FUTURE PROVISION OF COMMUNITY SERVICES INFRASTRUCTURE IN NORLANE / CORIO

Portfolio: Community Development - Cr Fisher
Source: Community Services - Community Development
General Manager: Irene McGinnigle
Index Reference: Subject: Social Planning

Summary

• The purpose of this report is to provide Council with a strategic direction in relation to the future provision of community services infrastructure in Norlane / Corio. The report reflects one of Council’s Funding Priorities 2010 relating to community infrastructure planning.

• Over the past 12 months Council has been conducting a planning study with the community and key stakeholders to provide direction in relation to Community Services Infrastructure in Norlane / Corio including childcare, preschools, libraries, neighbourhood houses, youth facilities, major and minor community halls.

• The study and planning activity in Norlane / Corio is one of ten place based major studies being conducted across Geelong to provide Council with direction around long term budget planning in relation to the provision of community services infrastructure in the municipality.

• Norlane / Corio is home for 26,255 people in an area of Geelong that includes a mix of private and public housing and is currently providing a community services infrastructure that is largely stand-alone and ageing with the majority over 40 years old and not reflective of modern service standards.

• Norlane / Corio is seen as an area of socio-economic disadvantage and has been the subject of a major long term State Government Neighbourhood Renewal Project. The State Government is also considering a major Urban Renewal Project for Norlane / Corio including a School Regeneration Project.

• Council’s future planning project has identified and recommends a long term direction of focussing on five key precincts that will see the development of multi-functional family services / community hubs / shared facilities at:

1. Norlane / North Shore at Windsor Park
2. Corio West and Purnell Road / Cloverdale
3. Norlane West at Evans Reserve
4. Corio at Hendy / Rosewall
5. Centrally located facilities adjacent to Corio Village

• In addition to the development of community hubs, the project identified the need to develop an area Structure Plan with a key focus on the development of the Corio Village precinct as well as improvements relating to open space and public amenity including strip-shopping centres, streetscapes and facilitates the development of area based lifelong learning and health services.

• The Community Services Infrastructure Plan provides Council with strategic advice to enable it to articulate its forward plan in regards to the provision of facilities in Norlane / Corio and a mechanism to engage with State and Federal Governments as well as local communities to meet future community facility needs over the next 10 – 20 years.
FUTURE PROVISION OF COMMUNITY SERVICES INFRASTRUCTURE IN NORLANE / CORIO (CONT’D)

Recommendation

That Council

1) Note the Draft Community Services Infrastructure Plan to provide strategic direction for future provision of Community Services facilities in Norlane / Corio.

2) Put the Draft Community Services Infrastructure Plan on public exhibition for a six week period.

3) Receive a further report following the public exhibition period.

Report

Background

The Norlane / Corio Community Services Infrastructure Plan has been developed over the past 12 months in consultation with the local community, key stakeholders, service providers and State Government.

Norlane / Corio is located six kilometres from the Geelong City Centre and has a population of approximately 26,255 people including communities which experience high levels of disadvantage. The area has been the subject of a considerable number of studies and State Government initiatives including Neighbourhood Renewal, School Regeneration and Urban Renewal.

The City of Greater Geelong has made significant investment in Community Services Infrastructure over the past 10 years in Norlane / Corio including:

- refurbishment of Norlane Community Centre
- refurbishment of Corio Library
- Rebuilding of the Hendy Street Hall
- Upgrades and improvements to childcare and preschool facilities
- Upgrade of Centenary Hall

As well as improvements / upgrades to recreation and open space in Windsor Reserve, Evans Reserve, Goldsworthy Athletics Track plus funding the DW Hope 'Northern Community Hub development / land provision and Wathaurong Aboriginal Co-operative Children’s and Health facilities.

The City of Greater Geelong engaged Collaborations in partnership with David Lock and Associates and Per Architects to research and develop a strategic direction for future community services infrastructure provision in Norlane / Corio.
FUTURE PROVISION OF COMMUNITY SERVICES INFRASTRUCTURE IN NORLANE / CORIO (CONT’D)

The Community Services Infrastructure project in Norlane / Corio has been developed from similar work undertaken on the greenfield site in Armstrong Creek and uses national and state benchmarks to identify key facility developments.

The project has sought to identify:

- functional priorities for community services infrastructure to respond to identified needs of the communities of Norlane / Corio
- spatial and locational requirements for locally sustainable and supportive community services infrastructure appropriate at both sub-regional levels (including existing and any potential new infrastructure)
- provide the impetus for improved social health and employment outcomes and effect change in the life expectancy outcomes of the sub-region.

The study in Norlane / Corio specifically examined the role and capacity of the following issues, facilities and services:

- Family and children’s services (childcare, kindergarten, maternal and child health and family support programs)
- Community and adult education / neighbourhood houses
- Library services
- Local open space
- Local mobility including walking and cycle paths
- Community programs and services including older adults and young people
- Arts and cultural expression
- Recreational opportunities
- Community safety
- Community information
- Community development and social interaction

Collaborations and David Lock and Associates have worked with Councillors, Council officers, the community, community organisations and State Government to develop and inform the plan. A Project Reference Group chaired by Cr Kylie Fisher steered the project and was informed by:

- workshops with government and community agencies
- workshops with local residents
- consultations with young people

These consultations were informed by research and consultation undertaken by Deakin University, State Government and City of Greater Geelong.

As a result of the consultants and the Project Reference Group’s work, a detailed report has been compiled to inform the strategic direction of Council in relation to area based planning for community services infrastructure in Norlane / Corio.
FUTURE PROVISION OF COMMUNITY SERVICES INFRASTRUCTURE IN NORLANE / CORIO (CONT’D)

The report titled “Future Dreaming: Community Analysis for Corio Norlane” is to be used as a key reference and informing document for Council’s priorities, actions and engagement with State and Federal Governments and local communities.

