

Geelong Authority 10-Year Report

/ May 2026



Department
of Transport
and Planning



Revitalising
Central
Geelong

Acknowledgement of Country

We proudly acknowledge First Peoples throughout Victoria. We acknowledge their ongoing strength in practising the world's oldest living culture. We acknowledge the Traditional Owners' lands, waters and skies on which we live and work, and we pay our respects to Elders past and present.



Description of artwork

Aaron (Gunaikurnai) 'Movements Between the Five Clans' 2019, acrylic on canvas.

'The tracks are going between the five clans of the Gunaikurnai and the hands are the symbols of my spirit travelling around the campsites.'

This artwork was created through programs provided by the Torch. The Torch provides art, cultural and arts industry support to Indigenous offenders and ex-offenders in Victoria. The Torch aims to reduce the rate of re-offending by encouraging the exploration of identity and culture through art programs to define new pathways upon release.

Authorisation

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Chair's Foreword

For over a decade, the Geelong Authority has been a central and pivotal force for the strong and effective engagement between the Victorian Government, the Departments with responsibility for Central Geelong's urban renewal and the City of Greater Geelong.

With a direct line of communication and advisory function to the Victorian Minister for Planning, the voice of the Geelong Authority has been heard from Geelong to the Victorian Parliament. This role has ensured that the interests of business and the community are reflected in debate, planning, funding and the execution of projects.

The Geelong Authority has held a leadership role in driving the vision and strategic focus for many major milestones in Central Geelong over the past 10 years, has supported current and future Moolap initiatives and with an expanded scope since 2025, is now lending its expertise to provide advice to the Minister for increasing housing opportunities across the Region.

The Geelong Authority has engaged in a central role in the creation and execution of the Revitalising Central Geelong Action Plan (2016) and the Central Geelong Framework Plan (2023), during which time over \$1.4 billion of Government funding and \$615 million of private investment as well as employment, education and tourism initiatives have been invested in Central Geelong.

Major projects in Central Geelong have been made possible in part due to the Geelong Authority's strategic vision, capacity to bring parties together and to advise the Minister for Planning on what matters most for Central Geelong. These include the Geelong Arts Centre, Nyaal Banyul Geelong Convention and Event Centre, the Victorian Sailing School and the Wangim Walk Wave Attenuator, the commencement of the Green Spine and the Johnstone Park revitalisation alongside the addition of 726 new hotel rooms and 703 apartments, and office space for businesses that provide jobs and services in Central Geelong.

The Geelong Authority is also proud of the role it has played in supporting the development of the Wadawurrung Urban Design Guidelines and the recognition of First Nations history and stories across Central Geelong.

Current and previous Geelong Authority members and Department representatives are proud and honoured to have been part of the Geelong Authority's decade of service to Central Geelong and for the people of the Geelong Region.



Diana Taylor AM
Chair, Geelong Authority

Djilang is Wadawurrung Country

Djilang is the Wadawurrung word for Geelong. It means a tongue of land where water flows from the mountains into the bay. Central Geelong is located on the lands and waters of the Wadawurrung People.

At the time of contact, the Wadawurrung People were living on Country comprising over 1.8 million hectares of ocean and bay coasts, volcanic plains grasslands and wetlands and the woodlands of the Otway Ranges and the Great Dividing Range.

Today, the Traditional Owners are represented by the Wadawurrung Traditional Owners Aboriginal Corporation, known as Wadawurrung, which is the Registered Aboriginal Party.

The Wadawurrung People have and continue to make an integral cultural, social, environmental, economic and spiritual contribution to the story and identity of Central Geelong. They have a keen interest in continuing to care for their Country, and in ensuring respectful and high-quality place making outcomes.

Executive Summary

The Geelong Authority was established in November 2015 to provide independent planning advice to the Minister for Planning on development proposals and strategic matters affecting Central Geelong. The Authority was created to help streamline decision-making, facilitate investment, and implement the Government's city-shaping agenda.

In 2016, the Victorian Government released the Revitalising Central Geelong Action Plan, setting a long-term vision to transform Central Geelong into a vibrant, mixed-use second capital city for Victoria. The Action Plan has since evolved into the Central Geelong Framework Plan: A Plan for the Heart of Djilang (2023), which provides the primary statutory and strategic framework for development in the city centre to support approximately 60,000 jobs and 16,000 residents by 2050.

The 2023 Framework Plan has embedded updated land use, built form, heritage, and public realm guidance into the Greater Geelong Planning Scheme, providing greater certainty for investors and clearer expectations regarding height, design quality, and streetscape activation. The Framework Plan identifies a series of actions to give effect to its objectives, that continue to inform prioritisation across government.

The public investment of over \$1.4 billion into world class public facilities, public realm and urban activation has been driven by the Geelong Authority's local knowledge and industry expertise. The result has been a dramatic uplift in the quality of the public realm, an increase in the working and residential population, and the ability to host world class events significantly increasing the visitor population.

This uplift, further supported by the guidance of the Framework Plan, has incentivised private sector development driving improved quantity and quality of major planning permit applications considered by the Geelong Authority prior to a decision by the Minister for Planning.

Since 2015, the Geelong Authority has reviewed and advised on 34 major development proposals in the CBD, including residential towers, commercial office buildings, and mixed-use projects. This advisory role has supported increased private sector confidence and facilitated \$411 million in construction activity in Central Geelong over the last 10 years, with a further \$799.5 million currently in construction and a pipeline of approved works of \$799.3 million.

Delivering on revitalisation projects has taken co-ordinated effort between the Victorian Government, the Departments (with responsibility for Central Geelong's urban renewal), the City of Greater Geelong and a partnership with Wadawurrung Traditional Owners. This co-ordination is known as the Revitalising Central Geelong (RCG) Partnership and has been a strong governance model helping attract federal funding through the Geelong City Deal.

As a direct line of communication and advisory function to the Victorian Minister for Planning, the voice of the Geelong Authority has been heard by both the Victorian and Commonwealth Government's. This role has ensured that the interests of business and community stakeholders have been heard in debate, planning, funding and the execution of projects.

Central Geelong continues to be strengthened as a regional employment and cultural hub and while further work remains, particularly in phased uplifts of public transport and redevelopment of key sites the foundations for long-term transformation of Central Geelong are now embedded in planning controls, infrastructure commitments, and institutional partnerships extending to 2050.



In 10 short years the Geelong Authority have been there to advocate, advise and see to fruition significant progress in Central Geelong:

Jobs



2,900

Additional jobs in Central Geelong by March 2026



900

City of Greater Geelong Civic Centre



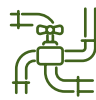
300

GMHBA



300

ABS – National Data Acquisition Centre



300

Barwon Water



600

NDIS



500

Worksafe

Residential apartments



703

New apartments

Visitor numbers



726

New hotel rooms in Central Geelong



60%

Increase in event visitors 2015-2025



58%

Increase in domestic visitor nights



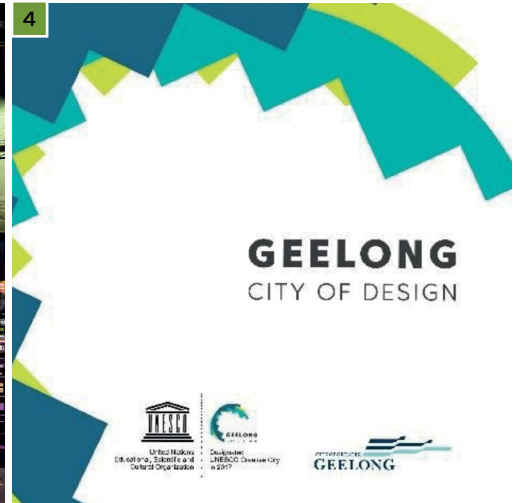
148%

Increase in international visitors

Delivering on the Central Geelong Framework Plan themes

A Vibrant City Life

1. Denny's Place Laneway breakthrough. 2. Malop Street public space. 3. Little Malop Street Laneways. 4. UNESCO City of Design.



Getting Around with Ease

1. Malop Street Green Spine. 2. Market Street Laneway breakthrough.



Thriving Economy and Job Creation

1. Geelong Port. 2. Geelong City Market. 3. Geelong Skyline. 4. Nyaal Banyul Construction.



A Connection to Place

1. Geelong Arts Centre. 2. Nyaal Banyul Forecourt Geelong. 3. Arts and Culture Precinct. 4. Central Geelong Framework Plan.



LEGEND

- Activity Centre Zone Extent
- Excluded from ACZ
- Existing Open Space
- Railway line and station
- Major bus interchange
- Ferry

Precincts

- Bayview Village
- Cultural
- Health
- Knowledge & Enterprise
- Retail Core
- Station
- Waterfront
- West Village
- York

- Strategic Development Sites
- Landmark Buildings
- Hospital
- Education
- Art and Culture
- Future Open Space
- Green Spine
- Future Green Spine
- Key View - Internal
- Key View - External

1. Purpose of the 10-Year Report

1.1 Introduction

The Geelong Authority (the GA) has prepared this report to the Minister for Planning ('the Minister') in accordance with their terms of reference (TOR). The TOR require that during its term the GA provide to the Minister, before 30 March 2026, a report on the contribution of the GA from its inception in 2015, including related planning and development outcomes.

Section 3.7 of the TOR requires the report to include outcomes related to:

- 3.7.1 the establishment, support arrangements, membership and function of the Committee
- 3.7.2 the preparation and implementation of the Revitalising Central Geelong Action Plan (2016) and the Central Geelong Framework Plan (2023)
- 3.7.3 the quantum and examples of the private and public investments in Central Geelong
- 3.7.4 key stakeholder relationship management, engagement and advocacy
- 3.7.5 planning permits value and delivery outcomes
- 3.7.6 a list of strategies, studies and plans prepared during this time relating to Central Geelong
- 3.7.7 other initiatives related to the Revitalising Central Geelong and its partnership arrangements.

1.2 Background

The Minister established the GA as a ministerial advisory committee under section 151(1) of the *Planning and Environment Act 1987*. The GA's purpose is to provide expert advice and practical ideas to the Minister on a range of issues, including investment attraction, major planning applications, and to bring together a range of projects that would drive urban renewal and open space improvement in Geelong's city centre.

In 2015, the Minister, with the advice of the GA and relevant state government departments, developed a list of priority projects for Central Geelong that would provide focus for structural, physical and policy changes necessary to attract private sector investment and stimulate growth. The Victorian State Government subsequently released the *Revitalising Central Geelong Action Plan* ('the Action Plan') in July 2016. The Action Plan outlines significant planning tasks and major land use development projects under six key moves, catalyst projects with the following expected outcomes:

Planning for Growth

A supportive environment that attracts private-sector investment.

Stronger CBD

High quality developments that increase the number of people working in Central Geelong.

Inhabiting the City

An active city that is a great place to live.

Smart City

A stronger integration and a greater diversity of health, education and cultural land uses.

Getting Around

Geelong Station precinct is a major arrival point and activity hub.

Green Spine

A landmark linear park connecting the Geelong Station precinct and Eastern Park – creating a focal point for new development.



In February 2023 the Victorian State Government released the *Central Geelong Framework Plan - A Plan for the heart of Djilang (2023)* ('the Framework Plan') taking the Action Plan forward and outlining a 30-year vision to grow Geelong's CBD with 16,000 residents and 60,000 jobs by 2050. The Framework Plan provides direction on land use, built form and urban design controls, enhancing public spaces, and improving transport creating the blueprint for a vibrant, well-designed city centre through collaboration and strategic investment. The Framework Plan is structured around four key objectives:

- A thriving economy and job creation.
- A connection to place.
- Getting around with ease.
- A vibrant city life.

