



ORDINARY COUNCIL MEETING

**AGENDA**

WEDNESDAY 23 MAY 2018

AT 4PM

COPACC

**Next Council Meeting: 27 June 2018**

# COLAC OTWAY SHIRE ORDINARY COUNCIL MEETING

23 MAY 2018

## TABLE OF CONTENTS

OPENING PRAYER.....	3
PRESENT.....	3
APOLOGIES.....	3
WELCOME AND ACKNOWLEDGEMENT OF COUNTRY .....	3
QUESTION TIME .....	4
TABLING OF RESPONSES TO QUESTIONS TAKEN ON NOTICE AT PREVIOUS MEETINGS .....	4
PETITIONS/JOINT LETTERS .....	4
DECLARATIONS OF INTEREST .....	4
CONFIRMATION OF MINUTES.....	4

## OFFICER REPORTS

OM182305-1	AMENDMENT C90 - FLOOD AMENDMENT .....	5
OM182305-2	AUSTRALIA DAY ADVISORY COMMITTEE .....	25
OM182305-3	ADOPTION OF CREATIVE COLAC OTWAY - ARTS & CULTURE STRATEGY 2018 - 2022 .....	31
OM182305-4	CONSIDERATION OF CONTRACTS - CON 1701 - CLEANING SERVICES – COUNCIL BUILDINGS, PUBLIC CONVENIENCES AND BARBECUES; CON 1737 – CLEANING SERVICES – BLUEWATER LEISURE CENTRE. ....	100
OM182305-5	2019/20 COMMUNITY SPORTS INFRASTRUCTURE FUND AND 2018/19 FEMALE FRIENDLY FACILITIES FUND .....	106
OM182305-6	PROPOSED USE OF FORMER COLAC LIBRARY ANNEXE BUILDING .....	122
OM182305-7	AUTHORISATION OF OFFICER UNDER THE PLANNING AND ENVIRONMENT ACT .....	126
OM182305-8	NOTICE OF MOTION - COLAC OTWAY SHIRE SKILLS AUDIT .....	131
OM182305-9	OLD BEECHY RAIL TRAIL MINUTES AND ASSEMBLY OF COUNCILLOR NOTES.....	135

## COLAC OTWAY SHIRE COUNCIL ORDINARY MEETING

NOTICE is hereby given that the next **ORDINARY COUNCIL MEETING OF THE COLAC OTWAY SHIRE COUNCIL** will be held at COPACC on 23 May 2018 at 4pm.

### AGENDA

#### 1. THE MEETING IS DECLARED OPEN

##### OPENING PRAYER

*Almighty God, we seek your blessing and guidance in our deliberations on behalf of the people of the Colac Otway Shire. Enable this Council's decisions to be those that contribute to the true welfare and betterment of our community.*

AMEN

#### 2. PRESENT

#### 3. APOLOGIES

#### 4. WELCOME & ACKNOWLEDGEMENT OF COUNTRY

Colac Otway Shire acknowledges the original custodians and law makers of this land, their elders past and present and welcomes any descendants here today.

I ask that we all show respect to each other and respect for the office of an elected representative.

All Council and Committee meetings are audio recorded, with the exception of matters identified as confidential items in the Agenda. This includes the public participation sections of the meetings.

Audio recordings of meetings are taken to facilitate the preparation of the minutes of open Council and Committee meetings and to ensure their accuracy.

In some circumstances a recording will be disclosed to a third party. Those circumstances include, but are not limited to, circumstances, such as where Council is compelled to disclose an audio recording because it is required by law, such as the Freedom of Information Act 1982, or by court order, warrant, or subpoena or to assist in an investigation undertaken by the Ombudsman or the Independent Broad-based Anti-corruption Commission.

Council will not use or disclose the recordings for any other purpose. It is an offence to make an unauthorised recording of the meeting.

## 5. QUESTION TIME

A maximum of 30 minutes is allowed for question time. To ensure that each member of the gallery has the opportunity to ask questions, it may be necessary to allow a maximum of two questions from each person in the first instance. Once everyone has had an opportunity to ask their initial questions, and if time permits, the Mayor will invite further questions.

Please remember, you must ask a question. If you do not ask a question you will be asked to sit down and the next person will be invited to ask a question. Question time is not a forum for public debate or statements.

1. Questions received in writing prior to the meeting (subject to attendance and time).
2. Questions from the floor.

## 6. TABLING OF RESPONSES TO QUESTIONS TAKEN ON NOTICE AT PREVIOUS MEETINGS

These responses will not be read out but will be included in the minutes of this meeting.

## 7. PETITIONS/JOINT LETTERS

Nil

## 8. DECLARATIONS OF INTEREST

A Councillor who has declared a conflict of interest, must leave the meeting and remain outside the room while the matter is being considered, or any vote is taken.

Councillors are also encouraged to declare circumstances where there may be a perceived conflict of interest.

## 9. CONFIRMATION OF MINUTES

- Ordinary Council Meeting held on 18 April 2018.
- Special Council Meeting held on 2 May 2018.

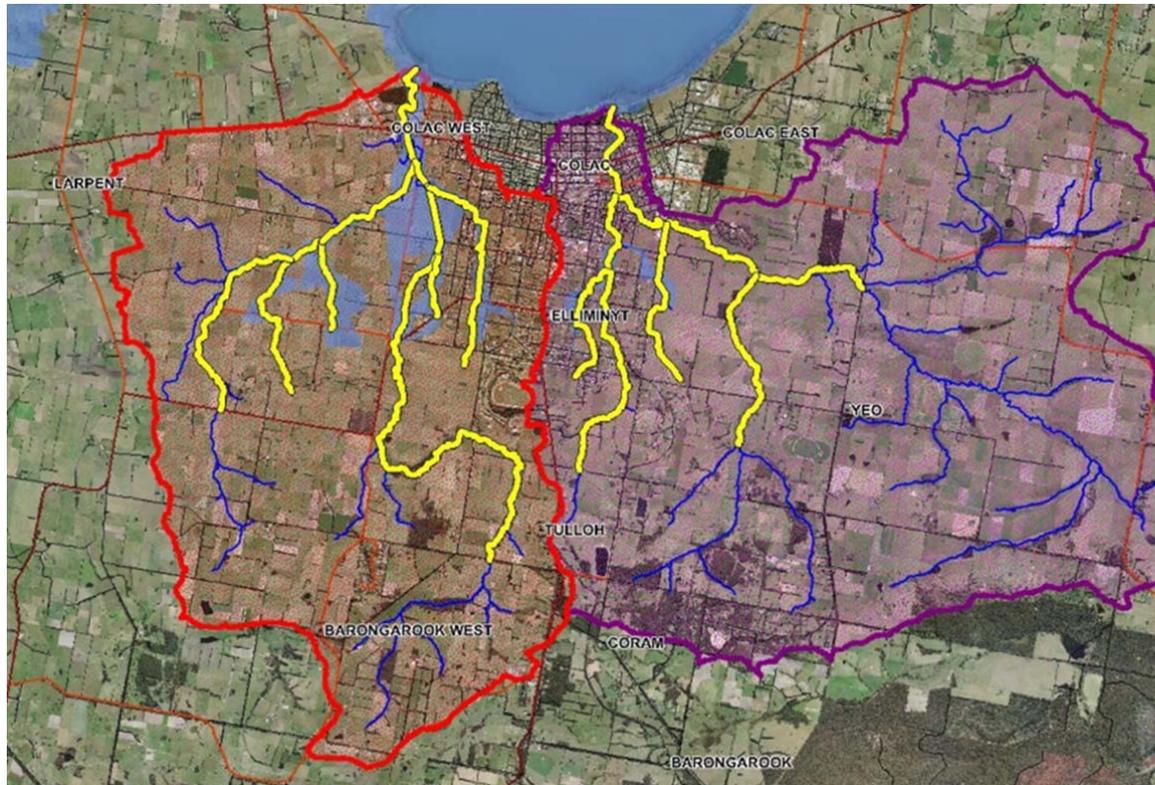
### **Recommendation**

***That Council confirm the above minutes.***

ORDINARY COUNCIL MEETING  
**AMENDMENT C90 - FLOOD AMENDMENT**  
 OM182305-1

<b>LOCATION / ADDRESS</b>	Colac and Elliminyt	<b>GENERAL MANAGER</b>	Gareth Smith
<b>OFFICER</b>	Simon Clarke	<b>DIVISION</b>	Development & Community Services
<b>TRIM FILE</b>	F16/1104	<b>CONFIDENTIAL</b>	No
<b>ATTACHMENTS</b>	1. C90 Flood Amendment Submission Review		
<b>PURPOSE</b>	To consider the submissions received during the exhibition of Amendment C90 and how to proceed with the amendment.		

**1. LOCATION PLAN / AERIAL PHOTO**



## 2. EXECUTIVE SUMMARY

This report is to consider submissions received during the exhibition period of Planning Scheme Amendment C90 to the Colac Otway Planning Scheme. This proposed Amendment seeks to amend the Scheme to incorporate the recommendations of the *Deans Creek and Barongarook Creek Flood Study (August 2017)*, including changes to the flood mapping and to the planning scheme flood schedules.

The Amendment was exhibited from 29 January 2018 to 9 March 2018. A total of 23 submissions were received. All submissions opposed to the proposed overlay were referred to the Corangamite Catchment Management Authority (CCMA) for technical review.

Whilst no significant changes were recommended following this assessment, it is being recommended that 136 properties be removed from the amendment where there had only been a small encroachment of the controls over a minor part of a property. This has resolved 6 of the submissions.

Of the 23 submissions therefore, 6 submissions have been resolved based on recommended changes, 1 submission was withdrawn and 2 submissions are in support. Effectively, this leaves only 14 submissions opposed to the amendment.

It should be noted that Council has an obligation to include overlays in its planning scheme to address flood risk. The proposed overlay mapping represents a snap-shot in time that measures the full extent of a 1% AEP (1 in 100 year) event. The proposed amendment in itself is not a drainage management study. Council has recently completed a drainage study for Colac. This study may result in future flood mitigation works that over time result in the need to further refine the proposed overlays.

The proposed schedule accompanying the amendment also provides for permit exemptions in certain circumstances. In most other cases where an exemption does not apply, the overlay ensures that flood risk is considered as part of the overall assessment process rather than preventing development.

Having regard to insurance premiums, it should be noted that insurance companies rely on CCMA mapping and not the mapping contained in any individual planning scheme. It is therefore unlikely that the overlay mapping will create any significant change in premiums. Furthermore, with respect to land valuations, evidence suggests that where flood controls have been introduced elsewhere, there is little evidence that such controls have had an overall adverse impact. In any case, impact on land values is not a valid consideration for the amendment, which must be considered on its planning merits. It is noted that a number of land owners will benefit from the current overlays being removed from their properties.

It is recommended that all remaining opposing submissions be referred to an independent panel established by the Minister for review prior to the proposed amendment being referred back to Council for a final decision.

### 3. RECOMMENDATION

*That Council:*

- 1. Pursuant to section 22 (1) of the Planning and Environment Act 1987, consider all submissions received to Colac Otway Amendment C90.*
- 2. Pursuant to section 23 (1)(a) of the Planning and Environment Act 1987, make changes to Amendment C90 as noted in the Attachment that have been suggested in response to submissions.*
- 3. Adopt the amendments to remove the flood overlay from 136 properties affected by very minor encroachments at the extremity of the flood mapping extent as detailed within the report.*
- 4. Adopt the Deans Creek and Barongarook Creek Flood Study (August 2017).*
- 5. Pursuant to section 23 (1)(b) of the Planning and Environment Act 1987, refer the unresolved submissions to a Panel.*
- 6. Authorise officers/suitable persons to represent Council at the Planning Panel hearing generally in accordance with the response to issues outlined in this report.*

### 4. BACKGROUND / KEY INFORMATION

#### BACKGROUND

In October 2017, Council resolved to place Planning Scheme Amendment C90 on public exhibition for a period of six weeks. Amendment C90 seeks to implement the findings of the *Deans Creek and Barongarook Creek Flood Study (August 2017)*.

The Amendment is the culmination of the combined efforts of Council, the Corangamite Catchment Management Authority (CCMA) and the Department of Environment Land Water and Planning (DELWP). It involved extensive investigations on the potential for flooding in Colac, Elliminyt and surrounds. Investigations commenced in 2015 and included detailed flood modelling of the Deans Creek and Barongarook Creek catchments. A community drop in session was held as part of this study to provide the local community with the opportunity to share their knowledge of flooding and comment on the draft mapping available.

The final proposed mapping changes reflected the more precise methodology employed by the consultants as part of this project, as well as the catchment wide assessment. The hazard mapping reveals that the risk of flooding in the Deans Creek and Barongarook Creek catchments is not as severe as current flood mapping in the Colac Otway Planning Scheme indicates. Whilst flooding remains a significant risk which must be managed through the application of planning controls, there are significant areas where the flood mapping can be reduced or removed altogether. However, the Study identified other areas where the flood mapping should be extended.

In terms of total numbers, 439 properties are covered by the current flood controls (as well as significant areas of Council and Crown land). This amendment as exhibited would result in a total of

741 properties being included in the LSIO and FO. With regard to total area, currently 617ha of land is included in the current flood controls. Amendment C90 as exhibited would result in 841ha of land being included in the LSIO and FO in Colac township. While these figures would appear to represent a considerable expansion on the current flooding controls, it is noted that the application of the controls over the tributaries and upper reaches of the Deans and Barongarook catchments, within the Farm Zone, contribute to much of this expansion. These areas were previously not mapped.

The updated flood modelling indicates that the overall depth of the flood waters is significantly shallower in many locations across the catchments than previously anticipated. This may, in some instances, allow the option for flood mitigation measures to occur as part of development proposals, subject to support from the CCMA. Mapping is also now available that reveals where the flooding is expected to be less than 200mm or 100mm in depth. This information can be used to guide future development.

The Schedules to the flood overlays contained within the Colac Otway Planning Scheme were also rewritten as part of the amendment process. The revised schedules allow Council to tailor the requirements of the generic state wide overlays to individual requirements that meet local needs. At present, the Overlay triggers the need for a planning permit for virtually all development and works. The new Schedules establish or extend the broad range of works that do not require a planning permit in the Overlays, including some forms of replacement buildings, some extensions or external alterations to buildings, some forms of fencing and open sided agricultural sheds. This will substantially assist Council in delivering on its 'Cutting Red Tape' initiative.

## **KEY INFORMATION**

The Amendment was exhibited from 29 January 2018 to 9 March 2018. Community consultation sessions were held on 12 February and 15 February at COPACC. Approximately 120 persons attended the consultation sessions over the two evenings. Officers from the CCMA were in attendance to discuss technical aspects of the mapping. Council engineering staff also attended to discuss and provide advice upon drainage issues.

Council officers also met with individual landowners and received numerous telephone calls during the exhibition period. Considerable time was spent providing background on the planning system and explaining the amendment in detail, and how it relates to each individual property.

### Submissions

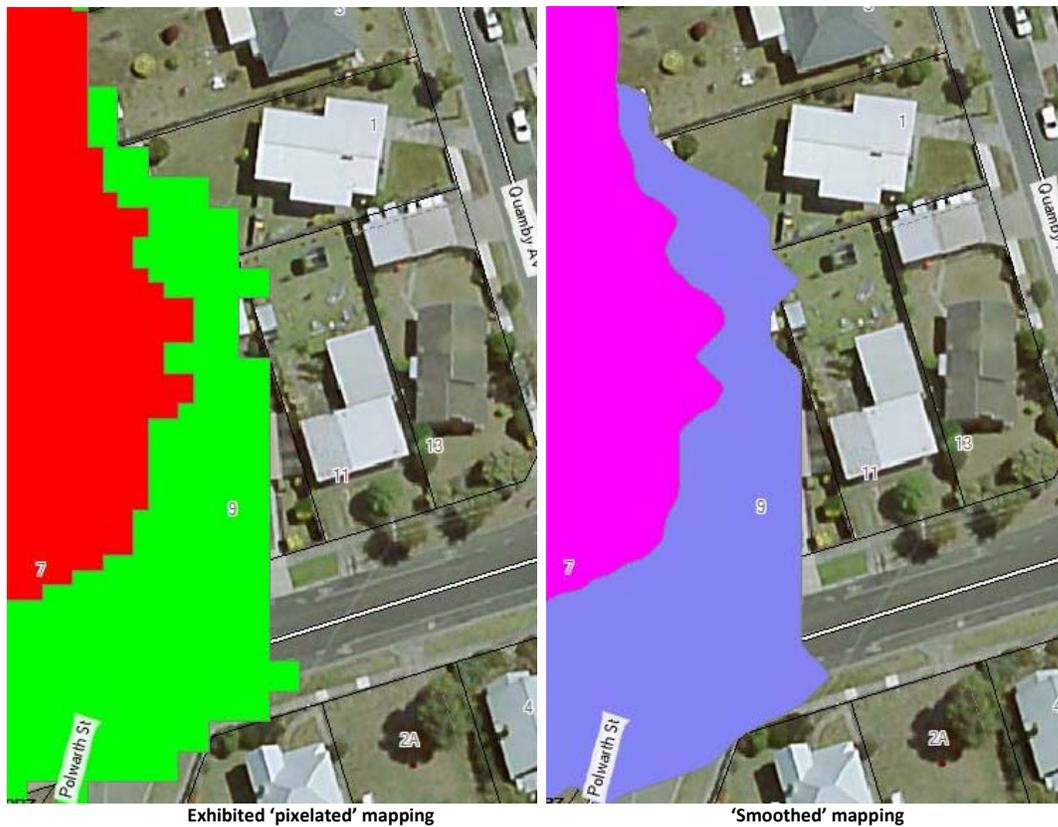
A total of 23 submissions were received during the exhibition period. A summary of submissions received and officer response is at Attachment 1. One submission has since been withdrawn.

The submissions revolve around several key themes. These range from fundamentally disputing the flood mapping accuracy, concerns over land values and insurance premiums, concerns regarding the ability to develop or improve their land in the future, comments that recent development is exacerbating flooding in Colac and Elliminyt and perceptions on an overall lack of maintenance of waterways and lack of investment in Council's drainage networks. Submissions were also received from landowners where a very small portion of their property was impacted by flood mapping and therefore requesting that it be removed or modified. One submission was received from DELWP, in support of the amendment. Several submissions generally supported the amendment.

Council must now consider the submissions received under the relevant provisions of the *Planning and Environment Act 1987* and either change the amendment to address the submissions, or refer the amendment to a Panel or abandon the amendment.

#### Changes to Amendment C90

The exhibited LSIO and FO mapping was supplied by DELWP. On close inspection at the individual lot level, it was discovered that the mapping boundaries were of a 'pixelated' nature that were somewhat cumbersome and artificial and not reflective of natural flood boundaries. Following exhibition, Council's GIS officer used computer software to 'smooth' the mapping to make it more realistic, legible and workable. This process resulted in very minor changes to the mapping on properties affected by the proposed overlays for Council to consider when adopting the amendment. Importantly, no new properties would be included in the amendment as a result of this process.



Four submissions raised concerns that only a small portion of their site would be included in the LSIO. On investigation of these submissions, it was noted that there were numerous examples where small areas of a site were impacted by the LSIO and FO. Meetings with the CCMA established a framework where such 'slivers' could be removed. These included where the LSIO encroached less than 20m<sup>2</sup> into a property and was located on the periphery of the property and, if it was located on a front boundary, did not require access into a roadway that was covered by or abutting a Flood Overlay (to ensure safe escape routes and emergency response access). The entire LSIO and FO mapping was examined in detail using these parameters.

An example of this issue is noted below, where the first map shows small areas included in the LSIO along the western boundary (as exhibited) and the second map shows the adjusted map where the land is now proposed to be removed from the LSIO.



Mapping with minor LSIO areas on private land



Updated mapping with minor LSIO areas removed

The mapping of the four submitters' land was examined and updated by removing the proposed LSIO from their land entirely. Subject to Council supporting these changes, their submissions are now considered to be resolved. After further examining the draft LSIO mapping across the entire study area, a total of 119 similar properties are recommended to be removed from the Overlay.

Using the same criteria, a total of 17 properties are also proposed to be removed from the Flood Overlay (with the FO covered land to be included in the LSIO layer). An additional two submissions would be resolved using this process.

Several submissions raised the negative impact of the proposed overlays on the development potential of land. It is noted that the proposed Schedules allow greater scope for new development not requiring a planning permit when compared to the existing arrangements. The greater understanding of the depth and velocity of waters provided by the flood study will provide an ability to plan for, and consider new work with greater certainty when compared to the information presently available. For example, applicants are sometimes required to prepare their own flood modelling when proposing development in a flood area.

With the new modelling, in many areas, if development is raised above the known flood levels, then there is reasonable certainty that a development proposal will be approved. No additional costly flood modelling would be required.

Concerns were also raised in the submissions regarding land values and insurance premiums. Whilst these concerns are acknowledged, the *Planning and Environment Act 1987* does not allow such matters to be considered as part of the planning process.

However, it should be noted that insurance companies adjust their premiums based on mapping held by the CCMA, not the planning scheme. Therefore, the proposed amendment is unlikely to create any significant change.

Furthermore, other research, including *'Special Building Overlay - Value Impact Assessment 2016'* prepared by Charter Keck Cramer for the City of Manningham in 2016 and *'Are Residential Property Values Adversely Affected by Disclosure of Flood Risk?'* Proceedings of the 44th Annual Floodplain Management Authorities Conference, Coffs Harbour, May 2004, reveal that where flood controls have been introduced, there is little evidence that the controls have had an overall adverse impact on property valuations.

Certain submissions dispute the accuracy of the mapping, and these individual submissions were forwarded to the CCMA for reconsideration. The CCMA has recommended that no changes be made to the mapping following this review process. In assessing the concerns raised by the submitters, it must be remembered that the proposed flood mapping shows a '1 in 100 year flood' extent (i.e. 1% chance of occurring in any given year). Statistically, it is unlikely that few, if any, people have witnessed such a flood in their lifetime, and so their personal experiences cannot be used to assess the flood potential of their property and its surrounds.

## **FURTHER SUPPORTING INFORMATION**

### **5. COMMUNITY CONSULTATION & ENGAGEMENT**

The local community was consulted in the preparation of the *Deans Creek and Barongarook Creek Flood Study 2017* and their comments were incorporated into the Study.

Amendment C90 was placed on formal public exhibition from 29 January to 9 March 2018. The Amendment was advertised in the local newspaper and on Council's website. All affected landowners were directly notified in writing.

As part of the formal exhibition process, and as resolved by Council, community information sessions were held on 12 and 15 February 2018. Staff from Council's planning and infrastructure departments and CCMA officers attended and provided advice at these sessions. Approximately 120 interested persons attended these sessions.

### **6. ANALYSIS**

#### **ALIGNMENT TO COUNCIL PLAN OR COUNCIL POLICY**

The C90 Amendment will contribute to the Council Plan *Our Prosperity – Goal 1 Plan infrastructure, assets and land use with a long-term vision for economic growth* and Action 7 – *Remove unnecessary planning triggers to streamline planning processes*.

All of the submissions were individually assessed to determine if there was any need to change the amendment, particularly the mapping. The CCMA provided technical analysis of the issues raised and provided a response.

Many of the submissions raise concerns about the impact of the overlays on the potential to develop their property. In most cases however, the application of the overlay will not prevent future development of the land, rather it will ensure that the siting and design of the development takes into account the potential for flooding. This could include siting a building away from the deepest waters or channels, and/or building the floor level above the flood level (i.e. stumps instead of a slab floor). In some cases, particularly where a Flood Overlay is being proposed, there may be some challenges in developing land (as this is where the deepest and fastest flowing waters have been modelled), however this simply reflects the flood risk that exists, and land owners would need to work with Council and the CCMA to explore development options that may be acceptable.

#### **ENVIRONMENTAL IMPLICATIONS**

By accurately reflecting the flood risk areas in the Planning Scheme, the amendment protects designated flood paths and the riverine areas from development and encroachment from other activities. It also contributes to minimising flood risks to people, assets and properties.

#### **SOCIAL & CULTURAL IMPLICATIONS**

The amendment will have indirect implications to the Colac community by protecting communities, public and private assets from flood risks/damage. It may impose planning controls over some land

currently not impacted by controls, which will influence the way in which development can occur on that land in future, and for others, it may remove the current permit controls, benefitting those owners.

## **ECONOMIC IMPLICATIONS**

While there are no direct economic implications of the amendment, the updated flood controls in Colac will have indirect economic benefits to the local economy. The revised flood mapping combined with proposed streamlined changes to the planning controls will reduce permit triggers within the LSIO and FO. This will facilitate minor developments without needing to go through planning permit processes, which saves money and time for developers. Further the removal of the LSIO and FO from areas that are no longer affected by flooding will allow those areas to be developed to their capacity as allowed by respective zones and overlays.

With respect to property values, research suggests that where such controls have been introduced elsewhere, there is little evidence of any significant impact.

However, it should be noted that impacts on property values cannot be considered in decisions on planning matters, instead the focus must remain on the planning merit of the amendment. Council has a duty to apply the flood based overlays to areas where it is aware that flooding could occur.

## **LEGAL & RISK IMPLICATIONS**

Council has an obligation to the community to ensure that its planning controls accurately reflect risk. If Council does not pursue the mapping update, it could result in risks for Council and the community. For instance:

- People could buy land that they later learn has limited development potential
- People could sell land, believing that the development potential is limited, when it later becomes apparent that the development potential was far greater than they had known at the time of sale
- People could unknowingly develop their land which is subject to flooding.

There are properties in Birregurra that have flooded in recent years, which are not covered by the flood overlays. This is a good example of where improved mapping of overlays could have contributed to those houses being designed in a way to increase floor levels above the flood level, thereby limiting flood damage to the dwellings.

## **RESOURCE IMPLICATIONS (FINANCIAL ETC)**

Council has received \$30,000 of financial assistance from the DELWP to progress this Amendment. The CCMA will also continue to work with Council in processing the Amendment. It is noted that the State government has born the substantial costs of the work to date.

## 7. IMPLEMENTATION STRATEGY

### DETAILS

The Amendment must go through the process prescribed by the *Planning and Environment Act 1987* before it has legal effect. This process includes a public exhibition process, resolution of submissions by an independent panel, adoption by Council and approval by the Minister for Planning.

As not all submissions can be resolved prior to the meeting, the recommendation will be for the submissions to be heard by an independent panel.

### COMMUNICATION

The Amendment was advertised in accordance with the provisions of the *Planning and Environment Act 1987*. Officers undertook a community engagement process in accordance with the previous Council Resolution.

Council officers will advise submitters of Council's resolution, and should the recommendation be adopted, Planning Panels Victoria will directly advise submitters on the process of making submissions to the panel.

### TIMELINE

Proposed key milestones:

- May – Consider submissions received and refer the Amendment to an independent Panel
- August - September 2018 – Panel Hearing considering the submissions received
- December 2018 – Council to consider Panel report

## 8. OFFICER DIRECT OR INDIRECT INTEREST

No officer declared an interest under the *Local Government Act 1989* in the preparation of this report.

**Attachment 1: Planning Scheme Amendment C90 – Flood Amendment Submission Review**

Number	Address	Issue	Officer response	Outcome
1	5 Thomas Street Colac	Minor impact on land. Requests that the proposed LSIO be removed.	LSIO covers less than 20m <sup>2</sup> at rear of property. Recommend removal.	LSIO removed from lot. <i>Resolved</i>
2	88 Wilson Street Colac	Considers that Council engineering has improved and that land will not be flooded as per overlay. Should take into account local knowledge Recently subdivided the lot and no concerns were raised by the CCMA or Council. Concerns may impact the sale of the new vacant lot.	CCMA has reviewed the submission and recommended that no change be made to the mapping as a result. Local knowledge was included in the preparation of the flood study, with local residents invited to provide initial advice. The planning permit process, including referral to CCMA, would have considered previous flood mapping as new information was not available. Research suggests that where flood controls have been introduced elsewhere, there is little evidence that such controls have had an overall adverse impact on land valuations. Nonetheless, the <i>Planning and Environment Act 1987</i> does not allow the consideration of land valuation in the decision making process.	No change to Amendment C90 recommended.
3	3 Thomas Street Colac	Concerned about weeds, reeds, trees and rubbish that need to be removed from the creek. Creek needs regular maintenance. Council wasting money on consultants and mapping.	It is noted that many submissions raised maintenance as a key concern. Individual issues have been passed onto Council's Infrastructure Department. The flood mapping is based on current expected flooding conditions for an AEP 1% (1 in 100 year) event. Council has separately prepared a drainage study for Colac which seeks to guide future drainage improvements. Future drainage improvements could result in reduced coverage of the overlay mapping in the future. Council is obliged under legislation to review its planning controls. It is noted that the Flood Study was funded by the Victorian Government, who have also contributed to the costs of preparing this amendment.	No change to Amendment C90 recommended.

F16/1104 (D18/40470)

**Attachment 1: Planning Scheme Amendment C90 – Flood Amendment Submission Review**

Number	Address	Issue	Officer response	Outcome
4	82 Aireys Street Elliminyt	Notes the overlay will be placed on the front of the lot.	Agree, but note the proposed LSIO covers over 2000m <sup>2</sup> of land.	No change to Amendment C90 recommended.
		Considers if there were adequate drains along the street then the water would run away and not cause flooding on this address. Lack of maintenance. Lack of infrastructure. Water coming down from the Scanlon Estate is causing problems.	It is noted that many submissions raised maintenance as a key concern. Individual issues have been passed onto Council's Infrastructure Department. The flood mapping is based on current expected flooding conditions for an AEP 1% (1 in 100 year) event. Council has separately prepared a drainage study for Colac which seeks to guide future drainage improvements. Future drainage improvements could result in reduced coverage of the overlay mapping in the future.	
		Council wasting money on consultants and mapping.	Council is obliged under legislation to review its planning controls. It is noted that the Flood Study was funded by the Victorian Government, who have also contributed to the costs of preparing this amendment.	
5	280 Princess Highway Colac	New mapping much clearer.	Noted.	No change to Amendment C90 recommended.
		Only small section of lot impacted so it would make sense to build up section of lot or fix drainage.	CCMA has reviewed the submission and recommended that no change be made to the mapping as a result.	
		Requests to have the FO replaced with the LSIO.	Around 20% of the site is covered by the proposed Flood Overlay. Nevertheless the submission is noted and was forwarded to CCMA for review. No change was recommended.	
		New overlays may reduce options to develop land in the future.	Noted, but proposed changes to the Schedules allow certain development without the need for a planning permit. Greater certainty on flood depth and velocity may also assist in future redevelopment opportunities.	
Current development in Colac is straining infrastructure and drainage.	Noted. Colac 2050 is considering drainage and infrastructure issues as part of its assessment. It is noted that the drainage strategy currently being finalised addresses these issues.			

F16/1104 (D18/40470)

**Attachment 1: Planning Scheme Amendment C90 – Flood Amendment Submission Review**

Number	Address	Issue	Officer response	Outcome
6	215 Deans Creek Road Elliminyt	Should look at why Deans Creek floods.	Noted. Drainage strategy completed for Colac provides direction on how flooding, might be reduced in the future.	No change to Amendment C90 recommended.
		Creek blocked at railway line.	Noted.	
		Creek is full of rubbish and weeds.	Noted.	
		Pound Road has had a height increase forcing water to back up.	Noted.	
		Increased housing has increased water flows.	Noted.	
		Notes that flooding is becoming worse. Impact on land values.	Research suggests that where flood controls have been introduced elsewhere, there is little evidence that such controls have had an overall adverse impact on land valuations. Nonetheless, the <i>Planning and Environment Act 1987</i> does not allow the consideration of land valuation in the decision making process.	
7	65 Calvert Street Colac	Believes that the property is at such an elevation that it would not be impacted by flood waters, therefore the overlay should be removed.	CCMA has reviewed the submission and recommended that no change be made to the mapping as a result.	No change to Amendment C90 recommended.
8	10 Cruickshank Court Elliminyt	Seek to have the LSIO removed as the area covered is insignificant, and not developable.	LSIO covers less than 20m <sup>2</sup> at rear of property. The proposed overlay has been removed from the Amendment.	LSIO removed from lot. <i>Resolved</i>
9	366 Queen Street Colac	States that the old overlay is correct and the new overlay is not.	CCMA has reviewed the submission and recommended that no change be made to the mapping as a result.	No change to Amendment C90 recommended
		Opposes the new overlay as it is wrong.	CCMA has reviewed the submission and recommended that no change be made to the mapping as a result.	

**Attachment 1: Planning Scheme Amendment C90 – Flood Amendment Submission Review**

Number	Address	Issue	Officer response	Outcome
10	10 Pound Road Elliminyt	Changes will financially and emotionally ruin our family.	Research suggests that where flood controls have been introduced elsewhere, there is little evidence that such controls have had an overall adverse impact on land valuations. Nonetheless, the <i>Planning and Environment Act 1987</i> does not allow the consideration of land valuation in the decision making process. Matters of emotion cannot be considered as part of the planning process, rather Council needs to ensure the planning merits of the amendment are carefully considered.	No change to Amendment C90 recommended.
		Received no response from initial queries.	Officers have had extensive discussion with the submitter to discuss their concerns.	
		Built house in keeping with the current LSIO.	Noted. Previous data was used in guiding decision makers. This data will be replaced by the proposed new mapping.	
		Problems are associated with 'drainage', not 'flooding'.	Noted.	
		Land to be 'rezoned to Floodway Overlay'	No land is proposed to be rezoned and the LSIO is proposed to be applied to the land, not the FO.	
		Needs Council drainage works on Pound Road but nothing has been done.	It is noted that many submissions raised maintenance as a key concern. Individual issues have been passed onto Council's Infrastructure Department. The flood mapping is based on current expected flooding conditions for an AEP 1% (1 in 100 year) event. Council has separately prepared a drainage study for Colac which seeks to guide future drainage improvements. Future drainage improvements could result in reduced coverage of the overlay mapping in the future.	
Previously sought rate relief with no success	Not a relevant consideration for the Amendment.			

F16/1104 (D18/40470)

**Attachment 1: Planning Scheme Amendment C90 – Flood Amendment Submission Review**

Number	Address	Issue	Officer response	Outcome
		Changes will make land worthless.	Research suggests that where flood controls have been introduced elsewhere, there is little evidence that such controls have had an overall adverse impact on land valuations. Nonetheless, the <i>Planning and Environment Act 1987</i> does not allow the consideration of land valuation in the decision making process.	
		Seeks compensation for allowing buildings in areas that will be considered flood areas.	The <i>Planning and Environment Act 1987</i> does not support compensation in such matters. It is likely that the submitter will be able to develop other buildings on the site, provided they take into account the flood level. Flooding of the site has been modelled as being shallow, in a rare 1 in 100 year event.	
		Flood water from other estates are impacting on flooding in the area and on the site. Better maintenance of drains is required.	It is noted that many submissions raised maintenance as a key concern. Individual issues have been passed onto Council's Infrastructure Department. The flood mapping is based on current expected flooding conditions for an AEP 1% (1 in 100 year) event. Council has separately prepared a drainage study for Colac which seeks to guide future drainage improvements. Future drainage improvements could result in reduced coverage of the overlay mapping in the future.	
		Considers that the current LSIO mapping is more accurate as the dam on the property is not included in the proposed LSIO.	CCMA has reviewed the submission and recommended that no change be made to the mapping as a result.	
		During rainfall events the land has never been flooded.	Noted. The proposed flood mapping is for a 1 in 100 year flood. Statistically, there is little likelihood that many residents in Colac have experienced such a flood event.	

F16/1104 (D18/40470)

**Attachment 1: Planning Scheme Amendment C90 – Flood Amendment Submission Review**

Number	Address	Issue	Officer response	Outcome
11	250 Irrewillipe Road Elliminyt	Flooding caused by debris blocking bridges.	It is noted that many submissions raised maintenance as a key concern. Individual issues have been passed onto Council's Infrastructure Department. The flood mapping is based on current expected flooding conditions for a AEP 1% (1 in 100 year) event. Council has separately prepared a drainage study for Colac which seeks to guide future drainage improvements. Future drainage improvements could result in reduced coverage of the overlay mapping in the future.	No change to Amendment C90 recommended.
		Makes comment that mapping does not appear to cover the land.	CCMA has reviewed the submission and recommended that no change be made to the mapping as a result.	
		Provides information on previous flood events.	CCMA has reviewed the submission and recommended that no change be made to the mapping as a result.	
12	13 Tulloh Elliminyt	Land not included in Amendment.	Noted.	Submission withdrawn. <i>Resolved</i>
		Believes the land is subject to inundation and should be included (1/3 of property floods to 30cm depth).	CCMA has reviewed the submission and recommended that no change be made to the mapping as a result.	
13	249 Armstrong Street Elliminyt	Only a small part of the site is covered by the new overlay - seeks to have it removed.	Over 50% of the site is covered by LSIO, with an extremely small section in the Flood Overlay. Smoothing out of pixels has removed FO from the lot.	FO removed from lot. <i>Partially resolved</i>
14	295 Armstrong Street Elliminyt	Seeks to have the FO reclassified as LSIO given its minor nature.	Over 50% of the site is covered by LSIO, with an extremely small section in the Flood Overlay. Smoothing out of pixels has removed FO from the lot.	FO removed from lot. <i>Partially resolved</i>
15	56 Harris Road Elliminyt	Request the Overlay be removed.	CCMA has reviewed the submission and recommended that no change be made to the mapping as a result.	No change to Amendment C90 recommended.

