



Colac Otway
SHIRE

AGENDA

ORDINARY COUNCIL MEETING
OF THE
COLAC-OTWAY SHIRE
COUNCIL

24 FEBRUARY 2010

at 6:00 PM

Apollo Bay Senior Citizens Centre, Apollo Bay

An audio recording of this meeting is being made for the purpose of verifying the accuracy of the minutes of the meeting. In some circumstances the recording may be disclosed, such as where Council is compelled to do so by court order, warrant, subpoena or by any other law, such as the Freedom of Information Act 1982.

COLAC-OTWAY SHIRE COUNCIL MEETING

24 FEBRUARY 2010

TABLE OF CONTENTS

OFFICERS' REPORTS

CHIEF EXECUTIVE OFFICER

OM102402-1	CEO'S PROGRESS REPORT TO COUNCIL.....	9
OM102402-2	MEMORANDUM OF UNDERSTANDING BETWEEN G21 GEELONG REGIONAL ALLIANCE AND THE COLAC OTWAY SHIRE	25

CORPORATE AND COMMUNITY SERVICES

OM102402-3	LOCAL LAW NO 4 2009 - 'COUNCIL MEETING PROCEDURES AND COMMON SEAL'	41
OM102402-4	COUNCIL COMMUNITY FUNDING PROGRAMS 2010-2011.....	91
OM102402-5	CORANGAMITE REGIONAL LIBRARY CORPORATION - REGIONAL ADMINISTRATION OFFICE (CRLC).....	125

INFRASTRUCTURE AND SERVICES

OM102402-6	DONATION OF LAND – 10 LAVERS HILL COBDEN ROAD, LAVERS HILL	133
OM102402-7	DECLARATION OF ROAD AS UNUSED – ROAD EAST OF 30 MAHONEYS ROAD, ELLIMINYT.....	141
OM102402-8	STRUCTURAL ASSESSMENT OF COUNCIL BRIDGES	147
OM102402-9	PROPOSED ROAD CLOSURE – ROAD ABUTTING 49 QUEEN STREET, COLAC.....	165

SUSTAINABLE PLANNING AND DEVELOPMENT

OM102402-10	COLAC OTWAY SHIRE AND OTWAYS TOURISM INC SERVICE AGREEMENT REVIEW.....	173
-------------	---	-----

GENERAL BUSINESS

OM102402-11	ITEM FOR SIGNING & SEALING - SECTION 173 AGREEMENT, 6234 GREAT OCEAN ROAD, APOLLO BAY.....	593
OM102402-12	ITEM FOR SIGNING & SEALING - SECTION 173 AGREEMENT, 288 SUNNYSIDE ROAD, WONGARRA.....	601
OM102402-13	ITEM FOR SIGNING AND SEALING - SECTION 173 AGREEMENT - 44-54 GRANT STREET, FORREST.....	613

NOTICE OF MOTION

OM102402-14	CORANGAMITE REGIONAL LIBRARY CORPORATION (CRLC) - HEAD OFFICE (CR STEPHEN HART)	623
-------------	--	-----

NOTICE is hereby given that the next *ORDINARY COUNCIL MEETING OF THE COLAC-OTWAY SHIRE COUNCIL* will be held in Apollo Bay Senior Citizens Centre, Apollo Bay on 24 February 2010 at 6.00pm.

AGENDA

1. 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. MAYORAL STATEMENT

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

Colac Otway Shire encourages active community input and participation in Council decisions. Council meetings provide one of these opportunities as members of the community may ask questions to Council either verbally at the meeting or in writing.

Questions made in writing will be addressed if received within two days of the Council meeting. Please note that some questions may not be able to be answered at the meeting, these questions will be taken on notice. Council meetings also enable Councillors to debate matters prior to decisions being taken.

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

An audio recording of this meeting is being made for the purpose of verifying the accuracy of the minutes of the meeting. In some circumstances the recording may be disclosed, such as where Council is compelled to do so by court order, warrant, subpoena or by any other law, such as the Freedom of Information Act 1982.'

Thank you, now question time. 30 minutes is allowed for question time.

1. Questions received in writing prior to the meeting
2. Questions from the floor

5. QUESTION TIME

6. DECLARATION OF INTEREST

7. CONFIRMATION OF MINUTES

- **Ordinary Council Meeting held on the 27/01/10**
- **Special Council Meeting held on the 10/2/10**

Recommendation

That Council confirm the above minutes.

OFFICERS' REPORTS

Chief Executive Officer

- OM102402-1 CEO'S PROGRESS REPORT TO COUNCIL
OM102402-2 MEMORANDUM OF UNDERSTANDING BETWEEN G21 GEELONG REGIONAL ALLIANCE AND THE COLAC OTWAY SHIRE

Corporate and Community Services

- OM102402-3 LOCAL LAW NO 4 2009 - 'COUNCIL MEETING PROCEDURES AND COMMON SEAL'
OM102402-4 COUNCIL COMMUNITY FUNDING PROGRAMS 2010-2011
OM102402-5 CORANGAMITE REGIONAL LIBRARY CORPORATION - REGIONAL ADMINISTRATION OFFICE (CRLC)

Infrastructure and Services

- OM102402-6 DONATION OF LAND – 10 LAVERS HILL COBDEN ROAD, LAVERS HILL
OM102402-7 DECLARATION OF ROAD AS UNUSED – ROAD EAST OF 30 MAHONEYS ROAD, ELLIMINYT
OM102402-8 STRUCTURAL ASSESSMENT OF COUNCIL BRIDGES
OM102402-9 PROPOSED ROAD CLOSURE – ROAD ABUTTING 49 QUEEN STREET, COLAC

Sustainable Planning and Development

- OM102402-10 COLAC OTWAY SHIRE AND OTWAYS TOURISM INC SERVICE AGREEMENT REVIEW

General Business

- OM102402-11 ITEM FOR SIGNING & SEALING - SECTION 173 AGREEMENT, 6234 GREAT OCEAN ROAD, APOLLO BAY
OM102402-12 ITEM FOR SIGNING & SEALING - SECTION 173 AGREEMENT, 288 SUNNYSIDE ROAD, WONGARRA

OM102402-13 ITEM FOR SIGNING AND SEALING - SECTION 173 AGREEMENT, 44-54 GRANT STREET, FORREST

Notice of Motion

OM102402-14 CORANGAMITE REGIONAL LIBRARY CORPORATION (CRLC) - HEAD OFFICE

Rob Small
Chief Executive Officer

CONSENT CALENDAR**OFFICERS' REPORT**

D = Discussion

W = Withdrawal

ITEM	D	W
<p><u>CHIEF EXECUTIVE OFFICER</u></p> <p><u>OM102402-1 CEO'S PROGRESS REPORT TO COUNCIL</u></p> <p>Department: Executive</p> <p><u>Recommendation(s)</u> <i>That Council receive the CEO's progress Report to Council for information.</i></p>		
<p><u>OM102402-2 MEMORANDUM OF UNDERSTANDING BETWEEN G21 GEELONG REGIONAL ALLIANCE AND THE COLAC OTWAY SHIRE</u></p> <p>Department: Executive</p> <p><u>Recommendation(s)</u> <i>That Council sign the new Memorandum of Understanding between G21 and the Colac Otway Shire for the period of 2010 to 2014.</i></p>		

Recommendation

That recommendations to items listed in the Consent Calendar, with the exception of items, be adopted.

MOVED

SECONDED

THIS PAGE HAS BEEN LEFT BLANK

OM102402-1

CEO'S PROGRESS REPORT TO COUNCIL

AUTHOR:	Rhonda Deigan	ENDORSED:	Rob Small
DEPARTMENT:	Executive	FILE REF:	GEN00460

EXECUTIVE**G21 Board Meeting**

The Mayor & CEO attended the G21 Board meeting on the 29 January 2010. Discussion included:

- The recruitment of a new G21 Chief Executive Officer
- Victorian Bioscience Education Centre
- Barwon South-West Regional Development Australia
- Communications & Engagement Strategy
- VicRoads' G21 transport vision

Public Housing Issues in Colac

The Mayor, Cr Crook and the CEO met with Jim Higgins (Regional Director, Department of Human Services (DHS) Barwon South West Region) and Tim Harrop (Manager, Community Services DHS) on the 29 January 2010.

This meeting was initiated by the Colac Otway Shire to discuss options for increasing the availability of public housing within Colac.

Apollo Bay Chamber of Commerce & Tourism Meeting

The CEO and Cr Buchanan attended the monthly meeting of the Apollo Bay Chamber of Commerce & Tourism on the 2 February 2010. Items discussed included:

- Christmas lights in Apollo Bay
- Bus service to Colac and local shuttle bus service
- Swimming pool issues
- TV Reception.

Local Government Performance Monitoring

The Mayor and CEO attended a meeting at the invitation of the Essential Services Commission, who as part of its public consultation for the local government performance monitoring framework, is meeting with local councils across Victoria.

The Essential Services Commission Local Government team including Andrew Chow, Director and other regional councils from South Western Victoria attended the meeting which presented an opportunity for:

- the Commission to get a better understanding of each local council's concerns and issues in relation to the development of a performance monitoring framework
- local councils to have a good understanding of the Commission's processes in relation to designing a performance framework for the local government in Victoria.

Round Table Conference

A series of five Round Table Conferences, chaired by the Cabinet Secretary for Community Development, Ms Lily D'Ambrosio MP, were held in February as part of the current consultation process, to discuss the conflict of interest provisions of the *Local Government Act 1989*.

The Mayor and CEO travelled to Ararat on the 9 February 2010 to take part in discussions, which were chaired by Jaala Pulford MLC, and included an opportunity for each Council to report on the experiences of their Council in implementing the new conflict of interest arrangements and the number of issues associated with conflict of interest.

Land & Biodiversity at a time of Climate Change White Paper

The Land & Biodiversity at a time of Climate Change White Paper released by the State Government earlier this year foreshadowed changes to the current institutional arrangements of the Catchment Management Authorities (CMA) and Coastal Boards.

As a result, the Corangamite CMA, currently based in Colac, the Glenelg CMA and the Western Coastal Board will be amalgamated into one Western District Natural Resource Catchment Authority (NRCA).

The CEO has met with the Corangamite CMA CEO to confirm Colac Otway Shire's support for the establishment of the Western District NRCA head office here in Colac.

Great South Coast Municipalities Group Meeting

The Great South Coast Municipalities Group Meeting was attended by the Mayor & CEO on the 12 February in Hamilton. The agenda included:

- Great South Coast Regional Strategic Plan
- Green Triangle Region Freight Action Plan
- RDV – Workforce Development Strategy Update
- Essential Services Commission Local Government Performance Framework

Otway Forum

The CEO attended the Otway Forum meeting on the 14 February which discussed:

- Tip shop at the new transfer station
- Local maintenance issues
- Carparking study update
- Heathfield Estate
- Response to planning permit applications
- Walking trail and Old Tuxion Road
- Foreshore Committee issues
- Community webpage.

Cash Flow & Loan Raising

Council is in the position of having healthy cash balances at present. With this in mind a tender for a loan to the value of \$2 million will be prepared to cover the costs of constructing the Apollo Bay Waste Transfer Station and the Joint Use Library.

It is planned to use the funds raised from borrowings later in the financial year, or early in the next financial year, dependent on cash balances and the need to cash back our reserves and provisions.

CORPORATE & COMMUNITY SERVICES

Lease at 69-71 Nelson Street, Apollo Bay

A letter was received from the Department of Primary Industries (DPI) seeking Council's agreement for DPI to continue its occupancy of the Offices at 69-71 Nelson Street, Apollo Bay until July 2010.

It is anticipated that DPI will be relocating to new premises by this date.

Rather than negotiate a new lease it has been agreed to extend the current arrangements until July or when DPI vacate the Offices.

Recreation

Regional Soccer Strategy

The Colac Otway Shire together with the City of Greater Geelong, Surf Coast and Golden Plains Shire are currently reviewing a draft soccer strategy for the region. This strategy will assist with the future planning and delivery of soccer facilities, programs and club development. Clubs and associations throughout the region provided input to this strategy through forums, surveys and workshops. It is proposed that the draft report will be presented to Council for consideration.

Beechy Precinct Place Setting Workshop

A workshop is being held on 10 March 2010 with Councillors, Executive and community representatives to discuss Beechy Precinct Place Setting and the future Governance Models for the Joint Use Library. This workshop will be independently facilitated by Jacque Robinson from *Village Well*.

