

THE CITY OF  
GREATER GEELONG

# COUNCIL PLAN 2018–22



UPDATE 2020–21  
DRAFT

PUTTING OUR COMMUNITY FIRST

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*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.*

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# MAYOR'S MESSAGE

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We enter the third year of our Council Plan still in the midst of a global crisis that has affected everyone in our community in some way.

Since the coronavirus and its impacts hit with full force in March, our attention has turned almost completely towards protecting the community's health and supporting those who need it as best we can.

There is no doubt that this is the right approach. In fact it is the only approach at a time like this.

The effect on our 2020-21 budget has been significant, and the flow-on is that we need to be realistic about what we can deliver during this third quarter of our four-year Council Plan.

That's not to say all 'big ticket' items are completely on hold. Council investment in important projects such as our shared trails network and community facilities will help generate much needed local employment and speed up our region's recovery.

This document outlines the actions across our 11 strategic focus areas that we intend to go ahead with, but we must bear in mind that we may need to shift our resources to where they are needed most.

Many of the projects in this plan transcend this crisis and have now become even more important to progress, such as the Sustainability Framework adopted by Council in early 2020. There is now a clear imperative for the Council and every department across the organisation to focus on setting our region up to be environmentally, financially and socially sustainable.

As we pass through this period of COVID-19 response and move towards a recovery phase, councillors and staff will do all we can to support our community, stimulate the economy and protect the local environment.

By working together we can get Greater Geelong back on the path towards the prosperous 'clever and creative' future we've all envisioned.



**Cr Stephanie Asher**

**Mayor, City of Greater Geelong**

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Geelong's 11 councillors**

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# OUR REGION

With a population of nearly 259,000 people, the City of Greater Geelong is Victoria's largest regional municipality.

Located 75 kilometres south west of Melbourne, the municipality covers an area of 1,252 km<sup>2</sup>, comprising suburban, coastal, and country areas. Greater Geelong is bounded by the Moorabool Shire in the north, Wyndham City Council and the Borough of Queenscliff in the east, Surf Coast Shire and Golden Plains Shire in the west, and Bass Strait to the south.



**258,934**  
2019 ESTIMATED  
RESIDENT  
POPULATION



**77.3%**  
OF HOMES HAVE  
AN INTERNET  
CONNECTION



**133 KM**  
OF COASTLINE



**18,850**  
BUSINESSES



**83%**  
OF WORKFORCE  
LIVE IN GREATER  
GEELONG



**1,300 HECTARES**  
PROTECTED  
NATURAL  
HABITAT



**2.41**  
AVERAGE  
HOUSEHOLD  
SIZE



**40**  
MEDIAN AGE



**16.2%**  
POPULATION  
BORN  
OVERSEAS



**2.66%**  
POPULATION  
GROWTH  
RATE (2018-19)



**6.4 MILLION**  
VISITORS TO  
THE REGION



**2,407**  
ABORIGINAL  
AND TORRES  
STRAIT  
ISLANDERS

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# ABOUT THE PLAN

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***Council Plan 2018–22 – Putting Our Community First* outlines how we will work towards making Greater Geelong a clever and creative city-region. It will guide the City of Greater Geelong’s resources to deliver infrastructure, services and programs to the community in a sustainable way.**

The 11 strategic priorities we will focus on for the next four years are:

- Improved health and safety of our community
- Informed social infrastructure and planning
- A more inclusive and diverse community
- Planned sustainable development
- Effective environmental management
- Vibrant arts and culture
- Integrated transport connections
- A thriving and sustainable economy
- Growing our tourism and events
- Innovative finances and technology
- Organisational leadership, strategy and governance

Our measures of success – how we intend to measure progress towards our strategic priorities – are divided into two groups: those that the City of Greater Geelong is accountable for, and municipal measures that we do not directly control but, together with our partners and the community, we seek to influence.

## WHAT HELPED TO SHAPE OUR PLAN?

There were many important information sources that helped shape the plan including:

- Our **11 councillors**, who bring local knowledge and views, by engaging closely with the communities they represent.
- ***Greater Geelong: A Clever and Creative Future***, the 30-year community vision for the municipality. Representing the voices of more than 16,000 community members, it features a series of community aspirations for achieving that vision.
  - 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
- Our ***Municipal Public Health and Wellbeing Plan***, which plays a crucial role in supporting the community to enjoy the highest standards of health, wellbeing and participation at every age, and aims for the greatest improvements among those who need it the most.

