes are accompanied by car ownership rates like the current municipal average of 1.9 cars per household, traffic and parking pressures will intensify further. This reinforces the need to align land use and transport planning so that growth is supported by better transport choice, not greater car dependence.

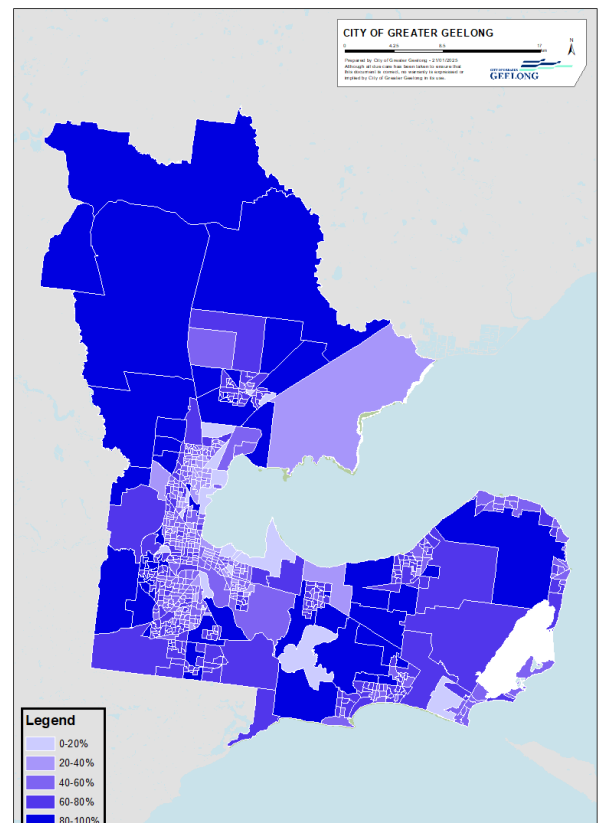


Figure 1 - Households with 2 or more cars

A SHORT HISTORY OF TRANSPORT IN GEELONG

Geelong has moved through several distinct transport eras. Each era reflects the dominant travel modes of the time, the way the city developed, and the role Geelong played within the wider region. This demonstrates that Geelong has gone through many periods of change when it comes to how people move around the region and this will continue to evolve.

Time immemorial to the 1830s Wadawurrung Country and walking routes	Walking and canoe travel were central to movement across Country. Well-established songlines and walking tracks connected places, people and resources.
1838 to 1856 Port and dray town	Coastal shipping into Corio Bay supported trade and movement. Horse and bullock drays travelled on rough tracks to the Western District and early goldfields. Walking remained important within the compact town.
1857 to 1911 “The Pivot” as a rail and coastal shipping hub	Steam rail and coastal shipping became central to regional connections. Horse-drawn vehicles and walking were common for local trips.
1912 to 1956 Tram, rail and early motor era	Electric trams and walking supported many local trips. Rail played a major role in regional passenger travel and freight. Private car and truck ownership grew rapidly over this period.
1956 to the late 1980s Car, bus and post-war suburban expansion	Private cars became the dominant mode for most trips. Buses replaced trams and became the backbone of public transport. Rail remained important for longer-distance travel and freight.
Late 1980s to the mid-2000s Freeway city and two-way Melbourne commuting	Car travel was reinforced by higher-standard arterial roads and freeway connections. V/Line rail grew in importance but remained a secondary choice for many Geelong–Melbourne commuters.
Mid-2000s to present Regional rail and growth-area city	The car remains dominant, but regional rail has become much stronger, and the bus network has been restructured. There is increasing policy emphasis on walking and riding, particularly in growth areas.

HOW WE WILL PLAN AND MAKE DECISIONS

Greater Geelong is growing quickly. The transport decisions we make now will shape how people access jobs, education, services, open space and community life over the coming decades.

This Strategy uses a clear set of planning principles to guide how transport decisions are made, tested and delivered.

WHY THIS STRATEGY MATTERS

Our Clever and Creative Future Vision, Council Plan, Transport Integration Act and the Sustainable Development Goals all point to the same outcome: a connected, inclusive and sustainable region where people can move safely, efficiently and affordably.

Transport is central to this outcome. It affects where people can live and work, how businesses operate, how neighbourhoods function, and how the region responds to growth, climate change and social change.

HOW WE PLAN AND PRIORITISE

The City will adopt a Vision and Validate approach. This means starting with the future transport network we want, then testing whether projects, policies and investment decisions help deliver it.

This approach avoids simply responding to forecast traffic growth with more road capacity or parking. Instead, it considers the full range of options: land-use planning, public transport, walking and riding, better use of existing streets, parking management, shared mobility and travel demand management. The mode share targets in Figure 4 reflect the vision we want to see realised. Transport will be planned as an integrated system. Decisions about housing, roads, parking, public transport, freight and active transport all affect each other and must be considered together.

The Mode Prioritisation Framework at Figure 3 will guide how modes are prioritised. Walking, wheeling, riding, scooting and public transport will be prioritised where they are a practical choice particularly for everyday trips. Cars, freight, servicing, emergency access and accessible parking will continue to play important roles, but road and kerbside space must be used more efficiently as the region grows.

The Framework does not assume a one size fits all approach for Greater Geelong. Instead, it is a flexible tool that considers the purpose and distance of each trip. For example, if the travel distance to work makes it unreasonable to walk, wheel, ride or scoot then public transport becomes the highest priority in that instance. Subsequently, walking, wheeling, riding and scooting become the highest priority options to get people from their homes to the public transport that facilitates the longer trip if the Public Transport is available. Subsequently, private vehicle use becomes the priority for those who have limited access to public transport services.



Figure 2 - The Vision and Validate approach

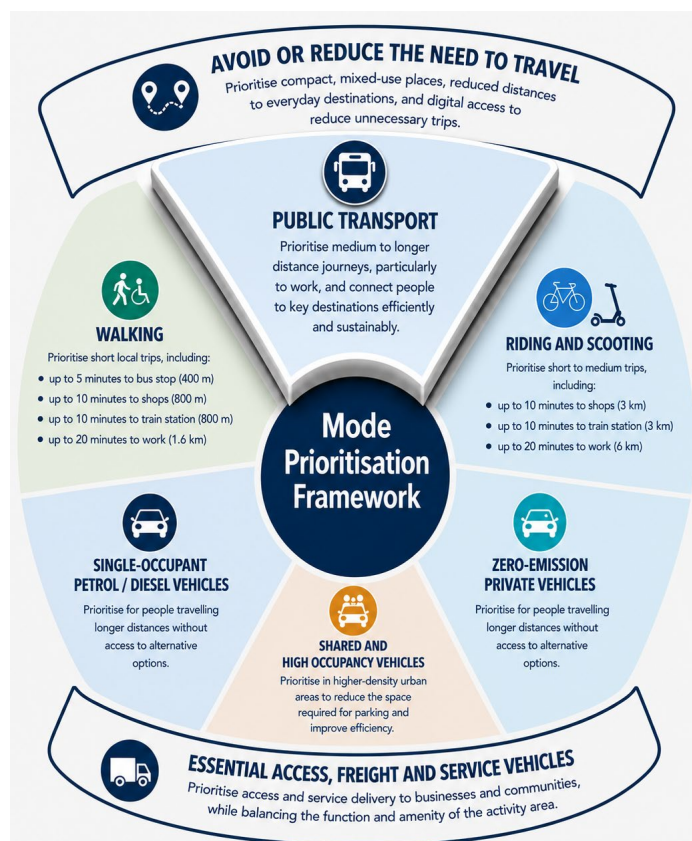


Figure 3 – Mode Prioritisation Framework

HOW DECISIONS ARE MADE AND TESTED

Decisions will be informed by evidence, scenario testing, community experience and ongoing monitoring.

Different streets have different roles. A freight route, bus corridor, local street, school precinct and town centre should be planned in very different ways.

The Movement and Place framework will guide how roads and streets balance movement, access and local activity. It will help protect strategic transport corridors while supporting safer, more attractive and accessible local streets and centres.

Transport decisions will also be tested against safety, accessibility, equity and climate outcomes. Vision Zero and Safe System principles will guide road safety decisions. Universal Design will ensure accessibility for the broad range of users in our community. Addressing transport inequity will help identify who benefits, who is affected and who may be left without practical choices.

Climate resilience and emissions reduction will also shape decisions, ensuring the network supports lower-emission travel and is better prepared for heat, flooding and other climate risks.

A one size fits all approach to increasing sustainable transport use does not work for a place like Greater Geelong. Some areas will find it more practical to use active transport to get to work, while others will rely more on public transport and private vehicles. The City aims to support public transport uplift by supplying safe and convenient routes to get to train stations and bus stops, while also supporting schools and local shopping precincts.

Indicator	2021 Census	Life of strategy 2026-36	Aspirational 2036-2056
Percentage of trips to work by walking.	2.85%	5%	10%
Percentage of trips to work by riding or scooting.	0.94%	5%	10%
Percentage of trips to work by public transport	2.23%	7.5%	30%
Percentage of local primary school children walking, riding or scooting to school	-	50%	75%
Percentage of local secondary school students walking, riding or scooting to school	-	20%	40%
Percentage of local secondary school students catching public transport to school	-	20%	50%

Figure 4 - Mode share targets

HOW THE PRINCIPLES ARE APPLIED

These principles will be applied through the Strategy's three goals.

- Secure the investment our growing region needs by aligning advocacy, partnerships and external funding with the preferred future transport network.
- Manage movement, access and place by using roads, streets, parking and kerbside space according to their role, context and community value.
- Enable practical sustainable transport choices by making walking, riding, public transport and shared mobility safer, more convenient and more realistic for everyday trips.

The eight transport themes show where these principles will be applied across the network and provide a consistent framework for planning, prioritising, delivering and reviewing transport decisions.

Term	Definition
Clever and Creative Future	Greater Geelong's long-term community vision. For transport, it means creating a connected, inclusive and sustainable region where people can access opportunity, participate in community life and move around safely and efficiently.
Council Plan	Council's four-year strategic direction. The Integrated Transport Strategy helps deliver the Council Plan by guiding transport planning, infrastructure investment, advocacy and service delivery.
Transport Integration Act	Victoria's legislative framework for an integrated and sustainable transport system. It requires transport decisions to consider access, safety, economic prosperity, environmental sustainability, efficiency and integration.
Sustainable Development Goals	A global framework for achieving a more sustainable, equitable and resilient future. For this Strategy, the Sustainable Development Goals help connect transport decisions with broader outcomes for health, equity, climate action, economic opportunity, sustainable communities, responsible infrastructure and environmental protection.
Movement and Place framework	An approach that recognises streets have different roles. Some roads need to move people and goods efficiently, while others need to support local access, business activity, walking, riding, public life and community identity.
Vision Zero and Safe System	A road safety approach based on the principle that death and serious injury should not be accepted as an inevitable cost of movement. It aims to create a transport system where mistakes do not result in fatal or serious harm.
Universal Design	Designing transport infrastructure, services and public spaces so they can be used by as many people as possible. This includes considering the whole journey, such as paths, crossings, stops, stations, seating, lighting, information and transfers.



Figure 5 - The Safe System



Figure 6 - Movement and Place framework



STRATEGIC GOALS

GOAL 1 SECURE THE INVESTMENT OUR GROWING REGION NEEDS

Greater Geelong's growth will depend on timely investment in the transport infrastructure and services needed to connect new and established communities.

Much of this investment will include rail, public transport services, arterial roads and major enabling infrastructure. This is the responsibility of the Victorian and Australian governments.