Recommendations of the report for the future development of Community Infrastructure in Norlane / Corio include:

- Ensuring an ongoing place management approach and community development
- Revitalisation of local shopping strips including Rose Avenue, Robin Avenue, Detroit Crescent, Labuan Square and Alkira Avenue
- Development of five key community precincts / hubs to include a mix of family, children, community, health and learning environments at:
  - Norlane West / Evans Reserve – Upgrade family services facilities and consider future location of pre-school, improve senior citizens facility including flexible meeting spaces and links to wider community programs.
  - Corio West / Purnell Road, Cloverdale – Redevelopment of the Cloverdale Community Centre. Future relocation of family services hub to site adjacent to Corio West Primary School including MCH.
  - Corio North / Hendy St, Rosewall – Redevelopment of the Rosewall Neighbourhood House. Redevelopment of Rosewall Pre-school and Children’s Services. Consolidation of services including MCH, Pre-school, hall at Hendy Street.
  - Norlane / North Shore – Development of North Shore Children’s Hub including pre-school and other family services on Windsor Park Reserve.
- Improve open space
- Strategic footpath development
- Development of a Structure Plan for Norlane / Corio
- Development of the Corio Village precinct as ‘Town Centre’
- Improve community transport and active transport linkages
- Create opportunities for young people through provision of facilities at a regional level
- Facilitate, support and develop local community services and health services

The community in Norlane / Corio has been widely consulted in the development of this report along with key stakeholder groups including:

- Corio Norlane Development Advisory Board
- Key agencies / organisations
- State Government Departments
FUTURE PROVISION OF COMMUNITY SERVICES INFRASTRUCTURE IN NORLANE / CORIO (CONT’D)

Discussion

The Future Provision of Community Services Infrastructure in Norlane / Corio Report provides Council with a key planning tool to articulate and action its priorities in the local area. The plan is based upon extensive consultation, benchmarking and strategic work guided by a Councillor lead reference group and interacting with the community stakeholders and State Government.

Council has identified key projects in the municipality which are recognised as strategically important to the future of the Geelong region. Community Infrastructure is identified as one of these priorities with a particular emphasis on identifying future facilities in local communities. The benefits of this approach have been identified as:

- Upgraded community infrastructure which meets service provision and environmental standards.
- Greater equity across the municipality.
- A greater “sense of place” which builds community identity and spirit.
- Easier access by grouping together services and working in partnership with other organisations.

The plan for Norlane / Corio is part of a suite of local area plans being developed by Council aimed to deliver a strategic direction for the provision of facilities in local communities to deliver community facilities. The planning process also articulates a range of other activities that Council can use to inform directions to strengthen and meet community needs.

Over the past decade Council and the State Government have activated and managed a range of programs and projects in the Norlane / Corio area including Neighbourhood Renewal, School Regeneration as well as a range of specific programs such as Best Start. More recently the State Government had been undertaking a review scoping exercise in terms of a major urban renewal project for the area. It is anticipated many significant initiatives including the School Regeneration Project will commence in the next few years. Council, having a defined direction in regards to the future provision of community services infrastructure, will enable it to engage and maximise future initiatives and work in partnership with other levels of government.

The Community Infrastructure Services Planning undertaken by Council is modelled on best-practice and utilises benchmarking, data, consultation and research to inform direction. The process is further informed by building audit information and recognition that Council needs to replace and renew ageing community services infrastructure in line with community need and expectation. Furthermore, Council’s strategic planning work recognises the importance to ensure renewal of existing communities whilst at the same time meet the challenges of growth in new areas such as Armstrong Creek.

Environmental Implications

The Community Services Infrastructure Planning project in Norlane / Corio aims to both improve the environmental outcomes of built facilities as well as ensure an improved environment including open and recreational space and streetscapes. In addition the focus on precincts and improved walkability through neighbourhood amenity will deliver environmental outcomes.
FUTURE PROVISION OF COMMUNITY SERVICES INFRASTRUCTURE IN NORLANE / CORIO (CONT’D)

Financial Implications

The recommendations of the Norlane / Corio Community Services Infrastructure Plan aim to provide Council with a clear direction in terms of potential expenditure in regards to Community Services Infrastructure in the local area. The plan takes a longer term view of 10 – 15 years and informs Council’s long term resource planning. Adopting this longer term strategic view will enable Council to engage key funding partners in State and Federal Governments in regards to Council and community priorities. The adoption of the Norlane / Corio Community Services Infrastructure Plan will enable Council to consider short term priorities and community requests in light of a longer term strategic plan thus reducing ad-hoc and non-prioritised spending on infrastructure. The Plan will also enable the consolidation of facilities in precincts and the development of flexible multi-functional hubs.

Implementation of the Norlane / Corio Community Services Infrastructure Plan will need to be done taking into consideration other priorities across the municipality and will be subject to ongoing budgetary and strategic review. Funding for Norlane / Corio Community Services Infrastructure will need to be focused on seven key pieces of infrastructure, that is:

- Cloverdale Community Centre
- Rosewall Neighbourhood House
- Family hubs at North Shore, Corio West, Hendy Street and Evans Reserve
- Future development of central community infrastructure such as the library in conjunction with development of the town centre in Corio

In 2010-11 Council has included $200,000 for design of a children’s services hub at North Shore.

Policy/Legal/Statutory Implications

The Norlane / Corio Community Services Plan builds upon Council’s priority in relation to Community Infrastructure and closely aligns with Federal and State Government policy direction regarding the development of community hubs and shared facilities.

The development of a Structure Plan for Norlane / Corio will link to Council’s Planning Scheme. Council currently has a “Shared Community Facilities Policy”.

Officer Direct or Indirect Interest

No Council officer has a direct interest in this report.
FUTURE PROVISION OF COMMUNITY SERVICES INFRASTRUCTURE IN NORLANE / CORIO (CONT’D)

Risk Assessment

Council currently has a range of ageing community services infrastructure that provides a range of risks in terms of long term maintenance and ability to meet service and community needs. The Norlane / Corio Community Services Infrastructure Plan provides Council with a strategic direction in regards to replacing, renewing and developing community services infrastructure to meet community needs and expectations.

Social Considerations

Provision of community services infrastructure is a key responsibility of local government to meet local needs in a range of service areas including family and childcare services, libraries, community programs, education, information, and arts and culture. The Norlane / Corio Community Services Infrastructure Plan is a local area planning approach currently being undertaken by the City to inform and direct Council funding and activity in a strategic and informed way. Whilst Norlane and Corio has had a large number of facilities, many of these are now ageing and under-achieving in meeting community and service needs. Council’s planning work has been informed by local input as well as consideration of benchmarks and national / state policy that will ensure a purposeful approach to renewing and development of facilities and resources. The adoption of a plan for community services infrastructure in Norlane / Corio will enable Council to engage on an ongoing basis with the community and key funding stakeholders re Council’s priorities.

Communication

Council’s Community Development Department is responsible for the communication of this report and plan and will actively engage with government and key stakeholders to enable implementation.
Future Provision of Community Services Infrastructure in Norlane / Corio

Project Overview

And

Implementation Plan
1.1 Study Area

The report presents the research and findings of an assessment of community infrastructure provision for the City of Greater Geelong in the suburbs of Corio and Norlane. Situated approximately 6km north of Geelong city centre, for the purposes of this assessment the suburbs of Corio and Norlane have been divided into four smaller neighbourhoods (based on population catchments and geographic boundaries) including, West Norlane/Lovely Banks, Corio/Corio West, Corio North, Norlane / North Shore.

The Corio and Norlane population totals approximately 26,255 people, including communities which experience high levels of disadvantage across many of the commonly used socio-economic indices. The area has been the subject of a considerable number of studies, and is currently a focus for state government housing regeneration initiatives.

