



Community Plan and Vision



Four of the Regional Plans were created in partnership with the Community Reference Group members. Glenelg Shire Council would like to thank the following members for their support in developing these plans.

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As a deliberative process, community members worked closely with staff at Council to develop this plan. The following Council Officers provided significant support throughout the process.

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Our 2040 Vision

By 2040, Glenelg Shire is known as a very liveable region of Australia, featuring rich Indigenous heritage, outstanding natural beauty, and providing access to diverse economic and educational opportunities.



Welcome

On behalf of the Glenelg Shire, welcome to the Glenelg Shire 2040 Community Plan and Vision. This plan captures our community's long-term vision and goals for creating an even brighter future. This Plan will be used to guide the future decisions of Council and the actions of our engaged and hardworking community.

Development of this Plan was supported by community members across four Community Reference Groups. These groups have played an important role in shaping the visions for each region and guided the development of the document. We would also like to thank and acknowledge the more than 1,600 people that participated in the project, helping us to understand how to best serve our community.

Glenelg Shire Council thanks and acknowledges Gunditjmara People, Elders, past, present and emerging for their ongoing custodianship and care of the land. Throughout the consultation it was clear that our intricate blend of rural landscapes, coastal towns, rivers and estuaries enrich life in the Glenelg Shire Council area. It is these varied landscapes and our natural environment that add

to our enjoyment, support our livelihood and give us a key point of difference over other Victorian communities. It was clear that we must get better at protecting our natural assets and recognising their value.

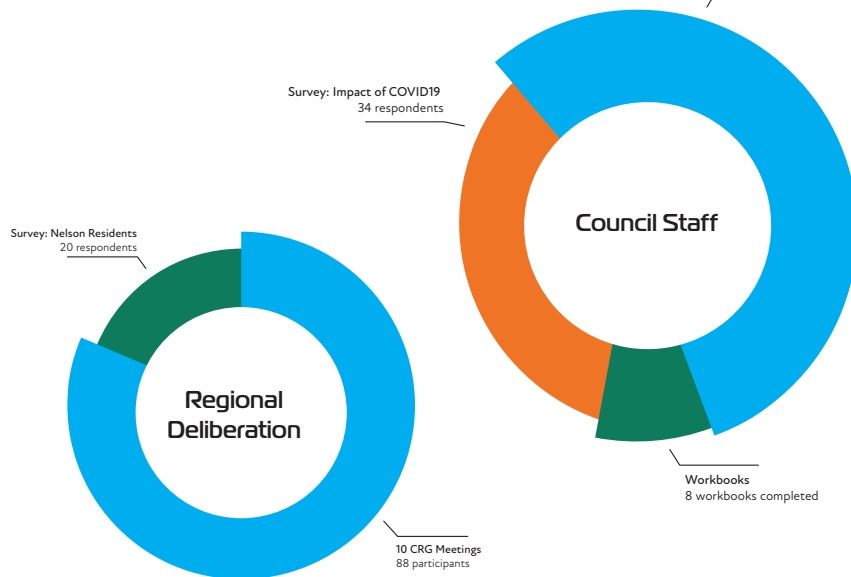
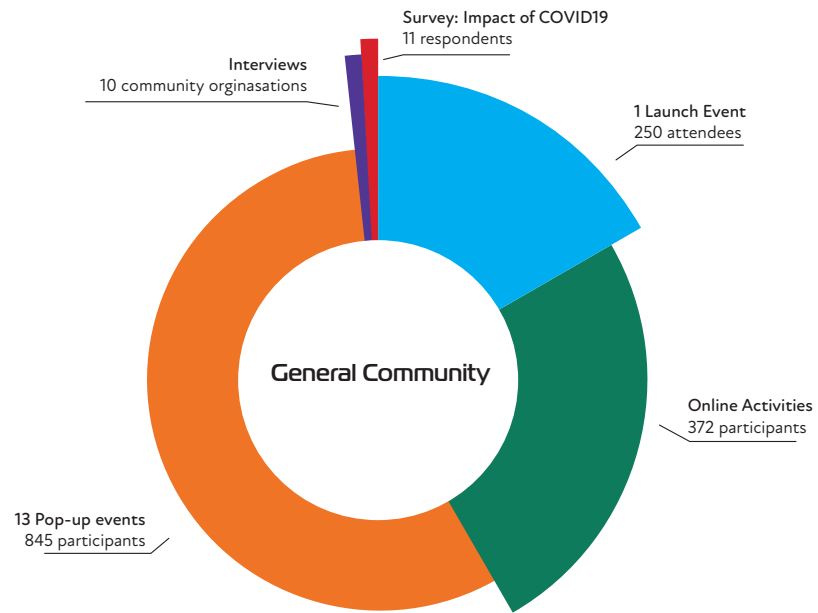
Processes like these provide our community with the opportunity to reflect on what makes Glenelg Shire so unique and what is needed to build our desired future. Our hope is that this document inspires and guides members of the community - residents, businesses, visitors and Council staff alike - to work together to make this future vision of ours a reality.

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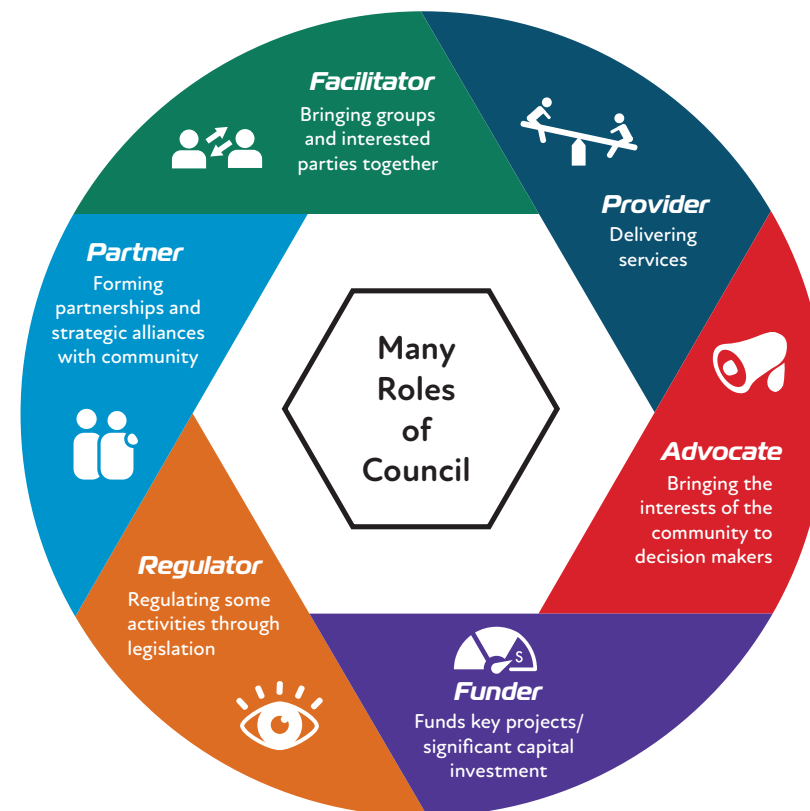
2,688
comments
gathered

1,691
participants



Delivering our Vision

Within Council, delivery of the Glenelg Shire 2040 Community Plan and Vision will be achieved through Council's corporate and strategic planning process and development of the Council Plan. The Council Plan sets the priorities and commitments for the next four years. This Plan will help to inform the development and direction of the Council Plan to ensure Council's alignment with our community's vision.



Glenelg Shire Council cannot deliver on the vision or actions alone. We need to work with our community, government agencies, business partners and community groups. We all have a responsibility to deliver the actions within this Plan.

Council will play a number of roles to contribute to delivering the vision. It may be directly as a project lead, funder, regulator or indirectly through advocacy to other government agencies, or by partnering with community groups or organisations.

The Glenelg Shire Our Future Together

This plan is a living document, developed at the start of our 20-year journey. Priority areas and actions will be reviewed to ensure this plan remains relevant and in line with community aspirations and national trends. While some priorities can be delivered sooner in the near future, some actions will take longer than 20 years to achieve.

The Glenelg Shire 2040 Community Plan and Vision is divided into the following sections:

- Glenelg 2020.
- Vision for Glenelg Shire 2040.
- Our shared priorities.
- Our unique townships.
- Glenelg Shire Council implementation and monitoring.

Everyone in our community will have access to the Glenelg Shire 2040 Community Plan and Vision. The priorities and actions within the plan will be referenced and actioned by our community, business partners and community partners.

The five districts in Glenelg Shire are:

- Glenelg North (Casterton, Merino, Lake Mundi, Henty, Digby, Strathdownie, Sandford, Bahgallah, Wando Vale, Wilkin and Dunrobin).
- Glenelg Central (Heywood, Dartmoor, Condah, Hotspur, Drumborg, Drik Drik, Wallacedale, Homerton and Mumbannar).
- Glenelg East (Narrawong, Allestree and Tyrendarra).
- Glenelg South (Portland, Cape Bridgewater, Dutton Way, Cashmore, Mount Richmond, Bolwarra, and Gorae).
- Glenelg West (Nelson).

Glenelg Shire in 2020

This is who we are and what we know about today, to plan for our future in 2040.

