

GREATER GEELONG

# A CLEVER and CREATIVE FUTURE

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Draft 2nd edition (2021)



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





# CLEVER and CREATIVE

## CONTENTS

The community's vision	2.
Creating a vision	4.
Clever and creative	5.
Foundations for a clever and creative future	6.
Community aspirations	8.
The journey to a clever and creative future	28.
Thanking our partners	30.
Measures of success	31.

Artwork: Corio, Dr Jenny Murray-Jones

**Council acknowledges Wadawurrung  
Traditional Owners of this land and all  
Aboriginal and Torres Strait Islander  
People who are part of the Greater  
Geelong community today.**

# CREATING A VISION

From September 2016 to May 2017, over 16,000 people told us what they value about the Greater Geelong region.

They also rated it against recognised elements of a successful community and shared ideas about how to address challenges into the future. The result was a community-led blueprint for Greater Geelong that has guided the work of vision partners over the last four years.

In January 2021, we went back to our community and asked them whether the vision was still relevant – particularly in a post-COVID world. Using surveys, stakeholder submissions and deliberative engagement, we asked about gaps and opportunities in the current vision to help refine us our approach.



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



Overall, the feedback was that the existing clever and creative vision was still a good fit for our community, but there were some areas that needed more focus. These included:

- diversity and inclusion
- recognition of the Wadawurrung Traditional Owners
- safety
- accessibility and affordability of health services
- mental health
- environmental sustainability
- education opportunities
- helping the local economy adapt to change
- community connection
- affordable housing.

We've done our best to address these points in this second edition of the vision. To keep the vision relevant in a rapidly changing world, we anticipate we'll revisit it again in 2023.



# CLEVER and CREATIVE

## THE COMMUNITY'S VIEW OF OUR REGION'S CLEVER AND CREATIVE FUTURE

- Has business diversity that inspires a broad range of education and employment opportunities
- Attracts start-ups, innovative businesses and a can-do attitude
- Uses a variety of affordable technologies to provide universal digital access
- Makes travel between suburbs easier through a network of pedestrian and cycle paths
- Excites local and international visitors who are interested in events, festivals, landscapes and food
- Is designed to create an active street culture and vibrant public spaces
- Has a strong sense of community and uplifts its vulnerable community members
- Is designed around people and makes the best use of technology and sustainable living
- Is devoted to research and encourages economically viable, environmentally sound and socially responsible solutions to its challenges



- Has a global outlook and is connected to the world by technology
- Recognises the uniqueness and significance of its natural environments



# FOUNDATIONS FOR A CLEVER AND CREATIVE CITY-REGION

## A SNAPSHOT OF GREATER GEELONG'S EXISTING STRENGTHS

### ECONOMIC ASSETS

- Proximity to Western Victoria and Melbourne provides two-way access to markets and investment
- Established business associations, community groups and networks
- An emerging cluster of start-ups
- Capabilities in advanced manufacturing, industrial design and technology
- Scientific facilities and expertise in health and infectious diseases
- A growing population
- Strong leadership in education, healthcare, social insurance and social investment sectors
- Regional food production and agribusiness
- Exciting destinations that attract local and international visitors

### INFRASTRUCTURE

- A diverse range of education facilities
- Port, rail, airport and freight infrastructure
- Available commercial and industrial land
- Established sporting and cultural infrastructure
- A variety of relatively affordable housing options
- Established cultural and arts facilities

### NATURAL ASSETS

- A diverse and unique natural environment
- Networks of open space, reserves and parks
- Spectacular rural and coastal landscapes
- Internationally significant natural areas
- The city's location in relation to the bay and northerly aspect



# CLEVER and CREATIVE

## PEOPLE STRENGTHS

- A strong sense of community
- A diverse range of local community activities
- Resilient residents committed to the future of Greater Geelong
- A history of inventors, creators and innovation
- Contributions to arts and culture
- A broad range of creative industries
- Community service organisations supporting vulnerable residents