Without this investment, population and employment growth will place increasing pressure on local roads and parking, reinforce car dependence and reduce access, productivity and liveability.

GOAL 2 MANAGE MOVEMENT, ACCESS AND PLACE

Roads and streets must support the efficient movement of people and goods, provide access to homes, businesses and services, and contribute to safe, attractive and active places. These functions will vary by location. A major freight or public transport corridor will operate differently from a local street, school precinct or activity-centre main street.

We will apply Movement and Place principles to balance these competing demands. This means planning each road and street according to its role and context. Movement efficiency will not be pursued at the expense of accessibility, local amenity or the quality of public space. Place outcomes will be planned without undermining essential access for public transport, freight, servicing and emergency vehicles.

This approach is increasingly important as Greater Geelong grows. Road and kerbside space are finite public assets and continued widening or additional parking cannot accommodate every increase in travel demand. Managing movement, access and place together will help the City use existing streets more effectively, protect liveability and economic activity, and support a more productive and accessible transport network.

GOAL 3 ENABLE PRACTICAL SUSTAINABLE TRANSPORT CHOICES

Sustainable transport becomes a practical choice when people have safe, direct and convenient ways to reach everyday destinations. Many trips to schools, shops, parks, community facilities and public transport are short enough to be made by walking, wheeling, riding or scooting. However, missing links, unsafe crossings, disconnected routes, infrequent services and limited end-of-trip facilities can make driving the easier or only realistic option.

The City will improve the infrastructure, connections, information and supporting programs that allow more people to travel sustainably. This includes completing active transport networks, improving access to public transport, providing secure bicycle and micromobility parking, and working with schools, employers and communities to support different travel choices.

These improvements will give people greater choice, reduce pressure on roads and parking, and improve access for children, older people, people with disability and households without a car. They will also support healthier lifestyles, lower household transport costs and reduced emissions.

Sustainable travel programs will be coordinated with improvements to infrastructure and services. Encouragement alone will not create lasting change where alternatives remain unsafe or inconvenient. By progressively making walking, riding, scooting and public transport more practical, we can manage current transport pressures while building a more accessible, resilient and liveable transport system.

MANAGING THE TRANSITION AS WE GROW

Greater Geelong will move towards a more sustainable transport system in stages. Different parts of the municipality have different needs, so one approach will not work everywhere.

In the short term, we will protect essential access and make better use of existing roads and parking. We will also seek to improve bus priority and public transport access, close priority gaps in walking and riding networks, and plan for future growth.

Parking controls will reflect local demand and user needs, with an emphasis on availability, turnover and efficient use of existing spaces. In areas experiencing major change, persistent parking pressure or strong access to sustainable transport, the City may investigate planning tools such as parking overlays. These tools could better align parking supply with local conditions and transport goals.

As public transport becomes more frequent and reliable, and walking and riding networks become safer and more complete, we will strengthen travel-demand management. We will also direct road and kerbside space towards the uses that provide the greatest public value.

These uses may include public transport, access for people with disability, loading, walking, riding, trees, public spaces and local business activity.

Evidence will guide each stage. We will monitor accessibility, public transport performance, travel choices, parking demand, safety, equity, economic activity and community experience.

Where alternatives remain inadequate, we will maintain suitable transitional access and pursue the investment needed to close the gap. Where sustainable options work well, we will move more quickly into the next stage.



PUBLIC TRANSPORT AS THE BACKBONE OF GROWTH

The Victorian Government holds primary responsibility for public transport services and major infrastructure. The City plays a different but important role.

We will build a strong, evidence-based case for investment, protect future transport corridors and align land-use decisions with transport planning. We will also use council-controlled streets and infrastructure to help public transport operate reliably.

Greater Geelong needs a frequent and dependable core public transport network to support sustainable development and accommodate regional growth. The City will continue advocating for this investment by demonstrating the need for better services and identifying unmet demand.

Plan for Victoria identifies areas with good public transport access as suitable locations for growth. But access alone will not shift travel habits in a largely car-dependent regional city such as Geelong. Public transport must offer a practical and competitive alternative to driving for everyday journeys.

Frequent, reliable and convenient services will give more people a genuine choice. This will reduce reliance on private vehicles and support further development in well-connected locations.

OUR STRATEGIC RESPONSE

	<u>Public Transport</u>	<u>Land Use, Growth and Access</u>	<u>Active Transport</u>	<u>Sustainable Travel Behaviours</u>
Goal 1 SECURE	Advocate for the services and infrastructure required to establish a frequent, reliable and connected public transport network.	Work with governments, developers and infrastructure providers to align transport investment with planned housing and employment growth.	Seek external investment in strategic active transport infrastructure that is beyond the City's capacity or control to deliver alone.	Pursue government and institutional partnerships that support travel-demand and behaviour-change programs.
Goal 2 MANAGE	Manage council-controlled roads and kerbside space to support safe and reliable public transport operations.	Ensure new development provides appropriate access and contributes to the transport infrastructure it generates demand for.	Maintain and operate our active transport assets, so routes remain safe, accessible and fit for purpose.	Embed sustainable travel planning into major developments, events and the City's operations.
Goal 3 ENABLE	Improve the local connections and passenger facilities that allow people to use public transport.	Shape development and local infrastructure, so sustainable travel becomes a practical choice.	Plan and progressively complete connected networks that make walking, wheeling, riding and scooting practical for everyday trips.	Help people and organisations understand, experience and adopt practical sustainable transport options.

<u>Roads, Streets and Road Safety</u>	<u>Parking and Kerbside Management</u>	<u>Freight, Servicing and Logistics</u>	<u>Inclusive, Shared and Low-Emission Mobility</u>
Advocate for investment in State-managed roads and intersections where improvements are required to support safety, growth and broader network performance.	Seek external partnership only where new parking or access infrastructure provides a demonstrated precinct or network benefit.	Advocate for strategic freight connections that support industry, the Port of Geelong, Avalon Airport and access to regional and national markets.	Seek funding and policy support for accessible mobility, community transport and the transition to lower-emission passenger transport.
Plan and operate roads and streets according to their movement, access and place roles.	Manage parking and kerbside space as finite public assets according to demand, access needs and the role of each place.	Manage freight routes, loading and servicing so goods can move efficiently while limiting impacts on sensitive places.	Manage accessibility, shared mobility and charging infrastructure operating on council land and streets.
Ensure road and street design supports safe access to local destinations and sustainable transport networks.	Use parking policy to support efficient land use and progressively reduce dependence on parking in highly accessible locations.	Support more coordinated and lower-impact freight and logistics practices where these are operationally suitable.	Support transport options that address access gaps and reduce reliance on private vehicle ownership.

PUBLIC TRANSPORT

THE OUTCOME WE SEEK

A frequent, reliable, accessible and connected public transport network that provides a practical alternative to driving and supports Greater Geelong's growth.

Public transport will connect people to employment, education, health care, shops, services and community life. It will improve access for people who cannot or choose not to drive and allow central Geelong, activity centres and growth areas to develop without a corresponding increase in traffic and parking demand.

WHY IT MATTERS

Greater Geelong cannot support future population and employment growth through private vehicle travel alone. As more people travel to central Geelong, activity centres, employment precincts, hospitals, schools and universities, car dependence will place even greater pressure on roads, parking and household transport costs.

Public transport uses road and parking space more efficiently because it can carry many people at once. It also supports social inclusion, lowers emissions and connects people with opportunities. Better services will help Greater Geelong accommodate more homes and jobs around activity centres, railway stations and major transport corridors.

Right now, the network falls short. Many services run too infrequently, take indirect routes or move too slowly to compete with driving. The bus network focuses heavily on journeys to and from central Geelong, which makes some suburb-to-suburb trips difficult. Parts of the Bellarine Peninsula, growth areas, employment precincts, townships and rural communities also have limited-service coverage and operating hours. Bus and train services do not always connect conveniently. Some stops and interchanges lack accessible paths, shelter, lighting and safe crossings, making public transport harder to use.

Communities need public transport from the beginning. When services arrive only after neighbourhoods have developed, residents often establish car-dependent travel habits that become difficult to change. People will rely on public transport for daily travel only when it offers a genuine and practical alternative to driving.

WHAT THE FUTURE LOOKS LIKE

Greater Geelong needs an integrated public transport network that supports different journeys and communities.

The future network should include:

- direct and frequent bus corridors linking major residential areas, activity centres, stations, employment precincts, hospitals and education facilities
- Bus Rapid Transit styled services along key corridors will enable a staged approach to assess when and where light rail, or similar, could be reintroduced to Geelong
- cross-city and orbital services that allow people to travel between suburbs without always passing through central Geelong
- fast and reliable rail and coach connections to Melbourne and surrounding regional centres, including stations at Armstrong Creek Town Centre, a direct service between Werribee and Geelong, and services connecting Geelong to Bannockburn via the Western Growth Area on the existing rail as a step towards the extension of passenger services to Ballarat
- local services that connect neighbourhoods to centres, stations and frequent routes
- flexible, demand-responsive and community transport where conventional services cannot efficiently meet local needs.

The bus network offers the greatest opportunity for improvement in the short and medium term. Reform should create a frequent core network built around high-frequency corridors, direct cross-city connections and local feeder services.

Services should run more often and for longer hours. Routes should become simpler, connections with rail should improve, and new growth areas should receive services earlier.

As passenger demand grows, some corridors may need bus-priority measures, Bus Rapid Transit or further investigation of light rail. Protecting these corridors, planning suitable land uses and providing strong walking, riding and connecting bus access will support any future high-capacity transport.

A Port Phillip Bay ferry network will also play a larger role, giving people more travel options across the region and to Melbourne.

Rail will continue to provide vital regional connections. It should also become a more practical choice for local trips within Greater Geelong, providing a metro style service for residents and visitors.

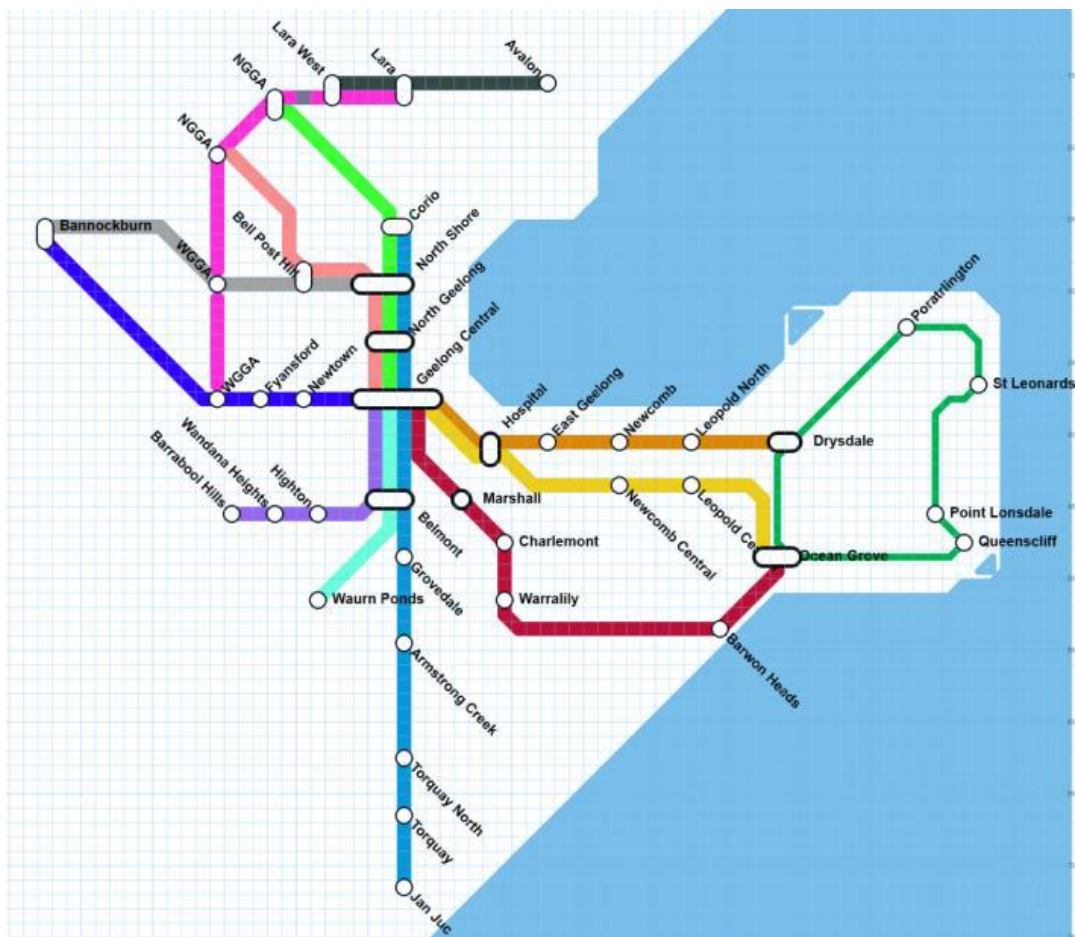


Figure 7 - Representation of a potential Bus Rapid Transit system for Greater Geelong (see [Bus Network Review Submission](#))