- Our **Social Equity Principles**, which guide all our activities, seeking to make services and facilities more equitable across Greater Geelong.
- Relevant legislation, government and social policies, including the **Victorian Public Health and Wellbeing Plan 2015–2019**, the **Victorian Infrastructure Plan** and **G21** plans and policies.

## HOW WE WILL DELIVER OUR PLAN

Our purpose and values guide how we work together as an organisation to achieve our Council Plan.

**Our purpose:** Working together for a thriving community.

### Our values:

- Respect and encourage each other
- Create a healthy and safe environment for all
- Embrace new ideas and better ways to work
- Make people the centre of our business.

### Our services:

Each year the City of Greater Geelong provides a large number of services and programs to our community. We also provide the infrastructure and facilities required to support these services. This Council Plan guides us in prioritising new initiatives and improvements to our services, and allows us to ensure resources are directed to areas where action is needed to achieve our Council Plan priorities. However, we cannot deliver this alone. Key to our success will be our ability to advocate to and collaborate with:

- state and federal governments
- other local governments, especially those in the G21 region
- peak bodies
- community groups
- local organisations
- businesses.

Each year we prepare an *Annual Action Plan and Budget* outlining the key initiatives to deliver our *Council Plan*. Progress is reported to the community quarterly and at the end of the financial year through our *Annual Report*.

## OUR COMMITMENT TO SUSTAINABILITY

Sustainability is the challenge of our time, both in a local and global context. To address it, we must consider the social, economic and environmental aspects of everything we do.

The City's Sustainability Framework that was developed in early 2020 provides the foundation to consolidate the City's current and future approach to addressing issues impacting sustainability and delivers a culture of sustainable practice across the organisation.

The purpose of the framework is to:

- Document the City's current sustainability plans, strategies and measurement approaches.
- Understand the issues, risks and opportunities for the City and ensure we are addressing the social, environmental, financial and governance impacts of our business sustainably.
- Identify a structure or hierarchy of sustainability priorities that reflects what matters most to the community and relevant stakeholders.
- Encourage and lead a culture of sustainability to be developed throughout the organisation and community.
- Articulate the City's response to priority issues, including objectives, targets and metrics.
- Ensure that any gaps in our approach to sustainability are identified and addressed.

The City will be delivering the actions within the Sustainability Framework through Council Plan.

# **OUR STRATEGIC PRIORITIES 2018–22**

**UPDATE 2020–21**



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# 1. IMPROVED HEALTH AND SAFETY OF OUR COMMUNITY

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**THE HEALTH AND SAFETY OF OUR COMMUNITY IS VITAL. WE WILL ADDRESS FAMILY VIOLENCE, HOMELESSNESS, FOOD SHORTAGES AND PUBLIC SAFETY.**

## **KEY PRIORITIES**

- Show leadership in gender equity, diversity and family violence prevention.
- Support local organisations that address homelessness, substance abuse, family violence and food security.
- Develop a housing policy to provide a range of social and affordable housing options.
- Improve safety in our community.
- Provide safer public spaces.
- Encourage responsible pet ownership.
- Promote healthy eating and support active living.
- Create healthy environments in children's settings.
- Work towards having the safest roads in Victoria.

## **MEASURES OF SUCCESS**

### **Municipal Measures of Success**

- 60 per cent of residents feel safe where they live.
- 60 per cent of adults rate their health as very good or excellent.
- 60 per cent of adults are sufficiently physically active.

### **City of Greater Geelong Measures of Success**

- 75 per cent of children enrolled participate in the Maternal and Child Health service.