The Framework Plan contains statutory and non-statutory actions necessary to implement the vision, objectives and strategies in it. The actions in the Framework Plan come with general timeframes and nominate lead and partner agencies from the Revitalising Central Geelong (RCG) Partnership. The RCG Partnership will be responsible for oversight delivery of the non-statutory planning actions in the Framework Plan, and the Minister for Planning will continue to monitor its implementation with the support of the Geelong Authority.

These two plans have guided the work of the GA.

2. Committee Terms of Reference (TOR) outcomes achieved and performance against objectives

2.1 The establishment, support arrangements, membership and function of the Committee (TOR section 3.7.1)

2.1.1 The establishment of the Geelong Authority

The GA was first established with Terms of Reference (TOR) dated 8 September 2015.

The TOR have since been updated several times, and the current version aligns with their fifth term of appointment until 30 June 2026.

The current TOR and previous examples are listed below:

- 30 August 2016 to expand functions and strengthen governance arrangements.
- 31 August 2018 updating the Committee's tenure until 1 September 2021.
- 1 September 2021 updating the Committee's tenure until 30 November 2021.
- 18 November 2021 extending tenure of the Committee until 8 September 2025.

2.1.2 Support arrangements for the Geelong Authority (Action Plan governance)

With the release of the Action Plan in 2016, relevant Victorian State Government departments, agencies and the City of Greater Geelong committed to the Revitalising Central Geelong Partnership (the Partnership), including establishing a Steering Committee to guide dedicated officers focused on the delivery of the Action Plan and subsequently the Framework Plan. The Steering Committee includes the GA Chair and operates under a project management framework as a forum for collaboration and to provide project program level direction.

The Department of Transport and Planning¹, as the responsible department to the Minister, provides secretariat support to the GA, chairs the Steering Committee, and reports to the Minister on progress and the necessary resourcing requirements. Figure 1 outlines the governance structure and includes the members of the Partnership.

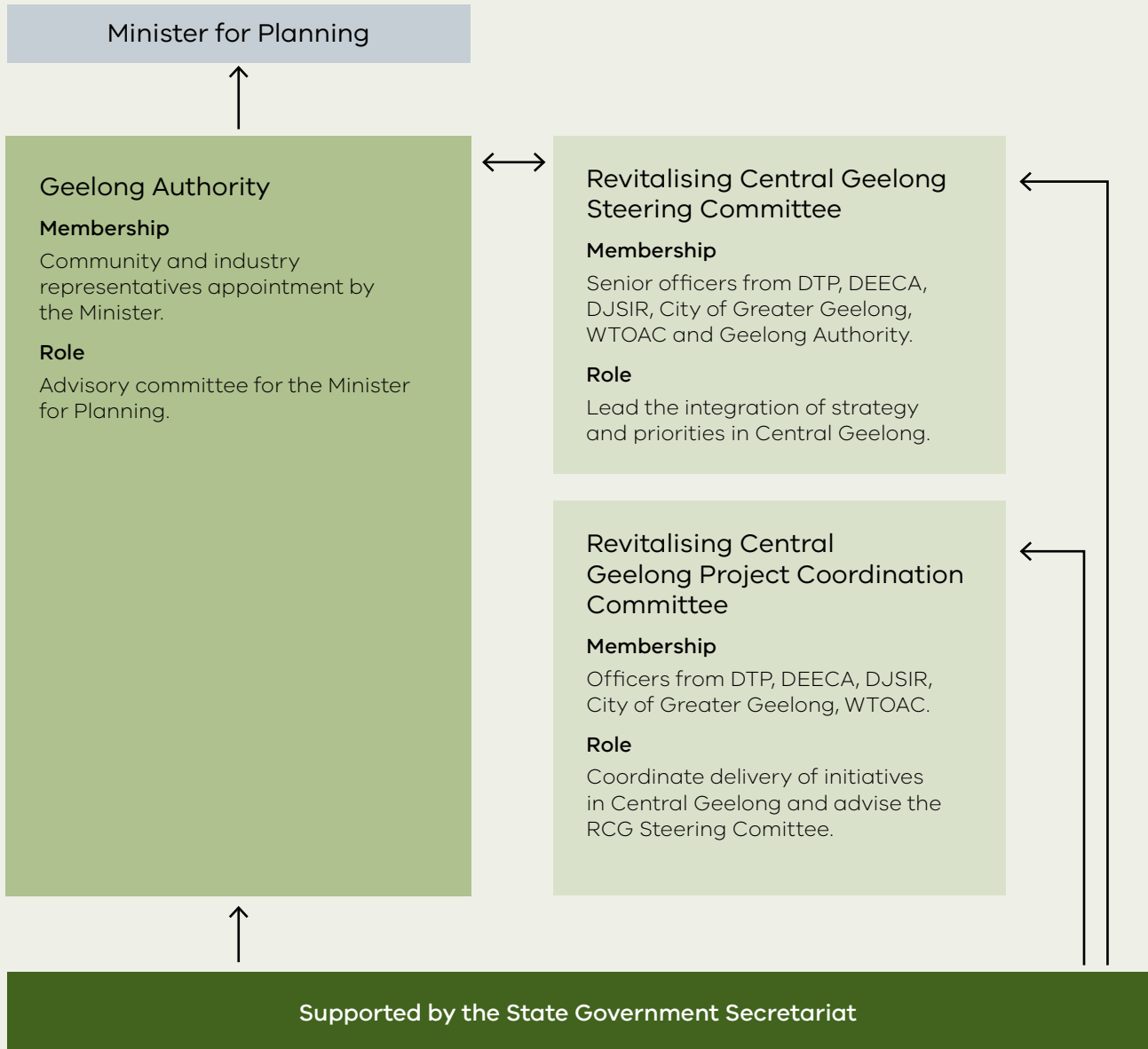
Supporting the Minister, and providing a forum for strategic direction, a Ministerial Coordination Committee (MCC) was established during the formative years of delivering the Action Plan. The MCC was instrumental in prioritising resourcing of the partnership and project delivery and enabling the legislative tools for the delivery of the Action Plan.

The GA's contribution to the Partnership has enabled influence and coordination on priorities, strategies and project delivery. This has included many initiatives by the City of Greater Geelong including the preparation of *Greater Geelong: A Clever and Creative Future*.

1. Formerly the Department of Environment, Land, Water and Planning until 2023.

▲ Figure 1: Revitalising Central Geelong governance structure.

Geelong Governance – Revitalising Central Geelong (RCG) Partnership



Member	Term of Appointment											
	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Peter Dorling	CHAIR	CHAIR										
Janet Dore												
Robert Costa												
Jill Smith AM												
Prof Roz Hansen AM		CHAIR	CHAIR	CHAIR	CHAIR	CHAIR						
Rory Costello												
Mark Edmonds											DEPUTY CHAIR	DEPUTY CHAIR
Diana Taylor AM							CHAIR	CHAIR	CHAIR	CHAIR	CHAIR	CHAIR
Aamir Qutub												
Steve Thorne												
Dr Sarah Leach												

▲ **Table 1:** Summary of GA terms of appointment.

2.1.3 Membership of the Geelong Authority

Hosted by the Minister and attended by the Hon. Christine Couzens MP (Member for Geelong), the Hon. John Eren MP (the then Member for Lara), the Hon. Lisa Neville MP (the then Member for Bellarine), and the Hon. Gayle Tierney MP (Member for Western Victoria), the GA held its first meeting on 23 September 2015 with the inaugural members Peter Dorling (Chairperson), Janet Dore, Robert Costa, Jill Smith AM and Prof Roz Hansen AM.

The initial meeting started the work of the GA to streamline major planning opportunities, drive greater investment and improve Geelong's streetscapes and open spaces.

New members have been appointed over time to strengthen the GA and to replace departing members. In October 2016, Prof. Roz Hansen AM was appointed Chairperson and two new members, Mark Edmonds and Rory Costello, were appointed expanding the GA's expertise and bringing their experience from the Central Geelong Taskforce to continue the momentum of Council's Central Geelong revitalisation projects. In July 2017, two new members, Diana Taylor AM and Aamir Qutub, were appointed to the GA. In March 2022, Steve Thorne and Dr Sarah Leach were appointed. Summary **Table 1** shows the overall commitment of members to the GA since 2015.

Over the 10 years the GA has collectively held expertise in governance, executive and regional leadership, urban/broad hectare development, economic development, health, cultural and community development, and strategic planning.



2.1.4 Function of the Geelong Authority

As the State's second city, Geelong's growth, infrastructure and community are important to the State's prosperity.

In the 2010's the State Government was poised to help Geelong thrive as a contemporary city following the closure of traditional manufacturing including Ford and Alcoa. Geelong had strong foundations for success. However, it needed coordination, partnerships and leadership to realise its potential as a great place to visit, live, work and invest. As part of the State Government's response, it established the Geelong Authority in 2015.

The Geelong Authority provides independent advice on the policy, projects and approvals that realise the opportunities for Geelong. This has included identifying the need and informing the preparation of key strategies for Central Geelong and Moolap, noting the Minister for Planning is the Responsible Authority for major planning applications in both areas.

The GA hold up to 10 meetings per year, reaching the milestone of 123 meetings between September 2015 and April 2026. Meeting agendas enable the consideration of major planning permits that the Minister seeks the GA's advice on, project briefings from the Partnership and key stakeholders, consideration of advocacy opportunities to promote the revitalisation objectives. The GA's expertise has been instrumental in the provision of advice to the Minister on major planning permits and revitalisation opportunities.

As an example, between 2018 and 2021, the GA provided 41 letters of advice to the Minister for Planning.

Members also attended numerous industry and Government forums and workshops including those held by the Property Council Victoria, Victorian Planning Authority, Planning Institute of Australia, Urban Development Institute of Australia (Victoria), G21, City of Greater Geelong, Committee for Geelong, and Geelong Fast Rail Reference Group.

2.2 The preparation and implementation of the Revitalising Central Geelong Action Plan (2016) and the Central Geelong Framework Plan (2023) (TOR section 3.7.2)

2.2.1 Preparation

In July 2015 the Victorian Government committed to the revitalisation of Central Geelong, announcing over \$170 million in 'special projects' in Geelong and \$3.6 million in funding for public realm improvements (Green Spine and Johnstone Park) as an economic catalyst for the city and the greater Barwon region.

The GA participated in a targeted consultation process to develop an Action Plan via an Investment Logic Mapping exercise and aimed to resolve the following statements:

- **Problem 1:** Lack of high-quality amenity and wide range of activities in the central city is reducing the city's ability to attract local residents, workers, visitors and business.
- **Problem 2:** Barriers to navigating in and around the city are compromising access to services and key destinations for people, business and industry.
- **Problem 3:** Failure to plan and facilitate cultural, ecological, commercial and inner-city residential development reduces the city's ability to stimulate investment and exploit growth opportunities.

Accelerated by the appointment of administrators following the dismissal of the City of Greater Geelong councillors, the Victorian Government, with the advice of the GA, released the Revitalising Central Geelong Action Plan in July 2016 to outline the State's priorities for city renewal.

The initiatives in the Action Plan prioritised the shared aspirations for Geelong as derived from *Vision 2 (2013)*², a collaborative project between the Victorian Government, the City of Greater Geelong and the Committee for Geelong, led by Deakin University, and informed by subject matter experts and the Geelong community. *Vision 2* aimed to create a strategic framework to build on the late 1990's *Vision 1*³ work, strengthening the connection of Geelong's Waterfront into the city and to achieve economic growth and vibrancy. The Action Plan priorities included projects that were in early planning phases, had allocated funding or were necessary to bring forward a cohesive plan for the future of Central Geelong.