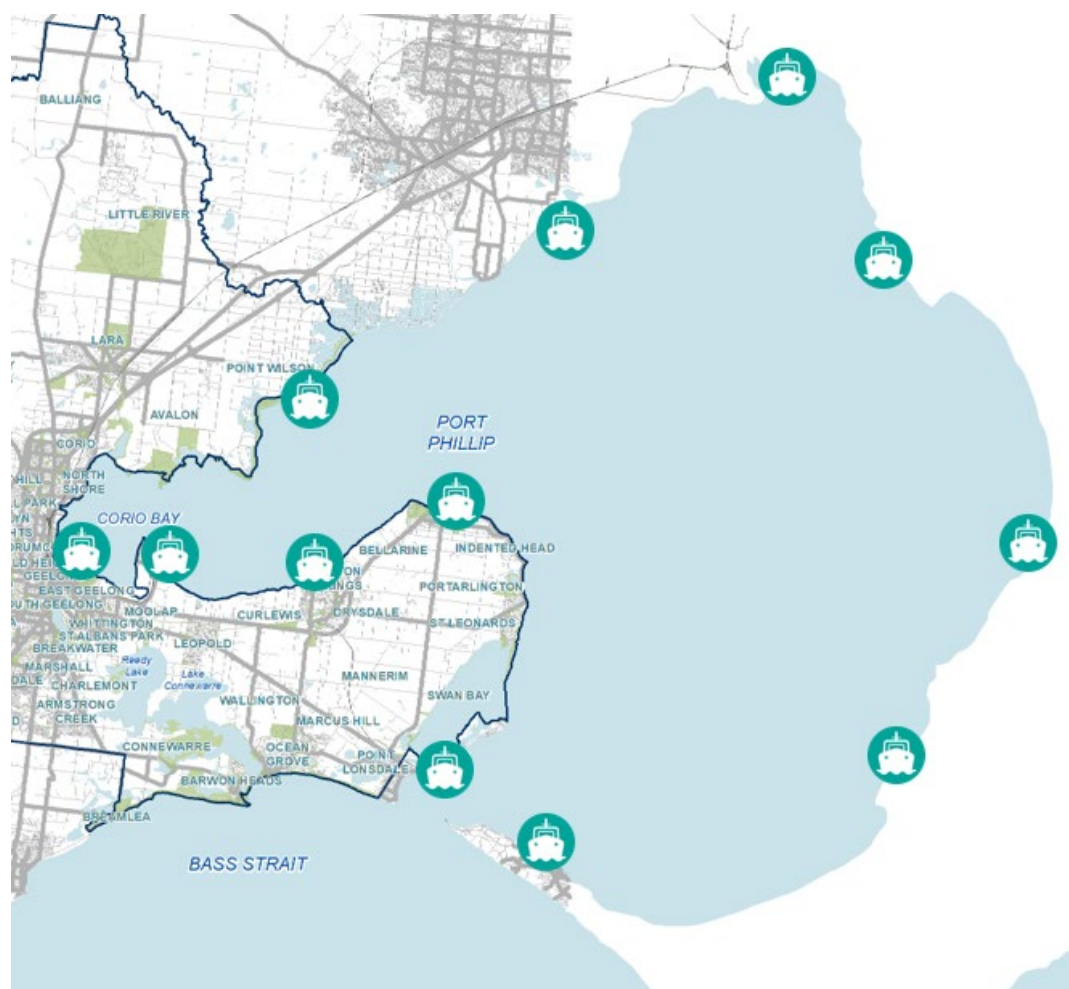


Figure 8 - Representation of a potential Port Phillip Bay ferry network

SECURE	MANAGE	ENABLE
Present ranked, evidence-based advocacy priorities.	Provide bus priority on council roads.	Deliver safe first-and-last-mile connections.
Secure state funding and service commitments.	Improve stops, interchanges and passenger access.	Provide wayfinding and bicycle parking.
Offer corridors, co-funding and supporting works.	Manage conflicts with traffic and parking	Align development and parking policy with public transport.

Now	As We Grow	As Demand Matures
Advocate for more frequent, direct and reliable bus and rail services, with better coverage during evenings and weekends.	Build a frequent core network connecting major residential areas with activity centres, workplaces, health and education facilities, and railway stations.	Increase capacity and give public transport greater priority along corridors with high passenger demand.
Upgrade bus stops and interchanges, coordinate timetables more effectively, and improve walking and riding connections to public transport.	Give buses priority where congestion affects reliability, while strengthening feeder routes and cross-city connections.	Investigate and deliver higher-capacity options, such as Bus Rapid Transit or other rapid-transit solutions, where evidence supports the investment.
Advocate for early public transport in growth areas and protect the corridors that future services will need.	Increase service levels in step with population growth, employment growth and higher-density development.	Support a mature network where public transport competes effectively with driving for a substantial share of longer urban journeys.

Indicators
Access to frequent public transport
Service frequency
Service span
Public transport competitiveness
Reliability
Patronage
Mode share
Accessible stops



LAND USE, GROWTH AND ACCESS

THE OUTCOME WE SEEK

Greater Geelong will guide and sequence growth so people can safely and conveniently reach jobs, education, shops, services, open spaces and public transport.

Both new and established communities will have the transport infrastructure and services they need. These connections will provide practical alternatives to driving, lower household transport costs and make better use of existing infrastructure.

WHY IT MATTERS

The distance between homes, jobs and essential services affects how far people need to go and which transport options they can realistically use.

Our Settlement Strategy sets out Greater Geelong's spatial approach to growth. It highlights development in central Geelong and established urban areas, alongside continued growth in Armstrong Creek and the Northern and Western Geelong Growth Areas. It also considers how to manage development across the Bellarine Peninsula and surrounding townships.

The Integrated Transport Strategy supports this settlement pattern. It identifies the infrastructure and services required to connect new and established communities.

Separating housing from employment, education and everyday services creates longer journeys and often leaves driving as the only realistic option. When public and active transport arrive after communities take shape, car-dependent habits can become expensive and difficult to change.

Central Geelong and other major activity centres must remain easy to reach as housing, employment and visitor numbers grow. Established areas offer opportunities to house more people close to existing infrastructure, railway stations and services.

New growth areas offer a different opportunity. By planning early, we can integrate public transport, walking and riding into these communities from the beginning and coordinate delivery with housing, jobs and community infrastructure.

Land use and transport planning must work together. The Settlement Strategy identifies where and how Greater Geelong will grow, while the Integrated Transport Strategy explains how people will access and connect with that growth.

The goal is not to stop people from driving. It is to avoid building communities where driving becomes the only practical choice.

WHAT THE FUTURE LOOKS LIKE

Greater Geelong will grow as a connected network of centres and communities.

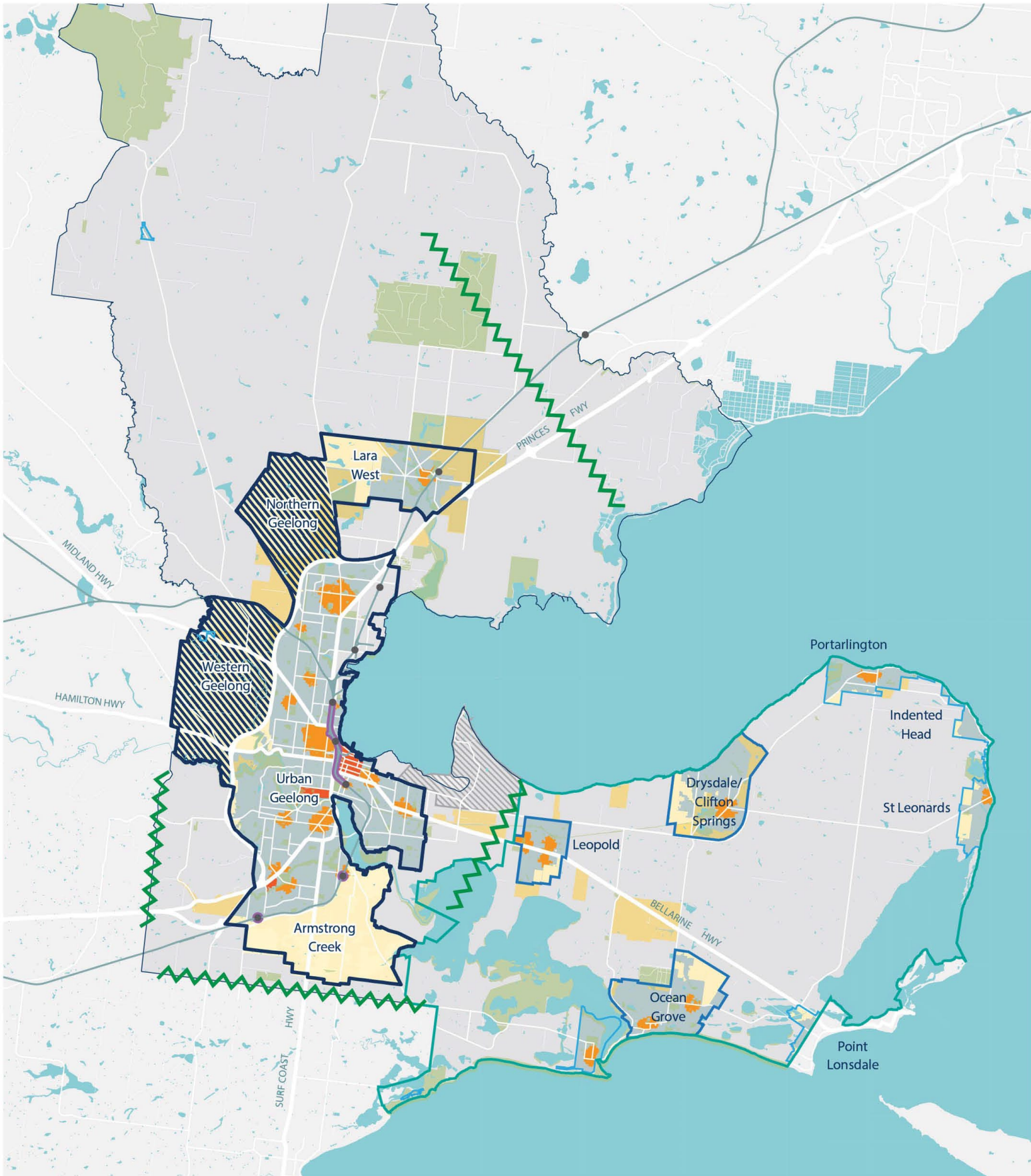
More housing, jobs and services will sit close to central Geelong, activity centres, railway stations and frequent public transport corridors. This pattern will shorten many journeys and make walking, riding and public transport practical for more people.