## SHORT-TERM PRIORITIES

- High-speed digital infrastructure
- Student and research precincts
- Vibrant public spaces
- Support for start-up initiatives
- Facilities to attract world-class events
- Collaborations addressing social and economic vulnerability
- United leadership and a global outlook





# COMMUNITY ASPIRATIONS

**This document is a guide for future councils, all levels of government, community organisations, businesses and anyone wanting to make a genuine contribution to our city-region.**

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

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





# CLEVER and CREATIVE

## CLEVER and CREATIVE

### SUCCESSFUL COMMUNITY ELEMENTS



CONNECTED



SUSTAINABLE  
AND RESILIENT



PROSPEROUS



CREATIVE



DESIGNED  
FOR PEOPLE

### COMMUNITY ASPIRATIONS



A prosperous economy  
that supports jobs and  
education opportunities.



A leader in  
developing and  
adopting technology.



Creativity  
drives culture.



A fast, reliable  
and connected  
transport network.



A destination  
that attracts local  
and international  
visitors.



People feel  
safe wherever  
they are.



An inclusive,  
diverse, healthy and  
socially connected  
community.



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



Development  
and implementation  
of sustainable  
solutions.









# A PROSPEROUS ECONOMY THAT SUPPORTS JOBS AND EDUCATION OPPORTUNITIES

## The Greater Geelong community values:

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

## Success will be achieved by:

- supporting local business resilience and recovery from the impacts of COVID-19
- urban and residential infrastructure to support economic growth, employment and lifestyle
- an open-minded approach and a willingness to take risks
- partnerships between educators and industry to ensure business skill needs are addressed, and people can adapt and learn
- a highly skilled and diverse workforce, which will be a competitive advantage for local business
- well-connected and diverse businesses that grow the local economy
- spaces and support for start-ups to interact and network.

## The measures of success are:

- the number of school leavers engaged in work or post-school study is higher than the Victorian average
- an increase in the amount of wealth generated by businesses, organisations and individuals working in the municipality
- Greater Geelong's workforce participation rate is higher than the Victorian average
- an increase in the diversity of businesses.



**MOST STRONGLY SUPPORTS PROSPERITY**







## A LEADER IN DEVELOPING AND ADOPTING TECHNOLOGY



### The Greater Geelong community values:

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

### Success will be achieved by:

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

### The measures of success are:

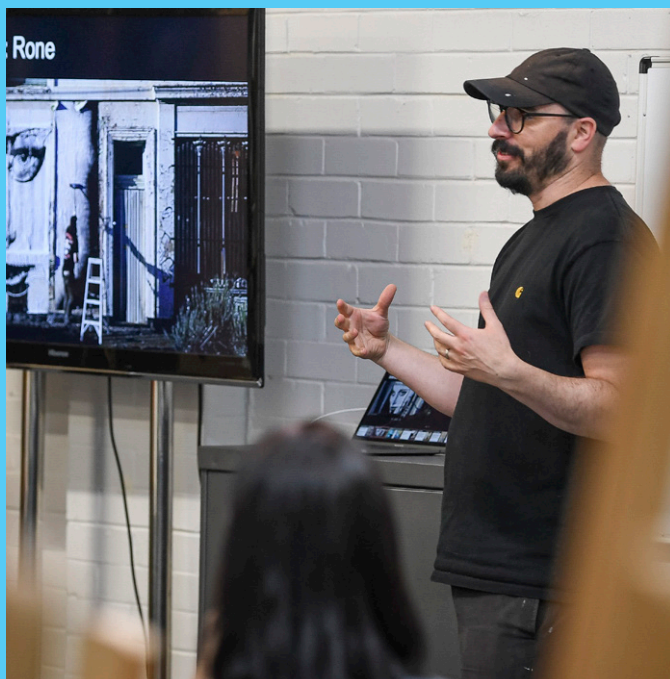
- a Digital Inclusive Index score (Access, Affordability and Digital Ability) greater than 70.