Bringing together the objective of the city's revitalisation and the roadmap for increasing the living, working and visitor population, the Central Geelong Framework Plan (2023) was developed by the Victorian Government in collaboration with the GA, the City of Greater Geelong, Traditional Owners and local stakeholders to guide growth in Central Geelong over the next 30+ years.

The development of the draft Framework Plan involved a structured and consultative engagement process, including consideration by an independent Advisory Committee (additional to the GA) appointed by the Minister. The Framework Plan's development incorporated both technical planning analysis and community values to create a long-term blueprint for the city centre.

The Framework Plan was approved by the Minister for Planning and embedded into the Greater Geelong Planning Scheme via Amendment C431ggee (gazetted 23 March 2023).

It sets a vision for Central Geelong to become a thriving, modern and connected city centre by 2050.

Key targets include:

- growing Central Geelong to 16,000 residents and 60,000 jobs
- supporting economic diversification with stronger retail, hospitality, arts, culture, services, education and event activity
- managing growth and shape a high-quality urban environment, via planning controls and built form guidelines to enable around \$1.67 million square metres of new floorspace, with provisions relating to building heights, heritage and character and distinct precincts
- creating a more walkable and safer city, with better connected cycling routes and pedestrian linkages, high-quality streetscapes, accessible open spaces, and interactive interfaces between buildings
- enabling phased upgrades to public transport, including development of the Geelong Station precinct as a transport hub with strategic management of car parking

2. Vision 2 - <http://www.vision2geelong.net/>. [18 December 2015].

3. Vision 1 - https://programm.corp.at/cdrom2019/papers2019/CORP2019_29.pdf chapter 3



- encouraging diverse housing options, including social and affordable housing, to support population growth whilst emphasising environmental sustainability, including design that responds to climate change and retains amenity
- ensuring that Central Geelong is vibrant and culturally rich, with events, arts, and creative industries supported.

2.2.2 Implementation

The Action Plan was released in July 2016 with \$5.5 million in funding provided in the 2016-17 state budget specifically for delivery of its actions.

To date, the implementation of the Action Plan has been facilitated through the injection of funding from all levels of government. **Table 2** shows budget allocations from the 2016-17 state budget onwards that have fast tracked shovel ready projects, advancing the objective to get major projects into construction, creating jobs and realising the economic benefit of investment in the region.

During the annual budget bid process, the GA has worked alongside relevant government departments and agencies to articulate proposals that deliver on the Action Plan.

The landmark Geelong City Deal has provided investment of \$676 million in public funds to Geelong and the broader region, including along the Great Ocean Road. The 10-year plan committed \$38.13 million to the progression of eleven Action Plan projects. As the only City Deal awarded in Victoria it has been instrumental in driving the transformation of Geelong and the Great Ocean Road, leveraging the strengths of the city and the region, supporting the visitor economy into the future, and making sure Geelong is an attractive place to live, work and invest.

▲ **Table 2:** Funding allocated to the Revitalising Central Geelong Partnership and the Geelong Authority to implement the Action Plan since 2016.

Description of historical funding provided by State Budget*	Funding allocated across financial year										
	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	
2025-26 Budget											
Nil	
2024-25 Budget											
Nil	
2023-24 Budget⁴											
Plan Melbourne (Geelong Authority)	
2022-23 Budget⁵											
Revitalising Central Geelong - Asset (Laneway Breakthrough)	0.40	1.90	..	
2021-22 Budget⁶											
Revitalising Central Geelong – Output	0.50	0.20	
2020-21 Budget											
Nil	
2019-20 Budget⁷											
Geelong City Deal – Output (WOVG)	18.80	
Geelong City Deal – Asset (WOVG)	4.60	27.00	52.20	
2018-19 Budget⁸											
Geelong City Deal – Output (WOVG)	14.00	
Geelong City Deal – Asset (WOVG)	10.80	26.60	57.00	44.60	
Geelong City Deal – Other contributions (City of Greater Geelong and private partners)	16.25	
2017-18 Budget⁹											
Revitalising Central Geelong – (Output)	..	10.01	1.74	
2016-17 Budget											
Revitalising Geelong ¹⁰	5.50	
TOTAL FUNDING RECEIVED (ex 2018-19 City of Greater Geelong contribution)								\$292.10 MILLION			

*Rounded figures

4. State Budget - Service Delivery.pdf pages 96 and 98
5. State Budget - Service Delivery.pdf pages 34 and 37
6. State Budget - Service Delivery.pdf pages 37 and 43
7. State Budget - Service Delivery.pdf pages 6 and 14
8. State Budget - Service Delivery.pdf pages 1 and 2
9. State Budget - Service Delivery 2017-18.pdf pages 65 and 76
10. State Budget - Service Delivery 2016-17.pdf page 25



To support the implementation of the Action Plan, a project office on Moorabool Street in Central Geelong hosted Partnership staff from State Government and City of Greater Geelong from 2016 until 2020. The office included a dedicated project engagement hub for stakeholders and the community to learn about projects and provide input and feedback on how the projects could be planned, designed and completed.

The impacts of the COVID pandemic shifted all engagement into online forums and removed the need for the project office, with the doors closing in late-2020.

Over the course of the 10 years since the release of the Action Plan, 20 of 25 broad themed projects have been delivered. The remaining projects were transferred to the Framework Plan when it was released in 2023, enabling the GA to continue to advocate for positive outcomes with delivery partners and provide advice to the Minister.

▼ **Figure 2:** Revitalising Central Geelong Action Plan progress.



Major Projects Completed \$959M

Deakin Student Housing - **\$50M**

City of Greater Geelong Civic Precinct 'Wurriki Nyal' - **\$220M**

Geelong Arts Centre Stages 2 and 3 - **\$178.5M**

NDIA headquarters - **\$120M**

Worksafe Building - **\$120M**

GMHBA headquarters - **\$110M**

Holiday Inn and Geelong Quarter - **\$49M**

60 Moorabool - **\$40M**

Mirramar Apartments - **\$35M**



Under construction \$799.5M

Geelong Convention and Conference Centre 'Nyaal Banyul' - **\$449M**

Geelong Women's and Children's Hospital - **\$525M**



Planning for Growth

Fast track major project approvals

Central Geelong Utility Infrastructure - **Complete**

Upgrade Strategy 2017 Strategy - **Complete**

Moolap Coastal Strategic Framework Plan - **Complete**

Gheringhap Street Drain - **Complete**

Central Geelong Framework Plan - **Complete**



Inhabiting the City

Support delivery of city housing - **See major project approvals**

Host events

Plan for community infrastructure - **Complete**

Continued development of Kardinia Park stadium - **Complete**

Construction of the Geelong Waterfront Safe Harbour Precinct Project Wangim Walk Project - **Complete**



A Stronger CBD

New Jobs, NDIA, Barwon Water and WorkSafe HQ in Central Geelong

New development opportunities

Improve existing and construct new laneways: Action Plan - **Complete**
Denny's Place and Market Street laneway breakthroughs - **Complete**

Little Malop Street West End laneways Street upgrade - **Complete**

City of Greater Geelong's new Civic Precinct 'Wurriki Nyal' - **Complete**

Western Beach Masterplan including a delivery strategy for Convention Centre - **Complete**



Green Spine

Construct Green Spine:
Block 1 (north side) - **Complete**
Block 2 - **Complete**
Block 3 (south side) - **Complete**

Design Green Spine Blocks 5 and 6 concept - **Complete**

Construct an integrated public space and water management project in Johnstone Park - **Complete**



Getting Around

Operating plan for transport - **Complete**

Parking and movement strategy - **Underway**

Highlight city arrival points - **Complete**

Geelong station precinct: Draft Geelong Station Precinct Land Use and Master Plan - **Complete**
Stage 1 upgrades - **Complete**

Develop a commuter parking strategy - **Complete**

Construct Little Malop Street Bridge - **Complete**



Smart City

Construct the Geelong Tech school - **Complete**

Deakin student housing - **Complete**

Plan for expansion of health and education facilities - **Complete**

Upgrade the Geelong Performing Arts Centre - **Complete**

Plan for cultural precinct - **Complete**

Implement the Arts and Culture Precinct Masterplan - **Underway**

Appendix 3 provides a status update on all Action Plan projects, while the below highlights those projects that the GA considers to have been most successful.

Action Plan Project Spotlight 1: The Malop Street Green Spine

The Green Spine project seeks to create a vibrant linear park along the length of Malop Street, connecting Johnstone Park and Eastern Park and the Botanical Gardens via six city blocks.

The project reclaimed Malop Street as a pedestrian and active transport zone, providing enhanced alfresco and social opportunities, a safer cycling route spanning the length of the Green Spine, and delivering a unique and distinctive streetscape showcasing Geelong's UNESCO City of Design status.

Project status

- Block 1 (Gheringhap Street Moorabool Street partially completed (north side only).
- Block 2 (Moorabool Street to Yarra Street completed.
- Block 3 (Yarra Street to Bellerine Street) partially completed (south side only).
- Block 4 (Bellerine Street to Swanston Street) not complete (concept design completed).
- Block 5 (Swanston Street to Fitzroy Street) concept design.
- Block 6 (Fitzroy Street to Garden Street) concept design.

Responsible entity: Department of Transport and Planning (DTP).

Delivery entity: Department of Transport and Planning (DTP).

Geelong Authority influence

- Provision of advice on how the principles of creating green space and providing priority cycling lanes can be achieved.
- Advocacy to Council and stakeholders on the objectives of the Green Spine to reduce urban heat, provide linear public open space to the community, improve the quality of the environment to encourage greater economic activity along Malop Street.
- Support to the Ministerial Coordination Committee in the declaration of Malop Street as a '*Declared Project Area*' under the *Road Management Act 2004* enabling the State Government to become the road manager to continue the delivery of the Green Spine project and respond to Greater Geelong Council's decision in 2020 to remove parts of the completed works (see **Appendix 5: Media Release - Protecting Geelong's Green Spine**).
- Monitoring stakeholder perceptions and impacts of the delivery plan and project budget.
- Advocacy for project delivery to integrate with infrastructure services upgrades to minimise disruption to businesses and the community.

Remaining opportunities

Central Geelong Framework Plan - Action 37

- Block 1 (Gheringhap Street Moorabool Street) south side detailed design review following Geelong bus services review.
- Block 3 (Yarra Street to Bellerine Street) north side at schematic design awaiting funding.
- Block 4 (Bellerine Street to Swanson Street) schematic designs awaiting funding.
- Block 5 (Swanston Street to Fitzroy Street) schematic designs awaiting funding.
- Block 6 (Fitzroy Street to Garden Street) schematic designs awaiting funding.
- Eastern Gardens Masterplan.

Responsible entity: Department of Transport and Planning (DTP).

Delivery entity: Department of Transport and Planning (DTP).



- ▲ Malop Street Green Spine project: the completed block 2 (Moorabool Street to Yarra Street) winner of the AILA Civic Landscape Award 2019.
- ▼ Malop Street Green Spine project: the completed block 3 south side (Yarra Street to Bellerine Street).





▲ Arts and Culture Precinct Little Malop Street schematic designs.

Action Plan Project Spotlight 2: The Arts and Cultural Precinct Masterplan

The key deliverable of the Arts and Cultural Precinct Masterplan involved the \$185 million redevelopment of the Geelong Arts Centre, a significant public investment for Geelong as part of the Cultural Precinct Masterplan.