New communities will be ready for transport from day one.

Before development begins, structure plans and precinct planning will protect future corridors for public transport, roads and active transport. Streets, paths and bus routes will then provide direct connections between homes, schools, shops, services, open spaces and workplaces.

Growth will feature:

- Early delivery of public transport and active transport infrastructure.
- Connected and accessible networks of streets and paths.
- Safe crossings over or across major roads, railway lines and waterways.
- Mixed-use centres that bring everyday needs closer to home.
- Higher-density development in places with strong access to sustainable transport.
- Coordinated delivery of housing, employment, services and infrastructure.
- Parking that reflects local access conditions and available transport choices.
- Equitable access for people of different ages, abilities and incomes.



DRAWING KEY

-  GREATER GEELONG LGA
LOCAL GOVERNMENT AREA
-  MUNICIPAL BOUNDARY
-  STRENGTHEN LOCAL POLICY
TO PRESERVE NON-URBAN BREAKS,
RURAL LIVING FARMED LANDSCAPE AND
GUIDE NEW DEVELOPMENT
-  FUTURE GROWTH AREAS

-  INVESTIGATION AREA
-  RURAL LIVING AREAS
NO EXPANSION
-  URBAN DEVELOPMENT
-  INCREASED HOUSING DIVERSITY AREAS
HIGH AND MEDIUM DENSITY HOUSING
-  KEY DEVELOPMENT AREAS
MAJOR REDEVELOPMENT HIGH DENSITY HOUSING
-  ESTABLISHED URBAN AREAS
MODEST INFILL HOUSING

-  SETTLEMENT BOUNDARY
URBAN GEELONG
-  DISTRICT TOWNS
MODERATE HOUSING WITHIN
SETTLEMENT BOUNDARY
-  LIMITED HOUSING GROWTH
WITHIN SETTLEMENT BOUNDARIES
-  NON-URBAN BREAK
-  RAIL STATIONS

-  HIGHWAYS
-  MAJOR ROADS
-  RAIL NETWORK
-  RAIL CORRIDOR
INVESTIGATE HIGHER
DENSITY HOUSING
OPPORTUNITIES
(EXCLUDING THE PORT
ENVIRONS AREA)





Figure 9 - Advocacy for new rail and stations to facilitate growth

SECURE	MANAGE	ENABLE
Secure developer contributions and infrastructure agreements.	Sequence development with network capacity.	Concentrate growth near centres and public transport.
Protect future transport corridors.	Manage access and parking through planning controls.	Support mixed-use, walkable neighbourhoods.
Tie growth to infrastructure commitments.	Coordinate transport and land-use decisions.	Locate daily needs closer to homes

Now	As We Grow	As Demand Matures
Protect future corridors for public transport, roads and active transport before development begins.	Locate more housing, jobs and services near activity centres, railway stations and frequent public transport corridors.	Support mature, mixed-use centres where people can meet a high proportion of their everyday needs without driving.
Require new communities to include connected streets and walking and riding networks from the outset.	Coordinate the timing of development with improvements to transport infrastructure and services.	Direct continued intensification towards locations where sustainable transport can efficiently meet additional travel demand.
Identify gaps in transport access that could limit planned growth, then advocate for early infrastructure and services.	Improve access to jobs, education, shops and services as communities grow.	Reduce average travel distances and car dependence by integrating land-use and transport patterns more closely.

Indicators
Sustainable-accessible growth
Everyday accessibility
Early transport provision
Employment accessibility
Average trip distance
Car ownership by location

ACTIVE TRANSPORT

THE OUTCOME WE SEEK

A safe, connected and attractive active transport network that makes walking, wheeling, riding and scooting practical choices for short, everyday trips. This network will complement the future public transport network that is the backbone of movement across the region.

It will connect people of all ages and abilities to schools, public transport, shops, activity centres, employment, open space and community facilities. It will support healthier communities, reduce car dependence and improve access for people who do not drive.

WHY IT MATTERS

With public transport being our backbone of moving people across the city, the focus moves to ensuring active transport around our activity centres.

Many trips in Greater Geelong are short enough to be made by active transport. However, the likelihood of walking or riding falls significantly once a trip exceeds one kilometre.

Overall, 63 per cent of trips shorter than one kilometre are made by active transport, compared with only 23 per cent of trips between one and two kilometres¹. This indicates a significant opportunity to replace more short car trips where safe, direct and attractive connections are provided.

Missing footpaths, disconnected bicycle routes, difficult road crossings and high-speed, high-volume roads can make short journeys feel unsafe or inconvenient. These barriers particularly affect children, older people, people with disability and people who are less confident riding near traffic.

Walking and riding improve physical and mental health, reduce household transport costs and support social connection. Active transport also reduces traffic and parking demand, improves access to public transport and contributes to lower transport emissions.

Victoria's Active Transport Plan 2026 aims to make walking and riding accessible and preferred choices for everyday travel. Its focus on accessibility and inclusion, connected neighbourhoods, safe streets, health and wellbeing, and climate response provides the State policy framework for Greater Geelong's active transport network.

Trip length	Walking	Riding	Driving
Less than 1 km	61%	2%	36%
Between 1 and 2 km	20%	3%	75%

WHAT THE FUTURE LOOKS LIKE

Greater Geelong will have a connected network that supports complete journeys from people's homes to everyday destinations.

The future network will include:

- continuous and accessible footpaths
- safe and convenient road crossings
- low-stress bicycle and micromobility routes
- quieter local streets that support safe walking and riding
- protected infrastructure on busy and higher-speed roads
- connections through open space where they provide direct and suitable transport routes
- safe access to schools, activity centres, employment areas and public transport
- secure bicycle and micromobility parking
- shade, lighting, seating and clear wayfinding.

Walking and wheeling improvements will be prioritised around local schools, public transport and destinations. Bicycle and micromobility routes will connect neighbourhoods to nearby centres and link with longer-distance strategic corridors.

The Principal Bicycle Network, Strategic Cycling Corridors and Strategic Walking Connections will guide the protection and delivery of a connected network. This will help the City and the Victorian Government coordinate investment, close missing links and ensure active transport infrastructure is incorporated into growth areas, road projects and major developments.

Routes will be designed for people of all ages, abilities and levels of confidence. The appropriate treatment will depend on traffic speed, traffic volume, demand and surrounding land use. On busy roads this will generally require physical separation, while low-speed local streets may support shared movement with appropriate traffic management.

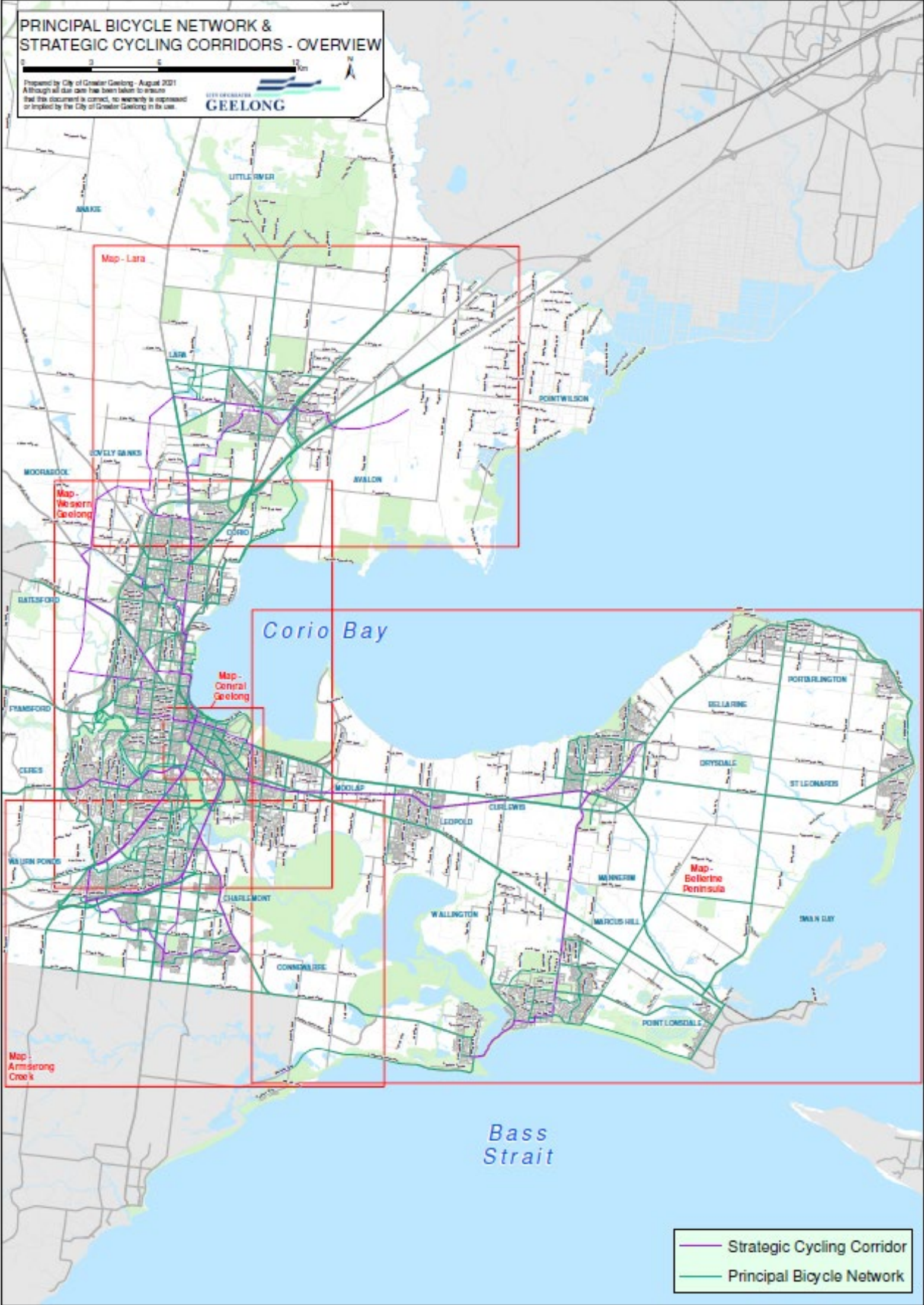
¹ Victorian Integrated Survey of Travel and Activity (VISTA)

PRINCIPAL BICYCLE NETWORK & STRATEGIC CYCLING CORRIDORS - OVERVIEW

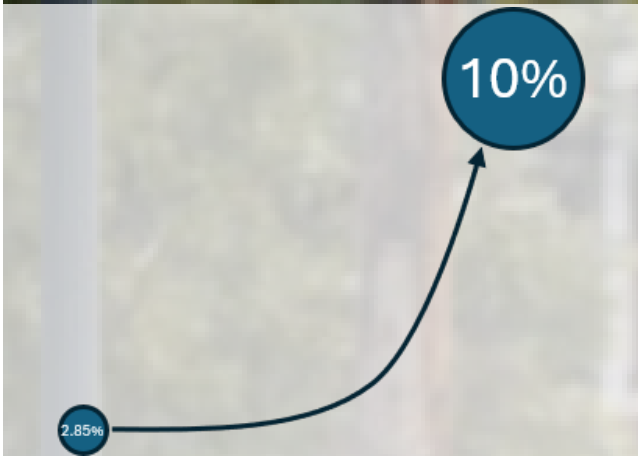
Prepared by City of Greater Geelong - August 2021
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GEELONG

0 2 4 6 8 10 12 km



- Strategic Cycling Corridor
- Principal Bicycle Network



2.85% of people walked all the way to work in 2021. Our vision is that 10% of people are walking to work by 2047.