The City of Greater Geelong had made significant investment over the years in community infrastructure, including facilities and open space, this project has sought to understand the current strengths and capacity of community infrastructure within the study area.
1.2 Project Brief

The City of Greater Geelong engaged Collaborations in partnership with David Lock Associates and PER Architects to research and develop a strategic direction for future community infrastructure provision in Corio and Norlane.

The project brief acknowledges the complex environment of state and local government policy and project initiatives, incorporating:

- a review of existing and proposed plans of a range of organisations and government agencies active in the Northern Suburbs [Corio, Norlane and North Shore] of the City of Greater Geelong;
- consultation with five neighbourhood communities;
- consultation with service providers, organisations and government agencies with an interest in the northern suburbs of Geelong;
- a review of existing community infrastructure tools for application in Corio and Norlane;
- development of a vision and workable assessment tool for community infrastructure within the context of a significantly and inter-generationally disadvantaged area being mindful of:
  a) the City’s social sustainability principles,
  b) the City’s draft community infrastructure policy;
  c) the City’s changing approach to community infrastructure planning and community hubs;
  d) the City’s social planning geographic hierarchy, and the particular spatial arrangements and documented amenity of each neighbourhood;
  e) walkability principles and walkable catchments;
    i) social planning benchmarks established in the Armstrong Creek development process, Leopold and Lara with reference to other standards used in social planning, as well as:
    ii) the objectives of the Local Government Act in respect of outcomes for communities;
    iii) the objectives and directions of the draft Municipal Strategic Statement in respect of community health and wellbeing;
    iv) the objectives of the Health Act and any current or draft Municipal Health Plan including the G21 Volume Planning for Healthy Communities in the G21 Region;
    v) the Victorian Charter for Human Rights and obligations flowing from this Charter in relation to local government’s role, and particularly in respect of spatial measures and infrastructure designed to address identified disadvantage;
  f) build criteria for the performance of the City’s community infrastructure and service provision in this context.

The community infrastructure platform has been developed from similar work in Armstrong Creek, in the City’s social planning geographic hierarchy, and in Leopold and Lara places infrastructure within evenly spaced neighbourhoods, in walkable catchments of approximately 5,000 persons or 3,000 households. For the Corio Norlane area, neighbourhood boundaries are defined by two natural barriers; major roads that people would not normally cross, and distance between neighbourhoods that people would not normally walk.
The project has sought to identify:

- functional priorities for community infrastructure to respond to the identified needs of the communities of Corio and Norlane;
- spatial and locational requirements for locally sustainable and supportive community infrastructure appropriate at both neighbourhood and sub-regional levels (including existing and any potential new infrastructure);
- provide the impetus for improved social educational, health and employment outcomes and effect change in the life expectancy outcomes for the sub-region.

1.3 Project Scope

The scope for this study has focused on the role of community infrastructure and community capacity building in supporting positive social outcomes for Corio and Norlane. It is recognised that there is a range of community infrastructure provided by all levels of government and other organisations which plays a role in social and community development. Our work has acknowledged these relationships and the complex service systems at play, whilst focussing on the future role of local government in Corio and Norlane. Specifically we have examined the role and capacity of the following issues, facilities and services:

- Family and children’s services (childcare, kindergarten, maternal and child health and family support programs);
- Community and adult education;
- Library services;
- Local open space;
- Local mobility, including walking and cycling paths;
- Community programs and services (including older adults and young people);
- Arts and cultural expression;
- Recreational opportunities;
- Community safety;
- Community information;
- Community development and social interaction.

The study has taken a strategic overview of these areas of interest as they relate to Council’s platform for ‘social sustainability’ and as such this work has not sought to replace detailed service planning. Rather, we have taken an integrated approach to Council’s role in supporting ‘social sustainability’ and sought to establish priorities for future action and investment.

This study reflects the belief a place is only socially inclusive when as few people as possible are excluded from enjoying its benefits. Thus a place would only achieve this standard when it invites people from every section of society, men, women, old, young, able bodied and infirm. To this end community infrastructure has to be accessible in three ways:

- **Physically** - so people can get there, on foot, by bicycle or public transport;
- **Economically** - so they can afford to use it and the service provider can sustain their level of commitment to that community; and
- **Psychologically** - so they feel welcomed into it and are not deterred by the place.
1.4 Project Reference Group and Community Support

The project has been informed and supported by the active involvement of a Project Reference Group comprising:

- Cr Kylie Fisher, Corio Ward, CoGG
- Carmel Boyce, Coordinator Social Planning, CoGG
- Paul Jamieson, Manager Community Development Department, CoGG
- Frank Giggins, Family Services Development Officer, CoGG
- Cathy Walker, Corio Norlane – Community Development Officer, CoGG
- Liz Coles, Coordinator Community Facilities Unit, CoGG
- Terri Osburn, Special Projects Officer, Community Facilities, CoGG
- Felix Hemingway, Manager Urban Design, CoGG
- Sandra Anderson, Norlane Community Centre
- Arda Duck, Project Manager, Corio Norlane Regeneration, DEECD
- Gary Golding, Corio Norlane Education Regeneration Project
- Cathy Gordon, Manager Early Years, DEECD
- Jane Wager, Co-ordinator Community Development Unit, CoGG

Importantly, we have undertaken a process of community consultation and engagement to ensure that the recommendations are informed by local understanding and experience. This process has included:

- Workshops with government and community agencies;
- Workshops with local residents;
- Consultation with young people of primary and secondary age;
- Consultation with young parents.

In addition we have had access to extensive consultation and research undertaken by other organisations including Neighbourhood Renewal, City of Greater Geelong and Deakin University. (See Section 2.1)

We thank all involved for their generosity with time, information and ideas. The communities of Corio and Norlane have shown their capacity and willingness to engage with planning and change processes and make informed decisions about future priorities and directions.

1.5 Approach

This report outlines the key steps undertaken in conducting a community infrastructure analysis for Corio and Norlane. The community infrastructure assessment process has involved the collation and analysis of a number of different data sets based on agreed assessment criteria (this assessment is outlined in Sections 3, 4 and 5 of this report). The recommendations presented in this report have been informed by:

- Study area profile prepared by CoGG;
- Council facility and service database prepared by CoGG;
- Community consultation findings;
- Mapping of the study area by David Lock Associates;
- Population data (including profiles prepared by id consulting);
- Service data (e.g. Library membership);
- Facility audits provided by CoGG.
The assessment process has been designed to inform strategic community infrastructure planning for Corio and Norlane, to complement the existing work being undertaken by other agencies and areas of Council, not as a substitute for more detailed service planning. The community infrastructure assessment framework assists in identifying community infrastructure priorities and in monitoring key social issues and changes.