**MOST STRONGLY SUPPORTS CONNECTED**



## CREATIVITY DRIVES CULTURE

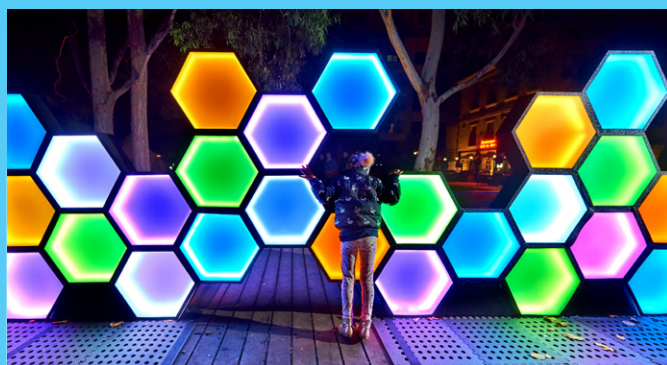


### Success will be achieved by:

- investment in a diverse range of local community festivals and events
- development of creative industries and a culture of creative design thinking
- attracting creatively oriented and artistic industries to the region
- creative re-use of heritage assets
- proactively celebrating and promoting our Wadawurrung culture.

### The Greater Geelong community values:

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



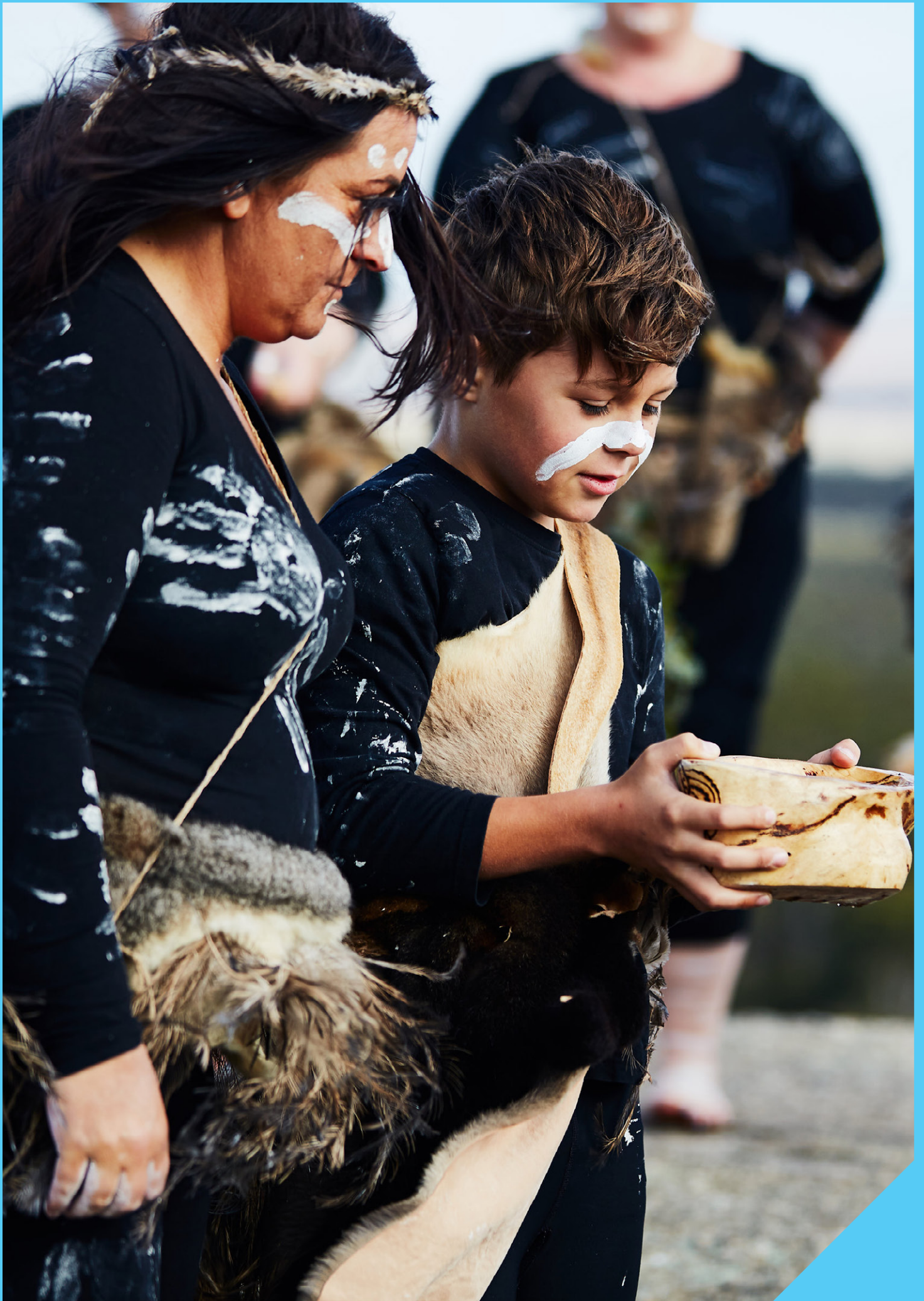
### The measures of success are:

- increase the percentage of the workforce employed in creative industries
- Greater Geelong rated in the top 200 of the Global Innovation Cities index.



**MOST STRONGLY SUPPORTS CREATIVITY**









## A FAST, RELIABLE AND CONNECTED TRANSPORT NETWORK



### The Greater Geelong community values:

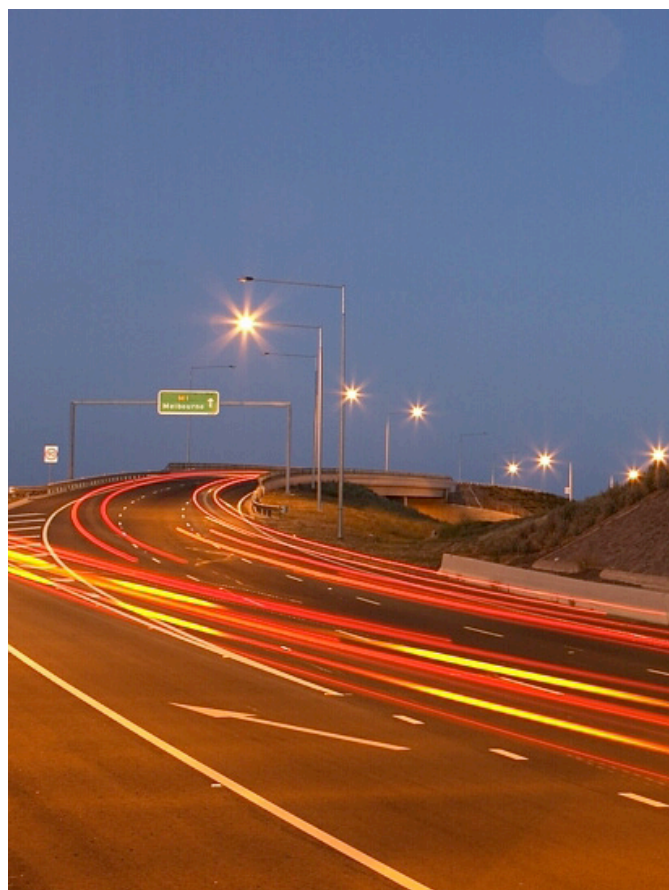
- sustainable, connected and networked walking, cycling and public transport services that allow all abilities access into and across the city-region
- fast access to Melbourne and other parts of Victoria.

### The measures of success are:

- being able to travel to Melbourne from Geelong within 30 minutes, and from the Bellarine Peninsula within 65 minutes, utilising a variety of travel options
- an international freight terminal and passenger airport within the city-region, connecting Greater Geelong to all Australian state capitals and Asia
- an increase in the percentage of residences with proximate (400m) access to regular public transport
- an increase in journeys to work made by public transport, walking or cycling.