0.94% of people rode a bicycle to work in 2021. Our vision is that 10% of people are riding or scooting to work by 2047.



SECURE	MANAGE	ENABLE
Pursue state and federal grants.	Plan and maintain priority networks.	Build safe, connected and accessible routes.
Use developer contributions.	Close gaps between council and state routes.	Provide safe crossings, shade and lighting.
Integrate projects with road and drainage renewals.	Apply consistent design and maintenance standards.	Make walking and riding suitable for all ages and abilities

Now	As We Grow	As Demand Matures
Prioritise missing links, safer crossings and local connections to schools, activity centres, bus stops, railway stations and other everyday destinations.	Connect isolated routes and facilities to create complete, low-stress networks for walking and riding.	Reallocate street space where necessary to create continuous, high-quality routes along strategic corridors.
Upgrade existing paths, crossings, lighting, shade, wayfinding and bicycle parking.	Build protected infrastructure along busier, higher-speed roads and expand networks of low-speed local streets.	Provide a mature network that allows people of most ages and abilities to make everyday journeys safely without a car.
Encourage greater use of active transport in places where walking and riding already offer practical choices.	Combine network improvements with programs that encourage more people to walk and ride.	Make active transport a standard part of street design and transport-capacity planning.

Indicators
Network completeness
Low-stress access
Destination accessibility
Walking mode share
Riding/scooting mode share
Active school travel
Usage
Safety

SUSTAINABLE TRAVEL BEHAVIOURS

THE OUTCOME WE SEEK

More people will make informed, practical travel choices that ease pressure on roads and parking while improving health, affordability and access.

We will help people avoid unnecessary journeys, travel outside peak periods and use active transport to reach school, university or work. People can also combine errands into one trip or choose walking, riding, shared transport and public transport when those options suit their needs.

WHY IT MATTERS

Daily travel choices shape congestion, parking demand, emissions and road safety. They also affect whether public transport and other sustainable services attract enough demand to remain viable.

Greater Geelong cannot support continued growth simply by building more roads and parking spaces. Small changes to when and how people travel can make a real difference, especially during peak periods and around schools, activity centres, major employment areas and events.

Some journeys offer clear opportunities for change. Around 28% of Greater Geelong residents live within five kilometres of their workplace, while another 25% live between five and ten kilometres away. With safe infrastructure and reliable services, walking, riding, e-bikes and public transport could provide practical alternatives for some of these trips.

School travel creates intense traffic and parking demand for short periods each day. Helping more children walk, ride, scoot or catch public transport can improve their health and independence while also reducing congestion and emissions around schools. It can also make local streets safer.

Programs alone cannot overcome unsafe infrastructure or inadequate services. People are more likely to change their travel habits when the alternatives feel safe, reliable, convenient, affordable and easy to understand. That means coordinating information, incentives and travel programs with better infrastructure, stronger services and effective parking management.

WHAT THE FUTURE LOOKS LIKE

Greater Geelong will manage travel demand to make better use of the existing transport network and support investment in sustainable transport.

The future approach will include:

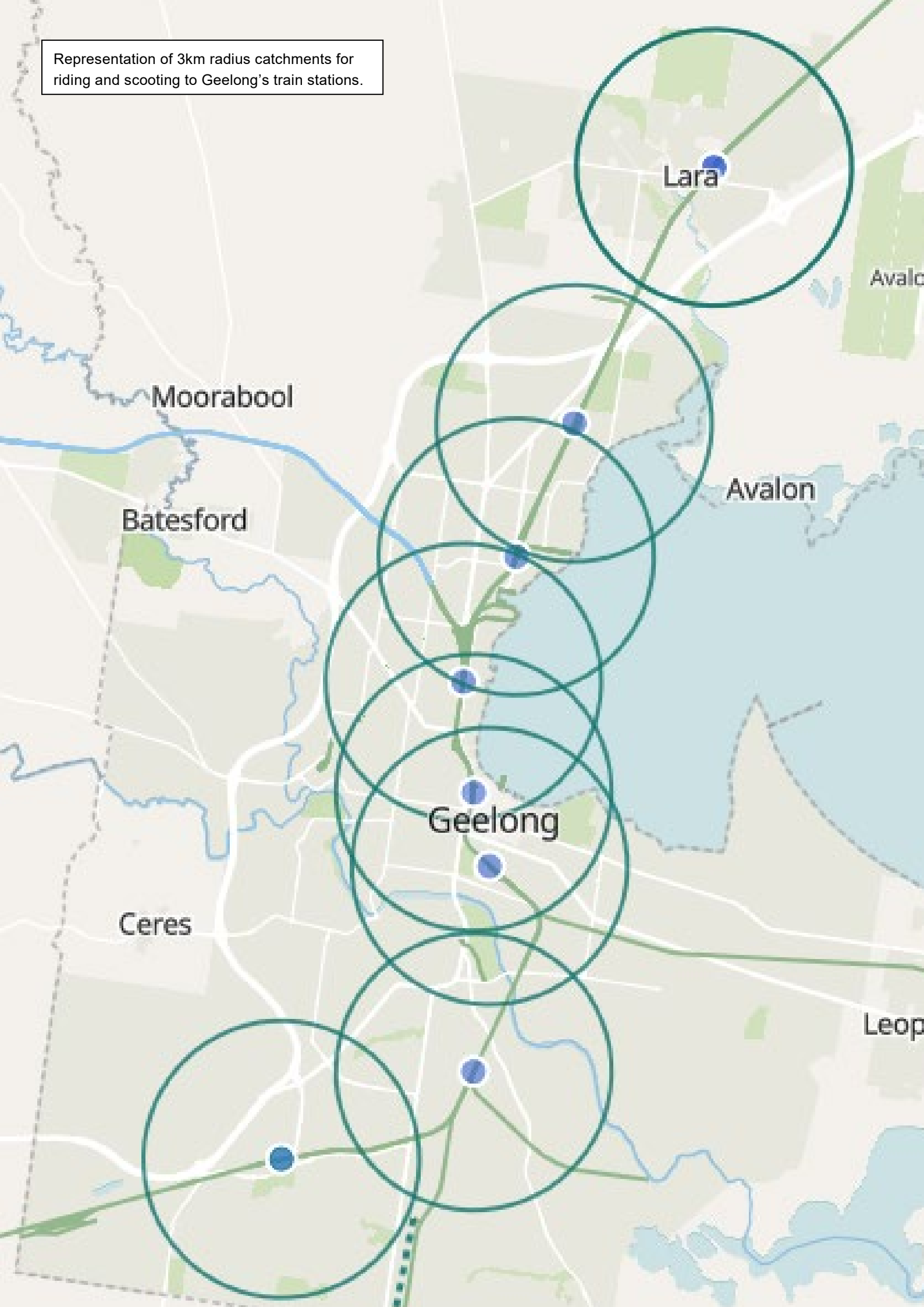
- Sustainable travel programs for schools.
- Travel plans for workplaces and major institutions.
- Clear information about walking, riding and public transport options.
- Incentives and trials that allow people to experience different ways of travelling.
- Flexible working, remote participation and off-peak travel where appropriate.
- Event transport plans that prioritise public and active transport.
- Parking policies that encourage efficient travel choices.
- Travel planning for new developments and communities.
- Targeted programs when new infrastructure or transport services begin operating.
- Data collection and evaluation to identify which measures create lasting change.

Different people have different needs. The goal is not to prevent necessary car journeys, but to make other options easier when they offer a practical choice.

Reducing discretionary car trips will free road and parking capacity for freight operators, trades, emergency services and people who need to drive.

We will lead by example. Our workforce, vehicle fleet, facilities, procurement and event planning will all support more efficient and sustainable travel.

Representation of 3km radius catchments for riding and scooting to Geelong's train stations.





75%

20%

Forty years ago, 75% of children walked or rode to school. Today, 1 in 5 children travel actively to school in Australia. Our vision is that at least 75% of children are doing so by 2050.

SECURE	MANAGE	ENABLE
Seek grants and partner funding.	Coordinate campaigns and travel programs.	Support school and workplace travel plans.
Obtain employer, school and university contributions.	Monitor participation and mode shift.	Help people trial walking, riding and public transport.
Link programs to funded infrastructure projects.	Target programs to locations with viable alternatives.	Normalise independent school travel and multimodal commuting.

Now	As We Grow	As Demand Matures
Focus behaviour-change programs on places where practical alternatives already exist or will soon become available.	Expand travel programs for schools, workplaces and major institutions as sustainable transport networks improve.	Make sustainable travel the usual choice for a substantial share of suitable everyday journeys.
Help people understand and try walking, riding, public transport and journeys that combine different forms of transport.	Coordinate travel programs with new services, infrastructure improvements and changes to parking.	Use more targeted demand-management measures to make the best use of road and parking capacity during peak periods.
Collect baseline data on travel behaviour and evaluate the results of each program.	Expand successful initiatives and stop measures that fail to create lasting change.	Make travel-behaviour programs an ongoing part of network management rather than running them as stand-alone campaigns.

Indicators
School travel mode share
Workplace travel mode share
Program participation
Sustained mode shift
Vehicle trips avoided
Household travel mode share
Council workforce travel

ROADS, STREETS AND ROAD SAFETY

THE OUTCOME WE SEEK

Greater Geelong needs a safe, efficient and resilient network of roads and streets that moves people and goods while creating accessible, attractive and liveable places.

We will treat road trauma as preventable. Each street's movement and place functions will guide how we plan and manage it, including the speeds we set and the safety measures we provide for every user.

WHY IT MATTERS

Roads and streets do much more than carry traffic. They connect communities, carry public transport and freight, and provide access to homes and businesses. Many also serve as public spaces where people walk, meet, shop and spend time.

Growth will bring more journeys and place greater pressure on the network. But road space is limited. Continually widening roads is expensive, disrupts surrounding communities and can attract even more traffic. A growing city will inevitably experience some congestion, so we must focus on maintaining reliable access, improving safety and using existing infrastructure more efficiently.

One approach will not suit every street. Arterial and connector roads carry larger volumes of people, goods and essential services. Local streets serve homes and neighbourhoods, and this is where lower speeds and safe community activity matter most. Main streets and activity centres perform several roles at once. They must support movement while also providing space for walking, business access, public transport and public life.

Safety will guide every decision. Vehicle speeds, street design and the separation of different users all affect the likelihood and severity of crashes. High speeds and difficult crossings create the greatest risks for children, older people, pedestrians, riders and people with disability.

WHAT THE FUTURE LOOKS LIKE

Greater Geelong will have a clear road and street hierarchy based on Movement and Place and Safe System principles.