**Attachment 1: Planning Scheme Amendment C90 – Flood Amendment Submission Review**

Number	Address	Issue	Officer response	Outcome
16	30 Dowling Road Elliminyt	Note that the owners have never observed the land flooding.	Noted. The proposed flood mapping is for a 1 in 100 year flood. Statistically, there is little likelihood that many residents in Colac have experienced such a flood event.	No change to Amendment C90 recommended.
17	526-544 Murray Street Colac	Flooding problems have been exacerbated by the Scanlon, Huggans and Buchanan developments, lack of maintenance at the dam on the corner of Tulloh and Dowling Street and inadequate drainage infrastructure.	It is noted that many submissions raised maintenance as a key concern. Individual issues have been passed onto Council's Infrastructure Department. The flood mapping is based on current expected flooding conditions for a AEP 1% (1 in 100 year) event. Council has separately prepared a drainage study for Colac which seeks to guide future drainage improvements. Future drainage improvements could result in reduced coverage of the overlay mapping in the future.	No change to Amendment C90 recommended.
		Object to having flood controls on their land as the problem has been caused by poor planning and lack of maintenance.	Noted.	
		Objects to paying full rates.	Not a relevant planning issue.	
		Will impact on insurance premiums and decrease property value.	Insurance premiums are not calculated using planning mapping. Research suggests that where flood controls have been introduced elsewhere, there is little evidence that such controls have had an overall adverse impact on land valuations. The <i>Planning and Environment Act 1987</i> does not allow the consideration of land valuation in the decision making process.	
		Objects to new overlays as problems come from no maintenance to drainage network.	It is noted that many submissions raised maintenance as a key concern. Individual issues have been passed onto Council's Infrastructure Department. The flood mapping is based on current expected flooding conditions for an AEP 1% (1 in 100 year) event. Council has separately prepared a drainage study for Colac which seeks to guide future drainage improvements. Future	

**Attachment 1: Planning Scheme Amendment C90 – Flood Amendment Submission Review**

Number	Address	Issue	Officer response	Outcome
			drainage improvements could result in reduced coverage of the overlay mapping in the future.	
18	Geelong	Represents the owner of Crown Land. No concerns.	Noted. Noted.	No action required.
19	1/3 Cliff Street Torquay	Supports the amendment Seeks clarification on proposed Schedules. Seeks a mechanism to provide alternative modelling during a planning permit process.  Background reports should be made a reference document.  Compare with other Council flood amendment process. Seeks an amendment to the Schedule that exempts land for which a planning permit has already been obtained under the previous controls.  Seeks an amendment to the Schedule that exempts referral to the floodplain manager if approval is already granted from the Manager.	Noted. Noted. The proposed overlays trigger the need for a planning permit process. Any applicant can provide alternate modelling during a permit process. This alternate modelling will be assessed on its merits, like any other information provided.  The Dean Creek and Barongarook Creek Flood Study August 2017 was exhibited with Amendment C90 and is proposed to be a Reference Document of the Colac Otway Planning Scheme.  Other recent amendments were considered in preparing Amendment C90.  In accordance with planning practice, a planning permit issued remains valid until its lapsing date or when works are completed, regardless of any changes to the planning system affecting the land.  Included in the proposed Schedules to the Overlays.	No change to Amendment C90 recommended.
20	131 Hart Street Elliminyt	Notes the mapping only covers 1% of the property. Request that the property be removed from LSIO.	Noted. LSIO covers less than 20m <sup>2</sup> at rear of property. Mapping to be adjusted and site removed from the LSIO.	LSIO removed from lot. <b>Resolved</b>

**Attachment 1: Planning Scheme Amendment C90 – Flood Amendment Submission Review**

Number	Address	Issue	Officer response	Outcome
21	206 Hearn Street Colac	Notes that only a very small part of the property is included in the flood mapping.	76m <sup>2</sup> is covered by the proposed LSIO. The request was forwarded to the CCMA for consideration and no change was recommended.	No change to Amendment C90 recommended
		Believes property should not be included in LSIO.	Noted.	
		Believes that all properties west of 196 Hearn Street should be reviewed.	Noted.	
22	109 Sinclair Street Colac	Opposes LSIO on land.	Noted but not supported. The land is entirely covered by the proposed LSIO and Flood Overlay. The request was forwarded to the CCMA for consideration and no change was recommended.	No change to Amendment C90 recommended.
		More culverts needed on Cants Road and drainage issues in the wider area. Stormwater pipe on the property cannot cater for flows.	It is noted that many submissions raised maintenance as a key concern. Individual issues have been passed onto Council's Infrastructure Department. The flood mapping is based on current expected flooding conditions for an AEP 1% (1 in 100 year) event. Council has separately prepared a drainage study for Colac which seeks to guide future drainage improvements. Future drainage improvements could result in reduced coverage of the overlay mapping in the future.	
23	115a Bromfield Street Colac	Raises concerns of a previous submitter.	Noted.	No change to Amendment C90 recommended.
		Understands that the owners of this property will be prevented from doing any improvements to their home, and will substantially devalue their home.	The proposed overlays do not prevent future works or improvements, but require a planning permit application for some proposed works. Some works will not require a planning permit. Research suggests that where flood controls have been introduced elsewhere, there is little evidence that such controls have had an overall adverse impact on land valuations. Nonetheless, the <i>Planning and Environment Act 1987</i> does not allow the consideration of land valuation in the	

**Attachment 1: Planning Scheme Amendment C90 – Flood Amendment Submission Review**

Number	Address	Issue	Officer response	Outcome
			decision making process.	
		States there is little value in changing the mapping as the site cannot be subdivided.	Flood overlays are proposed where modelling indicates inundation, regardless of the development potential of a site. Council should not remove an overlay from an individual lot without considering the entire amendment.	
		Requests Council to work with the Submitter.	Council officers continue to have discussions with all submitters.	
		Formally wishes to object on the owners behalf, as it seems an unnecessary bureaucratic amendment causing unnecessary stress, and delivers no community benefit.	Submission included for consideration.	

-END-

**Abbreviations:**

CCMA = Corangamite Catchment Management Authority

LSIO = Land Subject to Inundation Overlay

FO = Flood Overlay

AEP = Annual Exceedance Probability

F16/1104 (D18/40470)

10

ORDINARY COUNCIL MEETING  
**AUSTRALIA DAY ADVISORY COMMITTEE**  
 OM182305-2

<b>LOCATION / ADDRESS</b>	Across the Shire	<b>GENERAL MANAGER</b>	Gareth Smith
<b>OFFICER</b>	Hege Eier	<b>DIVISION</b>	Development & Community Services
<b>TRIM FILE</b>	F18/3340	<b>CONFIDENTIAL</b>	No
<b>ATTACHMENTS</b>	Nil		
<b>PURPOSE</b>	This report is for Council to consider the membership and decision making powers of the Australia Day Advisory Committee.		

## 1. LOCATION PLAN / AERIAL PHOTO



## 2. EXECUTIVE SUMMARY

On Australia Day 26 January, the National Australia Day Council (NADC) together with the State and Territory Australia Day, Councils and Committees oversee and co-ordinate Australia Day events and Australia Day Awards on a state and national level.

Towns and regional Councils with the support of State and Territory Australia Day Councils administer Australia Day Awards and deliver local Australia Day events. The Colac Otway Shire (COS) supports Australia Day celebrations at a local level by committing funds and resources to conduct an official Australia Day event and deliver COS Australia Day Awards on 26 January annually.

At Council's 24 January 2018 Ordinary Council meeting Council considered and supported a resolution that Council provide stronger community ownership of the awards and the event by inviting community members to participate on an Australia Day Advisory Committee (ADAC). The report suggested that the primary role of the ADAC be to provide Council with recommendations in regards to the awards and the event and to provide an avenue for feedback from the working group as established by the successful host community.

At its 28 February Council Meeting, Council resolved to establish an Australia Day Advisory Committee consisting of all seven Councillors.

This was followed by a resolution at the 18 April Council Meeting to defer the endorsement of a Terms of Reference for the Committee. The final resolution was that:

*“Council defers consideration of this matter and request Council officers to present a further report to Council which canvases options for alternative membership and decision making powers for the Australia day Advisory Committee, including the possibility of community members”.*

This report offers three membership options for consideration by Council. The first is a 'Status Quo' approach leaving it as it has been over the last two years ie. no committee. Option 2 presents an opportunity for the community to be included on an Advisory Committee made up of Councillors and community representatives. This is the recommended option, consistent with the recommendation to the January meeting.

The report also presents however, an alternative approach, which is the formation of a Special Committee of Council under Section 86 of the Local Government Act, allowing a Committee to be formed with all Councillors, which would be able to consider Australia Day nominations and make binding decisions outside of formal Council meetings.

## 3. RECOMMENDATION

***That Council:***

- 1. Endorse the establishment of an Australia Day Advisory Committee consisting of Councillors and community representatives.***
- 2. Consider the adoption of a Terms of Reference for the Committee at the June Ordinary Council meeting.***
- 3. Appoint Councillors to the Australia Day Advisory Committee and the Australia Day Working Group, at a future Ordinary Council Meeting.***
- 4. Conduct an Expression of Interest process for community members to nominate for selection as a member of the Advisory Committee.***

## 4. BACKGROUND / KEY INFORMATION

### BACKGROUND

On 26 January, Australia Day celebrations are held throughout Australia. The National Australia Day Council (NADC) together with the state and territory Australia Day Councils and Committees oversee and co-ordinate Australia Day Awards and events on a state and national level.

Towns and local Councils with the support of State and Territory Australia Day Councils administer Australia Day Awards and events on a local level. Council supports Australia Day celebrations on a local level by committing funds to deliver an Australia Day event and Australia Day Awards.

Prior to 2015 recommendations relating to the successful host town and the successful Australia Day Awards recipients were presented to Council by the Australia Day Advisory Committee (ADAC) consisting of four or more councillors.

Following the dissolution of a number of council's advisory committees in 2015, an Australia Day Award Internal Assessment Panel consisting of five council officers (from across four Council departments) has provided a recommendation to Council as to the successful host town and Australia Day Award recipients.

At Council's 24 January 2018 Ordinary Council meeting Council considered and supported a report which recommended that Council provide stronger community ownership of the awards and the event by inviting community members (through an EOI process) to participate on an ADAC. The report suggested that the primary role of the ADAC be to provide Council with recommendations with regard to the awards and the event and to provide an avenue for feedback from the working group as established by the successful host community.

The January Council resolution stated the following:

- (a) *“Establish an Australia Day Advisory Committee consisting of Councillors and community representatives to oversee the Colac Otway Shire's Australia Day Awards and the Australia Day event.*
- (b) *Establish an Expression of Interest process for community members to nominate to be a member on the Australia day Advisory Committee”.*
- (c) *Continue with the Expression of Interest process for towns and communities to host the Australia Day Event.*
- (d) *Continue to annually establish an Australia Day Working Group consisting of community members from the successful host community, and to introduce Councillor representation to the Working group, to plan and deliver the event.*
- (e) *Appoint Councillors to the Australia day Advisory Committee and the Working Group at a future Ordinary Council meeting of Council.*
- (f) *Future decisions on the Australia Day Award recipients and the host towns and communities from 2019 and beyond, will be informed by recommendations from the Australia Day Advisory Committee, subject to the Committee being in operation at the time”.*

At its 28 February Ordinary Council meeting Council was to consider the draft Terms of Reference for a Committee structure consistent with the January resolution however instead, through an alternate resolution, Council resolved to:

*“Create an Australia Day Advisory Committee consisting of all seven Councillors”.*

Council again considered this issue at its Ordinary Council Meeting on 18 April, where Council endorsed a resolution that stated:

*“Council defers consideration of this matter and request Council officers to present a further report to Council which canvases options for alternative membership and decision making powers for the Australia day Advisory Committee, including the possibility of community members”.*

## KEY INFORMATION

Following discussion at the Council Meeting on 18 April Councillors requested officers to provide a further report detailing several options around the possible make-up of the Australia Day Advisory Committee for consideration.

An Advisory Committee of Council does not have decision making powers, meaning that an Advisory Committee made up of all Councillors would be required to refer all their recommendations to a formal Council meeting for a decision.

Arising from the discussion on this topic was the potential for creation of a Special Committee of Council under Section 86 of the *Local Government Act* with delegated authority as opposed to an Advisory Committee. This concept has been included as one of the options for consideration in this report.

Three options regarding the Australia Day Awards and the Australia Day Event have been provided for consideration, and are as follows:

- Option 1** Continue with the current governance structure where a committee of Council officers make recommendations to Council with regard to the Australia Day Awards and the Australia Day Host Town is selected through an EOI process.
- Option 2** Establish an Australia Day Advisory Committee with a mix of Councillors and community representatives. It is recommended this option includes upto 3 Councillors and upto 5 community representatives. Council would conduct an EOI process to seek nominations from the community with Councillors to determine the selected members.
- Option 3** Establish an Australia Day Special Committee of Council, under Section 86 of the *Local Government Act*, made up of the seven Councillors and Chaired by the Mayor. This Special Committee would have the delegated authority to make decisions on behalf of Council without the need to have the decision endorsed via an Ordinary Council Meeting resolution. This reduces duplication of reporting and administration requirements.

Community members would have the opportunity to be involved in the development of the Australia Day event should Council adopt Option 2. Options 1 and 3 would not include provision for formal community involvement in the decision making process, beyond direct engagement with the selected community (ie "host town") over the design and delivery of the event, which would be the case regardless of which option is chosen by Council.

## **FURTHER SUPPORTING INFORMATION**

### **5. COMMUNITY CONSULTATION & ENGAGEMENT**

Support of Option 2 provides greater community participation in Councils decision relating to the Australia Day awards and events.

### **6. ANALYSIS**

#### **ALIGNMENT TO COUNCIL PLAN OR COUNCIL POLICY**

Working in partnership with the community to deliver awards and events align to the Council Plan 2017-2021 through the following Goals and Actions:

##### ***Theme 3: Our Community***

Goal: Connect people through events and activities

- Supports community activities through information dissemination and planning information.

Goal: Foster an inclusive community.

- Increase advocacy in partnership with our community to enhance cultural awareness, inclusiveness, safety and health, community, family and education.

##### ***Theme 4: Our Leadership and Management***

Goal: Communicate regularly with our community and involve them in decision making.

#### **ENVIRONMENTAL IMPLICATIONS**

There are no environmental implications relating to this report.

#### **SOCIAL & CULTURAL IMPLICATIONS**

There is an opportunity to increase community involvement in the decision making process for the Australia Day awards and event. If the Special Committee option is successful, the host town community will still actively participate in the design and delivery of the Australia Day event.

#### **ECONOMIC IMPLICATIONS**

For business and community groups in the successful host town there are economic benefits and opportunities associated with the extra influx of people to the town on the day of the event.

#### **LEGAL & RISK IMPLICATIONS**

Confidentiality and conflict of interest will be addressed in the terms of reference to be presented to Council once a preferred option is resolved.

## **RESOURCE IMPLICATIONS (FINANCIAL ETC)**

A budget allocation of \$11,600 is proposed for the 2019 Australia Day Event which is consistent with recent years, subject to endorsement by Council of the 2018-19 budget. Council resources include staff to administer the awards and event process.

## **7. IMPLEMENTATION STRATEGY**

### **DETAILS**

Subject to council endorsing the “Advisory Committee” or “Special Committee” function, Terms of Reference will be developed and submitted to the June Ordinary Council Meeting.

### **COMMUNICATION**

Future communications is depended on the option chosen by Council. If Option 2 is endorsed a public EOI will be undertaken using various communication methods.

### **TIMELINE**

If Option 2 is endorsed an EOI would be undertaken in July and Council’s consideration of membership at its August Ordinary Council meeting.

## **8. OFFICER DIRECT OR INDIRECT INTEREST**

No officer declared an interest under the *Local Government Act 1989* in the preparation of this report.

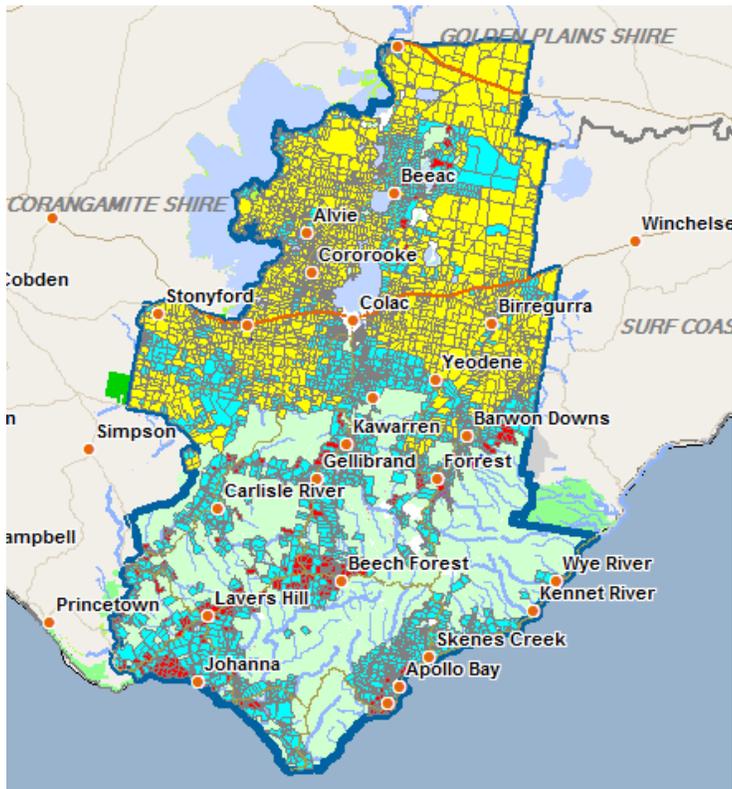
ORDINARY COUNCIL MEETING

# ADOPTION OF CREATIVE COLAC OTWAY - ARTS & CULTURE STRATEGY 2018 - 2022

OM182305-3

<b>LOCATION / ADDRESS</b>	Whole Municipality	<b>GENERAL MANAGER</b>	Tony McGann
<b>OFFICER</b>	Ian Seuren	<b>DIVISION</b>	Infrastructure & Leisure Services
<b>TRIM FILE</b>	F17/8256	<b>CONFIDENTIAL</b>	No
<b>ATTACHMENTS</b>	<ol style="list-style-type: none"> <li>1. Creative Colac Otway - Arts and Culture Strategy 2018-2022</li> <li>2. Creative Colac Otway - Arts and Culture Strategy 2018-2022 - Implementation Plan</li> </ol>		
<b>PURPOSE</b>	To consider adopting the Creative Colac Otway - Arts and Culture Strategy 2018-2022.		

## 1. LOCATION PLAN / AERIAL PHOTO



## 2. EXECUTIVE SUMMARY

Council identified in its 2017-21 Council Plan that an Arts and Culture Strategy was essential to delivering on our community's goals relating to the future provision of arts, heritage and cultural services. A Draft Arts and Culture Strategy, titled *Creative Colac Otway – Arts and Culture Strategy 2018-2022*, has been developed to provide clear objectives and guidelines to assist Council in servicing the needs and interests of our community, through the planning and implementation of arts and cultural programs, activities, events and projects.

The Draft Strategy has been prepared following a thorough methodology which included background review and research, community engagement, and consolidation phases. Extensive community and industry consultation has been undertaken to inform the Draft *Creative Colac Otway – Arts and Culture Strategy 2018-2022*.

In accordance with Council's Community Engagement Policy 2013, the Draft *Creative Colac Otway – Arts and Culture Strategy 2018-2022* was placed on public exhibition on Friday 26 January 2018. Council accepted submissions for a period of greater than six weeks. A number of detailed and considered submissions were received from community groups within our community that showcase the level of enthusiasm and support there is for increased arts, heritage and culture service provision from Council.

## 3. RECOMMENDATION

*That Council:*

- 1. Adopts the *Creative Colac Otway – Arts and Culture Strategy 2018-2022*;**
- 2. Notes that implementation of actions contained within the *Creative Colac Otway – Arts and Culture Strategy 2018-2022* which require additional Council resources will be subject to future budget deliberations.**

## 4. BACKGROUND / KEY INFORMATION

The Colac Otway Shire has a growing arts sector that is diverse and vibrant. Our environment's natural beauty lends itself to attracting and maintaining a thriving arts community. The Colac Otway region also has wonderful and important Indigenous and European heritage.

The Colac Otway Performing Arts and Cultural Centre (COPACC) is the Shire's regional hub for the provision of arts and cultural activities and is inclusive of a 344 seat auditorium, 118 seat cinema, Civic Hall/black box theatre, history centre, meeting rooms and gallery space.

High quality events and programs organised by local artists and community groups (e.g. Birregurra Weekend Festival, Gellibrand River Blues and Blueberry Festival, Forrest Soup Fest, Apollo Bay Seafood Festival etc.) have increased in size and prominence in recent years, providing Colac Otway Shire with a rich and varied program of cultural events.

Council has determined the need to prepare a new strategic plan to guide the future provision of arts, heritage and cultural services.

The aim of the Arts and Culture Strategy is to provide clear objectives and guidelines to assist Council in servicing the needs and interests of the community, through the planning and implementation of arts and cultural programs, activities, events and projects.

Council appointed consultants *Wheelhouse* to prepare the Arts and Culture Strategy.

## KEY INFORMATION

The Draft *Creative Colac Otway – Arts and Culture Strategy 2018-2022* (Draft Strategy) was developed during 2017 with the methodology inclusive of the following stages:

### Project inception

- Defining the scope and creating awareness of the project.

### Background review and relevant research

- Identifying and assessing relevant government, community and sector policies, trends and literature that may impact on arts, culture and heritage activity in the shire.
- Identifying and assessing relevant demographics and cultural trends.
- Benchmarking the delivery of arts, culture and heritage services in the shire against other similar Councils to inform future provision of cultural services.
- Mapping current cultural assets, projects and programs and identifying potential gaps within the shire.

### Consultation phase for strategy development

- Online and hard copy survey.
- Four round table sessions in Colac, Birregurra, Cororooke and Apollo Bay.
- A market style information stall at the Forrest SoupFest.
- Consultation with COPACC and other Council staff.
- Submissions from community groups/members.
- Phone discussions with individuals and representatives of key stakeholders.

### Consolidation phase

- Compile and review research.
- Collate and summarise consultation information.
- Prepare the Draft Arts and Culture Strategy.

The Draft Strategy provides a framework to guide the planning and provision for arts and cultural services and facilities over the next five years.

The purpose of the Draft *Creative Colac Otway – Arts and Culture Strategy 2018-2022* is to:

1. Guide the future provision for arts and culture in the Colac Otway Shire.
2. Assist with the planning, development and resourcing of cultural facilities.
3. Support key organisations and groups in the provision of arts and cultural activities.
4. Further increase community participation in arts and culture activities.
5. Provide direction for the type and level of support Council should provide for arts and culture activities.
6. Better position the shire to advocate for and access funding for local arts and cultural activities.

The Draft Strategy aims to align to the Council Plan 2017-2021, particularly the use of terminology associated with Council's role in the support and delivery of arts and culture within the shire.

The Draft Strategy is fundamentally a guide for the delivery of Council services and Council support, and to ensure that there is a whole of Council response to community cultural development.

The key issues and opportunities that emerged from the research and consultation are:

### ***COPACC***

- Strong appreciation for the facility as a community and cultural asset.
- Limitations of the venue to cater for both theatre and cinema.
- Lack of exhibition space.
- Cost to hire the venue is a concern to some members of the community.

### ***Limitations in Council's service delivery in relation to Arts and Culture***

- Council's perceived only direct service for arts and culture is the provision of COPACC.
- Other key areas of support from Council include Community Grants and the Festival and Event Support Scheme.
- There is a gap between what COPACC provides and the expectations of the community.
- Strong and consistent desire for Council to have a role in supporting the creative sector more broadly.

### ***Arts and First Nations Cultures***

- An emerging and strong trend was the identified role of the arts in acknowledging and celebrating First Nations culture.
- Non-aboriginal community members felt a significant gap with being able to connect with local Aboriginal culture and that leadership from Council was required to initiate this dialogue.

### ***Creative Enterprise and Cultural Tourism***

- Broadly the consultation demonstrated a strong value in the role of arts for its intrinsic value, while also being able to acknowledge the capacity for the economic impact of the creative sector within the economy.
- Identified the role of art in transforming retail spaces and triggering economic renewal, enhancing liveability and the attractiveness of the region.

### ***Spaces***

- A prominent and consistent theme throughout the consultation was the need for community arts spaces.
- Particularly residents from Colac and Apollo Bay identified a perceived need for community access/making and shared exhibition spaces.
- Colac based residents also raised the opportunity for Pop-Up spaces which could help to revitalise the retail precinct.

### ***Cultural Precinct, Colac***

- Area including and surrounding the current COPACC site highly valued as a growth area for cultural facilities and destinations within Colac.
- Council has a key role for the planning and feasibility testing of further investment in the development of the precinct.

### ***Partnerships***

- Consultation identified a need for Council to work more collaboratively with community organisations and to be seen as enabling their programs and initiatives.

### ***Arts and identity***

- Consultation confirmed that there is a strong source of pride for local communities and was acknowledged for its role in social connection as well as in having the capacity to uniquely tell and celebrate the character and stories of the community.

## ***Colac Otway Shire and the future***

- Future role of Council:
  - Integrate arts and events planning more broadly across the organisation.
  - Prioritise the integration, celebration and planning of art into public spaces.
  - Partner with organisations to deliver development support mechanisms.
  - Provide advocacy and leadership for the sector.
  - Plan for the future provision of arts and cultural facilities and services.
  - Value the role of the arts and creative sectors and report on these regularly.

## **Draft Strategy**

The following Vision, Principles and Key Themes have been proposed in the Draft Strategy:

### **Vision**

Creative Colac Otway is a place that honours and is inspired by its history, while also encouraging new and contemporary interpretations of culture that reflect our present. Creative Colac Otway is a connected and engaged community with a reputation for supporting and celebrating its artists and its creative industries.

### **Principles**

#### ***Access***

We will promote and support access to and participation in local arts and culture ensuring equity across our programs and services.

#### ***Create***

We will identify opportunities to intersect, support and develop arts and culture in conjunction with potential partners and collaborators.

#### ***Nurture***

We will advocate for opportunities to help our artist and creative industries to further develop, evolve and flourish.

#### ***Invest***

We commit to contributing the time and resources required to enable our arts and creative industries to grow and prosper.

#### ***Entrepreneurial***

We will support innovative thinking and be responsive to the opportunities to support and activate the local arts economy.

### **Key Themes**

Four key themes have emerged and provide the structure for the Draft Strategy's action plan:

1. Quality cultural facilities and community spaces.
2. Activation – Increase participation in arts and cultural activity.
3. Support and advocacy of artists and creative industries.
4. Creativity, social cohesion and connections.

Each of the Key Themes has a series of goals and strategies that will guide Council's future delivery of arts, heritage and cultural services.

## **Role of Council**

An important aspect of the Draft Strategy is to understand Council's role in the provision of arts and culture services. Council has a complex role to play in fostering arts and culture in the shire. Council has a primary responsibility to understand the community's values, for providing opportunities for cultural learning and creative expression, and for effectively addressing local needs through arts and cultural programs.

The Draft Strategy defines Council's role in supporting arts and culture to include:

- Offering direct provision of arts and culture programs and facilities.
- Using Local Government expertise, information and resources to facilitate and support arts organisations and individual artists.
- Supporting and funding artists and community groups to build arts and culture activities and events.

## **FURTHER SUPPORTING INFORMATION**

### **5. COMMUNITY CONSULTATION & ENGAGEMENT**

#### **Development phase**

The development of the Draft *Creative Colac Otway – Arts and Culture Strategy 2018-2022* included a participative consultation strategy which has facilitated a strong level of engagement of the community, consistent with Council's Community Engagement Policy 2013.

The consultation plan included engagement with Councillors, Council staff and a broad representation of the community and local interest groups.

The consultation phase has included:

- Online and hard copy survey which received 195 responses.
- Four round table sessions in Colac, Birregurra, Cororooke and Apollo Bay.
- A market style information stall at the Forrest SoupFest.
- Consultation with COPACC and other Council staff.
- Submissions from a number of community members.
- Phone discussions with individuals and representatives of key stakeholders.

Approximately 60 members of the public attended the workshops as well as 15 internal staff members and six members of the COPACC team.

#### **Public exhibition phase**

The Draft Strategy was placed on public exhibition on Friday 26 January 2018, announced via an advertisement in the Colac Herald and Council's Facebook page. Hard copies of the strategy were provided for viewing at the following locations:

- COPACC Foyer
- Customer Service Centre Colac
- Customer Service Centre Apollo Bay
- Colac Community Library and Learning Centre
- Apollo Bay Library
- Red Rock Regional Theatre and Gallery
- Gellibrand River Gallery
- Apollo Bay Art Gallery
- Studio 92, Murray Street, Colac

The Draft Strategy was also uploaded onto Council's website, and electronic copies of the strategy were emailed to 125 recipients who participated in the earlier stages of community engagement for the strategy and indicated their interest in ongoing involvement. Council also promoted the exhibition period via its Facebook page. Six submissions were received in total. A number of those submissions were detailed and considered and showcased the level of enthusiasm and support there is for increased arts and culture service provision from Council. Copies of the submissions have been provided separately to Councillors.

Below is a summary of feedback received and a response to the key points raised:

Submission	Details of submission	Response
1	<ul style="list-style-type: none"> <li>• Submitter loves the idea of the council commissioning public furniture from local artisans – highlighted the need to ensure OH&amp;S requirements are adhered to.</li> <li>• Submitter suggested Council could consider purchasing a property in Murray Street for an arts/gallery space to help with overcoming problem of empty shops and providing a space for arts activities.</li> </ul>	<ul style="list-style-type: none"> <li>• Council would ensure all requirements around OH&amp;S are followed with any contractors engaged.</li> <li>• One of the strategy’s objectives is to facilitate opportunities to provide low-cost spaces for creative practitioners in under-utilised buildings or facilities. Indeed a shop in Murray Street is among those that could be considered. This initiative would be dependent on budget being available or external funding being sourced either through government grants and/or user fees. Discussions have been held with local real estate agents to identify possible opportunities.</li> </ul>
2	<p><b><i>Colac Kana Committee (permission granted to identify submitter for context purposes)</i></b></p> <ul style="list-style-type: none"> <li>• Power supply at Memorial square is problematic in that it has only one safety trip switch at each power box, rather than one at each outlet in the power box. This results in unnecessary shut-downs to power during events. The Kana Committee asks for upgrades to be made as a priority through Arts and Culture Strategy and through the Memorial Square Masterplan implementation.</li> <li>• Praised Council staff for the time and effort they provide in assisting small committees like theirs.</li> <li>• Suggested updated checklists and information packs for event organisers to ensure they are aware of all of the permits and other paperwork required. Checklists should include advisories for requirements around road closures.</li> <li>• Paper versions of event documentation should be made available for event organisers who are not computer savvy/have access to computers.</li> </ul>	<ul style="list-style-type: none"> <li>• The Memorial Square Masterplan identifies the need to upgrade the power infrastructure within a one to four year timeframe. This is subject to funding being available either from Council or from state or federal government grant sources. Ongoing work is taking place to identify potential funding streams to apply for.</li> <li>• Noted and thank you.</li> <li>• Council is committed to continually improving its event permitting processes, and checklists are something that have been provided in the past, but requirements tend to vary from event to event. Council will investigate re-introducing a generic checklist, and can work with Kana and other event organisers as requested to generate a more tailored list.</li> <li>• Council is always happy to provide paper copies of forms upon request.</li> </ul>

Submission	Details of submission	Response
	<ul style="list-style-type: none"> <li>The Committee feels that Council already provides excellent support to their event, but suggests that better staff resourcing in the events department, particularly around advocacy and support provision, would be beneficial.</li> <li>With regards to goal 3.2.5 outlined in the Arts and Culture Strategy "<b>connect artists and creative industries to industry and sector support</b>", the Kana Committee counsels that workshops can often be a waste of time and resources if they are not appropriately targeted and cost effective. As an alternative, the committee suggests that Council provides a regularly updated grants and financial sponsorship listing available to all organisations via the Council website.</li> </ul>	<ul style="list-style-type: none"> <li>Noted.</li> <li>Due to the constantly changing nature of government grants, Council has found it difficult in the past to keep a web page up to date with the latest funding opportunities. Instead, we maintain email distribution lists (business database, sports and recreation database, arts and culture database) of key community groups. Whenever a relevant grant opportunity comes up, Council emails the relevant database. We encourage Kana and other volunteers/groups to provide their email details so we can ensure they are part of the arts and culture database, which Council wants to further develop. Also worth noting is that an Arts Development Officer would strive to help our arts community forge its own links with relevant funding bodies so groups became less reliant on Council as a source of information about funding opportunities.</li> </ul>
3	<ul style="list-style-type: none"> <li>The list of images at the end of the document has omitted the photo on page 27. It is the opening of the Art &amp; Ecology exhibition 11 March 2016. Photo by Doug Gimesy Photography.</li> <li>The Arts &amp; Leisure Manager or appointee should maintain regular contact with Apollo Bay Arts Inc. by attending some events that Arts Inc. presents and/or at least attend the annual general meeting most years.</li> </ul>	<ul style="list-style-type: none"> <li>These details have been added to the image list within the strategy.</li> <li>Council will endeavour to increase its face-to-face contact with Apollo Bay Arts Inc. and other arts and culture partners in line with objectives set out in the strategy's action plan.</li> </ul>
4	<p><b><i>This submission was a collaboration of 14 members of the Colac Otway Arts Trail who met to discuss the strategy. These submitters are professional artists, qualified teachers and arts small business operators. Submitters who requested that their names be made public associated with the submission were Lynne Richardson, Deb Baille, Sue Tate, Anna Sande, Irene Pagram, Viv Wheeler and Sandy Batten.</i></b></p> <ul style="list-style-type: none"> <li>The Arts Trail group expressed a strong appreciation for facilities such as COPACC and the Colac and Apollo Bay libraries as community and cultural assets, and supported their continued programming</li> </ul>	<ul style="list-style-type: none"> <li>Appreciation of COPACC and library services is noted. The Draft Strategy recommends the employment of a part-time Arts Development Officer by way of a re-allocation of existing staff resources.</li> </ul>

Submission	Details of submission	Response
	<p>and redevelopment. The group further noted these themes have dedicated staff and support from Council to support the achievement of actions (and currently, the visual arts do not).</p> <ul style="list-style-type: none"> <li>• The group supports seeking solutions for more visual arts programming and exhibitions (National Gallery of Victoria on tour, roving curators, and the exploration of alternative venues being suggestions).</li> <li>• Because COPACC is perceived to be expensive to utilise/hire there is a need for an affordable alternative, such as a community art space. Could Council locate a space from within Council-owned community assets immediately then move the subsequent actions straight up rather than the community waiting another whole year before opening discussions about establishing and operating the community arts space?</li> <li>• We believe it is vital to acknowledge and develop connections between the arts and our First Nation's cultures and celebrate the Colac Aboriginal Gathering Place as a stepping stone to this. This could be delivered through the provision of an arts space.</li> <li>• PART 1: If Council is to employ an Arts Development Officer, Council should consider getting community input on job description, including a community member on the interview panel.</li> </ul> <p>PART 2: Adding responsibility for finding funding for project officers and additional funding to support events like Colac Otway Arts Trail, CrossXPollination, writing funding application for community arts projects, and coordination of an arts space as part of the job.</p>	<ul style="list-style-type: none"> <li>• Council's ability to attract a more diverse range of exhibitions to our shire will be resource, space and budget dependent, however generally Council is strongly supportive of this idea.</li> <li>• Council's annual grants program includes a scheme for COPACC assistance grants. Council encourages our community groups to apply for these grants. Meanwhile, further discussions will take place with Councillors and officers about the objective to provide a new arts/exhibition space, which will be resource dependent. There are currently no vacant/available Council facilities that could easily accommodate this need.</li> <li>• The strategy is strongly supportive of a stronger focus on recognising our Indigenous heritage through the arts. Council looks forward to working with our creative community on these kinds of initiatives in the future.</li> <li>• PART 1: An Arts Development Officer role would primarily be driven by objectives outlined in the Draft Strategy. The strategy's development involved extensive consultation with the community. Council's preference is that a future officer role would gather input by utilising forums and networking events identified in the strategy to present annual priorities and flag new focuses and opportunities with our community's arts sector.</li> </ul> <p>PART 2: If Council pursues employment of an Arts Development Officer by way of a re-allocation of existing staff resources, the position's responsibilities will be fully explored. This position would be guided by the recommendations and actions of this strategy, and as such it will be important to prioritise responsibilities to ensure the position could provide maximum benefit to our community within the resources available. In the local government sector, it is unusual for Arts Development Officer</p>