19,674

people live in
Glenelg Shire



The percentage of young people living in Glenelg Shire reduced from 38.9% in 2011 to **26.9%** ↓ in 2016

22.5%

are aged 65 years or over - by 2031 it's projected this will be 32.4%

Gunditjmarra, Bunganditj and Jarwadjali people have continuously lived in the region - historical sites date back at least **12000** years in 2016

Median total weekly household income in Glenelg is **\$685**. This is lower than the national median

29.4% of households in Glenelg Shire are lone person households



Glenelg Shire has the third highest rate of obesity in Australia

Male suicide rate

31%

higher than the Victorian average

7 out of 10

residents did not finish secondary school

2.4% of the total Glenelg Shire population, and 8% of the Heywood population, identify as Aboriginal or Torres Strait Islander

73.8% 

of Glenelg Shire residents have internet connected, lower than most of Australia

Our average age in Glenelg is

48,

higher than the Australian average

Lowest population density of any Victorian Local Government Area -

0.03

persons per hectare

See Appendix 2 for References

Vision for Glenelg Shire 2040

Living Glenelg Shire

By 2040, Glenelg Shire is known as a very liveable region of Australia, featuring rich Indigenous heritage, outstanding natural beauty, and providing access to diverse economic and educational opportunities.

The communities embrace technology, sustainable practices, inclusion, creativity, and ability to adapt to an ever-changing world.

Six priority themes



Our Natural Environment



Our Industry, Education and
Employment



Our Health and Wellbeing



Our Access, Transport and
Technology



Our Lifestyle, Neighbourhoods
and Culture



Our Voice and Action

Our Shared Priorities

Our Natural Environment



Our Vision

By 2040, we demonstrate our value for the natural environment through our environmental stewardship. We care for and protect our coastal areas, our bushlands, our reserves, our water ways, our wildlife and marine life to ensure it remains healthy, maintained, sustainable and protected. This theme includes the natural features that make Glenelg Shire a unique place to live - the features that sustain both life and the local economy.

Our community priorities for 2040

- Enhance environmental responsibility.
- Encourage and maintain all aspects of sustainable practices.
- Responsible management of waste and recycling.
- Work together to address and mitigate the effects of climate change.



“

“I would be proud of a Glenelg that is net carbon neutral.”

“I’d like to see more focus on the environment and improved planning regulations to protect the environment.”

“Protecting natural environment especially Glenelg estuary and wild coastlines that are a regional drawcard.”

“To be able to live in a safe, clean, sustainable future where we think of the area around us before big decisions are made.”

“A progressive community that leads the way in regards to environmental impact.”

”

Our Industry, Education and Employment



Our Vision

By 2040, our community has access to diverse employment opportunities and education, regardless of where we live. Our industry partners are innovative and sustainable in the way they practice.

This theme includes education, employment and industry - all the necessary components to create, maintain, and grow a local economy.

Our community priorities for 2040

- Support our local businesses to increase vitality and prosperity.
- Explore alternative and innovative business practices.
- Support our youth and retain our population.
- Capitalize on economic growth through tourism.
- Encourage diverse employment opportunities.



Photo by Visit Victoria

“

“We need to protect small-scale farming whilst still allowing growth within townships where we already have services.”

“We need to protect our local education opportunities.”

“I’d love to see sustainable employment with a long-term focus.”

“We need more industries using the resources we have with a long-term view.”

“Let’s encourage more business and investment to attract young people to come to the area to live and work.”

“Better support for professionals to stay on and remain in the region.”

”

Our Health and Wellbeing



Our Vision

By 2040, all of our community feel proud of where they live, Glenelg Shire is a welcoming place embracing our diverse stories and experiences. Regardless of age, personal circumstance or physical ability we all feel supported to live a healthy and engaged life.

This theme focuses on the social connectedness and wellbeing of community members around Glenelg Shire; an integral part of building a resilient and prosperous community.

Our community priorities for 2040

- Maintain the strong sense of community and connection.
- Our community is healthy, safe and supported.
- Preserve the importance and satisfaction of volunteerism.
- Building a well-equipped and prepared community.



“

“Prevention of violence against women is a priority.”

“Create a place where the culture is one of respect and inclusivity.”

“I’m excited about a future Glenelg Shire that fosters global citizens, is socially aware and community minded.”

“Better mental health care in particular children and youth.”

“More acknowledgment of people with a disability.”

“Promote good health rather than treating ill health.”

”

Our Access, Transport and Technology



Our Vision

By 2040, our community is connected both physically and virtually to each other, and to our neighbours in South Australia and Victoria. Through these connections we safely and efficiently access needed services or pursue opportunities that further enrich our life.

This theme considers the difficulties of getting around Glenelg Shire, the reliance on private car ownership, lack of safe footpath and cycle paths and impact on roads for freight transfer. Many in the community know that a lack of public transport options and reliable telecommunication services are holding the Shire back from realising its economic and tourism potential, causing undue hardship for those who do not own or drive a car.

Our community priorities for 2040

- Ensure our roads are safe for our community, industry and tourists.
- Enhance our digital connectivity and telecommunication opportunities.
- Expand on methods for getting around.
- Improve connections to other regional centres.



“

“We desperately require connecting pathways, tracks, trails.”

“I’d like to see more investment in infrastructure.”

Advocate for transport and train, keep pushing it.

“Better connected cycling infrastructure in and around Portland including out to Bridgewater.”

“We need better and more reliable internet connection.”

”

Our Lifestyle, Neighbourhoods and Culture



Our Vision

By 2040, our community live in a home that suit their stage of life, and is close to the services and facilities they need. The character of our townships and neighbourhoods are strengthened and our community infrastructure supports the changing needs of our community. We share our stories proudly to connect and enrichen the life in our region.

This theme includes the policy, facilities and infrastructure that support community life, including the design and creation of neighbourhoods and the provision of open space; access to formal and informal recreation and leisure opportunities (sport, walking, cycling, play, dog walking etc); and connection to place through culture, including honouring and celebrating First Nation culture as well as the more modern elements of Glenelg's culture.

Our community priorities for 2040

- Invest in our appearance and protect our history.
- Well maintained facilities allow further public use.
- Enable possibilities in the use of land while protecting the natural environment.



“

“Try to keep a feel of country/regional towns whilst embracing change.”

“Let’s make Budj Bim an important pathway into appreciation and understanding of Australian indigenous history.”

“Great range of activities in the area, let’s work out how to promote them better and communicate what’s happening.”

“Getting more young people excited about getting involved.”

“I see a future Glenelg Shire where the towns are thriving.”

”

Our Voice and Action



Our Vision

By 2040, we will play a larger role in advocating for and improving the Shire of Glenelg. Our Council will continue to deliver high quality services based on community needs and as a community we will continue to voice our ideas and act on issues that affect or interest us.

This theme includes the areas of civic participation and governance, largely covering the role that Council plays in helping to create an engaged, active and thriving community.

Our community priorities for 2040

- Improve our transparency and close the loop.
- Maintain a shared decision-making frame of mind.
- Strengthen our regional townships to enhance collective prosperity.



“

“We need investment, but not at all costs and to the detriment of what we have.”

“Council will be future-focused, with less short-term thinking.”

“Closing the loop in communication is important; from Council to community.”

“We need more transparency. Let’s aim for consultation that empowers community groups.”

“Glenelg doesn’t have to wait till others do it first - we have an opportunity to act first on renewables, communities looking after each other, and the environment.”

”

Our Unique Regions

Over this large expanse of 6,212 square kilometres, there are no two places the same. The southern end with its perimeter of coastal beaches, the pine and blue gum plantations in the hinterland, the beautiful Glenelg River running to the west, and the fertile agricultural land and rolling hills to the north.

We know the community of Casterton is as proud of Kelpies, as Dartmoor is of its community spirit; likewise, we know the Cape Bridgewater community is as protective of its coastal environment as Narrawong. We also learnt through this process about the unique strengths of each township, such as Heywood's thriving cultural base and Portland's economic centre, along with their individual challenges.

By grouping neighbouring townships together and planning for smaller regions, Council is better placed to partner with these localised communities to form partnerships and address the needs and aspirations identified.

Regional Plans have been created for each of the five districts:

- Glenelg North (Casterton, Merino, Lake Mundi, Henty, Digby, Strathdownie, Sandford, Bahgallah, and Dunrobin).
- Glenelg Central (Heywood, Dartmoor, Condah, Hotspur, Drumborg, Drik Drik, Wallacedale, Homerton and Mumbannar).
- Glenelg East (Narrawong, Allestree and Tyrendarra).
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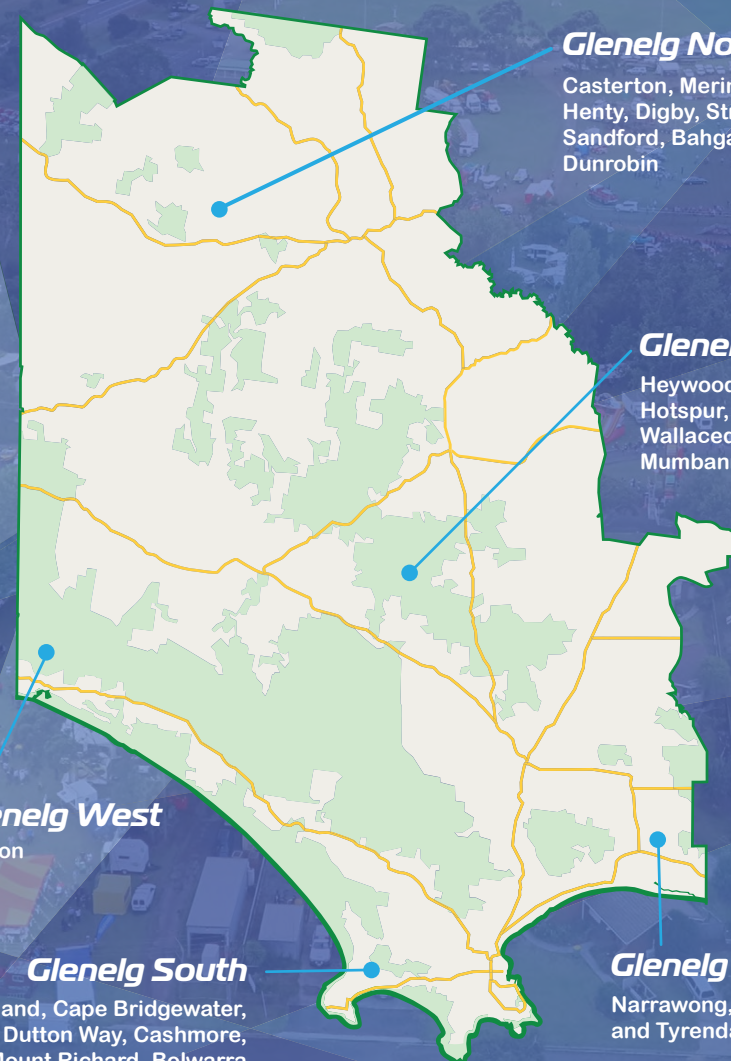
Photo by Visit Victoria