### Success will be achieved by:

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



**MOST STRONGLY SUPPORTS CONNECTED**













# A DESTINATION THAT ATTRACTS LOCAL AND INTERNATIONAL VISITORS



## The Greater Geelong community values:

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

## The measures of success are:

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

## Success will be achieved by:

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



**MOST STRONGLY SUPPORTS PROSPERITY**









## PEOPLE FEEL SAFE WHEREVER THEY ARE

### The Greater Geelong community values:

- clean, safe and accessible public spaces for everyone
- feeling safe on the streets day and night
- safety and support for people experiencing family violence
- minimising the community impacts of alcohol and drug use
- resourced and responsive emergency services.



### The measures of success are:

- 95 per cent of residents agree that they feel safe in the area where they live
- crime statistics are 20 per cent below the state average
- a decrease in the number of reported incidents of family violence across Greater Geelong.



### Success will be achieved by:

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



**MOST STRONGLY SUPPORTS DESIGNED FOR PEOPLE**



## AN INCLUSIVE, DIVERSE, HEALTHY AND SOCIALLY CONNECTED COMMUNITY

### The Greater Geelong community values:

- access to quality, affordable health care including mental health services and specialists
- access to affordable and social housing
- a strong sense of community connection
- a diverse and inclusive community
- support for vulnerable community members
- access to quality education and employment opportunities for all.

### Success will be achieved by:

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

### The measures of success are:

- no Greater Geelong postcodes in the bottom 20 per cent of the Socio-Economic Indexes for Areas (SEIFA)
- workforce participation in the most vulnerable suburbs is higher than the state average across all age groups
- an increase in the proportion of adults who agree that multiculturalism makes life better in their suburb
- an increase in the proportion of adults that are a member of an organised group (sports, religious, school, professional, community or action group)
- an increase in the percentage of residents reporting their health and wellbeing as very good or excellent
- a decrease in the proportion of adults experiencing high or very high psychological distress.



**MOST STRONGLY SUPPORTS DESIGNED FOR PEOPLE**







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

## The Greater Geelong community values:

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



## Success will be achieved by:

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

## The measures of success are:

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



**MOST STRONGLY SUPPORTS SUSTAINABILITY**













# DEVELOPMENT AND IMPLEMENTATION OF SUSTAINABLE SOLUTIONS



## Success will be achieved by:

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

## The Greater Geelong community values:

- economically healthy and environmentally responsible businesses
- clean energy solutions
- attracting renewable energy industries to the region
- easy access to recycling
- pro-active, innovative and immediate responses to climate change
- the community adopting sustainable practices.



## The measures of success are:

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



**MOST STRONGLY SUPPORTS SUSTAINABILITY**



# THE JOURNEY TO A CLEVER AND CREATIVE FUTURE

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

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

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

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

In 2021, we carried out further community engagement to refine the vision and make sure it remained in line with community needs.

For more information about how the vision was developed, visit [www.geelongaustralia.com.au/clevercreative](http://www.geelongaustralia.com.au/clevercreative)



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

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

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

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







# THANKING OUR PARTNERS

The City of Greater Geelong thanks the following partners who have continued to provide invaluable advice and guidance in developing and implementing the community-led vision.

- Avalon Airport
- Barwon Health
- Barwon Regional Partnerships
- Committee for Geelong
- Deakin University
- Department of Environment, Land, Water and Planning
- Geelong Arts Centre
- Geelong Chamber of Commerce
- Geelong Manufacturing Council
- Geelong Sustainability
- Give Where You Live
- G21 Geelong Region Alliance
- The Gordon
- Tourism Greater Geelong and the Bellarine
- Wadawurrung Traditional Owners Aboriginal Corporation.

We would also like to thank the many other individuals, organisations and schools that helped shape the original vision in 2017, including:

- Tim Orton and Nous Group, who donated an immense amount of time and expertise to the delivery of the Our Future Assembly
- Bernie Kruger for his invaluable guidance in data science and analysis
- the 100 City of Greater Geelong employees who volunteered their time and expertise to the process.

Finally, and most importantly, we remain indebted to the 16,000 Greater Geelong people who contributed their ideas and enthusiasm in 2017 and 2021 and help put us on our clever and creative path.