The future network will include:

- arterial and connector roads that reliably carry public transport, freight and longer-distance traffic including completion of the Bellarine Link
- local streets that prioritise access, lower speeds and neighbourhood safety
- activity-centre streets that support walking, business, public life and essential vehicle access
- safer intersections and crossings
- self-explaining street designs that reinforce appropriate speeds
- quieter neighbourhoods protected from inappropriate through traffic
- reliable emergency, servicing and freight access
- streets that support the Urban Forest Strategy to achieve tree canopy cover targets along priority active transport routes
- infrastructure that is resilient to heat, flooding and climate change.

Road capacity will be targeted to locations where it is required to support planned growth, address safety risks or improve public transport and freight reliability. Existing roads and streets will otherwise be managed more effectively before expansion is considered.

Local Area Traffic Management may be used to reduce speeding and discourage through traffic while maintaining access for residents, visitors, deliveries and emergency services. Measures may include raised crossings, kerb extensions, traffic calming, one-way arrangements and filtered connections that retain direct access for walking and riding.

Street design and speed limits will respond to context. Lower-speed environments will be considered around schools, activity centres, local streets and other places with high pedestrian activity, while higher-order roads will retain speed environments appropriate to their movement role.

IMPACT SPEED (KM/H)

SURVIVAL RATE

 **30**



90%

 **40**



60%

 **50**



10%

A person hit by a car travelling at 30km/h has a **90%** chance of surviving. If they are hit at 40km/h, they have a **60%** chance of surviving. At 50km/h this drops to **10%** chance of surviving.



SECURE	MANAGE	ENABLE
Maintain a grant-ready project pipeline.	Manage speeds, traffic and street hierarchies.	Deliver safer crossings and complete streets.
Secure road-safety and renewal funding.	Allocate road space according to movement and place.	Give priority to efficient, space-saving modes.
Coordinate council and state corridor investment.	Maintain assets and address high-risk locations.	Preserve access for freight and essential car trips.

Now	As We Grow	As Demand Matures
Define the Movement and Place role of key streets and address locations with high safety risks.	Use existing road capacity more efficiently, giving greater priority to public transport, freight and high-capacity transport where appropriate.	Redesign mature corridors and activity centres to move more people safely within limited street space.
Protect essential road access while improving safety, crossings and local street environments.	Coordinate road renewals with improvements to walking, riding, public transport, accessibility, greening and public places.	Transform streets over time to reflect their mature roles in movement, access and public life.
Add road capacity selectively where planned growth, safety, freight or public transport requires it.	Manage congestion instead of trying to eliminate it everywhere by adding capacity for general traffic.	Maintain reliable access for essential traffic while shifting a greater share of journeys to more space-efficient transport.

Indicators
Fatal and serious injuries
Safe-speed compliance
Movement & Place implementation
Road renewal integration
Network reliability
Person throughput

PARKING AND KERBSIDE MANAGEMENT

THE OUTCOME WE SEEK

The City will manage parking and kerbside space as valuable public assets. These spaces must support access, local businesses, public transport and freight. They should also be managed in a way that keeps key places attractive.

Parking will remain available for the people and journeys that need it. At the same time, better management, clearer information and more sustainable travel options will reduce unnecessary car trips and limit the need for additional spaces.

WHY IT MATTERS

Parking helps people reach homes, workplaces, health care, shops, community facilities and local businesses. It matters particularly to people with disability, service and delivery workers, visitors from areas with limited transport choices, and anyone making an essential or time-sensitive journey.

But kerbside space is limited. It must accommodate many competing needs, including:

- Accessible parking.
- Loading and deliveries.
- Bus stops and public transport operations.
- Passenger pick-up and drop-off.
- Taxis and rideshare services.
- Bicycle and scooter parking.
- Electric vehicle charging.
- Trees, drainage and public space.
- Outdoor dining and local business activity

Adding more parking everywhere can encourage extra car trips, worsen congestion and consume land that could otherwise support homes, businesses or public spaces. New parking facilities also cost a great deal to build, especially when they require multistorey or other structured designs. We should use existing spaces more efficiently before building more.

Parking needs also change by location, user and time of day. Busy centres need convenient short-stay spaces with regular turnover, while longer-stay parking can often sit outside the areas experiencing the greatest demand.

Different places require different solutions. Residential neighbourhoods, coastal towns, railway stations, hospitals and activity centres each face their own access and parking pressures.

Parking management cannot operate in isolation. The City must coordinate it with better public transport and safer options for walking and riding, then introduce stronger controls gradually as practical alternatives become available.

WHAT THE FUTURE LOOKS LIKE

Greater Geelong will manage parking and kerbside space precinct by precinct, using evidence to respond to local conditions. A Greater Geelong Parking Management Policy will guide this work across the municipality.

The City will tailor parking controls to local land uses, demand and access needs instead of applying one approach everywhere. Reliable data on occupancy and turnover for different areas of Greater Geelong will guide changes to time limits, prices, permits and allocations for different users as part of ongoing Movement and Place assessments.

The future approach will include:

- Priority for safety, access for people with disability, public transport, loading and essential services.
- Convenient short-stay parking in commercial areas and activity centres.
- Longer-stay parking outside the most constrained locations.
- Better use of existing off-street and underused spaces.
- Shared parking between land uses that experience demand at different times.
- Clear information that helps people find suitable parking.
- Kerbside arrangements that can change by location or time of day.
- Parking requirements that reflect local access to sustainable transport.
- Gradual reuse of parking spaces when demand falls or more valuable uses emerge.

In high-demand precincts, the City will aim to keep enough spaces available so drivers can find parking without circling excessively. If availability remains consistently low, we may strengthen controls. Where many spaces regularly sit empty, we may simplify or relax controls.

The City will consider building new parking facilities only after assessing opportunities to manage existing spaces better, share the available supply and improve alternative transport options.

Precinct or peripheral parking may suit some locations. It can consolidate demand for longer stays, if walking routes, public transport or shuttle services connect the parking area with major destinations.

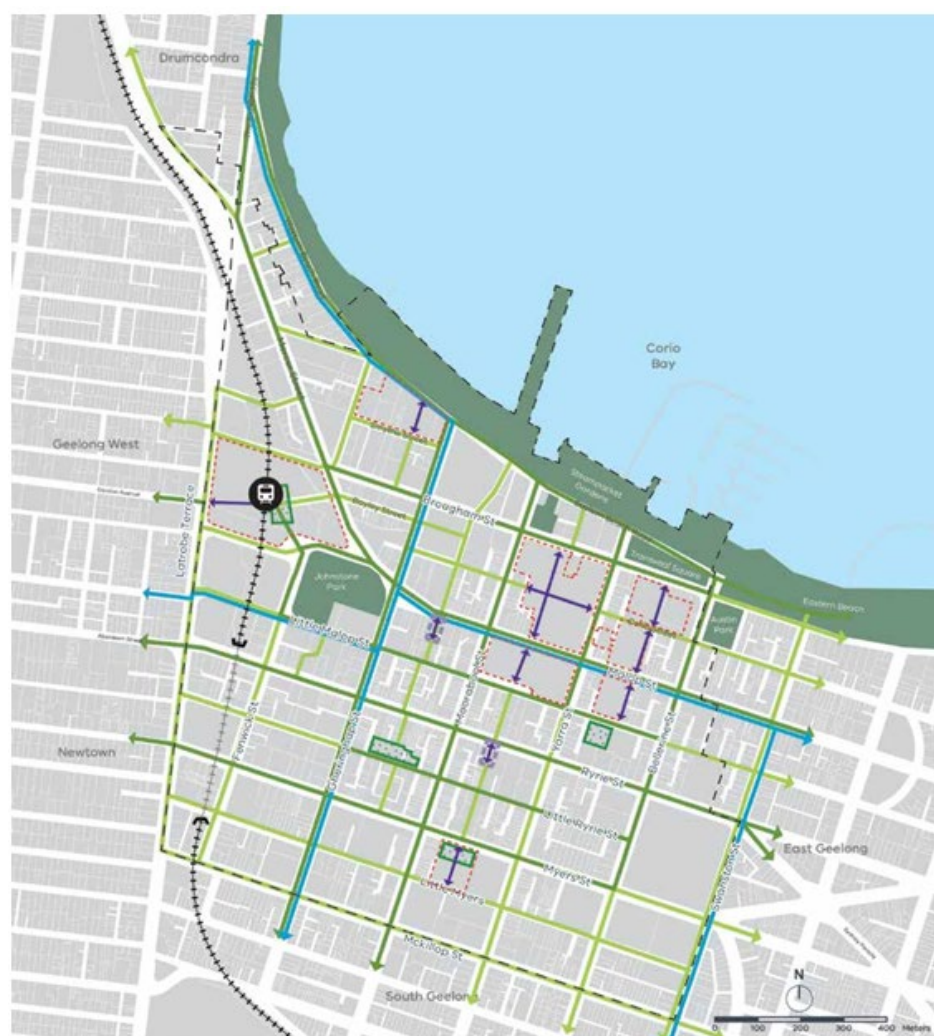


Figure 10 - Central Geelong Framework Plan Street hierarchy and active transport routes



SECURE	MANAGE	ENABLE
Reinvest parking revenue in local access improvements.	Price and regulate parking according to demand.	Prioritise accessible parking, loading and bus stops.
Use developer contributions strategically.	Allocate kerb space between competing users.	Provide bicycle, car-share and micromobility space.
Seek partners for charging and shared-mobility facilities.	Monitor occupancy, turnover and compliance.	Use parking policy to support lower car ownership and use.

Now	As We Grow	As Demand Matures
Build reliable data on parking supply, occupancy and turnover while prioritising essential access.	Strengthen time limits, pricing and allocations for different users where demand consistently approaches capacity.	Repurpose road and kerbside space over time when other uses provide greater public value than parking.
Use existing parking more efficiently before building additional spaces.	Set parking requirements that reflect local conditions and expand the shared use of existing spaces.	Reduce reliance on parking in highly accessible centres and corridors as other transport options mature.
Manage kerbside space to support accessible parking, loading, public transport and short-stay access.	Adjust kerbside allocations more flexibly between parking, loading, public transport, active travel and public-place functions.	Manage the kerb as flexible public space, directing it towards the uses that provide the greatest value as needs change.

Indicators
Parking occupancy
Turnover
Parking circulation time
Kerb allocation
Parking supply per resident/job
Sustainable accessibility versus parking provision
Revenue reinvestment

FREIGHT, SERVICING AND LOGISTICS

THE OUTCOME WE SEEK

A safe, efficient and resilient freight network that supports Greater Geelong's economy while minimising impacts on communities, centres and the environment.

Businesses, industrial precincts, the Port of Geelong and other major destinations will have reliable access to regional and national markets. Deliveries, waste collection and servicing will be managed so goods can reach their destinations safely without unnecessarily affecting local streets, public transport or public spaces.

WHY IT MATTERS

Freight and logistics are essential to Greater Geelong's economy and everyday life. Businesses and households depend on the reliable movement of food, materials, equipment, parcels and waste. The network also supports manufacturing, construction, agriculture, retail, tourism and the operation of the Port of Geelong, Avalon Airport and major industrial areas.

As population, housing and employment grow, the volume and variety of freight movements will increase. Construction in growth and renewal areas will generate additional heavy-vehicle movements, while online shopping and changing business practices will increase deliveries within residential neighbourhoods and activity centres.

Heavy vehicles require safe, direct and fit-for-purpose routes. Where strategic connections are incomplete, freight may travel through central Geelong, activity centres or residential streets, creating conflicts with people walking and riding, public transport, local access and place outcomes.