The program of works included the completion of Stage 2 (Ryrie Street development) and Stage 3 (Little Malop Street development) of the redeveloped Arts Centre and the renewal of two streetscapes (Police Lane and Aitchison Place). With the refurbishment of the Courthouse Theatre and completion of the Geelong Regional Library and Heritage Centre, the completed works strengthen Central Geelong's ability to significantly increase the number of performances, host larger-scale cultural events and creative industry activity including artist development programs, driving economic flow-on effects for accommodation, hospitality, employment and retail.

Project status

- Geelong Performing Arts Centre redevelopment complete.
- Police Lane and Aitchison Place streetscape renewal complete.
- Courthouse Theatre refurbishment complete.
- Geelong Regional Library and Heritage Centre complete.

Responsible entity: Department of Jobs, Skills, Industry and Regions (DJSIR) - Creative Victoria and City of Greater Geelong (streetscapes).

Delivery entity: Development Victoria (DV).

Geelong Authority influence

- Provided advice during the development of the Masterplan to ensure there is a cohesive and future centred vision for Geelong's major cultural precinct.
- Advocated for delivery partners to have a precinct focus on asset redevelopment requirements including integration with Johnstone Park and street activation.
- Reinforced Geelong's identity as a UNESCO City of Design to elevate culture as a central driver of the city's renewal.

Remaining opportunities

Central Geelong Framework Plan - Action 10

- **Arts and Cultural Precinct Plaza:** Complete works to create a shared zone along Little Malop Street.
- **Geelong Gallery:** Expansion of gallery.
- **City Hall forecourt:** Paving and shelter works to improve usage.
- **State Government Offices forecourt:** Landscape works to improve usage.
- **The Gordon:** Redevelopment to Little Malop Street frontage.

Responsible entity: Department of Transport and Planning (DTP) and City of Greater Geelong.

Delivery entity: City of Greater Geelong.



▲ Dennys Place Breakthrough winner of the 2025 Australian Institute of Architects National Award for Small Project Architecture designs.

Action Plan Project Spotlight 3: Central Geelong Laneway Breakthroughs - Dennys Place and Market Street South

The two laneway breakthroughs were identified through an earlier analysis identifying opportunities to improve pedestrian connection to business and hospitality within Central Geelong. Formalised through the *Central Geelong Laneway Action Plan (2017)*, the breakthroughs provide greater pedestrian movement and encourage urban activation and support local businesses.

Project status

- Dennys Place breakthrough completed 2023.
- Market Street South breakthrough completed 2025.

Responsible entity: Department of Transport and Planning (DTP).¹¹

Delivery entity: Department of Transport and Planning (DTP).

Geelong Authority influence

In April 2020, the Minister for Planning, as the Responsible Authority, purchased 28 Malop Street at the recommendation of the GA given that earlier attempts by the City of Greater Geelong to negotiate purchase were abandoned in 2015 following a public petition against the displacement of the building’s tenants.

Provided advice during the acquisition of the property to ensure the considered relocation of the former tenants, easing community concerns over the displacement of a valued community business.

Advocated for delivery partners to have a precinct focus on Action Plan project timing for the Green Spine and Little Malop Street hospitality precinct.

Remaining opportunities

Central Geelong Framework Plan - Action 20

Prepare a Movement and Place Plan to provide more protected and priority pedestrian crossings at intersections and mid-block locations that link key destinations and laneways.

Responsible entity: Department of Transport and Planning (DTP) and City of Greater Geelong (CoGG).

Delivery entity: Department of Transport and Planning (DTP) and City of Greater Geelong (CoGG).

¹¹ Formerly the Department of Environment, Land, Water and Planning.



▲ Central Geelong Framework Plan 'A Plan for the Heart of Djilang' 2023.

Project Spotlight 4: Central Geelong Framework Plan 'A Plan for the Heart of Djilang'

The Framework Plan is a long-term strategic land use plan for the development of Central Geelong to 2050. It will help guide investment and development by the Victorian Government, the City of Greater Geelong and the private sector, creating certainty for the community, landowners, developers and businesses.

The Framework Plan supports Central Geelong's transition into a modern, connected, liveable, prosperous, inclusive, healthy and environmentally sustainable place that is home to 16,000 residents and 60,000 jobs across nine interconnected precincts.

The Framework Plan uniquely defines land-use precincts, provides an evidence-based urban design framework to guide built-form at a precinct level, and assigns achievable actions to responsible entities.

Project status

Completed via Geelong Planning Scheme Amendment C431.

Completion date: 1 March 2023.

Responsible entity: Department of Transport and Planning.

Delivery entity: Department of Transport and Planning.

Geelong Authority influence

- Identified opportunities for Central Geelong and where expectations could be clarified to inform decision-making about planning permit applications.
- Hosted a virtual breakfast with key Geelong and industry stakeholders to launch the draft Framework Plan.
- Hosted a meeting with Greater Geelong Councillors on the objectives of the draft Framework Plan.
- December 2019 Framework Plan workshop with key Geelong stakeholders.
- Reviewed strategic direction and provided feedback on the proposed implementation of the draft Framework Plan.

Remaining opportunities

Further investigation into the barriers to development and infill opportunities in Central Geelong. Development plans and masterplans for key sites and streets to support jobs and housing growth. Precinct based plans to improve placemaking, liveability and facilitate development community-based neighbourhoods in Central Geelong. Review the movement network for people, vehicles and buses and improvements to the Geelong Station precinct.

Responsible entity: Department of Transport and Planning.

Delivery entity: Department of Transport and Planning.



2.2.3 Action Plan projects delivered outside the Partnership

The implementation of the Action Plan required a concerted effort across a range of state government departments, local government, regional and federal organisations, and private industry. **Table 3** highlights the \$1,112,820,000 of public and private investment into Action Plan projects.

The GA's influence on the objectives and opportunities for these projects came through direct invitations to project managers to present at GA meetings, continuous engagement within Geelong networks as a keynote speaker, or via GA hosted engagement events, for example the launch of the draft Central Geelong Framework Plan in June 2021. The event brought together industry, the health, education and innovation sectors, government and private investors to understand the intent and way forward for a shared vision and high-level guidance for land use and development in central Geelong over the next 30 years.

▼ **Table 3:** Completed projects listed in the Action Plan and delivered outside the partnership governance.

Action plan projects delivered outside the partnership



Moolap Coastal Strategic Framework Plan

Department of Environment, Land, Water and Planning

Released in August 2019, the Plan is a long-term strategic land-use and coastal planning framework for the Moolap and Point Henry coastal area, covering around 1,200 hectares including wetlands, former industrial sites and foreshore land. The Plan establishes the vision, directions and a strategic policy basis for future planning, use and management of the area. The subsequent Wetlands and Former Saltworks Environmental Management Masterplan, a recommendation of the Plan, is funded through the Geelong City Deal.

\$870,000



Nyaal Banyul Geelong Convention and Event Centre

Regional Development Victoria (via Development Victoria)

Construction of a purpose-built convention and exhibition centre, incorporating a 1,000-seat venue, two large exhibition spaces, meeting rooms, conference facilities and flexible event spaces.

The Centre will also be home to retail spaces for food and beverage offerings, a large public plaza that promises to become a feature of the Geelong waterfront and a 200-room Crowne Plaza hotel.

Construction is expected to be completed July 2026.

Details of the GA's significant advocacy and advice on the project are highlighted in **section 6.1**.

\$449,100,000



Barwon Water Headquarters

Barwon Water

The award winning 'Ryrie HQ' opened in 2017 and involved the redevelopment of the existing 1977 building to accommodate its 350 Geelong based employees. The design exemplifies energy efficiency, provides a basement car park, and a pedestrian link connecting Ryrie Street to the arts precinct and a small hospitality and community hub.

\$32,000,000



Worksafe Headquarters

Quintessential Equity

The 14-storey head office for Worksafe houses more than 700 employees and incorporates design features and materials which promote health and wellbeing.

The building, which opened in July 2018, was designed, built and is owned by property group Quintessential Equity.

\$120,000,000



Wurriki Nyal Civic Precinct

City of Greater Geelong and Quintessential Equity

Completed in September 2022, the \$200 million investment to construct the Wurriki Nyal Civic Precinct includes Council's \$51.4 million building constructed of sustainable mass engineered timber, it includes light filled and contemporary workspaces, creating a healthy and collaborative working environment for Central Geelong based employees.

The multi-building design of the Civic Precinct included a proposed second commercial building to be funded completely by Quintessential Equity, created sustainably designed, PCA A-Grade office space for an additional 900 full-time workers in central Geelong.

\$51,400,000 (CoGG)



Kardinia Park Redevelopment Stages 4 and 5

Kardinia Park Stadium Trust

Stage 4 of the Kardinia Park Stadium Redevelopment delivered a new grandstand and enhanced facilities for players, fans and media, significantly lifting the venue's capacity and amenities on the western side of the stadium.

Stage 5 delivered a new two-tiered northern stand, providing state-of-the-art spectator and community facilities and building on Geelong's ability to host and attract major events.

\$233,000,000



Geelong Hospital Women and Children's planning and design

Barwon Health University Hospital

Planning and design for the new Women's and Children's Hospital offering more maternity and paediatric services to meet the growing service demand in the Barwon region, ensuring the community has access to safe and high-quality healthcare.

The subsequent construction of the \$514 million building is underway and expected to be completed early 2029.

\$3,600,000



Deakin Student Housing

Deakin University

Completed in May 2018, the new 11-storey building on Brougham Street provides accommodation for 410 students.

\$57,100,000



Geelong Safe Harbour Project - Wave attenuator Wangim Walk

Regional Development Victoria

The 440-metre wave attenuator named Wangim Walk (meaning 'Boomerang') was opened to the public in February 2021. The wave attenuator reduces the force of coastal waves to protect the marina and create a safe harbour for visiting vessels. The Royal Geelong Yacht Club manages the facility.

The attenuator contributes to the Geelong Waterfront Safe Harbour Precinct Project, with a new Victorian Sailing School, redevelopment of the RGYC main club building and improved public access to the waters' edge, supporting tourism and community activities, encouraging year-round visitation, and providing support for major events that contribute to the local economy.

\$3,500,000 (via Geelong City Deal)



Geelong Arts Centre Redevelopment Stages 2 and 3

Creative Victoria (via Development Victoria)

Completed in August 2023, the third and final phase of the 2003 masterplan for the arts centre has now created the largest dedicated regional arts centre in Australia. The design brings together elements drawn from the history of the Geelong, the traditions of circus and theatre, and the strong and continuing First Nations culture and connection to Country.

The Arts Centre now hosts a 800 seat Playhouse, a 550-seat theatre 'The Story House', a 250-seat theatre 'The Open House', a dynamic and colourful foyer and bar facilities alongside a range of event spaces, including dedicated dining space, Tutti, on Little Malop Street.