# MEASURES OF SUCCESS

MEASURE	SOURCE
The number of school leavers engaged in work or post-school study is higher than the Victorian average	Census of Population and Housing, Australian Bureau of Statistics
An increase in the amount of wealth generated by businesses, organisations and individuals working in the municipality	National Institute of Economic and Industry Research (NEIR)
Greater Geelong's workforce participation rate is higher than the Victorian average	Census of Population and Housing, Australian Bureau of Statistics
An increase in the diversity of businesses	This will be achieved through a Business Diversity Index to be developed
A Digital Inclusive Index score greater than 70	The Australian Digital Inclusion Index Report, Roy Morgan Research, Swinburne Institute for Social Research Centre for Social Impact (Swinburne), Telstra
Increasing the percentage of the workforce employed in creative industries	Census of Population and Housing, Australian Bureau of Statistics
Greater Geelong rated in the top 200 of the Global Innovation Cities index	Innovation™ Cities Index, 2thinknow
Being able to travel to Melbourne from Geelong within 30 minutes, and from the Bellarine Peninsula within 65 minutes, utilising a variety of travel options	To be determined
An international freight terminal and passenger airport within the city-region, connecting Greater Geelong to all Australian state capitals and Asia	To be determined
An increase in the percentage of residences with proximate (400m) access to regular public transport	To be determined
An increase in journeys to work made by public transport, walking or cycling	Journey to Work, Australian Bureau of Statistics
The total number of visitors to the city-region increases by 2.1 per cent per annum	Tourism Greater Geelong and the Bellarine
Expenditure by visitors to the city-region increases by 3.8 per cent per annum	Tourism Greater Geelong and the Bellarine
International overnight visitors grow at a rate of 4.9 per cent per annum	Tourism Greater Geelong and the Bellarine
Domestic overnight visitors grow at a rate of 1.9 per cent per annum	Tourism Greater Geelong and the Bellarine
Tourism employment increases 1.6 per cent per annum	Tourism Greater Geelong and the Bellarine
95 per cent of residents agree that they feel safe in the area where they live	Geelong Preventative Health Survey, City of Greater Geelong
Crime statistics are 20 per cent below the state average	Victoria Police Crime Statistics, Crime Statistics Agency
A decrease in the number of reported incidents of family violence across Greater Geelong	Victoria Police Crime Statistics, Crime Statistics Agency
No Greater Geelong postcodes in the bottom 20 per cent of the Socio-Economic Indexes for Areas (SEIFA)	Census of Population and Housing, Australian Bureau of Statistics
Workforce participation in the most vulnerable suburbs is higher than the state average across all age groups	Census of Population and Housing, Australian Bureau of Statistics
An increase in the proportion of adults who agree that multiculturalism makes life better in their suburb	Geelong Preventative Health Survey, City of Greater Geelong
An increase proportion of adults that are a member of an organised group (sports, religious, school, professional, community or action group)	Geelong Preventative Health Survey, City of Greater Geelong
An increase in the percentage of residents reporting their health and wellbeing as very good or excellent	Geelong Preventative Health Survey, City of Greater Geelong
A decrease in the proportion of adults experiencing high or very high psychological distress	Geelong Preventative Health Survey, City of Greater Geelong
Suburban tree canopy is greater than 25 per cent	Urban Tree Strategy, City of Greater Geelong
An increase in the quantity of protected natural habitat	City of Greater Geelong
In urban areas, 95 per cent of dwellings are within 400m of public open space	City of Greater Geelong
No net loss of open space by suburb	City of Greater Geelong
10,000 people living in Central Geelong	Census of Population and Housing, Australian Bureau of Statistics
50 per cent of new housing construction to be conducted within existing urban areas	Settlement Strategy, City of Greater Geelong
Performing better than the Victorian average in solid and green waste diverted from landfill	Victorian Local Government Annual Waste Services Report, Sustainability Victoria
Greater Geelong being a carbon neutral city-region	To be determined
20 per cent of all water used in the municipality is sourced from alternative sources	To be determined



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#### CUSTOMER SERVICE CENTRE

100 Brougham Street  
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8.00am – 5.00pm

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