The planning of facilities and services is not a static event, but an ongoing process, which is intended to ensure that planning areas have continual access to a range of appropriate, and quality services. This strategic assessment informs an integrated approach to community infrastructure planning and does not replace service specific research or planning exercises.

1.6 Recommendations

The following table provided a summary of the recommendations outlined in Section 7 of this report. Following discussion with the Project Reference Group and agreement to decisions making criteria priorities will need to be established for implementation.

At the Local Area Level

<table>
<thead>
<tr>
<th>Theme/Issue</th>
<th>Summary Recommendations</th>
<th>Time Frame</th>
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<tbody>
<tr>
<td>1 Place Management and Community Capacity Building</td>
<td>• It is recommended that state and local government identify an allocation of Place Management and Community Development Resources to support an integrated approach to community planning and ongoing community involvement in the urban renewal process.</td>
<td>0-2 years</td>
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<tr>
<td>2 Revitalisation of local shopping strips</td>
<td>• It is recommended that funding is allocated for the revitalisation of local strip shopping centres using the opportunities and guidelines developed during this study to inform local revitalisation initiatives.</td>
<td>0-10 years</td>
</tr>
</tbody>
</table>
| 3 Capacity of Neighbourhood Infrastructure                                | • This study has sought to establish a baseline level of community infrastructure in each of the four neighbourhoods defined within the study area. The model for this baseline infrastructure includes space for community programs and activities, space for the delivery of session services (particularly Maternal and Child Health), kindergarten provision and space for informal social interaction. An assessment of each of the neighbourhoods¹ and the current levels of provision leads to the following recommendations:  
  
  Norlane West / Evans Reserve  
  • The relocation and enhancement of long-day care, kindergarten and Maternal and Child Health Services be investigated, with a potential clustering of these services in a Family and Children's Hub either at the Trudy Moritz site or Norlane West Primary School. | 0-10 years   |

¹ This assessment is based on the information made available at the time of writing, the allocation of funding for future facility and service provision will need to remain responsive to the dynamic planning environment, including the work of other government and non-government agencies.
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<tr>
<td>3 Capacity of Neighbourhood Infrastructure (Cont’d)</td>
<td><strong>Norlane West / Evans Reserve (Cont’d)</strong>&lt;br&gt;• Upgrading of the Senior Citizen's Centre to include improved meeting space, classrooms, open space and amenities.&lt;br&gt;• Allocation of funding for the refurbished Senior Citizen's Centre to operate a wider range of community programs and lifelong learning opportunities.&lt;br&gt;&lt;br&gt;<strong>Corio West / Purnell Road / Cloverdale</strong>&lt;br&gt;• Redevelopment of Cloverdale Community Centre to meet neighbourhood infrastructure guidelines, including improved capacity of lifelong learning, technology access, open space and play facilities.&lt;br&gt;• The relocation of current long daycare on Purnell Road and the kindergarten (potentially to include occasional care) and the MCH service to consolidated facility and children's hub on Council land adjacent to Corio West Primary School.&lt;br&gt;• Ensure open space access is upgraded for NW Corio.&lt;br&gt;&lt;br&gt;<strong>Corio / Hendy Street / Rosewall</strong>&lt;br&gt;• Upgrading of facilities hall in association with the Primary School redevelopment including minimum neighbourhood infrastructure guidelines (including improved capacity of lifelong learning, technology access, program space, open space and play facilities), investigate the expansion of existing kindergarten and potential inclusion of long-day care in this location.&lt;br&gt;• Investigation of a redevelopment of the neighbourhood house functions at Rosewall to a multi campus approach linking with a new community hub at Hendy Street (see spatial guidelines).&lt;br&gt;• Consultations with residents of Rosewall to identify opportunities for redevelopment of local community infrastructure and community enterprise opportunities on the existing site to build on local strengths and needs (eg. Community gardens, men's she/workshop space, tool hire, and internet café / community kitchen).&lt;br&gt;• Ensure open space provision and amenity is improved through urban renewal program to cater for all ages and needs.&lt;br&gt;• Retain Rosewall Kindergarten in a redeveloped local hub.</td>
<td>Priority 3</td>
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<tr>
<td>Theme/Issue</td>
<td>Summary Recommendations</td>
<td>Time Frame</td>
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<tr>
<td>3 Capacity of Neighbourhood Infrastructure (Cont’d)</td>
<td><strong>Norlane / North Shore</strong>&lt;br&gt;• Proceed with development of North Shore Children’s Hub to include complementary spaces as outlined in neighbourhood spatial guidelines for service delivery, kindergarten and community programs. In additional that potential to incorporate long day care facilities be investigated to facilitate equitable access across Corio and Norlane (eg partnership with local industry). The location for this Hub should optimise the relationship with the Primary School, local open space and neighbourhood house.&lt;br&gt;• Upgrade local open space to improve community safety and use by a range of ages and needs.&lt;br&gt;• It is recommended that access to community infrastructure be monitored during the urban renewal process to ensure neighbourhood access is not compromised and to involve communities in determining the re-use of public use sites.</td>
<td>Priority 1</td>
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<td>4 Local Open Space</td>
<td>• Guidelines have been developed to optimise the use and value of open space. It is recommended that these guidelines be adopted for the redevelopment of existing and the development of new open space within the study area.</td>
<td>0-10 years</td>
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<td>5 Mobility and Access</td>
<td>• That the City of Greater Geelong undertake a DDA audit of pedestrian and cycling routes/paths/connections.&lt;br&gt;• That any new or relocated facilities are placed along key pedestrian, cycling and public transport routes.</td>
<td>0-10 years</td>
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### At the Study Area Level