\$185,000,000

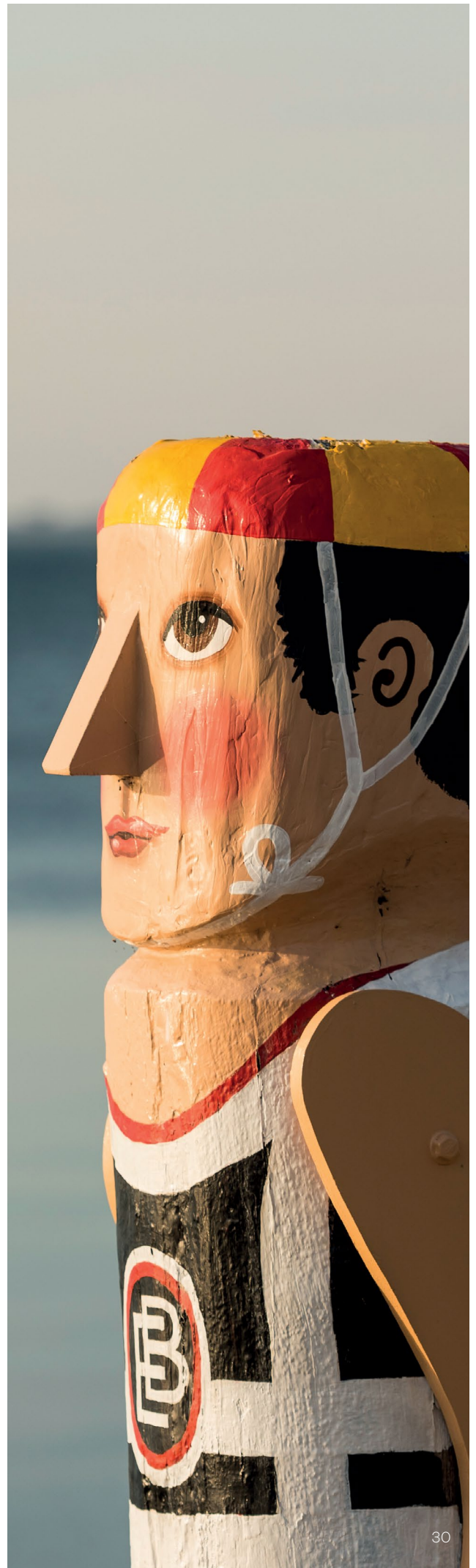


Gordon Institute of TAFE New Tech School

Gordon Institute of TAFE

Completed in May 2019, the Geelong Tech School was developed to create a STEM (Science, Technology, Engineering and Mathematics) focus for partner schools. The world-class facilities span two levels with a library, an auditorium, a presentation gallery, six flexible learning spaces and two custom fitted spaces that can be utilised for designing prototypes, engineering, and presentations.

\$22,000,000



2.3 The quantum and examples of the private and public investments in Central Geelong (TOR section 3.7.3)

The Framework Plan provides the objectives for the private and public investment to meet the revitalisation goal of 16,000 residents and 60,000 jobs by 2050 in Central Geelong. A range of population-driven services such as professional, business, health, education, community, public realm and retail are required to meet the needs of the population growth and to maintain a high-quality liveability.

2.3.1 Job creation

Since 2016, Central Geelong has become home to several new or refurbished major developments that now host government offices, corporations, and businesses. Despite the disruption from the global pandemic throughout 2020 and 2021, the health and social assistance sectors continue to dominate the employment sector in Central Geelong, alongside strong education, event, retail and hospitality sectors.

Table 4 lists the major organisations that have relocated their headquarters to Central Geelong since 2016, directly increasing the working population by 2,900.

▼ **Table 4:** Examples of major organisations that have established head offices in Central Geelong.

Major headquarters relocated to Central Geelong since 2016

Organisation	Date	Employment type	Employment numbers
ABS - National Data Acquisition Centre	2016	Government Services	300
Barwon Water	2017	Government Services	300
Worksafe	2018	Government Services	500
NDIS	2019	Government Services	600
GMHBA	2021	Health	300
City of Greater Geelong Civic Centre ¹²	2022	Government Services	900
TOTAL TO MARCH 2026			2,900

Supporting both the working and residential population growth objectives, the Framework Plan will continue to guide the priorities for floorspace provision for both residential and commercial buildings. The GA has provided advice to the Minister on trends and issues affecting industry's ability to meet the targets of the Framework Plan and Victoria's Housing Statement (2023), the Economic Growth Statement (2024) and Plan for Victoria (2025). The employment and residential targets for Central Geelong are outlined in Table 5.

12. The new Civic Centre consolidates offices from multiple locations around Central Geelong and broader Geelong. Staff numbers will reflect previous and new workers to Central Geelong.

▼ **Table 5:** Central Geelong population and required floorspace to 2050.

Central Geelong population and required floorspace to 2050

2050 Target metric	Employment	Residential*
Total population (number of people)	60,000	13,000 to 16,000
Additional Floorspace required (m ²)	+967,000	+541,000 to 703,000

Target Source: Central Geelong land Use and Market Update (2022), SGS Planning and Economics. *Dual figures account for projected share of LGA population in Central Geelong at 2.5% and at 3.0% in 2050.

2.3.2 Residential population

Central Geelong’s residential population has been on a steady increase since the release of the Action Plan. From 2016 to 2021 ABS data recorded for Central Geelong (SA1)¹³ showed an increase from 1,464 to 1,988, with the estimated residential population in 2025 as 2,200. This equates to a 10-year growth rate of 50.27 per cent compared to Victoria’s growth rate of 19.37 per cent over the same period.

Geelong is consistently reported as one of the top regional destinations in Australia for net internal migration, capturing 7.7 per cent of net movement in the 12 months to September 2025¹⁴. It is expected the pipeline of developments in Central Geelong will see a further upward shift in growth rates as these developments are completed and occupied.

2.3.3 Student population

Investments from the Gordon Institute of TAFE and Deakin University to expand educational opportunities and future proof facilities continues to make Central Geelong a drawcard for students. Since 2016 the two educational organisations have collectively invested \$140.05 million of capital works to provide the new Gordon Tech School and Culinary School, as well as Deakin’s student accommodation, health and learning facility upgrades and car parking.

2.3.4 Visiting population

Central Geelong’s visitor population is growing significantly. The public and private investment into the Geelong Arts Centre, Kardinia Park and the Geelong Convention and Event Centre are significant. Annual reports for the 2024-25 financial year reported 590,000 visitors to the Geelong Arts Centre¹⁵ and 480,00 visitors to Kardinia Park¹⁶. The Nyaal Banyul Geelong Convention and Event Centre precinct, when completed in Q3 2026, is expected to bring 300,000 overnight visitors to Geelong by 2030¹⁷ Its development has been a catalyst for the adjoining Crowne Plaza Hotel opened in January 2026 and the expansion of the Novotel Geelong currently under construction.

13. City of Greater Geelong, Population Profile

14. Regional Australia Institute, Regional Movers Index Report (September 2025)

15. Geelong Arts Centre, Annual Report 2024-2025, page 6

16. Kardinia Park Stadium Trust, Kardinia Park Bringing Events and Visitors to Geelong.

17. Victorian Government, Major Investment Into Geelong Events Precinct Secured.



2.4 Key stakeholder relationship management, engagement and advocacy (TOR Section 3.7.4)

2.4.1 Stakeholder relationships

In the 10 years since the GA was established, regular engagement has occurred with key Geelong stakeholders including the Barwon Regional Partnership, G21 and the Committee for Geelong. A range of priorities, challenges and opportunities for Central Geelong and the wider Barwon region were discussed in GA meetings, at UDIA / Property Council seminars in Geelong or at other regional forums where the Chair, or the entire GA attended. The two-way dialogue with stakeholders has been instrumental in the provision of contemporary advice to the Partnership and the Minister, as well as identifying the barriers to project progress.

2.4.2 Enabling elements of the GA and RCG governance

According to stakeholders, several factors contribute to the success of the GA in providing effective advice and advocacy. These include:

- Commitment to collaboration and developing solid relationships particularly with the Partnership and the Wadawurrung.
- Early involvement in major planning permit application assessment.
- Providing practical advice on the objectives of the Framework Plan.
- Early involvement in Action Plan objectives, expected outcomes and enabling projects.
- Providing a forum for shared understanding, ideas testing and budget management.
- Understanding of what matters most to the broader Geelong community and region.



2.4.3 Project advocacy

Case Study: Nyaal Banyul Geelong Convention

Nyaal Banyul will deliver a modern convention and event centre and precinct on the Geelong city waterfront. The Wadawurrung Traditional Owners Aboriginal Corporation gifted the precinct the name Nyaal Banyul, which means look to the hills.

Nyaal Banyul includes a convention and event space, a 200-room hotel, a public plaza, food and beverage offerings, underground car parking, and building and facilities management services. A range of precinct developments will surround Nyaal Banyul, including retail and mixed-use commercial development. It is expected to bring thousands of people into the city centre mid-week due to the business events program and consistent daytime use and provide a reliable pipeline of repeat visitation that supports hospitality, attracts private investment, and lifts the overall economic performance of Central Geelong.

The state-owned Melbourne Convention and Exhibition Trust will operate Nyaal Banyul when it opens.

Key project data:¹⁸

Project lifecycle phase: In delivery under construction.

Project commenced (initial delivery funding): 2018-19 (as part of the Geelong City Deal).

Project budget (TEI): \$449.10 million.

Expected completion date: Quarter 3 2026.

Responsible entity: Department of Jobs, Skills, Industry and Regions (DJSIR).

Delivery entity: Development Victoria (DV). The GA's advice and advocacy:

- The GA supported \$500,000 of the 2016-17 Revitalising Central Geelong budget to support the Department of Economic Development, Jobs, Transport and Resources (now Department of Jobs, Skills, Industry and Regions) to prepare a market demand, business case and masterplan for the site.
- The GA informed the development of the business case, participating in Minister led forums.
- Advocated with key stakeholders on the benefits of the convention centre being located within Central Geelong on the Deakin site.
- Offered local intel linking built form principles, public realm outcome ideas, CBD integration and Action Plan project sequencing during design development workshops.
- Advocated for Wadawurrung involvement in the design development.
- Facilitated discussion regarding the heritage aspects of the site.

¹⁸ Victorian Government Major Transport Infrastructure Authority, Major Projects Performance Reporting 2024: Case Study - Nyaal Banyul (Geelong Convention and Event Centre).

2.4.4 Challenging elements of the GA and the RCG governance

- Enhancing the public profile of the GA so their role is effectively utilised by stakeholders.
- Providing guidance to major planning permit applicants and project partners on the GA's scope of advice to the Minister.
- Continuing to build relationships in government and industry to effectively thread Geelong projects to the Framework Plans and the regions objectives.
- Managing opportunities and expectations against the limited resources available to the GA and RCG Partnership.
- The GA could have been utilised more effectively by the project team to advocate and leverage key decisions for the Convention Centre, especially during the project planning phase. The funding provided through the GA to develop the business case for the convention provided an opportunity to bridge a stronger advocacy role.

2.4.5 Opportunities for retaining and enhancing the GA's role

Feedback received from stakeholders, as well as recent state government governance review, suggests that there is an ongoing need for the GA. If the GA were to continue beyond 30 June 2026 stakeholders provided the following considerations:

- A funding program that aligns with the GA's term of reference and the Central Geelong Framework Plan actions will enhance the GA's ability to provide effective advice, advocacy and support the delivery of key projects in the Framework Plan.

The GA's role could be expanded to provide:

- advice during the development of future business cases
- increased advocacy for the region
- early-stage planning and development value-add for major projects.
- The GA could pivot to an urban renewal approach with a private investment focus for Central Geelong.

2.5 Planning permits value and delivery outcomes (TOR section 3.7.5)

Since mid-2015, the Minister has been the Responsible Authority for major development in Central Geelong and Moolap for use and, or development in excess of 5,000 square metres, five or more storeys (excluding a basement), or of 50 or more dwellings.