Regions of Glenelg



Glenelg North

Casterton, Merino, Lake Mundi, Henty, Digby, Strathdownie, Sandford, Bahgallah, and Dunrobin



Glenelg Central

Heywood, Dartmoor, Condah, Hotspur, Drumborg, Drik Drik, Wallacedale, Homerton and Mumbannar

Glenelg West

Nelson

Glenelg South

Portland, Cape Bridgewater, Dutton Way, Cashmore, Mount Richmond, Bolwarra and Gorae

Glenelg East

Narrawong, Allestree and Tyrendarra

Glenelg North

Casterton, Merino, Lake Mundi,
Henty, Digby, Strathdownie,
Sandford, Bahgallah,
Dunrobin

“

Over the past decade, our area has seen a decline in population, with many families and young people moving out of the area.

”



We are located in the northernmost part of the Shire. Glenelg North is made up of the townships of Casterton, Merino, Lake Mundi, Henty, Digby, Strathdownie, Sandford, Bahgallah, Dunrobin, Wando Vale, Wilkin and surrounds.

Casterton has built a strong reputation for high quality beef, sheep and wool production and is renowned nationally for its quality breeding stock and it's high quality natural environment. The township of Casterton straddles the Glenelg River and is known as the birthplace of the iconic Kelpie working dog, a history that is vibrant and alive today through the annual Australian Kelpie Muster and the Australian Kelpie Centre. This experience provides consistent economic income to local businesses.

Glenelg North 2020

Over the past decade, our area has seen a decline in population, with many families and young people moving out of the area. Casterton now has the highest proportion of people over the age of 65 in the Glenelg region, which places additional pressures on the health and welfare sectors.

In response to this a new aged Care facility (Edgarley Homes Inc) is being developed to meet this demand. Enhancing community life is our community's highest priority. Our region has an identity that is different to Portland and the rest of the Shire. We would like to strengthen this identity in the way we present our towns, through the stories we tell, our culture and history and in the way we keep our streetscape. We would like to work with Council and local businesses to keep the uniqueness of our townships.

The Glenelg River is such an important feature for our community and we are concerned about its future. We want to make sure anything done today helps to create a healthier water system and supports our continued enjoyment and livelihood.



Our Vision for Glenelg North 2040

Learning and lifestyle

In 2040, this region is known for its community spirit and liveability. It is a place that embraces sustainable food and fibre production. Glenelg North offers a range of innovative and creative activities and learning opportunities, we welcome everyone of all ages and backgrounds.

Our community values:

- Easily accessible childcare, disability support, health services and health care.
- Support and growth of activities for young people.
- Access to housing that is affordable, closer to town and suits singles or lone person households.
- Increasing use and appeal of the Casterton and Merino town centres for tourists and locals alike.
- Transportation to support access/attendance to medical services in other regions.
- Local employment opportunities in addition to jobs on the land.
- Integration of new migrants. Lead the way in sustainable agriculture, through food and wine trails, supporting small scale farming, maintaining rural areas.

Glenelg North continued

Community Actions

We have committed to deliver these actions with support from Council, local businesses and other community organisations.

Action	Potential Stakeholder
Clean up and beautify the towns: <ul style="list-style-type: none"> • Repainting buildings. • Directional signage and public art. • Tidying up properties. 	Property Owners
Create a community-solution to: <ul style="list-style-type: none"> • Reduce isolation for those that can no longer drive or are ill. • Provide transportation to access medical appointments, shopping and entertainment. • Consider ways to better connect Casterton and surrounding areas to Portland. 	Healthcare Providers Local businesses and community organisations Casterton Memorial Hospital
Create community-based sustainability initiatives to: <ul style="list-style-type: none"> • Encourage plastic free townships. • Provide community education programs around sustainability issues. • Improve roadside planting and native vegetation. 	Local businesses Community VicRoads
Support families and young people to continue education and find local employment to: <ul style="list-style-type: none"> • Create shared study spaces to support remote learning. • Form relationships with educational institutions, organisations to support our young people with access to tertiary education and work placements. • Create incentives for young people to return to the area after tertiary education. 	Local businesses Community Local tertiary providers Casterton Secondary College Casterton Memorial Hospital
Embrace opportunities toward new digital technology that will benefit the community through Smart City Funding.	Regional Development Victoria
Work with VicTrack to redevelop of the Casterton Rail Precinct including historic railways station building for community use.	VicTrack Community Local businesses Council
Continue to strengthen and promote local tourism opportunities in the region.	Local businesses Grampians Tourism group South Australian tourism organisations (Mt Gambier region)

Glenelg Central

Heywood, Dartmoor, Condah,
Hotspur, Drumborg, Drik Drik,
Wallacedale, Homerton ,
Mumbannar

“
As a tourist destination, the
area is growing in popularity
as visitors come to explore the
surrounding natural areas.”



We make up the centre of the Shire and the area to the north-west and north-east.

Glenelg Central is made up of the townships of Heywood, Dartmoor, Condah, Hotspur, Drumborg, Drik Drik, Wallacedale, Homerton, Mumbannar and surrounds. As a tourist destination, the area is growing in popularity as visitors come to explore the surrounding natural areas.

The nearby Budj Bim National Heritage Landscape, where for thousands of years Gunditjmarra people engineered and constructed an extensive aquaculture system, has had gained recognition due to its recent classification as a UNESCO World Heritage Site. The Gunditjmarra people discussed the opportunity to explore opportunities on its recent World Heritage listing in order to further develop the economic prosperity of the region, whilst using the opportunity to educate the wider community on the cultural significance of the area.

Nearby, Dartmoor and other smaller towns feature unique peaceful surroundings and a lifestyle that embraces the Glenelg River, Lower Glenelg National Park and cattle grazing areas.

Glenelg Central 2020

Our community has a significantly higher proportion of residents that identify as Indigenous, with intact cultural connections in the area. We are proud of this and feel that Heywood (initially) could become the leader in educating the broader community on Gunditjmarra culture and the stories of our First Nation's people.

We would like to see an increase in visual representation of Gunditjmarra culture across the Glenelg Shire and improve awareness of Indigenous history and culture.

There are a few things that would improve our life and enjoyment of the area:

- More artwork in public spaces.
- Create a walking track along the rail trail in Dartmoor.
- Extending the opening hours of Heywood Library (weekends).
- Consider smart technologies. E.g. Solar bin at Village Green in Dartmoor.
- Renewing the Mentana Hall project.
- Better internet access in the area, community WiFi in the library.
- Better separation of industry in Heywood from residential areas.

“

“All people knowing local history, not just being our story, but everyone's story.”

“I think sustainable living and support for the local community are important for the future.”

“Why not create an Information Centre dedicated to what people are interested in. Four-wheel-driving, bushwalking, canoeing...”

“Cultural safety without fear of prejudice or offending.”

“We have the great culture and friendliness of small country towns. Let's capitalise on this to give exposure for holidays.”

“More after school activities on the water and sports activities for hire.”

”

Our Vision for Glenelg Central 2040

As well as taking care of what we have already, we want to focus on the future economy of our region. We need more variety in the industries and type of work available. Heywood as one of the three larger towns in the Shire could play a greater role in providing local jobs.

Our community values:

- Strengthening our indigenous heritage through education in schools, storytelling, addition of indigenous language into all aspects of life, and improving employment opportunities for indigenous residents.
- Supporting young people and their futures by improving the availability of activities, expanding health and wellbeing programs to combat the use of drugs and alcohol, and address the lack of jobs for school leavers.
- Community events ran by locals that are supported by agencies and government bodies.
- Like most of Glenelg Shire we are concerned about the impact of climate change on our environment, the impact to our livelihood, and the impact on our children's future.
- We understand the risk of bushfires when living in rural areas, we want to make sure our community is prepared in the event bushfires increase in our Shire.

Connecting through our diversity

In 2040, we are well connected to each other and other regional hubs whilst offering a range of education, employment, recreation and entertainment options. We celebrate our rich history and share the stories of Gunditjmara people and place. Our communities will be inclusive, active, and will welcome tourists and new residents alike.

In 2040, we would like to see:

- Job growth through innovation, consideration of potential for renewable energy and recycling schemes.
- Road improvements and transport services to allow industry and workers to be properly connected.
- Build on the tourist potential of Budj Bim and its recent World Heritage listing.
- Promote free campervan access and make their stay more accessible.
- Maintaining the rail trail to allow use for tourism, cycling and walking.
- Development of a tourist train ride on the existing rail track.

Glenelg Central continued

Community Actions

We have committed to deliver these actions with support from Council, local businesses and other community organisations.