## **OUR ACTIONS IN 2020–21**

- Implement actions in the *Ba-gurrk Gender Equity Framework*.
- Implement actions from the *Social Housing Plan 2020–2041*.
- Design and implement the *Mental Health Action Plan* to promote positive mental health outcomes.
- Support the establishment of an expanded Food Distribution Centre in the Geelong Region.
- Support the work of key partner agencies to address homelessness.
- Partner with key agencies to respond to emerging issues and community concerns regarding safety in public spaces.
- Continue to implement the *Domestic Animal Management Plan 2017–21*.
- Deliver the Healthier Eating and Active Living Program in partnership with other agencies across the G21 region.

- Deliver the Safer Travel in Local Streets Program in South Geelong and Norlane (*subject to final documents from DoT*).
- Update the City's *Road Safety Strategy* to reduce deaths and serious injuries on Geelong roads.
- Create and facilitate environments for all ages and abilities to engage in regular exercise.
- Provide support to vulnerable members of the community and support community recovery efforts in response to COVID-19.

## **RELATED PLANS**

- *Municipal Public Health and Wellbeing Plan 2018-2021*
- *Sustainability Framework*
- *Domestic Animal Management Plan*
- *Environment Strategy 2020–25*
- *Geelong Local Safety Committee Strategy*
- *Social Infrastructure Plan*
- *Mosquito Management Plan*
- *Municipal Emergency Management Plan*
- *Social Housing Plan 2020–2041*
- *Ba-gurrk Gender Equity Framework*
- *Geelong Road Safety Strategy*

## **LINKS TO CLEVER AND CREATIVE VISION:**

- People feel safe wherever they are
- An inclusive, diverse, healthy and socially connected community

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## 2. INFORMED SOCIAL INFRASTRUCTURE AND PLANNING

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**WE WILL STRIVE FOR SOCIAL EQUITY IN THE INFRASTRUCTURE AND SERVICES WE DELIVER FOR OUR COMMUNITY.**

### KEY PRIORITIES

- Provide more quality spaces that support active lifestyles.
- Support the growth of localised and regional sporting facilities.
- Deliver accessible and attractive community infrastructure, based on local and municipal community need.
- Maintain our public open space.

### MEASURES OF SUCCESS

#### City of Greater Geelong Measures of Success

- No net loss of public open space by suburb.
- 100 per cent of plans for key community infrastructure projects completed.

### OUR ACTIONS IN 2020–21

- Undertake detailed design for an outdoor pool to cater for the needs of a growing Bellarine community.
- Design new community infrastructure including the Barwon Heads Arts and Community Hub, Lara Family Hub and Library, the Jetty Road Children's and Community Hub and the Drysdale Integrated Children's Centre.
- Repurpose the early years centre at Eversley Street, Drysdale for community use.
- Develop a social infrastructure report for the *Armstrong Creek Town Centre Master Plan*.
- Upgrade lighting, facilities and change rooms at sporting reserves across the municipality including Barwon Heads, Grovedale, Geelong West, Herne Hill, Lara, Portarlington, North Shore and Thomson.
- Ensure planning approval and handover of new parks and reserves in growth areas and new subdivisions.
- Deliver the *Geelong Play Strategy* to provide well located, well designed, fun and accessible play spaces.
- Develop an inclusive and accessible play space at Rippleside Park (*subject to budget*).
- Review the *Barwon Heads Village Park Master Plan*.
- Endorse and commence implementation of the *Social Infrastructure Planning and Investment Policy* and *Social Infrastructure Plan*.

### RELATED PLANS

- *Sustainability Framework*
- *Asset management plans*
- *Social Infrastructure Plan*

- *G21 Regional Growth Plan*
- *Geelong Play Strategy*
- *Shared Trails Masterplan*

#### **LINKS TO CLEVER AND CREATIVE VISION:**

- An inclusive, diverse, healthy and socially connected community
- People feel safe wherever they are
- Sustainable development that supports population growth and protects the natural environment

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## 3. A MORE INCLUSIVE AND DIVERSE COMMUNITY

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**WE WANT TO RECOGNISE ALL MEMBERS OF THE GEELONG COMMUNITY AND NOT LEAVE ANYONE BEHIND.**

### KEY PRIORITIES

- Advocate for and help to achieve the priorities set by local Aboriginal people.
- Advocate for inclusive, multicultural activities and respect for cultural diversity.
- Support activities that improve social connections in our community.
- Promote gender equity and diversity in our sporting and leisure facilities, and programs.
- Facilitate employment programs for the communities that need it most, including young people.
- Improve access to facilities and programs for people of all abilities.
- Recognise our returned service men and women.
- Further develop programs that support older people and young people in our community.