Submission	Details of submission	Response
	<ul style="list-style-type: none"> <li>• Most sizeable towns have some kind of arts hub facility, shared community gallery and studio space that is typically supported by local government. Vacant properties that could be used for such a space include the Parker’s Holden building in Murray Street, the Colac High School administration building and the former Civic Home Hardware building. Council might consider leasing a space for a three year trial period, with users to pay council for use of space in a negotiated agreement.</li> <li>• The group suggests that Council convenes regular networking meetings and round tables across arts organisations in particular to help with shire wide projects.</li> <li>• Council should consider sponsoring someone from the shire to attend events such as the Creative State Summit, the Lorne Sculpture Biennial Conference or Regional Arts Victoria conferences. Sponsored attendees would give feedback to arts community at a network meeting.</li> <li>• Council should establish and maintain an up-to-date database that has permission to be accessed by community groups to facilitate participation and engagement.</li> <li>• Council should produce shire-wide marketing with a regular arts and culture newsletter, which would significantly aid many small organisations.</li> </ul>	<ul style="list-style-type: none"> <li>roles to write funding applications on behalf of community groups, because it does not build the capacity in the sector. Instead, it is preferable that the officer role provides advice on how to develop projects that would be appropriate for funding and information in relation to grant applications.</li> <li>• One of the strategy’s objectives is to facilitate opportunities to provide low-cost spaces for creative practitioners in under-utilised buildings or facilities. This initiative would be dependent on budget being available. The suggestion of a user-pays system is one that could be considered as a way to offset the cost of such a space.</li> <li>• The implementation of a Round Table consultation mechanism is an action in the strategy. If Council moves forward with the employment of an Arts Development Officer, a key role for that position will be to support the strengthening of networks within our creative community, through initiatives such as networking and meetings.</li> <li>• Community groups and volunteers can apply for funding for training opportunities as part of Council’s annual grants program.</li> <li>• As part of the development of the strategy, Council was pleased to be in a position to start developing a new Arts and Culture database which it will use for the purpose of keeping our creative community informed about projects, programs and opportunities. Due to federal privacy legislation, Council cannot make the database available for others to access, but can send out information to the database on behalf of community groups where appropriate.</li> <li>• This is something Council could consider allocating to an Arts Development Officer role when it considers the span of responsibilities and priorities for the position. In the short-term, Council has a quarterly printed newsletter, Community</li> </ul>

Submission	Details of submission	Response
	<ul style="list-style-type: none"> <li>• A case study of involvement in community infrastructure could be considered, whereby projects could be enhanced by connection with local artists – for example, the Sculpture Park, Queen Street pocket park or walking path to a Colac CBD gallery.</li> <li>• The volunteer economy is essential and undervalued but is present in the arts as well as sports and events (and has the power to be in-kind support for funding opportunities).</li> <li>• Please remove all references to ‘the first major Arts and Culture strategy’ as this is not true, it is the third.</li> <li>• The group attached a business plan for the possible costing for the former Civic Home Hardware building to be used as community art space to begin discussion, place a value on the volunteer hours already invested in this project, and possible funding opportunities.</li> </ul>	<p>Matters, that could potentially accommodate more arts and culture themed articles. The COPACC newsletter is an established communication tool that could be expanded to include further information. Council and COPACC’s Facebook pages could also serve this purpose where appropriate.</p> <ul style="list-style-type: none"> <li>• Council is strongly supportive of involving our creative community in such projects, which is supported by this strategy.</li> <li>• Council absolutely recognises and values the contributions volunteers make across our community including sectors such as events, sports and the arts. Council is always looking for ways to better support our community volunteers, with our annual grants program being one of these mechanisms. In the past decade, volunteerism in events, arts and culture has grown exponentially and Council sincerely thanks those individuals and groups who have shared their time, talent and ideas.</li> <li>• Noted and references will be changed accordingly.</li> <li>• This business plan has been provided to Councillors along with the group’s submission. Council thanks the Colac Otway Arts Trail group for this considered and detailed business plan, which it will consider in more detail in line with the implementation plan for the Arts and Culture Strategy. It should be noted that there would be a significant cost to upgrade this building to enable use for the activities proposed.</li> </ul>

Submission	Details of submission	Response
5	<p><b><i>The Colac Players (permission granted to identify submitter for context purposes)</i></b></p> <ul style="list-style-type: none"> <li>• The Players note the strategy proposes a masterplan for the refurbishment of COPACC. We welcome this refurbishment. We believe that COPACC needs a layout change or extension to provide safe access from the dressing rooms to the Civic Hall/Black Box theatre. Access for actors to the hall is either through the audience, which is unprofessional in live theatre, or through the back entrance and the kitchen, which is unsafe and inappropriate for a food preparation area. Passage through the kitchen is undesirable, particularly when another COPACC user group is in the kitchen. Use of the Civic Hall for live theatre necessitates an entry to the stage area that is concealed from the audience, and that does not require going outside and through the kitchen.</li> <li>• Car parking is also an issue surrounding COPACC, and we encourage the Council to include the provision of more parks in front of and surrounding COPACC as part of any masterplan.</li> <li>• We welcome the hosting of professional theatre shows at COPACC, as it enhances our region's culture. But we urge Council to consider the number and timing of touring performances. This would give groups such as The Colac Players access to COPACC facilities and an audience. This is consistent with the stated goal of supporting local cultural groups. Having too many professional shows on offer could spread the audience too thinly, meaning fewer audience members at all shows. It would also limit the availability of COPACC for community bookings.</li> <li>• The current lease with the cinema limits the availability of the main auditorium, and means most users must schedule their performances close to those of other shows. This can be detrimental to attracting an audience. Making the auditorium available more regularly could allow different groups and producers to spread out their shows and would benefit all users.</li> <li>• We note there have been issues with the</li> </ul>	<ul style="list-style-type: none"> <li>• COPACC is almost 20 years old and its use has changed over time. The feedback provided is valuable that can contribute to the future development of a masterplan for COPACC. Council acknowledges that the physical layout of COPACC can be problematic for users of the Civic Hall/Black Box theatre and would be open to considering low-cost alternatives in the shorter term. In the longer term, the development of a future masterplan for COPACC would involve specific consultation with regular COPACC users such as the Colac Players, to ensure the masterplan and any improvement work to COPACC in the future reflects the needs of the centre's users.</li> <li>• Council undertook a review of car parking in the Colac commercial district in 2011 which looked at all time restrictions and overall supply of parking. Whilst acknowledging that parking is high in demand around the hospital precinct, and COPACC at peak times, there have not been resultant recommendations for change.</li> <li>• Locally produced theatre and musicals are some of the most popular and frequented events at COPACC. Council appreciates this suggestion and is committed to enhancing its consultation with our local performing arts groups to ensure COPACC's theatre season is complimentary to, and supportive of, local productions. It is important to provide a balanced program of professional performing arts to entertain, challenge and inspire our community.</li> <li>• Council made a concerted effort to improve the community's access to the auditorium as part of its 2017 cinema lease negotiations. There is potential to further enhance the community's access as part of any future lease negotiations.</li> <li>• Noted.</li> </ul>

Submission	Details of submission	Response
	<p>COPACC flooring, restricting the use of the Civic Hall, and we commend the council's commitment to rectify this.</p> <ul style="list-style-type: none"> <li>• We believe it is desirable for the COPACC season launch to be much earlier. Currently the COPACC season launch is in February, months after similar centres and theatre companies launch their seasons. This means people will have already planned to see shows in Melbourne and Geelong before being able to see what's on offer in Colac. An earlier season launch would also allow Colac and district community groups to better plan their schedule their own offerings and events.</li> <li>• We are grateful for the opportunities COPACC staff have provided to promote our shows through COPACC's channels, such as through Facebook posts, mail-outs and foyer displays. We believe this could go further to benefit community groups, particularly if promotional opportunities are offered when bookings are made. Opportunities could include signs, posters or the big screen in the foyer. We would also appreciate the opportunity to promote our shows in the COPACC season brochure if possible.</li> <li>• We urge the Council to ensure COPACC hire costs are affordable for community groups such as the Players. We greatly appreciate the COPACC grants program, without which we couldn't afford to perform at COPACC. These grants cover a maximum of half the venue hire fee, but not other associated costs and fees at the facility. We feel grants should cover half of the entire cost of using COPACC. Having lower costs and/or more assistance would allow us to utilise COPACC more often.</li> <li>• We also urge a review and hopefully a reduction in the fees to provide a tea and coffee station to audience members. Complimentary tea and coffee can be a pick-me-up for audience members, particularly people facing a drive home.</li> <li>• The Colac Players are keen to be involved in the arts networking opportunities that are mentioned in the draft strategy. It is valuable to include The Colac Players and</li> </ul>	<ul style="list-style-type: none"> <li>• Council can see the merit in an earlier theatre season launch; however the main challenge to moving the launch forward is staff capacity and logistics/scheduling. Towards the end of the year, particularly in October and November (as negotiated as part of the cinema contract), COPACC supports a large range of end of year concerts and school productions. These community productions tend to take priority over the theatre season at that time of year. There may be capacity to give this more consideration as part of Council's ongoing discussions with the cinema lessee.</li> <li>• There is potential to explore enhanced promotional opportunities for COPACC's hirers within the facility and on our big screen, particularly if hirers provide their own quality promotional materials to display. Council will investigate opportunities to provide at-cost space to community hirers in its season brochure.</li> <li>• While COPACC hire rates are consistent, the costs of other support services associated with community productions are highly variable and often depend on the amount of technical and support staff COPACC needs to roster to support the show, and the types of equipment required by the hirer. It would be difficult to apply a 50% subsidy fairly across our community hirers. Additionally, the introduction of rate capping has seriously limited Council's ability to expand programs such as the COPACC assistance grants.</li> <li>• The price of tea and coffee provision is in line with similar facilities and reflects the cost of consumables, and staff to set up, pack down and clean dishes.</li> <li>• Council welcomes the Colac Players' involvement in arts networking.</li> </ul>

Submission	Details of submission	Response
	<p>the performing arts in networking opportunities.</p> <ul style="list-style-type: none"> <li>• We support the recommendation to collect statistics regarding performing arts use of COPACC and audience characteristics, and we request that Council shares this information with community users such as The Colac Players.</li> <li>• We support the endeavour to identify locations and opportunities for low-cost rehearsal, studio and performance spaces in the Colac Otway Shire. It's advantageous to have informal performance spaces, but we would want Council to facilitate making them appropriate for use, for example parking and ensuring the properties have the necessary planning approval for such activities.</li> <li>• The search for appropriate buildings for arts activities might include a review of the building that the Colac Players already lease from Council, but without approval to host even small-scale events there. There are current issues that limit the potential of The Colac Players to develop further and offer more activities at the facility. An evaluation of possible improvements to allow this would be a tremendous contribution to community arts.</li> <li>• All departments of Council need to be aware of and supportive of the Arts and Culture Strategy, as their practical contribution is often most important, particularly for small community groups.</li> </ul>	<ul style="list-style-type: none"> <li>• Council would be happy to share general non-identified data with community groups such as the Colac Players to enhance their ability to tailor performances to our community.</li> <li>• One of the strategy's objectives is to identify locations and opportunities for low cost rehearsal and studio spaces. This initiative would be dependent on budget being available. Council acknowledges that car parking and planning approvals will be important considerations.</li> <li>• Officers are still looking into this matter but it seems that the occupancy permit and the building itself may restrict the Colac Players' ability to host events at the shed, not the actual lease. Should the Colac Players wish to use the building for a different use other than shown on the occupancy permit, they may be able to apply to a registered building surveyor for a new occupancy permit (temporary or permanent) applicable to the proposed use. It is likely that upgrades to the building would be required. Council will work with the Players to gain a better understanding of what might be possible at the current venue.</li> <li>• This is acknowledged in the strategy. If Council is to adopt the strategy, the document and its intentions will be clearly communicated throughout the organisation.</li> </ul>
6	<ul style="list-style-type: none"> <li>• The Draft Strategy generally reflects a sense of art and culture only as something to be consumed, and misses an opportunity to capitalise on the many local artists, writers, musicians and craftspeople within the Shire who are makers and innovators in the arts and culture space. It would be appropriate for the strategy to more deliberately acknowledge their important contribution to the region both socially and economically.</li> <li>• The Draft Strategy acknowledges the role of arts and creative businesses and artist run initiatives in creating a strong economy. The</li> </ul>	<ul style="list-style-type: none"> <li>• Support and direction for 'arts making' is addressed throughout the strategy. Specifically, Theme 3 is "Support and Advocacy for Artists and Creative Industries" which provides a number of strategies to achieve the goals within this theme. In addition, there are strategies within the other three themes that also support local artists, writers, musicians, craftspeople and participants in other arts and cultural activities.</li> <li>• The role of cultural tourism is recognised in the Draft Strategy. The focus of Council's work in the arts and cultural space would</li> </ul>

Submission	Details of submission	Response
	<p>document would be enhanced by strengthening the nexus between the arts, culture and tourism. The strategy should focus on proactively backing creative talent, strengthening the arts and culture ecosystem and building much wider engagement locally, state-wide, nationally and internationally.</p> <ul style="list-style-type: none"> <li>• The Draft Strategy could acknowledge and highlight the evolving fibre art and craft wool culture in the region. Practical experience demonstrates an appetite for fibre-based activities, events and destinations. The Colac Otway region needs its tourism and craft sector leaders to explore the potential fibre-tourism market and help reveal demand and supply opportunities and the potential for growth.</li> <li>• It would be good to display more tangible strategies and implementation actions into the Draft Strategy. The strategy could look to plan strategically and link up events and cultural attractions, or broker partnerships between organisations. Could also consider the creation of new cultural experiences to attract new visitors or encourage current visitors to stay longer and extend their engagement.</li> </ul>	<p>be to assist creative industries to grow and prosper. Based on the feedback, strategies in Theme 3 have been strengthened to further support the creative industries within the tourism sector. Further development of the tourism sector will be addressed through Council's new Economic Development Strategy. It will be important for these two strategies to align and support the creative industries sector.</p> <ul style="list-style-type: none"> <li>• The Draft Strategy has been amended in Theme 3 to acknowledge that cultural experiences and events are significant motivations to draw visitors to the region. The Colac Otway region has a range of creative and cultural assets that could be better supported to capitalise on the tourism and visitor economy within the region. The Draft Strategy needs to remain at a strategic level and therefore hasn't included specific actions for activities or initiatives such as arts trails, Winter Wild, Birregurra Festival, and CrossXPollination etc.</li> <li>• The Draft Strategy includes a variety of strategies as well as a supporting Implementation Plan. The ideas provided in the submission are valid and should be considered further by our arts community. To implement these ideas, or any others from our community, it is important for Council to commit to the implementation of the 'Round Table' and regular consultation that is recommended in the strategy. This level of collaborative activity and integrated approach to artists, makers, tourism and events would be more achievable and would be able to regularly capture the opportunities within the Shire. Resource support would also need to be considered to enable Council to play its role in implementing new initiatives and activities.</li> </ul>

Many of the topics covered in community submissions to the Draft Strategy related more to operational matters than to the higher level directions in the Draft Strategy. In those cases, no adjustments to the Draft Strategy were required, and instead they will be captured as part of Council's ongoing operations in the arts and culture space.

A summary of the changes to the Draft Strategy as a result of submissions is as follows:

- The addition of a photo caption acknowledgement as requested by Submitter 3.
- References to an Arts Officer throughout the document will be changed to Arts Development Officer, as requested by Submitter 4.
- References to the Arts and Culture Strategy being the first major strategy of its kind will be amended, in acknowledgement that there have been two similar strategies in years past (Submitter 4).
- Changes to Theme 3 including the opening information, wording of Goal 1 and some changes to a number of the strategies, to further strengthen the nexus between cultural activities and tourism, as proposed by Submitter 6.

and

- In line with a concern raised during the February ordinary Council meeting regarding the future of the COPACC Trust, a recommendation has also been added to the Draft Strategy about investigating a COPACC Advisory Committee or something similar to provide advice to Council/COPACC about programming and broader strategic direction.

**Note:** by approval from the submitter, Submission 6 will also be considered in the development of the new Economic Development Strategy, which is currently in the consultation phase.

## 6. ANALYSIS

### ALIGNMENT TO COUNCIL PLAN OR COUNCIL POLICY

The development of a new Arts and Culture Strategy has a clear link to the Council Plan 2017-2021. The Council Plan *Theme 3: Our Community* envisions a socially connected and inclusive community. The goals are around increasing social connection opportunities and safety, connecting people through events and activities and providing opportunities for the community to participate in lifelong learning.

### ENVIRONMENTAL IMPLICATIONS

Not applicable to this report.

### SOCIAL & CULTURAL IMPLICATIONS

Arts and cultural initiatives can play a vital role in supporting community cohesion and generating community pride, as well as fostering economic development and tourist visitation. Strong cultural programs enhance the 'liveability' of towns and rural areas and help build a positive image of Colac Otway Shire in the eyes of residents and visitors alike.

Involvement in arts and culture has the power to change lives and improve wellbeing in our community. Whilst not everyone identifies as artists, most people in our shire participate in artistic endeavours in some way. Music, film, visual art, festivals/events and literature are an integral part of our lives. Communities that embrace diversity, creative expression and cultural activity are richer, stronger and more able to deal with social challenges. For those actively involved as participants, or engaged as audiences, the arts can offer an enriching experience that enhances individual quality of life and contributes to building a strong sense of community belonging and well-being.

### ECONOMIC IMPLICATIONS

The Victorian arts and culture sector generates widespread economic benefits as well as other benefits, such as contributing to liveability, providing access to cultural experiences, and promoting innovation and creativity. A recent report prepared for Creative Geelong has articulated the economic impact of the Creative Industries in the G21 region and confirmed that the sector is of great significance to our regional economy.

The Draft Strategy articulates the benefits of arts and culture specific to Colac Otway Shire, including the economic benefits of our local creative industry. A Key Theme in the Draft Strategy is “*Support and advocacy of artists and creative industries*” which acknowledges the importance of arts and culture as an economic driver. It also provides direction on Council’s future support to businesses within the arts and culture sector.

## **LEGAL & RISK IMPLICATIONS**

Not applicable to this report.

## **RESOURCE IMPLICATIONS (FINANCIAL ETC)**

Council allocated a budget of \$20,000 to complete the development of the Arts and Culture Strategy. In addition, significant Council officer time has also contributed to the development of the Draft Strategy.

The Draft Strategy provides a prioritised and costed action plan to guide Council’s future provision of arts, heritage and culture services. Many of the actions can be achieved through existing resources however the Draft Implementation Plan nominally identifies a cost of approximately \$400,000 to implement the strategy. The Draft Strategy also recommends consideration be given to appointing an Arts Development Officer role to support the delivery of the Implementation Plan. In addition, the Draft Strategy also recommends contributions to an arts component through a percentage contribution of capital works budget for longer projects.

It should be noted that funds required to implement the Draft Implementation Plan are not fully reliant on Council funding, with state and federal funding programs available to support implementation of some actions.

Actions that require additional resources will be subject to consideration through Council’s annual budgetary process.

## **7. IMPLEMENTATION STRATEGY**

### **DETAILS**

Creative Colac Otway – Arts and Culture Strategy represents a significant strategic arts and culture plan for the Colac Otway Shire. Our creative community has enthusiastically engaged in the development of the strategy and as such, its recommendations reflect our community’s aspirations and ideas for the future of arts and culture in our shire. The strategy maps out a clear path for the next five years.

### **COMMUNICATION**

If Council is to adopt the Creative Colac Otway – Arts and Culture Strategy, Council officers will make contact with organisations and individuals that have been involved in the development of the strategy to date, to advise of its adoption.

In addition, the broader community will be informed via the mainstream and social media.

### **TIMELINE**

If Council is to adopt the Creative Colac Otway – Arts and Culture Strategy, a copy of the final adopted strategy will be placed on Council’s website, and a link issued to partners and stakeholders in the days following the Council meeting.

The strategy provides a framework to guide the planning and provision for arts and cultural services and facilities over the next five years.

## **8. OFFICER DIRECT OR INDIRECT INTEREST**

No officer declared an interest under the *Local Government Act 1989* in the preparation of this report.



# CREATIVE COLAC OTWAY

Arts & Culture Strategy | 2018 - 2022

We would like to acknowledge the Traditional Owners and custodians of the lands included within the Colac Otway local government area. We recognise the spiritual, social, and cultural connections with traditional lands and we express our sincerest gratitude for the contribution of the Eastern Maar, Gulidjan, Gadubanaud and Kuuyang Maar people to our region's living culture. We honour and respect the cultural heritage of all Aboriginal and Torres Strait Islander people.

Written and prepared by Wheelhouse  
for Colac Otway Shire Council  
November 2017

# EXECUTIVE SUMMARY

Creative Colac Otway Arts Strategy 2018 – 2022 is a strategic arts and culture plan for Colac Otway Shire.

The purpose of this plan is to:

- ▷ Guide the future provision for arts and culture in Colac Otway Shire
- ▷ Assist with the planning, development and resourcing of cultural facilities
- ▷ Support key organisations and groups in the provision of arts & cultural activities
- ▷ Further increase community participation in arts and culture activities
- ▷ Provide direction for the type and level of support Council should give to arts and cultural activities, and;
- ▷ Better position the Shire to advocate for arts & cultural activities and events

The consultation process identified a role for Council to provide broader support mechanisms to the sector and to ensure that the programs and services provided directly to the community through COPACC and the Library remain relevant into the future. The community highly value the role of the arts in providing opportunities for social connection, developing local identity and civic engagement, supporting a local economy and building resilience in high risk and recovering communities.

The consultation process included contributions from over 200 residents and stakeholders through an online survey as well as the inclusion of over 50 people representing a diverse range of practices, organisations and partners.

The plan includes goals and strategies to support the implementation of Creative Colac Otway. These are grouped under 4 themes:

- ▷ **Quality cultural facilities and community spaces**
- ▷ **Increased participation in arts and cultural activity**
- ▷ **Support and advocacy for artists and creative industries**
- ▷ **Creativity social cohesion and connections**

Successful implementation of Creative Colac Otway requires commitment from Council and its partners to lead the way in supporting and developing the creative sector of the Colac Otway Shire. A whole of Council approach is required to integrate outcomes across a range of Council programs. Building new and authentic partnerships will be crucial in implementing Creative Colac Otway and ensuring the continued development of artists, creative business and organisations.

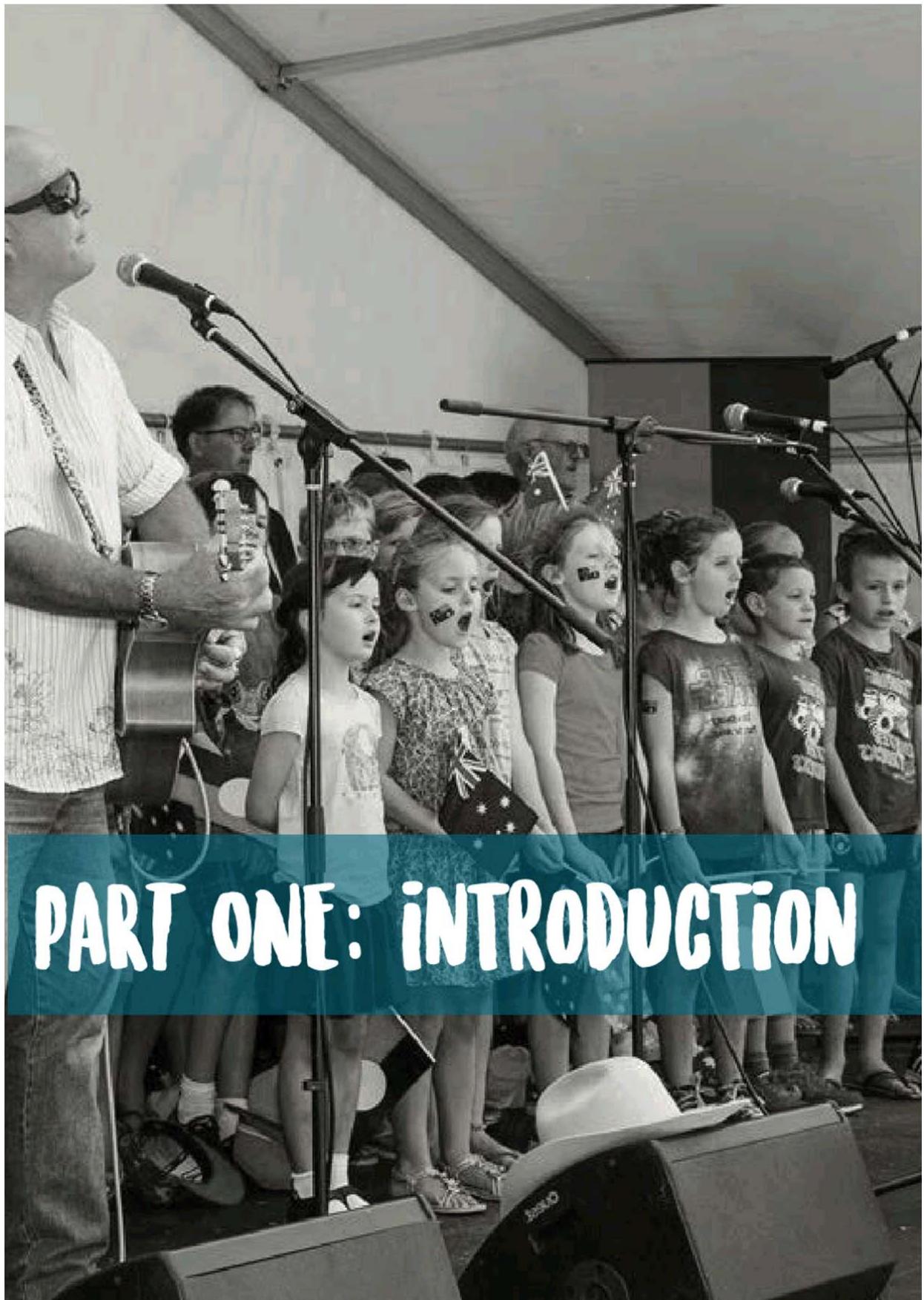
Creative Colac Otway reflects the strong values of the community to build and connect a strong creative arts and cultural sector. The plan provides goals which will allow Council and partners to work collaboratively into the future to implement the vision.





## CONTENTS

Executive Summary	3
<b>Part One   Introduction</b>	<b>6</b>
Mayor's Message	7
Introduction to the Strategy	8
Principles	10
<b>Part Two   Context</b>	<b>12</b>
The role for Council	13
Methodology	15
What we heard from the community	16
Shire Overview	17
<b>Part Three   Creative Colac Otway</b>	<b>20</b>
T1: Quality cultural facilities & community spaces	22
T2: Increase participation in arts & culture activity	25
T3: Support and Advocacy for artists & industries	29
T4: Creativity, social cohesion and connections	33
Implementing the plan	37
References	38
Image List	39



# INTRODUCTION

**VISION: Colac Otway Shire honours and is inspired by its history, while also encouraging new and contemporary interpretations of arts and culture that reflect our present. Colac Otway is a connected and engaged community with a reputation for supporting and celebrating its artists and its creative industries.**

## Mayor's Message

I am pleased to present Creative Colac Otway, Arts and Culture Strategy 2018 – 2022. This is a strategy that sets the pathway forward for our creative pursuits into the future.

Council recognises the important role arts and culture plays in the lives of our residents. These activities help to build community resilience and wellbeing, whilst developing the unbelievable talent and skills in our great shire. We are fortunate to have the beginnings of some significant creative industries in Colac Otway Shire which this strategy looks to support and grow into the future.

This strategy wouldn't be possible without the many members of the community who have contributed to it's development. I thank them for their time, effort and dedication to our arts. I would also like to acknowledge council staff for their work towards preparing this strategy.

I look forward to seeing the actions of this strategy continue to grow the many creative strengths we have in this region.

Cr Joe McCracken  
Mayor  
Colac Otway Shire



## WHAT IS ART & CULTURE?

Arts and culture usually mean something different to everyone, dependent on their life experience and background. Individuals generally rank arts and culture as holding different levels of importance within their lives depending on their prior experiences and engagement.

Art is most generally related to creativity, imagination and expression. The most usual expressions of art are: visual arts, performance, live arts, digital arts and literary arts.

Culture is our way of life, which evolves and is influenced on a global scale. Culture represents the shared values, beliefs and characteristics that define who we are as individuals and as a society, recognising our multicultural and contemporary diversity in our background. Culture is also key to our history and our shared stories are usually impacted by our culture.

*“Culture consists of all distinctive, spiritual and material, intellectual and emotional features which characterise a society of social group”* - United Nations Education, Scientific and Cultural Organisation (UNESCO)<sup>1</sup>

Council takes a broad approach to the definitions of arts and culture for the purposes of this plan and Council recognises that arts, heritage and culture:

- ▷ Tell our stories and help build our identity
- ▷ Strengthen social cohesion and community engagement
- ▷ Drive creativity and innovation
- ▷ Provide entertainment and enjoyment for people of all ages and backgrounds
- ▷ Contribute to employment and economic development
- ▷ Provide opportunities for life-long learning

## ENGAGEMENT IN THE ARTS

People participate in the arts in a variety of ways and for a number of reasons or outcomes. People intersect with the arts at different stages in their lives and may have different requirements depending on interest or skill. For some, involvement will be as a hobby or interest, while for others it may represent their livelihood, or a means to engage with their community.

It is widely recognised that arts and culture contribute to a sense of belonging and community inclusion. A recent survey of Colac Otway residents<sup>2</sup> showed that 73% of respondents participate in the arts as a recreation or hobby, 30% identify as professional or practicing artists and 26% work in an arts-related business or organisation.

In terms of attending arts and cultural experiences, 89% of respondents had attended Colac Otway Performing Arts and Cultural Centre (COPACC) within the past 12 months, and 87% had been outside of the Shire to attend an arts related activity or event, with most popular destinations being Melbourne, Geelong and Ballarat.



## THE IMPORTANCE OF SUPPORTING ARTS & CULTURE

The provision of arts and cultural services and activities is increasingly an expectation of modern, contemporary places where people want to live and visit. It is recognised that although not everyone may be involved in arts and cultural activities, people still expect and value the availability of these opportunities.

Arts and cultural services and activities provide direct and indirect benefits to local communities and economies through their impact on the social, cultural, environmental and economic sectors. The broader creative sector plays an essential role in creating resilient and growing local economies.

Arts and culture contribute to:

- Enhancing the “liveability” of a region to attract and retain people to work, live and invest
- Developing a sense of place and social connection for residents
- New experiences that resonate in their interpretations of local history and stories

Residents of Colac Otway Shire appreciate and value the role of arts and culture and this was reflected in the community consultation conducted for the development of the Council Plan 2017 - 2021. These consultations found statements relating to ‘Celebrating Arts and Culture’ were ranked as ‘Important’ with the highest rankings given to:

- Funding buildings and other facilities for active recreation activities
- Supporting local community groups providing arts, culture and recreation
- Promoting local artists and cultural activities

## WHY DO WE NEED AN ARTS & CULTURE STRATEGY?

Creative Colac Otway - Arts and Culture Strategy 2018 – 2022 provides a framework to guide the planning and provision for arts and cultural services and facilities. The purpose of this plan is to:

1. Guide the future provision for arts and culture in Colac Otway Shire
2. Assist with the planning, development and resourcing of cultural facilities
3. Support key organisations and groups in the provision of arts and cultural activities
4. Further increase community participation in arts and culture activities
5. Provide direction for the type and level of support Council should give to arts and cultural activities
6. Better position the Shire to advocate for arts & cultural activities and events



9

# PRINCIPLES

The principles of Creative Colac Otway provide a framework for how Council staff, partners and stakeholders can help support and implement the vision for a Creative Colac Otway. These principles were identified within the consultation process as appropriate for guiding the project planning and program development of initiatives as prioritised within the strategy.

## Access

We will promote and support access to and participation in local arts and culture ensuring equity across our programs and service.

## Create

We will identify opportunities to intersect, support and develop arts and culture in conjunction with potential partners and collaborators.

## Nurture

We will advocate for opportunities to help our artist and creative industries to further develop, evolve and flourish.

## Invest

We will commit to contributing the time and resources required to enable our creative industries to grow and prosper. We are aware of the financial environment and will work in a sustainable manner.

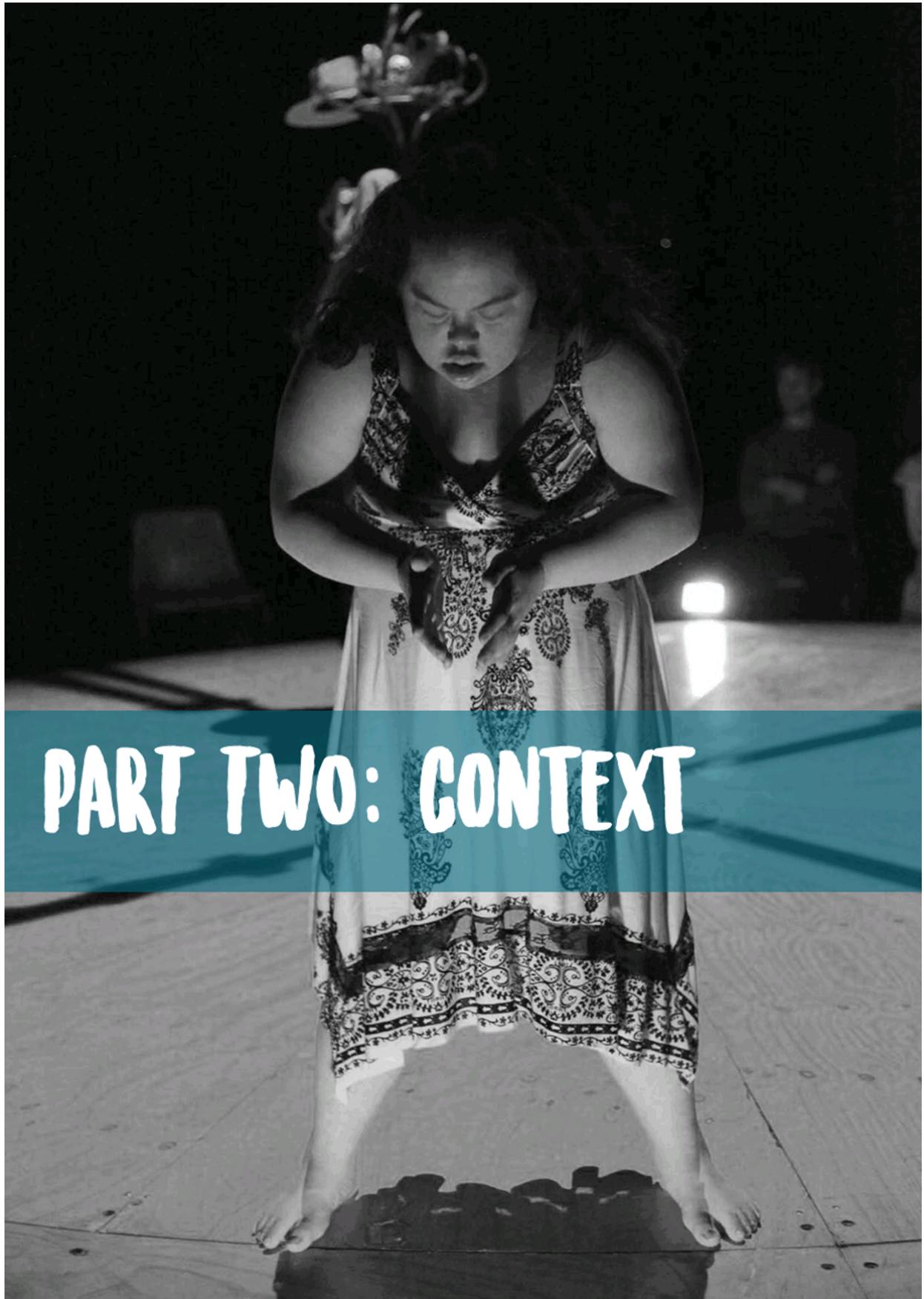
## Entrepreneurial

We will support innovative thinking and be responsive to the opportunities to support and activate the local arts economy.

## Leadership

We acknowledge our role in developing capacities to enhance creative outcomes and support a vibrant creative sector.





## PART TWO: CONTEXT

# THE ROLE FOR COUNCIL

Local governments have a key role in the direct investment and support of arts and culture through the provision of infrastructure, services, programs and staff. Over the last decade the investment of local government in arts and culture has grown at a faster rate than State and Commonwealth investment and appropriate planning is warranted<sup>3</sup>.