In this time, the GA has considered and provided written advice to the Minister on 34 major planning permit applications (see **Table 6** through **Table 9**). The construction value of the completed developments is valued at \$411 million, with a further \$799.5 million currently in construction and pipeline of approved works of \$896.5 million.

The public investment into Action Plan projects has resulted in a dramatic uplift in the quality of the public realm, an increase in the working and residential population, and the ability to host world class events significantly increasing the visitor population. This uplift has incentivised private sector development driving improved quantity and quality of major planning permit applications received by the Minister, and subsequently considered by the GA.

▼ **Table 6:** Major planning permits granted where work has not commenced.

Permit Issued and Works Not Commenced

Permit number	Address	Purpose	Value
PA2201907	88 Brougham Street 1-3A Yarra Street	118 apartments and commercial	\$14 million
PA2403291	160-176 Malop Street 18 Bellerine Street 2 Powell Street	214 apartments, 96 hotel rooms and commercial	\$149 million
PA2101404	144-150 Myers Street	108 apartments, commercial and medical centre	\$14.8 million
PA1900669-1	81-101 Mercer Street	468 apartments and commercial	\$200 million
PA230268	23-25 Bellerine Street	85 retirement apartments and commercial	\$46 million
PA2302511	81 Myers Street	Commercial	\$14 million
PA2201595	118 Corio Street 2 Hays Place	19 apartments, commercial and community	\$14 million
PA2201943	10-18 Brougham Street	Commercial	\$25 million
PA2201912	15 York Street	37 apartments	\$15 million
PA2000962	82-90 Buckley Grove	Waste transfer station	\$4.5 million
PA1500062-1	20 Brougham Street	16 apartments and 231 hotel rooms	\$80 million
PA1900756	1-3 Hays Place	63 apartments and commercial	\$17 million
PA2000871	36 Mercer Street	88 apartments and commercial	\$113 million
PA2202003	61-71 Moorabool Street	58 apartments and commercial	\$28 million
PA1700293-1	16 Gheringhap Street 12-18 Bayley Street	Commercial	\$65 million
PA2503713	41-79 Hays Road, Moolap	Industrial warehouses	\$41 million
PA2503600	5-11 Mercer Street 4 Adler Place 2-6 Ginn Street	82 apartments	\$65 million
TOTAL VALUE			\$896.5 MILLION

▼ **Table 7:** Major planning permits granted and works commenced.

Permit Granted and Under Construction

Permit number	Address	Purpose	Value
PA2302069	23-25 Myers Street	126 apartments and commercial	\$49.6 million
PA2000916	119 Moorabool Street	Commercial	\$4.9 million
PA2302387	79-81 Moorabool Street	Commercial	\$7 million
PA2201930-1	1 York Street	142 apartments and commercial	\$38 million
PA2201603	35 Corio Street	46 apartments and 166 hotel rooms	\$200 million
PA200797	137-151 Mercer Street	Civic Centre	\$150 million
DP2302416	68-92 and 94 Western Beach Rd	Convention Centre and 200 hotel rooms	\$294 million
PA1900724	20-22 Bellerine Street	80 apartments and commercial	\$25 million
PA2201540	10 Eastern Beach Rd	Novotel- 134 new hotel rooms	\$31 million
TOTAL VALUE			\$799.5 MILLION

▼ **Table 8:** Major planning permits granted and works completed.

Permit Granted and Construction Completed

Permit number	Address	Purpose	Value
PA1900711	13-15 Brougham Street 24-26 Smythe Street	Deakin car park and education space	\$25 million
PA1800439	71-77 Gheringhap Street	63 apartments and 46 hotel rooms	\$20 million
PA2001019	50 Little Malop Street	Geelong Arts Centre Stage 3	\$95 million
PA1700303	38-44 Ryrie Street	24 apartments and 180 hotel rooms	\$49 million
P-883-2019 (Amendment) as PA1900673-1	171-179 Moorabool Street	Commercial including Barwon Health suites	\$4 million
PA1700208	10 Bellerine Street	110 apartments and commercial	\$30 million
PA16000144	Ryrie Street Street	Geelong Arts Centre Stage 2	\$27 million
PA16000116	18-20 Cavendish St	112 apartments and commercial	\$35 million
PA16000117	19-23 Brougham Street	Deakin student accommodation	\$50 million
PA18/00452	60-80 Moorabool Street	GMHBA office	\$40 million
PA1900580	80 Myers Street	Addition of 2 levels to hospital	\$6 million
TOTAL VALUE			\$411 MILLION

▼ **Table 9:** Major planning permits expired, lapsed, refused or withdrawn.

Expired Permits and Lapsed, Refused or Withdrawn Applications

Permit number	Address	Purpose	Value
PA2001013	100-108 Ryrie Street	Withdrawn	\$35 million
PA2001009	10 Eastern Beach Road	Application lapsed and superseded	\$12 million
PA2000820	245 LaTrobe Terrace	Application lapsed	\$48 million
PA1600080	36-48 Ryrie Street	Issued, expired then superseded	\$65 million
PA1700233	235 Ryrie Street	Issued and expired	\$15 million
PA1700320/ PA1900724	22 Bellerine Street	Issued and expired	\$8 million
PA1800359	4 Star Street	Issued and expired	\$2.5 million
PA2201769	124 Moorabool Street	Withdrawn	\$4.9 million
PA2201888	23-25 Myers Street	Superseded	\$47 million
PA1800389	11 Yarra Street	Expired	\$4.9 million
PA2302164	5 Mercer Street	Withdrawn	\$30 million
TOTAL VALUE			\$148.3 MILLION

2.6 A list of strategies, studies and plans prepared during this time relating to Central Geelong (TOR section 3.7.6)

A key output of the GA has been the commitment to provide advice during the development of a range of strategies, studies and plans prepared by the RCG Partnership, including informing documents prepared by the many departments within City of Greater Geelong.

▼ **Table 10:** Revitalising Central Geelong strategies, studies and plans 2016-2026.

Strategies, studies and plans relating to Central Geelong 2016-2026

Strategies

Date	Name
2016	Revitalising Central Geelong Action Plan
2017	Utility Infrastructure Upgrade Plan
2017	Central Geelong Community Infrastructure Strategy
2017	Central Geelong Public Realm Framework
2017	City of Greater Geelong Heritage Strategy 2017-2021
2018	Draft - Central Geelong Car Parking Strategy
2019	Geelong Commuter Carpark Strategy
Studies	
2016	Central Geelong 'Space Syntax' Report
2018	Central Geelong Open Space Network Report
Plans	
2017	Central Geelong policy Greater Geelong: A Clever and Creative Future
2017	Arts and Cultural Precinct Masterplan
2017	Central Geelong West End Action Plan
2017	Central Geelong Live Music Action Plan
2017	Making Geelong Accessible
2018	Draft Central Geelong Transport Network Operating Plan (TNOP)
2018	Central Geelong Freight Program Implementation Plan
2019	Moolap Coastal Strategic Framework Plan
2020	City of Greater Geelong Open Space Social Infrastructure Plan
2020	City of Greater Geelong Smart City Strategic Framework
2023	Central Geelong Framework Plan

2.7 Other initiatives related to the Revitalising Central Geelong and its partnership arrangements (TOR section 3.7.7)

In addition to the public investment into projects as described in the Action Plan, several major developments and initiatives within Central Geelong are providing lifestyle, health and wellbeing benefits to the residential, working, visiting and student populations.

These include:

Geelong Women’s and Children’s Hospital (Public investment of \$514 million)

Currently under construction and being delivered by the Victorian Health Building Authority (VHBA) in partnership with Barwon Health, the new Barwon Women’s and Children’s will be integrated into the existing University Hospital providing world-class women’s health, including maternity and paediatric facilities to meet increasing demand in the Barwon southwest region.

The new facilities will provide more birthing suites, extra maternity inpatient beds, more paediatric inpatient beds and additional special care nursery cots.

UNESCO

Geelong is Australia’s first and only UNESCO ‘City of Design’, recognised for its historical and contemporary contributions to textiles, industrial design, architecture, urban planning and digital design.

The city is an active member of the UNESCO Creative Cities Network, reflecting its leadership in design-led economic and cultural development.

Wadawurrung Urban Design Guidelines (Action 17 in the Framework Plan)

The preparation of guidelines by the Wadawurrung Traditional Owners that will encourage stakeholders to respond to cultural connections to Country when designing and planning new projects.

The project is included in the Geelong City Deal with \$400,000 provided to the Wadawurrung Traditional Owner Aboriginal Corporation (WTOAC).

Mercer, Gheringhap and Bayley Streetscape Masterplan (Action 38 in the Framework Plan)

The objectives of the Masterplan are to create a comprehensive strategic framework that directs public realm enhancements for Mercer Street, Gheringhap Street, and Bayley Street.

The masterplan aims to transform these streets into inclusive spaces for all users, vibrant areas active at various times of the day, places that honour history and inspire future narratives, spaces that celebrate indigenous and creative cultures, and demonstrations of best practice design principles.

Delivering the Gheringhap Street improvements would leverage off Nyaal Banyul investment to improve the quality of street connection between Kardinia Park, retail core, Arts Precinct and Nyal Banyul, Deakin University, waterfront.

Key improvements include enhanced pedestrian connections, activity zones, landscaping, continuous protected cycle lanes.

3. Remaining opportunities to deliver the Central Geelong Framework Plan

As a 30 year-strategy, the Framework Plan still has actions remaining to be delivered and opportunities to be realised. Below are the key opportunities and a summary of key remaining actions from the Central Geelong Framework Plan still to be delivered.

Theme: A thriving economy and job creation

Opportunities

- Provide and prioritise world-class liveability to attract people to Central Geelong.
- COVID-19 recovery could accelerate population growth which could stimulate commercial growth.
- Increase small-scale enterprise, multi-use spaces and education-to-employment transitions.
- Leverage population growth to deliver new jobs and services in Central Geelong.
- Provide floor space capacity within planning controls to accommodate growth.
- Recognise the capacity and contribution to the activity centre of adjacent mixed-use residential areas.
- Facilitate growth and leverage off existing institutions, headquarters, events and attractions.
- Retain and enhance active street frontages and laneways.
- Ensure land use controls are flexible in responding to changing needs and demand.
- Attract new regional government agency headquarters and greater private office development.

Actions

- Ensure a sufficient supply of commercial floor space and actively monitor commercial floor space.
- Design and deliver a master plan that incorporates the city block containing Market Square and Little Malop Short Central in consultation with landholders.
- Develop the Living 3220 initiative to support greater choice and diversity of housing within Central Geelong.
- Ensure a sufficient supply of residential floor space commensurate with the upper limit of the Optimistic scenario through appropriate built form controls in the ACZ1.

Actively monitor residential floor space by:

- Developing an appropriate methodology and monitoring approach for Central Geelong.
- Undertaking active monitoring on a regular basis determined by the methodology.
- Identify appropriate policy and development contributions for social and affordable housing in Central Geelong, having regard to the City of Greater Geelong's Social Housing Plan 2020-41, and implement them through the Greater Geelong Planning Scheme.



Theme: A connection to place

Opportunities

- Ensure the use and development of land supports preferred land uses and the urban characters of Central Geelong and its emerging precincts.
- Support the Wadawurrung People to share their knowledge about Country and to understand how we can all work to respect and protect sensitive sites and strengthen Aboriginal cultural values.
- Maintain Geelong’s status as a UNESCO City of Design and an attractive lifestyle city by ensuring new development is sustainable, meets a high design quality standard.
- Maintain and enhance Central Geelong’s inherent walkability with good design outcomes that support its network of streets, laneways and open spaces.
- Ensure design excellence resulting in interesting, high-quality buildings that improve the urban environment, contribute to its amenity and character and add to city pride.