At the destination, freight depends on suitable loading areas, service lanes and access arrangements. Poorly located or occupied loading spaces can cause vehicles to circulate, stop illegally or obstruct traffic, footpaths and bicycle facilities.

We must consider freight at every scale, from regional gateways and industrial corridors to the final delivery at a home or business.

WHAT THE FUTURE LOOKS LIKE

Greater Geelong will have a clearly defined freight network connecting industrial and employment precincts, the Port of Geelong, Avalon Airport, activity centres and surrounding regions.

The future network will include:

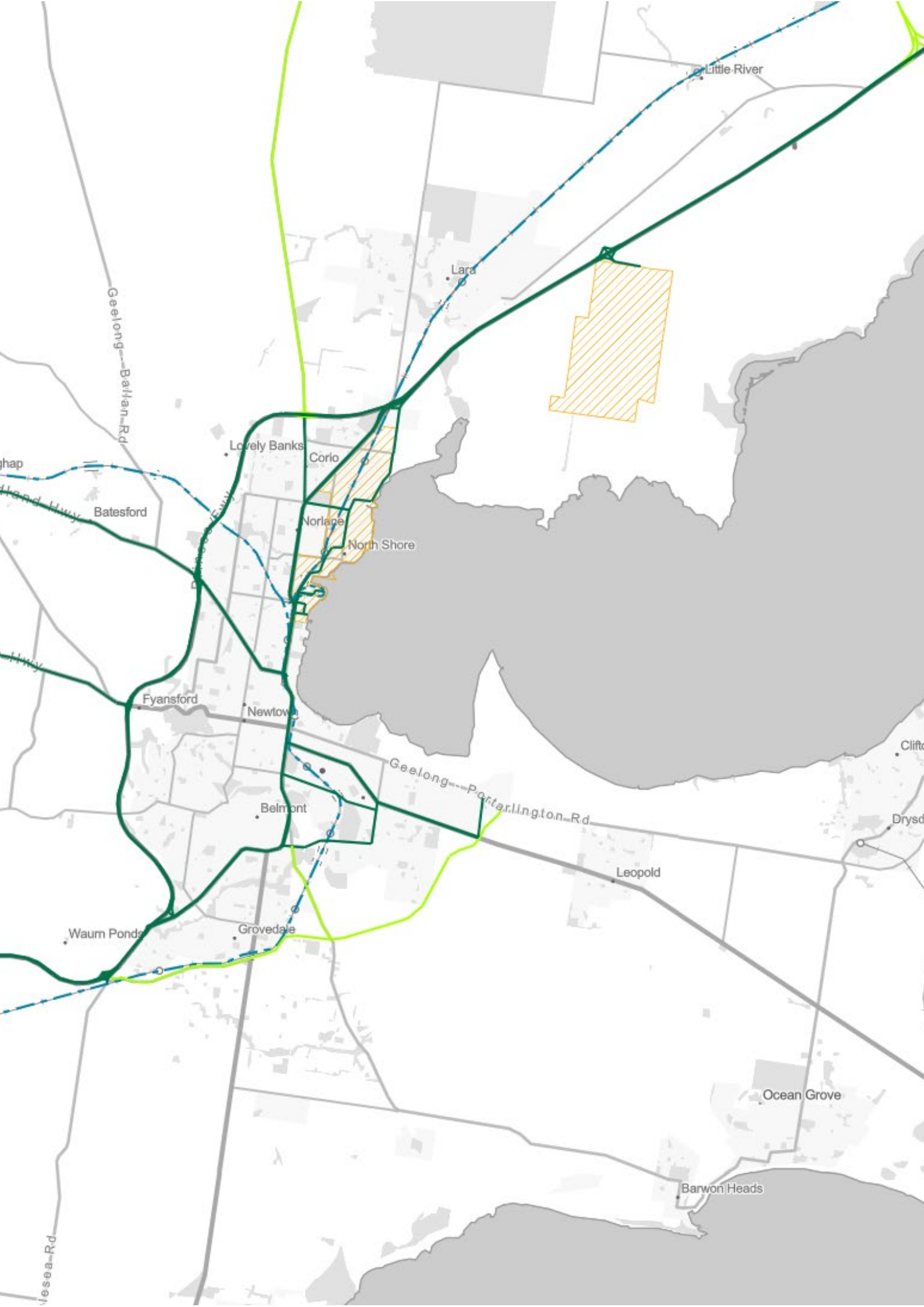
- safe and reliable strategic freight corridors
- direct connections between industrial areas, freight gateways and the regional road and rail networks
- appropriate access to current and future industrial land
- reduced unnecessary heavy-vehicle movement through central Geelong, activity centres and residential areas
- loading and servicing arrangements integrated into centres and new developments
- coordinated management of construction traffic and waste collection
- flexible kerbside space that supports deliveries at appropriate times
- increased use of low-emission vehicles and smaller delivery modes where suitable
- infrastructure and routes that are resilient to disruption and climate-related events.

The preferred freight network will direct heavy vehicles to roads suited to their size and function while maintaining the local access needed by businesses and communities.

The Bellarine Link will provide an important opportunity to improve east-west freight movement between the Geelong Ring Road and the Bellarine Peninsula and reduce unnecessary heavy-vehicle trips through central Geelong. Planning for this corridor should also support broader access, safety, public transport and environmental outcomes.

Land-use planning will protect industrial areas and freight corridors from incompatible development. New industrial, commercial and mixed-use development will provide safe and efficient loading, servicing, waste collection and vehicle access without compromising surrounding streets and public spaces.

In busy centres, smaller electric vehicles, cargo bicycles, parcel lockers and coordinated delivery arrangements may reduce congestion, emissions and pressure on loading areas.





SECURE	MANAGE	ENABLE
Protect strategic freight routes and industrial land.	Manage freight routes and loading zones.	Support consolidated deliveries and cargo bikes.
Secure investment in access and loading facilities.	Regulate delivery times and construction access.	Provide information on suitable routes and loading areas.
Coordinate infrastructure commitments with industry.	Resolve conflicts between servicing and other street users.	Encourage low-emission freight fleets.

Now	As We Grow	As Demand Matures
Protect strategic freight routes, industrial land and reliable access to loading areas.	Complete key freight connections and manage growing demand from deliveries and construction activity.	Maintain highly reliable freight access while reducing conflicts involving heavy vehicles in activity centres and sensitive areas.
Direct heavy vehicles onto suitable routes and address known freight bottlenecks.	Improve the management of loading areas and include servicing needs in plans for growing centres and new developments.	Expand consolidated, timed and lower-impact servicing arrangements where they are commercially viable.
Trial lower-impact options for last-kilometre deliveries.	Support greater use of smaller, low-emission vehicles for suitable urban deliveries.	Coordinate freight, servicing and kerbside space flexibly within mature centres.

Indicators
Freight travel-time reliability
Heavy-vehicle volumes on inappropriate routes
Loading utilisation
Freight-related safety
Strategic freight network completeness
Low-impact logistics uptake

INCLUSIVE, SHARED AND LOW-EMISSION MOBILITY

THE OUTCOME WE SEEK

A transport system that provides people of all ages, abilities, incomes and locations with safe, affordable and practical ways to travel.

Community transport, shared mobility and low-emission vehicles will complement walking, riding and public transport. This will help to close access gaps, reduce transport costs and support the transition to a lower-emission network.

WHY IT MATTERS

Not everyone can drive or use conventional public transport independently. Age, disability, health, income, caring responsibilities and where people live can affect their ability to reach employment, education, health care, shops and social activities.

These barriers are particularly significant for people living in areas with limited public transport, people travelling outside of peak periods and those requiring door-to-door assistance. Our growing and ageing population will increase the need for accessible, flexible and community-based transport.

Shared mobility can broaden travel choices without requiring every household to own multiple vehicles. Car share, bicycle and e-bike share, shared micromobility and demand-responsive services can help connect people to public transport and provide alternatives for occasional trips. However, these services must be safe, accessible, affordable and appropriately managed.

Private and commercial vehicles will continue to perform an important role, particularly where distances are long or alternatives are limited. Transitioning these vehicles to zero-emission technologies will reduce greenhouse gas emissions and improve air quality. This transition should complement efforts to reduce unnecessary car travel and shift more trips to walking, riding and public transport.

WHAT THE FUTURE LOOKS LIKE

Greater Geelong will have a more inclusive range of transport options tailored to different community needs.

The future mobility system will include:

- accessible streets, stops, vehicles and passenger information
- coordinated community transport for people unable to use conventional services
- flexible and demand-responsive services where fixed-route public transport cannot effectively meet demand
- accessible taxis, rideshare and passenger transport
- car share, bicycle share, e-bike share and other shared mobility options in suitable locations
- mobility hubs that connect public transport, shared mobility, bicycle parking, charging and passenger pick-up
- convenient low-emission travel options across urban, coastal and rural communities
- appropriately located electric vehicle charging
- increasing use of zero-emission council, public transport, commercial and shared fleets
- affordable access to mobility for people who do not own a vehicle or smartphone.

Shared mobility will be targeted to locations where it improves access or reduces private vehicle ownership. Services will be integrated with public transport rather than competing with walking, riding or high-capacity services.

Electric vehicle charging will be delivered through a mix of private, commercial and public provision. Our role will focus on addressing genuine network gaps, supporting equitable access and managing the use of public land and kerbside space.





SECURE	MANAGE	ENABLE
Attract accessibility and emissions-reduction grants.	Regulate shared mobility and charging locations.	Apply universal-access principles.
Establish partnerships with mobility providers.	Manage accessible parking and pick-up areas.	Expand car share, community transport and micromobility.
Secure charging and shared-mobility investment.	Set operator performance and data requirements.	Make sustainable travel practical across ages, incomes and abilities.

Now	As We Grow	As Demand Matures
Identify transport disadvantage and accessibility gaps, then improve community transport and accessible facilities.	Expand shared mobility and flexible transport where evidence shows they can close access gaps or reduce reliance on private vehicles.	Integrate shared, accessible and low-emission transport into a mature network of connected travel options.
Define the Council's role in electric vehicle charging, shared mobility and micromobility.	Create mobility hubs at activity centres and public transport nodes while improving accessibility across the entire journey.	Ensure people can access opportunities without having to own a private vehicle.
Prioritise universal access at public transport stops, crossings, parking areas and passenger facilities.	Help Council, shared and suitable commercial fleets move towards low-emission technologies.	Use targeted services and technology to close remaining accessibility and geographic gaps.