Action	Potential Stakeholder
Create community-based sustainability initiatives to: <ul style="list-style-type: none"> • Encourage plastic free townships. • Provide community education programs around sustainability issues. • Work with local industry to develop a set of goals for reduction in local carbon footprint. 	Local businesses Community
Raise awareness for, and increase community support in areas of: <ul style="list-style-type: none"> • Mental health. • Drug and alcohol awareness. • Staying in school. 	Community organisations Community Healthcare Providers
Continued support for community-run social support programs for socially isolated people, E.g. Phone calls and meals. <ul style="list-style-type: none"> • Programs connecting schools and older residents. • Expansion of community bus hire program. 	Community organisations Community
Explore opportunities and incentives to encourage community volunteerism to: <ul style="list-style-type: none"> • Conduct research into barriers for youth participation and address barriers where possible. • Develop partnerships between institutions and community organisations to incentivise volunteerism (E.g. accreditation towards qualification). 	Local businesses Community organisations Community
Explore opportunities to promote the region to: <ul style="list-style-type: none"> • Further develop and promote local social media pages. 	Community organisations Businesses
Explore opportunities to encourage youth participation and wellbeing.	Schools Community organisations

Glenelg East

Narrawong, Allestree,
Tyrendarra

“

Our area is ideally placed to take advantage of innovative and sustainable industries, renewable energy and eco-tourism opportunities to boost our local economy.

”



Glenelg East is made up of the townships of Narrawong, Allestree, Tyrendarra, and surrounds. We are proud of our individual townships and have a strong desire to protect our relaxed and friendly way of life.

Our area's larger lifestyle blocks, the proximity to both bushland and beach, and our friendly communities make the area an inviting place to live and visit. Our towns each have unique features and appealing qualities: Narrawong's lively growing community and stunning Surrey River estuary; Tyrendarra's small town feel, thriving Agricultural Show, and passionate sporting teams; and Allestree's unique coastal qualities and marine features.

Glenelg East 2020

Our area is ideally placed to develop innovative and sustainable businesses, renewable energy and eco-tourism opportunities to boost our local economy.

Our unique natural environment in Glenelg East is a big part of why we love living here. The river, the pristine coastline, and native forests play a huge role for locals in our environment and our choices of recreation. They are of particular environmental value and are also a huge tourist pull.

Our community values:

- Opportunities for young people to stay in or return to the area.
- Providing acceptance and support for a diverse community.
- Supporting local farmers and the transition into the hands of future generations.
- Attraction of environmentally sustainable industries that make the most of our natural advantages.
- Capitalising on extensive ecotourism opportunities.
- Safety of our people and wildlife.
- Protection of coastline and recreation facilities through active conservation and climate management.

“

"I imagine a future where younger people take more control of the direction of the region. We need to be able to adapt."

"Rural internet is vital to the future of communities in the Shire."

"Great range of activities in the area, let's work out how to promote them better and communicate what's happening."

"A community that looks after each other and the environment and thinks globally."

"Protect wildlife and native plants."

"We need more industries using the resources we have with a long-term view."

”

Our Vision for Glenelg East 2040

As we look to 2040, Glenelg East wants to see an inclusive community that is willing to look to new opportunities, but not to lose that small-town community feel that we love.

Eastern gateway to our Shire

By 2040, Glenelg East is known as the south-eastern gateway to Glenelg Shire and Budj Bim National Park. The area offers a range of employment, learning, and recreation opportunities in a welcoming, vibrant and community-minded setting.

In 2040 we would like to see:

- Opportunities for older people and single person households to remain in the area while accessing support needed, programs to decrease social isolation, and to retain the mix of residents (younger and older).
- Initiatives to attract more cultural diversity to the area and supports in place to keep culturally diverse people here.
- Excellent health and social support services that address mental health including paediatric mental health, and better support to address drug issues in the area.
- A focus on renewable energy (such as solar, geothermal, and wind), and the region becoming a national leader in sustainability practices with a world class renewable energy sector feeding back into Latrobe Valley power lines to power Victoria.
- Improved options for infrastructure and services such as reticulated water and sewerage solutions.

Glenelg East continued

Community Actions

We have committed to deliver these actions with support from Council, local businesses and other community organisations.

Action	Potential Stakeholder
Enhance road safety in the area and develop a list of priority actions (E.g. enhanced highway crossings).	VicRoads
Develop community focal points in each township to encourage social connection. E.g. <ul style="list-style-type: none"> • Community-run general stores. • Community centres. • Continue to upgrade the Narrawong Mechanics Hall. 	Community organisations Local businesses DELWP Narrawong District Association
Work with DELWP to review land bordered by Surrey River/Caravan Park Road and ocean to: <ul style="list-style-type: none"> • Determine the safety of the area as well as the need for coastal buffers. • Relocate community amenities in the area due to river level and erosion (boat ramp, picnic facilities). 	Department of Environment, Land, Water and Planning (DELWP)
Explore opportunities to engage and connect locals and visitors. E.g. <ul style="list-style-type: none"> • Cross-promoting events and activities (E.g. newsletters, noticeboards, online portal). • Promoting experiences based on interest and time. 	Community organisations Local businesses
Explore opportunities to deliver more community events that unite residents. E.g. <ul style="list-style-type: none"> • Community garden and farmers market. • Farm to plate events. 	Community organisations Community
Develop strategies to support community organisations. E.g. <ul style="list-style-type: none"> • Networking events. • Community summit. 	Community organisations Community
Develop local sustainability initiatives. E.g. <ul style="list-style-type: none"> • Public workshops. • Community education programs. • Developing a movement of sustainable building advocates. • Form working bees and work with agencies to maintain community assets and recreation areas. 	Local businesses Community organisations No actions required

Glenelg South

Portland, Cape Bridgewater, Bolwarra, Dutton Way, Cashmore, Gorae, and Mount Richmond

“
We are determined to make sure we are a socially connected and healthy community, that our youth stay in the area and thrive, and that our older people are supported for years to come.
”



We are located at the southernmost point of the Glenelg Shire, nestled on the shores of Portland Bay and Bridgewater Bay. Glenelg South is made up of the City of Portland and the surrounding areas of Cape Bridgewater, Bolwarra, Dutton Way, Cashmore, Gorae, and Mount Richmond.

The Gunditjmara people are the traditional owners of the land around the Portland area, with a presence and vibrant culture dating back at least 10,000 years. We are proud of our community and enjoy all the city options that Portland affords us whilst being able to live an enviable lifestyle amongst dramatic coastlines and access to areas of outstanding natural beauty.

Glenelg South 2020

As the urban centre of Glenelg Shire, our region is home to over half of the Shire's inhabitants and provides a significant portion of local employment on offer. Much of our area's economic prosperity can be attributed to the deep-water commercial Port that is the only international port between Melbourne and Adelaide. Other large employers include the tourism industry, fishing industry, and aluminium manufacturing.

We are determined to make sure we are a socially connected and healthy community, that our youth stay in the area and thrive, and that our older people are supported for years to come. We are concerned about the prevalence of drugs and alcohol and would love to see more community events, entertainment, and things to do for all ages, including activities that connect our people,

prevent social isolation, and add to the vibrancy of the area.

As socially conscious communities, we recognise the fragility of our natural environment and call on Council and fellow community members to act against climate change, and to protect our natural assets now and into the future.

Our community values:

- Diversifying our economy through sustainable industry, and attracting and retaining local businesses.
- Encompassing opportunities for renewable energy in industry by taking advantage of wind, solar, and hydro features in the area.
- Attraction of tourists to the area, by developing memorable Portland-specific tourist experiences.
- Rail links for industry to connect the Port to the rest of the State.
- Protection of flora and fauna while increasing flora.
- Protection of marine life populations from the possibility of overfishing and habitat degradation.
- Minimising the prevalence and impact of introduced species.
- Supporting a healthy, resilient community, where all residents can equally enjoy & protect our unique environment.

“

“It is my hope that in 2040 the Glenelg Shire will have shed the attitude of ‘the way it’s always been done’ and will be more innovative.”

“A carbon credits city, leaders in renewable and sustainable energy production.”

“Build a bike lane not a bike path from Portland to Cape Bridgewater, make it safe for cyclists.”

“A safe place to live, a council that protects our environment and is aware of climate change.”

“Protect Shorebirds breeding at the shorelines.”

“We need more entertainment options for kids.”

“Natural environment and the farming life, I feel this is the main attraction to the shire - promote this for tourism and protect it.”

”

Our Vision for Glenelg South 2040

Looking to 2040, Glenelg South residents want to strike a balance, and see a thriving urban centre surrounded by unique rural communities, that all maintain an inclusive community feel.

Strengthening the Shire’s economy

In 2040 Glenelg South is a regional city of choice who values the health and wellbeing of all community members. Its communities are diverse, vibrant, and progressive. It values its harbour, rich cultural history, significant sites, and surrounding natural beauty and offers a range of quality opportunities for investment, tourism, recreation, and education.

In 2040, we would like to see:

- To be a thriving tourism area while maintaining care of our pristine environment features, native animals, and increasing biodiversity, with a balance to ensure locals can still enjoy the lifestyle.
- City/township design that encourages an active lifestyle and supports cyclist safety on our unique cycling areas such as Bridgewater Road.
- To embrace and celebrate our local Indigenous culture and language, and support community building initiatives that engage Indigenous community members and protects the heritage of First Nations.
- Reconciliation with the Gunditjmarra knowledge, language, and greater understanding of country and value of local land and waters.
- A thriving events and activities culture that is much more inclusive and diverse, providing entertainment, and connection for a broader community including young people and people of diverse backgrounds.
- Well maintained tracks and trails, including the Great South West Walk.
- A vibrant recreational boating community.
- Provision of reliable network, improving connectivity and providing opportunities to study online.

Glenelg South continued

Community Actions

We have committed to deliver these actions with support from Council, local businesses and other community organisations.