### MEASURES OF SUCCESS

#### Municipal Measures of Success

- 60 per cent of adults definitely feel multiculturalism makes life better.
- 75 per cent of adults attending a local community event.
- 80 per cent of adults feel that they can get help from family, friends or neighbours when needed.

#### City of Greater Geelong Measures of Success

- More community facilities with gender-neutral and accessible toilets or change areas.

### OUR ACTIONS IN 2020–21

- Implement the *Reflect Reconciliation Action Plan 2020*.
- Develop the *Innovate Reconciliation Action Plan 2021*.
- Implement the second year of the *Multicultural Action Plan 2018–2022*.
- Invest in programs and facilities to support gender equity in sport.
- Develop and launch the *Positive Ageing Strategy*.
- Address social and economic development through the Vital Communities Program which improves social inclusion and workforce participation for local communities.
- Establish new and upgrade existing memorials and recognitions in Anakie and Norlane to honour returned service men and women.
- Continue to implement the *Access and Inclusion Plan 2018-2022*.

## **RELATED PLANS**

- *Sustainability Framework*
- *Municipal Public Health and Wellbeing Plan 2018–2021*
- *Reflect Reconciliation Action Plan 2020*
- *Multicultural Action Plan 2018–2022*
- *Municipal Early Years Plan 2018–2022*
- *Asset management plans*
- *Access and Inclusion Plan*
- *Social Infrastructure Plan*
- *Social Housing Plan 2020–41*
- *Ba-gurrk Gender Equity Framework*

## **LINKS TO CLEVER AND CREATIVE VISION:**

- People feel safe wherever they are
- An inclusive, diverse, healthy and socially connected community

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## 4. PLANNED SUSTAINABLE DEVELOPMENT

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**WE WILL USE SUSTAINABLE PRINCIPLES TO GUIDE DEVELOPMENT OF GROWTH AREAS AND HELP PROTECT OUR TOWNSHIPS.**

### **KEY PRIORITIES**

- Ensure housing supply, diversity and affordability meets the needs of our growing community.
- Facilitate opportunities for infill residential development.
- Continue to develop urban growth areas across the region.
- Manage the impact of development on the character of our townships.
- Improve the environmental performance of new developments using planning controls.
- Preserve nature reserves, rural and coastal environments.

### **MEASURES OF SUCCESS**

#### **City of Greater Geelong Measures of Success**

- More protected natural habitat that we manage.
- Planned 15 years of residential land supply.
- 40 per cent of new housing construction conducted within existing urban areas.
- 100 per cent of new large, City-owned buildings rated 5-star 'Green Star'.
- 100 per cent of new, small City-owned buildings with built environment sustainability scorecard or equivalent.
- Planning controls in place that require a mandatory sustainable design assessment of all new developments.

### **OUR ACTIONS IN 2020–21**

- Implement the City's *Settlement Strategy*, a plan to meet Geelong's housing needs through to 2036.
- Unlock barriers to investment in key development areas, urban renewal areas and station precincts.
- Prepare, review and update strategic plans for townships, precincts and places.
- Progress the *Municipal Heritage Strategy* in partnership with the Heritage Advisory Committee and related cultural strategies.
- Continue to progress delivery of the Armstrong Creek Urban Growth Area.
- Work with the Victorian Government to conserve the Bellarine Peninsula as a distinctive landscape area.
- Commence a precinct structure plan in each of the Northern and Western Geelong Growth Areas.
- Work with the Victorian Government to deliver the Geelong Growth Areas Transport Infrastructure Strategy.
- Work with Victorian Government and Barwon Water to deliver the Integrated Water Management Strategy for the Northern and Western Geelong Growth Areas.
- Work with the Australian and Victorian Governments to deliver the Biodiversity Conservation Strategy for the Northern and Western Geelong Growth Areas.

- Work with the Victorian Government to deliver an updated planning framework for Central Geelong.
- Review the recommendations of the Livestock and Information Exchange Feasibility Study with the Rural and Peri Urban Advisory Committee and provide recommendations to Council.