- Ensure built form reinforces a human scale at ground level, presenting a pleasant streetscape rhythm and interaction with the street that makes for an attractive, engaging environment.
- Protect and respect Central Geelong’s many historic buildings and places of cultural value, contributing to the fabric and character of its environment.
- Protect access to daylight for all public open spaces and streets to contribute to a high amenity environment.

Actions

- Prepare guidelines that encourage stakeholders to respond to cultural connections to Country when designing and planning new projects.
- Undertake a review of all heritage planning controls within Central Geelong and progress a planning scheme amendment to implement its conclusions.



Theme: Getting around with ease

Opportunities

- Ensure transport planning is informed by and integrated with land use planning.
- Ensure the transport network and services contribute to Central Geelong’s liveability.
- Establish a clear street hierarchy to support the strategic management of the street network.
- Provide a public transport network that is responsive to people’s needs and services in all areas of Central Geelong.
- Build on Geelong Station’s role as a major transport hub and gateway to Central Geelong.
- Increase the proportion of people travelling to Central Geelong on foot, by bicycle and by public transport.
- Ensure footpaths and other pedestrian areas are safe, well-lit and easily accessible.
- Redirect through traffic, particularly trucks, to other east-west arterial roads south of Central Geelong. In particular, the Bellarine Link will play a much heavier freight route role, once completed.
- Improve wayfinding and urban design treatments that connect pedestrians to key destinations within Central Geelong.
- Make it more convenient and safer to cross main roads and provide more shortcuts through laneways to improve accessibility.

Actions

- Prepare a Central Geelong Movement and Place Plan to prioritise pedestrian and cyclist movement and implement the Central Geelong Street Hierarchy.
- Redirect freight that does not have a destination in Central Geelong from Ryrie Street to alternative east-west routes.
- Deliver the strategic cycling corridors and better connect them to the Bellarine regional trails.
- Undertake phased uplifts of the public transport network in Geelong and finalise the ultimate location and configuration of Central Geelong’s bus stops.
- As part of the refinement of the public transport network in Geelong, review opportunities to reconfigure Moorabool Street bus stops.
- As part of phased uplifts of the public transport network in Geelong, refine bus routes to respond to changing travel patterns following upgrades to the Geelong rail corridor.
- Prepare a Geelong Station precinct master plan and implementation strategy that integrates the Geelong Fast Rail and Regional Rail Revival initiatives and delivers on this Framework Plan’s objectives.
- Investigate improving pedestrian connectivity between the station and Central Geelong.
- Prepare and implement a contemporary car parking strategy for Central Geelong.



Theme: Vibrant city life

Opportunities

- Improve primary and secondary pedestrian links in Central Geelong.
- Promote walking as a key mode of transport to move around in Central Geelong.
- Investigate new pedestrian connections as development occurs, including to the rear of properties on the west side of Mercer Street.
- Protect access to sunlight at ground level, particularly to existing future open space and the Central Geelong street grid.

Actions

- Commence planning to address Central Geelong's open space needs, including future open space and public realm opportunities.
- Complete all stages of the Malop Street Green Spine project.
- Design and deliver the Mercer and Gheringhap Streetscapes Master Plan.
- Progress the streetscape master planning and public realm opportunities.
- Review the Central Geelong Community Infrastructure Strategy to align with this Framework Plan's objectives.
- Implement the Central Geelong Utility Infrastructure Upgrade Strategy.
- Investigate the use and application of an appropriate measurement tool to determine a building's green rating.

4. Appendices

Appendix 1: Geelong Authority current member profiles



Diana Taylor AM Chairperson

Trustee of the Victorian Convention and Event Trust
Chair of Anam Cara House Geelong
Principal Lawyer and Director at Diana Taylor Legal Consulting

Profile

Term of appointment: July 2017 (Chairperson since 1 December 2021) -30 June 2026.

Expertise: Legal, business, corporate governance, AFL and community leadership.

Legacy statement

It is a privilege to serve as Chair and a Member of the Geelong Authority, and I recognise the significant contribution by many to Central Geelong throughout its long history. Geelong works best when it works together, and the Geelong Authority and the Revitalising Central Geelong Partnership, comprised of Victorian Government and City of Greater Geelong representatives, is an outstanding example of what can be achieved through a common goal, mutual respect and a collaborative approach to the City's future.

I am proud of the many elements of the RCG Action Plan that have been first dreamed about and then delivered, that there is a recognition of Geelong's vibrancy, attraction points and positive future and that Central Geelong remains a place where people wish to live, work, study and visit.

Geelong is the best place in the world. I am grateful to have had the opportunity to play a part in and to lead in this capacity the City and community that I love.



Mark Edmonds
Deputy Chairperson

Executive Director of MRE Consulting Pty Ltd

**Deputy Chair Great Ocean Road Coast
and Parks Authority**

NED Benefit Geelong

Term of appointment: October 2016-30 June 2026.

Expertise: Retail and business operations,
corporate governance and regional business
strategy and leadership.

Legacy statement

To walk Geelong and see the Geelong Arts Centre, Convention Centre, Laneways, Green Spine and the number of new buildings makes me proud that I played a small part in getting these delivered. Plus, the work that was done on Master Plans that may one day be implemented gives me some hope for the future!!



Jill Smith AM

Arts Strategy and Advocacy Trustee

Trust for Nature Chair

**Arts and Cultural Management Advisory Board,
Deakin University**

Board Member National Institute of Circus Arts

Committee Member Kadimah Yiddish Theatre

Term of appointment: 8 September 2015-30
June 2026.

Expertise: Arts administration, advocacy and
governance, regional cultural development.

Legacy statement

I have had a long connection with Geelong. Throughout my childhood and working life I developed a deep relationship with storytelling and how the theatre and our city tell stories that resonate in an understanding of ourselves – building confidence in who and what we are – embracing flaws and successes. My roles at the Geelong Arts Centre and the Geelong Authority (GA) have enabled me to help Geelong make its mark as an aspirational city.

It has been a great privilege to work on the investment of the three tiers of Government in the cultural precinct and other landmark investments. Great cities also partner with their first people, and I celebrate the partnership with Wadawurrung across Nyaal Banyul, Geelong Arts Centre redevelopment, Urban Design Guidelines, Moolap and many other projects that are all part of Geelong's newest legacy. It is also wonderful to see Geelong's history of innovation recognised as Australia's only UNESCO City of Design.



Rory Costelloe

Executive Director of Villawood Properties

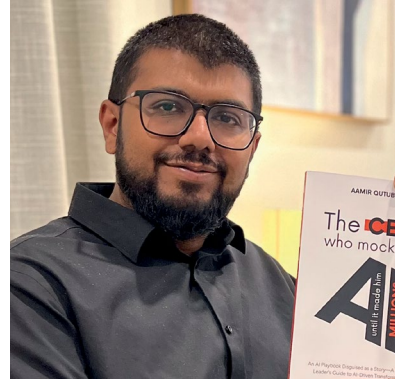
Term of appointment: October 2016–30 June 2026.

Expertise: Urban and broad-acre development, civil engineering, property planning, executive leadership.

Legacy statement

Being involved in the GA is a chapter in a long story of striving for a Geelong that meets the needs of growing community. When I joined the GA there was not much development happening, now there are cranes busy building a future. The work of the GA in advocating for a planning framework that defined precincts for Central Geelong is a great outcome. I look forward to more conversations about how to make the approvals process more effective for both planners and developers, especially after getting through the hurdles of COVID.

Being on the GA and having a collaborative space with State departments and Council allows momentum. The improvement to design quality of buildings is a part of why Geelong is now a UNESCO City of Design. Whilst there is more work to do, I really appreciate how far we have come since 2016.



Aamir Qutub

CEO and Founder of Enterprise Monkey, multinational digital firm

Term of appointment: July 2017–30 June 2026.

Expertise: Digital innovation, entrepreneurial leadership and advocacy, business strategy.

Legacy statement

Through my time on the GA Central Geelong has steadily embraced smart city initiatives and urban upgrades that are reshaping our CBD. There are new ways to move around the city, it's greener, more energised, and meeting the needs for our future.

I have enjoyed seeing Geelong make significant technological strides. The city was recognised internationally as a leading Smart City, reflecting investments in digital infrastructure such as enhanced fibre networks, open data platforms, and public free Wi-Fi that fosters connectivity and support local businesses. We now have a digital twin that supports all the work the GA advocated for in the Framework Plan.

These innovations, combined with ongoing urban design and connectivity projects, illustrate a sustained commitment to making Geelong more liveable, sustainable, and future-ready.

Appendix 2: Former Geelong Authority members

Peter Dorling

Term of appointment: September 2015
-October 2016

Chairperson: September 2015-October 2016

Expertise: strategic planning, governance, regional development and public administration.

Janet Dore

Term of appointment: September 2015- May 2017

Expertise: Executive leadership, governance, public sector management, local government and organisational leadership.

Robert Costa

Term of appointment: September 2015-May 2017

Expertise: Business management, investment and philanthropic leadership, and cultural development.

Prof Roz Hansen AM

Term of appointment: September 2015
-December 2020

Chairperson: October 2016-December 2020

Expertise: Architecture, Building and Planning, governance and business leadership.

Steve Thorne

Term of appointment: March 2022-30 June 2022

Expertise: Masterplanning, urban regeneration, streetscape design, structure planning and policy development.

Dr Sarah Leech

Term of appointment: March 2022
-5 September 2023

Expertise: Health management, governance and organisational strategy.

Appendix 3: Geelong Authority Terms of Reference

- Current Terms of Reference - 8 September 2025
Terms of Reference
- Terms of Reference - 18 November 2021
- Terms of Reference - 1 September 2021
- Terms of reference - 31 August 2018
- Terms of reference - 30 August 2016
- Terms of Reference - 8 September 2015

Appendix 4: Detailed table on Action Plan project deliverables and status

Revitalising Central Geelong Action Plan (2016)

Planning for Growth - A supportive environment that attracts public sector investment

Deliverable and Action	Status	Enabled Outcomes
Prepare a Delivery Plan	COMPLETED The Central Geelong Framework Plan (2023) provides for the strategic delivery of the Action Plans objectives.	The elements of the Delivery Plan now embedded as objectives via the Framework Plan into the Geelong Planning Scheme. Providing clarity and direction to delivery agents, industry and community.
Upgrade Infrastructure	COMPLETED Central Geelong Utility Infrastructure Upgrade Plan (2017). COMPLETED Gheringhap Street Stormwater Drain (January 2020). ONGOING Working group established to advice on streetscape projects e.g. Malop Street Green Spine.	Greatly reduced the frequency of flooding and the length of time surface flood waters impact the CBD, benefitting local businesses, residents, visitors and developers
Fast Track Major Project Approvals	ONGOING Geelong Authority providing advice to the Minister for Planning on major planning permit applications and beneficials outcomes for private development in Central Geelong. COMPLETED Central Geelong Framework Plan (2023).	Private and public developments contribute to the UNESCO City of Design status; benchmarks for design excellence are clear and major developments are fast tracked when the principles are met.
Prepare the Moolap Coastal Strategic Framework Plan	COMPLETED The Moolap Coastal Strategic Framework Plan released August 2019. UNDERWAY The Wetlands and Former Saltworks Management Masterplan funded through Geelong City Deal.	The environmental benefits of the Strategic Framework Plan contribute to flora and fauna protection, cultural heritage management, and future proof the storm water solutions for the study area.