Action	Potential Stakeholder
<p>Create community-based sustainability initiatives to:</p> <ul style="list-style-type: none"> • Provide community education programs around sustainability issues. • Promote waste reduction techniques and recycling methods. • Enhance biodiversity and protection of native wildlife. • Reduce local carbon footprint and work towards 100% renewable energy usage. • Develop clear targets for net gain for the protection of native vegetation. • Identify employment opportunities that reduce the effects of climate change (E.g. tree plantings, waste reduction/recycling). 	<p>Local businesses Community State Government Parks Victoria Point Danger Committee of Management DELWP GHCMA</p>
<p>Create a community solution to support community health in the areas of:</p> <ul style="list-style-type: none"> • Mental health. • Drug and alcohol awareness (particularly targeting the young and disengaged). • Benefits of staying in school. • Early childhood development and support. • Older People. 	<p>Community organisations Healthcare Providers</p>

Action	Potential Stakeholder
<p>Create a community solution to encourage young people to continue education. E.g.</p> <ul style="list-style-type: none"> • Research into lower attainment levels. • Addressing barriers to education. • Raising awareness of the importance of education. • Developing relationships with educational institutions to support young people access tertiary education. • Identify incentives for young people to remain in the area to participate in tertiary education or return after completion of study. 	<p>Schools Students Community organisations. Local businesses</p>
Encourage public participation in community activities and groups, increasing and supporting volunteer groups.	Community organisations
Identify youth barriers to community participation and develop an associated program of entertainment events, recreational and volunteering activities. This would include the identification of suitable venues to host events for young people.	<p>Schools Community organisations</p>
Work together to establish consistent community farmers markets to promote local produce and enhance community connections.	<p>Community organisations Portland Community Garden</p>
Identify opportunities to recognise and honour the indigenous history of the area, such as public events, storytelling opportunities, public art, and educational programs. This work will align with the Glenelg Aboriginal Partnership Plan.	<p>Indigenous community Community organisations Gunditjmara Traditional Land Owners Winda Mara Dhauwurd-Wurrung Elderly and Community Health Service</p>



Glenelg West

Nelson



Photo by Peter Corbett

Nelson is the only township in Glenelg West. We are closer to Mount Gambier than we are to Portland, so we use many of the services and facilities across the border in South Australia. Our town is located on the Glenelg River, within easy reach of the mouth, the ocean across the sand dunes, and the river estuary.

Most of us have moved to, or stay in Nelson, to soak in its natural features, the afternoon sea mist from our wild ocean beaches or to explore the natural bushland of the surrounding Lower Glenelg National Park.

We share our town with our seasonal visitors who enjoy the same, some visit Nelson year-after-year to rebalance and replace their busy routines with a walk into town and the opportunity to feel a part of this small connected community, even if it is just for a few days or weeks.

Glenelg West 2020

When our holiday makers leave, Nelson's population returns to its base of 226 people. Since the closure of our primary school we've had fewer families and young people living in town. Without reliable telecommunication services it's hard to attract those that can work remotely.

Our economy is driven by the tourism industry or supporting those employed by the Forestry industry. The area is a RAMSAR listed wetland site (world significance).

Our community values:

- Having a central focal point to connect to each other (community hub or community notice board).
- Activities for women, wellness activities, and community events.
- Refreshed facilities including a revamp of the Nelson Kiosk, Men's Shed and Community Hall.
- Safe roads to travel on and cross, with a reduced speed within town, and on the highway through town.
- An improved telephone service and internet connection.

“

Without reliable telecommunication service it's hard to attract those that can work remotely.

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“Power supply keeps cutting out, during a fire it's normal that residents won't know what is happening.”

“New residents struggle with the lack of access to water and the difficulty in understanding storm water and sewerage requirements.”

“Lower Glenelg National Park and Discovery Bay Coastal Park are not being promoted as much as they should be.”

“We need better promotion of Council services.”

“Nelson has a great connection to Adelaide - we should leverage that.”

”

Our Vision for Glenelg West 2040

We would like to grow our local economy and population, so we can access more services and facilities, without losing what we enjoy about Nelson.

Western gateway to our Shire

In 2040, Nelson is the western gateway to the Shire and a regional eco-tourism destination of choice. The area attracts business and government investment to provide outstanding telecommunications, health, and employment options. Our community is well connected, supportive, and enjoys the relaxed lifestyle options on offer.

In 2040, we would like to see:

- Support for residents with new builds, provide advice to new owners about sewerage requirements and overlays.
- Review process of allocating water permits as current systems prevents new growth.
- Install a sewerage system to reduce the risk of sewerage entering the bore water.
- Improve and increase facilities for those bushwalking or fishing (public toilets, dump point and rubbish/recycling bins).
- Reduce our single use plastic across town.
- Community groups work together to achieve and support the overall community values and goals.
- Expansion of Eco-Tourism opportunities, capitalising on our unique natural environment.

Glenelg West continued

Community Actions

We have committed to deliver these actions with support from Council, local businesses and other community organisations.

Action	Potential Stakeholder
Encourage tertiary institutions to deliver trade and technical focused opportunities to local young people to improve future availability of contractors to serve our communities.	Council Regional training schools
Work with third party providers to install a dump point in Nelson to create a fee for service model.	Council DELWP
Work to upgrade community and commercial venues across Nelson (Men's Shed and Nelson Kiosk included).	Nelson Committee of Management. Council DELWP
Create a community facility that accommodates more activities and opportunities.	Nelson Committee of Management. Council DELWP
Improve waste amenities in public spaces to reduce the amount of waste ending up in the estuary, river, and beach environments.	Nelson Committee of Management. Council. DELWP
Improve facilities needed for walkers on the Great South West.	Nelson Committee of Management Friends of Great South West Walk Committee
Improve community communication with the installation of noticeboards in public spaces.	Council

Implementing Glenelg Shire 2040

The Glenelg Shire 2040 Community Plan will be reviewed each four year council term with the help of the community, to ensure alignment with new trends, demands, and changes to community and government priorities.

We will report on our performance in relation to this Plan, detailing and evaluating performance towards the vision in line with all of Council's other work. Indicators will be used from the Glenelg Shire Community Satisfaction Survey, the Local Government Performance Reporting Framework (LGPRF) and operational indicators included in the Council Plan.

The diagram outlines how we will keep the community priorities high on the Council's agenda and sets out how we will update and keep the community involved and informed in creating our future together.



Keeping in touch with the community

Our community plays a key role in the implementation of the Plan, and will be able to have their say through a range of forums, including local action groups and by participating in consultation activities on draft Council policies and strategies.

We will provide opportunities to participate in consultation at the beginning of each council term to ensure this plan remains relevant over the next 20 years.

Opportunities include:

- Meeting regularly with local community plan action groups to provide support for community led actions.
- Report back on council led priority areas.

We look forward to your continued involvement with the Glenelg Shire Community Plan and Vision.



Action Plan



Our Natural Environment



Success will be measured by	Success will look like	Region	Council's Role
Priority 1: Enhance environmental responsibility.			
1.1 Consistent achievement of objectives within the Environmental Management Strategy each year.	1.1.1 Protect natural areas and enhance biodiversity: <ul style="list-style-type: none"> Clean up our beaches, protect our coastlines, and care for marine life. Protect our native fauna and birdlife. Protect our waterways, rivers and water supply. Developing targets for the conservation of natural assets, removal of noxious weeds, replanting/ rehabilitation, and wildlife corridors. Establishing foreshore pathways to conserve dunes. Use native vegetation for street and open space planting. Increase weed management and planting along roads. 	Entire Glenelg Region	Advocate
	1.1.2 Continue to develop and expand upon Council's environmental sustainability practices and work with community: <ul style="list-style-type: none"> Implement community education programs. Implement incentives for regenerative agricultural practices. Reduce the local carbon footprint and work towards 100% renewable energy usage. Develop grants in addition to State and Federal to support sustainability initiatives. Implement a bottle refund scheme under the direction of the State Government (like in SA). Support and partner to ensure sufficient resourcing of sustainability initiatives. Consider energy efficiency and environmental sustainability factors as key design elements in all new developments. 	Entire Glenelg Region	Advocate

Continued

Success will be measured by	Success will look like	Region	Council's Role
	1.1.3 Explore alternatives to manage the threat of fire (including providing a reticulated water supply).	Entire Glenelg Region	Advocate
Priority 2: Encourage and maintain all aspects of sustainable practices.			
2.1 Reduce councils' water and energy usage (using 2020 year as benchmark)	2.1.1 Continue to invest in infrastructure upgrades to improve our sustainability, in areas such as community and Council buildings, drainage.	Entire Glenelg Region	Fund
	2.1.2 Promote the use of renewable energy, lower carbon emissions, and aim to be a carbon neutral region.	Entire Glenelg Region	Advocate
	2.1. Work with State Government to preserve, protect and promote the coastline, with alignment to the Marine and Coastal Act.	Glenelg South	Advocate
Priority 3: Responsible management of waste and recycling.			
3.1 Increase usage and visitation of Transfer Stations	3.1.1 Enhance access to waste services and resource recovery services to stop illegal dumping or burning across the Shire: <ul style="list-style-type: none"> Provide incentives to encourage recycling of household and public waste. Free green waste removal service. Promotion electronic waste. 	Entire Glenelg Region	Deliver

Priorities requiring external participation and delivery:

Action	Responsible agency	Region	Council Role
Work with State Government to understand the results of the Portland coastal cliff and Dutton Way sea wall studies to determine safety of development in these area as well as the need for future coastal buffers.	Glenelg Hopkins Catchment Management Authority (GHCMA) Department of Environment, Land, Water and Planning (DELWP)	Glenelg South	Partner/ Advocate