## **RELATED PLANS**

- *Sustainability Framework*
- *Municipal Strategic Statement*
- *Environment Strategy 2020–25*
- *G21 Regional Growth Plan*
- *Housing Diversity Strategy*
- *Social Housing Plan 2020-41*
- *Social Infrastructure Plan*
- *Settlement Strategy*
- *Rural Land Use Strategy*
- *Northern and Western Geelong Growth Areas Framework Plan*

## **LINKS TO CLEVER AND CREATIVE VISION:**

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



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# 5. EFFECTIVE ENVIRONMENTAL MANAGEMENT

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## WE WILL SHOW LEADERSHIP TO ADDRESS WASTE, CLIMATE CHANGE AND ENVIRONMENTAL CHALLENGES.

### KEY PRIORITIES

- Reduce our carbon footprint through the use of solar initiatives and other renewable energy options.
- Educate and assist our community to act on climate change, by reducing waste, emissions and water usage.
- Use sustainable materials to construct and renew roads, footpaths and street furniture.
- Progressively change standard street lights to LED lights, to help reduce carbon emissions.
- Construct a green organics facility.
- Commence Drysdale landfill rehabilitation.
- Plant more trees to green and cool our urban areas.
- Reduce single-use plastic across the region.
- Manage pests, plants and animals more effectively.
- Deliver biodiversity conservation programs.

### MEASURES OF SUCCESS

#### City of Greater Geelong Measures of Success

- 60 per cent of garbage, recyclables and green organics collected from kerbside bins diverted from landfill.
- Emissions reduced from street lights, buildings and vehicle fleet by 50 per cent, by 2020.
- Increased use of sustainable material in our asset construction and renewal.
- 16 per cent suburban tree canopy.
- More than 1,850 street trees planted per annum.

### OUR ACTIONS IN 2020–21

- Enhance our waste management by implementing the *Waste and Resource Recovery Strategy 2020–2030*.
- In partnership with key stakeholders implement the Victorian Government *Recycling Victoria Policy*.
- Introduce the *Wastewise Policy* to reduce waste at City events.
- Continue the hard waste collection services trial.
- Implement the *Stormwater Services Strategy 2020–30*.
- Increase the volume of materials processed at the Green Organics Composting Facility.
- Implement the *Environment Strategy 2020–25*.
- Continue to implement the *Urban Forest Strategy 2015–2025*.
- Generate community awareness and support community initiatives that enhance and protect our local environment.

## **RELATED PLANS**

- *Sustainability Framework*
- *Environment Strategy 2020–25*
- *Stormwater Services Strategy*
- *Urban Forest Strategy*
- *Climate Change Adaption Strategy*
- *Community Zero Carbon Action Plan*
- *Zero Carbon Emissions Strategy*
- *Waste and Resource Recovery Strategy*

## **LINKS TO CLEVER AND CREATIVE VISION:**

- Development and implementation of sustainable solutions
- Sustainable development that supports population growth and protects the natural environment

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## 6. VIBRANT ARTS AND CULTURE

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**WE TREASURE GEELONG'S CULTURE AND HERITAGE AND WILL HELP OUR CREATIVE COMMUNITY TO GROW.**

### KEY PRIORITIES

- Incorporate arts and cultural initiatives into infrastructure development, to enhance our sense of place.
- Recognise and share our heritage through storytelling.
- Recognise and celebrate Geelong's Aboriginal culture and history.
- Work with galleries and museums to improve our public art and heritage offering.
- Attract new and support existing creative industries.
- Deliver UNESCO City of Design creative outcomes.
- Work with the Geelong Regional Library Corporation to deliver efficient and effective services and programs.

### MEASURES OF SUCCESS

#### Municipal Geelong Measures of Success

- 20 per cent active library members in the municipality.
- Increased employment in creative occupations.

#### City of Greater Geelong Measures of Success

- Increased number of objects actively cared for within our arts and heritage collections.
- Increased access to cultural collections through on-line engagement.
- Maintain visitation to our key cultural facilities (National Wool Museum, Potato Shed, Geelong Gallery, Platform Arts – previously Courthouse Youth Arts, Geelong Library & Heritage Centre).