G21 Sport and Recreation Pillar

A project brief has been developed and is currently out for consultant responses to undertake a strategic plan for the G21 Sport and Recreation Pillar Group. Funding to complete this project has been secured from Sport and Recreation Victoria. Colac Otway Shire will auspice the project in partnership with the Pillar Group.

Lake Colac Oval Redevelopment

A replant of turf was undertaken on 22 January at Lake Oval of areas on the oval that had not established to expectations. The new grass is progressing well and the oval continues to be inspected by the turf consultant to monitor its progress. The Colac Cricket Club and Colac and District Football Umpires Association continue to work in partnership with Council on this project and have agreed to use alternative venues for this season.

Birregurra Playground

The new Birregurra playground is expected to be completed by the end of February 2010. A fence made of bollards and steel piping will also be installed between the playground and creek, with seating located close to the playground.

Birregurra Skatepark

Construction of the Birregurra Skatepark has commenced with the earthworks completed and concreting to commence this week. It is proposed that the construction phase will take 6 weeks in total.

Forrest Netball Facility Redevelopment

The Forrest Netball facilities at the Forrest Recreation Reserve are currently under redevelopment. The asphalt court has been laid and infrastructure in place for training lights and shelters.

Eastern Reserve Netball Court redevelopment project

Tenders for the Eastern Reserve redevelopment project closed on the 17 February 2010. It is proposed that once the tender is awarded, construction will commence in early March 2010 and be completed by the end of April.

Leisure Networks

A Sports and Recreation Breakfast has been planned for local Clubs and organisations in March 2010. Topics will include further information on Sportslink (a free online sport and

community directory for the state of Victoria) and Governance models. Council Officers will also present information on the annual Community Funding Program and seek feedback on the specific future needs of Clubs in relation to Club development opportunities.

Recognising that many Clubs do not have access to the internet, future hard copies of the Leisure Networks sportsNEWS publication will now be made available on a monthly basis at the following locations: Colac Otway Shire Customer Services Centres (Apollo Bay and Colac), Bluewater Fitness Centre and the Apollo Bay Pool. All Clubs without internet access are encouraged to collect their copy of the newsletter now.

Events 2010

The Heritage Festival (Colac Showgrounds) – 6 and 7 February, 2010

More than 1500 people attended this year's Colac Heritage Festival in sunny conditions. Over 300 exhibitors displayed historic machinery and artefacts, wood turning, wool spinning, a blacksmith display, a tractor pull and steam engines. A blade shearing demonstration kept crowds entertained on Sunday, as experienced shearers showed how farmers produced wool in the late 1800's.

Hoot 'n' Nanny (Irrewillipe Recreation Reserve) – 13 February, 2010

500-600 Bachelor and Spinsters enjoyed another entertaining, fun and frolicking Hoot 'n' Nanny at this year's annual event with several bands and country food. The event is an outlet for rural people to get together and have a country style party.

Colac Comeback Country Truck and Ute Show (Colac Showgrounds) – 21 February, 2010

Top quality country music artists and bands came to Colac to perform at the open air concert. There was also the opportunity to encourage and promote local talent. The Festival hosted a Truck and Ute Show with nearly 150 entrants combined entering the many categories that were judged. There was also a model Truck Display and some stallholders.

Otway Odyssey (Forrest) – 20 February, 2010

The 100km mountain bike marathon took place starting in the main street of Apollo Bay, passing through Forrest oval twice and then finishing at the oval. The event also includes a 50km race and a 15km beginner's race through the Forrest trails. The event attracted over 1800 competitors and together with family and friends, this event brought approximately 5,000 people to the region delivering an economic benefit in excess of \$1M.

Relay for Life (Central Reserve) – 27 & 28 February, 2010

Relay for Life is to be held on the 27 & 28 February 2010. The event is held overnight with teams of 10 or more challenging themselves to keep their baton moving in a relay-style walk or run in a festive atmosphere to raise funds for The Cancer Council Victoria.

GO Sports Festival (Apollo Bay) – 27 & 28 February, 2010

Over 1000 Athletes and 2500 spectators will converge into the beachside resort of Apollo Bay for this event. This sporting spectacular caters for a wide range of enthusiasts from social weekend joggers, swimmers, cyclists, anglers, sailors and surfers, through to elite athletes. The Festival is hosted by the Apollo Bay Surf Life Saving Club and involves a collaborative effort bringing together the local sporting communities in the Colac Otway region. Events include a Great Ocean Swim (1200m), Dash for Cash (running, swimming, paddling), Otway Adventure Race (running, sea kayaking, mountain bike and surf board paddle/swim), 4km Ocean Race, Otway Mountain Bike Classic, The Big Catch fishing competition and a 10km beach run.

FReeZA 2010

The FreeZA program commenced again in February 2010 with several new members joining the Committee. Events under consideration include a Skate Park demonstration and music, Battle of the Bands in August, another winter arts/music event and attending and participating in event delivery at the Apollo Bay Music Festival.

Upcoming Events

Events which will be held throughout the Colac Otway Shire in March include the Kana Festival 13 & 14 March (Colac), Victoria State Cross Country Mountain Bike Series 20 March (Forrest), Apollo Bay Music Festival 26 to 28 March (Apollo Bay) including FReeZA – Young Performers Stage.

COPACC

The internal painting of COPACC is currently underway. The work will be done in stages to prevent interruptions to the business.

Three of Colac's four dance schools are now operating from COPACC's Civic Hall, with permanent school term hires four nights per week.

COPACC has sold out four children's performances for shows being presented in May and July. More than 1,400 tickets have already been sold to school time performances.

COPACC launched its 2010 Colac Herald Theatre Season on Saturday, February 20. The season includes drama, comedy, dance, music, circus and family entertainment.

Youth Council

Youth Council interviews were held on Friday 5 February 2010 at the Colac Secondary College and Trinity College. The interview panel included Cr Stephen Hart, Cr Chris Smith, Kerri Bauer (SWLLEN) and Katherine Attrill. Three students were selected from each school as follows;

Trinity College - Emma McMaster, Mickayla Leak and Tim Smith*

Colac Secondary College - Lucy Vesey, Brittnee Colbourne* and Jessica Westlake*

**Returning Youth Councillor*

2010 Youth Councillors were inducted at a ceremony at Botanic Café on Monday 15 February by Mayor Lyn Russell.

The first meeting of 2010 took place on Monday 22 February 2010. During this meeting Youth Council positions were elected and discussion was held on activities which the Youth Council would like to achieve in 2010.

Aged & Disability Service Unit**Recruitment**

Five new community care workers are currently completing their induction and orientation to the Colac Otway Shires Aged & Disability Services Unit policies, procedures and processes.

Hot Weather Review

The Aged & Disability Services Unit has updated the Extreme Weather Policy for both Staff and our client group. The policy has been shared with other Local Government HACC Services across the region for comment and review.

The policy will be discussed with the Barwon South Western Region team, in a meeting that will include the Department of Human Services, in working towards a formalised approach across all services.

Work Safe Victoria

WorkSafe Victoria completed a WorkSafe Project on Occupational Health for Community Care Workers on Friday 29 January 2010. The audit was successful and achieved a Gold Star rating. An excellent result for the Aged & Disability Unit and the Risk Management Unit.

Family & Children's Services

Council's Family Day Care Service has achieved a very high rating for their Accreditation from the National Childcare Accreditation Council (NCAC) for the scheme that we provide across the shire. We were especially commended for our Training Schedule and Auditing of Equipment. This is a great achievement. The work and training by Christine Gurrie, Jo Garner and Carers has been recognised at this accreditation being at such a high level.

Christine Gurrie, Co-ordinator, has received the formal transitional license to operate a children's service (Family Day Care) and the crèche at Blue Water Fitness Centre from the Department of Education, Employment & Workplace Relations.

Investigations are being conducted to provide before and after school childcare for the Apollo Bay Community. Further details will be provided when future developments occur.

INFRASTRUCTURE & SERVICES

GENERAL

Key activities carried out in the 2010 Works Program are as follows:

- Completion of the majority of the resealing program for Council including the carting and supply of sealing aggregate;
- Carrying out road construction programs in a number of areas throughout the municipality in accordance with Capital Works Program;
- Commencing a detailed review of budget bids and submissions in the lead up to the Budget process for Council later in the year;
- Supervision of major contracts, in particular the Apollo Bay Transfer Station.

The Department has also been busy with general maintenance repair works on Council's roads, building and infrastructure as a result of the recent warm weather.

CAPITAL WORKS UNIT

The Unit has been busy organising the physical Capital Works for major projects and local roads. The Unit has also been busy with developing the project priority lists in preparation for the budget process. This has included identifying and including various projects as part of the Works Program.

Budget preparation

Further work has been carried out with internal staff in relation to the development of 2010/11 Capital Works and Major Projects Budget Program. This has included development of an indicative project list which will be considered by staff prior to presenting to Council.

Special Charge Schemes*Elliminyt Natural Gas Special Charge Scheme*

At the January 2010 Council Meeting, Council resolved to apportion the actual costs associated with the installation of a natural gas main network through Elliminyt. Second notices and Scheme Accounts have been forwarded to all properties within the scheme boundary. All formal requirements of the scheme have now been completed.

Sinclair Street South, Elliminyt Special Charge Scheme

Council resolved to declare the scheme at its January 2010 meeting. First Notices are being prepared and are expected to be sent out by the end of February.

Apollo Bay Car Park

A meeting was held on 28 January 2010 with the relevant property owners. Design issues were discussed and the designers (Project Delivery) are preparing a quotation to complete the detailed design. It is expected that there will be at least one more meeting with the owners before the design work is finished.

Works on the project are not expected to start until all the relevant owners and representatives from the Council's Infrastructure & Services and Sustainable Planning & Development departments have entered into new 173 agreements detailing the cost apportionment of both the construction and on-going maintenance costs and the on-going management arrangements. Construction works are unlikely to be commenced this financial year. This being the case, the budget for these works will need to be included in the 2010/11 budget.

Colac Lorne Road

Rehabilitation works on the section of road between 5.5km to 6.4km (through the dip between Yeodene Rd and Birregurra-Yeodene Rd) were completed in early January.

Deans Creek Road

Rehabilitation works on the section of road between 0.7km to 1.4km (between the Railway line and Pound Rd) were completed in late January.

Irrewillipe Road Widening

Works have commenced and this project is well underway. Completion is expected by end of March.

Alexander Street Slurry Seal

These works were completed in January 2010.

Cawood Street Rehabilitation

The budgeted works for this project involved the rehabilitation of about half of Cawood Street. The extent and severity of the failures on the section from McLachlan to Costin Streets, and the imminent use of the road as a primary access to the new Transfer Station, has led to the decision to rehabilitate Cawood Street. Works are expected to commence in March 2010.

Richmond Street Rehabilitation

These works have been deferred pending a review of the project. The budget for these works should be included in the 2010/11 budget.

Morley Avenue Kerb & Channel

The concept design for the construction of kerb and channel was reviewed by the Project Review Group, with a detailed design now completed. Once the detailed design is approved, quotes will be obtained for the works to be completed.

Colac College Traffic Management

Three (3) new school crossings and revision of several bus zones were completed in time for the start of the school term.

Project Management / Planning Update

Environmental Assessments have been completed for all programmed works for the Infrastructure and Services Department, and will now only be undertaken as required when new works are identified. Council's Environmental Planner and Infrastructure Environment Officer will begin inspections shortly of work sites within high conservation areas, including Binns Road Rehabilitation and Irwillipe Road Widening to ensure that agreed works practices are being observed.

Stormwater Improvements

In partnership with Councils Environment Department, the Infrastructure and Services Department are planning to upgrade several stormwater outlets along Barongarook Creek. These works are expected to take place in March and will redefine some of the informal drainage discharge sites by laying rock beaching, thereby allowing water to enter the creek and minimising erosion.

Cressy Shelford Road Rehabilitation

The first Cressy-Shelford Road Steering Committee meeting has been scheduled for late February. This committee includes members from the Department of Sustainability and Environment (DSE) and the Corangamite Catchment Management Authority, and is a requirement of the agreements made with the Department of Environment Water Heritage and the Arts and DSE. A Terms of Reference has been developed for the committee that identifies its responsibilities in overseeing the implementation of the agreements. The progress report template and project delivery timelines are the priority issues for discussion in the first meeting which will include an onsite meeting to assess the site's recovery.