Our Industry, Education and Employment



Success will be measured by	Success will look like	Region	Council's Role
Priority 4: Support our local businesses to increase vitality and prosperity.			
4.1 Increase in number of industries listed on Economy ID	4.1.1 Attraction of new, sustainable, compatible, and diverse industries to the area.	Entire Glenelg Region	Advocate
	4.1.2 New businesses establish and invest in towns/ areas outside of Portland.	Glenelg Central, Glenelg North, Glenelg South, Glenelg East	Advocate
4.2 Measure perception of business support through annual surveys.	4.2.1 Support small businesses to assist with their growth and sustainability. E.g. <ul style="list-style-type: none"> Farming conferences. Local business networks. Small business grants Incentives to purchase local products and produce. Support with digital literacy and online productivity. More opportunities like Council's previous 'Shop in a Box' program. Support for student business placements. Training in small business management. 	Glenelg Central, Glenelg North, Glenelg South, Glenelg East	Deliver

Continued

Success will be measured by	Success will look like	Region	Council's Role
Priority 5: Willingness to explore alternative business practices.			
5.1 New business start-ups using contemporary or cutting edge practices and business awards for innovation	5.1.1 Encourage sustainable practices in agriculture, tourism and other industries. Incentives invest in renewable energy.	Entire Glenelg Region	Advocate
5.2 Economy. ID shows an increase in number of residents who work from home	5.2.1 Strengthen opportunities for remote working within the region through enhanced communication and network services.	Entire Glenelg Region	Advocate /Fund
5.3 Increase in commercial/ industrial zoned parcels of land in Nelson	5.3.1 Consider rezoning to support commercial growth.	Glenelg West	Deliver
Priority 6: Supporting our youth and retaining our population.			
6.1 Increase in the number of certificate level qualifications and above	6.1.1 Continue to support initiatives that develop and implement strategies for young people to access education and find local employment. E.g. <ul style="list-style-type: none"> Researching the reasons behind lower education levels in Glenelg Shire. Address barriers to education. Continuing to implement community awareness programs on the importance of education. Building relationships with educational institutions to support programs for youth to access tertiary education. Incentivising educated youth to return to the area after tertiary education. Introducing work-based learning opportunities to tertiary students. 	Entire Glenelg Region	Advocate /Partner
	6.1.2 Advocate for more local higher education opportunities and diversity in areas related to trade services, technology and design.	Glenelg South, Glenelg Central	Advocate /Partner
	6.1.3 Advocate for local training opportunities to support workforce development to meet industry and local employment needs.	Glenelg South, Glenelg Central	Advocate /Partner

Continued

Success will be measured by	Success will look like	Region	Council's Role
6.2 Expand programs, initiatives and curriculum at local schools	6.2.1 Advocate for the inclusion of Indigenous culture and language into the curriculum of local schools.	Glenelg Central	Partner
6.3 Increase population in eligible voters (18+) category	6.3.1 Proactively market the regions appeal to retirees and families wanting to relocate rurally for more space.	Entire Glenelg Region	Advocate
Priority 7: Capitalize on economic growth through tourism.			
7.1 Increase the number of visitors per year	7.1.1 Grow event tourism by better promotion of activities and events across the Shire.	Entire Glenelg Region	Deliver
	7.1.2 Market and promote the natural assets and beauty of each region of Glenelg Shire, showcasing different points of interest to attract tourists and to grow the local economy.	Entire Glenelg Region	Deliver
	7.1.3 Rejuvenate local towns with food, wine, cycling, and artisan trails across the Shire: <ul style="list-style-type: none"> Continuing to extend the Kelpie Trail around Casterton , explore development of the Rail Trail from Casterton to Sandford and Merino. Expanding the arts trail throughout the Shire. 	Entire Glenelg Region	Advocate
	7.1.4 Develop a shire-wide marketing program for: <ul style="list-style-type: none"> Tourists: outlining the highlights of each township/region and developing a marketing approach for domestic and interstate tourists. Residents: Encouraging connection to the rest of the Shire for intra-Shire travel and local spending. Flyers at each township to encourage residents and visitors to explore other parts of the Shire. 	Entire Glenelg Region	Deliver/ Partner

Continued

Success will be measured by	Success will look like	Region	Council's Role
	7.1.5 Provide more visitor information across the Shire in areas outside of Portland.	Glenelg Central, Glenelg North, Glenelg South	Deliver
	7.1.6 Increase infrastructure to support visitation of caravans and recreational vehicles	Dartmoor and Nelson specifically	Advocate
Priority 8: Encourage diverse employment opportunities.			
8.1 Increase in the number of employed indigenous residents.	8.1.1 Encourage employment of Indigenous people across a range of organisations including Council to provide inclusion and visibility.	Entire Glenelg Region	Advocate

Priorities requiring external participation and delivery:

Action	Responsible agency	Region	Council Role
Partner with State Government to create a system that both protects and provides equitable access to water permits from the Glenelg Catchment. Explore other ways to provide water supply to assist with economic growth of the area (for cafes and tourism providers). Cost is prohibitive for businesses to set up and operate	Department of Environment, Land, Water & Planning (DELWP), Southern Rural Water	Glenelg West	Partner / Advocate
Invest in and advocate for transportation to and from the area to support manufacturing and agricultural industries.	Regional Roads Victoria VicTrack	Entire Glenelg Region	Partner / Advocate

Our Health and Wellbeing



Success will be measured by	Success will look like	Region	Council's Role
Priority 9: Maintain the strong sense of community and connection.			
9.1 Percentage increase in neighbourhood perception indicators from VicHealth (2015 result as baseline)	9.1.1 Develop more opportunities for our young people to feel included, connected and proud of their community.	Entire Glenelg Region	Deliver
	9.1.2 Expand upon opportunities that help to build a diverse and inclusive, connected and engaged community. Particularly our rural and remote communities.	Entire Glenelg Region	Deliver
	9.1.3 Support new arrivals and encourage people to stay in the region so our communities continue to prosper.	Glenelg North, Glenelg South	Advocate /Deliver
	9.1.4 Continue to support people in the community to enhance their quality of life and reduce social isolation, particularly for older people or those with disabilities.	Glenelg North, Glenelg Central	Deliver
Priority 10: Our community is physically and mentally healthy, safe and supported.			
10.1 Increase the VicHealth Wellbeing Score in Glenelg Shire (2015 result as baseline)	10.1.2 Improve health and wellbeing of our community members, particularly with regards to mental health, family violence and drug/ alcohol use/abuse.	Entire Glenelg Region	Partner

Continued

Success will be measured by	Success will look like	Region	Council's Role
	10.1.3 Enhance accessibility of health and welfare services, including support for the older people in our community.	Entire Glenelg Region	Partner
Priority 11: Preserve the importance and satisfaction of volunteerism.			
11.1 Maintain or increase the number of volunteers within the community (Economy.ID)	11.1.1 Continue to actively encourage and acknowledge volunteerism. E.g. <ul style="list-style-type: none"> Developing volunteering incentives and recognition program (E.g. nominations to Australian of the Year). Reviewing youth engagement including, barriers to engagement and incentives for participation into the future to encourage succession planning and youth volunteerism. 	Entire Glenelg Region	Promote
	11.1.2 Increase recognition of a range of community volunteers to incentivise participation.	Entire Glenelg Region	Deliver
Priority 12: Building a well-equipped and prepared community.			
12.1 Maintain or increase the VicHealth resilience score (2015 result as baseline)	12.1.1 Support community's capacity to respond to emergencies (bushfires, extreme weather, pandemic) to ensure all people are well supported.	Entire Glenelg Region	Partner
	12.1.2 Strengthen Council's Emergency Management Plan to respond to emergencies such as extreme weather events or a pandemic: <ul style="list-style-type: none"> Establish clear lines of communication and signage of location of 'Place of Last Resort'. Explore the possibilities of providing Wi-Fi in Bushfire Places of Last Resort. Working with DELWP to do more regular controlled burns around each township to reduce the fuel load in Summer. 	Glenelg Central, Glenelg North, Glenelg West	Partner
12.2 Number of activities held each year to support or upskill our community	12.2.1 Explore options to ensure the sustainability of community organisations, such as training for board members, succession planning or a skills registry to connect interested community members or those with unique skills to organisations in need.	Entire Glenelg Region	Deliver / Partner

Continued

Success will be measured by	Success will look like	Region	Council's Role
	12.2.2 Develop a system for offering in-kind or financial support to community-based organisations. i.e. volunteer skill bank.	Entire Glenelg Region	Funds
Priority 13: Ensuring our roads are safe for our community, industry and tourists.			
13.1 Reduce the number of accidents on local roads each year	13.1.1 Advocate for better, safer, and well-engineered roads.	Entire Glenelg Region	Advocate
	13.1.2 Advocate for speed limit reductions in both State and Local Government roads that are close to neighbourhoods. Advocate for a reduction of speed to 40km/h, from 60km/h, through the main activity centre to allow people to cross the main road (bike or foot) safely.	Glenelg East, Glenelg West	Advocate
	13.1.3 Advocate for safer roads through Nelson, change the 'advisable' speed limit, to a legally enforceable limit, taking in a longer stretch of road to support those living off the main road on sharp bends and corners.	Glenelg West	Advocate
Priority 14: Enhance our digital connectivity and telecommunication opportunities.			
14.1 Reduce the number of black spots across the shire	14.1.1 Enhance access to and quality of telecommunications around the entire Shire, to ensure our safety, support our ability to work and study from home, as well as attract new businesses to the area.	Entire Glenelg Region	Advocate /Partner
	14.1.2 Continue to encourage community use of the Black Spot Communication complaints program to record, log and advocate for change in telecommunications across the area.	Entire Glenelg Region	Promote
	14.1.3 Install public WiFi into public areas and community facilities	Entire Glenelg Region	Deliver