The implementation of Creative Colac Otway requires Council to;

- Understand the community's values
- Provide opportunities for cultural development and creative expression
- Support the development of a resilient creative economy
- Work more effectively across the organisation and institute evaluation processes
- Effectively address local needs through arts and cultural programs

Colac Otway Shire Council's support for arts and culture will include:

- Offering direct provision of arts and culture programs and facilities
- Using local government expertise, information and resources to facilitate and support arts organisations and individual artists
- Supporting and funding artists and community groups to build arts and culture activities and events
- Managing open spaces and policies that support arts and culture development

Council's approach to arts and culture needs to be flexible enough to respond to the needs identified by: recreational arts enthusiasts, the community in need of social cohesion and engagement, and the needs of the professional artist, small businesses & creative practitioners. Doing this effectively requires a balance between taking the lead, acting as an advocate, and stepping out of the way to allow others to take the lead.

The Colac Otway Shire Council Plan 2017-2021 strategic theme 'our community' visions a socially connected and inclusive community. It is widely recognised that strengthened arts and culture results in;

- Increased social connection opportunities
- Connection of people through events and activities
- The provision of opportunities for the community to participate in lifelong learning

Creative Colac Otway - Arts and Culture Strategy 2018 – 2022 complements Council's community vision, contributes to a broader strategic focus for Colac Otway Shire, and outlines how Council can capitalise, resource and strengthen its professional and community-based arts and cultural activities.



# METHODOLOGY

## What you told us:

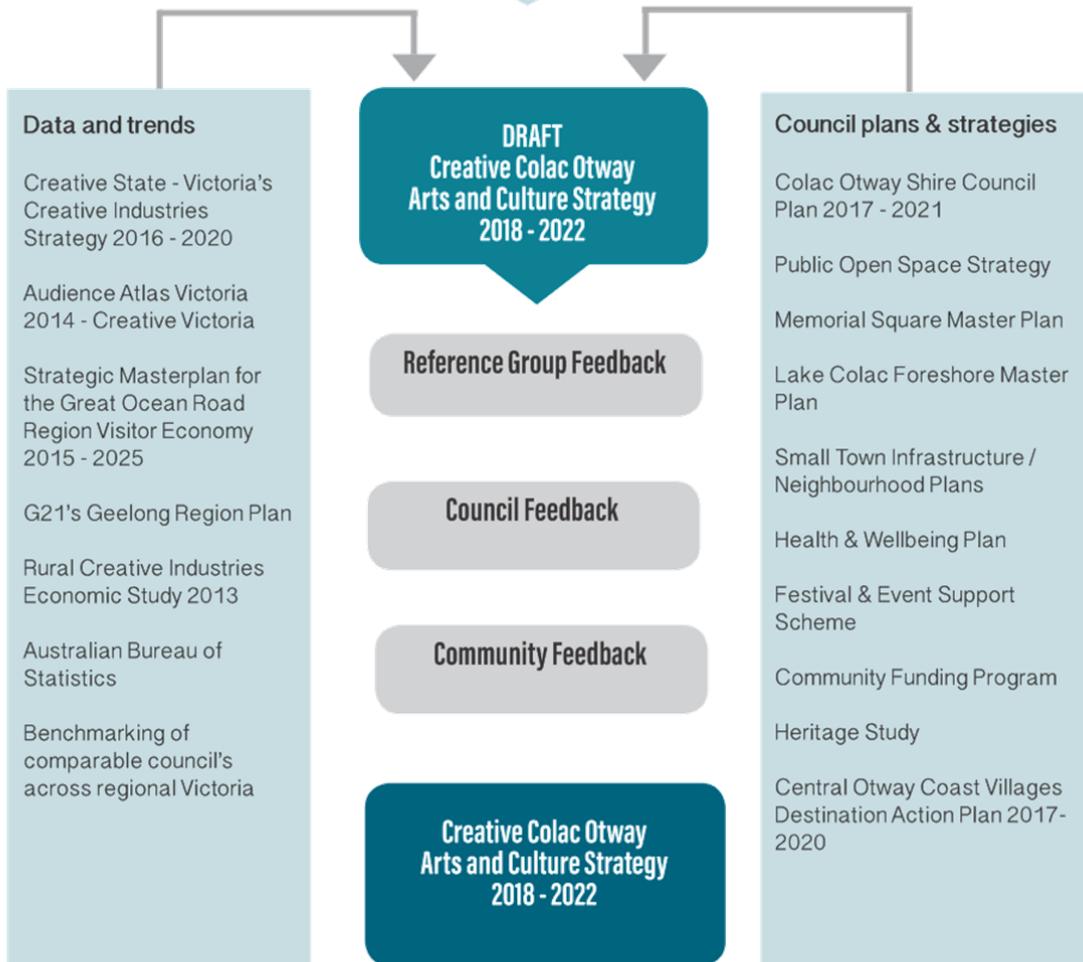
- Community consultations -
  - Birregurra Hall
  - Red Rock Regional Theatre & Gallery Cororooke
  - Marrar Woon Neighbourhood Centre, Apollo Bay
  - Forrest SoupFest
  - COPACC, Colac

Online Survey  
Council Plan Consultations

## Information & Workshops:

- Workshop with Council staff
- Workshop with COPACC staff
- Project Reference Group meetings

Community Submissions



# WHAT WE HEARD FROM THE COMMUNITY

- No dedicated visual arts exhibition spaces
- Lack of clarity in Council's role in commissioning, planning and maintaining public art - current collection is not consistently maintained
- Identified opportunities for additional services and facilities in a redeveloped precinct around COPACC
- Opportunities to enhance public space with art and design
- Issues with COPACC - no permanent exhibition space, the size and location of the Historical Society and shared performing arts / cinema space that negatively impacts on both programs

Need to operate, maintain & plan for the provision of relevant cultural facilities & assets

Opportunities to integrate art and interpretive elements into public spaces

- Limited collaborative projects between independent arts organisations and Council
- Experiences of Council processes as being prohibitive
- FESS timeline doesn't fit with our timelines which means we can't really access it
- Cost of hiring COPACC is seen as prohibitive to some users
- We don't attend COPACC because it is difficult to get home after shows and too expensive

Opportunity to implement programs in a collaborative way and create new opportunities

Need to address barriers to participation

- Lack of support to develop arts and creative projects
- Limited support and collaboration opportunities for key arts organisations to work with Council
- Minimal support for the broader creative sector from Council
- The sector is active and but there is a lack of connection across the Shire
- Identified links between arts enterprises & tourism
- There are commercial areas with high levels of vacancy that could be used by the creative sector
- Frustration around Council's centralised and facility focused service provision (COPACC) and arts program
- Strong demand for shared spaces to make and exhibit work

Opportunity to develop the strength of the creative sector

Need to acknowledge the role of arts, culture and heritage in placemaking, liveability and cultural economies

- Identified role of the arts in celebrating First Nations culture
- Non-aboriginal community members identified a significant gap in being able to connect with local Aboriginal culture
- Lack of leadership from Council in facilitating cultural experiences and knowledge
- Missed opportunities to develop local stories and integrate these more broadly across the shire
- Minimal integration of arts & culture programs across Council
- Perception that neighbouring shires have better support services for the arts

Opportunity to program cultural works and support organisations that celebrate First Nations culture

Need to foster a cross organisational approach to supporting the arts



# AN OVERVIEW OF OUR SHIRE

Colac Otway Shire is located 160km west of Melbourne in regional Victoria. Colac Otway encompasses an area of 3,433 km<sup>2</sup> in a natural environment which includes State Forests, National Park and part of the Great Ocean Road. Recent years have seen very low levels of population growth in the Shire, however, the shire is within commuting distance of Geelong, which has been experiencing significant population and employment growth in recent years.

The population in 2015 for Colac Otway Shire is 20,255 with 12,000 people living in Colac, the shire's major industrial, commercial and service centre. The second major urban centre is Apollo Bay, which has a permanent population of 1,598 that swells to more than 15,000 during the busy summer tourist season<sup>4</sup>.

The original inhabitants of the area are the Gulidjan people (from the Colac region) and the Gadubanud people (from the southern area of the municipality). The indigenous population represents 1.2% of the total population, which is lower than the representation for Regional Victoria at 1.6%. A desire for a greater representation of indigenous culture is reflected in this plan<sup>5</sup>.

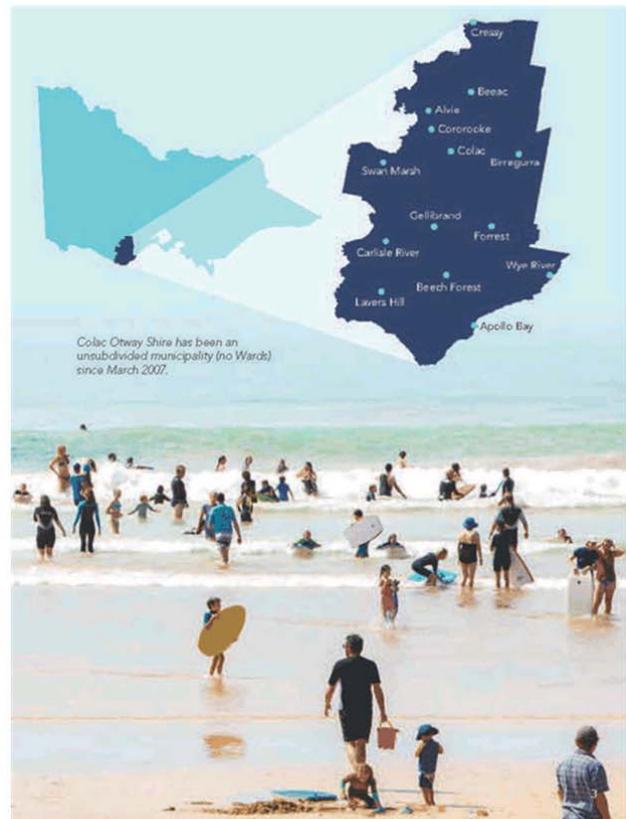
Colac Otway Shire has a low share of specialist managers (eg. marketing managers, business admin managers, education / health managers), potentially indicating a skills gap in the region. Additionally there are a larger share of residents that were classified as labourers comparative to regional Victoria, with more than a third of these being factory process workers<sup>6</sup>.

The shire has fewer individuals in low income categories, but also a lot less in the highest income quartile group. The most significant change to the structure

of households for Colac Otway Shire is a significant growth and increase in single person households. This growth could have significant impacts on issues related to social isolation<sup>7</sup>.

The Council, elected in November 2016, is strongly committed to engaging with its community. The Council Plan 2017 – 2021 incorporates community feedback following a significant and broad-ranging engagement program.

This plan considers arts and culture as being vital to creating healthy and connected communities and makes recommendations specific to the demographic profiling where appropriate.



# ARTS AND CULTURE IN COLAC OTWAY

Council makes a significant contribution to arts and culture in the local community. The current provisions of arts and cultural services offered by Council include the following:

## Colac Otway Performing Arts and Cultural Centre (COPACC)

Council's primary arts and culture programs and services are delivered through COPACC. As Colac Otway's regional cultural facility, COPACC includes:

- ▷ 344 seat Auditorium
- ▷ 118 seat cinema
- ▷ History Centre
- ▷ Gallery space
- ▷ Civic Hall/Black Box and meeting spaces

COPACC is home to the Colac History Centre and its tenant groups – Colac and District Family History Group and the Colac and District Historical Society. Cinema services are leased to a private operator.

## Festivals & Events

Through the Festival and Events Support Scheme and the Event Approval process, Council supports in excess of 50 events per year.

Council also produces a number of events and festivals, most notably an annual Australia Day celebration and World Environment Day.

## Public Art

Council is supportive of the installation of public art to improve the aesthetics of urban development. Across the shire, there are varying levels of quality and condition of art in public areas. The Apollo Bay Foreshore Sculptures are an example of high quality and well maintained public art infrastructure that is well received by both the local community and visitors alike.

## Library Services

Council has static library branches in Colac and Apollo Bay along with outreach services to eight rural locations across the shire.

## Community Grants Program

Council's Community Grants Program offers funding support to a broad range of community recreation, arts and cultural activities and projects. The program offers funding of up to \$5,000 on a \$1 for \$1 basis. The annual allocation is currently \$145,000.

A category of the program is the COPACC Assistance stream, which provides grants to community organisations to offset the cost of hiring COPACC.



# CREATIVE COLAC OTWAY

The recommendations for Creative Colac Otway Arts and Culture Strategy for Colac Otway Shire Council have been compiled into four key themes:

1. Quality cultural facilities and community spaces
2. Increase participation in arts and cultural activity
3. Support and advocacy for artists and creative industries
4. Creativity, social cohesion and connection

These themes are expanded into goals, strategies and recommended actions. The role for council has been identified and definitions are consistent with the council plan. The strategy acknowledges that Council's role may change over time and that many projects are driven by an active community, with Council support.

COUNCIL'S ROLE	COUNCIL WILL	EXAMPLE
Leader	Lead by example and take the initiative to make something change or happen	Demonstrate leadership in initiating a partnership between community arts organisations
Service Provider	Deliver services to meet community needs	Delivery of COPACC annual season of performances
Partner	Contribute staff time or funds	Community funding program
Facilitator / Broker	Promotion or bringing together people who have a stake in an issue	Work with coastal management stakeholders on better event approval processes
Advocate	Proactively make representation to organisations and governments on key issues	Advocate for the inclusion of arts and culture activities in tourism publications

# theme 1:

## QUALITY CULTURAL FACILITIES & COMMUNITY SPACES

Council's arts programs and services are primarily delivered through Colac Otway Performing Arts and Cultural Centre (COPACC). Nominated for three Drover Awards in recent years for Best Regional Venue, COPACC has a well-regarded reputation within the broader performing arts sector and high satisfaction levels from audiences.

The current constraints of COPACC include: a lack of exhibition spaces and visual arts programming, the placement of the Historical Society's collection, and the current shared arrangement for theatre and cinema services. Coupled with the age of the building, these concerns identify a real need to commence planning for future service delivery and location of these key cultural services.

Vibrant public spaces help to create and support resilient, active communities, providing opportunities for both informal gatherings and the celebration of community and civic events within a public sphere.

Public art is an effective way of activating open spaces and providing a visible presence of arts and cultural activity within our shire. Public art can provide meeting places for our community and visitors, as well as providing opportunities for our artists to exhibit larger scale works in public spaces.

Facilities and venues within our smaller towns have been operating arts and culture services and programs with minimal support from Council. They provide an opportunity for Council to take on a leadership role in initiating partnerships and providing support to the variety of arts activities occurring in addition to COPACC.

The area and streets surrounding COPACC are co-located next to Council services, transport links, open space areas and adjacent to the Colac CBD. They present an obvious opportunity to consider the feasibility of further development as a cultural precinct.

### GOAL 1: COLAC OTWAY PERFORMING ARTS AND CULTURAL CENTRE IS RECOGNISED AS A PREMIER CREATIVE AND CULTURAL FACILITY

Strategies		Role of Council
1.1.1	Undertake a service review of COPACC programs to ensure they meet current and future demands while making best use of available resources	Service Provider
1.1.2	Commence a Masterplan for the refurbishment of COPACC	Leader
1.1.3	Continue to deliver a diverse and inclusive annual program of performing and visual arts for COPACC audiences	Service Provider

Strategies		Role of Council
1.1.4	Partner with arts organisations and community groups across the shire to increase the delivery of programming within alternative venues	Leader
1.1.5	Work in partnership with state government and industry groups (eg. Creative Victoria, VAPAC, NETS) to ensure best practice models are followed	Leader
1.1.6	Identify solutions to provide appropriate visual arts programming and exhibitions	Leader
1.1.7	Review operational models for COPACC including the provision of cinema and visual arts programming	Leader
1.1.8	Consider best practice archival & presentation methods for local heritage and historical collections within COPACC	Partner
1.1.9	Renew branding and signage for COPACC and work to improve visitor experience of the facility	Leader
1.1.10	Investigate new models including trusts and foundations that may providing additional funding and input to support the development of COPACC	Leader

**GOAL 2: OUR OPEN SPACES SUPPORT OUR COMMUNITIES TO CELEBRATE AND GATHER TOGETHER**

Strategies		Role of Council
1.2.1	Consider lighting, seating, power, public art and crowd experience in the development of open spaces	Leader
1.2.2	Commission practical but creative street furniture	Service Provider
1.2.3	Develop consistent way-finding signage that guides and enhances visitor experiences	Service Provider
1.2.4	Integrate and prioritise public art and design elements into future capital works & open space / public realm improvements	Leader
1.2.5	Integrate interpretive heritage information and features into open spaces	Service Provider

**GOAL 3: ACTIVATE OPEN SPACES AND OUTDOOR MEETING PLACES THROUGH PUBLIC ART**

Strategies		Role of Council
1.3.1	Adopt a public art policy to guide the acquisition, commissioning, leasing & decommissioning of public artworks	Leader
1.3.2	Identify themes, locations and partnerships through the development of a Public Art Strategy	Facilitator / Broker
1.3.3	Explore funding opportunities to help support an increase in the number of public artworks	Leader
1.3.4	Review current public art with a view to decommissioning works that are no longer compliant with OH&S requirements	Service Provider
1.3.5	Review and upgrade the Sculpture Park in accordance with the Lake Colac Foreshore Master Plan	Leader

**GOAL 4: OUR COMMUNITY HALLS AND ARTS FACILITIES WITHIN OUR SMALLER TOWNS AND REGIONS ARE WELL USED AND MAINTAINED**

Strategies		Role of Council
1.4.1	Support committees and organisations to continue current programming in halls and arts facilities outside of Colac	Facilitator / Broker
1.4.2	Prioritise asset renewal and facility maintenance to support venues and communities that are providing strong creative programming	Leader
1.4.3	Invite representatives of community spaces to partner with COPACC on programming, marketing and shire-wide networking opportunities	Facilitator / Broker

## theme 2:

### INCREASE PARTICIPATION IN ARTS & CULTURE ACTIVITY

Council believes that our lives are made richer through participation in arts and culture activities. Through this participation we develop skills, gain knowledge, build community connections and have the opportunity to share our stories. Art, heritage and culture help us create better communities.

Independent organisations and facilities outside of Colac, including Red Rock Regional Theatre and Gallery, Birregurra Arts Groups, and Apollo Bay Arts Inc., have consistently generated significant creative activity with limited support from Council. Providing new approaches to collaborations will provide strong benefits for audiences and visitors.

There are opportunities for COPACC to broaden and diversify its audiences and user groups to ensure it remains well utilised as a community and cultural facility. Population demographics show an increase in elderly residents, people with disabilities and young people and these should be target audiences for increased access and participation.

Providing access to arts and cultural activities ensures Colac Otway grows its reputation as a creative place to live, work and visit.

Council supports its partners in the provision of direct services, including Corangamite Regional Library Corporation.

#### GOAL 1: DEVELOP AND STRENGTHEN AUDIENCE ENGAGEMENT AND PARTICIPATION IN ARTS AND CULTURE ACTIVITIES AND PROGRAMS

Strategies	Role of Council
2.1.1 Coordinate regular networking meetings with key arts organisations including Red Rock Regional Theatre and Gallery, Apollo Bay Arts and Birregurra Arts Group	Facilitator / Broker
2.1.2 Lead the consolidation and delivery of shire-wide marketing between key arts organisations	Leader
2.1.3 Undertake audience engagement and development research for COPACC	Leader

Strategies		Role of Council
2.1.4	Review the 'Festival and Events Support Scheme' (FESS) guidelines to ensure that timelines and support mechanisms are appropriate to the creative sector	Facilitator / Broker
2.1.5	Work with coastal management stakeholders to support event infrastructure and consolidate approval processes particularly within the Apollo Bay foreshore	Advocate
2.1.6	Review event procedures & processes to help streamline processes and reduce red-tape	Leader
2.1.7	Support community events and festivals that engage with target audience groups or underrepresented groups	Leader

## GOAL 2: OUR ARTS AND CULTURE SERVICES AND PROGRAMS ARE ACCESSIBLE

Strategies		Role of Council
2.2.1	Test initiatives to foster audience growth at COPACC – provide group transport to shows, access needs, review concession prices and offer discounts to residents living outside Colac	Leader
2.2.2	Subsidise and support community hire of COPACC	Leader
2.2.3	Review COPACC Assistance guidelines to ensure they continue to meet community needs and encourage use from local groups and audiences	Leader
2.2.4	Consider long term partnership and residency models with arts organisations to support deeper audience engagement and long term audience development	Partner

**GOAL 3: LIBRARY SERVICES ARE ACCESSIBLE AND RESPOND TO OUR COMMUNITIES NEEDS AND INTERESTS**

Strategies		Role of Council
2.3.1	Review best practice & service delivery models for libraries, ensuring leadership and governance works collaboratively with Council	Service Provider
2.3.2	Ensure library services integrate a broad range of technology and delivery methods	Leader
2.3.3	Support library services to deliver public programs	Service Provider





## theme 3:

# SUPPORT & ADVOCACY FOR ARTISTS & CREATIVE INDUSTRIES

The creative sector is appreciated for the significant role it plays in creating a strong and growing economy. The creative sector is identified as the largest sector in the Victorian economy after Agriculture<sup>8</sup>. Creative Victoria's 'Creative State Creative Industries Strategy 2016 – 2020' found that the creative industries contribute \$22.7 billion to Victoria (or 8% of the total economy) and they contribute immeasurably more in terms of social and cultural value. In the G21 region there are 1,489 people currently employed within the arts and recreation service sector and this is identified as a growth area<sup>9</sup>.

Community consultation identified the role of arts and creative businesses and artist run initiatives in:

- ▷ Transforming retail spaces and triggering economic renewal
- ▷ Enhancing liveability and attractiveness of the region
- ▷ Attracting tourism and visitor markets
- ▷ Sharing risk and generating increased impact for arts collectives and micro businesses

Cultural experiences and events are significant motivations to draw visitors to the region. The Colac Otway region has a range of creative and cultural assets that could be better supported to capitalise on the tourism and visitor economy within the region. These assets range from artist and industry led events, studios, galleries, art in public spaces,

heritage, fibre and contemporary festivals and events. Current tourism and destination plans for the region identify the growth of the visitor economy as having the potential to be the major economic driver for the region. The role of the creative sector in supporting this growth is significant. Future work by individuals, organisations, businesses, Council and tourism groups should focus on the inclusion of creative and cultural experiences to enhance the existing nature-based offerings and extend yield for visitors, which will result in benefits for the broader local economy.

Certain initiatives around the provision of spaces and facilities often require investment from businesses. Roles were identified for Council including: providing development support for arts; advocating for the inclusion of creative experiences in shire wide promotions; supporting artist run initiatives; and providing spaces for experimentation and incubation.

Online engagement with the arts is booming. Digital technology is expanding opportunities for: creating, accessing and sharing arts; facilitating more direct connections between artists and audiences; and transforming many aspects of the sector. The internet provides a medium to experience and share arts, to reflect on or promote arts experiences, and to share information about arts events. Creative Colac Otway cross promotes arts events and uses social media as a cost-effective way of networking and communicating between arts organisations and with the wider community.

**GOAL 1: ARTS AND CULTURE IS CENTRAL TO VISITOR EXPERIENCE**

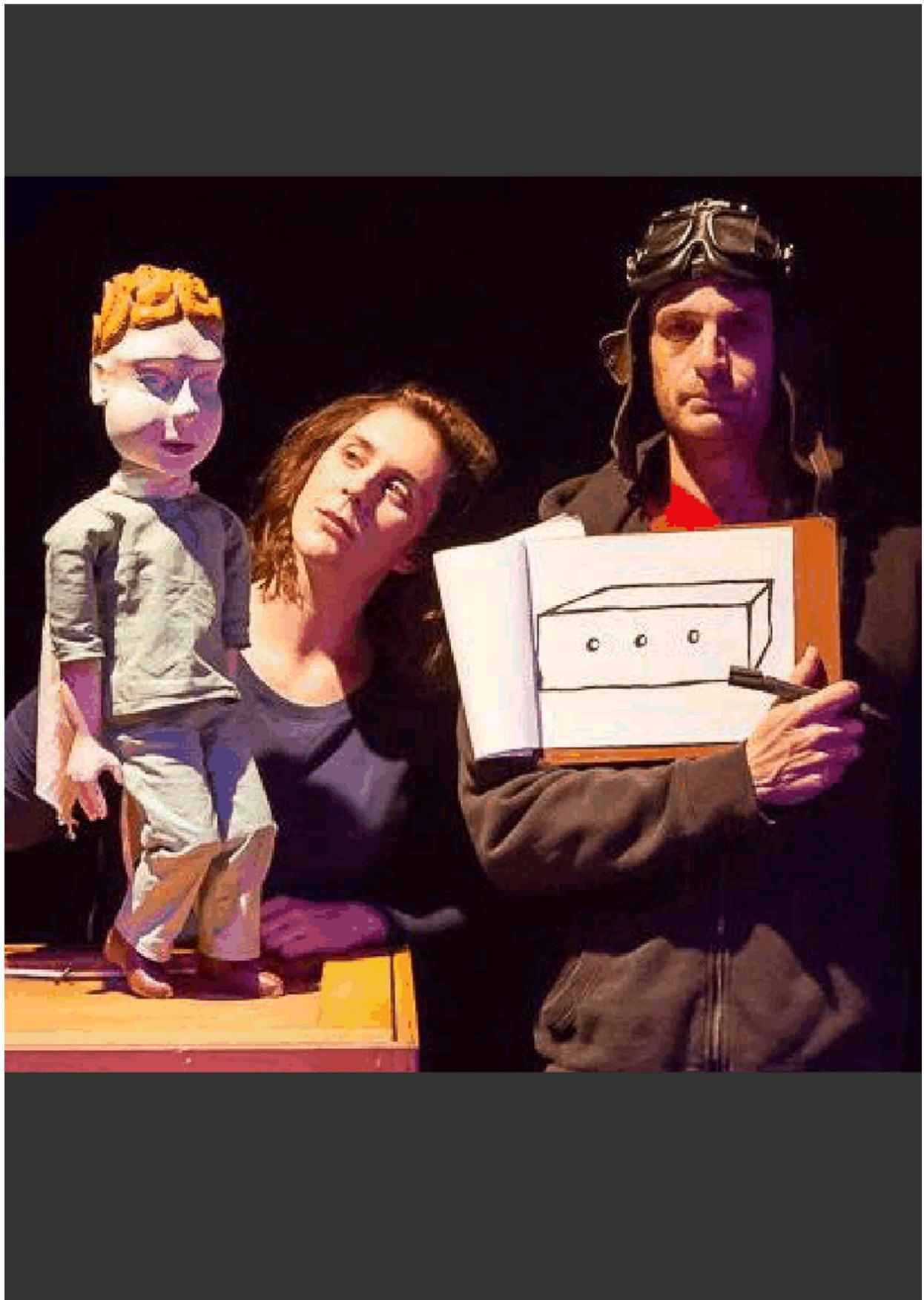
Strategies		Role of Council
3.1.1	Support major art events and cultural experiences by prioritising their inclusion in tourism and advertising campaigns	Leader
3.1.2	Develop the role of Council to include advocacy and support for event organisers to achieve better outcomes for events	Leader
3.1.3	Assist creative industries to access small business grants and opportunities	Facilitator / Broker
3.1.4	Encourage smaller arts organisations to explore enterprise models and incubators as alternative lower cost business models	Facilitator / Broker
3.1.5	Encourage creative industries to use social media to grow networks, share resources and distribute information	Advocate
3.1.6	Ensure that creative industries are included in small business and tourism communications or e-newsletters	Leader
3.1.7	Lobby for fast speed internet and mobile coverage throughout the shire	Advocate

**GOAL 2: THE CREATIVE SECTOR BENEFITS FROM ADVOCACY AND CONNECTIONS**

Strategies		Role of Council
3.2.1	Broaden the delivery of Council's art and leisure team to enable increased support for the sector	Leader
3.2.2	Continue to partner with organisations and businesses on collaborative projects that reflect the region and drive visitation	Leader
3.2.3	Work in partnership with the arts community to identify locations and opportunities for low cost rehearsal and studio spaces	Leader

Strategies		Role of Council
3.2.4	Facilitate opportunities to provide low cost spaces for creative practitioners in vacant buildings or within under-utilised facilities	Leader
3.2.5	Connect artists and creative industries to industry and sector support	Partner
3.2.6	Work with Regional Arts Victoria (RAV) to look at ways of providing development support to artists and organisations within the Shire	Partner
3.2.7	Utilise existing resources such as Arts Atlas to connect and promote the shire across virtual and social media platforms	Partner
3.2.8	Institute a 'Creative Colac Otway' roundtable comprising representatives from council directorates and arts and culture leaders from the community to discuss upcoming council projects and look at arts and culture intersections	Leader





## theme 4:

# CREATIVITY, SOCIAL COHESION & CONNECTIONS

Colac Otway Shire is made up of highly engaged communities that demonstrate independence, leadership, high levels of civic engagement and resilience. The shire boasts strong rates of volunteerism, which are reflected in the number of events and programs that take place across the Shire.<sup>10</sup>

The arts are a source of pride for local communities and the consultation processes identified the role of arts in celebrating the character and stories of the community.

An identified area of focus was the prioritisation of sharing and celebrating First Nation's culture and stories through the arts.

In 2016, 47% of Australians were actively interested in First Nations arts.<sup>11</sup> Locally, non-aboriginal community members felt that there was a significant gap in connecting with local Aboriginal culture and identified the need for leadership from Council to initiate this dialogue. Participants identified recent projects that shared local First Nations Culture, as well the integration of new events into existing programs as being ways to celebrate local Aboriginal culture.

Residents acknowledge the vulnerability of the Shire to disaster and emergencies and noted the role of arts in recovery and resilience.

Participants in community consultations identified fragmentation and a lack of connectedness across the creative sector. Roles for Council and partner organisations were identified in connecting the groups and individuals across the Shire. The perceived impact would be: greater audiences for work; resource sharing; professional development skills, innovation and networking within the sector; as well as the practicalities of organising and promoting complementary activities.

The consultation process identified a consistent acknowledgment that arts and culture are important in providing a way to interpret, acknowledge and expand local stories and communities and to celebrate the uniqueness of communities to other residents and visitors. Colac Otway Shire is home to a number of local historical and heritage interest groups with a strong desire to integrate interpretation and stories into the public realm.

GOAL 1: FIRST NATIONS CULTURE IS CELEBRATED AND ACKNOWLEDGED		
Strategies		Role of Council
4.1.1	Develop and strengthen relationships with Aboriginal elders, community members and organisations	Leader
4.1.2	Support and encourage new commissions that respond and celebrate local Aboriginal stories and culture	Service Provider
4.1.3	Ensure First Nations content is presented within existing Council programs and events	Leader
4.1.4	Partner with key organisations to deliver cultural awareness training and enhance understanding of local culture	Partner

GOAL 2: USE LOCAL HISTORY STORIES AS A CONNECTOR FOR THE COMMUNITY		
Strategies		Role of Council
4.2.1	Ensure that 'Festival and Events Support Scheme' (FESS) supports events to make new contemporary work that responds to local issues and stories	Leader
4.2.2	Integrate relevant local knowledge and historical stories into public art and program commissions	Leader
4.2.3	Value the natural environment and messages of sustainability through the programming of World Environment Day	Partner

GOAL 3: ARTS ARE PRIORITISED AS AN EFFECTIVE WAY OF SUPPORTING A CONNECTED AND COHESIVE COMMUNITY		
Strategies		Role of Council
4.3.1	Integrate arts and cultural activities into emergency response and recovery plans for vulnerable communities	Facilitator / Broker
4.3.2	Arts and cultural activities are integrated into a wide variety of health, community development and therapy programs across the Shire	Facilitator / Broker
4.3.3	Support and encourage arts programs that engage artists who work in partnership with the community	Facilitator / Broker





## IMPLEMENTING THE PLAN

Creative Colac Otway Arts Strategy 2018 – 2022 represents the first major strategic arts and culture plan for Colac Otway Shire. Successful implementation of Creative Colac Otway requires commitment from Council and its partners to lead the way in supporting and developing the creative sector of the Colac Otway Shire. A whole of Council approach in conjunction with a review of core staff responsibilities and programs will allow the integration of these outcomes within current resource restraints. Building new and authentic partnerships will be crucial in implementing Creative Colac Otway and ensuring the continued development of artists, creative business and organisations.<sup>12</sup>

Following formal adoption of the Plan the following key actions are proposed:

- Collation of an annual action plan with tasks allocated across available roles within Council
- Prioritisation of initiatives for future budget allocations
- Annual reporting to Council for Creative Colac Otway and COPACC facility and program

Recommended initiatives to foster the integration of Creative Colac Otway into multiple directorates and teams across Council include:

- Formal presentations across Council directorates of Creative Colac Otway to highlight initiatives in other Council plans and policies that intersect with the strategy and work together to

incorporate these into strategies, plans and projects

- Developing an internal strategic working group for Creative Colac Otway - this may become the working group for 'Creative Colac Otway Roundtables', it may include community members, or have flexible attendance as required
- Integrating KPIs for Creative Colac Otway into reporting software

In demonstrating contemporary leadership and innovation Council needs to better value the creative skills, strong aesthetic solutions, design focus and problem solving abilities of the creative sector and effectively integrate these creative thinking approaches into critical strategic, operational and capital projects.

Recommended initiatives to help support this leadership include:

- Advocacy for the arts and creative sector from all Council staff – this may require capacity building to develop understanding of where arts and culture can value add to future projects and programs.
- Position statements and recognition of arts and culture activities, artists and the broader sector included in public events as appropriate
- Demonstrating understanding and appreciation of the creative sector from Councillors and Executive Staff, through the release of positive media & position statements as well as attendance at key events across the Shire

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## IMAGE LIST

Cover page:	CrossXpollination 2016, Artwork by Helen Lancaster
Page 4	Oceanarium at COPACC, World Environment Day 2017 – Photo courtesy of Bec Nevin
Page 7	Australia Day Celebrations 2016, James Blundell – Photo courtesy of Andrew Currie
Page 8	X pollination – CrossXpollination 2015, Artist: Catherine O’Leary, “Friendship Lost & Found”
Page 9	COPACC program, 2015, “Tijuana Peanuts”
Page 11	Birregurra Festival 2014 – Photo courtesy of Brad Wilson
Page 12	COPACC program, 2014, “The Other Film Festival” Production/Touring Company: Arts Access Victoria, 2015
Page 14	Responses from community consultation ‘Big Ideas Jar’
Page 17	Birregurra Ukulele group, 2015
Page 18	Colac Otway Shire Council Plan
Page 20	COPACC program 2016, Adam Harvey, “The Man in Black – The Johnny Cash Story” Production Company: Room 8 Productions
Page 27	‘Art and Ecology’ exhibition opening, March 2016 - Photo courtesy of Doug Gimsey
Page 28	COPACC program 2015, School Show: “Roald Dahl’s Revolting Rhymes & Dirty Beasts”, Photo Credit: Dylan Evans, Production Company: Shake & Stir
Page 31	COPACC program 2015, “The Other Film Festival”, Production/Touring Company: Arts Access Victoria
Page 32	COPACC Program 2016, “The Little Prince”, Photo Credit Jessica Web, Production Company: Spare Parts Puppet Theatre
Page 35	COPACC program 2015, “Head Full of Love”
Page 36	Image supplied by Colac Otway Shire Council



**THEME ONE: QUALITY CULTURAL FACILITIES & COMMUNITY SPACES**

**GOAL 1: COLAC OTWAY PERFORMING ARTS AND CULTURAL CENTRE IS RECOGNISED AS A PREMIER CREATIVE AND CULTURAL FACILITY**

STRATEGY	LINKS	NOTES	YEAR 1	YEAR 2	YEAR 3	YEAR 4	RESOURCES	
1.1.1	Undertake a service review of COPACC programs to ensure they meet current and future demands while making best use of available resources.	1.1.3 1.1.5 3.2.1 3.2.4	Commission an independent service review that looks at COPACC programs, future demands, available resources and incorporates audience development research to best service the needs of the community.	Commence review process.	Complete review.	Incorporate findings into delivery of COPACC programming.	Incorporate.	\$20,000 (Year 1).
1.1.2	Commence a Masterplan for the refurbishment of COPACC.	1.1.6 1.1.7 1.1.8 1.1.9 2.2.4	Work in partnership with Regional Development Victoria and Creative Victoria to plan for the future infrastructure and programming needs of COPACC.	Commence discussions and complete review of existing infrastructure and programming.	Apply for funding to complete Masterplan.	Complete Masterplan.	Apply for funding to fulfill recommendations of Masterplan.	None in Year 1 Match funding required for planning, est. total \$160K (Year 3). *dependent on timing of matched funding
1.1.3	Continue to deliver a diverse and inclusive annual program of performing and visual arts for COPACC audiences.	1.1.1 1.1.4	Current audience feedback for COPACC is strong. Continue to deliver programming at current levels with a view to how this may incorporate service review feedback.	Deliver COPACC program.	Deliver COPACC program.	Deliver COPACC program with consideration for service review.	Deliver COPACC program.	Can be delivered with continued funding at current level plus cpi. Requires continued state government support.
1.1.4	Partner with arts organisations and community groups across the shire to increase the delivery of programming within alternative venues.	1.1.3 1.4.1 1.4.3 2.3.3	Work with key organisations including: Apollo Bay Arts Inc., Red Rock and Birregurra to present COPACC programming in venues outside of Colac.	Initiate quarterly meetings.  Undertake a venue technical audit to assess programming capabilities and requirements.  Discuss programming opportunities post Showcase Victoria.	Continue quarterly meetings.  Deliver at least one co-programmed work across multiple venues.	Continue quarterly meetings.  Increase delivery of co-programmed works.	Continue quarterly meetings.  Increase delivery of co-programmed works.	Delivered within current resources - reallocation of technical staff time (Year 1)  Benchmark to capture cost implications in Year 2.
1.1.5	Work in partnership with state government and industry groups (e.g.. Creative Victoria, VAPAC, NETS) to ensure best practice models for the delivery of arts and cultural programs are followed.	1.1.1	Maintain best practice knowledge by ensuring key staff attend industry meetings and functions, including: Showcase Victoria, VAPAC network meetings, Theatre Network Victoria, MAV special interest group.	Ensure key staff attend industry meetings and functions.	Ensure key staff attend industry meetings and functions.	Ensure key staff attend industry meetings and functions.	Ensure key staff attend industry meetings and functions.	Delivered within current resources - professional development.
1.1.6	Identify solutions to provide appropriate visual arts programming and exhibitions .	1.1.2 1.1.7 1.1.8	Solutions may include: programming in partnership with other venues and galleries, utilising different spaces within COPACC for programming, and researching support programs (e.g.: NGV On Tour, Roving Curators and NETS programs).  Ensure visual arts programming is considered as part of the Masterplan, including museum and visual art exhibition spaces .	Include conversations around visual arts programming in round table discussions.  Research programs to support visual art programming and presenting.	Explore the use of alternate venues for installations and visual arts programming (e.g.: Town Hall).	Test feasibility of visual arts programming as part of Masterplan project.	Incorporate Masterplan recommendations and continue collaborations with other organisations.	Delivered with current resources (Year 1) - Roundtables to be delivered by Manager Arts and Leisure.