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<tr>
<th>Recommendation</th>
<th>Revised Recommendations</th>
<th>Time Frame</th>
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<tbody>
<tr>
<td>1 Role of Corio Town Centre</td>
<td>It is recommended that Council investigate opportunities to integrate community functions in the Corio Town Centre. A number of functional priorities have been identified for the study area, these include:&lt;br&gt;• Improved library access and facilities;&lt;br&gt;• Youth programs and opportunities;&lt;br&gt;• Post-compulsory education and lifelong learning;&lt;br&gt;• Cultural activity and expression;&lt;br&gt;• Space for service delivery, particularly primary health. Notional spatial allocations have been prepared for each of these functional priorities, with the opportunity to integrate all, or some of these functions in a re-development town centre to optimise community access and use/profile.</td>
<td>0-2 years</td>
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<tr>
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| 1 Role of Corio Town Centre (Cont’d) | • It is recommended that the design objectives developed for Corio Town Centre during the course of this project be adopted;  
• It is recommended that a Structure Plan be developed for Corio Town Centre integrating the commercial and community functions of the precinct and outlining future land-use priorities. | 0-10 years |
| 2 Library, learning and community enterprise. | • Improved access to library and educational opportunities have been identified as priorities in the course of this study it is recommended that upgraded library facilities be given priority, including opportunities for lifelong and post-compulsory education in partnership with education providers. The opportunity exists to integrate business enterprise and business support facilities such as low-cost offices and resources. Spatial guidelines have been developed based on an integrated approach to these functions.  
• It is recommended that opportunities be investigated for the joint funding and development of such facilities, and a service model be developed which facilitates and integrated approach to literacy, learning and employment. | 0-2 years |
| 3 Community Transport and Linkages | • It is recommended that the viability of a community transport service be investigated linking key local destinations.  
• Improvements to activate transport be addressed through the Active Transport Strategy currently being undertaken by CoGG.  
• That Council continue to advocate for improved access to and amenity if public transport.  
• Develop Bacchus Marsh Road, between the Princess Highway and Corio Town Centre as a pedestrian and cycling linkage. | 0-5 years |
| 4 Opportunities for Young People | • It is recommended that the facilities be provided to meet the needs of young people at the district level. Consideration should be given to co-locating these facilities with other community, commercial and public transport access to optimise their use and profile. Spatial guidelines have been prepared for service delivery and program space to meet the needs of young people. | 0-5 years |
| 5 Service Delivery Capacity | • That support improved capacity for the delivery of local services including community health and primary health care either as part of an integrated service delivery component at Corio Town Centre or through the upgrading of existing community health facilities. Spatial guidelines have been prepared for upgrading service delivery capacity for the study area. | 0-5 years |
2. Planning Context

2.1 Background and Policy Context

The City of Greater Geelong has undertaken considerable work to establish a planning framework for community infrastructure and its role in supporting sustainable communities. "Inclusive, Healthy, Active, Vibrant and Learning: Building Sustainable Communities (a social planning guide for sustainable communities in Greater Geelong (draft 2009)" articulates the Council’s approach to planning for communities and planning for community infrastructure. The guide explains 'sustainable communities' by describing the key elements of sustainable communities and identifying the qualities inherent in sustainable communities.

The framework acknowledges that a deliberate and planned approach is required to plan towards sustainable communities: what appropriate community benchmarks might be for new and sustainable communities and how to ‘retrofit’ existing communities. The framework identifies and differentiates between community infrastructure required at the neighbourhood level, and at subregional and regional levels. The framework also proposes the linking and combining of similar services in a single location (linked and combined community infrastructure) and the linking of facilities and services at the neighbourhood level, located in 'hubs' of complementary activities.

Finally the framework articulates that buildings are only one part of the development of sustainable communities: opportunities for community development which builds social capital can be stimulated through institutional arrangements, partnerships, resourcing and programs that forge connections between people and foster community life.'

Our work has been guided by this framework, particularly the broad goals established for supporting social sustainability:

- Health and wellbeing;
- Access and equity;
- Identity and Expression;
- Developing community life and connection with others;
- Sustainable resource use;
- Economic Vitality and Opportunity.

Other important policy and resource documents reviewed included:

- Armstrong Creek Social Interagency Infrastructure Delivery Plan (February 2009);
- Leopold Community Hub Concept Design (David Lock Associates, February 2008);
- Lara Community Infrastructure Analysis (Urbis, August 2008);
- Cloverdale footpath, recreation and walking study (Nov 2008 – April 2009);
- Drysdale Clifton Springs Community infrastructure and Active Transport Planning: Project Bulletin Nos. 2;
- Housing Master Plan (Geelong), (SGS Economics draft April 2003);
- Northern Futures (vol 1. and 2.);
- Branching Out: Situational Analysis and Strategic Plan, Cloverdale Community Centre (March 2008);
- Corio and Norlane Neighbourhood Renewal Community Survey (Deakin University and DHS Partnership Unit, 2007);
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- Neighbourhood Area Data (April 2009);
- Neighbourhood Areas Northern Suburbs;
- Results of community consultations and research findings Norlane and Corio (January to May 2003);
- Community Aspirations (2003).

2.2 Community Profile\(^2\) and Social Outcomes

The study area comprises six local areas that we have grouped into neighbourhoods for the purpose of the assessment (current COGG catchment for a neighbourhood is a population of 5,000 – 10,000 residents). The largest neighbourhood is Central/NW Corio at just under 10,000 residents, with Norlane/North Shore being the smallest at around 3,800 residents.

**Current Population by Local Area**

<table>
<thead>
<tr>
<th>Area</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>West Norlane</td>
<td>6,166</td>
</tr>
<tr>
<td>Lovely Banks</td>
<td>2,055</td>
</tr>
<tr>
<td>Central Corio</td>
<td>5,177</td>
</tr>
<tr>
<td>NW Corio</td>
<td>4,173</td>
</tr>
<tr>
<td>Corio North</td>
<td>4,889</td>
</tr>
<tr>
<td>Norlane /North Shore</td>
<td>3,845</td>
</tr>
<tr>
<td>Total Corio and Norlane</td>
<td>26,305</td>
</tr>
</tbody>
</table>

**Current Population by Neighbourhood**

<table>
<thead>
<tr>
<th>Area</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>West Norlane / Lovely Banks</td>
<td>8,221</td>
</tr>
<tr>
<td>Central Corio / Corio West</td>
<td>9,350</td>
</tr>
<tr>
<td>Corio North</td>
<td>4,889</td>
</tr>
<tr>
<td>Norlane /North Shore (stand alone owing to unique geography)</td>
<td>3,845</td>
</tr>
<tr>
<td>Total Corio and Norlane</td>
<td>26,305</td>
</tr>
</tbody>
</table>

To understand the current age profile of the neighbourhoods we have broken the population down by life stages. This data shows a slightly younger age profile than the City of Greater Geelong as a whole.

\(^2\)Sources include: profileid.com.au and community profile information prepared by the City of Greater Geelong.