ASSETS DEPARTMENT

The Assets Department has been extensively involved in the development of the Asset Renewal Program in the lead up to the 2010/11 Capital Works Program. The department has undertaken an extensive review of the road networks to determine the road status and condition. This review is the basis of determining the future Asset Renewal Program for Council. The review undertaken by the department has established the level of funding which should be applied to ensure that Council's Asset Renewal Program is maintained and that the renewal gap is progressively addressed. This information will be provided to Council as part of the budget process.

Building Renewal Program

Works are progressing to implement the 2009/10 Building Renewal Program. The following is an update of some of the projects which make up this program:

<i>Kawarren Public Toilets</i>	Works were completed in late November 2009 and included repairs to brickwork, painting, and replacement of existing fittings.
<i>Lavers Hill Hall Painting</i>	Painting of the Hall will commence shortly. Replacement of three (3) windows on the east side of the building along with other structural repairs has recently been completed.
<i>Beech Forest Public Toilets</i>	It is expected that painting will commence in late February 2010.
<i>Colac Lawn Tennis Club</i>	Works on the roofing and exterior cladding have started and are proceeding without any significant delays. Detailed plans for new disabled toilets and other structural alterations are currently being drafted.
<i>Rae Street Office Air Conditioning Replacement</i>	The air conditioning unit which services the first floor of the Rae Street administration building will be replaced during February 2010.
<i>Structural Wall Repairs – Rae Street Office</i>	Significant cracking along the South wall of the Rae Street Office has been identified. This is generally as a result of foundations settling due to ongoing dry conditions. Quotations are being sought to undertake all necessary repairs.
<i>Red Rock Conveniences</i>	Replacement of weatherboards to the existing BBQ shelter is expected to commence in the near future. This will also include painting of the toilets to remove graffiti.

Routine Road and Footpath Inspections

This month, Council's Rural Link and Collector Roads were inspected. The majority of defects identified as requiring maintenance related to guide posts that were either damaged or missing and required replacement. The level of weed growth on roadsides, particularly that which encroaches into Council's nominated vegetation control envelope, is an emerging issue that may become significant if left uncontrolled. This is particularly evident along roads South of Barongarook.

Rail crossings were also inspected during late January/early February. Works will be programmed to address those signs which were identified as requiring maintenance or replacement.

Meeting with Otway Forum Representatives

Council Officer's recently met with a representative of the Otway Forum to discuss a number of issues related to the maintenance of infrastructure in Apollo Bay. A number of these issues have already been resolved and others are programmed to be completed as part of Council's routine maintenance activities. Other issues raised related to assets under the control of other agencies which have been referred to the appropriate authority.

Colac Botanic Café Water Meter Upgrade

Excavation work has commenced and completion of this project is dependent on the delivery of the new meter by Barwon Water. Works are expected to be completed by the end of February 2010.

Switchboard Upgrades

Replacement of the switchboard at the Pound Rd Depot Sign Shed has been completed. All components for the switchboard upgrade at Irrewillipe Recreation Reserve are now on hand and the works are scheduled to be completed by the end of February 2010.

Bus Stop Upgrade

The Department of Transport has engaged Council to assist in delivering upgrades to all of the existing bus stops located along the Colac Town Bus Service. The purpose of these works is to ensure that each stop is compliant with the requirements of the *Disability Discrimination Act 1992* and will involve the construction of a concrete slab to improve wheelchair access and the fixing of tactile markings to assist the visually impaired. There may also be some trimming of vegetation and other minor improvements undertaken if required.

There are approximately 60 stops in total of which fifteen (15) have already been upgraded. This project is being fully funded by the Department of Transport, at no cost to Council other than the officer time required to implement the work.

Asset Management Strategy

A review of Council's existing Strategic Asset Management Plan has commenced. The emphasis of the Asset Management Strategy will be to identify the key actions necessary to improve Council's overall asset management capabilities.

It is intended that the Strategy will have a five (5) year outlook that accommodates Council's future asset management directions to ensure that they are consistent with both State and Federal asset management planning frameworks, and Council's Capital Works and Major Projects budget.

Interviews with key Council staff will be completed over the coming months to assist with the development of the Strategy. This will gauge the effectiveness of existing business practices. It is expected that a draft Strategy will be completed towards the end of May 2010.

COSWORKS DEPARTMENT

Road Regrading: Maintenance grading has been reduced in the Central & Northern areas due to summer conditions.

Road Pavement Minor Patching: Ongoing in all areas.

Capital Works: The following works are in progress or have been completed.

Colac Lorne Road Reconstruction	Completed
Deans Creek Road Reconstruction	Completed
Irrewillipe Road widening	90% complete
Swan Marsh Road Reconstruction	Started
Binns Road Drainage works	Started

Gravel Road Re-sheeting: Re-sheeting works have been undertaken on Creamery Road, Jenner Street and in Austin & Sladen Streets, Birregurra.

Major Drainage: Works have been undertaken on Morris Access, Broughtons Access, Busty, Biddles, Sunnyside, Tuxion, Old Hordern Vale, Old Tuxion and McDonalds Roads.

Linemarking: Rural centreline repainting has commenced.

Routine Drainage: Routine drainage is an ongoing program in all areas across the Shire.

Tree Maintenance: Tree maintenance has been completed at Carlisle, Gellibrand, Beech Forest, Aire Settlement and Hordern Vale areas.

Roadside Slashing: The second round of slashing has commenced in the Irrewillipe/Swan Marsh areas.

Township Mowing: This has been undertaken in townships as required.

Weed Spraying: Weed spraying has been undertaken in the townships located in the Otways and around Council's Road Furniture.

Bridge Maintenance: Pearces Bridge has had repairs undertaken to the bridge decking. Damaged guardrail has been replaced on the bridge at Deepdene Road.

Gardens: General maintenance has been undertaken over the last month and there has been an increase in water usage due to the warmer weather.

Playground Maintenance: Inspection of playground equipment has been undertaken and defects repaired, in accordance with the Playground Maintenance Program.

Old Beechy Line Rail Trail: Reach Arm slashing at Beech Forest has been completed.

Storm Damage: Roads have been cleared of tree debris in the Carlisle, Gellibrand, Beech Forest and Hordern Vale areas.

MAJOR CONTRACTS/WASTE DEPARTMENT

Re-armouring of the southern section of main breakwater at the Apollo Bay Harbour
DSE in conjunction with Council, will be making a funding submission to Regional Development Victoria (RDV) for re-armouring of the southern section of main breakwater at the Apollo Bay Harbour.

An amount of \$55,000 was allocated in 2008/09 (carried over to 2009/10) for risk mitigation works to be carried out. Marine Engineers from GHD were engaged for establishing the scope of works, preparation of design and cost estimates. The cost estimates prepared by GHD indicates a significant cost will be involved.

The works will involve upgrade of approx 100m of breakwater involving:

- raising of height similar to the already upgraded section between chainage 48 -100m) – seaward section;
- re-armouring works;
- stabilizing of breakwater slopes with geo-textile membrane; and
- construction of road pavement on top of breakwater and access improvements.

The project is listed as a high priority capital work item in the Apollo Bay Harbour Capital Works Program.

A funding application was lodged on 8 February 2010 for further consideration by DSE and RDV.

Apollo Bay Transfer Station

Construction works are underway for the new Transfer Station at Apollo Bay. Majority of the underground stormwater drainage works have been completed together with a large section of earthworks. While undertaking the earthworks, soft ground conditions was encountered at a location which needs further investigation and design solutions for long term foundation stability. The administration building framework has been constructed and ceiling works are likely to be undertaken soon. It is expected that concreting works will follow soon. A revised construction time frame has been submitted to Sustainability Victoria for funding grants.

Birregurra Skatepark

The Birregurra Skate Park is under construction. An initial site meeting took place to determine the orientation of the skatepark for the site and environmental control measures. Currently earthworks are being undertaken in preparation for contracting works. It is anticipated that the construction works will be completed within 6-8 weeks.

Silage Wrap recycling promotion

'Plasback' – an industry funded silage wrap campaign was launched on Friday February 5 by the Mayor Lyn Russell. The program is supported by Tapex the main supplier of silage wrap and twine in Australia and has a guaranteed market for the end product which will see the product recycled into Tuff Board. Transfer wrap will be able to be dropped off free of charge at the Western Waste Transfer Station in Marriner Street and the Alvie and Birregurra Transfer Stations. Council has contacted local farm supply stores, McKays Farm Supplies, CRT and Landmark who have all given the program their support and are willing to promote it to their customers. This program will minimise the amount of silage wrap going to landfill, being illegally burnt or buried on private land.

MAV Fuel Tender Briefing

A fuel tender briefing was held by MAV Procurement, Municipal Association of Victoria on 3 February 2010. Presentations were made by five major suppliers namely Castrol, Reliance, Shell, BP and Caltex on their tender bids. MAV Procurement is acting as an agent on behalf of 36 Councils including the Colac Otway Shire.

The range of products included in the tender were:

- Card fuel (including ULP, Diesel and LPG);
- Bulk fuel (ULP, Diesel);
- Lubricants; and
- Bio Diesel.

The tender evaluation report provided by MAV Procurement is currently being analysed to ascertain if the offered price would be advantageous for Council.

Tenders

Three (3) tenders were advertised in January. Two (2) for heavy machinery (the Council Grader and Truck) and the other for the contract for the Eastern Reserve Netball Court Development. A request for quotes for Gross Pollutant Trap Maintenance was also issued. There has been a healthy response to all tenders.

Subdivision Works

The following table shows the current status of various subdivisional works which will be handed over to Council when completion is approved:-

Subdivision	Status
Apollo Bay Industrial Estate Stage 1 9 lots	Some concrete work remains to be undertaken on Arthur Court, the main access road. Statement of compliance obtained from Service Authorities.
Rossmoyne Road Industrial Estate Stage 2 23 lots	Kerb and channel works completed. Road sub base work to be completed by the end of February. Road construction to be completed by March 2010.
Seeberg Estate Stage 2 24 lots and reserve	Kerb and Channel works completed. Retaining wall and footpath works to commence once information from Telstra is available on service connection. Road works likely to be completed by end of February.
Dowling Street Subdivision (at Harris Rd) 4 lots	The issue of the Statement of Compliance is under consideration.
Pascoe Street (66) Apollo Bay 5 lots	The issue of the Statement of Compliance is under consideration.
Cants Road Stage 3 12 lots	Sewer and stormwater drainage works have been completed. Water mains within the sub division have been completed but the outside component along Cant Road needs to be completed. Road construction boxing works are to start soon.

SUSTAINABLE PLANNING & DEVELOPMENT

Rural Living Strategy

Consultant firm CPG-Global Australia is currently preparing a draft Rural Living Strategy following well attended community workshops held at Cororooke, Lavers Hill, Birregurra and Forrest in November and December. Written comments and feedback received at the workshops will be taken into account when developing the draft Strategy. A Steering Committee will meet shortly to discuss issues and options for consideration in the development of the Strategy.

Birregurra and Forrest Structure Plans

Consultant firm CPG-Global Australia is currently preparing draft Structure Plans following community workshops held in November and December. The project steering committee will convene shortly to consider an Issues and Opportunities Paper as a lead up to the draft Structure Plan.

Colac and Apollo Bay Car Parking Study

Council resolved at its meeting in December 2009 to publicly consult on the Issues and Opportunities Paper for the Colac and Apollo Bay Car Parking Study early in 2010. Additional parking surveys were undertaken in January/early February and the results incorporated into the Study documents. The Issues and Opportunities Papers will be subject to community consultation commencing mid March.

Amendment C12 – Changes to flood provisions

Council received a report from the independent panel that considered public submissions to Planning Scheme Amendment C12 in November 2009. The report was released to the public prior to Christmas, and will be formally considered by Council at its meeting in March

for adoption of the amendment, after revised mapping has been completed, that accords with the panel's recommendations. The panel report fully supports the Council's position in relation to the amendment.

Planning Scheme Review

Council is required to review the performance of its Planning Scheme every four years. The next review is required by legislation to be completed by June 2010. The project is being undertaken in-house by Council officers, and commenced late in January. A workshop is scheduled with Councillors early in March to discuss this matter.