Revitalising Central Geelong Action Plan (2016)

Stronger CBD - High quality developments that increase the number of people working in Central Geelong.

Deliverable and Action	Status	Enabled Outcomes
Delivery Strategy for a Convention Centre	<p>COMPLETED Planning and designs completed and funding provided through Geelong City Deal.</p> <p>UNDERWAY Geelong Convention and Event Centre currently in construction.</p>	Increased city vibrancy day and night throughout the week and weekend as conferences, exhibitions and events enable a reliable pipeline of repeat visitation.
New Jobs	<p>COMPLETED Barwon Water Headquarters opened July 2017.</p> <p>COMPLETED Worksafe headquarters opened July 2018.</p> <p>COMPLETED NDIA head office opened March 2019.</p>	
New Development Opportunities	ONGOING Carried forward into the Central Geelong Framework Plan (2023).	The Framework Plan will guide the creation of a Development Plan Overlay and provides building height controls to achieve balance on development opportunities and city character.
Improve Existing and Construct New Laneways	<p>COMPLETED Central Geelong Laneway Strategy (endorsed by Geelong Council August 2018).</p> <p>COMPLETED Construction of two new laneway breakthroughs Dennys Place (2023) and Market Street laneway breakthrough (2025).</p> <p>COMPLETED Improvements to Aitchison Place (2017) and Police Lane (2023) upgraded alongside the Barwon Water headquarters and Geelong Arts Centre redevelopment respectively.</p>	Increased permeability for pedestrian movements enabling economic activity through access to small businesses by the workforce and peripheral activation at intimate scale.
New Civic Centre	COMPLETED City of Greater Geelong's new Civic Centre Warruki Nyal operating and open to the public in September 2022.	A healthy and collaborative working environment for Council's Central Geelong based employees and community members.
Create A City Heart	<p>COMPLETED A review of sites in Central Geelong that could provide a City Heart</p> <p>ONGOING Action 4 Central Geelong Framework Plan (Masterplan city block containing Market Square).</p>	Increased business confidence in the surrounding area, improved social and environmental management, increased opportunities for community gatherings.

Revitalising Central Geelong Action Plan (2016)

Inhabiting the City - An active city that is a great place to live.

Deliverable and Action	Status	Enabled Outcomes
<p>Support Delivery of City Housing</p> <p>Support opportunities to develop new city housing.</p> <p>Develop a suite of initiatives to encourage and support the conversion of existing office or vacant building stock for residential use.</p>	<p>UNDERWAY Scoping of a Living 3220 strategy.</p>	<p>Increase residential living and grow the service economy, as well as improving city vibrancy and safety.</p>
<p>Plan for Community Infrastructure</p>	<p>COMPLETED Little Malop Street pedestrian and cycling bridge.</p> <p>COMPLETED Central Geelong Community Infrastructure Plan 2017.</p> <p>COMPLETED Central Geelong Public Open Space Network Report 2018.</p>	<p>The infrastructure and open space needs for the target population in Central Geelong are planned for. Improved active transport connections for Central Geelong.</p>
<p>Construct the Royal Geelong Yacht Club Safe Harbour</p>	<p>COMPLETED Stage 1 works, including Wangim Walk, completed January 2021.</p> <p>COMPLETED Geelong Sailing School opened May 2025.</p>	<p>Increased visitation and event hosting on Geelong's waterfront providing improved city vibrancy and economic stimulus.</p>
<p>Construct Stage 4 of the Stadium Kardinia Park</p> <p>Construct Stage 4 of the Kardinia Park stadium redevelopment.</p> <p>Construct Stage 5 of the Kardinia Park stadium redevelopment.</p>	<p>COMPLETED Stage 4 opened May 2017.</p> <p>COMPLETED Stage 5 opened May 2024.</p>	<p>The stadium is able to host up to 40,000 spectators, improving visitation to Central Geelong for sports and entertainment events.</p>
<p>Host Events</p> <p>Support events in central Geelong including the Festival of Sails and the Cadel Evan's Ride. Expand the national and international events portfolio in the Geelong region.</p>	<p>ONGOING The provision of major upgrades and developments at the Geelong Arts Centre, Kardinia Park, Geelong Yacht Club and the Convention Centre.</p>	<p>New and upgraded infrastructure is providing world-class sports and entertainment events.</p>

Revitalising Central Geelong Action Plan (2016)

Smart City - A stronger integration and a greater diversity of health, education and cultural land uses.

Deliverable and Action	Status	Enabled Outcomes
Construct the Geelong Tech School	COMPLETED Gordon Institute of TAFE new Tech School opened October 2018.	Improved opportunities for students in Geelong.
Support the Delivery of Student Housing	COMPLETED Deakin refurbished T&G Building in late 2016 and opened student housing in May 2018.	Increased number of students living in Central Geelong.
Plan for the Expansion of Health and Education Facilities	<p>COMPLETED Bridget Clancy wing expansion at St John of God Hospital completed 2017.</p> <p>COMPLETED University Hospital new Children's Emergency Centre opened September 2024.</p> <p>UNDERWAY Barwon Health's new Women's and Children's Hospital (due 2029).</p>	Central Geelong and the broader Geelong community provided better health services.
Construct Stage 2 of the Geelong Performing Arts Centre	<p>COMPLETED Stage 2 opened 2019.</p> <p>COMPLETED Stage 3 opened August 2023.</p> <p>ONGOING Designs for the expansion of the Geelong Gallery subject to funding.</p> <p>ONGOING Little Malop Street streetscape designs subject to funding.</p> <p>ONGOING Refurbishment of The Church stage 4.</p>	The Arts and Cultural Precinct Masterplan public areas to be completed and the economic and social benefits realised for events and precinct operations.

Revitalising Central Geelong Action Plan (2016)

Getting Around - Geelong Station Precinct is a major arrival point and activity hub.

Deliverable and Action	Status	Enabled Outcomes
Finalise an Operating Plan for the Transport Network	COMPLETED Central Geelong Transport Network Operating Plan 2018 (note not endorsed by Council).	These plans are informing further work being completed as objectives 11-14, 20, 24-26 of the Framework Plan.
	COMPLETED Central Geelong Bus Services and Infrastructure Capability Review (2019).	
	COMPLETED Central Geelong Freight Program Implementation Plan (2018).	
	COMPLETED Geelong Commuter Car Parking Strategy (2019).	
	ONGOING Central Geelong Car Parking Strategy (Draft 2018 being updated).	
Revitalise the Geelong Station Precinct	COMPLETED Minor facility upgrades to improve access and amenity at Geelong Station through the Geelong City Deal.	Wayfinding into the city from the Geelong Train Station encourages active transport for workers, increased visitor economic spend, conservation of the heritage values of the station. As a key gateway to Central Geelong, the precinct can better utilise its land and be a catalyst for adjacent development.
	YET TO COMMENCE Comprehensive masterplan for the Station including upgrades to public transport facilities and public access, development opportunities and future needs of Department of Justice and Victoria Police - Action 28 Framework Plan.	
Highlight City Arrivals	COMPLETED Upgrades completed to improve multiple entry sites to Central Geelong.	Improved streetscape at key arrival points into the city.

Revitalising Central Geelong Action Plan (2016)

Green spine a landmark linear park connecting the Geelong station precinct and eastern park – creating a focal point for new development.

Deliverable and Action	Status	Enabled Outcomes
<p>Construct stage 1 of the Green Spine</p>	<p>COMPLETED Block 1 Gheringhap Street to Moorabool south to north side constructed.</p> <p>YET TO COMMENCE South side at concept plan only.</p> <p>COMPLETED Block 2 Moorabool Street to Yarra Street full block constructed.</p> <p>COMPLETED Block 3 Yarra Street to Bellerine Street south side constructed.</p> <p>YET TO COMMENCE Block 3 North side designs-construction subject to funding.</p> <p>YET TO COMMENCE Block 4 Bellerine Street to Swanston Street concept designs subject to further funding.</p> <p>YET TO COMMENCE Block 5 Swanston Street to Fitzroy Street concept designs subject to further funding.</p> <p>YET TO COMMENCE Block 6 Fitzroy Street to Garden Street concept designs subject to further funding.</p> <p>YET TO COMMENCE Review Eastern park masterplan to integrate with the Green Spine.</p>	<p>Trader's access outdoor dining, urban heat mitigation, improved economy through visitor spends, attraction of innovation and services, and improved Citizen health and wellbeing through active transport.</p> <p><i>5-Year state designated road project declaration (gazetted 25 August 2020), extend to expire on 25 August 2030.</i></p>
<p>Construct an integrated public space and water management project in Johnstone park</p> <p>Construct an integrated water management demonstration project in Johnstone park.</p>	<p>COMPLETED Johnstone park rain garden completed 2018</p>	<p>A series of terraced ponds that filter stormwater into an underground tank to drip irrigate the park.</p>
<p>Plan for improved linkages between the city and the waterfront</p>	<p>ONGOING CoGG undertaking Gheringhap Street Masterplan.</p>	<p>Improved public realm providing safer passive transport options and sustainability targets.</p>

Appendix 5: Related Media Releases

Geelong Authority

Premier of Victoria, 12 August 2015 **Geelong Authority to Get Projects, Jobs and Growth Moving**

Premier of Victoria, 24 September 2015 **Geelong Authority to Boost Investment and Drive Jobs**

Premier of Victoria, 14 May 2021 **New Geelong Authority Chair Appointed**

Premier of Victoria, 1 March 2022 **Geelong Authority Chair Reappointed for Further Term**

Revitalising Central Geelong Action Plan

Premier of Victoria, 16 February 2016 **Winning Worksafe Bid Brings Hundreds of Jobs to Geelong**

Premier of Victoria, 28 September 2021 **Wadawurrung Traditional Owners join Geelong Revitalisation**

Central Geelong Framework Plan

Premier of Victoria, 1 March 2023 **Planning For The Heart Of Djilang (Geelong)**

Premier of Victoria, 24 February 2025 **More Homes in Geelong**

Geelong City Deal

Premier of Victoria, 1 May 2018 **A better deal for Geelong and the Shipwreck Coast**

Premier of Victoria, 19 February 2018 **Geelong City Deal on the Move with Key Players Outlining the Path**

Premier of Victoria, 8 October 2019 **Plan in Place for Geelong City Deal rollout**

Green Spine

Premier of Victoria, 19 December 2023 **Geelong's Green Spine Opens Ahead of Christmas**

Premier of Victoria, 27 July 2023 **Geelong's Green Spine is Growing**

Premier of Victoria, 24 December 2021 **Green Spine continues to take shape**

Premier of Victoria, 20 March 2020 **Protecting Geelong's Green Spine**

Premier of Victoria, 21 July 2018 **The Gee-Longest Kick Down the Revitalised Green Spine**

Geelong Convention and Event Centre

Premier of Victoria, 29 July 2016 **Geelong Convention Centre a Step Closer**

Premier of Victoria, 22 December 2021 **Bigger and Better Geelong Convention Precinct**

Premier of Victoria, 24 January 2022 **Early works start on Geelong Convention Centre**

Premier of Victoria, 11 May 2022 **Backing Geelong's Events Industry to Grow**

Premier of Victoria, 19 December 2023 **Major Investment into Geelong Events Precinct Secured**

Premier of Victoria, 4 April 2024 **Nyaal Banyul Works Provide Geelong Training and Jobs**

Johnstone Park

Premier of Victoria, 26 April 2017 **Work Begins on Johnstone Park Raingarden**



VICTORIA
State
Government

Department
of Transport
and Planning