1.1.7	Review operational models for COPACC, including the provision of cinema, heritage collections and visual arts programming.	1.1.2 1.1.6 1.1.8	Increase reporting requirements for leaseholders in order to better assess audience participation and satisfaction levels.  Collection and analysis of statistics relating to visual arts programming - both within COPACC and externally to determine the feasibility of a new gallery / exhibition space.	Negotiate reporting requirements within existing leases and include these within an annual report to Council.	Continue reporting.	Continue reporting.	Review co-tenancy agreements and operational models.  Assess whether services and programs provided by external leaseholders still provide best model of delivery.	Delivered within current resources.
1.1.8	Consider best practice archival & presentation methods for local heritage and historical collections within COPACC.	1.1.2 1.1.6 1.1.7	Support Historical Society to present exhibitions and collections to a high standard.  Encourage Historical Society members to use industry knowledge provided by Museums Victoria & Heritage Victoria.  Continue to consider the best location for Historical Society within any future planning.	Include Historical Society programming in COPACC marketing.  Provide support to grant applications to enhance programming and presentation.  Encourage Historical Society members to use industry knowledge provided by Museums Victoria & Heritage Victoria.	Continue to provide support.	Incorporate Historical Society needs and future planning in COPACC Masterplan.	Continue to provide support.  Incorporate Masterplan recommendations.	Delivered within current resources.  Support mechanisms may sit across various roles. Will be informed by recommendations from the Master Plan.
1.1.9	Renew branding and signage for COPACC and work to improve visitor experience of the facility.	1.1.2	Write a competitive brief to redesign COPACC branding - include signage, promotion and way-finding in and around the COPACC venue. Consider creative ways of integrating cinema services and performing arts marketing and front-of-house to provide clarity of messaging.			Include branding update as part of COPACC Masterplan.  Consider creative ways of integrating cinema services and performing arts marketing and front-of-house to provide clarity of messaging - as part of Masterplan.	Write a competitive brief to redesign COPACC branding - include signage, promotion and way-finding in and around the COPACC venue.  Incorporate recommendations from Masterplan.	Brand development: \$30k (Year 4)  Masterplan incorporations: TBA
<b>GOAL 2: OUR OPEN SPACES SUPPORT OUR COMMUNITIES TO CELEBRATE AND GATHER TOGETHER</b>								
<b>STRATEGY</b>		<b>LINKS</b>	<b>NOTES</b>	<b>YEAR 1</b>	<b>YEAR 2</b>	<b>YEAR 3</b>	<b>YEAR 4</b>	<b>RESOURCES</b>
1.2.1	Consider lighting, seating, power, public art and crowd experience in the development of open spaces.	1.2.2 1.2.4	Work across Council, ensuring art and design elements are incorporated into open space and infrastructure projects.	Ensure arts knowledge is represented in Capital Works PCG.	Commission as appropriate.	Commission as appropriate.	Commission as appropriate.	Utilise % of project budgets. This is regularly integrated into Public Art Policies.
1.2.2	Commission practical but creative street furniture.	1.2.1 1.2.4	Incorporate creative art and design components into future tenders.	Ensure arts knowledge is represented in Capital Works PCG.	Commission as appropriate.	Commission as appropriate.	Commission as appropriate.	Utilise % of project budgets. This is regularly integrated into Public Art Policies.
1.2.3	Develop consistent way-finding signage that guides and enhances visitor experiences.	1.2.5	Commission creative and visually engaging way-finding signage that develops a point of difference for Colac Otway Shire, that is creative and visually engaging.				Engage design specialist to develop signage.	\$20k design + manufacture TBA.

1.2.4	Integrate and prioritise public art and design elements into future capital works & open space / public realm improvements.	1.2.1 1.2.2 4.2.2	Incorporate creative art and design components into future tenders.	Ensure arts knowledge is represented in Capital Works and Open Spaces PCG.	Commission as appropriate.	Commission as appropriate.	Commission as appropriate.	Utilise % of project budgets.
1.2.5	Integrate interpretive heritage information and features into open spaces.	1.2.3	Use art and design to communicate historical and cultural heritage information in public open spaces.  Use design knowledge to better share information - e.g.: when recommissioning the waterway area, use this as an opportunity to redesign informational signage, integrate indigenous placenames and local historical names when developing interpretive signage	Review existing open space plans and prioritise implementation ideas.	Develop budget bids to implement prioritised projects.	Implement projects as per successful budgets.	Implement projects as per successful budgets.	According to budget bids (Year 2 - 4).
<b>GOAL 3: ACTIVATE OPEN SPACES AND OUTDOOR MEETING PLACES THROUGH PUBLIC ART</b>								
STRATEGY		LINKS	NOTES	YEAR 1	YEAR 2	YEAR 3	YEAR 4	RESOURCES
1.3.1	Adopt a public art policy to guide the acquisition, commissioning, leasing & decommissioning of public artworks.	1.3.4 1.3.5	This policy could be developed internally using publically available resources and guides undertaking consultation, alternatively this could be outsourced.	Develop public art policy.	Implement public art policy.			Delivered within existing resources or \$5k for external.
1.3.2	Identify themes, locations and partnerships through the development of a Public Art Strategy.	1.3.3 1.3.4 1.3.5 4.2.2	Development of a strategy will provide prioritisation for public art development. This document should be outsourced to specialised public art curators to develop.		Develop public art strategy.	Implement public art strategy.	Implement public art strategy.	Delivered within existing resources or \$10 - 15k for external.  Implementation TBC.
1.3.3	Explore funding opportunities to help support an increase in the number of public artworks	1.3.2	This could be achieved by: incorporating a % of capital works budgets or project allocations to public art (Public Art Policy), or sourcing external funding opportunities through Creative Victoria, Australia Council for the Arts, Heritage Victoria, Regional Arts Victoria	Recommend internal funding streams within Public Art Policy.	Source external funding as available.	Source external funding as available.	Source external funding as available.	An annual allocation to public art is likely within a Public Art policy.
1.3.4	Review current public art with a view to decommissioning works that are no longer compliant with OHS requirements.	1.3.1 1.3.2	Undertake an assessment of current public art to determine what urgent maintenance works are required and prioritise maintenance or decommission pending the results of assessment.	Undertake safety and risk assessment of current public artworks.	Maintain or decommission as per assessment, guided by Public Art policy.	Maintain or decommission as per assessment, guided by Public Art policy.	Maintain or decommission as per assessment, guided by Public Art policy.	TBC pending assessments.
1.3.5	Review and upgrade the Sculpture Park in accordance with the Lake Colac Foreshore Master Plan.	1.3.1 1.3.2	As per current planning and prioritisations.	As per current planning and prioritisations.	As per current planning and prioritisations.	As per current planning and prioritisations.	As per current planning and prioritisations.	Project proposals and budgets to be developed.
<b>GOAL 4: OUR COMMUNITY HALLS AND ARTS FACILITIES WITHIN OUR SMALLER TOWNS AND REGIONS ARE WELL USED AND MAINTAINED</b>								
STRATEGY		LINKS	NOTES	YEAR 1	YEAR 2	YEAR 3	YEAR 4	RESOURCES

1.4.1	Support committees and organisations to continue current programming in halls and arts facilities outside of Colac.	1.1.4 2.1.1	Strategies to support include; ensuring they are aware of funding opportunities, including programming into joint marketing, developing shared audiences. Look at hub and spoke models - share technical expertise and equipment from COPACC .	Develop staff awareness of funding programs for arts and culture (ourcommunity.com.au).  Share funding knowledge with community networks.	Implement joint marketing campaigns with community programmers.  Through communication and partnership development, identify ways COPACC can increase support through technical or staffing assistance.	Review and extend 'Hub and Spoke' model through increased co-programming, joint marketing and technical / support staff.	Review and extend 'Hub and Spoke' model through increased co-programming, joint marketing and technical / support staff.	Possible increased staffing levels (Year 2+).
1.4.2	Prioritise asset renewal and facility maintenance to support venues and communities that are providing strong creative programming.		When considering the use and allocation of facility maintenance budgets, prioritise facilities with strong and active creative arts programming.	Arts and Leisure team work with assets and maintenance staff to understand how budgets are prioritised and inform asset management plans and heirachies.	Advocate for renewal and maintenance of key community venues.	Advocate for renewal and maintenance of key community venues.	Advocate for renewal and maintenance of key community venues.	Will prioritise current resources, through the inclusion of creative participation as an assessment tool to prioritise Asset Management Plans.
1.4.3	Invite representatives of community spaces to partner with COPACC on programming, marketing and shire-wide networking opportunities.	1.1.4 2.1.1 2.1.2 2.3.3 3.1.3 3.1.4 3.1.5	Create opportunities to discuss collaboration opportunities e.g.: programming a show that could perform across multiple venues (cost sharing), marketing similar shows together, creating links between shows to extend audiences - joint marketing / social media. Invite representatives of community spaces to attend networking events and forums as reps of the shire. Organise a creative leaders forum to facilitate ways of these orgs working together - 4 yearly, subsidise leaders to attend events and programming at COPACC or within Victoria - encourage information sharing through informal network meetings.	Include collaborative cost-sharing opportunities as part of round table conversations.  Create links between shows to extend audiences and increase joint marketing opportunities.	Use consultative approach to deliver prioritised outcomes.			May re-distribute existing budgets and provide cost saving opportunities with other organisations.
<b>THEME TWO: INCREASE PARTICIPATION IN ARTS &amp; CULTURE ACTIVITY</b>								
<b>GOAL 1: DEVELOP AND STRENGTHEN AUDIENCE ENGAGEMENT AND PARTICIPATION IN ARTS AND CULTURE ACTIVITIES AND PROGRAMS</b>								
<b>STRATEGY</b>		<b>LINKS</b>	<b>NOTES</b>	<b>YEAR 1</b>	<b>YEAR 2</b>	<b>YEAR 3</b>	<b>YEAR 4</b>	<b>RESOURCES</b>
2.1.1	Coordinate regular networking meetings with key arts organisations including Red Rock Regional Theatre and Gallery, Apollo Bay Arts and Birregurra Arts Group.	1.4.1 1.4.3	These could be as incorporated into the Roundtables or as an additional meeting / opportunity.	Host 4 networking meetings with key arts organisations across the shire.	Host 4 networking meetings with key arts organisations across the shire.	Host 4 networking meetings with key arts organisations across the shire.	Host 4 networking meetings with key arts organisations across the shire.	Delivered within existing resources. Responsible officer to be determined.
2.1.2	Lead the consolidation and delivery of shire-wide marketing between key arts organisations	1.4.3	Examples of this could include quarterly call outs for arts activities to be collated into social media / enews / print collateral marketing, or shire wide branding opportunities	Include marketing opportunities as part of networking / roundtable meetings  Look at developing a contact list for sharing of information / opportunities (Mailchimp)	Include marketing opportunities as part of networking / roundtable meetings	Include marketing opportunities as part of networking / roundtable meetings	Include marketing opportunities as part of networking / roundtable meetings	Delivered within existing resources. Would incorporate multiple roles eg - Marketing and coordinator roles.

2.1.3	Undertake audience engagement and development research for COPACC.	2.2.1 4.2.3	Utilise funds from the Full House initiative to complete audience engagement research and implement findings.	Complete Full House strategy development.	Implement Full House initiatives.  Continue conversations with Creative Victoria around implementation and development of initiatives from Full House funding.	Implement Full House initiatives.  Continue conversations with Creative Victoria.	Implement Full House initiatives.  Continue conversations with Creative Victoria.	Delivered within existing resources  Funding provided by Creative Victoria - \$80k
2.1.4	Review the 'Festival and Events Support Scheme' (FESS) guidelines to ensure that timelines and support mechanisms are appropriate to the creative sector	2.1.7 4.1.2 4.2.1	Ensure creative sector and arts and culture outcomes are included in review	Complete review ensuring that all stakeholders are included in consultation and that program guidelines support the sector	Implement and report annually, including grant recipient feedback	Implement and report annually, including grant recipient feedback	Implement and report annually, including grant recipient feedback	Delivered within existing resources
2.1.5	Work with coastal management stakeholders to support event infrastructure and consolidate approval processes particularly within the Apollo Bay foreshore	2.1.6	Consult with event organisers and coastal management stakeholders to collate issues.  Provide ongoing support and guidance to event managers who are required to navigate sometimes complicated approval processes.  Wherever possible work to clarify these processes and provide the appropriate measure to help ensure success for event managers.	Consult and clarify with event organisers and coastal management stakeholders to identify ongoing issues and identify opportunities to streamline processes.	Provide ongoing support and guidance to event managers.  Work to clarify approval processes and provide appropriate measures to help ensure success for event managers.	Provide ongoing support and guidance to event managers.  Work to clarify approval processes and provide appropriate measures to help ensure success for event managers.	Provide ongoing support and guidance to event managers.  Work to clarify approval processes and provide appropriate measures to help ensure success for event managers.	Delivered within existing resources - Events Officer.
2.1.6	Review event procedures & processes to help streamline processes and reduce red-tape.	2.1.5 4.1.3	Review event approval process and information that is provided to event organisers, benchmark satisfaction levels and collate issues and incorporate into a revised event support kit and processes.  Update equipment and facilities lists and ensure these are widely available and promoted as community resources.	Collect and collate feedback from event organisers.  Update equipment and facilities lists and promote as community resource.	In consultation with event organisers, review and update event approval processes and available support material.	Promote revised event processes and support organisers to use.	Promote revised event processes and support organisers to use.	Delivered within existing resources - Events Officer.
2.1.7	Support community events and festivals that engage with target audience groups or underrepresented groups.	2.1.4	Extending FESS guidelines to incorporate events that target niche audiences and events in establishment phases. Write letters of support for these events to be able to access appropriate external funding.	Collect and collate audience and visitor profiles from event organisers.  Identify target audiences and ensure these in review of FESS guidelines.	Provide support to events that engage with target audiences through the FESS and by writing letters of support.	Provide support to events that engage with target audiences through the FESS and by writing letters of support.	Provide support to events that engage with target audiences through the FESS and by writing letters of support.	Delivered within existing resources.  Make best use of current resources.
<b>GOAL 2: OUR ARTS AND CULTURE SERVICES AND PROGRAMS ARE ACCESSIBLE</b>								
STRATEGY	LINKS	NOTES	YEAR 1	YEAR 2	YEAR 3	YEAR 4	RESOURCES	

2.2.1	Test initiatives to foster audience growth at COPACC – provide group transport to shows, access needs, review concession prices and offer discounts to residents living outside Colac but who are serviced by COPACC.	2.1.3	Identify barriers to audience development - this could be achieved as part of Full House research. Initiatives could include; providing transport - particularly for late night shows, access needs - hearing loops or AUSLAN interpreted shows, concession prices and discounts for residents	As part of Full House audience development research, better understand barriers to audience engagement and growth.	Test and benchmark initiatives.	Test and benchmark initiatives.	Test and benchmark initiatives.	Delivered within existing resources - Full House funding provided by Creative Victoria (Year 1).  Implementation of initiatives could lead to increased box office.
2.2.2	Subsidise and support community hire of COPACC.	2.2.3	Continue to offer and encourage community use of the venue by promoting community subsidy and reporting on outcomes of the subsidy.	Develop reporting structure for community subsidy users.  Offer joint marketing initiatives to community users of COPACC.	Promote community subsidy and continue to collect and collate feedback.  Offer joint marketing initiatives to community users of COPACC.	Promote community subsidy and continue to collect and collate feedback.  Offer joint marketing initiatives to community users of COPACC.	Promote community subsidy and continue to collect and collate feedback.  Offer joint marketing initiatives to community users of COPACC.	Delivered within existing resources.
2.2.3	Review COPACC Assistance guidelines to ensure they continue to meet community needs and encourage use from local groups and audiences.	2.2.2	Meet with local groups (dance groups, schools, community theatres) to review guidelines which should reflect the capacity of local groups and continue to encourage and promote the benefits of using COPACC as opposed to alternate venues.	Meet with local groups to assess needs and capacities.	Review the COPACC Assistance guidelines including consultation with local groups.  Include acknowledgement and post event reporting as a requirement of receiving assistance.	Promote COPACC Assistance scheme to local groups.	Promote COPACC Assistance scheme to local groups.	Delivered within existing resources.  Make best use of current resources.
2.2.4	Consider long-term partnership and residency models with arts organisations to support deeper audience engagement and long term audience development.	1.1.2 4.3.2	Long term partnerships and residencies provide continued audience engagement opportunities. Models look like - Arena Theatre as resident company in Bendigo. Opportunities for Colac may include - looking at regional companies that may want to expand delivery opportunities - calls for EOI's - conversations with Back to Back, MTC, Regional Arts Victoria, local companies		Assess the capacity of COPACC to support residency programs.	Include requirements of residency program into Masterplan design for COPACC.  Begin partnership negotiations.	Pending partnership development, commence residency program.	Residency - \$2k - \$20k dependent on artform and support requirements and in-kind staffing support, technical and venue hire.
<b>GOAL 3: LIBRARY SERVICES ARE ACCESSIBLE AND RESPOND TO OUR COMMUNITIES NEEDS AND INTERESTS</b>								
<b>STRATEGY</b>		<b>LINKS</b>	<b>NOTES</b>	<b>YEAR 1</b>	<b>YEAR 2</b>	<b>YEAR 3</b>	<b>YEAR 4</b>	<b>RESOURCES</b>
2.3.1	Review best practice & service delivery models for libraries, ensuring leadership and governance works collaboratively with Council.	2.3.2 2.3.3	Review operational models for the library - look at service delivery - who is providing it? - are there ways that these services can be consolidated with other provisions or through other providers? - ensure library services are reporting to council on regular basis and that operations align with council priorities.	Continue to be active board members of Library Corporation  Report to Council on library services annually	Continue to be active board members of Library Corporation  Commission a review of library service delivery in Colac Otway Shire  Report to Council on library services annually	Continue to be active board members of Library Corporation  Report to Council on library services annually	Implement review findings  Continue to be active board members of Library Corporation  Report to Council on library services annually	Delivered within existing resources (Year 1)  Review: \$30 - \$50k (Year 2)
2.3.2	Ensure library services integrate a broad range of technology and delivery methods	2.3.1 2.3.3	Work with Corporation Board to ensure that collections are available online and that the library is taking advantage of any digital initiatives to extend programming and delivery or services	Continue to be active board members of Library Corporation and advocate for new delivery methods.	Continue to be active board members of Library Corporation and advocate for new delivery methods.	Continue to be active board members of Library Corporation and advocate for new delivery methods.	Continue to be active board members of Library Corporation and advocate for new delivery methods.	Delivered within existing resources.

2.3.3	Support library services to deliver public programs.	1.1.4 1.4.3 2.3.1 2.3.2 4.3.3	Prioritise resourcing of talks, workshops, community programs that encourage a broader range of audiences and users to interact with literature and the library program.	Look at opportunities for cross-promotion and collaborative programming between libraries, COPACC, schools and external arts organisations, during community celebrations.  Invite library staff to network and meet with COSC staff.	Deliver cross promotion and collaborative programming.  Invite library staff to network and meet with COSC staff.	Deliver cross promotion and collaborative programming.  Invite library staff to network and meet with COSC staff.	Deliver cross promotion and collaborative programming.  Invite library staff to network and meet with COSC staff.	Delivered within existing resources.
<b>THEME THREE: SUPPORT &amp; ADVOCACY FOR ARTISTS &amp; CREATIVE INDUSTRIES</b>								
<b>GOAL 1: THE CREATIVE INDUSTRY IS SUPPORTED TO BE ACTIVE AND SUCCESSFUL</b>								
STRATEGY	LINKS	NOTES	YEAR 1	YEAR 2	YEAR 3	YEAR 4	RESOURCES	
3.1.1	Assist creative industries to access small business grants and opportunities.	3.1.2	Ensure that creative industries are included in communications about grants and opportunities for small businesses or economic development opportunities. Collate and share a centralised mailing list across Council to ensure information can be appropriately distributed (MailChimp).  Meet with small businesses as requested.	Collate and share a centralised mailing list for the creative industries with economic development and tourism sectors of council (MailChimp).  Meet with small businesses as requested.	Ensure small business workshops and support opportunities include the creative sector.	Ensure small business workshops and support opportunities include the creative sector.	Ensure small business workshops and support opportunities include the creative sector.	Delivered within existing resources.
3.1.2	Encourage smaller arts organisations to explore enterprise models and incubators as alternative lower cost business models	3.1.1	As requested meet with creative sector representatives and provide them with support and professional advice to access small business resources and look at alternative models that provide cost savings - examples include: Gasworks, Boxhill Community Arts Centre, CASPA, Lot 19, Collingwood Arts Precinct	Research enterprise models and incubators and identify best fits for Colac Otway shire	As requested meet with the creative sector to provide support and professional advise on resources and models that may offer cost savings	As requested meet with the creative sector to provide support and professional advise on resources and models that may offer cost savings	As requested meet with the creative sector to provide support and professional advise on resources and models that may offer cost savings	Delivered within existing resources - may be shared across Economic Development and Arts & Leisure
3.1.3	Advocate for the inclusion of creative industries in tourism campaigns.	1.4.3 3.1.5	Prioritise highlighting or creating arts focused marketing campaigns that benefit events, studios, galleries and creative businesses in the shire. These campaigns may be digital or print and should link in with tourism routes and complement existing experience and food and wine-based product.	Build internal knowledge and awareness of events and creative experiences.  Build image database to be relevant to events and creative experiences.	Target creative businesses to become tourism members and partners.  Actively include arts and cultural events and activities in campaigns.	Actively include arts and cultural events and activities in campaigns.	Actively include arts and cultural events and activities in campaigns.	Delivered within existing resources.
3.1.4	Encourage creative industries to use social media to grow networks, share resources and distribute information.	1.4.3 3.2.7	Council marketing teams to support social media pages and groups for creative events, individuals and businesses to share. Council to cross-promote and highlight activities within the shire on their social media pages.	Include social media as part of roundtable / networking meetings.  Develop new social media pages / sites that respond to opportunities.	Continue to promote arts and cultural events and activities across social media.	Continue to promote arts and cultural events and activities across social media.	Continue to promote arts and cultural events and activities across social media.	Delivered within existing resources.  Use of social media platform tools would be beneficial for key roles: \$500.

3.1.5	Ensure that creative industries are included in small business and tourism communications or e-newsletters.	1.4.3 3.1.3	Pitch creative activities and events as a key inclusion for consideration in all tourism and visitor information guides.	Build internal knowledge and awareness of events and creative experiences.  Build image database to be relevant to events and creative experiences.	Actively include arts and cultural events and activities in campaigns.	Actively include arts and cultural events and activities in campaigns.	Actively include arts and cultural events and activities in campaigns.	Delivered within existing resources.
3.1.6	Lobby for fast speed internet and mobile coverage throughout the shire.		Lobby to all tiers of government to prioritise Colac Otway Shire for NBN and enhanced mobile coverage. This could include meetings and formal correspondence.	Send formal correspondence to state and federal government and mobile coverage operators to address issues.	Look at opportunities for continued lobbying of state and federal governments.	Look at opportunities for continued lobbying of state and federal governments.	Look at opportunities for continued lobbying of state and federal governments.	Delivered within existing resources.
<b>GOAL 2: THE CREATIVE SECTOR BENEFITS FROM ADVOCACY AND CONNECTIONS</b>								
<b>STRATEGY</b>		<b>LINKS</b>	<b>NOTES</b>	<b>YEAR 1</b>	<b>YEAR 2</b>	<b>YEAR 3</b>	<b>YEAR 4</b>	<b>RESOURCES</b>
3.2.1	Broaden the delivery of Council's art and leisure team to enable increased support for the sector.	1.1.1 3.2.4 3.2.5 3.2.6 3.2.8 4.3.3	Develop professional knowledge and skillset in cultural development knowledge and service delivery.  Annually review position descriptions, develop a team business plan to align with strategy outputs, actively contribute to a service review to determine the best use of available resources, resource activities that cant be delivered within the current team, take a pro-active approach to support and broaden service delivery.	Develop a team business plan to align with strategy outcomes.  Develop professional knowledge and skillset in cultural development knowledge and service delivery.  Annually review position descriptions.  Actively contribute to a service review.	Continue to develop the skills and knowledge of the team through professional development opportunities.  Outsource activities that cant be delivered within the current team.  Take a pro-active approach to support and broaden delivery of arts and cultural outcomes.	Continue to develop the skills and knowledge of the team through professional development opportunities.  Outsource activities that cant be delivered within the current team.  Take a pro-active approach to support and broaden delivery of arts and cultural outcomes.	Continue to develop the skills and knowledge of the team through professional development opportunities.  Outsource activities that cant be delivered within the current team.  Take a pro-active approach to support and broaden delivery of arts and cultural outcomes.	Delivered within existing resources (given current resource levels, workloads and their capacity, implementation of the strategy will require a contracted role with external organisations or (as is common practice) an Arts Officer role created, Year 2-3 and ongoing from then on  Outsourcing TBC.
3.2.2	Work in partnership with the arts community to identify locations and opportunities for low cost rehearsal and studio spaces.	3.2.3	Provide database of available council-owned facilities, consult with community to potentially use council spaces for creative activities. Assist in identifying industrial or large spaces appropriate for use, and facilitate discussions between landowners and potential user groups.	Develop database of council owned facilities.  Consult with community to determine requirements of space.	Assist community in identifying appropriate spaces and facilitate discussions between building owners and potential user groups.	Assist community in identifying appropriate spaces and facilitate discussions between building owners and potential user groups.	Assist community in identifying appropriate spaces and facilitate discussions between building owners and potential user groups.	Delivered within existing resources.
3.2.3	Facilitate opportunities to provide low-cost spaces for creative practitioners in vacant buildings or within under-utilised facilities.	3.2.2	Broker discussions between community groups and landlords / property owners. Research initiatives like Renew Newcastle / Renew Australia to look at ways of managing insurances and logistics in a manner that is supportive of space activation. Encourage dynamic community organisations to lead these initiatives.	Research initiatives that use vacant / underutilised buildings to assess best fit for Colac Otway.	Meet with interested and dynamic community groups and encourage them to take the lead on these initiatives.  Broker discussions between community groups and property owners.	Broker discussions between community groups and property owners.	Broker discussions between community groups and property owners.	Delivered within existing resources.

3.2.4	Develop the role of Council to include advocacy and support for event organisers to achieve better outcomes for events.	1.1.1 3.2.1	Work in partnership with event organisers and see the role of council as facilitator - proactive, guide event applications through the organisation, communicate with organisers throughout this process.  Advocate on behalf of event organisers to ensure they are viewed as conducive to council's core business and outcomes.	Convene regular network meetings with event organisers. Include creative event organisers into review consultation processes.	Demonstrate high levels of customer service and support for events as a key element of a dynamic community.	Demonstrate high levels of customer service and support for events as a key element of a dynamic community.	Demonstrate high levels of customer service and support for events as a key element of a dynamic community.	Delivered within existing resources.  Will require greater communication between Council units.
3.2.5	Connect artists and creative industries to industry and sector support.	3.2.1 3.2.7 3.2.8	Ensure that key council staff are connected to industry bodies such as: RAV< Craft Vic, NAVA< RAA, Music Victoria, Australia Council Communicate and share opportunities from these key bodies with the local sector, invite industry groups to deliver appropriate workshops and professional development opportunities within Colac Otway Shire.	Increase Council staff knowledge and connection to industry groups.	Identify workshops, and information sessions that would be beneficial to the local sector.	In collaboration with key organisations, deliver at least one annual arts focused Professional Development Session relevant to event organisers, makers or creative businesses	In collaboration with key organisations, deliver at least one annual arts focused Professional Development Session relevant to event organisers, makers or creative businesses.	Brokering relationships may be outside of current roles. Networking events and workshops can be delivered at cost recovery.
3.2.6	Work with Regional Arts Victoria (RAV) to look at ways of providing development support to artists and organisations within the Shire.	3.2.1 3.2.5	Utilise existing resources and opportunities provided by RAV to help further develop capacity of local artists and organisations, commence discussions to determine the capacity of RAV and regional creative facilitators to extend support services to include Colac Otway Shire.	Commence discussions with RAV around increasing membership and the potential for Creative Arts Facilitator role.	Continue dialogue and partnership development and assess benefits of future agreements	Continue dialogue and partnership development.	Continue dialogue and partnership development.	Within current resources. Entering into an agreement for service delivery from RAV would require additional resources via budget processes.  Explore extension of the Creative Arts Facilitator roles in partnership with RAV, and neighbouring shires.
3.2.7	Utilise existing resources such as Arts Atlas to connect and promote the shire across virtual and social media platforms.	3.1.4 3.2.5	Work with the RAV creative arts facilitator to promote south west Arts Atlas, use art atlas to promote council-led programs and events	Council to actively use Arts Atlas as a promotional tool for program.  Promote the use of Arts Atlas to Visitor Information Centres and local creative sector.	Council to actively use Arts Atlas as a promotional tool for program.  Promote the use of Arts Atlas to Visitor Information Centres and local creative sector.	Council to actively use Arts Atlas as a promotional tool for program.  Promote the use of Arts Atlas to Visitor Information Centres and local creative sector.	Council to actively use Arts Atlas as a promotional tool for program.  Promote the use of Arts Atlas to Visitor Information Centres and local creative sector.	Within current resources.
3.2.8	Institute a 'Creative Colac Otway' roundtable, comprising representatives from council directorates and arts and culture leaders from the community to discuss upcoming council projects, and look at arts and culture intersections.	3.2.1 3.2.5	Commence first roundtable with the endorsement of the strategy and first implementation plan and COPACC programming overview.  Use future roundtables as a way of ascertaining creative buy-in, and prioritisation of actions, and way of identifying role of partners in development and delivery of initiatives.	Convene inaugural round table. Ensure agenda aligns with strategy needs. Agree on outcomes and follow up initiatives. Collate feedback. Promote event media channels.	Use learnings, outcomes and opportunities from prior roundtable and strategy implementation plan to create agenda. Highlight network opportunity, and include professional development workshops.	Roll out annually.	Roll out annually.	Est. \$2000  Cost recovery options available.

**THEME FOUR: CREATIVITY, SOCIAL COHESION & CONNECTIONS**

**GOAL 1: FIRST NATIONS CULTURE IS CELEBRATED AND ACKNOWLEDGED**

STRATEGY	LINKS	NOTES	YEAR 1	YEAR 2	YEAR 3	YEAR 4	RESOURCES
4.1.1	Develop and strengthen relationships with Aboriginal elders, community members and organisations.	Provide a key liaison from Council to work with the indigenous communities.  Consider formalising future partnerships and commitment through a Reconciliation Action Plan.	Provide a key liaison from Council to work with the indigenous communities.	Continue working in partnership with indigenous communities and key organisations.	Draft a Reconciliation Action Plan.	Commence implementation of Reconciliation Action Plan.	Within current resources or external to draft Reconciliation Action Plan \$10K (Year 3).
4.1.2	Support and encourage new commissions that respond and celebrate local Aboriginal stories and culture.	2.1.4 Support - key public art commission, revised guidelines in FESS and Community Grant funding, new grant round, work pro-actively with local traditional owners to identify appropriate support mechanisms.  Encourage - provide information about opportunities, provide letters of support.	Identify opportunities to partner with local traditional owners and incorporate them in consultation processes in relation to public art and open space work.  Develop a specific streams of community funding to support indigenous artwork, and locally generated events.	Continue partnerships with traditional owners and community funding stream.  Encourage and support new events and artworks that are generated by local indigenous people.	Continue partnerships with traditional owners and community funding stream.  Encourage and support new events and artworks that are generated by local indigenous people.	Continue partnerships with traditional owners and community funding stream.  Encourage and support new events and artworks that are generated by local indigenous people.	Within current resources -brokering relationships may be outside of current roles, however not time or resource onerous.
4.1.3	Ensure First Nations content is presented within existing Council programs and events	2.1.6 Council led events should include Welcome or Acknowledgement of Country, program performing arts events from first nations companies and producers, celebrate and acknowledge key activities such as Sorry Day, Reconciliation Week, NAIDOC week.	Incorporate Welcome to Country and Acknowledgements into Council initiated events.	Include appropriate Welcome and Acknowledgement information in Event Kits.	Ensure that COPACC exhibition or performing arts program includes indigenous content.	Ensure that COPACC exhibition or performing arts program includes indigenous content.	Within current resources - delivering Welcome to Country will have cost (est.\$200 - \$500).
4.1.4	Partner with key organisations to deliver cultural awareness training and enhance understanding of local culture.	Liaise with local indigenous groups and land corporations, or metro-based providers to deliver training.	Book relevant local Aboriginal providers to present cultural awareness training to all COSC staff and Councillors.		Deliver cultural awareness training to key community groups and cultural organisations.		\$3,000 (Year 1) \$3,000 (Year 3)

**GOAL 2: USE LOCAL HISTORY STORIES AS A CONNECTOR FOR THE COMMUNITY**

STRATEGY	LINKS	NOTES	YEAR 1	YEAR 2	YEAR 3	YEAR 4	RESOURCES
4.2.1	Ensure that 'Festival and Events Support Scheme' (FESS) supports events to make new contemporary work that responds to local issues and stories.	2.1.4 During the review of Council's community funding programs, ensure that guidelines are reviewed to prioritise arts projects that include local history.	Ensure community funding guidelines include the ability to support local stories.  Encourage local groups to leverage community funding with other available funding programs.	Ensure community funding guidelines include the ability to support local stories.  Encourage local groups to leverage community funding with other available funding programs.	Ensure community funding guidelines include the ability to support local stories.  Encourage local groups to leverage community funding with other available funding programs.	Ensure community funding guidelines include the ability to support local stories.  Encourage local groups to leverage community funding with other available funding programs.	Within current resources.