Review of Planning and Environment Act

Officers have lodged a submission on behalf of Council to the State Government's draft bill which proposes revisions to the *Planning and Environment Act 1987*. The submission was workshopped with Council earlier this month prior to lodgement, and supports the submission of the Municipal Association of Victoria (MAV). The submission expresses particular concern at changes to the planning scheme amendment process which would allow persons other than Council or public authorities to prepare and exhibit amendments, and would take away the power of Council to adopt or abandon an amendment.

Fire Prevention and Planning

Council officers continue to undertake follow up inspections of properties across the region to assess whether they comply with fire prevention requirements. Although the number of properties that have failed to comply is higher than we would like, the recent rain has meant there is much more grass growing this year, so people need to monitor their properties and carry out more work (i.e. follow up slashing and mowing) when required in order to maintain their property at a suitable level throughout the fire season.

Council continues to work closely with other government agencies to implement the recommendations from the Bushfire Royal Commission. At this stage there are no sites designated as Neighbourhood Safer Places in the Colac Otway region. Council continues to investigate the works required to designate one potential site as a Neighbourhood Safer Place. However, it is unlikely that it will be designated during the 2009-10 fire season. The Bushfire Royal Commission is expected to release further recommendations in March that may have further implications for Council.

Council continues to remind the Colac Otway Shire community that in high risk areas all people should leave on Code Red 'Catastrophic' and Extreme fire warning days. On these days people are advised to make arrangements to visit low risk areas such as large regional centres like Geelong and Warrnambool or the central areas of Apollo Bay and Colac. This emphasises the need for all residents to develop and implement their own personal fire plans with the focus being on the preservation of life.

Dry Lake Working Group

The Colac Otway Shire is working with other key stakeholders to manage the issues associated with Lake Colac being dry. The focus of the group is identifying ways to manage the remaining carp in the catchment and to monitor the growth of Fairy Grass on the lake. The Lake is expected to get very low by the end of March unless there is a large amount of unseasonal rain.

Estimates of the area of Fairy Grass on the lake suggest that it is covering an area similar to last year but this has not been accurately measured. Council will again work with the community to manage the fairy grass that blows off the lake by allowing all fairy grass collected by residents to be dropped off at the Alvie Transfer Station free of charge and through the provision of support for clean up in exceptional circumstances (i.e. for disabled

and the elderly). In addition Council has set up a number of demonstration plots on the lake to test different control methods and has installed a section of fencing along the eastern shoreline to evaluate whether this helps adjoining landholders.

Carp in Lake Colac will die once the water level reduces to a point where the concentration of salt is too high for the fish to live. Although this further reduces the numbers of carp in the catchment we know that there are still reasonable numbers in the local creeks. Council applied for a Recreational Fishing Grant from the Department of Primary Industries (DPI) to do a thorough clean out of the carp from both Barongarook and Deans Creeks. Unfortunately, Council was recently advised by DPI that the application was unsuccessful. The reason provided for why it was unsuccessful was the uncertainty about the future water supply to Lake Colac and therefore its sustainability as a recreational fishery. Council will discuss the matter further with the Dry Lake Working Group to determine a way forward.

Environment Strategy

Council endorsed the Colac Otway Shire Environment Strategy 2010-2018 at the February Council Meeting. The final version of the strategy will be placed on the Council Website for the public to view and copies will be sent to key stakeholders who were involved in the development of the document. The focus now shifts to implementing the strategy. This will be done by identifying the actions that need to be taken over the next two years to help achieve the targets set out in the strategy. The community will have an opportunity to comment on the actions before they are finalised in July 2010.

Visitor Information Centres

The internal upgrade of the Colac VIC is expected to commence in late February, now that the busy Christmas period has passed.

Business Events

Funding has been allocated to the Colac Otway Shire from Regional Development Victoria (RDV) under the Local Events Program for eight business networking events in Colac and Apollo Bay called 'On the Front Foot for Business'. The first event is on 31 March 2010 with David Haymes from Haymes Paints speaking on succession planning and protecting the brand and business. Other topics for the events will be Business Services, Climate Change and Marketing. These events are being supported by WHK Colac and Otway Business Inc. (OBI) as major sponsors.

Trade Training Centre (TTC)

The Colac Otway Vocational Education Cluster (COVEC), which includes the Principals of Colac Secondary College, Trinity College, Colac Specialist School, and Lorne, Apollo Bay and Lavers Hill P-12 Colleges, will meet in late February. This meeting will commence the application for funding of a building, automotive and engineering training centre based at the Beechy precinct adjacent to the new Colac Secondary College, as well as funding to upgrade hospitality training facilities at Trinity College.

Apollo Bay Harbour

The Colac Otway Shire and State Government Interdepartmental Project Steering Group will meet in early March to discuss infrastructure, planning and long term State Government support for the project.

Attachments

Nil

Recommendation(s)

That Council receive the CEO's progress Report to Council for information.

THIS PAGE HAS BEEN LEFT BLANK

**OM102402-2 MEMORANDUM OF UNDERSTANDING BETWEEN G21
GEELONG REGIONAL ALLIANCE AND THE COLAC
OTWAY SHIRE**

AUTHOR:	Rob Small	ENDORSED:	Rob Small
DEPARTMENT:	Executive	FILE REF:	GEN01711

Purpose

The purpose of this report is to seek Council approval to sign a further Memorandum of Understanding (MoU) with G21 Geelong Regional Alliance (G21) for the period 2010-2014.

Declaration of Interests

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

Background

1.1. Establishment

G21 Geelong Regional Alliance was established as a legal entity in 2003, driven by the five G21 municipalities (Borough of Queenscliffe, City of Greater Geelong, Colac Otway Shire, Golden Plains Shire and Surfcoast Shire), with the support of State Government and major regional organisations including Barwon Water and Barwon Health.

The goal was to develop a coherent plan to allow the region to ‘speak with one voice’, thereby increasing our leverage with State and Federal Governments. Once the Plan was approved and in place, the focus was on implementation of the Plan. It was also the partners’ intention to provide a platform for collaboration and coordination of activities within the region.

1.2. Structure

G21 is governed by a Constitution revised in 2008 and agreed by participating Councils. Its Board consists of a representative of each participating Council, with an alternate who is invited to attend all meetings and automatically has voting rights in the absence of the representative, plus five members elected by the general membership at the AGM. Any bona fide organisation in the region is entitled to apply for membership. In practice, Board decisions are based on consensus.

G21 works only on issues that are regional in significance. It will not become involved in issues that fall within the authority of a single Council unless requested and agreed by the Board.

G21 operates mainly through its Pillar structure, selected to reflect key issues in the region. These are:

- Arts and Culture
- Economic Development
- Education and Training
- Environment
- Health and Wellbeing
- Planning and Services
- Sport and Recreation
- Transport.

The Pillars have broad representation from across the region including elected members, professionals working in the sector (both public and private sector, often at a very senior level) and representatives of community groups. This membership means that the Pillars are well informed, an excellent mechanism for identifying and prioritising issues, and frequently have the ability to deliver on these priorities from within their own resources through cooperative action.

1.3. Funding

Base funding for the day to day operations of G21 is provided by the participating municipalities on a per capita basis under a rolling MOU that projects forward four years to provide a degree of certainty to all parties. The MOU provides for participating Councils to withdraw from G21 with 12 months notice.

This base funding allows G21 to leverage against available local funds to drive regional initiatives. These include both programs such as the Primary Care Partnership and projects such as the Regional Marketing Initiative. In 2009-10, the total Council funding was \$473,000 from a total budget of over \$1.1m.

In addition, funding is provided direct to member organisations and through government agencies, to deliver projects identified by G21 as being of regional significance.

Council has gained significant benefits from its association with G21. These have included advocacy for the duplication of the Princes Highway, support for the Apollo Bay Harbour, supporting initiatives in dealing with disadvantaged communities in Colac and a range of networks that bring extensive communication and cooperation in achieving the shire's specific goals.

Council Plan / Other Strategies / Policy

This MoU between G21 and the Colac Otway Shire is consistent with Council's Corporate Plan Vision, Mission and Values and the Economic Development objective:

Council is committed to facilitating a healthy and resilient economy through effective leadership, advocacy and partnership.

Issues / Options

Colac Otway Shire has been well served by G21's various initiatives and trends in both State and Federal Government seem to increasingly set funding priorities around regional priorities as much as they are set by local advocacy. This is particularly evident with the Federal Government setting up Regional Development Advisory Committees and the State Government emphasis on Regional Strategic Plans.

Council can opt out of the G21 MoU with 12 month's notice.

Council can opt not to sign the MoU and give 12 month's notice to withdraw or sign the MoU for the period 2010 to 2014.

Proposal

It is recommended that Council agree to sign the MoU with G21 for the period 2010 to 2014.

Financial and Other Resource Implications

There is an annual fee paid by each participating Council which is based on a formula involving population and operating budgets.

Currently the Colac Otway Shire pays \$40,700 per annum.

There is also a contribution of staff time in participation. This involves staff membership on all pillars and the CEO and the Mayor represent Council on the Board.

Risk Management & Compliance Issues

No risk management considerations are applicable.

Environmental and Climate Change Considerations

No environmental considerations are applicable.

Communication Strategy / Consultation

There are no direct communication or consultation issues. The direction for involvement is clearly outlined in the Council Plan.

Implementation

Council needs to agree to sign the MoU with G21 at this meeting to give confidence for the longer term appointment of the new G21 CEO for up to a five year term.

Conclusion

It is necessary to give some certainty of Colac Otway Shire’s ongoing support to G21 in appointing a new CEO. The benefits to Council’s membership of G21 have been significant and the regional advocacy for issues that affect Colac Otway have been particularly effective.

Council’s ongoing support for G21 and involvement in its pillars and the Board has proven to be a significant advantage to the Colac Otway Shire.

Attachments

- 1. Draft MOU between G21 & Colac Otway Shire

Recommendation(s)