### OUR ACTIONS IN 2020–21

- Finalise and implement the *Osborne Park Precinct Master Plan* and business case.
- Adopt and implement the first year of the *Arts and Cultural Strategy*.
- Continue to support the implementation of *Armstrong Creek Public Art Strategy*.
- Identify public art and heritage opportunities across the region, including the new Civic Precinct development.
- Continue to develop the Connecting Memory digital stories app and Arts and Culture Trails app.
- Deliver Indigenous song writing mentorships and support the professional development of First Nations people through the Indigenous Trainee Program.
- Work with Wadawurrung to ensure Aboriginal culture, heritage and stories are presented.
- Deliver the Creative Communities Grants and establish the First Nations Heritage Grants.
- Endorse and implement the recommendations of the *Our Heritage, Our Collections* strategic report.
- Deliver Geelong After Dark 2021.
- Create a future vision plan for the National Wool Museum.

## **RELATED PLANS**

- *Sustainability Framework*
- *Connecting People, Place and Environment – A Public Art Strategy for the City of Greater Geelong*
- *Municipal Heritage Strategy*

## **LINKS TO CLEVER AND CREATIVE VISION:**

- Creativity drives culture
- A destination that attracts local and international visitors

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# 7. INTEGRATED TRANSPORT CONNECTIONS

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**OUR FOCUS WILL BE ON IMPROVING OUR PUBLIC AND ACTIVE TRANSPORT, AND BETTER CONNECTING OUR NETWORKS.**

## KEY PRIORITIES

- Support projects in the *G21 Region Road Transport Plan*.
- Work with VicRoads to deliver the *Transport Network Operating Plan*.
- Improve our road management and engagement program.
- Deliver better-connected walking, cycling and trail paths across our region.
- Advocate to improve rail, road and sea connections for our region.
- Work with government to improve freight connections to the Geelong Port.
- Support further international flights at Avalon.
- Support the redevelopment of the rail station precinct, including a modern bus terminal.
- Deliver the *Better Bike Connections* project.

## MEASURES OF SUCCESS

### City of Greater Geelong Measures of Success

- Increased kilometres of bicycle, walking paths and shared paths.
- Score of 60 for community satisfaction rating with sealed local roads.
- Renewal gap for road management reduced.

## OUR ACTIONS IN 2020–21

- Continue to seek input from the community on the planning and delivery of transport infrastructure.
- Implement planned council program of infrastructure upgrades including streets, roads and drains.
- Deliver actions in the *Shared Trails Masterplan*.
- Deliver the southern section of the *Better Bike Connections* program from Central Geelong to Highton.
- Upgrade and deliver new footpaths and cycling paths and focus on linkages between paths.
- Advocate on behalf of our residents to have access to safe, reliable and consistent transport including rail.

## RELATED PLANS

- *Sustainability Framework*
- *Integrated Comprehensive Transport Plan*
- *Principal Bicycle Network*
- *G21 Region Road Transport Plan*

- *Geelong Road Safety Strategy*
- *Greater Geelong Cycling Strategy*
- *Municipal Road Management Plan*

**LINKS TO CLEVER AND CREATIVE VISION:**

- A fast, reliable and connected transport network

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## 8. A THRIVING AND SUSTAINABLE ECONOMY

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**WE WILL CAPITALISE ON GEELONG'S INCREDIBLE ECONOMIC OPPORTUNITIES.**

### KEY PRIORITIES

- Continue to work with government to deliver projects that revitalise Central Geelong.
- Work with government to deliver City Deal projects.
- Use Geelong's UNESCO City of Design designation to secure economic development projects.
- Attract new investments to the region.
- Help to renew industrial precincts.
- Execute strategies for economic growth in the region's north.
- Support and promote across the region, local businesses, markets and products.

### MEASURES OF SUCCESS

#### Municipal Measures of Success

- More businesses within the municipality.

#### City of Greater Geelong Measures of Success

- 15 years of industrial land supply planned.