4.2.2	Integrate relevant local knowledge and historical stories into public art and program commissions.	1.2.4 1.3.2 4.3.3	Include local background knowledge - consult with local communities to include location specific needs, issues and opportunities into any external briefs.	Identify commissions and consult with local communities, including heritage groups, to incorporate needs, issues and opportunities into briefs.	Incorporate local stories and identifies opportunities into public art strategy.	Continue to identify commissions and work with local communities to incorporate needs, issues and opportunities.	Continue to identify commissions and work with local communities to incorporate needs, issues and opportunities.	Within current resources.  Additional funding for public art to be identified in public art strategy.
4.2.3	Value the natural environment and messages of sustainability through the programming of World Environment Day.	2.1.3	Partner with catchment management authorities, landcare groups and schools to continue to deliver contemporary arts programming with sustainability messaging.	Develop partnerships and continue to deliver programming.  Include programming as part of Full House review.	Manage partnerships and continue to deliver programming according to Full House recommendations.	Manage partnerships and continue to deliver programming according to Full House recommendations.	Manage partnerships and continue to deliver programming according to Full House recommendations.	Within current resources.
<b>GOAL 3: ARTS ARE PRIORITISED AS AN EFFECTIVE WAY OF SUPPORTING A CONNECTED AND COHESIVE COMMUNITY</b>								
<b>STRATEGY</b>		<b>LINKS</b>	<b>NOTES</b>	<b>YEAR 1</b>	<b>YEAR 2</b>	<b>YEAR 3</b>	<b>YEAR 4</b>	<b>RESOURCES</b>
4.3.1	Integrate arts and cultural activities into emergency response and recovery plans for vulnerable communities.		Identify vulnerable communities that require emergency management plans (e.g.: Forrest / Wye River).  Integrate arts activities and projects in partnership with RAV.	Identify vulnerable communities and incorporate arts activities and programs into Emergency Management Recovery Plans.  Annually update EMRP.	Annually update EMRP.	Annually update EMRP.	Annually update EMRP.	Within current resources (outside Art and Leisure Team).  Recovery costs delivered by state government.
4.3.2	Arts and cultural activities are integrated into a wide variety of health, community development and therapy programs across the Shire.	2.2.4	Compile service delivery information within the shire - identify opportunities to integrate arts programs, meet with program managers to encourage the use of art within their programs, look at partnership programs that can also have wide community benefits - (e.g.: artist in residency models).		Compile service delivery information.  Meet with program manager and identify opportunities to integrate arts programming.	Look at partnership programs that can have wide community benefits (e.g.: artist in residency).	Look at partnership programs that can have wide community benefits (e.g. work with Colac Area Health and artist in residency programs).	
4.3.3	Support and encourage arts programs that engage artists who work in partnership with the community.	2.3.3 3.2.1 4.2.2	Use art as a means to intervene in particular social needs or issues. Support community generated ideas about artists working in communities or programs / workshops / skills development opportunities.		Look at funding opportunities for art intervention or community-based artists.	Facilitate programming as funds allow.	Facilitate programming as funds allow.	Within current resources - external funding required for programming.

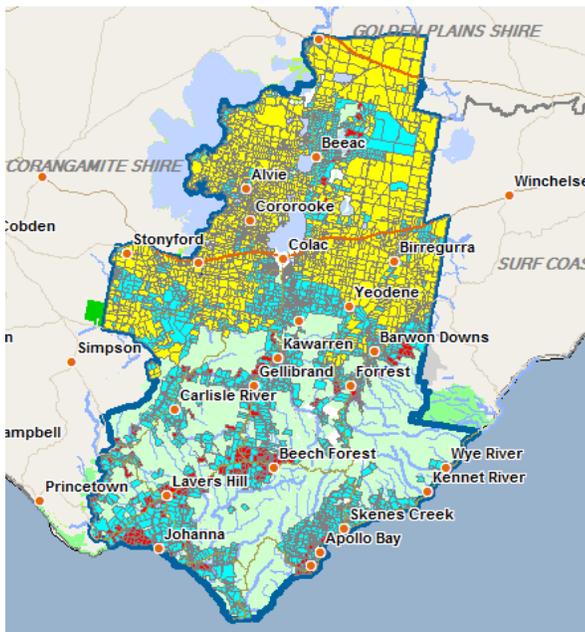
ORDINARY COUNCIL MEETING

**CONSIDERATION OF CONTRACTS -  
CON 1701 - CLEANING SERVICES – COUNCIL  
BUILDINGS, PUBLIC CONVENIENCES AND BARBECUES;  
CON 1737 – CLEANING SERVICES – BLUEWATER  
LEISURE CENTRE.**

OM182305-4

<b>LOCATION / ADDRESS</b>	Whole of municipality	<b>GENERAL MANAGER</b>	Errol Lawrence
<b>OFFICER</b>	Andrew Kavanagh	<b>DIVISION</b>	Corporate Services
<b>TRIM FILE</b>	F18/1229	<b>CONFIDENTIAL</b>	No
<b>ATTACHMENTS</b>	Nil		
<b>PURPOSE</b>	Council approval is required to award Consideration of Contracts - Con 1701 - Cleaning Services – Council Buildings, Public Conveniences and Barbecues; Con 1737 – Cleaning Services – Bluewater Leisure Centre.		

## 1. LOCATION PLAN / AERIAL PHOTO



## 2. EXECUTIVE SUMMARY

Tenders have been received for the following contracts that require Council approval to award:

- Contract 1701 – Cleaning Services – Council Buildings, Public Conveniences and Barbecues;
- Contract 1737 – Cleaning Services – Bluewater Leisure Centre.

## 3. RECOMMENDATION

*That Council:*

1.
  - a. *Awards Contract 1701 – Cleaning Services – Council Buildings, Public Conveniences and Barbecues to KC Facility Services Pty Ltd at the lump sum tender price of \$318,481.20 subject to annual price adjustment for rise and fall in accordance with the ABS Consumer Price Index for All Groups (Melbourne) for the period 1 July 2018 to 30 June 2020, with three (3) one (1) year options to be exercised at Council's sole discretion.*
  - b. *Authorises the Chief Executive Officer to sign the contracts following award of Contract 1701.*
  - c. *Authorises the Chief Executive Officer to perform all roles of the Principal including exercising options to extend the Contract.*
2.
  - a. *Awards Contract 1737 – Cleaning Services – Bluewater Leisure Centre to Pickwick Group Pty Ltd at the lump sum tender price of \$93,115.32 subject to annual price adjustment for rise and fall in accordance with the ABS Consumer Price Index for All Groups (Melbourne) for the period 1 July 2018 to 30 June 2020, with three (3) one (1) year options to be exercised at Council's sole discretion.*
  - b. *Authorises the Chief Executive Officer to sign the contracts following award of Contract 1737.*
  - c. *Authorises the Chief Executive Officer to perform all roles of the Principal including exercising options to extend the Contract.*

## 4. BACKGROUND / KEY INFORMATION

### **CONTRACT 1701 – CLEANING SERVICES – COUNCIL BUILDING, PUBLIC CONVENIENCES AND BARBECUES**

Tenders closed on 13 December 2017 for the cleaning and servicing of municipal buildings, public conveniences and barbecues within Colac Otway Shire.

The contract period is two years with three one-year options to extend at Council's sole discretion. There is allowance for rise and fall annually in accordance with changes to the consumer price index (CPI).

Tenders were received from the following 11 companies:

Advanced National Services Pty Ltd  
Australian Corporate Enterprises Pty Ltd  
Burkhan Pty Ltd t/as Dolls Cleaning Services  
Bluegum Services Group Pty Ltd  
Bogdan Investments Pty Ltd  
Cleaning Wizard Australia Pty Ltd  
Cloverdale Commercial Cleaning Pty Ltd  
Colac Cleaning Services Pty Ltd  
KC Facility Services Pty Ltd  
Pickwick Group Pty Ltd  
Proclean Services Group Pty Ltd

Tenders were evaluated and a recommendation made in accordance with Council's *Procurement Policy and Tenders/Quotations and Purchasing Procedure*.

All tenders were evaluated and scored using the following selection criteria:

<b><u>Criteria</u></b>	<b><u>Weighting</u></b>
Price	50
Resources and Capacity	20
Experience and Track Record	15
Methodology	10
Economic Contribution to Colac Otway Shire	5

The Tender Evaluation Panel consisted of the following members:

Jeremy Rudd – Manager Assets and Project Delivery  
Jaymie Coleman – Facilities and Building Maintenance Officer  
Andrew Kavanagh – Contract Governance Coordinator

The Tender Evaluation Panel recommended that the contract be awarded to KC Facility Services Pty Ltd, having submitted the best value tender.

#### **CONTRACT 1737 – CLEANING SERVICES – BLUEWATER LEISURE CENTRE**

Tenders closed on 13 December 2017 for cleaning services for Bluewater Leisure Centre.

The contract period is two years with three one-year options to extend at Council's sole discretion. There is allowance for rise and fall annually in accordance with changes to the consumer price index (CPI).

Tenders were received from the following nine (9) companies:

Advanced National Services Pty Ltd  
Australian Corporate Enterprises Pty Ltd  
Bluegum Services Group Pty Ltd  
Bogdan Investments Pty Ltd  
Colac Cleaning Services Pty Ltd  
Cloverdale Commercial Cleaning Pty Ltd  
Pickwick Group Pty Ltd  
Proclean Services Group Pty Ltd  
TJS Services Group Pty Ltd

Tenders were evaluated and a recommendation made in accordance with Council's *Procurement Policy and Tenders/Quotations and Purchasing Procedure*.

All tenders were evaluated and scored using the following selection criteria:

<b><u>Criteria</u></b>	<b><u>Weighting</u></b>
Price	50
Resources and Capacity	20
Experience and Track Record	15
Methodology	10
Economic Contribution to Colac Otway Shire	5

The Tender Evaluation Panel consisted of the following members:

Ben Waldron – Acting Manager, Bluewater Leisure Centre  
Chard Verdolini – Acting Aquatic Coordinator, Bluewater Leisure Centre  
Andrew Kavanagh – Contract Governance Coordinator

The Tender Evaluation Panel recommended that the contract be awarded to Pickwick Group Pty Ltd, having submitted the best value tender.

## ***FURTHER SUPPORTING INFORMATION***

### **5. COMMUNITY CONSULTATION & ENGAGEMENT**

Not applicable

### **6. ANALYSIS**

#### **ALIGNMENT TO COUNCIL PLAN OR COUNCIL POLICY**

Procuring services through a tender process aligns with Council's goal of providing value for money services for our community.

#### **ENVIRONMENTAL IMPLICATIONS**

The Tender Evaluation Panel is confident that the recommended contractors have sufficient documented environmental management systems in place and will take into account any environmental concerns when performing the works. No major environmental issues or concerns are expected to arise from the Contract.

#### **SOCIAL & CULTURAL IMPLICATIONS**

Not applicable

#### **ECONOMIC IMPLICATIONS**

Both of the preferred contractors for the cleaning services contracts intend to employ a staff of cleaners sourced entirely within Colac Otway Shire.

#### **LEGAL & RISK IMPLICATIONS**

The contractors are required to provide adequate documentation for Occupational Health and Safety requirements including site specific potential hazard assessment, Safe Work Method Statements (SWMS) and Material Safety Data Sheets.

The tender evaluation panel is confident that the recommended contractor can adequately address issues of risk management and is capable of compliance with the contract specifications.

#### **RESOURCE IMPLICATIONS (FINANCIAL ETC)**

##### **CONTRACT 1701 – CLEANING SERVICES – COUNCIL BUILDING, PUBLIC CONVENIENCES AND BARBECUES**

Council has allocated a budget for cleaning services (excluding Bluewater Leisure Centre) of \$373,000 for the 2018/19 financial year. The preferred tender is within the available budget.

##### **CONTRACT 1737 – CLEANING SERVICES – BLUEWATER LEISURE CENTRE**

Council has allocated a budget for cleaning services for Bluewater Leisure Centre of \$120,000 for the 2018/19 financial year. The preferred tender is within the available budget.

## 7. IMPLEMENTATION STRATEGY

### DETAILS

Upon Council's approval, each of the contractors will commence the contract initiation process. This includes staff recruitment, sourcing equipment, etc., so they are ready to commence the contract on 1 July 2018.

### COMMUNICATION

Letters of acceptance and contracts will be issued to each of the successful contractors. The contracts shall be signed by both the contractor and Council prior to the commencement of works.

### TIMELINE

Not applicable

## 8. OFFICER DIRECT OR INDIRECT INTEREST

No officer declared an interest under the *Local Government Act 1989* in the preparation of this report.

ORDINARY COUNCIL MEETING  
**2019/20 COMMUNITY SPORTS  
 INFRASTRUCTURE FUND AND 2018/19  
 FEMALE FRIENDLY FACILITIES FUND**  
 OM182305-5

<b>LOCATION / ADDRESS</b>	Whole Municipality	<b>GENERAL MANAGER</b>	Tony McGann
<b>OFFICER</b>	Nicole Frampton	<b>DIVISION</b>	Infrastructure & Leisure Services
<b>TRIM FILE</b>	F18/4551	<b>CONFIDENTIAL</b>	No
<b>ATTACHMENTS</b>	Nil		
<b>PURPOSE</b>	To seek Council endorsement for applications to be submitted to Sport and Recreation Victoria's 2019/20 Community Sports Infrastructure Fund and 2018/19 Female Friendly Facilities Fund.		

## 1. LOCATION PLAN / AERIAL PHOTO



## 2. EXECUTIVE SUMMARY

Sport and Recreation Victoria's (SRV) Community Sports Infrastructure Fund (CSIF) and Female Friendly Facilities Fund (FFFF) provide Council with an opportunity to source State Government funding to improve local sport and recreation facilities.

In evaluating the projects to be submitted under these programs, consideration was given to projects that are scoped and costed, provide the greatest benefit to the community and meet the assessment criteria of the funding program. Furthermore, alignment to Council's priority projects, facility master plans and strategic documents was also considered, along with the availability of local funding sources.

## 3. RECOMMENDATION

**1. That Council endorse the following projects to be submitted to the 2019-20 Community Sport Infrastructure Fund and 2018/19 Female Friendly Facilities Fund:**

- **Colac Memorial Square Playspace – Community Sports Infrastructure Fund Minor Facilities Category (includes a requested Council contribution of \$165,000 in the 2019/20 budget).**
- **Forrest Mountain Bike Trails – 'Barwon Flow' Trail – Community Sports Infrastructure Fund Minor Facilities Category (includes a requested Council contribution of \$10,000 in the 2019/20 budget).**
- **Central Reserve Master Plan Implementation – Stage 2 (netball courts and netball and football lighting upgrades) – Community Sports Infrastructure Fund Major Facilities Category (includes a requested Council contribution of up to \$375,000 in the 2019/20 budget).**
- **Western Reserve Oval Redevelopment and Lighting Upgrades – Female Friendly Facilities Fund (includes a requested Council contribution of \$67,000 from the Active Reserves Renewal Programme in the 2018/19 budget and up to \$108,000 in the 2019/20 budget).**

**2. Pending the outcome of the applications, successful projects are to be submitted for Council consideration through the 2019/20 budget process.**

## 4. BACKGROUND / KEY INFORMATION

### BACKGROUND

Each year, the State Government make funds available for sport and recreation projects through a number of Sport and Recreation Victoria (SRV) grant programs. This report refers specifically to applications for possible funding by SRV under the 2019-20 Community Sports Infrastructure Fund (CSIF) – Major Facilities, Better Pools, Small Aquatic Projects, Minors Facilities and Planning categories; and the 2018-19 Female Friendly Facilities Fund (FFFF).

### 2019-20 Community Sports Infrastructure Fund (CSIF)

The CSIF program encourages:

- Increased sport and active recreation participation for all Victorians;
- Increased female and junior participation;
- Increased capacity and access to sport and active recreation opportunities;
- Better planning of sport and active recreation facilities;
- Increased integrated school and community sport and active recreation infrastructure;
- Innovative sport and active recreation facilities;
- Environmentally sustainable facilities; and
- Universally designed facilities.

The CSIF provides grants for planning, building new, and improving existing facilities where communities conduct, organise and participate in sport and recreation. This fund supports the Victorian Government’s determination to address the growing demand for more modern and accessible community sports infrastructure that can be enjoyed by everyone, regardless of their age, background, gender or ability. Funding is available under the following categories:

- Better Pools – Grants of up to \$3 million (no maximum total project cost) are available to provide high-quality aquatic leisure facilities through new or redeveloped aquatic leisure centres. Funding ratio is SRV \$1:\$1 local for rural Councils.
- Major Facilities – Grants of up to \$800,000 (no maximum total project cost) are available to develop or upgrade sub-regional and regional sport and active recreation facilities. Funding ratio is SRV \$1:\$1 local for rural Councils.
- Small Aquatic Projects – Grants of up to \$250,000 (no maximum total project cost) are available to improve and upgrade aquatic facilities, seasonal pools and develop new water play spaces. Funding ratio is SRV \$2:\$1 local for rural Councils.
- Minor Facilities – Grants of up to \$250,000 for any one project (no maximum total project cost) are available to assist community sport and recreation groups, working in partnership with local government, to develop or upgrade community sport and recreation facilities. Councils may apply for the maximum grant amount for up to two (2) projects from the Minor Facilities category. Funding ratio is SRV \$2:\$1 local for rural Councils.
- Planning – Funding is available for planning initiatives that address the future sport and recreation needs of communities. Grants of up to \$30,000 for projects focusing on recreation planning or facility feasibility in one municipality; or up to \$50,000 for regional planning initiatives that demonstrate inter-municipal needs and financial support from multiple local government authorities. The funding ratio for both funding streams is SRV \$2:\$1 local for rural Councils.

Only one project can be submitted under the Better Pools, Major Facilities and Small Aquatic Projects categories. Major Facilities, Better Pools and Small Aquatic Projects must allocate a minimum of 25 per cent of the requested grant amount to components that will improve energy or water efficiency and environmental sustainability.

CSIF Application Process

Only local Councils are able to submit applications directly to SRV. Local clubs and community organisations can seek access for support from the fund through the Minor Facilities category by submitting an Expression of Interest Form for Community Organisations directly to their local Council.

The application process will require the submission of a full application.

- Step 1 – Contact SRV. Council must discuss project ideas with a SRV representative before submitting an application.
- Step 2 – Full Application. Councils must submit a Full Application including all requested supporting documentation.
- Step 3 – Assessment. Full Applications will be assessed against the CSIF assessment criteria and the required documents.

Timelines for the 2019-20 CSIF process are:

Program opened	April 2018
Full Applications closing date	25 June 2018
Funding Announcements and Notification of Outcomes	September 2018 onwards
If successful, Project Commencement	July 2019 onwards

## **2018-19 Female Friendly Facilities Fund (FFFF)**

The FFFF provides grants to help clubs and communities, through their local Councils, develop local sports infrastructure projects that make a real difference for women and girls. The FFFF provides funding to Councils to develop sports facilities such as sportsground upgrades, sportsgrounds, change rooms, pavilions and courts that enable, facilitate and retain participation by women and girls by providing user-friendly facilities through female friendly built environments and equitable facility usage policies.

Councils may submit applications for one or more venues with a total (combined) funding request of up to \$500,000 (no maximum total project cost). Funding ratio is SRV \$2:\$1 local for rural Councils.

### **FFFF Application Process**

Only local Councils are able to submit applications directly to SRV. Local clubs and community organisations can seek access for support from the fund by discussing their project with their local Council's relevant officers who will provide further advice.

The application process will require the submission of a full application.

- Step 1 – Contact SRV. Council must discuss project ideas with a SRV representative before submitting an application.
- Step 2 – Full Application. Councils must submit a Full Application including all requested supporting documentation.
- Step 3 – Assessment. Full Applications will be assessed against the CSIF assessment criteria and the required documents.

Timelines for the 2018-19 FFFF process are:

Program opened	April 2018
Full Applications closing date	23 July 2018
Funding Announcements and Notification of Outcomes	September 2018 onwards
If successful, Project Commencement	November 2018 onwards
Projects completed	May 2020

### **KEY INFORMATION**

Over many years Council has accessed funding from SRV funding programs to develop sport and recreation projects. In recent times, successful grants have included the Bluewater Leisure Centre Redevelopment, Cororooke Tennis Courts Redevelopment, Pirron Yallock Clubrooms Redevelopment, Apollo Bay Playspace Development, Gellibrand Netball Courts, Irrewillipe Netball Courts, Colac Secondary College Community Sports Field, Elliminyt Playspace, Wyuna and Colac East Playground Developments, the Birregurra Tennis and Netball Court Redevelopment, and most recently, Gellibrand Play and Activity Space and the Irrewarra Cricket Club – Provision of new clubrooms and amenities at Colac Secondary College.

Council has sought Expressions of Interest (EOI) from the community to determine possible projects that could be submitted to SRV for funding under both the CSIF and FFFF programs via advertising in the Colac Herald, Facebook posts, emailing its recreation database and individual discussions with relevant clubs and associations. In addition, peak sporting bodies also inform their clubs and associations of the availability of the funding programs.

Whilst there have been some discussions with local sporting clubs, no complete and detailed EOI applications have been received. Upon assessment of the funding requests discussed, further detailed planning including site geotechnical assessment, detailed designs, quotes, etc., would need to be undertaken if these projects were considered to be eligible under future rounds of the CSIF or FFFF programs. Council officers also reviewed and assessed any EOI applications received from previous years, as well as projects and requests for funding from throughout the year.

Council's Priority Projects and Council endorsed sport, recreation and open space plans and strategies identify a range of capital projects eligible for funding. Scoped and costed projects identified from these sources have been considered under the current round of CSIF or FFFF programs. Council officers are also aware of a number of possible recreation projects that local sporting and community groups are seeking to access funding for that could be considered under the CSIF or FFFF programs. A key consideration in applying for funding is Council's and/or the community's ability to provide the required matching contribution, either cash or in-kind, as outlined in the funding guidelines to a project application.

Possible local recreation and sporting projects have been discussed with SRV's regional office to gather advice on which projects have the best chance of attracting funding.

The following list of local sport and recreation projects were reviewed for eligibility under the 2019-20 Community Sports Infrastructure Fund and/or 2018-19 Female Friendly Facilities Fund.

Project & Description	Possible Funding Program Alignment & Project Budget	Project Assessment Comments
<b>Council endorsed Priority Projects that may align to the funding programs:</b>		
<p><u>Colac Memorial Square Playspace</u></p> <p>To upgrade the playground at Memorial Square with a new regional level playspace in accordance with the 2017 master plan.</p> <p>A Proposed Playspace Expansion – Playspace Layout Plan was developed as part of the Memorial Square Master Plan process. Proposed works include: upgrade and extension of the playspace as per the master plan including play elements for toddler, junior and senior age groups; bench seating (barriers); planter boxes; picnic tables; natural shade; and ensuring universal access.</p> <p>Consultation undertaken through the Memorial Square Master Plan process with community ideas for a new playspace provided.</p>	<p>CSIF Minor Facilities Alignment to the funding criteria is High.</p> <p>Total Project Cost - \$415,000</p> <p>Possible funding model: Requested amount from SRV - \$250,000</p> <p>Council contribution - \$165,000 <i>(2019/20 Council Budget Process – \$165,000 from the Asset Renewal (Playgrounds) Programme)</i></p>	<p>Project has been identified in the 2017 Memorial Square Master Plan and Council's Playground Renewal Programme.</p> <p>Regional playspaces have acknowledged positive influences on physical activity levels in children.</p> <p>Previous advice from SRV officers was to submit an application under the CSIF Minor Facilities category. Application was unsuccessful last year due to the level of detail provided in the then Draft Playspace Layout Plan.</p> <p>Project readiness – Detailed designs need to be completed. Detailed designs would be developed to accompany the application if supported by Council to proceed to submitting an application. Detailed designs will be reviewed prior to construction with further community engagement to be undertaken if the application is successful.</p>

Project & Description	Possible Funding Program Alignment & Project Budget	Project Assessment Comments
<b>Council endorsed Priority Projects that may align to the funding programs:</b>		
<p><u>Forrest Mountain Bike Trails – ‘Barwon Flow’ Trail</u></p> <p>The ‘Barwon Flow’ trail is a new 2.5 – 3.0km single-track flow trail down the large east-facing slope of Forrest. The trail will also have many advanced B-Lines (alternative alignments) to offer advanced riders a stimulating and challenging downhill ride.</p>	<p>CSIF Minor Facilities Alignment to funding criteria is Medium-High</p> <p>Total Project Cost - \$160,000</p> <p>Possible funding model: Requested amount from SRV - \$100,000</p> <p>Council contribution - \$10,000 <i>(2019/20 Council Budget Process – business case)</i></p> <p>Other contributions – In-kind community - \$40,000 DELWP - \$10,000</p>	<p>Project has been identified in the Forrest Mountain Bike Strategic Plan.</p> <p>This project would:</p> <ul style="list-style-type: none"> <li>• increase or maintain participation and encourages participation by females and juniors;</li> <li>• improve health and wellbeing of the community,</li> <li>• stimulate visitation to Forrest and the Colac Otway Shire.</li> </ul> <p>Project Readiness – Draft detailed designs will be developed for the ‘Barwon Flow’ Trail to accompany the application. Draft detailed designs will be completed by DELWP if advised by Council to proceed to submitting an application.</p>
<p><u>Central Reserve Master Plan Implementation – Stage 2</u></p> <p>This project comprises of two components:</p> <ul style="list-style-type: none"> <li>• Upgraded netball courts to comply with Netball Victoria Standards.</li> <li>• Lighting for football and netball to match standard.</li> </ul> <p>Current lighting readings</p> <ul style="list-style-type: none"> <li>• Football – 27.43 lux average (training standard 50 lux and match standard 150 lux).</li> <li>• Netball – 75.15 lux (training standard 100 lux and match standard 200 lux).</li> </ul> <p>Netball court audit – non compliant courts due to inadequate run-off for players. Surface is slippery.</p>	<p>CSIF Major Facilities</p> <p>Total Project Cost – \$750,000</p> <p>Possible funding model: Requested amount from SRV - \$375,000</p> <p>Council and/or community contribution – up to \$375,000 <i>(2019/20 Council Budget Process)</i>. It is likely that a community contribution would be sourced to match Council’s contribution to this project.</p>	<p>Preliminary works and costs were prepared when the Central Reserve Redevelopment – Stage 1 project was completed.</p> <p>Preliminary cost estimates for the works were estimated at \$500,000 for oval and court lighting and \$250,000 netball courts construction.</p> <p>Project readiness – Detailed designs for the netball courts have been developed. Lighting plans for the oval and courts are currently being prepared.</p>
<p><u>Lake Colac Foreshore Master Plan Implementation</u></p> <p>Some components of works may be eligible under the CSIF program</p>	<p>CSIF Minor Facilities</p>	<p>A specific project has not been fully scoped (including detailed designs) or costed.</p> <p>Project readiness – There are no identified projects ready for application.</p>

Project & Description	Possible Funding Program Alignment & Project Budget	Project Assessment Comments
<b>Requests for assistance through current community EOI process (no formal EOI applications received):</b>		
<u>Cororooke Open Space – Public Toilets</u>	The provision of public toilets does not align with any of the funding streams.	<p>Once the toilets have been constructed, future projects identified for the open space as per the Cororooke Open Space Master Plan would be eligible under the CSIF program.</p> <p>Project readiness – Specific master plan projects are not ready to proceed until the toilets have been installed.</p>
<u>Forrest Horse Riding Club – Female Change Facilities</u>	Female Friendly Facilities Fund or CSIF Minor Facilities	<p>Project has not been scoped and costed.</p> <p>Project readiness – Project is not ready to proceed to application.</p>
<u>Apollo Bay Golf Club – Realignment of the 9<sup>th</sup> Hole</u>  The proposal is to build a new 9 <sup>th</sup> green, immediately adjacent to the north-side of the existing 9 <sup>th</sup> green, within the Club's leased area. The current arrangement of play represents a safety issue, namely the risk of a wayward drive-stroke from the existing 9 <sup>th</sup> tee resulting in a golf ball leaving the course and entering Nelson Street which borders the southern side of the 9 <sup>th</sup> fairway. Whilst there has not been any serious incident in the Club's 90 years of operation the potential risk nevertheless remains and has been formally identified in recent safety audits.	CSIF Minor Facilities	<p>Discussions with SRV have indicated this project would not be as competitive as other projects in the category. If the project could include a walking path from the Apollo Bay township to the harbour it would be a more competitive project.</p> <p>Project readiness – project is not ready to proceed to application. The Club does not have landowner consent – DELWP has not provided the club with consent to proceed with the project. The walking path from the Apollo Bay township to the harbour is still in the planning stages with the Otway Coast Committee, who will commence a master plan for the foreshore in coming months.</p>

Project & Description	Possible Funding Program Alignment & Project Budget	Project Assessment Comments
<b>Requests for assistance through current community EOI process (no formal EOI applications received):</b>		
<p><u>Colac Braves Baseball Club – Female change facilities</u></p> <p>Upgrade the existing change rooms to be female friendly. The current change rooms are old and outdated and do not provide a female friendly environment. The toilet/shower area needs to be updated - tiled floors, better lighting, better showers and better security.</p> <p>This facility is home to the Colac Braves Baseball Club, Colac &amp; District Netball Association, Colac &amp; District Summer Netball Association and City Unity Cricket Club.</p>	Female Friendly Facilities Fund	<p>Project has not been scoped and costed.</p> <p>Project readiness – project is not ready to proceed to application.</p> <p>Considerations:</p> <ul style="list-style-type: none"> <li>• Need to justify how any proposed works will make the facilities female friendly and comply with baseball facility standards i.e. size of change, number of toilets/showers required, etc. A plan and design for the works required and costs will need to be developed.</li> <li>• Master plan for the reserve is required to understand the needs of all reserve users including baseball, netball and cricket.</li> <li>• Need to understand the longer term location for baseball.</li> </ul>
<p><u>Otway Derby Dolls</u></p> <p>To construct new facilities for the Otway Derby Dolls to run their competitions.</p>	Female Friendly Facilities Fund	<p>Project has not been scoped and costed. Location for facilities has not been identified and/or secured.</p> <p>Project readiness – Project is not ready to proceed to application.</p>

Project & Description	Possible Funding Program Alignment & Project Budget	Project Assessment Comments
<b>Other known projects assessed for consideration:</b>		
<p><u>Western Reserve Oval Redevelopment and Lighting Upgrades</u></p> <p>This project proposes to improve the surface by completing drainage, irrigation and turf works and upgrade the lighting to comply with training standards (50 lux).</p> <p>With the introduction of the female football side to the reserve, there is additional demand on the turf surface (Colac Imperials has 3 female football teams – 2 x junior and 1 x senior). This project would improve the surface and safety of users to support the increased use in accommodating female football. The female teams use the oval 3 nights per week for training and also every second weekend for home matches.</p> <p>To compliment the surface improvements, an upgrade to the lighting levels to training standard at the reserve is required. The current lighting reading for the oval is 15.66 lux which is well below the required training standard lighting of 50 lux.</p> <p>A master plan for Western Reserve will be required to determine future upgrades to the off-field infrastructure such as changerooms to support the increase in female participation at the reserve.</p>	<p>Female Friendly Facilities Fund</p> <p>Total Project Cost \$750,000</p> <ul style="list-style-type: none"> <li>• Oval Surface \$500,000</li> <li>• Oval Lighting \$250,000</li> </ul> <p>Possible funding model: Amount requested from SRV \$500,000</p> <p>AFL \$75,000 (Capital Investment) plus \$5,000 for pre-application project report incorporating funding justification including cost estimates.</p> <p>Council Contribution - \$175,000 <i>(possible budget allocation of \$67,000 2018/19 Active Reserves Renewal Budget and up to \$108,000 2019/20 Council budget process)</i></p>	<p>An upgrade of the oval's surface has been costed at \$470,480 excluding project management costs. Oval surface cost estimates include design; levelling of the existing surface to design levels; supply and installation of designed irrigation system; supply and installation of designed drainage system at 5m spacing; supply and installation of new concrete cricket wicket with synthetic cover; and supply and line planting Santa Ana Couch sprigs have been obtained.</p> <p>Oval lighting to training standards is estimated at \$250,000.</p> <p>Project readiness – Detailed designs for the oval redeveloped are currently being prepared.</p> <p>The project is supported by AFL Victoria. A report for funding justification is in the process of being completed (funds were received from AFL Victoria funding programs to complete this report).</p> <p>A lighting plan for the reserve will be obtained if advised by Council to proceed to submitting an application.</p>
<p><u>Apollo Bay Swimming Pool</u></p>	<p>CSIF Small Aquatics Projects <i>Maximum grant – up to \$250,000</i></p>	<p>Project has not been fully scoped and costed.</p> <p>Project readiness – Project is not ready to proceed to application.</p>

Project & Description	Possible Funding Program Alignment & Project Budget	Project Assessment Comments
<b>Other known projects assessed for consideration:</b>		
<p><u>South Colac Clubrooms (Eliminyt Recreation Reserve)</u></p> <p>Draft master plan completed by the community – plan needs to be presented to Council for consideration.</p>	<p>CSIF Minor Facilities <i>Maximum Grant – up to \$250,000</i></p> <p>Total Project Cost for new change rooms and clubrooms is estimated at \$2.485 million.</p> <p>Likely that SRV would advise the project is better suited to the Country Football Netball Program.</p>	<p>Project has not been fully scoped and costed.</p> <p>Concept Layout Plan developed as part of the master plan process – detailed designs including geotechnical investigations would be required to proceed to application. No matching funding contribution available to meet the significant shortfall.</p> <p>Project readiness – Project is not ready to proceed to application.</p>
<p><u>Irrewillipe Change rooms and Clubrooms (Irrewillipe Recreation Reserve)</u></p> <p>Draft master plan completed by the community – plan needs to be presented to Council for consideration.</p>	<p>CSIF Minor Facilities <i>Maximum Grant – up to \$250,000</i></p> <p>Total Project Cost for new change rooms and clubrooms is estimated at \$1.032 million.</p> <p>Likely that SRV would advise the project is better suited to the Country Football Netball Program.</p>	<p>Project has not been fully scoped and costed.</p> <p>Concept Layout Plan developed as part of the master plan process – detailed designs including geotechnical investigations would be required to proceed to application. No matching funding contribution available to meet the significant shortfall.</p> <p>Project readiness – Project is not ready to proceed to application.</p>
<p><u>Apollo Bay to Skenes Creek Discovery Trail</u></p> <p>A Feasibility Study is nearing completion. The study proposes a preferred alignment and that further investigation be completed for vegetation, fauna, geotech, traffic management, be completed in developing detailed designs.</p>	<p>CSIF Minor Facilities <i>Maximum Grant – up to \$250,000</i></p> <p>Total Project Cost for construction - \$4.6 million.</p>	<p>Further investigations required in the development of detailed designs for the trail.</p> <p>Project readiness – Project is not ready to proceed to application.</p>

Based on the above identified projects, the project’s readiness to receive funding and the number of projects Council can apply for under each category, the projects recommended to be submitted for application are:

- Colac Memorial Square Playspace – CSIF Minors Category
- Forrest Mountain Bike Trails – ‘Barwon Flow’ Trail – CSIF Minors Category
- Central Reserve Master Plan Implementation – Stage 2 – netball courts and netball and football lighting upgrades – CSIF Majors Category
- Western Reserve Oval Redevelopment and Lighting Upgrades – FFFF

Project and Funding Program	Project Cost Overview	Funding source proposed for Council contribution
Colac Memorial Square Playspace <i>CSIF Minors Category</i>	Total Project Cost - \$415,000  <u>Possible funding model:</u> SRV - \$250,000 Council - \$165,000	Council contribution - \$165,000 <i>(2019/20 Council Budget Process – \$165,000 from the Asset Renewal (Playgrounds) Programme)</i>
Forrest Mountain Bike Trails – ‘Barwon Flow’ Trail <i>CSIF Minors Category</i>	Total Project Cost - \$160,000  <u>Possible funding model:</u> SRV - \$100,000 Council - \$10,000 In-kind community - \$40,000 DELWP - \$10,000	Council contribution - \$10,000 <i>(2019/20 Council Budget Process)</i>
Central Reserve Master Plan Implementation – Stage 2 (netball courts and lighting for netball and football) <i>CSIF Majors Category</i>	Total Project Cost – \$750,000  <u>Possible funding model:</u> SRV - \$375,000 Council - \$375,000	Council contribution – up to \$375,000 <i>(2019/20 Council Budget Process)</i>
Western Reserve Oval Redevelopment and Lighting Upgrades <i>FFFF Program</i>	Total Project Cost \$750,000  <u>Possible funding model:</u> SRV - \$500,000 AFL - \$75,000 (Capital Investment grant - unconfirmed) Council - \$175,000	Council contribution – up to \$175,000 <i>(budget allocation of \$67,000 2018/19 Active Reserves Renewal Budget and up to \$108,000 2019/20 Council Budget Process)</i>

Traditionally, there are limited opportunities for funding of sport and recreation projects outside of the SRV funding programs. For the projects that have not been recommended to apply to the CSIF program at this time, Council officers will work with the organisations to fully scope their projects including necessary master planning, site testing, detailed designs and cost estimates.

### **Options**

There are a number of options available to Council:

#### ***Option 1***

To support the officers’ recommendations to submit applications for:

- Colac Memorial Square Playspace under the CSIF Minors Category,
- Forrest Mountain Bike Trails – ‘Barwon Flow’ Trail under the CSIF Minors Category,
- Central Reserve Master Plan Implementation – Stage 2 (netball courts and netball and football lighting upgrades) under the CSIF Majors Category, and
- Western Reserve Oval Redevelopment and Lighting Upgrades under the FFFF

#### ***Option 2***

To support some of the projects identified in Option 1 to be submitted under the CSIF or FFFF programs.