That Council sign the new Memorandum of Understanding between G21 and the Colac Otway Shire for the period of 2010 to 2014.

~~~~~\ ~~~~~

THIS PAGE HAS BEEN LEFT BLANK

**MEMORANDUM OF UNDERSTANDING**

**1<sup>st</sup> July 2010~~08~~ to 30<sup>th</sup> June 2014~~2~~**



Formatted: Font: Bold



## MEMORANDUM OF UNDERSTANDING

between

### G21 GEELONG REGION ALLIANCE LTD ("G21")

of 199 Moorabool Street, Geelong

and

### MEMBER MUNICIPALITIES

comprising of:

|                                   |                                  |
|-----------------------------------|----------------------------------|
| COLAC OTWAY SHIRE.....            | 2 Rae Street, Colac              |
| GREATER GEELONG CITY COUNCIL..... | 30 Gheringhap Street, Geelong    |
| GOLDEN PLAINS SHIRE .....         | 2 Pope Street, Bannockburn       |
| SURF COAST SHIRE .....            | 25 Grossmans Road, Torquay       |
| BOROUGH OF QUEENSCLIFFE .....     | 50 Learmonth Street, Queenscliff |

(Collectively called "the G21 Councils" or "Member Councils" with the combined municipal districts referred to as "the G21 Region" or "the Region")

#### 1. RECITALS

- 1.1. The objective of this Memorandum of Understanding (MoU) is to articulate the arrangements and expectations between G21 and Member Councils as funding partners for the core operation of the G21.
- 1.2. G21 is a Company Ltd formed with the purpose of fostering and undertaking actions that support sustainable growth and development of the Region within the municipal districts of Member Councils (the Region).
- 1.3. The core role of G21 is to build on the existing social, economic and environmental capacity of the Region with regard being given to the G21 Values and Principles (refer to G21 Constitution).
- 1.4. G21 provides the forum and mechanisms for regional issues or opportunities to be identified and solutions or projects implemented.
- 1.5. The MoU is for a four-year period from 1<sup>st</sup> July 2010~~08~~ to 30<sup>th</sup> June 2014~~2~~.
- 1.6. G21 will not expand the number of Member Councils unless agreement is obtained from current Member Councils.
- 1.7. The success of G21 pivots on the participation and good will of people and organisations across the Region.

2. GENERALLY APPLIED CRITERIA FOR G21 ACTIVITY

2.1. G21 applies a policy of: "subsidiarity where functions which subordinate or local organisations perform effectively belong more properly to them than to a central organisation such as G21."

2.2. The generally applied criteria for issues or projects to be considered by G21 include assessment as to whether the impact, involvement and benefits are:

- Regional
- Multi-agency
- Triple Bottom Line with overall long term and community benefit

And generally demonstrate:

- Support by a Leader, Lead Agency or Project Champion
- A general need for a cooperative effort to be successful

~~▪ A general need for a cooperative effort to be successful~~

~~Likelihood of happening~~

Likelihood of happening

Formatted: Indent: Left: -0.63 cm

Formatted: Bullets and Numbering

Formatted: Indent: Left: 2.52 cm, Hanging: 0.63 cm, Space After: 3 pt, Bulleted + Level: 1 + Aligned at: 0 cm + Indent at: 0.63 cm

Formatted: Bullets and Numbering

Formatted: Indent: Left: 2.52 cm, Space After: 3 pt

*The parties as signatories to this document understand and record the following:*

3. RESOURCING

- 3.1. The Member Councils are committed to support G21 via an annual subscription.
  - 3.2. Councils are encouraged to participate in activities that further the objectives of G21.
  - 3.3. G21 will work closely with Member Councils' committees, advisory boards, task groups and relevant Council officers to further G21 objectives.
  - 3.4. Financial contributions to support the core operation of G21 shall be based on the regional population formula included in Table 1. This formula will remain in place for the four year period of the agreement.
  - 3.5. Any proposed variation to the four year contributions listed on Table 1 will be raised by the G21 Board with Member Councils at the Annual Review.
  - 3.6. Funding received from Member Councils will be used for the core operation of G21 which includes the staff, on-costs, overheads and out goings required to achieve G21 objectives.
  - 3.7. Additional and supplementary funding for the core operation of G21 may be obtained from Federal and State Government sources and will be advised through regular reporting to Councils and Members.
  - 3.8. It is recognised that the development and updating of the regional strategic plan will occur through a planning process conducted at a frequency to be determined by the Board. Additional resources will be required to support planning, research, consultation and participation processes.
- 3.409 Additional financial contributions for specific G21 projects (ie. non-core) may be sought from Member Council's from time to time and will be subject to separate

business cases and funding submissions through normal Council approval processes.

3.4.10 It is recognised that the majority of G21 projects require partnerships and funding by a range of stakeholders from various levels of government, business and community agencies and other statutory authorities.

Formatted: Indent: Hanging: 1 cm

**TABLE 1:**

| Contributor          | Population <sup>1</sup> | % Region    | CONTRIBUTION <sup>2</sup>         |                                   |                                   |                                   |
|----------------------|-------------------------|-------------|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|
|                      |                         |             |                                   |                                   |                                   |                                   |
| <b>Colac Otway</b>   | 20,297                  | 7.84%       | <del>\$39,000</del><br>\$36,000   | <del>\$40,000</del><br>\$37,000   | <del>\$42,000</del><br>\$39,000   | <del>\$43,000</del><br>\$40,000   |
| <b>Geelong</b>       | 197,509                 | 76.24%      | <del>\$375,000</del><br>\$347,000 | <del>\$390,000</del><br>\$361,000 | <del>\$405,000</del><br>\$375,000 | <del>\$422,000</del><br>\$390,000 |
| <b>Golden Plains</b> | 16,452                  | 6.35%       | <del>\$31,000</del><br>\$29,000   | <del>\$33,000</del><br>\$30,000   | <del>\$34,000</del><br>\$31,000   | <del>\$35,000</del><br>\$33,000   |
| <b>Surf Coast</b>    | 21,777                  | 8.41%       | <del>\$41,000</del><br>\$38,000   | <del>\$43,000</del><br>\$40,000   | <del>\$45,000</del><br>\$41,000   | <del>\$47,000</del><br>\$43,000   |
| <b>Queenscliffe</b>  | 3,017                   | 1.16%       | <del>\$6,000</del><br>\$5,000     | <del>\$6,000</del><br>\$5,000     | <del>\$6,000</del><br>\$6,000     | <del>\$7,000</del><br>\$6,000     |
| <b>TOTAL</b>         | <b>259,052</b>          | <b>100%</b> | <del>\$492,000</del><br>\$455,000 | <del>\$512,000</del><br>\$473,000 | <del>\$532,000</del><br>\$492,000 | <del>\$554,000</del><br>\$512,000 |

<sup>1</sup>Source: 2006 Census data, Place of Usual Residence

<sup>2</sup>Adjusted to nearest '000

#### 4. ACCOUNTABILITY AND COMMUNICATION

- 4.1. G21 is accountable for operating under a Company Constitution.
- 4.2. Councils are encouraged to participate in activities that further the objectives of G21.
- 4.3. G21 will make available regional statistics, performance and forecast information of strategic use and interest. Conversely, Council's assistance in making available the same information to G21 will add value to all strategic direction processes.
- 4.4. By 31 July each year, G21 will prepare and adopt a Business Plan that details operational initiatives and targets established to evaluate performance.
- 4.5. G21 will present progress reports twice per annum to Member Councils that include performance outcomes against targets in the G21 Business Plan.
- 4.6. The G21 CEO will consult with Member Council CEOs prior to establishing annual contributions to allow for budget considerations. This will occur by March 31<sup>st</sup> annually or as agreed with individual Councils.



- 4.7. Councils recognise the independent role, structure, mission and expertise of G21 and understand the function also includes being an independent voice and advocate for regional direction in local and national media.
- 4.8. On request, G21 will be available to any Council meeting or meeting within the municipality to discuss issues, progress or any items pertinent to G21 as raised by the Council.
- 4.9. In addition to Board meetings, G21 will communicate with Councils and members on a regular basis using a range of media.

**5. SPECIFIC ARRANGEMENTS**

**5.1. Director Nomination:**

- 5.1.1. Each Member Council shall nominate one Director to the G21 Board as described in the G21 Constitution. Each Member Council shall also nominate an ~~observer~~Alternate Representative who may attend Board meetings and act as a proxy for that Council's nominated Director, should that Director be unable to attend.

**5.2. Pillar Groups:**

- 5.2.1. Participation and consultation processes underpin G21 with the "Pillar Group" approach (or similar) seen as key to achieving the objectives of G21.
- 5.2.2. Any proposed major variations to the Pillar Group structure (other than normal continuous process improvement, pillar forming, cessation and review) shall be advised and agreed with Members prior to any changes being implemented.
- 5.2.3. Councils are encouraged to have a minimum of one person allocated to each G21 Pillar Group to provide active input, represent the interests of Council, and act as a conduit for communication and integration with council activities.
- 5.2.4. The role of the Board is to oversee the operation of G21, ensure it remains viable and accountable to its members in achieving the objectives, roles and responsibilities included in the Constitution. The Objectives of G21 will be achieved through participatory processes ~~as depicted in the G21 Operating Framework (Appendix 1).~~

**5.3. Innovative Staffing Options:**

- ~~5.3.1.~~ Councils are encouraged to directly support G21 through initiatives such as officer placements or secondments. These arrangements may be made directly between the G21 CEO and Council CEO.

~~5.3.1.~~

**5.4. Demonstrate Regional Benefits:**

- ~~5.4.1.~~ G21 related activities must demonstrate regional benefits.

~~5.4.1.~~

Formatted: Indent: Left: 1.4 cm, No bullets or numbering  
Formatted: Bullets and Numbering

Formatted: Indent: Left: 1.4 cm, No bullets or numbering  
Formatted: Bullets and Numbering  
Formatted: Indent: Left: 2.29 cm, No bullets or numbering

**5.6.5.5. Integration of Strategic Direction Processes:**

- 5.5.1. The parties acknowledge that G21 success rests largely with Councils recognising G21 as an independent but integral part of their own strategic direction and community building processes.
- 5.5.2. Every effort will be made by all parties to annually integrate strategic direction processes and timetables to maximise value adding and minimise potential duplication. Examples include the conduct of community and specific consultation, research, performance indicators, demographics or information gathering processes.
- 5.5.3. Projects will be identified from time to time that involves some or all Councils. Council officers and the G21 CEO are responsible for working cooperatively to ensure funding submissions meet the requirements of individual Councils.

**5.7.5.6. Communication is a Joint Responsibility:**

- 5.6.1. A two way communication and feedback loop is essential for an initiative of the type and size of G21. All parties accept their responsibilities in seeking out and supporting communication and feedback processes.
- 5.6.2. G21 shall convene a working group to include each Member Council-, which will coordinate any joint communications and marketing.

**6. GENERAL**

- 6.1. G21 is accountable for operating to the Company Constitution, Board Charter, Business Plan and arrangements contained in this MoU.
  - 6.2. Should a Member Council have concerns with the performance or lack of performance of G21 then discussion should be initiated to address the concerns.
  - 6.3. Should a Council wish to withdraw its membership of G21 then written notice must be given twelve months in advance of ceasing membership. Such notice will allow appropriate modifications to the Business Plan and budget process.
  - 6.4. If any dispute or difference arises between the parties in carrying out the principles of this Memorandum of Understanding that cannot be resolved, then the parties will seek an agreed independent mediator to resolve the difference.
-

DATED this .....day of .....201008

SIGNED on behalf of the )  
G21 GEELONG REGION ALLIANCE )  
by its duty authorised representative: )

.....  
Witness

SIGNED on behalf of the )  
CITY OF GREATER GEELONG COUNCIL )  
by its duty authorised representative: )

.....  
Witness

SIGNED on behalf of the )  
BOROUGH OF QUEENSCLIFFE )  
by its duty authorised representative: )

.....  
Witness

SIGNED on behalf of the )  
COLAC OTWAY SHIRE COUNCIL )  
by its duty authorised representative: )

.....  
Witness

SIGNED on behalf of the )  
GOLDEN PLAINS SHIRE COUNCIL )  
by its duty authorised representative: )

.....  
Witness

SIGNED on behalf of the )  
SURF COAST SHIRE COUNCIL )  
by its duty authorised representative: )

.....  
Witness

CONSENT CALENDAROFFICERS' REPORT

D = Discussion

W = Withdrawal

| ITEM                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | D | W |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|---|
| <p data-bbox="108 383 722 416"><b><u>CORPORATE AND COMMUNITY SERVICES</u></b></p> <p data-bbox="108 461 948 562"><b><u>OM102402-3 LOCAL LAW NO 4 2009 - 'COUNCIL MEETING PROCEDURES AND COMMON SEAL'</u></b></p> <p data-bbox="108 613 751 647">Department: Corporate and Community Services</p> <p data-bbox="108 689 424 723"><b><u>Recommendation(s)</u></b></p> <ol style="list-style-type: none"> <li data-bbox="161 763 951 902">1. <i>That having considered the written submission and other issues, Council now makes Local Law No 4 2009 – Council Meeting Procedures and Common Seal.</i></li> <li data-bbox="161 947 927 1048">2. <i>The Local Law to commence on 1 March 2010. The purposes and general purport of the Local Law is:</i> <ol style="list-style-type: none"> <li data-bbox="209 1093 970 1346">a) <i>provide a mechanism to facilitate good governance and leadership by Council for the local community through its formal meeting procedure to ensure the primary objective and facilitating objectives set out under Section 3C of the Local Government Act 1989 are achieved;</i></li> <li data-bbox="209 1350 884 1417">b) <i>regulate and control the use of Council's Common Seal;</i></li> <li data-bbox="209 1422 963 1523">c) <i>regulate and control the election of Mayor, Deputy Mayor and Chairperson of any Special Committees;</i></li> <li data-bbox="209 1527 932 1742">d) <i>regulate proceedings at Council Meetings, Special Committee Meetings, Advisory Committee Meetings and other meetings conducted by or on behalf of Council where Council has resolved that the provisions of this Local Law are to apply;</i></li> <li data-bbox="209 1747 839 1848">e) <i>promote and encourage community participation in the government of the Council; and</i></li> <li data-bbox="209 1852 967 1953">f) <i>revoke Local Law No 4 of 2005 – Processes of Municipal Government and Local Law No 4A of 2006.</i></li> </ol> </li> </ol> |   |   |

**OM102402-4 COUNCIL COMMUNITY FUNDING PROGRAMS 2010-2011**

Department: Corporate and Community Services

**Recommendation(s)**

***That Council:***

1. ***Endorse the 2010/2011 Community Funding Program process up to the current funding levels as follows:***

|                                           |                        |
|-------------------------------------------|------------------------|
| <b><i>Recreation Facilities</i></b>       | <b><i>\$70,000</i></b> |
| <b><i>Community Projects</i></b>          | <b><i>\$40,000</i></b> |
| <b><i>COPACC Assistance</i></b>           | <b><i>\$ 7,500</i></b> |
| <b><i>Festival and Support Scheme</i></b> |                        |
| <b><i>Established Events</i></b>          | <b><i>\$60,000</i></b> |

2. ***Endorse the Council Community Funding Program and Festival and Events Support Scheme guidelines and application forms as attached.***

3. ***Acknowledge that the increased funding request be considered under the 2010/2011 budgetary process as follows;***

|                                     |                                         |
|-------------------------------------|-----------------------------------------|