### OUR ACTIONS IN 2020–21

- Work with the Victorian Government to deliver the *Central Geelong Planning Framework Review*.
- Plan and prepare for the delivery of Revitalising Central Geelong projects funded through the Geelong City Deal.
- Develop and implement the UNESCO Framework Plan and continue to promote and deliver projects in support of the design designation.
- Coordinate the Geelong Defence Alliance to support Hanwha's Land400 Phase 3 bid to create an elite defence production facility in Geelong.
- Continue shopping centre streetscape renewal projects.
- Create opportunities to increase the number of start-up and entrepreneurial businesses in the region.
- Continue to deliver the Regional Industry Sector Employment program.
- Deliver the Small Business Festival to support existing and generate new small business owners.
- Support the recovery of businesses in the region following COVID-19 through the delivery of Geelong's Business Support Package.
- Deliver the *Cleantech Innovation Geelong Business Plan* to encourage and enable sustainable practice in local business and use of clean technologies.

## **RELATED PLANS**

- *Sustainability Framework*
- *Central Geelong Action Plan*
- *Sustainable Agribusiness Strategy for the G21 Region*
- *Retail Strategy*
- *Cleantech Innovation Geelong Business Plan*
- *Geelong City Deal Implementation Plan*

## **LINKS TO CLEVER AND CREATIVE VISION:**

- A prosperous economy that supports jobs and education opportunities
- A destination that attracts local and international visitors



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# 9. GROWING OUR TOURISM AND EVENTS

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**OUR TOURISM AND EVENTS OFFERING IS STRONG, BUT WE AIM TO GROW IT FURTHER.**

## KEY PRIORITIES

- Work with government to deliver City Deal tourism infrastructure projects, including the Convention and Exhibition Centre.
- Deliver the *Visitor Economy Strategy 2017–21* and the *Tourism Development Plan*.
- Build on the current events program and increasing cross-promotional opportunities.

## MEASURES OF SUCCESS

### Municipal Measures of Success

- 2.1 per cent annual increase in visitors.
- 3.8 per cent annual increase in expenditure by visitors.
- 4.9 per cent annual increase in international overnight visitors.
- 1.9 per cent annual increase in domestic overnight visitors.
- 1.6 per cent annual increase in tourism employment.

### City of Greater Geelong Measures of Success

- 30:1 return on investment of Geelong major events to the municipality.

## OUR ACTIONS IN 2020–21

- Work with Government to deliver City Deal tourism infrastructure projects.
- Support the Study Geelong initiative to attract international students to the region.
- Support Parks Victoria in the development of the *You Yangs and Serendip Sanctuary Master Plan*.
- Support and secure business events to the region via the activities of Business Events Geelong.
- Build the brand of Geelong and The Bellarine as a visitor destination to increase awareness, foster positive sentiment and grow visitor demand.
- Help the region reach its potential through the delivery of critical infrastructure through advocacy for tourism priority projects as outlined in the Tourism Development Plan.
- Attract and procure major events to the region.

## RELATED PLANS

- *Tourism Greater Geelong and The Bellarine – Visitor Economy Strategy 2017–21*
- *Tourism Greater Geelong and The Bellarine – Tourism Development Plan*
- *Geelong Major Events Strategy 2016–26*
- *Sustainability Framework*
- *Geelong City Deal Implementation Plan*

#### **LINKS TO CLEVER AND CREATIVE VISION:**

- A destination that attracts local and international visitors
- A prosperous economy that supports jobs and education opportunities

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# 10. INNOVATIVE FINANCES AND TECHNOLOGY

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**CLEVER AND SUSTAINABLE FINANCIAL MANAGEMENT, MATCHED WITH DIGITAL GROWTH, WILL ADVANCE OUR FUTURE.**

## KEY PRIORITIES

- Deliver smart technology solutions to areas such as street lighting, parking, waste management and children's services.
- Develop digital tools and technologies to improve service delivery and our customer experience.
- Increase free Wi-Fi in public spaces and community facilities.
- Deliver Smart Cities infrastructure using electronic data collection to better manage assets and resources.
- Attract more technology-focused businesses to our region.
- Examine our budget to fund future initiatives.
- Establish sustainable financial and infrastructure management systems for our future.