### Life Stage

<table>
<thead>
<tr>
<th>Life stage</th>
<th>West Norlane / Lovely Banks</th>
<th>Central Corio / Corio West</th>
<th>Corio North</th>
<th>Norlane /North Shore</th>
<th>Total numbers</th>
<th>Total %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Children 0-2 years</td>
<td>337</td>
<td>383</td>
<td>227</td>
<td>154</td>
<td>1,101</td>
<td>4.19</td>
</tr>
<tr>
<td>Children 3-4 years</td>
<td>219</td>
<td>260</td>
<td>157</td>
<td>88</td>
<td>724</td>
<td>2.75</td>
</tr>
<tr>
<td>Children 5-12 years</td>
<td>929</td>
<td>1,163</td>
<td>607</td>
<td>391</td>
<td>3,090</td>
<td>11.77</td>
</tr>
<tr>
<td>Secondary School Age 13-18 years</td>
<td>726</td>
<td>889</td>
<td>430</td>
<td>610</td>
<td>2,655</td>
<td>10.11</td>
</tr>
<tr>
<td>Young persons 19-24 years</td>
<td>590</td>
<td>785</td>
<td>389</td>
<td>252</td>
<td>2,016</td>
<td>7.68</td>
</tr>
<tr>
<td>Adults 25-39 years</td>
<td>1,609</td>
<td>1,831</td>
<td>956</td>
<td>645</td>
<td>5,041</td>
<td>19.20</td>
</tr>
<tr>
<td>Adults 40-64 years</td>
<td>2,543</td>
<td>2,907</td>
<td>1,604</td>
<td>1,064</td>
<td>8,118</td>
<td>30.91</td>
</tr>
<tr>
<td>Adults 65-74 years</td>
<td>695</td>
<td>680</td>
<td>303</td>
<td>342</td>
<td>2,020</td>
<td>7.69</td>
</tr>
<tr>
<td>Adults 75+ years</td>
<td>523</td>
<td>452</td>
<td>216</td>
<td>299</td>
<td>1,490</td>
<td>5.68</td>
</tr>
<tr>
<td>Total</td>
<td>8,171</td>
<td>9,350</td>
<td>4,889</td>
<td>3,845</td>
<td>26,255</td>
<td>99.98</td>
</tr>
</tbody>
</table>

### Household Size

The average household size varies between neighbourhoods, with all areas having a slightly higher household size than the Geelong average of 2.45 and the newer area of Lovely Banks having the highest household size. The data also indicates a lower proportion of single parent and lone-person households than the municipal average.

<table>
<thead>
<tr>
<th>Household</th>
<th>West Norlane</th>
<th>Lovely Banks</th>
<th>Central Corio</th>
<th>West Corio</th>
<th>Corio North</th>
<th>Norlane /North Shore</th>
</tr>
</thead>
<tbody>
<tr>
<td>Household Size</td>
<td>2.49</td>
<td>3.24</td>
<td>2.63</td>
<td>2.92</td>
<td>2.68</td>
<td>2.52</td>
</tr>
<tr>
<td>Lone parents</td>
<td>487 (8.3%)</td>
<td>40 (1.99%)</td>
<td>389 (7.94%)</td>
<td>277 (6.97%)</td>
<td>382 (8.18%)</td>
<td>316 (9.57%)</td>
</tr>
<tr>
<td>Lone persons</td>
<td>738 (12.58%)</td>
<td>75 (3.74%)</td>
<td>510 (10.41%)</td>
<td>247 (6.22%)</td>
<td>433 (9.27%)</td>
<td>576 (17.44%)</td>
</tr>
</tbody>
</table>

### Country of Birth

The community profile for Corio and Norlane shows a significantly higher proportion of residents (20.8%) are born outside of Australia than the average of 15.8 percent for the City of Greater Geelong, with an almost equal proportion from English and non-English speaking countries.
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Top Five

<table>
<thead>
<tr>
<th>Top Five</th>
<th>West Norlane</th>
<th>Lovely Banks</th>
<th>Central Corio</th>
<th>West Corio</th>
<th>Corio North</th>
<th>Norlane / North Shore</th>
<th>Totals</th>
</tr>
</thead>
<tbody>
<tr>
<td>United Kingdom</td>
<td>224</td>
<td>63</td>
<td>366</td>
<td>187</td>
<td>287</td>
<td>182</td>
<td>1,309</td>
</tr>
<tr>
<td>South Eastern Europe</td>
<td>126</td>
<td></td>
<td>36</td>
<td>27</td>
<td></td>
<td></td>
<td>428</td>
</tr>
<tr>
<td>Croatia</td>
<td>234</td>
<td>58</td>
<td>92</td>
<td>37</td>
<td></td>
<td></td>
<td>421</td>
</tr>
<tr>
<td>Netherlands</td>
<td></td>
<td>81</td>
<td>58</td>
<td>79</td>
<td>61</td>
<td></td>
<td>279</td>
</tr>
<tr>
<td>Fmr Yugoslav Republic of Macedonia</td>
<td>201</td>
<td>38</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>239</td>
</tr>
<tr>
<td>Total born outside Australia</td>
<td>1,710</td>
<td>471</td>
<td>1,214</td>
<td>693</td>
<td>781</td>
<td>621</td>
<td>5,490</td>
</tr>
</tbody>
</table>

Income

There are over 10,000 households in Corio and Norlane. ABS Census data from 2006 indicates that:

- 47% have a total household income of less than $650 per week compared to the Victorian state average of 30%.
- 55% of non-family households in Corio-Norlane have a household income less than $350 per week compared with 35% for Greater Melbourne and 39% for Victoria.
- 45% of family households in Corio-Norlane have a household income less than $800 per week, compared with 23% for Greater Melbourne and 26% for Victoria. (ABS Census 2006)

ABS Census 2006 data indicates that:

- 56% of residents in Corio and Norlane who are aged 15 years and over, earn less than $400 per week compared to the Victorian state average of 42%.
- 70% of residents aged over 15 in Corio and Norlane have individual incomes less than $600 per week, compared with 53% for Greater Melbourne and 55% for Victoria, and
- 22% residents aged over 15 in Corio and Norlane have individual incomes in excess of $800 per week, compared to 36% for Greater Melbourne and 34% for Victoria (ABS Census 2006).
Comparative Social and Economic Disadvantage

ABS Census data from 2001 rated the Corio and Norlane communities among the most disadvantaged on the SEIFA (Socio-Economic Indices for Area) Index. This is further evidenced in Tony Vinson’s study “Dropping off the edge” (2007) that places the 3214 postcode between the 13th and 18th most disadvantaged postcode in Victoria based on the cumulative effect of 23 indicators including: levels of unemployment; single parent households; reliance on benefits; literacy; and educational attainment.

Further, Corio and Norlane rated below 150 (out of 723) in 14 out of the 23 indicators of disadvantage (where a score of 1 indicates the most disadvantaged and 723 the least disadvantaged). In particular, 3214 ranked as having the fourth highest incidence of domestic violence and equal sixth highest levels for unemployment and prison admissions in Victoria.