| <b><i>Recreation Facilities</i></b> | <b><i>from \$70,000 to \$80,000</i></b> |
| <b><i>Community Projects</i></b>    | <b><i>\$40,000 remains</i></b>          |
| <b><i>COPACC Assistance</i></b>     | <b><i>from \$7,500 to \$10,000</i></b>  |

***Festival and Support Scheme \$60,000 remains (including funding for established events seed funding for new events.)***

**OM102402-5 CORANGAMITE REGIONAL LIBRARY CORPORATION - REGIONAL ADMINISTRATION OFFICE (CRLC)**

Department: Corporate and Community Services

**Recommendation(s)**

1. ***That the Corangamite Regional Library Corporation be advised that their request to remain in its current location at the rear of the current library (105 Gellibrand Street) until 30 September 2010 is approved.***

2. ***That in light of the move of staff to the Joint Use Library that discussions are held with the Corangamite Regional Library Corporation to establish their short term and medium term***

|                                                                                                                                                                                                                                                                                                       |  |  |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|
| <p><b>accommodation requirements.</b></p> <p>3. <b><i>That the location of the Corangamite Regional Library Corporation’s regional administration office be further discussed in conjunction with investigations on required office space for shire staff and the 2010/11 Budget process.</i></b></p> |  |  |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|

**Recommendation**

***That recommendations to items listed in the Consent Calendar, with the exception of items ....., be adopted.***

**MOVED** .....

**SECONDED** .....

THIS PAGE HAS BEEN LEFT BLANK



OM102402-3

**LOCAL LAW NO 4 2009 - 'COUNCIL MEETING PROCEDURES AND COMMON SEAL'**

|             |                                |           |                    |
|-------------|--------------------------------|-----------|--------------------|
| AUTHOR:     | Colin Hayman                   | ENDORSED: | Rob Small          |
| DEPARTMENT: | Corporate & Community Services | FILE REF: | GEN0159 Local Laws |

**Purpose**

The purpose of this report is to consider the making of Local Law 4 2009 – Council Meeting Procedures and Common Seal (Local Law).

**Declaration of Interests**

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

**Background**

At the Council Meeting held on 28 October 2009, Council resolved to give notice of its intention to make the Local Law.

The issue was again considered at the Council Meeting on Wednesday, 16 December 2009.

Council resolved:

*“That Council:*

1. *Notes the extension of time for the receipt of submissions on draft Local Law No 4 2009 until 15 January 2010.*
2. *Considers any submissions received in relation to the draft Local Law No 4 2009 at the Council Meeting to be held on Wednesday 27 January 2010 at 6.00 pm.*
3. *Considers adoption of the draft Local Law No 4 2009 at the Council Meeting to be held on 24 February 2010.”*

At the Council Meeting held on 27 January 2010, Council considered the written submission received and resolved to refer the submission on Local Law No 4 2009 for further consideration to the Council Meeting to be held on Wednesday 24 February 2010.

**Council Plan / Other Strategies / Policy**

This report is consistent with the Council Plan 2009/2013.

Under the key results area of Leadership and Governance there is a key action to review Council's Local Laws.

**Issues / Options**

Through the submission process, other responses and Council workshops, the following issues have been raised.

- (a) Recording votes for each resolution
- (b) Casting vote
- (c) Question time

(a) Recording Votes for Each Resolution

At the November 2009 Council Meeting during Question Time, a submitter suggested that the Local Law should be changed so that votes are recorded for each resolution.

Response

- not recommended
- minutes show the mover and seconder of any motion or amendment and the numbers for and against.
- where a division is called the minutes show those either FOR or AGAINST.
- a Councillor can also request that their support or opposition to any motion or amendment be recorded.

(b) Casting Vote

At the Council Meeting on 28 October 2009 in consideration of the Local Law, it was resolved that the rules about the Mayor's casting vote were to be reconsidered.

*"Clause 48 – Equality of Votes*

*In the event of an equality of votes, the chairperson has a casting vote except in cases where the Act provides that a matter is to be determined by lot."*

As part of the review of the chairperson's casting vote, legal advice was sought.

*"We have previously advised that Council cannot, by Local Law, constrain the chairperson in the exercise of his or her second (or casting vote). It might be possible, however, for Council to adopt a policy to which the chairperson should have regard when deciding how to cast this second vote.*

*There appears to be a dearth of published material on the use of casting votes. There is the occasional reference to a convention of maintaining the status quo, without any real discussions or analysis."*

In considering the advice Councillors have indicated at a workshop that any guidelines should be kept simple.

The following are possible Guidelines.

**Guidelines – Casting Vote**

**Introduction**

*Under section 90(1)(e) of the Local Government Act 1989, if there is an equality of any Council or Special Committee meeting, the chairperson has a second (or casting) vote.*

*This is subject to some limited exceptions. Section 90(2) sets out when no casting vote is allowed. In these exceptional circumstances, the matter before Council or the Special Committee is to be determined by lot.*

*These guidelines have been developed as a policy statement on how the chairperson's casting vote should be exercised.*

*While Council cannot constrain how the chairperson exercised his or her casting vote, it can express its expectation about how the chairperson will act when there is an impasse. This is what these guidelines do.*

### **Central Principle**

- *Council's expectation is that in the event of an item first coming before Council and having an equality of votes that the chairperson will generally vote in the negative.*
- *When considering how the chairperson exercises their casting vote, they will take into account any legislation requirements regarding timelines.*
- *When an item before Council is defeated on the casting vote of the chairperson, consideration will be given as to what action is taken and whether the item is brought before Council at a future meeting.*

### (c) Question Time

At the October 2009 Council Meeting, it was resolved that during the Local Law process that Question Time be reconsidered.

Question Time is covered under Division 9 – Public Participation Clause 105 and Schedule 2 of the Local Law.

During the Local Law process there was an extended public submission process. One submission was received during this period.

The submission identified the following issues:

- “- *Consideration be given to allowing questions to be asked at Council meetings about any Council subject even if the subject is not on the agenda.*
- *Consideration for questions to be asked at the meeting rather than the requirement to lodge written questions as often there is insufficient time.*
- *Questions and replies should be recorded accurately in the minutes of the meeting.*

*The submission acknowledges that it is not expected that all questions may be answered at the time but rather addressed at the following Council meeting.”*

### Analysis of Council Meeting Question Time

Due to the number of issues that were being raised, an analysis was undertaken of the Question Time procedures of other Councils where information was readily available (48 Councils).

The following points were compared:

- (i) What Meetings where there is Question Time?
- (ii) Length of Question Time?
- (iii) No of Questions?
- (iv) In attendance for Question Time?
- (v) When is Question Time held?
- (vi) Questions required in writing?

|                                                 |    |
|-------------------------------------------------|----|
| (i) What Meetings Where There is Question Time? |    |
| Ordinary                                        | 45 |
| Council Meetings                                | 2  |
| Ordinary & Special                              | 1  |
| (ii) Length of Question Time?                   |    |
| 15 minutes                                      | 8  |
| 20 minutes                                      | 4  |
| 30 minutes                                      | 12 |
| Chairperson discretion                          | 4  |
| Not stated                                      | 20 |
| (iii) No of Questions?                          |    |
| 1 question                                      | 7  |
| 2 questions                                     | 22 |
| 3 questions                                     | 4  |
| 5 questions                                     | 2  |
| 2 speakers on any item                          | 1  |
| 3 minutes per person                            | 2  |
| 3 speakers on any one subject                   | 1  |
| Not stated                                      | 9  |
| (iv) In attendance for Question Time?           |    |
| Yes                                             | 34 |
| No                                              | 1  |
| Not stated                                      | 13 |
| (v) When is Question Time Held?                 |    |
| Start of meeting                                | 35 |
| End of meeting                                  | 12 |
| Not stated                                      | 1  |
| (vi) Questions Required in Writing              |    |
| Yes                                             | 32 |
| No                                              | 8  |
| Preferable                                      | 5  |
| Either                                          | 2  |
| Not stated                                      | 1  |

In considering the questions received and issues raised a number of changes are being suggested to the Local Law with respect to Question Time. Most of the changes are in Schedule 2. The changes proposed have been tracked.

### **Proposal**

#### Casting Vote

As noted under Section 90(1)(e) of the *Local Government Act 1989*, if there is an equality of votes at any Council or Special Committee meeting the chairperson has a second (or casting) vote.

It is proposed that no change is made to the Local Law with respect to Clause 48 and no guidelines are put in place.

It is important that the chairperson has the right to exercise their vote after consideration of the issue(s) and implications.

### Question Time

A number of changes are being suggested to the Local Law with respect to Question Time.

#### What Meetings Question Time is Held

(a) Change to Clause 105(2);

Current clause:

*“(2) At every Special Meeting, other than a meeting where the sole purpose is to hear submissions in accordance with Section 223 of the Act, a public question time not exceeding thirty minutes will be held to enable any member of the public to question Council but only on items included in the agenda of the Special Meeting.”*

Suggested clause 105(2):

*“At every Special Meeting and Statutory Meeting, a public question time not exceeding thirty minutes will be held to enable any member of the public to question Council, but only on items included in the agenda of the meeting.”*

Schedule 2 has also been adjusted to reflect this change.

An additional part of 105 has also been added.

105(3) *“The Chairperson will exercise discretion so that the maximum number of people present will be permitted to ask their questions within the time available for Public Question Time.”*

A number of changes have been made to Schedule 2- Question Time, to further clarify parts of the Schedule.

Changes to Clause 105(2) (page 26 of the Local Law) and Schedule 2 have been tracked.

### **Financial and Other Resource Implications**

The cost of completing the review of the Local Law will include:

- Newspaper and Government Gazette advertising
- Copying of documents
- Legal advice
- Officer time in preparation of documents

### **Risk Management & Compliance Issues**

Council must comply with Part 5 of the *Local Government Act 1989*, in regards to the procedure for making a local law. Council's requirements to make a local law governing the conduct of Council meetings is detailed in section 91 of the Act.

When making or amending a local law, Council must comply with the following provisions of the Act.

#### S.111 Power to make Local Laws

Section 111 of the *Local Government Act 1989* provides Councils with the authority to make local laws. These local laws are designed to assist Councils to balance the needs of the individual against the needs of the broader community. They are limited to areas in which local Councils have jurisdiction (except those things dealt with under the planning scheme)

and cannot be inconsistent with any other laws (either state or federal).

#### S.119 Procedure for making a Local Law

Before a Council makes a local law it must comply with the procedure contained within Section 119. This procedure includes giving a notice in the Government Gazette and a public notice stating the purpose and general purport of the proposed local law, that a copy of the proposed local law can be obtained from the Council office and that any person affected by the proposed local law may make a submission relating to the proposed local law under Section 223.

After a local law has been made the Council must give a notice in the Government Gazette and a public notice specifying the title of the local law, and the purpose and general purport of the local law; and that a copy of the local law may be inspected at the Council office. In addition, Council must send a copy to the Minister.

#### S.223 Right to make a Submission

Section 223 of the *Local Government Act 1989* details that the submissions received must be heard by Council and that a person making a submission can specify in their submission that they (or representative) wish to appear before Council to be heard in support of the submission. In addition, Council must notify in writing, each person who has made a separate submission and in the case of a submission made on behalf of a number of persons, one of those persons, of the decision and the reasons for that decision.

#### **Environmental and Climate Change Considerations**

Not applicable

#### **Communication Strategy / Consultation**

A notice was inserted in the Colac Herald and the Government Gazette regarding the opportunity to make a submission on the proposed Local Law No 4 2009.

#### **Implementation**

That Council having considered the submission received and other issues, that have been raised during the process, now make the Local Law.

Once made an advertisement will be included in the local paper and the Government Gazette and a copy forwarded to the Minister.

#### **Conclusion**

The process to review the Local Law commenced in October 2009. Opportunity has been provided to the public to make submissions on the Local Law. Council has also discussed issues associated with the Local Law at workshops.

#### **Attachments**

1. Local Law No 4 2009 - Council Meeting Procedures and Common Seal

**Recommendation(s)**

- 1. That having considered the written submission and other issues, Council now makes Local Law No 4 2009 – Council Meeting Procedures and Common Seal.**
- 2. The Local Law to commence on 1 March 2010. The purposes and general purport of the Local Law is:**
  - a) provide a mechanism to facilitate good governance and leadership by Council for the local community through its formal meeting procedure to ensure the primary objective and facilitating objectives set out under Section 3C of the Local Government Act 1989 are achieved;**
  - b) regulate and control the use of Council’s Common Seal;**
  - c) regulate and control the election of Mayor, Deputy Mayor and Chairperson of any Special Committees;**
  - d) regulate proceedings at Council Meetings, Special Committee Meetings, Advisory Committee Meetings and other meetings conducted by or on behalf of Council where Council has resolved that the provisions of this Local Law are to apply;**
  - e) promote and encourage community participation in the government of the Council; and**
  - f) revoke Local Law No 4 of 2005 – Processes of Municipal Government and Local Law No 4A of 2006.**