Our Access, Transport and Technology



Success will be measured by	Success will look like	Region	Council's Role
Priority 15: Expand on methods for getting around.			
15.1 Number of advocacy activities per year for alternative transport options	15.1.1 Advocate for more and enhanced rail links throughout the South West, connecting to other cities, for our people and our freight.	Glenelg South	Advocate
	15.1.2 Advocate for a passenger airline provider to establish in Portland.	Glenelg South, Glenelg Central	Advocate
15.2 Expand current transport options within the shire	15.2.1 Advocate for more accessible, sustainable and affordable transport options and infrastructure in and around the Shire. Inclusive of options to access regional hubs for shopping, medical appointments and work (E.g. Heywood to Portland).	Entire Glenelg Region	Advocate
	15.2.2 Encourage community-based transportation initiatives (assist with insurance or negotiating use of a vehicle) similar to the successful L2P program.	Glenelg Central, Glenelg North	Promote
	15.2.3 Advocate for enhanced public transport coverage across the Shire. - Bus connecting Heywood, Tyrendarra, Narrawong, Allestree, and Dutton Way.	Glenelg East, Glenelg South, Glenelg Central	Advocate

Continued

Success will be measured by	Success will look like	Region	Council's Role
	15.2.4 Attract a car sharing provider to establish in larger towns (Heywood, Casterton, and Portland).	Glenelg Central, Glenelg North, Glenelg South	Advocate /Partner
15.3 Consistent achievement of objectives within the Tracks and Trails Strategy each year.	15.3.1 Improved ability to walk and cycle around the shire ensuring it's safe, enjoyable and connected with bike trails, shared pathways and walking tracks.	Entire Glenelg Region	Deliver
Priority 16: Improve connections to other regional centres.			
16.1 Number of advocacy activities per year to increase VLine services and expand schedule	16.1.1 Advocate for bus timetable improvements, particularly from rural areas to larger towns (Portland to Warrnambool; Portland to Hamilton).	Glenelg North, Glenelg South, Glenelg East	Advocate
	16.1.2 Enhanced connectivity to activity centres, such as Warrnambool, Mount Gambier, and Melbourne.	Glenelg Central	Advocate
	16.1.3 Improved access to technology and connectivity to promote the opportunity to study, socialise and work remotely.	Entire Glenelg Region	Advocate
	16.1.4 Advocate for improvement and maintenance to state managed roads and reserves.	Entire Glenelg Region	Advocate

Our Lifestyle, Neighbourhoods and Culture



Success will be measured by	Success will look like	Region	Council's Role
Priority 17: Invest in our appearance and protect our history.			
17.1 Number of street rejuvenation projects per year.	17.1.1 Encourage the beautification and strengthened identity of townships. E.g. <ul style="list-style-type: none"> • Beautification of main roads through street planting whilst ensuring safety and visibility. • Street art and public art • Interactive farming. • Implementing wayfinding and signage for key locations/ attractions. 	Entire Glenelg Region	Promote
	17.1.2 Protect and maintain Indigenous and European settlement heritage sites and historic buildings.	Entire Glenelg Region	Partner
	17.1.3 Support the activation of vacant or empty shop fronts through temporary use of properties by artists, small businesses or through promotion and celebration of local produce,	Glenelg North, Glenelg South, Glenelg Central, Glenelg East	Promote/ Deliver

Continued

Success will be measured by	Success will look like	Region	Council's Role
	17.1.4 Recognise and honour Indigenous history and culture of the area: <ul style="list-style-type: none"> • Providing storytelling opportunities. • Identify public art opportunities. • Dual-language gateway signage to Gunditjmara country, places and townships. • Sharing both histories side by side, First Nation along with European settlement. • Celebrating this history through public events. • Partner in regional tourism and promotional activities. 	Entire Glenelg Region	Partner
Priority 18: Well maintained facilities allow further public use.			
18.1 Number of replacement and renewal projects on public facilities per year	18.1.1 Ensure our public amenities and community spaces are well maintained and responsive to current recreational trends and community needs.	Entire Glenelg Region	Deliver/ Partner
	18.1.2 Retain open space, relaxed pace of life, and friendly township areas.	Entire Glenelg Region	Deliver
	18.1.3 Continue to provide playgrounds that address the needs of the local community and visitors in line with the Glenelg Shire Playground Management Plan and Glenelg Open Space Strategy.	Entire Glenelg Region	Deliver
	18.1.4 Implement Open Space Design Guidelines to ensure consistent application of guidelines. Enhancing landscaping upon entering Portland.	Entire Glenelg Region	Deliver
	18.1.5 Consolidate recreational assets to provide a higher standard of multi-use facility. Investigate and explore options for the management of public land, through either Committees or localised management arrangements.	Entire Glenelg Region	Deliver/ Partner
18.2 Increase usage of public facilities	18.2.1 Support increased participation, for all population groups and abilities, in structured and unstructured recreation through shared facility use, extended usage of existing facilities, improved and flexible infrastructure and improved lighting.	Entire Glenelg Region	Support

Continued

Success will be measured by	Success will look like	Region	Council's Role
	18.2.2 Support community organisations running community events and activities through training and in-kind support.	Entire Glenelg Region	Support
	18.2.3 Expand upon structured and unstructured recreational, entertainment and art opportunities, especially for young people.	Entire Glenelg Region	Partner
Priority 19: Enable possibilities in the use of land while protecting the natural environment.			
19.1 Review Planning Scheme after development of each Council Plan.	19.1.1 Advocate for more social housing, emergency housing, and affordable housing.	Glenelg North, Glenelg South, Glenelg Central	Advocate
	19.1.2 Create a Nelson Build Guideline providing advice and support regarding permit requirements.	Glenelg West	Deliver
	19.1.3 Undertake a housing strategy to review the appropriateness of residential zoning, including the Rural Living Zone, for rural towns to allow for the subdivision and supply of affordable living, whilst balancing the protection of agriculture.	Glenelg North, Glenelg Central, Glenelg East	Deliver
	19.1.4 Finalise the Portland Strategic Framework Plan, Portland Rural Living Assessment, and Rural Land Strategy to explore rezoning, subdivision, and development opportunities with a focus to encourage more families, retirement living options, and investment in the area.	Entire Glenelg Region	Deliver
	19.1.5 Finalise the Rural Land Strategy and investigate the appropriate minimum lot sizes in Nelson when preparing a structure plan for the town.	Glenelg West	Deliver

Priorities requiring external participation and delivery:

Action	Responsible agency	Region	Council Role
Explore ways to activate and manage the Narrawong Recreation Reserve. E.g. <ul style="list-style-type: none"> Working with DELWP to balance the need for protection of the Reserve and community use. Exploring the possibility of a Committee of Management structure. 	Department of Environment, Land, Water and Planning (DELWP)	Glenelg East	Advocate
Investigate improvements to sewerage and waste water disposal in Nelson.	Wannon Water	Glenelg West	Advocate



Photo by Visit Victoria

Our Voice and Action



Success will be measured by	Success will look like	Region	Council's Role
Priority 20: Improve our transparency and close the loop.			
20.1 LGPRF results report decreasing number of decisions made in closed council	20.1.1 Improved communication from Council and transparency around decision making processes (feeding back information about a decision or project).	Glenelg Central	Deliver
	20.1.2 Ensure Council processes and systems are easy to navigate.	Entire Glenelg Region	Deliver
Priority 21: Maintain a shared decision-making frame of mind.			
21.1 Community Satisfaction Survey (CSS) reports above average satisfaction in council decision making	21.1.1 Enhanced opportunities for all community members to participate in Council decision-making.	Entire Glenelg Region	Deliver
	21.1.2 Increased transparency around local development and planning decisions.	Entire Glenelg Region	Deliver
	21.1.3 Increase community participation in Council meetings. This could include livestreaming meetings online.	Glenelg Central	Deliver / Promote

Success will be measured by	Success will look like	Region	Council's Role
22.1 Community Satisfaction Survey (CSS) reports above average satisfaction in councils advocacy efforts	22.1.1 Continue to invest in our smaller townships and regional areas, including communication, services, and infrastructure.	Glenelg North, Glenelg East, Glenelg Central, Glenelg West	Advocate
	22.1.2 Increase advocacy for the region and investment in infrastructure.	Entire Glenelg Region	Advocate
	22.1.3 Increase the ways community can access and interact with Council through online payments, use of technology and co-located services.	Glenelg West	Deliver

Community engagement

Engagement, or public participation, is a process for making better decisions that incorporates the interests and concerns of all affected stakeholders.

Community Plan

Development of a Community Plan is led by Council who take a leadership role in developing and facilitating community engagement and involvement in order to inform the preparation of their Council Plan. A Community Plan typically describes the community's long-term vision (10+ years) and aspirations and is a way of directly involving the community in the lead up to the Council Plan preparation process.

Community Reference Groups

Refers to a group formed of residents and business owners who work together to provide advice to Council concerning a specific issue or project. This is used to enhance communication and understanding between Council and the community, and to complement other elements of community engagement.

Corporate planning

Planning for the administration of the Council's own activities (typically 4-5 years).

Councillors

Elected member of a local Council, elected by ratepayers for a period of four years.

Council Plan

Each council is required to prepare and adopt a Council Plan by 30 June in the year following a general election (general elections are currently conducted in November every four years).

A Council Plan must include:

- The strategic objectives of the Council.
- Strategies for achieving the objectives for at least the next 4 years.
- Strategic indicators for monitoring the achievement of the objectives.
- Strategic Resource Plan containing the matters specified in section 126.
- Any other matters which are prescribed by the regulations.

COVID-19

A global pandemic of coronavirus disease (COVID-19), caused by severe acute respiratory syndrome coronavirus 2 (SARS-CoV-2). The outbreak was first identified in December 2019 in Wuhan, China.

Deliberation

Process of thoughtfully weighing up options, emphasizing the use of logic and discussion as opposed to power struggle. Group decisions are generally made after deliberation through a vote or consensus of those involved.