Indicators
Transport accessibility gap
Accessible infrastructure
Community transport
Shared mobility use
Households without vehicles
Council fleet emissions
Public charging accessibility

TWO-YEAR ACTION PLAN

#	Action	Goal	Role	Timeframe
Theme 1 Public Transport				
1.1	Develop a framework for prioritising public transport advocacy projects including long-term, transformational projects such as light rail and ferry network.	Secure	Deliver	1-2 yrs
1.2	Advocate for continued investment in Geelong's rail network so that it can become a key enabler of sustainable mode shift for both trips within the municipality, towards Melbourne and other regional centres.	Secure	Advocate	Ongoing
1.2.a	Advocate for the planning and delivery of a new rail line and station to connect Armstrong Creek Town Centre with Marshall station.	Secure	Advocate	Ongoing
1.2.b	Advocate for a rapid transit connection between Torquay and Geelong.	Secure	Advocate	Ongoing
1.2.c	Advocate for the reactivation of passenger rail services on the Geelong to Ballarat line via Bannockburn.	Secure	Advocate	Ongoing
1.2.d	Advocate for the reactivation of passenger rail services between Geelong and Werribee.	Secure	Advocate	Ongoing
1.2.e	Advocate for redevelopment of the Geelong Railway Station precinct.	Secure	Advocate	Ongoing
1.2.f	Advocate for planning and delivery of a rail link to Avalon Airport.	Secure	Advocate	Ongoing
1.3	Advocate for a bus network that is fast, frequent, fair and meets the needs of our growing community.	Secure	Advocate	Ongoing
1.4	Identify local roads and intersections that would be suitable for investigation of bus-priority measures.	Secure	Deliver, Partner	1-2 yrs
1.5	Deliver a prioritised bus stop and interchange accessibility program focused on high-use locations and communities with poor access.	Enable	Deliver	Ongoing
Theme 2 Land Use, Growth and Access				
2.1	Determine our preferred future transport network by conducting transport modelling to consider different scenarios for the transport network under certain conditions.	Secure	Deliver	1-2 yrs
2.2	Reserve and protect the Clever and Creative Corridor through the Northern and Western Geelong Growth Areas and advocate for its delivery as a high-frequency, high-capacity bus corridor.	Enable	Deliver	Ongoing
2.3	Develop a framework to understand the accessibility of public transport and active transport to urban renewal precincts.	Enable	Deliver	1-2 yrs
2.4	Advocate for the planning and delivery of key arterial roads to facilitate growth.	Secure	Advocate	Ongoing

#	Action	Goal	Role	Timeframe
Theme 3 Active Transport				
3.1	Identify and prioritise destination catchments and missing links in active transport networks.	Enable	Deliver	1-2 yrs
3.2	Develop a design pipeline of projects that support riding and scooting for everyday trips to take advantage of external funding sources.	Enable	Deliver, Partner	1-2 yrs
3.3	Deliver projects that support riding and scooting for everyday trips.	Enable	Deliver	Ongoing
3.4	Partner and advocate for external funding to deliver safe, connected and accessible active transport infrastructure on State-managed roads, major crossings and other priority active transport projects.	Secure	Partner, Advocate	Ongoing
Theme 4 Sustainable Travel Behaviours				
4.1	Deliver a wayfinding program for active and public transport networks connecting local destinations, stations, stops, schools and centres.	Enable	Deliver	1-2 yrs
4.2	Establish a municipality-wide sustainable travel-to-school program combining travel-behaviour data, safe-route assessments, education and prioritised local infrastructure improvements.	Enable	Deliver, Partner	Ongoing
4.3	Establish a workplace and institutional travel-planning program, including priority commuter-catchment mapping, ride-to-work initiatives and partnerships with major employers, hospitals, universities and schools.	Enable	Deliver, Partner	Ongoing
4.4	Introduce travel-plan requirements and guidance for major developments and destinations and deliver targeted behaviour-change campaigns when new services, active transport routes or parking changes are introduced.	Enable	Deliver	1-2 yrs
4.5	Develop a council staff travel plan covering commuting, business travel, flexible work, fleet use and sustainable-travel incentives.	Enable	Deliver	Ongoing
Theme 5 Roads, Streets and Road Safety				
5.1	Ensure GIS mapping of the transport network is accurate.	Manage	Deliver	1-2 yrs
5.2	Establish a Movement and Place classification vision for key roads and streets within the municipality.	Manage	Deliver	1-2 yrs
5.3	Seek funding and deliver the Safe System Network Plan	Manage	Deliver, Partner	Ongoing
5.4	Introduce a road and street renewal standard requiring every significant renewal project to assess opportunities for safety, accessibility, active transport, public transport, greening and public-realm improvements.	Enable	Deliver	1-2 yrs

#	Action	Goal	Role	Timeframe
5.5	Implement the mode prioritisation framework, movement and place framework and urban design framework across transport projects to deliver holistic outcomes for our community.	Enable	Deliver	Ongoing
Theme 6 Parking and Kerbside Management				
6.1	Develop a Greater Geelong Parking Management Policy.	Manage	Deliver	1-2 yrs
6.2	Manage off street parking and kerbside space with a precinct-based approach supported by GIS inventory of available space, kerbside user hierarchy and strategic pricing.	Manage	Deliver	Ongoing
6.3	Require that existing supply of parking and sustainable access is optimised before considering new structured parking.	Manage	Deliver	Ongoing
6.4	Establish a parking-revenue reinvestment policy supporting access, public transport, active transport, streets and public-realm improvements.	Enable	Deliver	1-2 yrs
6.5	Review planning controls and guidance to support shared parking, location-responsive parking provision and travel-demand management in accessible locations.	Secure	Deliver, Partner	1-2 yrs
Theme 7 Freight, Servicing and Logistics				
7.1	Advocate for upgrades to strategic freight routes and intersections.	Secure	Advocate	Ongoing
7.1.a	Advocate for the planning and delivery of all stages of the Bellarine Link	Secure	Advocate	Ongoing
7.1.b	Advocate for planning and delivery of infrastructure that supports a truck bypass for central Geelong.	Secure	Advocate	Ongoing
7.2	Trial lower-impact last-kilometre logistics, including shared loading facilities, parcel hubs, e-cargo bicycles and smaller low-emission delivery vehicles.	Enable	Partner	Ongoing
Theme 8 Inclusive, Shared and Low-Emission Mobility				
8.1	Review existing community transport provision, identify unmet needs and coordinate opportunities to expand or improve services.	Enable	Deliver, Partner	1-2 yrs
8.2	Prepare a shared mobility and micromobility framework and trial suitable mobility hubs, shared services, e-bike libraries and e-bike or e-cargo-bike initiatives.	Enable	Deliver, Partner	1-2 yrs
8.3	Prepare an electric vehicle charging strategy/framework/policy defining Council's role, site-selection principles, accessibility requirements and approach to public land.	Manage	Deliver	1-2 yrs

IMPLEMENTATION, MONITORING AND REPORTING

Implementation will be integrated with the City's planning, capital works and asset-renewal processes. Progress will be reported transparently, and priorities will be adjusted as Greater Geelong grows and new evidence, funding and partnership opportunities emerge.

TURNING THE STRATEGY INTO ACTION

The Integrated Transport Strategy establishes the long-term direction for transport and land-use planning across Greater Geelong. Its delivery will require coordinated action by the City, the Victorian and Australian governments, transport operators, developers, institutions, businesses and the community.

Not every action can be delivered at once. Actions will be prioritised according to need, impact, readiness, available funding and alignment with other projects.

PRIORITISING DELIVERY

Actions and projects will be assessed consistently to ensure resources are directed to the greatest community benefit.

A high-cost project will not automatically receive priority over lower-cost operational, safety or behaviour-change measures that may deliver earlier benefits.

Prioritisation will be influenced based on the factors in Figure 11.

GOVERNANCE AND RESPONSIBILITY

Implementation will require cooperation across council. Transport planning will be coordinated with land use, engineering, asset management, public realm, open space, economic development, community services, environment, finance and major-project delivery.

We will establish clear governance arrangements to:

- oversee delivery of the Action Plan
- coordinate projects across departments
- identify funding and partnership opportunities
- maintain alignment with the Council Plan and budget
- resolve competing movement and place priorities
- monitor risks, dependencies and delivery constraints
- coordinate advocacy to other levels of government
- review performance and recommend changes

Our role will vary by action:

- **Deliver:** The City directly funds, manages or delivers the action.
- **Partner:** The City works with other organisations to plan, fund or deliver the action.
- **Advocate:** The City seeks funding, services, infrastructure or policy change from another level of government.



Figure 11 - Factors influencing prioritisation

FUNDING AND DELIVERY PATHWAYS

Implementation will draw on a range of funding and delivery mechanisms, including those shown in Figure 12.

New infrastructure will be assessed for its ongoing operating, maintenance and renewal costs. External grants will not, on their own, justify projects that are inconsistent with strategic priorities or create unsustainable future liabilities.

We will maintain a pipeline of scoped and investment-ready projects so it can respond to funding opportunities without compromising strategic alignment.



Figure 12 - Funding and delivery mechanisms

MONITORING PERFORMANCE

Monitoring will occur at three levels:

Community and transport outcomes

These measures assess whether the transport system is becoming safer, more accessible and sustainable. Some of these measures will be assessed based on externally available data whilst others will be monitored by the City's ongoing data collection and advanced transport monitoring sensors. They include the measures listed in Figure 13.

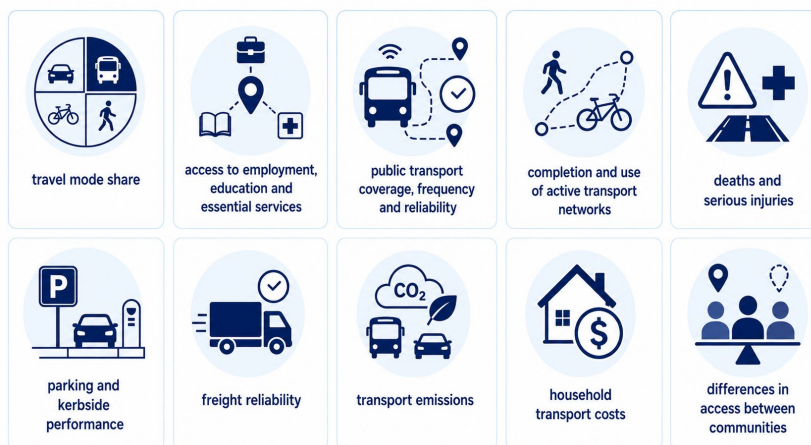


Figure 13 – Community and transport outcomes

Network and program performance

These measures assess the effectiveness of particular networks, services and programs. They include patronage, travel times, occupancy, asset condition, customer experience, participation and before-and-after project results.

Action-plan delivery

These measures assess whether the City and its partners are delivering their commitments and are shown in Figure 14.

Baselines will be established where reliable information is not currently available. Performance measures may be refined as our data capability improves.



Figure 14 - Action plan delivery

REPORTING

Progress will be reported through our integrated planning and reporting framework.

We will:

- track project, financial and delivery performance through normal corporate reporting processes
- review the Action Plan annually
- report publicly on progress against priority actions and indicators
- explain material delays, changes or actions that are no longer required
- identify new actions arising from growth, policy change, community needs or funding opportunities
- publish significant project evaluations and relevant transport data where appropriate.

Reporting will distinguish between matters directly controlled by the City and outcomes that also depend on government investment, transport operators, developers and community travel choices.

EVALUATION AND CONTINUOUS IMPROVEMENT

Major projects and programs will be evaluated across their lifecycle:

- **Before delivery:** establish the baseline, intended outcome and measure of success.
- **During planning and delivery:** monitor scope, cost, risk, engagement and emerging impacts.
- **After delivery:** assess whether the project achieved its intended transport, access, safety and place outcomes.

Pilot and temporary projects may be used to test changes before permanent investment. Successful approaches may be expanded, while measures that do not achieve their objectives will be modified or discontinued.

Monitoring will also inform decision points within the staged transition. Stronger parking management or road-space reallocation will generally progress where suitable public and active transport alternatives have been established. Where access remains inadequate, we will prioritise the infrastructure, services and advocacy needed to address the gap.

REVIEWING THE STRATEGY

The Strategy will remain a living document.

We will:

- review actions and priorities annually
- undertake a detailed review every four years, aligned with the Council Plan cycle
- update targets, baselines and priorities when significant new data becomes available
- review the Strategy earlier where major changes occur in population growth, land use, government policy, funding or transport technology
- undertake a comprehensive renewal before the end of the Strategy's ten-year horizon.

Community members, government agencies, transport operators and other stakeholders will continue to inform implementation and future reviews.

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