### Ranking of Selected Indices for Postcode 3214

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Ranking out of 723</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prison Admissions</td>
<td>4</td>
</tr>
<tr>
<td>Domestic Violence</td>
<td>6</td>
</tr>
<tr>
<td>Unemployment</td>
<td>6</td>
</tr>
<tr>
<td>Nil Qualifications</td>
<td>17</td>
</tr>
<tr>
<td>Court Convictions</td>
<td>35</td>
</tr>
<tr>
<td>Low Income Families</td>
<td>45</td>
</tr>
<tr>
<td>Early School Leavers</td>
<td>45</td>
</tr>
<tr>
<td>Computer Usage</td>
<td>55</td>
</tr>
<tr>
<td>Long Term Unemployed</td>
<td>68</td>
</tr>
<tr>
<td>Low Birth Weights</td>
<td>72</td>
</tr>
<tr>
<td>Psychiatric Admissions</td>
<td>81</td>
</tr>
<tr>
<td>Internet Access</td>
<td>90</td>
</tr>
<tr>
<td>Disability /Sickness</td>
<td>101</td>
</tr>
<tr>
<td>Year 12 Incomplete</td>
<td>147</td>
</tr>
</tbody>
</table>

*Source: “Dropping off the Edge” (Vinson 2007)*

This report also indicated that Corio Inner featured:

- Greatest Indigenous population (552 people, constituting 1% of total population);
- Greatest percentage of people born overseas (23%);
- Greatest percentage of people not fluent in English (4%) and speaking another language (19%);*Highest percentage of unemployed people (11.5%) and high unemployment in the 15-24 year range (20%);
- Lowest percentage of managers, administrators and professionals (25%) and;
- High percentages of elementary skilled workers (25%);
- Greatest % of people renting home from the Housing Authority (8.5%);
- Lowest score of socio-economic disadvantage (<10th percentile nationally);
- Lowest score on Index of Advantage/Disadvantage (<25th percentile nationally).
Families and Children

The Australian Early Development Index (AEDI) survey results for Corio and Norlane indicate that while many children are developing well, a significant number of 6 year olds living in the communities are failing to meet expected levels of social, emotional, cognitive, communicative and physical development.

The AEDI results for Corio and Norlane indicate that 27% of children in Corio and 33% of children in Norlane have been identified as developmentally vulnerable, or “at risk”, in one of the five developmental domains, while 15% of children in Corio and 18% of children in Norlane are developmentally vulnerable in two or more developmental domains.

In a comparative study of the 2005 and 2007 Corio Norlane Community Surveys, residents were asked to rate specific education services, the following differences between the two times were observed: -6% fewer Neighbourhood Renewal Area (NRA) participants rated kindergartens as good in 2007 and -6% fewer NRA participants rated primary schools as good in 2007. (Corio Norlane Neighbourhood Renewal Survey Comparison 2007).

The community profile also indicates some interesting features of current family and household structure including the following:

- 20% of women in Corio and Norlane aged 15-24 have had at least one child compared with 5% for Greater Melbourne and 6% for Victoria;
- 36% of women in Corio-Norlane aged 20-24 have had at least one child compared with 8% for Greater Melbourne and 10% for Victoria (ABS Census 2006 excludes not stated);
- According to the ABS 2006 Census data, the percentage of lone parents aged between 15-54 years living in the postcode of 3214 is 17%. This is significantly higher than the Victorian state average of 8%;
- Of the total population aged 15-24 in Corio-Norlane, 6% are lone parents, compared with 1% for Greater Melbourne and 1% for Victoria;
- Of the total population aged 15-34 in Corio-Norlane, 10% are lone parents, compared with 2% for Greater Melbourne and 3% for Victoria (ABS Census 2006 excludes not stated).

Educational Attainment

It is estimated that 1 in 4 children living in the Geelong Region leaves school before completing year 12 or equivalent. In the Geelong region 73% of 20-24 year olds have completed year 12 or equivalent. Of the 35% of students in the region that do go to university, around 30% drop out by the end of the first year (Smart Geelong Local Learning and Employment Network, 2006). The statistics for Corio and Norlane are significantly worse than those for the Geelong Region are well below the State average.

- In Corio and Norlane the completion rate for Year 12 or equivalent for the total population is 23%, compared with Melbourne at 49% and Victoria at 44%;
- 51% of residents of Corio and Norlane aged 20-24 have not completed Year 12, compared with 25% for Greater Melbourne and 29% for Victoria;
- 68% of residents of Corio and Norlane aged 15-24 have not completed Year 12 compared with 46% for Greater Melbourne and 50% for Victoria (ABS Census 2006).
Employment

Corio and Norlane are characterised by high levels of unemployment and worklessness (a term used to define those who are not participating in the labour market either officially or unofficially). This is further compounded over recent years by a decline in the traditional manufacturing industries that have historically provided the primary employment base of the area.

ABS Census data from 2001 reported that there are 14,152 people of working age living in Corio and Norlane. In particular, data for the Corio and Norlane Neighbourhood Renewal project area shows that 17% of the labour force were recorded as unemployed. The total number of people who were workless at that time was 8,195 or (58%).

According to Centrelink data as at August 2005, the total number of people of working age who were workless had fallen to 6,283 and were receiving the following benefits: 18% Sole Parent Pensions; 23% Disability Pensions; 9% Youth Allowance; and 17% New Start Allowance.

Health and Wellbeing

Corio Norlane Neighbourhood Renewal Community Survey participant’s reflections on their own health and well being revealed that they were much less likely to rate their own health and wellbeing as ‘good’ or ‘very good’ in comparison to the broader Geelong community (Deakin University, 2005).

A significant number of children living in Corio and Norlane are facing challenges associated with poor nutrition, lack of physical exercise and poor oral health. Almost 10% of children born between 1999 and 2000 weighed less than 2,500 grams (low birth weight); and a higher proportion of children were not fully immunised when compared to other communities in Geelong. Parents are also struggling with a range of health related issues including:

- 23% of people surveyed reporting that they felt highly stressed (Clarke et al., 2001);
- Corio and Norlane residents more likely to rate their own health as being “Poor” or “Fair” (Savage et al., 2002).

The Department of Human Services Barwon South West (BSW) region office recently released results from a five year longitudinal analysis of the BSW Ambulatory Care Sensitive Conditions (ACSC). The ACSC data for the BSW region indicated that Corio and Norlane recorded the highest expenditure for ACSC admissions in 2006/07 of $3,712,756, this is $2,118,533 above the average for the BSW region which is $1,594,223. Expenditure per admission is primarily spent on (top 5 of 10): Diabetes complications; Chronic Obstructive Pulmonary Disease; Congestive Cardiac Failure; Pyelonephritis (form of urinary tract infection); and Vaccine preventable. (DHS 2009)

In a comparative study of the 2005 and 2007 Corio Norlane Community Surveys, residents were asked to rate a wide range of services. The following is a summary of differences of 5% or more between ratings given in the two time periods:

- 5% fewer NRA participants rated local doctors as good in 2007;
- 8% fewer NRA participants rated public hospitals as good in 2007;
- 9% fewer NRA participants rated immunisation programs as good in 2007;
- 9% fewer NRA participants rated income support and emergency relief services as good in 2007;
- 7% fewer NRA participants rated meals on wheels as good in 2007;
- 6% fewer NRA participants rated legal and community advice services as good in 2007;
- 6% fewer NRA participants rated social, health or recreational clubs as good in 2007.