Glenelg Central

Term given to the region that includes the townships and neighbourhoods of Heywood, Dartmoor, Condah, Hotspur, Drumborg, Homerton, Drik Drik, Wallacedale and Mumbannar.

Glenelg East

Term given to the region that includes the townships and neighbourhoods of Narrawong, Allestree, and Tyrendarra.

Glenelg North

Term given to the region that includes the townships and neighbourhoods of Casterton, Merino, Lake Mundi, Henty, Digby, Strathdownie, Sandford, Bahgallah, and Dunrobin.

Glenelg South

Term given to the region that includes the townships and neighbourhoods of Portland, Cape Bridgewater, Dutton Way, Cashmore, Mount Richmond, Bolwarra, and Gorae.

Glenelg West

Term given to the region that includes the township of Nelson.

Glenelg Shire

Name of the local government area in the Barwon South West region of Victoria, Australia, located in the south-western part of the state.

Gunditjmara People

The Dhauwurd Wurrung, also known as the Gunditjmara People are Aboriginal Australian people of south-western Victoria. They are the Traditional Owners of the areas now encompassing Warrnambool, Port Fairy, Woolsthorpe and Portland.

Mayor

The Mayor of a local council is a councillor who has been elected to represent it for a fixed period of time, usually a year, to run its government.

Public exhibition

When Council puts a document on public exhibition it means anyone can look at and comment on it. We provide the community an opportunity to look at the document and give us feedback before it is finalised.

Strategic planning

Planning which articulates a long term vision (typically 4-10 years) for the community and sets the context and priorities for corporate and resource plans. The strategic plan is generally developed through extensive consultation with the community.

Appendix 1

Key Community Facts and figures

- Approx. 19,674 people live in Glenelg Shire (ABS 2019)
- More than half of the residents (10,061 residents) live in Portland (Urban Centres and Localities (UCL) data).
- Our average age in Glenelg is 48 (ABS 2018).
- Our population is projected to decline in 2031 to 18,300 (DELWP 2016).

Our Industry, Education and Employment

- 60.7% of Glenelg residents are of working age population - 16 - 64 year olds (ABS 2018).
- Most of us work in agriculture, forestry and fishing (making up 13.9% of employment), manufacturing, small business, tourism and healthcare or social assistance (ABS 2016).
- 15,368 local jobs are in the Shire (ABS 2016).
- 12% of employed residents live outside of the Glenelg Shire area (Victorian State Government 2019).
- Glenelg Shire has a 94% employment rate, higher than the state average (ABS 2016).
- 1,886 local businesses are in the Shire, including hospitality, tourism, agriculture and retail (ABS 2019).
- 400 people work at the Port of Portland every day (Port of Portland 2020).

- 380,000 tourists visit Glenelg Shire annually, significantly contributing to the local economy (Tourism Research Australia 2020).
- Our median annual wage is \$43,360, compared to a national median annual wage of \$48,360; median total weekly household income in Glenelg is \$685 (ABS 2017).
- 16.2% of Glenelg's population have tertiary qualifications, noticeably lower than the Victorian population of 33.5% (ABS 2016).
- Glenelg Shire residents are 50% less likely to enter into tertiary education (Health and Wellbeing Plan Glenelg Shire Council 2017).
- 23.3% of residents have obtained vocational qualifications compared to 16.9% across the rest of Victoria (ABS 2016).

Our Natural Environment Land

- The land area of Glenelg Shire is 621,857.3 hectares, of which approximately 106,547 hectares is national parks and conservation reserves (ABS 2016).
- Glenelg Shire has a total of 107 national parks and conservation reserves which cover almost 25% of the Shire's large land area (Glenelg Shire Council Glenelg Environmental Strategy 2010).

- Glenelg Shire is located on Gunditjmarra, Bunganditj and Jardwadjali Country (Glenelg Shire Council Glenelg Environmental Strategy 2010).
- Budj Bim is one of only 20 UNESCO World Heritage Listed sites in Australia, out of only 1121 sites in the world (UNESCO 2020).
- The average size of vertebrate populations (mammals, fish, birds and reptiles) declined by 60 per cent in the past 40 years globally (WWF 2020).
- There are 76 threatened species of birds in Glenelg Shire (SWIFFT 2020).
- As of 2018, Glenelg Shire had 1697 small-scale solar panel installations (ABS 2018).
- Three quarters of the marine debris found along our coastline is plastic, most from local sources (CSIRO 2020).

Our Health and Wellbeing

- Glenelg Shire has its own unique health and wellbeing challenges such as:
- Male suicide rate 31% higher than the Victorian average (Glenelg Shire Council 2017).
- 22.5% of residents are over the age of 65 in the Glenelg Shire region, much higher than the regional Victorian average (ABS 2018).
- Glenelg Shire has the third highest rate of obesity in Australia (Glenelg Shire Council 2017).
- 6.8% of Glenelg Shire residents have a need for assistance with core activities, compared to the national rate of 5.1% (ABS 2016).
- Glenelg has a higher than average participation in Maternal Child Health services - 85% versus 77.8% across Victoria, however a lower than average participation by Aboriginal children - 75.8% Glenelg versus 77.8% Victoria (Victorian State Government 2019).
- 29.4% of households in Glenelg Shire are lone person households, with the number of lone person households increasing annually (ABS 2016).
- The percentage of young people living in Glenelg Shire reduced from 38.9% in 2011 to 26.9% in 2016 (ABS 2016).
- 7.6% of people in Glenelg Shire were born overseas, compared with 11.0% in regional Victoria (ABS 2016).
- 2.4% of the total Glenelg Shire population, and 8% of the Heywood population, identify as Aboriginal or Torres Strait Islander (ABS 2016).
- In the year 2016-17, the public hospitals in Casterton, Portland and Heywood admitted 5418 patients (AIHW 2018).
- Patients in Australia talk to their GP about mental health more than any other health concern (RACGP 2018).

- Mental health and obesity are causing GPs in Australia the most concern for the future (RACGP 2018).
- 87.8% of the Australian population visit their GP at least once each year.
- Between 2016 and 2026 Glenelg Shire is forecast to see a 28.1% increase in population of retirement age, and a 6.7% decrease in its working age population (ABS 2016).
- By 2031 it's projected that 32.4% of Glenelg Shire residents will be aged 65 years or over (DELWP 2016).
- Glenelg Shire relies on contributions from many residents to deliver needed services and support to the community and has a higher rate of volunteerism (46.7%) (Glenelg Shire Council 2017), compared to the Australian average (19%) (ABS 2016).

Our Access, Transport and Technology

- Transport and roads are essential for both passengers and freight in the Glenelg Shire area:
- 95% of road crashes are caused by human factors, with the road environment contributing to 28% and vehicle factors to 8% (Glenelg Shire Council 2010).
- 759 or 9.2% of Glenelg Shire's working residents travel outside of the area to work (Glenelg Shire Council 2016).
- Some bus services are available in the area, however Glenelg Shire is not extensively serviced by public transport, and most residents still rely on car travel (ABS 2016).
- Out of 8311 residents in the 2016 Census data who reported their method of travel to work, only 43 travelled to work by public transport (ABS 2016).
- Glenelg Shire received 5.5 sealed local road requests for every 100km of sealed local roads (Victorian State Government 2019).
- 10% of Victorian exports move through the Port of Portland (Glenelg Shire Council 2017).
- More than \$180 million is needed to fix the freight network over the next 10 years (Glenelg Shire Council Green Triangle Region Freight Action Plan Update, 2016)
- Victoria had the highest road freight estimate in 2018, transporting 55,450 million tonne-kilometres, followed by Queensland (49,038 million tonne-kilometres) (ABS 2018).

Appendix 1 - Continued

Telecommunications and Connectivity

- Households located in major cities in Australia are more likely to have internet access at home (88%) than those in remote or very remote parts of Australia (77%). 73.8% of Glenelg Shire residents report having internet connected in the home (ABS 2017).
- Around 91% of Australians now have a smartphone (Deloitte Mobile Consumer Survey 2019).
- Substantial areas of Glenelg Shire still do not have any mobile network coverage (Telstra mobile coverage mapping 2020).

Our Lifestyle, Neighbourhoods and Culture

- Glenelg Shire has 25 sports grounds, utilised by 80 different sports teams and approximately 6,000 individuals (Glenelg Shire Council Health and Wellbeing Plan 2017).
- 58% of Victorians participate in sport-related activities (Australian Sports Commission 2018), versus only 22% of women and 28% of men in Glenelg Shire (Glenelg Shire Council 2017) participate in sport and organised physical activity. The participation rate in sport and other activity in Australia goes down decreases with the more remoteness of the population (Australian Sports Commission 2018).
- 44.8% of Victorians rate walking as their preferred physical activity (Australian Sports Commission 2018).
- The Glenelg Shire has more than three times the average proportion of Aboriginal residents compared to the Victorian average. The Gunditjmara, Bunganditj and Jarwadjali people have lived in the region for tens of thousands of years. (Glenelg Shire Council Libraries, Indigenous beginnings 2017).

Our Voice and Action

- In 2018/19, Council had a \$45.89 million in operating revenue (Victorian State Government 2019).
- 720 residents are registered to Council's online engagement portal, Your Say Glenelg.
- Only 33.75% of kerbside collection waste in Glenelg Shire was diverted away from landfill compared to 43.94% across all Victorian councils (Victorian State Government 2019).
- 80.38% of Planning applications in the Glenelg Shire were decided within legislated timeframes. On average 85% of applications received an outcome within the sixty-day timeframe and 74% within the ten-day timeframe, compared with 68% and 80% across Victoria showing a higher level of service in Glenelg Shire. (PPARS June 2020 reports, Victorian State Government 2019).

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