~~~~~\ ~~~~~

THIS PAGE HAS BEEN LEFT BLANK



**COUNCIL MEETING PROCEDURES
AND COMMON SEAL**

LOCAL LAW NO 4 - 2009

LOCAL LAW ADOPTED BY COUNCIL 24 FEBRUARY 2010

TABLE OF CONTENTS

| | |
|--|-----------|
| PART ONE – PRELIMINARY PROVISIONS | 1 |
| 1. TITLE | 1 |
| 2. OBJECTIVES | 1 |
| 3. POWER TO MAKE THIS LOCAL LAW | 1 |
| 4. COMMENCEMENT AND SCOPE OF OPERATION OF THIS LOCAL LAW | 1 |
| 5. Revocation Date of this Local Law | 2 |
| 6. Definition of Words Used in this Local Law | 2 |
| PART TWO – USE OF THE COMMON SEAL | 4 |
| 7. Purpose | 4 |
| 8. Use of the Common Seal | 4 |
| 9. Security of the Common Seal | 4 |
| 10. Signature to Accompany Common Seal | 4 |
| 11. Unauthorised Use of the Common Seal | 4 |
| PART THREE – ELECTION OF THE MAYOR | 5 |
| 12. Purpose | 5 |
| 13. The Election | 5 |
| 14. Procedure for Election of Mayor | 5 |
| 15. Determination by Lot | 6 |
| 16. Mayor to take Chair | 6 |
| 17. Deputy Mayor | 6 |
| 18. Acting Chair in Mayor's Absence | 6 |
| PART FOUR – COUNCIL MEETINGS | 7 |
| 19. Purpose | 7 |
| 20. Chairperson Duties and Responsibilities | 7 |
| 21. Dates and Times of Meetings | 7 |
| 22. Council may alter Meeting Dates | 7 |
| 23. Special Council Meeting | 8 |
| 24. Notice of Meeting | 8 |
| 25. Special (Emergency) Meetings | 8 |
| PART FIVE – QUORUM | 9 |
| 26. Council Meetings | 9 |
| 27. Special Committee Meetings | 9 |
| 28. Inability to Gain a Quorum | 9 |
| 29. Inability to Maintain a Quorum | 9 |
| 30. Notice for an Adjourned Meeting | 9 |
| PART SIX – MINUTES | 10 |
| 31. Keeping of Minutes | 10 |
| 32. No Debate on Confirmation of Minutes | 10 |
| 33. Objection to Confirmation of Minutes | 10 |
| 34. Deferral of Confirmation of Minutes | 10 |
| 35. Contents of Minutes | 10 |
| 36. Prohibition of Unauthorised Recording of Meetings | 11 |

PART SEVEN – BUSINESS OF MEETINGS 12

DIVISION 1 – ORDER OF BUSINESS 12

37. The Order of Business 12

38. Change to Order of Business 12

39. Chief Executive Officer may include items on an Agenda 12

40. Meetings of Special Committees 12

DIVISION 2 – VOTING AT MEETINGS 13

41. How Determined and by Show of Hands 13

42. When a Division is Permitted 13

43. Procedure for a Division 13

44. Change Between the Original Vote and the Division 13

45. No Discussion once Declared 13

46. Application to all Meetings 13

47. Recording of Vote 13

48. Equality of Votes 13

DIVISION 3 – ADDRESSING THE MEETING 14

49. Addressing the Meeting 14

50. Suspension of Standing Orders 14

51. Right to Ask Questions 14

52. No Motions May be Accepted During Suspension of Standing Orders 15

53. Interruption for Point of Order 15

PART EIGHT – OTHER MEETING PROCEDURES 16

DIVISION 1 – MATTERS NOT PROVIDED FOR 16

54. Matters Not Provided For 16

DIVISION 2 – MOTIONS 16

55. Chairperson's Duty 16

56. Moving a Motion 16

57. Right of Reply 17

58. No Right of Reply for Amendments 17

59. Moving an Amendment 17

60. Who May Propose an Amendment 17

61. Who May Debate an Amendment 17

62. How Many Amendments May be Proposed 17

63. An Amendment once Carried 17

64. Foreshadowing Motions 18

65. Withdrawal of Motions 18

66. Separation of Motions 18

67. Chairperson May Separate Motions 18

68. Motions in Writing 18

69. Debate Must be Relevant to the Motion 18

70. Speaking Times 19

DIVISION 3 – EXTENSION OF SPEAKING TIME 19

71. By Resolution of the Council 19

72. When an Extension Can be Proposed 19

73. No Extension after Next Speaker Commenced 19

74. Length of Extension 19

| | |
|--|------------|
| DIVISION 4 – POINTS OF ORDER | 19 |
| 75. Chairperson to Decide | 19 |
| 76. Chairperson May Adjourn to Consider | 19 |
| 77. Final Ruling on a Point of Order | 20 |
| 78. Procedure for Point of Order | 20 |
| 79. Valid Points of Order | 20 |
| 80. Contradiction of Opinion | 20 |
| 81. Adjournment and Resumption of Meeting | 20 |
| DIVISION 5 – FORMAL MOTIONS..... | 21 |
| 82. Formal Motions | 21 |
| 83. Laying the Question on the Table | 21 |
| 84. Proceed to Next Business | 21 |
| 85. The Previous Question | 22 |
| 86. The Closure | 22 |
| 87. Adjourning the Debate | 23 |
| DIVISION 6 – NOTICE OF MOTION..... | 23 |
| 88. Must be Listed on Agenda..... | 23 |
| 89. Procedure..... | 23 |
| 90. Rejection of a Vague Notice | 23 |
| 91. Listing Notice on Agenda..... | 23 |
| 92. Register of Notices | 23 |
| 93. May be Moved by any Councillor and Amended..... | 24 |
| 94. Except for Confirmation of Previous Resolution | 24 |
| 95. If Lost..... | 24 |
| DIVISION 7 – NOTICE OF RESCISSION | 24 |
| 96. Procedure..... | 24 |
| 97. Listing Notice on Agenda..... | 24 |
| 98. If Lost..... | 24 |
| 99. if Not Moved..... | 25 |
| 100. May be Moved by any Councillor..... | 25 |
| 101. When Not Required..... | 25 |
| 102. Register of Notices | 25 |
| 103. Urgent and Other Business | 25 |
| DIVISION 8 – PETITIONS AND JOINT LETTERS..... | 25 |
| 104. Procedure Relating to Petitions and Joint Letters | 25 |
| DIVISION 9 – PUBLIC PARTICIPATION..... | 26 |
| 105. During Meetings | 26 |
| DIVISION 10 – CONDUCT AND DISCIPLINE..... | 26 |
| 106. Councillor Conduct | 26 |
| 107. Objectionable Remark | 26 |
| 108. Gallery to be Silent | 27 |
| 109. Improper or Disorderly Conduct..... | 27 |
| 110. Suspensions | 27 |
| 111. Removal from the Council Meeting Room | 27 |
| 112. Chairperson may Adjourn Disorderly Meeting..... | 27 |
| DIVISION 11 – CALL OF THE COUNCIL..... | 288 |
| 113. Call of the Council..... | 288 |

| | |
|---|-----------|
| PART 9 – SPECIAL COMMITTEES | 29 |
| DIVISION 1 – SPECIAL COMMITTEES COMPRISED SOLELY OF COUNCILLORS..... | 29 |
| 114. Application Generally | 29 |
| 115. Application Specifically | 29 |
| PART 10 – OFFENCES AND PENALTIES | 30 |
| 116. Offences | 30 |
| 117. Infringement Notices | 30 |
| 118. Payment of Penalty | 31 |
| SCHEDULE 1..... | 32 |
| SCHEDULE 2..... | 33 |

Colac Otway Shire Local Law No. 4

COLAC OTWAY SHIRE COUNCIL
MEETING PROCEDURES AND COMMON SEAL LOCAL LAW
No. 4 of 2009

PART ONE – PRELIMINARY PROVISIONS

1. TITLE

This Local Law is the Colac Otway Shire Council, Council Meeting Procedures and Common Seal Local Law No 4. 2009 and is referred to hereunder as "this Local Law".

2. OBJECTIVES

The objectives of this Local Law are to:

- (1) provide a mechanism to facilitate good governance and leadership by Council for the local community through its formal meeting procedure to ensure the primary objective and facilitating objectives set out under Section 3C of the *Local Government Act 1989* are achieved;
- (2) regulate and control the use of Council's Common Seal;
- (3) regulate and control the election of Mayor, Deputy Mayor and Chairperson of any Special Committees;
- (4) regulate proceedings at Council Meetings, Special Committee Meetings, Advisory Committee Meetings and other meetings conducted by or on behalf of Council where Council has resolved that the provisions of this Local Law are to apply;
- (5) promote and encourage community participation in the government of the Council; and
- (6) revoke Local Law No 4 of 2005 – Processes of Municipal Government and Local Law No 4A of 2006.

3. POWER TO MAKE THIS LOCAL LAW

This Local Law is made under Sections 91 and 111 of the *Local Government Act 1989*.

4. COMMENCEMENT AND SCOPE OF OPERATION OF THIS LOCAL LAW

This Local Law:

- (1) comes into operation on 1 March 2010; and Deleted:
- (2) operates throughout the Municipal District.

Colac Otway Shire Local Law No. 4

5. Revocation Dates

- (1) Upon this Local Law coming into operation Local Law No. 4 of 2005, and Local Law No. 4A of 2006 are revoked.
- (2) Unless this Local Law is revoked sooner its operation will cease on the tenth anniversary of its commencement.

6. Definition of Words Used in this Local Law

Unless the contrary intention appears in this Local Law, the following words and phrases are defined to mean:

"**Act**" means the *Local Government Act 1989*.

"**Advisory Committee**" means an Advisory Committee (however termed) established by Council, not being a Special Committee established under Section 86 of the Act.

"**Agenda**" means the notice of a Meeting setting out the business to be transacted at the meeting.

"**Amendment**" means a proposed alteration to the wording of a motion without being contradictory.

"**Authorised Officer**" means an Authorised Officer appointed under Section 224 of the Act.

"**Chairperson**" means the Chairperson of a Meeting and includes an Acting, temporary or substitute Chairperson.

"**Chief Executive Officer**" means the Chief Executive Officer appointed by the Council from time to time.

"**Clause**" means a clause of this Local Law.

"**Committee meeting**" means a meeting of a Special Committee or an Advisory Committee.

"**Common Seal**" means the common seal of Council.

"**Council**" means Colac Otway Shire Council.

"**Councillor**" means a person who is a member of Council.

"**Council Meeting**" includes an Ordinary Meeting and a Special Meeting of Council.

"**Division**" means a formal count of those for and against a motion, generally conducted to remove any doubt as to whether the motion is supported or opposed.

"**Formal Motion**" means a motion which relates to a procedural matter only and which is not designed to produce any substantive result but used merely as a formal procedural measure.

Colac Otway Shire Local Law No. 4

"**Joint letter**" means a letter, application or objection from one or more persons on any subject which is not a petition.

"**Mayor**" means the Mayor of Council and includes an Acting Mayor.

"**Meeting**" means an Ordinary and a Special Meeting or a meeting of a Special Committee.