#### ***Option 3***

To determine to not submit any of the proposed applications under the CSIF or FFFF programs.

***Proposal***

That Council authorise officers to submit applications for funding for Colac Memorial Square Playspace (Minors Category), Forrest Mountain Bike Trails – ‘Barwon Flow’ Trail (Minors Category), and Central Reserve Master Plan Implementation Stage 2 (netball courts and netball and football lighting upgrades) (Majors Category) under SRV’s 2019/20 CSIF program; and Western Reserve Oval Redevelopment and Lighting Upgrades under SRV’s 2018/19 FFFF program.

## FURTHER SUPPORTING INFORMATION

### 5. COMMUNITY CONSULTATION & ENGAGEMENT

The community engagement strategy follows the recommendations of the Colac Otway Shire Council Community Engagement Policy of July 2013, which details five levels of engagement – inform, consult, involve, collaborate and empower.

The method selected has been to involve.

Council sought Expressions of Interest from the community to determine possible projects that could be submitted to SRV for funding. This was done via correspondence to Council's database of recreation organisations, advertising in the Colac Herald, social media posts and via discussions with relevant clubs and associations. In addition, peak sporting bodies also inform their clubs and associations of the availability of these funding programs.

Officers worked with the interested groups to provide advice on project ideas, concepts and prepare submission proposals where eligible.

Previous community engagement which has informed the development of master plans, strategies etc. has also informed the consideration of possible project proposals.

Officers will work to further develop recommended projects in proceeding to the application stage.

### 6. ANALYSIS

#### ALIGNMENT TO COUNCIL PLAN OR COUNCIL POLICY

Supporting community groups to develop projects for consideration under the CSIF and FFFF programs is supported by the Council Plan 2017-2021.

The Colac Memorial Square Playspace was identified as an action in the recently developed Colac Memorial Square Master Plan 2017 which involved extensive consultation and feedback with the community. The *Our Places* theme in the Council Plan 2017-2021, states a specific action under the goal of "towns and places are welcoming and attractive" and to "implement the Memorial Square Master Plan". Implementation of the Colac Memorial Square Master Plan is a Council endorsed priority project. This project aligns to other developed strategic plans which incorporated community engagement and consultation activities such as the Colac Otway Shire Physical Activity Strategy and Colac Otway Shire Public Open Space Strategy.

The Forrest Mountain Bike Trails – 'Barwon Flow' Trail project is identified in the Forrest Mountain Bike Trails Strategic Plan 2015. The Plan highlights the need to increase the number of trail options on offer to riders in Forrest in order for the Forrest Mountain Bike Trails to remain competitive with other emerging trail networks throughout the state and country. The Forrest Mountain Bike Trail Strategy Implementation is a Council endorsed priority project. The *Our Prosperity* theme in the Council Plan 2017-2021 lists the Forrest Mountain Bike Trails Strategic Plan as an essential document to the delivery of the Goals and Actions in that theme. This project aligns to other developed strategic plans including the Colac Otway Shire Physical Activity Strategy and Council's Active Transport Strategy.

The Central Reserve Master Plan Implementation Stage 2 (netball courts construction and netball and football lighting upgrades) is a Council endorsed priority project. This project is also a G21 Sport and Recreation Pillar priority project and a G21 Board Priority Project. The Council Plan theme *Our Community* is about "knowing our community and understanding their needs and aspirations. We need to plan our assets and services to meet community needs and to foster a culture of good service and partnership with others". A master plan for Central Reserve has been developed,

with staged implementation of the plan occurring since its inception. This project will result in the reserve's master plan implementation nearing completion. This project is identified in the G21 and AFL Barwon Regional Strategy for football and netball.

Western Reserve Oval Redevelopment and Lighting Upgrades are identified in the G21 and AFL Barwon Regional Strategy, which identifies as a 'Critical Action' to prioritise ground upgrades to minimum standards and then lighting upgrades. Council officers have submitted numerous business cases to the Council budget process over the years to upgrade the Western Reserve oval surface. With the emergence of female football within the Colac Otway Shire region the need to have an oval that can sustain the additional training for the female football teams is required. The condition of the oval surface at Western Reserve has deteriorated dramatically with the increased use and the difficulties in maintaining the oval surface over the summer months without suitable watering equipment. The Council Plan theme *Our Community* is about "knowing our community and understanding their needs and aspirations. We need to plan our assets and services to meet community needs and to foster a culture of good service and partnership with others". This project provides the community, particularly girls football, with the facilities in which to train and play the sport. A future requirement will be to develop a master plan for the site which incorporates how the off-field facilities can be improved to address the low standard of facilities and support female participation.

## **ENVIRONMENTAL IMPLICATIONS**

SRV requires projects to demonstrate Environmentally Sustainable Design principles where applicable. This will be addressed in further detail when developing full applications.

## **SOCIAL & CULTURAL IMPLICATIONS**

### **Colac Memorial Square Playspace**

Colac Otway Shire endorsed the Colac Memorial Square Master Plan 2017 at its January 2018 Ordinary Council meeting. The playspace in particular is ageing and needs upgrading to attract children and families to the space. Recent independent playground inspection audits have highlighted the equipment is of an age where it is past its useful life and major components of the equipment require modification or replacement to meet current standards. A playspace provides a significant opportunity for social interaction for a community.

Playgrounds provide amusement and recreation for children, with research confirming that play is an integral part of early development. In addition, recent research has found children from disadvantaged backgrounds benefit the most from public playgrounds.

Unstructured and free play allows children to do what comes naturally to them – make up their own games, develop their own rules and interact socially with other children. Developing physical skills, learning cooperative play and growing their creativity confirms that play and well-designed playspaces are vital in a child's development. Skills developed in physical education in the early years are just as important for success later in life as intellectual development.

### **Active Recreation Opportunities**

Mountain bike trails and recreation reserves provide opportunities for active recreation pursuits for our local community and visitors to the region. Being part of a team or being active fosters positive social, mental and cultural relationships within our community.

Enhancements to the Forrest Mountain Bike Trails network will secure Forrest as a key Mountain Bike and tourist destination in the Great Ocean Road region and Victoria. The trails attract around 25,000 visitors annually generating significant economic returns for Forrest and the wider region. An increase in the number and variety of trail networks provided is critical to ensuring that the Forrest Mountain Bike Trails is available to a broader section of users, return visitation and event attraction; thereby increasing the economic activity generated in the former timber harvesting town.

Central Reserve is the Colac Otway Shire's premier sporting venue. It welcomes more than 100,000 users every year and is shared by a diverse range of user groups. The Central Reserve Redevelopment Stage 1 was completed in April 2017 resulting in a much needed upgrade of the off-field facilities. Now that the off-field facilities have been addressed it's important to ensure that the users have sports surfaces and facilities which comply to sporting standards. The netball courts pose a risk to users with inappropriate court run-offs and lighting levels which are well below training standard. To ensure the facilities can be maximised, upgrades to these final items need to be completed. As we saw, having great facilities attracts key events such as this year's successful JLT AFL Community Series match which attracted approximately 10,000 people. Upgraded facilities will further increase the likelihood of attracting more events to our local area.

Western Reserve is home to regular seasonal tenants for cricket and football. Throughout the year it is used regularly on a weekly basis with training and matches played on at least four of the seven days over summer and six of the seven days over winter. This extended use of the playing surface has seen the need to upgrade the Western Reserve playing surface be brought to the forefront. The growth of female football in our region has been welcomed but has created unexpected issues, and upgrades to facilities are now needed to keep up with this growth. The first step is by providing suitable safe playing surfaces on which to train and play. Council officers understand that off-field facilities need upgrading across a number of recreation reserves; however a playing surface to foster this increased participation is required as a priority.

## **ECONOMIC IMPLICATIONS**

Recreation facilities provide opportunities for Councils to attract visitation to an area.

Memorial Square is used extensively by locals and visitors as both a site for events and also as open space. The Square is a regular resting point for tourists driving through Colac and the playground experiences high usage. It is important to have high quality and attractive facilities to encourage visitors to stop at a location. An upgraded playspace in Memorial Square would provide that opportunity and has been identified in the master plan process.

The Forrest Mountain Bike Trails attract around 25,000 visitors annually generating significant economic returns for Forrest and wider region. Enhancements to the Forrest Mountain Bike Trails network are required to secure Forrest as a key mountain bike and tourist destination in the Great Ocean Road region and Victoria.

The attraction of the 2018 AFL JLT Community Series match provided an estimated direct economic benefit of \$1.5m to the region.

Furthermore, the overall value of a community football netball club cannot be underestimated. The social return on investment for an average community football netball club indicates that for every \$1 spent to run a club, there is at least \$4.40 return in social value in terms of increased social connectedness, wellbeing, and mental health status; employment outcomes; personal development; physical health; civic pride and support of other community groups. The works proposed to be completed for Central Reserve and Western Reserve supports our local clubs and community.

## **LEGAL & RISK IMPLICATIONS**

A risk management analysis was undertaken based on the project scope and readiness, which helped inform project assessments and determine the project proposals to be submitted to application.

## **RESOURCE IMPLICATIONS (FINANCIAL ETC)**

Accessing funding from SRV is a cost effective way of improving much needed sport and recreation facilities within the Shire.

The projects identified for full application under both these funding programs, if successful, would require a funding contribution in the 2019/20 budget. Council's contribution towards projects if required would be subject to Council's annual budgetary process.

The replacement of the current Memorial Square Playground has been identified in the Playground Renewal Programme, with an amount of \$165,000 nominally allocated to for the playground asset replacement for the equipment at Memorial Square. By leveraging additional State Government funding, it allows Council to not only replace the playground but also include additional elements to ensure the new playspace meets community needs.

Western Reserve oval and lighting upgrades propose funding to be allocated over a two year period. Year 1 to be allocated from Council's Active Reserves Renewal Programme for the 2018/19 budget and Year 2 to be allocated from the 2019/20 budget business case process or the 2019/20 Active Reserves Renewal Programme budget allocation.

It is important to note that supporting the lodgement of full funding applications for the recommended projects will mean that if successful in receiving SRV grant funding, the timing of funding announcements (September 2018 onwards) will allow Council officers to prepare submissions to the 2019/20 budget.

Should Council not support the projects recommended, then the projects are unlikely to be completed to the required standard with the onus falling back onto Council to potentially fully fund in future budgets.

## 7. IMPLEMENTATION STRATEGY

### DETAILS

SRV funding applications can only be submitted by Councils, therefore Council officers' work closely with the relevant Council departments and community groups to develop applications. Applications are required to be submitted to SRV by midnight, 25 June 2018 for the CSIF program; and 23 July 2018 for the FFFF program.

Should applications be successful, projects are required to be delivered by Council. The final delivery methodology will be confirmed during the CSIF and FFFF application process.

### COMMUNICATION

The community will be notified of any successful project through the relevant communication channels.

### TIMELINE

The timing of funding announcements (September 2018 onwards) will allow Council officers to prepare a business case in preparation for Council's 2019/20 budgetary process. The projects would be delivered during the 2019/20 financial year.

## 8. OFFICER DIRECT OR INDIRECT INTEREST

Ian Seuren declared an indirect interest under the *Local Government Act 1989* in the preparation of this report as his spouse is a member of the Colac Football Netball Club.

Nicole Frampton declared an indirect interest under the *Local Government Act 1989* in the preparation of this report as her daughter is a member of the Colac Imperials Football Netball Club.

ORDINARY COUNCIL MEETING

# PROPOSED USE OF FORMER COLAC LIBRARY ANNEXE BUILDING

OM182305-6

<b>LOCATION / ADDRESS</b>	Gellibrand Street Colac	<b>GENERAL MANAGER</b>	Errol Lawrence
<b>OFFICER</b>	Errol Lawrence	<b>DIVISION</b>	Corporate Services
<b>TRIM FILE</b>	F17/6687	<b>CONFIDENTIAL</b>	No
<b>ATTACHMENTS</b>	Nil		
<b>PURPOSE</b>	Formalise the proposal to use space as meeting rooms.		

## 1. LOCATION PLAN / AERIAL PHOTO



## 2. EXECUTIVE SUMMARY

This report seeks a resolution of Council to formalise the decision to use the former Colac Library Annexe as a meeting space.

## 3. RECOMMENDATION

*That Council, having given careful consideration to the responses to the community survey, resolve to proceed with the refurbishment of the Colac Library Annexe for the purpose of a Council Administration meeting venue.*

## 4. BACKGROUND / KEY INFORMATION

### BACKGROUND

At the December 2015 Council meeting, a resolution was endorsed for the closure of the Colac Library Annexe in Gellibrand Street Colac.

Following this date at a meeting in February 2016 Council resolved to allow the Victorian Electoral Commission to use the space for conduct of the 2016 Local Government elections following which a report was requested for Council to consider the future use of the building.

At the June 2017 meeting, Council resolved that public consultation be undertaken to seek ideas and feedback from the community on how the annexe could be used.

Council undertook a six week consultation process seeking community feedback with five submissions received and 33 people completing the on-line survey.

These options/ideas were considered at a Councillor briefing in January 2018 and it was agreed that the annexe be refurbished to accommodate meetings and a further Council report be prepared.

### KEY INFORMATION

A Council resolution is now necessary to enable works and refurbishment to proceed, so that the annexe may be used for administration meetings.

The addition of this venue will provide COPACC with the opportunity to seek other bookings with external hirers.

The cost of the update to the annexe is modest – an estimated \$10,000 for carpets, painting and furniture and funds are available in this financial year should it be progressed prior to 30 June 2018.

## **FURTHER SUPPORTING INFORMATION**

### **5. COMMUNITY CONSULTATION & ENGAGEMENT**

In June 2017 Council resolved that public consultation be undertaken to seek ideas and feedback from the community on how the annexe could be used. Responses were considered at a briefing on 17 January 2018.

### **6. ANALYSIS**

#### **ALIGNMENT TO COUNCIL PLAN OR COUNCIL POLICY**

This item relates to Theme 2 of the Council Plan: Our Places.

#### **ENVIRONMENTAL IMPLICATIONS**

Not applicable

#### **SOCIAL & CULTURAL IMPLICATIONS**

Whilst the annexe will be available as meeting venue a further opportunity exists for it to be used for minor civic functions.

#### **ECONOMIC IMPLICATIONS**

The cost to update the annexe is estimated to be approximately \$10,000 for carpets, painting and furniture and can be met within the current operating budget. It is estimated it will take 4 weeks to undertake works required and a decision is required to enable tradespeople contracted and furniture arranged.

#### **LEGAL & RISK IMPLICATIONS**

Not applicable

#### **RESOURCE IMPLICATIONS (FINANCIAL ETC)**

Council's hire expense of COPACC will be reduced and COPACC's external customer hire increased.

Booking of the venue will be required through Council's booking resource and Council's cleaning contract will be extended to include this space.

### **7. IMPLEMENTATION STRATEGY**

#### **DETAILS**

Council resolve that steps to prepare the annexe as a meeting venue be undertaken as soon as possible to enable works to commence in the near future.

#### **COMMUNICATION**

Council has had sufficient community communication during this process.

## TIMELINE

It is not anticipated that this will be completed in this financial year.

## 8. OFFICER DIRECT OR INDIRECT INTEREST

No officer declared an interest under the *Local Government Act 1989* in the preparation of this report.

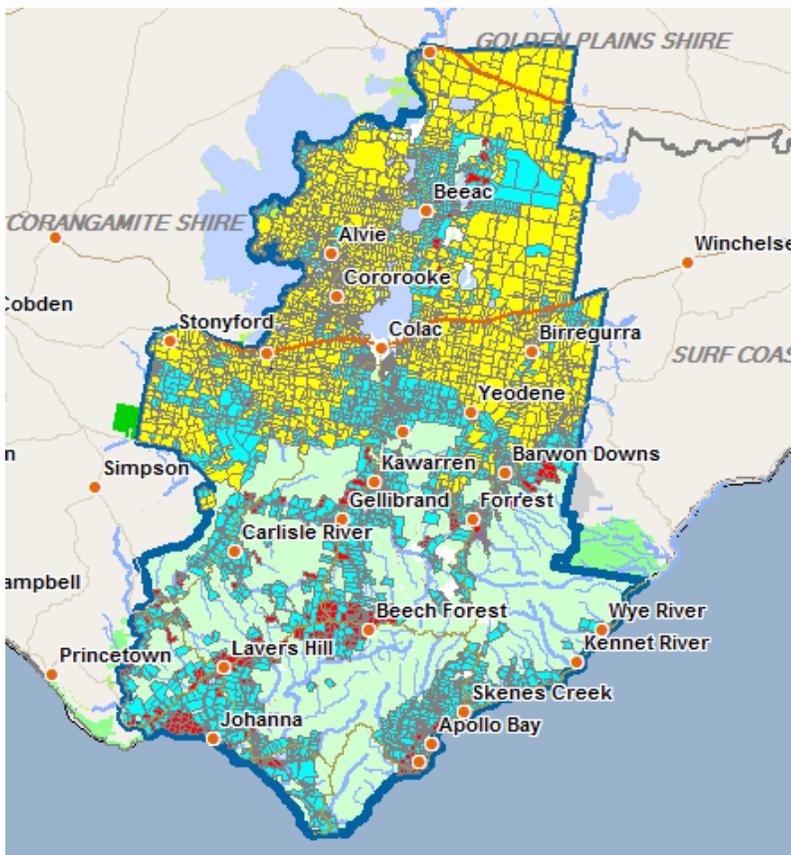
ORDINARY COUNCIL MEETING

# AUTHORISATION OF OFFICER UNDER THE PLANNING AND ENVIRONMENT ACT

OM182305-7

<b>LOCATION / ADDRESS</b>	2-6 Rae Street Colac	<b>GENERAL MANAGER</b>	Errol Lawrence
<b>OFFICER</b>	Errol Lawrence	<b>DIVISION</b>	Corporate Services
<b>TRIM FILE</b>	F17/9071	<b>CONFIDENTIAL</b>	No
<b>ATTACHMENTS</b>	1. Delegation to Vikram Kumar under the Planning and Environment Act 1987		
<b>PURPOSE</b>	To appoint a newly appointed statutory planner under the Planning and Environment Act.		

## 1. LOCATION PLAN / AERIAL PHOTO



## 2. EXECUTIVE SUMMARY

The purpose of the report is for Council to appoint Vikram Kumar, Statutory Planner, as an authorised officer under section 147(4) of the *Planning and Environment Act 1987*.

## 3. RECOMMENDATION

*That Council:*

- 1. Appoints Vikram Kumar, Statutory Planner, as an authorised officer pursuant to section 147(4) of the Planning and Environment Act 1987.*
- 2. Notes that the Instrument of Appointment and Authorisation comes into force immediately the common seal of Council is affixed to the Instrument and remains in force until Council determines to vary or revoke it.*
- 3. Delegates to the Chief Executive Officer authority to sign and place under Council seal the Instrument of Appointment and Authorisation.*

## 4. BACKGROUND / KEY INFORMATION

### BACKGROUND

The *Planning and Environment Act 1987* (the Act) establishes a framework for planning the use, development and protection of land in Victoria in the present and long-term interests of all Victorians.

Various staff members within the Council's Planning, Environment and Community Safety Departments are required to undertake assessments, give advice or investigate various issues in relation to the Act. In order to undertake these assessments legally, particularly during issues of non-compliance, authorisation under the Act is required.

### KEY INFORMATION

Council has appointed Vikram Kumar as a Statutory Planner to fill a vacancy within the planning department. Vikram commenced on 23 April 2018 and requires authorisation under the Act due to the following:

- The *Planning and Environment Act 1987* regulates enforcement and is reliant on authorised officers acting on behalf of the Responsible Authority.
- Legal advice recommends that authorised officers be appointed by Council using an instrument to address specific authorisation provisions of section 147(4) of the *Planning and Environment Act 1987* versus the broader authorisations of section 224 of the *Local Government Act 1989*.

It is important to note that the broader Instrument of Appointment and Authorisation by the Chief Executive Officer pursuant to section 224 of the *Local Government Act 1989* must also be retained as it appoints the officer's position as an authorised officer for the administration and enforcement of other acts.

## **FURTHER SUPPORTING INFORMATION**

### **5. COMMUNITY CONSULTATION & ENGAGEMENT**

Not applicable

### **6. ANALYSIS**

#### **ALIGNMENT TO COUNCIL PLAN OR COUNCIL POLICY**

The authorisation is required for officers to investigate and enforce planning and land use issues as outlined in this report and directly address the themes of the Council Plan: Our Prosperity, Our Places, Our Community and Our Leadership and Management.

#### **ENVIRONMENTAL IMPLICATIONS**

Authorisation is required for officers to investigate and enforce planning and land use issues as outlined in this report serve to protect the wider environment in line with the requirements of the planning scheme and *Planning and Environment Act 1987*.

#### **SOCIAL & CULTURAL IMPLICATIONS**

The required authorisation for the officers to investigate and enforce planning and land use issues as outlined in this report serve to protect places of noted social and cultural significance in line with the requirements of the planning scheme and *Planning and Environment Act 1987*.

#### **ECONOMIC IMPLICATIONS**

Not applicable

#### **LEGAL & RISK IMPLICATIONS**

The *Planning and Environment Act 1987* regulates enforcement and is reliant on authorised officers acting on behalf of the responsible authority.

#### **RESOURCE IMPLICATIONS (FINANCIAL ETC)**

Not applicable

### **7. IMPLEMENTATION STRATEGY**

#### **DETAILS**

The attached Instrument of Appointment and Authorisation (*Planning and Environment Act 1987*) come into force immediately upon execution.

#### **COMMUNICATION**

Not applicable

## TIMELINE

The attached Instrument of Appointment and Authorisation (*Planning and Environment Act 1987*) comes into force immediately after the common seal of Council is affixed to the Instruments by the Acting Chief Executive Officer.

## 8. OFFICER DIRECT OR INDIRECT INTEREST

No officer declared an interest under the *Local Government Act 1989* in the preparation of this report.



INSTRUMENT OF APPOINTMENT AND AUTHORISATION

*(Planning and Environment Act 1987)*

In this Instrument "officer" means –

**VIKRAM KUMAR**

By this Instrument of Appointment and Authorisation Colac Otway Shire Council –

1. Under section 147(4) of the *Planning and Environment Act 1987* appoints the officer to be an authorised officer for the purposes of the *Planning and Environment Act 1987* and the regulations made under that Act; and

It is declared that this Instrument –

- (a) comes into force immediately upon its execution;
- (b) remains in force until varied or revoked

This Instrument is authorised by a resolution of the Colac Otway Shire Council on 23 May 2018.

THE COMMON SEAL of Colac Otway Shire  
Council was hereunto affixed in accordance  
with Local Law No 4

.....  
Acting Chief Executive Officer

Dated

ORDINARY COUNCIL MEETING  
**NOTICE OF MOTION –  
COLAC OTWAY SHIRE SKILLS AUDIT**  
OM182305-8

<b>COUNCILLOR</b>	Chris Potter
<b>ATTACHMENTS</b>	1. NOTICE OF MOTION No. 277 - Cr Chris Potter -Colac Otway Shire Skills Audit - Signed

## 1. COUNCILLOR COMMENT

Colac Otway Shire is fortunate to be the home of three very successful local large businesses as well as many other medium to small businesses who play a significant role in contributing to the economy and community.

Manufacturing is now the highest employer of people in the shire, followed by healthcare and social assistance, marginally ahead of agriculture. Our major manufacturers have difficulty in finding employees and have resorted to sourcing immigrant labour on 457 visas, an expensive and short term fix.

Whilst historically viewed as mainly labouring type businesses, our manufacturers are utilising robotics, smart technology, sophisticated computer programmed plant machinery etc. and hold to a very high standard. Our employers are frustrated in their recruitment of employees and this can affect efficiency, output and growth.

Conversely, many of our young people, aged in the 15-24 year old bracket migrate from Colac, seeking employment and tertiary education. In the hospitality industry there are weekly advertisements for chefs, yet, anecdotally, training facilities in our schools and institutions are barely used.

Despite our successful businesses, there remains pockets of low socio-economic status. Organisation such as GROW are working hard, in partnership with local business to address generational unemployment and so forth but cannot fill the void of skilled labour at the moment.

If our business are to continue to grow, and to encourage new business investment, it is necessary to accurately identify the level and type of skill shortages, and to explore if there is a disconnect between vocational education and actual skills required and how we can build pathways into employers of all level in our shire.to ensure growth and long term economic stability and prosperity.

## 2. OFFICER COMMENT

### **Gareth Smith – General Manager, Development & Community Services**

Council's Economic Development and Tourism Department are undertaking business and community consultation to develop a draft Economic Development Strategy for the Shire.

Through this consultation a common issue raised is the very limited labour force in the Shire for available positions. The Shire has an overall unemployment rate of less than 4% with youth unemployment at 8.1%, and youth disengagement in the Shire at a high 7.4%. The low level of unemployment and the relatively high rate of youth disengagement results in employers having a very small pool of unemployed people to choose from when recruiting.

Based on feedback to date a lack of skills has not been suggested as the main issue for business, rather finding young people wanting to work and learn is. The major employers often provide extensive in-house training to develop the required skills. However, smaller businesses suggest there is a lack of training being delivered locally resulting in extended down time as staff must travel to Geelong or Melbourne to access suitable training.

Further, feedback also suggests there may be a disconnect between business and the education sector in the Shire. Therefore there may be an opportunity for business and education sectors to collectively develop a plan to inform youth on the broad range of opportunities for employment in our regional sectors. This opportunity was also included in the Priority Projects endorsed by Council.

As noted above from the initial consultation undertaken for the Economic Development Strategy there are several opportunities identified by businesses and community which will be considered in drafting the Strategy. The draft Strategy will be presented to Council to exhibit for public consultation around July 2018. This process provides a strategic and consultative approach to considering the most appropriate actions required to address any potential skill and labour shortages within the Shire.

## 3. NOTICE OF MOTION

TAKE NOTICE that it is my intention to move at the Ordinary Council Meeting of the Colac Otway Shire to be held on **23 May 2018**.

### ***That Council:***

- 1. Notes that the growth of industry requires an appropriately skilled labour force***
- 2. Supports the growth of industry and business in the municipality, particularly in land zoned for that purpose***
- 3. Scope and cost a project to undertake a skills audit across the Colac Otway shire with a view to identifying :***
  - Skill shortages to meet existing industry demands and future projected demands***
  - The levels of under-utilised skills***
  - The extent to which curriculum within local secondary schools and tertiary institutions are linked to identified skill shortages***
- 4. Seeks collaborative funding from Regional Development Victoria and delivery of the project in partnership.***

NOTICE OF MOTION

BY

COUNCILLOR Chris Potter

TAKE NOTICE that it is my intention to move at the Ordinary Council Meeting of the Colac Otway Shire to be held on **23 May 2018**.

*That Council:*

1. *Notes that the growth of industry requires an appropriately skilled labour force*
2. *Supports the growth of industry and business in the municipality, particularly in land zoned for that purpose*
3. *Scope and cost a project to undertake a skills audit across the Colac Otway shire with a view to identifying :*
  - *Skill shortages to meet existing industry demands and future projected demands*
  - *The levels of under-utilised skills*
  - *The extent to which curriculum within local secondary schools and tertiary institutions are linked to identified skill shortages*
4. *Seeks collaborative funding from Regional Development Victoria and delivery of the project in partnership.*

Councillor Comment (optional)

Colac Otway Shire is fortunate to be the home of three very successful local large businesses as well as many other medium to small businesses who play a significant role in contributing to the economy and community.

Manufacturing is now the highest employer of people in the shire, followed by healthcare and social assistance, marginally ahead of agriculture. Our major manufacturers have difficulty in finding employees and have resorted to sourcing immigrant labour on 457 visas, an expensive and short term fix.

Whilst historically viewed as mainly labouring type businesses, our manufacturers are utilising robotics, smart technology, sophisticated computer programmed plant machinery etc. and hold to a very high standard. Our employers are frustrated in their recruitment of employees and this can affect efficiency, output and growth.

Conversely, many of our young people, aged in the 15-24 year old bracket migrate from Colac, seeking employment and tertiary education. In the hospitality industry there are weekly advertisements for chefs, yet, anecdotally, training facilities in our schools and institutions are barely used.

Ref: D18/42290

Despite our successful businesses, there remains pockets of low socio-economic status. Organisation such as GROW are working hard, in partnership with local business to address generational unemployment and so forth but cannot fill the void of skilled labour at the moment.

If our business are to continue to grow, and to encourage new business investment, it is necessary to accurately identify the level and type of skill shortages, and to explore if there is a disconnect between vocational education and actual skills required and how we can build pathways into employers of all level in our shire. to ensure growth and long term economic stability and prosperity.



Councillor **Chris Potter**

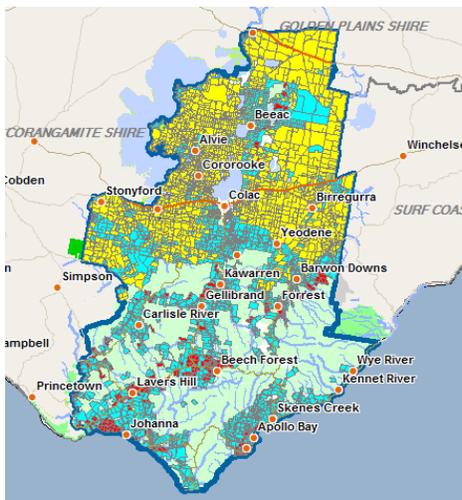
DATED: 11/5/18

Ref: D18/42290

ORDINARY COUNCIL MEETING  
**OLD BEECHY RAIL TRAIL MINUTES AND  
 ASSEMBLY OF COUNCILLOR NOTES**  
 OM182305-9

<b>LOCATION / ADDRESS</b>	Whole of municipality	<b>GENERAL MANAGER</b>	Errol Lawrence
<b>OFFICER</b>	Sarah McKew	<b>DIVISION</b>	Corporate Services
<b>TRIM FILE</b>	F17/6554	<b>CONFIDENTIAL</b>	No
<b>ATTACHMENTS</b>	<ol style="list-style-type: none"> <li>1. Assembly of Councillors - 11 April 2018</li> <li>2. Assembly of Councillors - Councillor Briefing - 11 April 2018</li> <li>3. Assembly of Councillors - Colac Regional Saleyards Advisory Committee Meeting - 20180413</li> <li>4. Assembly of Councillors - Councillor Briefing - 18 April 2018</li> <li>5. Assembly of Councillors - Councillor Briefing - 2 May 2018</li> <li>6. Assembly of Councillors - Lake Colac Advisory Committee - 8 May 2018</li> <li>7. Assembly of Councillors - Councillor Briefing - 9 May 2018</li> <li>8. Assembly of Councillors Record - Central Reserve Advisory Committee 20180509</li> <li>9. Meeting Minutes - Old Beechy Rail Trail Committee - 5 December 2017 - confirmed</li> </ol>		
<b>PURPOSE</b>	To report the minutes of the Old Beechy Rail Trail and report the Assemblies of Councillors.		

## 1. LOCATION PLAN / AERIAL PHOTO



## 2. EXECUTIVE SUMMARY

### ASSEMBLIES OF COUNCILLORS

The *Local Government Act 1989* requires that records of meetings which constitute an Assembly of Councillors be reported at the next practicable meeting of Council and incorporated in the minutes of the Council meeting. All relevant meetings have been recorded, documented and will be kept by Council for 4 years. The attached documents provide details of those meetings held that are defined as an Assembly of Councillors.

### OLD BEECHY RAIL TRAIL COMMITTEE MINUTES

Colac Otway Shire formed the Old Beechy Rail Trail Committee (OBRTC) on 26 September 2001. The OBRTC was conferred as a Section 86 Committee under the *Local Government Act 1989* and delegated the functions, duties and powers set forth in the schedule titled Old Beechy Rail Trail Committee Charter. The Charter was developed as the basis of the Instrument of Delegation to be used by the Old Beechy Rail Trail Committee.

The Old Beechy Rail Trail Committee, Special Committee, Charter states that:

- “Minutes of the Old Beechy Rail Trail Committee should be included in the Council agenda once any confidential items have been identified and the minutes have been confirmed by the Committee” (Item 6.1.1).
- “Confidential minutes of the Old Beechy Rail Trail Committee are to be included in an In-Committee agenda of Council” (Item 6.1.2).

## 3. REPORTING

1. *The Assemblies of Councillors are reported herewith*
2. *The minutes of the Old Beechy Rail Trail Committee for 5 December 2017 are reported herewith.*

*The Local Government Act 1989 does not require a Council decision.*

### DETAILS

The following Assemblies of Councillors have been held and are attached to this report:

Assembly of Councillors	11 April 2018
Councillor Briefing	11 April 2018
Colac Regional Saleyards Advisory Committee	13 April 2018
Councillor Briefing	18 April 2018
Councillor Briefing	2 May 2018
Lake Colac Advisory Committee	8 May 2018
Councillor Briefing	9 May 2018
Central Reserve Advisory Committee	9 May 2018

The following minutes of the Old Beechy Rail Trail Committee are attached to this report:

Old Beechy Rail Trail Committee	5 December 2017
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## 4. OFFICER DIRECT OR INDIRECT INTEREST

No officer declared an interest under the *Local Government Act 1989* in the preparation of this report.

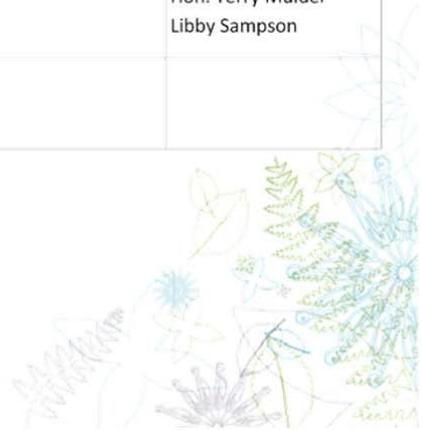
## Assembly of Councillors

<b>INVITEES:</b> Cr Smith, Cr Woodcroft, Cr Hanson, Cr Hart, Cr Schram, Cr Potter, Cr McCracken, Trevor Olsson		
<b>ATTENDEES:</b> Cr Smith, Cr Woodcroft, Cr Hanson (via phone), Cr Hart, Cr Schram, Cr Potter, Cr McCracken, Trevor Olsson		
<b>EXTERNAL ATTENDEES:</b> Nick Kelly – McArthur (via phone)		
<b>APOLOGIES:</b> Nil		
<b>ABSENT:</b> Nil		
Meeting commenced at 12.20pm.		
Declarations of Interest	Item	Reason
Nil		
Councillor Briefing		
Time	Item	Attendees
12.20pm – 1.05pm	Employment issues	Trevor Olsson Nick Kelly
1.05pm	Meeting closed	



## Assembly of Councillors

<b>INVITEES:</b> Cr Smith, Cr Woodcroft, Cr Hanson, Cr Hart, Cr Schram, Cr Potter, Cr McCracken, Robert Dobrzynski, Tony McGann, Errol Lawrence, Gareth Smith		
<b>ATTENDEES:</b> Cr Woodcroft, Cr Hart, Cr Schram, Cr Potter, Cr McCracken, Robert Dobrzynski, Tony McGann, Errol Lawrence, Gareth Smith, Ian Seuren, Doug McNeill, Sean O’Keeffe, Simon Clarke		
<b>EXTERNAL ATTENDEES:</b> Hon. Terry Mulder (Co-chair, Great Ocean Road Taskforce), Libby Sampson (Project Manager, Great Ocean Road Taskforce), Mark Anderson (CT Management)		
<b>APOLOGIES:</b> Cr Smith, Cr Hanson		
<b>ABSENT:</b> Nil		
Meeting commenced at 1.34pm		
Declarations of Interest	Item	Reason
Nil		
Councillor Briefing		
Time	Item	Attendees
1.34pm – 2.11pm	Great Ocean Road Taskforce presentation	Hon. Terry Mulder Libby Sampson
2.11pm – 2.45pm	Great Ocean Road Issue Paper response	



Councillor Briefing (continued)		
Time	Item	Attendees
2.45pm – 3.01pm	Break	
3.01pm – 3.27pm	Otway Coast Committee Notice of Motion	Ian Seuren Mark Anderson
3.27pm – 3.30pm	Break	
3.30pm – 4.16pm	Amendment C90 Update  Cr Schram left the meeting at 3.56pm and did not return.	Doug McNeill Sean O’Keeffe Simon Clarke
4.16pm – 4.29pm	Break	
4.29pm – 4.51pm	General Business <ul style="list-style-type: none"> <li>• Mooleric Road Quarry</li> <li>• Electoral boundaries</li> <li>• Special Council Meeting</li> <li>• Kennett River project</li> </ul> Cr Woodcroft left the meeting at 4.39pm and did not return.	
4.51pm	Meeting closed	





## Assembly of Councillors Record

This Form **MUST** be completed by the attending Council Officer and returned **IMMEDIATELY** to Document Management Co-ordinator for filing. A copy of the completed form must be provided to the Executive Officer to the CEO, Mayor & Councillors for reporting at the next Ordinary Council Meeting.