## MEASURES OF SUCCESS

### City of Greater Geelong Measures of Success

- Better Wi-Fi access in community facilities and public spaces.
- More online transactions with our customers.
- Less than 5 per cent budget variation (actual to budget).
- Increased revenue streams.

## OUR ACTIONS IN 2020–21

- Implement the first year of the LED Street Light and Smart Remote Controller Program.
- Implement an online booking and ticketing system for the City's facilities and assets.
- Implement the City's Digital Modernisation program to improve digital capability across the business to enrich the experience of our customers and employees.
- Continue the Asset Management Transformation program, including delivery of the *Asset Management Strategy*.
- Develop a strategic plan for the *Smart City* program, which uses technology and data to improve the lives of people in the community.
- Provide new Wi-Fi points at various locations across the municipality.
- Install enhanced broadband for Bellarine community facilities and schools in partnership with Deakin University and AARNet.
- Continue to review our internal processes and services to find and implement efficiencies.
- Implement the City's new risk management and reporting software solution.

## **RELATED PLANS**

- *Information and Communications Technology (ICT) Strategy*
- *Digital Geelong Strategy*
- *Social Infrastructure Plan*
- *Sustainability Framework*
- *Asset Management Strategy*

## **LINKS TO CLEVER AND CREATIVE VISION:**

- A leader in developing and adopting technology
- A prosperous economy that supports jobs and education opportunities

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# 11. ORGANISATIONAL LEADERSHIP, STRATEGY AND GOVERNANCE

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**WE WILL BE THE 'LEADING VOICE' OF THE COMMUNITY BY DELIVERING CONFIDENT GOVERNANCE AND STRATEGIC PLANNING.**

## **KEY PRIORITIES**

- Proactively manage our assets, including land holdings.
- Consolidate the City of Greater Geelong offices.
- Communicate and engage more effectively with the community, in areas of need.
- Continue to transform our workplace culture.
- Use data and analytics to make better decisions.
- Make our processes more effective and efficient.
- Increase state and federal funding for the region.
- Develop, promote and improve the City's brand.
- Lead major local organisations in collaborative projects.
- Use better communication to strengthen our strategic priorities.

## **MEASURES OF SUCCESS**

### **City of Greater Geelong Measures of Success**

- Score of greater than 70 for community satisfaction with overall council performance.
- Score of greater than 80 for community satisfaction with customer service.
- Score of greater than 60 for community satisfaction in decision-making.
- Score of greater than 60 for community satisfaction with community consultation (engagement).
- Score of greater than 70 for community satisfaction with overall council direction.
- Lost time injury frequency rate decreased.
- 70 per cent result for employee engagement.
- 80 per cent of employees agree they are satisfied with working for us.
- Positive media coverage increased.

## **OUR ACTIONS IN 2020–21**

- Embed the *Sustainability Framework* within organisational process, including use of Global Reporting Initiative (GRI) Standards as the City's sustainability reporting framework.
- Commence construction and build of the new Civic Precinct.
- Establish an Enterprise Project Management Office to support consistent and strategically planned project delivery across the organisation.
- Support the voice of the youth in the community by promoting and supporting the 2020 Junior Youth Council.

- Deliver the second year of the City's *Service Planning Program* and implement our *Service Review Framework* to ensure we are servicing and meeting existing and emerging needs of our community.
- Build the advocacy function to support the City to utilise and attract state and federal funding for the region.
- Understand the communication needs of our community by engaging a diverse range of community members (*subject to budget*).
- Set a baseline with brand awareness research.
- Develop a *Sales and Acquisitions Strategy*.
- Engage the community to attract a diverse and representative field of candidates for the 2020 Council General Election and meet the State Government's gender equity target.
- Mobilise the City's resources to enable delivery of organisational and community recovery following the COVID-19 pandemic.
- Deliver the Clever Together change program to ready our workforce for working in new ways.
- Deliver the Working Better Together Program to achieve a positive workplace culture.
- Deliver organisational changes in line with the new *Local Government Act 2020*.

## RELATED PLANS

- *Strategic Planning Framework*
- *Sustainability Framework*
- *Sales and Acquisitions Strategy*

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#### **CUSTOMER SERVICE CENTRE**

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