(Corio Norlane Neighbourhood Renewal Survey Comparison 2007).
Population Change

The population of Corio and Norlane is expected to experience a small increase from 2006 to 2016 (1.5%) and 2.8% increase from 2016 to 2031, 4.4% increase over the 25 year period). Changes include a projected increase in households (6%) from 2006 to 2016 and (6.2%) increase from 2016 to 2031 (11.8% increase over the 25 year period) and a resulting decrease in household size.

Household Size

<table>
<thead>
<tr>
<th>Area</th>
<th>2006</th>
<th>2016</th>
<th>2031</th>
</tr>
</thead>
<tbody>
<tr>
<td>Corio</td>
<td>2.61</td>
<td>2.47</td>
<td>2.37</td>
</tr>
<tr>
<td>Norlane / North Shore</td>
<td>2.29</td>
<td>2.22</td>
<td>2.17</td>
</tr>
<tr>
<td>Total</td>
<td>2.45</td>
<td>2.35</td>
<td>2.27</td>
</tr>
</tbody>
</table>

With respect to age profile the following changes have been projected to occur between 2006-2016:

- decreases in the 0-4 (104 or 6%), 10-14 (223 or 11.8%) and 40-44 (219 or 12.4%), and
- increases in the 25-29 (158 or 9.3%), 60-64 (266 or 19.5%), 65-69 (253 or 19.9%) and 85+ (177 or 47.6%).

Likely changes between 2016 and 2031 include:

- decreases in the 50-55 (111 or 6.9%); and
- increases in the 75-79 (207 or 20.9%) and 80-84 (109 or 16.7%).

2.3 Planning Context

Summary of key projects and research

This strategic planning project is taking place in the context of a number of other significant projects for Corio and Norlane, these projects include:

- Urban Renewal program being undertaken by the Corio Norlane Development Advisory Board on behalf of the state government;
- Education Regeneration Project being undertaken by Department of Education and Early Childhood;
- Proposed redevelopment of community health services;
- Northern Future project development of vocational training and post-secondary education campus.

These projects will have a significant impact on community infrastructure provision in the future. Liaison has occurred during the course of this research with state government representatives to optimise partnership opportunities.

Council, state government and local community agencies have also completed several social planning projects that inform this project. Relevant studies and reports include:
Housing Masterplan: Geelong (Office of Housing (draft) April 2003)
The Masterplan focuses on the Norlane and Corio areas and addresses stock management issues (quantity, location, format of stock to match client needs while providing flexibility, maintenance and portfolio asset value management) and urban design issues (building form and address to street, streetscapes, public open spaces, connectivity and safety) to assist in overall positive changes in the neighbourhood renewal areas.

Corio and Norlane Neighbourhood Renewal Community Survey (2007)
Carried out by Deakin University and DHS, this report includes an overview of the State Government’s Neighbourhood Renewal strategy and the evaluation framework used for all 19 Neighbourhood Renewal strategy projects. The two sites within Geelong, Corio and Norlane Neighbourhood Renewal project sites are the focus of this report. The report details an extensive survey (sample size of 600 in person interviews and 150 telephone interviews) and findings. Data collected from the 2007 survey was compared with a similar survey conducted in 2005. Survey topics included ‘their neighbourhood; housing and the physical environment; transport, services and better government; employment, education and the local economy; health and wellbeing; personal safety and reducing crime; and community pride and participation in the community.

Leopold Community Hub Concept Design (February 2008)
This report provides for a concept design for an integrated community hub on a parcel of land adjacent to the Leopold Primary School, based on Leopold’s community infrastructure requirements. The report defines a community hub, noting that the actual components and characteristics of such a hub will vary from community to community, depending on the particular needs and ‘sense of place’ of the area. The Leopold Community infrastructure Plan highlights a set of underlying principles that must be adhered to, in order to create a well functioning community hub. The range of uses for the hub are identified and a schedule of areas required for the various components of the hub.

Branching Out: Situational Analysis and Strategic Plan, Cloverdale Community Centre (March 2008)
The Community Centre is one of three neighbourhood centres (Cloverdale, Rosewall and Norlane) in the study area. The Community Centre delivers a wide range of formal and social programs in partnership with Council, Barwon Health, welfare organisations and training providers. The centre also provides the meeting place for a range of groups on a hire basis. The centre is limited by site capacity and flexibility of the current building.

The report details a situational analysis and a strategic plan (2008-2018) is documented.

Lara Community Infrastructure Analysis (August 2008)
This study is a community infrastructure analysis for Lara to assist Council in its planning for the needs of Lara’s growing population over time. The project identifies the demand for community infrastructure in terms of type, number and location within the Lara Town Centre and the surrounding neighbourhoods. An examination of potential development sites is included and a series of ‘community hubs’ recommended at various sites in Lara.

Reference: Community Infrastructure Analysis for Corio and Norlane – November 2009 – FINAL REPORT, collaborations / Lock Associates and PER Architects for City of Greater Geelong
**Northern Futures: Let’s Get to Work (2007)**

Northern Futures is a collaborative partnership between the 3214 community including government, business, schools and community groups who are working together to create opportunity for improved economy, jobs and employment and training in the area for residents living in the postcode district 3214 (Corio, Norlane and North Shore). Northern Futures has produced a strategic plan with a series of actions around supporting economic growth, linking labour supply and demand and strengthening education and training. Several strategies in the plan are particularly relevant to community infrastructure redevelopment. Reference is made to the proposed establishment of a Northern Community Hub in Norlane, the benefits arising from co-location of community service agencies at the Norlane Neighbourhood House and the opportunity in the master planning process for new educational facilities for co-location of key services in hubs.

**Armstrong Creek Social Interagency Infrastructure Delivery Plan (February 2009)**

Prepared by the Council in collaboration with the Department of Planning and Community Development (DPCD), other government agencies and key service providers, this document provides a strategic plan (10-20 years) for community service/community infrastructure delivery for Armstrong Creek. The plan is an overarching document designed specifically to facilitate interagency cooperation and to advance common goals. It is intended that the plan will guide the development of Precinct Structure Plans.

The plan details the quantity of facilities and the level of service provision, nominates where facilities will be located and when they will be required (based on population projections, current service demand, policy direction and internal strategic work from the Community infrastructure working group).

**Cloverdale Footpath, Recreation and Walking Study (2009/10)**

In Cloverdale a strategic footpath network is proposed to integrate and link Cloverdale Community Centre and parkland together with high amenity walking routes, recreation and active transport amenity…A future community hub is mapped adjacent to the primary school.

This planning process seeks to position the City of Greater Geelong to plan its future partnerships and allocation of resources to make the best possible use of community infrastructure provision to support improved social outcomes for the communities of Corio and Norlane.