### Assembly Details: Colac Saleyards Advisory Committee

Date: Friday: 13 April 2018

Time: 9.00am – 11.00am

Assembly Location: Colac Regional Saleyards, Ballarat Road Colac

(some e.g's. COPACC, Colac Otway Shire Offices, 2 - 6 Rae Street, Colac, Shire Offices – Nelson Street, Apollo Bay

### In Attendance:

Councillors: Cr Smith

Officer/s: Gary Warrener / Gareth Smith / Graeme Riches

Matter/s Discussed Saleyards operations

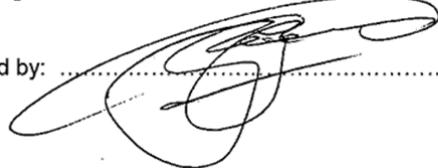
(some e.g's. Discussion s with property owners and/or residents, Planning Permit Application No. xxxx re proposed development at No. xx Pascoe Street, Apollo Bay, Council Plan steering committee with Councillors and officers.)

### Conflict of Interest Disclosures: (refer page 5)

Councillors: ...../...../...../.....  
...../...../...../.....

Officer/s: ...../...../...../.....  
...../...../...../.....

Left meeting at: No conflict of interest declared .

Completed by: 

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## Assembly of Councillors

<b>INVITEES:</b> Cr Smith, Cr Woodcroft, Cr Hanson, Cr Hart, Cr Schram, Cr Potter, Cr McCracken, Robert Dobrzynski, Tony McGann, Errol Lawrence, Gareth Smith		
<b>ATTENDEES:</b> Cr Smith, Cr Woodcroft, Cr Hanson, Cr Hart, Cr Schram, Cr Potter, Cr McCracken, Robert Dobrzynski, Tony McGann, Errol Lawrence, Gareth Smith, Nicholas Welsh, Daniel Fogarty, Shane Whitten, Toni Saunders, Paul Carmichael		
<b>EXTERNAL ATTENDEES:</b> Nil		
<b>APOLOGIES:</b> Nil		
<b>ABSENT:</b> Nil		
Meeting commenced at 9.05am.		
Declarations of Interest	Item	Reason
Nil		
Councillor Briefing		
Time	Item	Attendees
9.05am – 10.04am	Draft Budget Document 2018/19 – Proposed for Public Submission  Cr Smith attended the meeting at 9.07am. Cr Schram attended the meeting at 9.17am. Cr Hanson attended the meeting at 9.30am.	Daniel Fogarty Nicholas Welsh Toni Saunders
10.04am – 10.18am	Break	

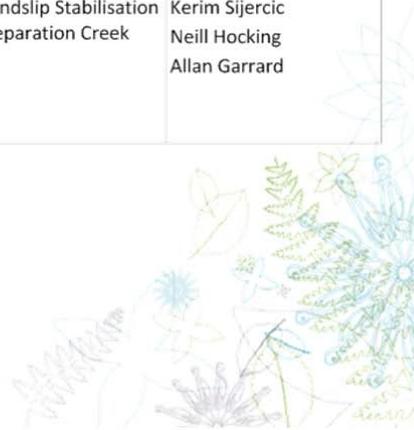


Councillor Briefing (continued)		
Time	Item	Attendees
10.18am – 11.01am	2018-2020 Rating Strategy  Cr Woodcroft attended the meeting at 10.37am.	Paul Carmichael
11.01am – 1.35pm	Break	
1.35pm – 2.06pm	General Business <ul style="list-style-type: none"> <li>• Community meeting – Proposed redistribution of Victoria into electoral divisions</li> <li>• Civic reception for Ken Hanson</li> <li>• Tourism Parking Committee Councillor membership</li> </ul>	
2.06pm – 3.05pm	Council meeting preparation  Cr Woodcroft left the meeting at 2.35pm; returned at 2.49pm. Cr Potter left the meeting at 2.40pm; returned at 2.43pm.	
3.05pm	Meeting closed	



## Assembly of Councillors

<b>INVITEES:</b> Cr Smith, Cr Woodcroft, Cr Hanson, Cr Hart, Cr Schram, Cr Potter, Cr McCracken, Robert Dobrzynski, Tony McGann, Errol Lawrence, Doug McNeill		
<b>ATTENDEES:</b> Cr Smith, Cr Woodcroft, Cr Hanson, Cr Hart, Cr Potter, Cr McCracken, Robert Dobrzynski, Tony McGann, Errol Lawrence, Doug McNeill, Neill Hocking, Kerim Sijercic, Daniel Fogarty, Margaret Giudice, Melanie Duvé, Gary Warrenner, Jeremy Rudd, Sarah McKew, Lyndal McLean, Bláithín Butler		
<b>EXTERNAL ATTENDEES:</b> Allan Garrard (CMW Geosciences), Tim Cobb (Apollo Bay Skenes Creek Discovery Trail Steering Committee), Graham Costin (Otway Coast Committee), John Gorman (President of Apollo Bay Chamber of Commerce), Paul Shipp (Urban Enterprises)		
<b>APOLOGIES:</b> Nil		
<b>ABSENT:</b> Cr Schram		
Meeting commenced at 11.33am.		
Declarations of Interest	Item	Reason
Nil		
Councillor Briefing		
Time	Item	Attendees
11.33am – 12.45pm	Consideration of Contract - Contract 1805 – Construction of Landslip Stabilisation Works, Drainage and Associated Roadworks, Stanway Drive, Separation Creek  Cr Hart left the meeting at 12.27pm; returned at 12.31pm. Cr Smith left the meeting at 12.45pm.	Kerim Sijercic Neill Hocking Allan Garrard



Councillor Briefing (continued)		
Time	Item	Attendees
12.45pm – 1.00pm	Quarterly Performance Report 2017-2018  Cr McCracken left the meeting at 12.48pm; returned 12.50pm. Cr Woodcroft left the meeting at 1.00pm.	Daniel Fogarty Margaret Giudice Melanie Duvé
1.00pm – 1.53pm	Break	
1.53pm – 2.00pm	Apollo Bay Development Plan DP05  Cr Woodcroft returned to the meeting at 2.06pm.	Bláithín Butler
2.00pm – 2.35pm	General Business	
2.35pm – 3.04pm	Apollo Bay Skenes Creek Trail feasibility study update	Gary Warrener Tim Cobb Graham Costin John Gorman
3.04pm – 3.18pm	Break	
3.18pm – 3.35pm	Colac Stormwater Development Strategy	Jeremy Rudd Paul Shipp
3.35pm – 3.47pm	Special Council Meeting preparation	Sarah McKew Lyndal McLean
3.47pm	Meeting closed	



## Assembly of Councillors Record

This Form MUST be completed by the attending Council Officer and returned IMMEDIATELY to Document Management Co-ordinator for filing. A copy of the completed form must be provided to the Executive Officer to the CEO, Mayor & Councillors for reporting at the next Ordinary Council Meeting. {See over for Explanation/Guide Notes}

### Assembly Details:

Date: 8.5.18

Time: 1-4:00pm

Assembly Location: COPACC MEETING ROOM 1

(some e.g.s. COPACC, Colac Otway Shire Offices, 2 - 6 Rae Street, Colac, Shire Offices - Nelson Street, Apollo Bay)

### In Attendance:

Councillors: Chris Smith

Officer/s: Stewart Anderson, Emma Coomb

Matter/s Discussed: Lake Colac Masterplan and Environmental Action Plan

(some e.g.s. Discussion s with property owners and/or residents, Planning Permit Application No. xxxx re proposed development at No. xx Pascoe Street, Apollo Bay, Council Plan steering committee with Councillors and officers.)

### Conflict of Interest Disclosures: (refer page 5)

Councillors: N.A.

Officer/s: N.A.

Left meeting at: N.A.

Completed by: Stewart Anderson

## Assembly of Councillors

<b>INVITEES:</b> Cr Smith, Cr Woodcroft, Cr Hanson, Cr Hart, Cr Schram, Cr Potter, Cr McCracken, Robert Dobrzynski, Tony McGann, Errol Lawrence, Doug McNeill		
<b>ATTENDEES:</b> Cr Woodcroft, Cr Hart, Cr Potter, Cr McCracken, Robert Dobrzynski, Tony McGann, Errol Lawrence, Doug McNeill, Nicole Frampton, Simon Clarke, Sean O'Keeffe, Suzanne Barker		
<b>EXTERNAL ATTENDEES:</b> Ross Goyne (Ross J Goyne Consulting P/L)		
<b>APOLOGIES:</b> Cr Hanson		
<b>ABSENT:</b> Cr Schram, Cr Smith		
Meeting commenced at 1.04pm.		
Declarations of Interest	Item	Reason
Nil		
Councillor Briefing		
Time	Item	Attendees
1.04pm – 1.52pm	Port of Apollo Bay Service Review	Ross Goyne
1.52pm – 2.08pm	Community Sports Infrastructure fund	Nicole Frampton



Councillor Briefing (continued)		
Time	Item	Attendees
2.08pm – 2.10pm	Break	
2.10pm – 3.14pm	Colac 2050 Growth Plan – draft recommendations  Cr Hart left the meeting at 2.41pm; returned at 2.47pm. Cr Woodcroft left the meeting at 3.01pm; returned at 3.04pm.	Suzanne Barker Simon Clarke
3.14pm – 3.17pm	Break	
3.17pm – 3.29pm	Amendment C90 - submissions	Simon Clarke Sean O’Keeffe
3.29pm – 3.43pm	Break	
3.43pm – 3.54pm	Bruce Street landfill update	Simon Clarke
3.54pm – 4.00pm	Break	
4.00pm – 4.14pm	Asset Management Policy review	Jeremy Rudd
4.14pm – 4.26pm	General Business <ul style="list-style-type: none"> <li>• Lake Colac clean up</li> <li>• Meeting with other shires</li> <li>• Colac Otway Tourism Parking Strategy</li> <li>• Rural &amp; Peri-Urban Advisory Committee</li> <li>• Federal boundary adjustment</li> </ul>	
4.26pm	Meeting closed	



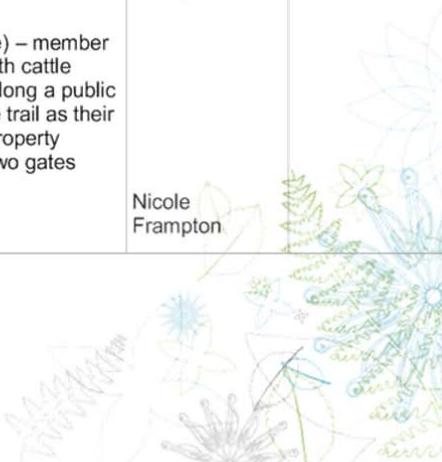


## MINUTES

	ITEMS & ACTIONS	RESPONSIBLE OFFICER	ACTION DUE DATE
1.	<p><b>ATTENDEES</b> Cr Chris Smith (Chairperson), Noel Barry, Sue Thomas, Tricia Jukes, Bernard Jordan, Nathan Swain, Robert Bendon. Nicole Frampton (COS – Minutes) Non-voting invitees – Andrew Daffy</p>		
2.	<p><b>APOLOGIES</b> Tony Grogan, Philippa Bailey, Mark Mellington, Cyril Marriner, Bob Atkins, Virginia Atkins, Otway Country to Coast Tourism Association representative (Jordan Wood).</p> <p><b>ABSENT</b> Rotary Club of Colac representative (Geoff De La Rue).</p>		
3.	<p><b>CONFIRMATION OF MINUTES FROM PREVIOUS MEETING – 19 September 2017</b></p> <p><b>Moved – Tricia Jukes</b> Seconded – Sue Thomas Carried.</p>		
4.	<p><b>BUSINESS ARISING from previous minutes.</b></p> <ul style="list-style-type: none"> <li>Signage – Reporting defects/issues along the trail signage. Nothing further to report. <b>Action: Nicole to discuss signs and installation with the Colac Otway Shire Services and Operations Gellibrand Depot.</b></li> <li>Coram Station Sign replacement – materials have been purchased. Nothing further to report.</li> <li>Outstanding works/maintenance items – Refer to Item 7 – Works report for update.</li> <li>Crowes Buffer stop – request for maintenance assistance. Update to be provided to February 2018 meeting.</li> <li>Meeting quorum and committee membership – Nicole provided an update of discussions with committee members/organisation representatives who have not been attending meetings.</li> </ul>	<p>Nicole Frampton</p> <p>Noel Barry</p> <p>Nicole Frampton</p> <p>Nicole Frampton</p>	
5.	<p><b>CORRESPONDENCE – IN</b></p> <ul style="list-style-type: none"> <li>22/09/2017 – Email from community member – feedback for the Old Beechy Rail Trail brochures/map.</li> <li>16/10/2017 – Rail Trails Australia – Rail Trail Connections Spring 2017</li> </ul>		

	<p>Magazine.</p> <ul style="list-style-type: none"> <li>• 16/10/2017 – Email from Bernard Jordan – feedback from recent walk along the Old Beechy Rail Trail.</li> <li>• 9/11/2017 – Email from Tricia Jukes – provided details of a possible funding opportunity.</li> <li>• 16/11/2017 – Rotary Club of Colac – Application to use a Recreational Vehicle on the Old Beechy Rail Trail – Otway Trail Run on Sunday 18 March 2018.</li> <li>• 23/11/2017 – Email from visitor – feedback from recent ride along the Old Beechy Rail Trail.</li> <li>• 25/11/2017 – Email from local resident – idea to install a bike repair station along the Old Beechy Rail Trail.</li> <li>• 29/11/2017 – Phone call from Tony Grogan – Apology for the December Old Beechy Rail Trail Committee meeting.</li> <li>• 1/12/2017 – Email from Parks Victoria – Mark Mellington an apology for the December Committee meeting.</li> <li>• 1/12/2017 – Email from Cyril Marriner – Apology for December Meeting.</li> <li>• 3/12/17 – Email from Bernard Jordan – Attending meeting</li> <li>• 4/12/2017 – Email from Philippa Bailey – Old Beechy Rail Trail Projects and Funding Programs</li> <li>• 4/12/2017 – Phone call – Request seeking details as to whether horses are permitted along the trail.</li> </ul>		
6.	<p><b>CORRESPONDENCE – OUT</b></p> <ul style="list-style-type: none"> <li>• Responses to the above listed inwards correspondence</li> <li>• 1/12/17 – Phone call to Lavers Hill – confirmation of nominated representatives to attend the meeting.</li> <li>• 1/12/2017 – Email to Otway Country to Coast Tourism Association – confirmation of nominated representative to the OBRT Committee.</li> <li>• 1/12/2017 – Email to Rotary Club of Colac – confirmation of nominated representative to the OBRT Committee.</li> </ul>		
7.	<p><b>WORKS REPORT – Presented by Nicole Frampton</b>  <b>Works Report – Provided by COS Gellibrand Depot</b>          Old Beechy Rail Trail works since the 19 September meeting.</p> <ul style="list-style-type: none"> <li>• No formal report has been prepared and provided to the meeting.</li> </ul> <p><u>Committee identified issues/concerns from 5/12/2017 meeting</u></p> <ul style="list-style-type: none"> <li>• Maxwells Rd pedestrian counter area overgrown. Need to get the area mown and cleaned up.  <b>Action – Nicole to discuss with the Gellibrand depot.</b></li> <li>• Beech Forest to Ferguson section of the trail needs some maintenance including:             <ul style="list-style-type: none"> <li>○ Drainage to be improved in the steep section after the Beech Forest Fairy Land section. More material is required as it has washed away. Long term solution to be considered as to how this section can be improved.</li> <li>○ Section of the trail has washed away through the Towers property.</li> </ul> </li> </ul>	<p>Nicole Frampton</p> <p>Nicole Frampton</p>	



	<ul style="list-style-type: none"> <li>○ A previous repair at Buchanan requires some further drainage works. <b>Action – Nicole to discuss with the Gellibrand depot.</b></li> <li>• Trail chicanes – need to review the design of the chicanes to ensure easy access for users (bike manoeuvring through the chicanes can be difficult for a few of the chicanes due to the positioning and opening of the internal gate. <b>Action – Nicole to discuss with Gellibrand depot as to what can happen.</b> <b>Action – Cr Smith to discuss with the property owner as to whether the internal gate in the Larsons Gate chicane can be removed to allow easier access for users.</b></li> <li>• Dinmont to Ditchley Section of the Trail (section abutting Humphris property). This section was once again the centre of cyclists' negative experience. Committee discussion – perhaps signage could be installed at the Ditchley and Dinmont intersections of the trail to pre-warn cyclists/walkers families in advance that there is a difficult section ahead that has extreme climbs and suggest that inexperienced riders and families could use the alternative route of following the Old Beech Forest Road and re-joining the trail at either end of the section. <b>Action – Nicole to discuss with the Gellibrand depot.</b></li> <li>• Colac Lavers Hill Road – near Gellibrand bridge – Warning sign being damaged by vehicles accessing the river. <b>Action – Nicole to discuss with the Gellibrand depot whether a bollard can be installed prior to the sign to avoid the damage.</b></li> </ul> <p><u>Other identified issues/items requiring follow up – Nicole to discuss with the COS Services and Operations – Gellibrand depot</u></p> <ul style="list-style-type: none"> <li>• Steep descent section prior to Gellibrand bridge – the hazard appears to be the leaf litter and small branches on the trail surface. The group discussed possible ongoing solutions for how this could be fixed. (Note – this section has been re-sheeted recently). <b>Action – Nicole to discuss with the Gellibrand depot to determine a long term solution to this ongoing issue.</b></li> <li>• 'Reach-arm' maintenance along the trail will be required prior to the holidays. <b>Action – Nicole to discuss with the Gellibrand depot when these works are scheduled to be completed.</b></li> <li>• Section just above the Clissold property (above the pile bridge) – member asked if Council could check this section. There is an issue with cattle crossing the trail and two gates have recently been installed along a public section. The adjoining property owner appears to be using the trail as their boundary fence. It was discussed by the committee that the property boundary fence will need to be fixed and reinstated, and the two gates should be removed. <b>Action: Nicole to discuss with the Gellibrand Depot.</b></li> </ul>	<p>Nicole Frampton</p> <p>Nicole Frampton Cr Smith</p> <p>Nicole Frampton</p> <p>Nicole Frampton</p> <p>Nicole Frampton</p> <p>Nicole Frampton</p> <p>Nicole Frampton</p>	
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	<ul style="list-style-type: none"> <li>There are a number of sections where the trail is really wet. This was noticeable from the pile bridge to Larsons Gate. <b>Action: Nicole to discuss with the Gellibrand Depot.</b></li> <li>Gravel stockpiled in Beech Forrest. <b>Action: Nicole to discuss with the Gellibrand Depot.</b></li> <li>Gate at Coram (on Forest St South) continues to be left open. Lock was replaced prior to 8/8/17 meeting. <b>Action: Nicole to discuss with the Gellibrand Depot.</b></li> </ul> <p><b>Project Report – provided by Project Delivery Officer</b></p> <ul style="list-style-type: none"> <li>No current Old Beechy Rail Trail Projects – Nothing to report</li> </ul>	<p>Nicole Frampton</p> <p>Nicole Frampton</p> <p>Nicole Frampton</p>																																														
8.	<p><b>FRIENDS REPORT</b></p> <ul style="list-style-type: none"> <li>Colac Secondary College's Ignition Point program recently completed some painting/maintenance on the Dinmont shelter. Works included: repainting of the shelter and tidying up of the area around the shelter. Feedback from the program supervisor was that it was successful and that the program would like to look at other works they could potentially complete along the trail at another time.</li> </ul> <p>Photos of works undertaken distributed to the committee.</p> <p>On behalf of the committee, thanks go out to the staff member/supervisor and students involved.</p>	Noel Barry																																														
9.	<p><b>EXECUTIVE OFFICER REPORT</b></p> <p><b><u>Pedestrian Tracker Counters</u></b></p> <table border="1" data-bbox="332 1098 1058 1549"> <thead> <tr> <th></th> <th>Reading</th> <th>Ped Count</th> <th>No of Days</th> <th>Peds/day</th> </tr> </thead> <tbody> <tr> <td>Colac</td> <td>10834</td> <td>945</td> <td>78</td> <td>12</td> </tr> <tr> <td>Coram</td> <td>3206</td> <td>462</td> <td>78</td> <td>6</td> </tr> <tr> <td>Maggio's Rd.</td> <td>33697</td> <td>1000</td> <td>78</td> <td>13</td> </tr> <tr> <td>Maxwell Rd.</td> <td>69464 * Long grass observed around counter</td> <td>3053</td> <td>78</td> <td>39 * Excessively High</td> </tr> <tr> <td>Fry's Rd.</td> <td>9970</td> <td>900</td> <td>117</td> <td>8</td> </tr> <tr> <td>Larson's Gate</td> <td>45960</td> <td>2400</td> <td>117</td> <td>21</td> </tr> <tr> <td>Zappelli's</td> <td>No reading provided</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Ditchley</td> <td>No reading provided</td> <td></td> <td></td> <td></td> </tr> </tbody> </table>		Reading	Ped Count	No of Days	Peds/day	Colac	10834	945	78	12	Coram	3206	462	78	6	Maggio's Rd.	33697	1000	78	13	Maxwell Rd.	69464 * Long grass observed around counter	3053	78	39 * Excessively High	Fry's Rd.	9970	900	117	8	Larson's Gate	45960	2400	117	21	Zappelli's	No reading provided				Ditchley	No reading provided				Nicole Frampton	
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Beech Forest	No reading provided			
Fairyland	No reading provided			

Note: \* Will need to check reading at Maxwell Road.

Note: Will need to check the counters where readings have not been provided prior to the next meeting and organise a committee member to collect the readings.

Event Applications

- Otway Trail Run – Rotary Club of Colac – Application received for “Use of the Old Beechy Rail Trail by Recreational Vehicles”  
Event date: Sunday 18 March.

Pre-event inspections: Monday 12 March and Saturday 17 March

Post event inspection: Sunday 18 March, the last vehicle will inspect the trail and clean up, remove any rubbish from the event and remove any signage along the event course.

Permit condition for events using the Old Beechy Rail Trail:

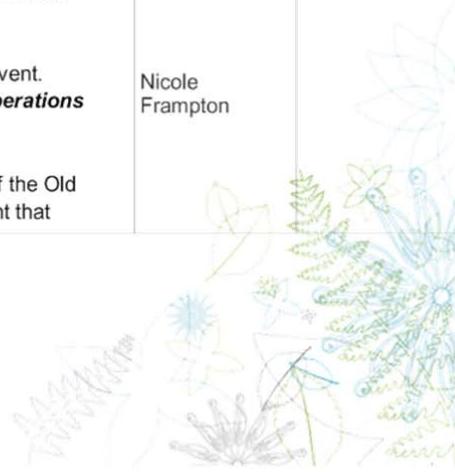
- Pre-event inspection – install temporary signage along the used section of the trail in the lead up to the event. This signage should include event date and times so that regular users are aware of the event taking place along the trail. Please note: the OBRT is not closed to other users who may not be participating in the Otway Trail Run on the event day. Installing signage alerting regular users of the event will inform them of the event in advance.
- Conditions/requests for event organisers – that event organisers not use spray paint to mark directional signage on OBRT assets for the run, including trees. This is important in ensuring that following the event, regular users of the trail aren't confused with the normal trail alignment. Rather than using spray paint, event organisers are encouraged to use laminated signs that are installed on a stake or temporarily zip-tied to tree/posts and then removed following the event.
- Post event inspection – to clean up along the trail after the event including rubbish and remove any event signage.

It was asked whether Council inspects the trail following an event.

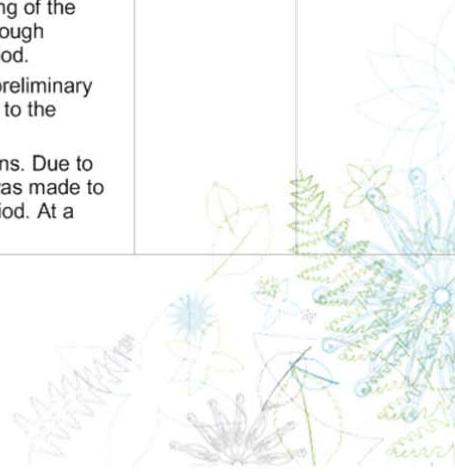
**Action: Nicole to discuss with Council's Services and Operations Gellibrand Depot.**

The Committee is happy to support the event and their use of the Old Beechy Rail Trail as per their application. This is a great event that

Nicole  
Frampton



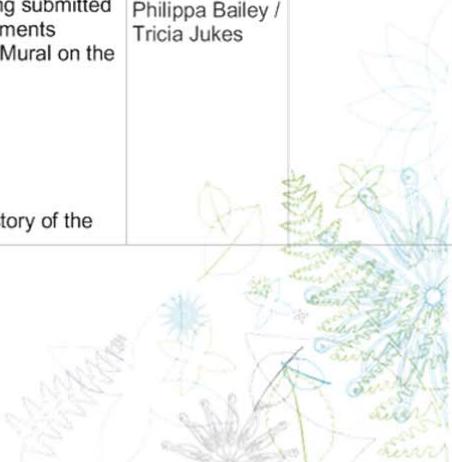
	<p>promotes the OBRT.</p> <p><u>Other</u></p> <ul style="list-style-type: none"> <li>Child Safe Standards and Working with Children Checks – Child Safe Standards Workshop – 1 member attended the 30/11/17 workshop on behalf of the committee. No further information provided to the committee.</li> </ul>		
10.	<p><b>TREASURERS REPORT</b></p> <ul style="list-style-type: none"> <li>Bank reconciliation statement provided – as at 31/10/2017, the Old Beechy Rail Trail Committee Cheque Account has a balance of \$9,489.75. Anticipated Cheque Account balance after outstanding creditor payments will be \$6,446.49. <b>Moved: Tricia Jukes</b> Seconded: Nathan Swain Carried.</li> <li>Update: <ul style="list-style-type: none"> <li>Tear drop banner has been paid for as per September 2017 motion.</li> <li>Hunt for Golden Gumboot went according to budget. Outstanding invoices to be paid as per September 2017 motion.</li> </ul> </li> </ul>	Tricia Jukes	
11.	<p><b>WORKING GROUPS</b></p> <p><u>Marketing/Governance/Promotions/Events Working Group</u></p> <p>This working group will focus on the governance and strategic requirements of the committee; the marketing/promotion of the trail including the development of a marketing plan, any marketing materials including brochures, flags/banners, signage, social media (Facebook, Instagram); and sourcing of any necessary funding for these purposes.</p> <p>This working group would develop and monitor strategic plans for the management and maintenance of the OBRT; define policies and procedures to ensure operation of the Committee of Management with its legal and social responsibilities; ensure committee adherence to the Section 86 Instrument of Delegation and Charter; and develop a management and marketing plan for the trail.</p> <p>Projects being discussed include:</p> <ul style="list-style-type: none"> <li>Old Beechy Rail Trail Maps and Brochure. The committee discussed the maps and brochure. Two issues identified: 1. revamp/review of the existing map &amp; brochure and 2. reprinting of the existing map &amp; brochure in the interim to ensure there are enough maps/brochures for the upcoming Christmas and holiday period. <ul style="list-style-type: none"> <li>New map &amp; brochure: the working group has had some preliminary discussions but is not at a stage of presenting something to the Committee.</li> <li>Existing map &amp; brochure: committee had some discussions. Due to the limited stock remaining (200 brochures), a decision was made to get more brochures printed for the Christmas/holiday period. At a minimum there would need to be 1000 maps reprinted.</li> </ul> </li> </ul>		



	<p><b>Motion</b> – “That the Old Beechy Rail Trail Committee approves Tricia Jukes to investigate the costs associated with reprinting the existing Old Beechy Rail Trail Map and Brochure and then gets the existing Old Beechy Rail Trail Map and Brochure reprinted”.</p> <p><b>Moved: Tricia Jukes</b>  <b>Seconded: Noel Barry</b>  <b>Carried.</b></p> <ul style="list-style-type: none"> <li>• OBRT marketing equipment – teardrop banner – banner has been paid for and is being used.</li> </ul> <p><u>Maintenance and Future Planning Working Group</u></p> <p>This working group would focus on the physical aspects of the trail including maintenance and the improvement and enhancement of the Old Beechy Rail Trail.</p> <p>This working group would discuss and determine ways to fix issues identified during committee trail inspections; any identified trail maintenance; possible trail re-alignment of various sections to improve the existing trail; and any possible new sections of the trail.</p> <p>This working group has not met – nothing to report.</p> <p>Projects for the working group’s consideration include:</p> <ul style="list-style-type: none"> <li>• Committee Trail Inspection – Review Action Plan/List. Determine and scope works required.</li> <li>• OBRT improvements – determine and fully scope works for identified sections of the trail requiring improving. <ul style="list-style-type: none"> <li>○ Forest Road – current surface condition is unsuitable for cyclists. Determine the process required to re-classify the road as a shared road for cyclists and vehicles.</li> <li>○ Dinmont to Ditchley section – safety improvements required (steep sections and trail pavement condition are of concern). The committee had some discussions about this section and how it is constantly criticised by users due to the difficult and steep terrain and condition of the trail. Following the original railway alignment has not been possible. Determine whether other safety improvements for this section are possible and feasible.</li> </ul> </li> <li>• OBRT sections identified for possible re-alignment – fully scope works required to the sections suggested for re-alignment. <ul style="list-style-type: none"> <li>○ Barongarook Road – investigate whether an off-road option can be provided. This section of the trail is regularly used.</li> <li>○ Banool to Wimba – trail re-alignment proposed between Banool and Wimba (this would eliminate two road crossings).</li> </ul> </li> <li>• OBRT future planning – determining possible new sections of the trail. Aerial Maps of Aireys St to Coram including Forrest St to Colac Lavers Hill Road previously provided to the committee. <ul style="list-style-type: none"> <li>○ Friends Road to Tulloh section – If the Scanlan/Wyuna Estate section</li> </ul> </li> </ul>	Tricia Jukes	
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	<p>of the trail is developed in the future, undertake some preliminary investigation for how this section could link with the current trail alignment. This would eliminate the need to use the current Forest Road section.</p> <ul style="list-style-type: none"> <li>○ Harris Road/Scanlan/Wyuna Estate (Elliminyt) section – investiage how this section would connect to the existing sections of Coram and Aireys/Queen St intersection. Commence some preliminary planning to understand the future trail alignment for when this section becomes available for inclusion on the OBRT.</li> <li>○ Lavers Hill to Crowes section – detailed investigation completed. This section would be constructed as per the developed concept plan for Lavers Hill to Crowes and Melba Gully – Concept Plans for an Off-Road Trail Report (2017). Significant cost to implement – significant external funding would be required.</li> <li>○ Ferguson to Lavers Hill section.</li> </ul> <ul style="list-style-type: none"> <li>● Possible opportunity for trail promotion/development for the Queen St &amp; Pound Rd corner.</li> </ul> <p>It was discussed that the working group would arrange to meet in January (Monday or Tuesday morning). Nicole to advise committee members when date/time is set. Members who expressed interest in attending this meeting include Nathan Swain, Noel Barry, and Cr Chris Smith. Andrew Daffy would also be invited to attend due to his OBRT knowledge and expertise.</p>		
<p>12.</p>	<p><b>GENERAL BUSINESS</b></p> <ul style="list-style-type: none"> <li>● <u>Hunt for the Golden Gumboot 2017</u> – post event update provided. <ul style="list-style-type: none"> <li>○ Very successful event this year with the event running to budget.</li> <li>○ This year's event was re-branded.</li> <li>○ Over 1,500 followers on Facebook.</li> <li>○ Involvement from the Gellibrand Community House – great at promoting activities on social media.</li> <li>○ There was good coordination between businesses, the community house and committee.</li> <li>○ The Gellibrand Store raffle was very successful.</li> <li>○ The workshops were a good inclusion; great support for the fishing activities.</li> <li>○ BBQ – it was wet on the day which meant people didn't stay for the whole duration. The committee to look at the bbq aspect for next year.</li> <li>○ The organising members had a follow up meeting after the event. One of the areas discussed was to next year look at the partnerships with businesses for ongoing support. Committee members will seek feedback from this year's supporting businesses to discuss how they might like to be involved in the future.</li> <li>○ In all there are some great ideas to work on for next year.</li> </ul> </li> <li>● <u>Old Beechy Rail Trail "Train" rides (by C &amp; M Smith) along the Old Beechy Rail Trail for the 2017/2018 season.</u> <ul style="list-style-type: none"> <li>○ C. Smith advised that the train will operate again if the committee votes to go ahead.</li> </ul> </li> </ul>		

	<ul style="list-style-type: none"> <li>○ The train is expected to operate from Gellibrand to Dinmont from now until May 2018. The train rides will operate the same as previous years (approximately 10 train rides conducted per year).</li> <li>○ A Risk Assessment will be provided to Council and will need to be reviewed prior to conducting the train rides on behalf of the committee. The train will operate in accordance with the completed Risk Assessment.</li> </ul> <p>C. Smith left the room whilst the matter was discussed.</p> <p>Noel Barry took over the position as Chairperson whilst the committee members discussed the operation of the “train” for 2017/2018 season.</p> <p><b>Motion</b> – “That the Old Beechy Rail Trail Committee members agree to C &amp; M Smith operating the “train” on behalf of the Old Beechy Rail Trail Committee from December 2017 until the end of May 2018 as detailed above and as per the Risk Assessment provided to Colac Otway Shire”.</p> <p><b>Moved: Tricia Jukes</b> Seconded: Sue Thomas Carried.</p> <p>C. Smith re-entered the room and was advised of the outcome of the decision.</p> <ul style="list-style-type: none"> <li>• <u>Old Beechy Rail Trail projects and funding</u> Philippa Bailey provided an email detailing two project proposals for committee discussion to seek external funding for implementation. If approved by the Committee, Philippa will work on the grant proposals and liaise with the relevant funding providers.             <ul style="list-style-type: none"> <li>○ Old Beechy Line Mural – to be installed on the toilet block at Kawarren. Proposal – to create a mural of the Old Beechy Railway line train and surrounding vegetation on the toilet block at Kawarren. A detailed proposal was provided to the committee for discussion.</li> </ul> <p>Committee discussion – members discussed the installation of a metal cutout as opposed to a painted mural. As a group, the Committee supports the idea of some type of mural on the wall of the Kawarren toilet block. Philippa and Tricia to work towards submitting a funding application.</p> <p><b>Motion</b> – “That the committee supports an application being submitted under the Building Better Regions Fund Community Investments Stream Round 2 for the installation of an Old Beechy Line Mural on the Kawarren toilet block”.</p> <p><b>Moved: Tricia Jukes</b> Seconded: Sue Thomas Carried.</p> <li>○ Promotional Old Beechy Rail Trail DVD Proposal – to develop and create a DVD to capture the history of the</li> </li></ul>	<p>Philippa Bailey / Tricia Jukes</p>	
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13.	<p>Meeting closed 11:46am.</p> <p><b>Next Committee meeting:</b>  <b>Tuesday 6 February 2018 – 10:00am to 11:30am</b> (appointment of Chairperson and Treasurer)  <b>Venue – COPACC Meeting Room 2</b>          Working Group meeting: 9:00am to 10:00am (TBA) Prior to the Committee Meeting</p> <p><b>2018 Committee Meeting Dates:</b></p> <ul style="list-style-type: none"> <li>• Tuesday 27 March 2018</li> <li>• Tuesday 5 June 2018</li> <li>• Tuesday 7 August 2018</li> <li>• Tuesday 18 September</li> <li>• Tuesday 4 December 2018</li> </ul> <p><b>2018 Meeting Times:</b></p> <ul style="list-style-type: none"> <li>• 9:00 – 10:00am – working group meetings (TBA) – contact Nicole if meetings are going to be held so that emails can be forwarded to all members to attend if they are interested.</li> <li>• 10:00 – 11:30am – Old Beechy Rail Trail Committee Meeting</li> </ul>		
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## CLOSED SESSION

### Recommendation

***That pursuant to the provisions of Section 89(2) of the Local Government Act, the meeting be closed to the public and Council move into Closed Session in order to deal with:***

<b>SUBJECT</b>	<b>REASON</b>	<b>SECTION OF ACT</b>
<b><i>Minutes of the Closed Session Council Meeting held on 18 April 2018 and Minutes of the CEO Recruitment Special Committee held on 9 May 2018.</i></b>	this matter deals with personnel matters; AND this matter deals with contractual matters; AND this matter may prejudice the Council or any person.	Section 89 (2) (a), (d) & (h)
<b><i>Bruce Street Land Fill Update</i></b>	this matter may prejudice the Council or any person.	Section 89 (2) (h)
<b><i>Proposed Rates Recovery Sales Beeac and Beech Forest</i></b>	this matter may prejudice the Council or any person.	Section 89 (2) (h)
<b><i>Confidential Contract</i></b>	This matter deals with personnel matters; AND this matter deals with contractual matters.	Section 89 (2) (a) & (d)