"**Member**" means a Councillor or member of a Special Committee.

"**Minutes**" means the record of proceedings of a meeting.

"**Municipal District**" means the area from time to time comprising the municipal district of Council.

"**Municipal Offices**" means the principal offices of Council.

"**Notice of motion**" means a notice setting out the text of a motion which a Councillor proposes to move at the next relevant Meeting.

"**Offence**" means an offence against this Local Law.

"**Ordinary Meeting**" means an ordinary meeting at which general business of Council may be transacted.

"**Penalty Units**" has the same meaning as in the *Sentencing Act 1992*.

"**Petition**" means a formal written application, typed or printed without erasure, from one or more persons whose name and physical address also appears and on which each page of the petition bears the wording of the whole of the petition.

"**Point of order**" means an objection to something said or to a ruling given in the course of a Meeting.

"**Quorum**" means the minimum number of Councillors or of a Special Committee required by this Local Law to be present in order to constitute a valid Meeting.

"**Resolution**" means a formal determination by a Meeting.

"**Senior Officer**" has the same meaning as in the Act.

"**Special Committee**" means a Special Committee established by Council pursuant to Section 86 of the Act.

"**Special Meeting**" means a special meeting convened in accordance with the Act.

"**Visitor**" means any person (other than a Councillor or member of Council staff) who is in attendance at a Council meeting, Special Committee meeting or at an Advisory Committee meeting.

"**Working day**" means a weekday which is not a public holiday in any part of the Municipal District.

Colac Otway Shire Local Law No. 4

PART TWO – USE OF THE COMMON SEAL

7. Purpose

The purpose of this Part is to regulate the use of the Common Seal and to prohibit the use of the Common Seal or any device resembling the Common Seal, as required by Section 5 of the Act.

8. Use of the Common Seal

Council may, by resolution, authorise the use of the Common Seal.

9. Security of the Common Seal

The Chief Executive Officer must keep the Common Seal in safe custody.

10. Signature to Accompany Common Seal

Every document to which the Common Seal is affixed must be signed by the Chief Executive Officer or his or her delegate.

11. Unauthorised Use of the Common Seal

Any person who:

- (1) uses the Common Seal without authority; or
- (2) uses any replica of the Common Seal,

is guilty of an offence.

Colac Otway Shire Local Law No. 4

PART THREE – ELECTION OF THE MAYOR

12. Purpose

The purpose of this Part is to regulate the timing and proceedings for the election of Mayor.

13. The Election

- (1) The meeting to elect the Mayor must be held in accordance with Section 71 of the Act.
- (2) The agenda for the Meeting to elect the Mayor and any Deputy Mayor may include the taking of the oath by each Councillor made before the Chief Executive Officer under Section 63 of the Act.
- (3) The Chief Executive Officer will be the Chairperson (with no voting rights) at the Meeting to elect the Mayor and any Deputy Mayor, until such time as the Mayor has been elected.

14. Procedure for Election of Mayor

In conducting the election of Mayor the following will apply:

- (1) the election of the Mayor must be by a show of hands;
- (2) the Councillor who receives the majority of votes cast must be declared elected; and
- (3) for the purpose of sub-clause (2) the following will apply:
 - (a) nominations must be moved and seconded;
 - (b) where only one nomination is received, that Councillor must be declared elected;
 - (c) where two nominations are received, the Councillor with an absolute majority of votes cast must be declared elected;
 - (d) where there are more than two nominations received, the Councillor who receives an absolute majority at the first round of votes cast must be declared elected, or if no candidate receives an absolute majority of votes, the candidate with the least number of votes must be eliminated as a candidate and a further ballot conducted between the remaining candidates. If there are several candidates, this procedure must be repeated until a candidate receives an absolute majority of votes and that candidate must be declared elected; and
 - (e) if for the purpose of eliminating the candidate with the least number of votes, two or more candidates have the same least number of votes, the candidate to be eliminated must be determined by simple majority vote. If there is an equality of votes

5

Colac Otway Shire Local Law No. 4

with respect to the candidate to be eliminated, the candidate to be eliminated will then be determined by lot conducted by the Chief Executive Officer in the presence of the Meeting.

15. Determination by Lot

The following provisions will apply if a lot is conducted to declare a candidate eliminated or a candidate duly elected:

- (1) each nominee will draw one lot;
- (2) the order of drawing lots will be determined by the alphabetical order of the surname of the Councillors who received an equal number of votes except that if two or more such Councillors surnames were identical the order will be determined by the alphabetical order of the Councillors' first names; and
- (3) as many identical pieces of paper as there are Councillors who received an equal number of votes must be placed in a receptacle. If the lot is being conducted to determine which candidate is a defeated candidate, the word 'defeated' must be written on one of the pieces of paper and the Councillor who draws the paper with the word 'defeated' written on it must be declared the defeated candidate (in which event a further vote shall be taken on the remaining candidates). If the lot is being conducted to determine which nominee is to be duly elected, the word 'elected' must be written on one of the pieces of paper and the Councillor who draws the paper with the word 'elected' written on it must be declared to have been duly elected.

16. Mayor to take Chair

- (1) After the election of the Mayor is determined, the Mayor must take the Chair.
- (2) The Mayor must take the chair at all Ordinary and Special Meetings at which he or she is present.

17. Deputy Mayor

If Council resolves to appoint a Deputy Mayor, the provisions contained in this Part for the election of the Mayor will apply to the election of the Deputy Mayor with all necessary adaptations and modifications.

18. Acting Chair in Mayor's Absence

- (1) If the Mayor is unable to attend a Council meeting for any reason, the Deputy Mayor (if appointed) will be the Acting Chair.
- (2) If the Mayor or any Deputy Mayor is unable to attend a Council Meeting for any reason, an Acting Chair may be elected following the same procedure as that for an election of the Mayor (with all necessary adaptations).
- (3) If the Mayor is required to vacate the chair for a short period (whether on account of a conflict of interest or otherwise), the Deputy Mayor (if appointed) will be the Acting Chair. If no Deputy Mayor has been appointed, Council must elect an Acting Chair for that time. The procedure for election of an Acting Chair will be the same as for an election of the Mayor (with all necessary adaptations and modifications).

6

Colac Otway Shire Local Law No. 4

PART FOUR – COUNCIL MEETINGS

19. Purpose

The purpose of this Part is to regulate proceedings at all Council Meetings and, where applicable, Special Committee meetings.

20. Chairperson Duties and Responsibilities

The Chairperson's duties and responsibilities are to:

- (1) formally declare the Meeting open after ascertaining that a quorum is present, and to welcome guest speakers and other visitors;
- (2) preside over and control the Meeting, conduct it impartially and according to this Local Law and established protocols in order to ensure the smooth passage of the business;
- (3) sign minutes of Meetings as correct when they have been confirmed;
- (4) present any reports for which he or she is responsible;
- (5) ensure that debates are conducted in the correct manner;
- (6) declare the results of all votes;
- (7) give rulings on points of order and other questions of procedure;
- (8) preserve order and, if necessary, "name" offending members; and
- (9) adjourn (when so resolved) or formally declare the Meeting closed when all business has been conducted.

21. Dates and Times of Meetings

- (1) The date, time and place of all Ordinary Meetings are to be fixed by Council from time to time and at least 7 days notice must be provided before the holding of an Ordinary Meeting.
- (2) If urgent or extraordinary circumstances prevent at least 7 days notice, Council must give such public notice as is practicable and specify in the minutes the urgent or extraordinary circumstances which prevented at least 7 days notice being given.

22. Council may alter Meeting Dates

Council may change the date, time and place of any Council Meeting which has been fixed and must provide at least 7 days notice of the changes to the public.

Colac Otway Shire Local Law No. 4

23. Special Meeting

- (1) The notice necessary to call a meeting in accordance with Section 84 of the Act must be delivered to the Chief Executive Officer in sufficient time to enable reasonable notice to be given to Councillors.
- (2) In giving such notice, Councillors should have regard to any need for preparatory investigations to enable the business to be undertaken.
- (3) If circumstances prevent at least 7 days notice of the meeting to the public, Council must give such public notice as is practicable and specify in the minutes the urgent or extraordinary circumstances which prevented at least 7 days notice being given.

24. Notice of Meeting

- (1) The Chief Executive Officer must ensure that the notice of meeting incorporating or accompanied by an agenda of the business to be dealt with must be served on every Councillor:
 - (a) for an Ordinary Meeting at least 48 hours (including at least 1 working day) before the meeting;
 - (b) for a Special Meeting at least 24 hours (including at least 1 working day) before the meeting; and
 - (c) for a Special Committee meeting at least 48 hours (including at least 1 working day) before the meeting.
- (2) The notice or agenda for any Meeting must state the date, time and place of the Meeting and the business to be dealt with and must be sent by post or facsimile or be otherwise delivered to each Councillor's place of residence or usual place of business (if applicable) or as otherwise specified by the Councillors.
- (3) A notice may be handed personally to a Councillor in any location within the time required, or may be delivered to another destination, provided a written authorisation of the relevant Councillor is held by the Chief Executive Officer.

25. Meetings and Emergencies

- (1) In the case of an emergency, the Chief Executive Officer or, in his or her absence, a Senior Officer after consultation with the Mayor, may postpone a meeting of Council provided reasonable attempts are made to notify every Councillor.
- (2) The Chief Executive Officer or Senior Officer must submit a full written report of the circumstances requiring his or her action to the next Ordinary Meeting.

Colac Otway Shire Local Law No. 4

PART FIVE – QUORUM

26. Council Meetings

The quorum required for Ordinary and Special Meetings will be not less than four (4) Councillors.

27. Special Committee Meetings

The quorum required for Special Committee meetings will be not less than a majority of the members for the time being appointed to that Committee.

28. Inability to Gain a Quorum

If a quorum cannot be obtained within thirty (30) minutes of the scheduled starting time of any Meeting or adjournment, those Councillors present, or if there are no Councillors present, the Chief Executive Officer, or in his or her absence a Senior Officer, may adjourn the Meeting for a period not exceeding seven days from the date of the adjournment.

29. Inability to Maintain a Quorum

(1) If during any Council Meeting or any adjournment of the Council Meeting, a quorum cannot be achieved and maintained, those Councillors present or if there are no Councillors present, the Chief Executive Officer, or in his or her absence a Senior Officer, may adjourn the meeting for a period not exceeding seven days from the date of the adjournment.

(2) If during any Council Meeting or adjournment a quorum cannot be achieved or maintained due to the number of declarations of conflict of interest by Councillors, the Chief Executive, or in his or her absence, a Senior Officer, may, notwithstanding sub-clause (1), adjourn the meeting for a length of time sufficient to enable an exemption for the affected Councillors to be obtained from the Minister.

30. Notice for an Adjourned Meeting

The Chief Executive Officer may provide written notice of an adjourned meeting but where that is not practicable because time does not permit that to occur, then provided a reasonable attempt is made to contact each member, notice by telephone, facsimile, in person or by some other means will be sufficient.

Colac Otway Shire Local Law No. 4

PART SIX – MINUTES

31. Keeping of Minutes

The Chief Executive Officer is responsible for arranging the keeping of minutes on behalf of Council.

32. No Debate on Confirmation of Minutes

No discussion or debate on the confirmation of minutes will be permitted except where their accuracy as a record on the proceedings of the Meeting to which they relate is questioned.

33. Objection to Confirmation of Minutes

If a Councillor is dissatisfied with the accuracy of the minutes, then he or she must:

- (1) state the item or items with which he or she is dissatisfied; and
- (2) propose a motion clearly outlining the alternative wording to amend the minutes.

34. Deferral of Confirmation of Minutes

Council may defer the confirmation of minutes until later in the Meeting or until the next Meeting, as appropriate.

35. Contents of Minutes

- (1) In addition to the provisions of Section 93(6) of the Act, in keeping the minutes of any Meeting the Chief Executive Officer must arrange the recording of minutes so as to show:
 - (a) the names of Councillors and whether they are PRESENT, an APOLOGY, or LEAVE OF ABSENCE, etc;
 - (b) the names of Council staff in ATTENDANCE with their organisational titles;
 - (c) the name of any other person (other than members of the public gallery) IN ATTENDANCE at the Meeting and the organisation they represent or the capacity in which they attended;
 - (d) the arrival and departure times of Councillors, Council staff and other attendees during the course of the Meeting (including any temporary departures or arrivals);
 - (e) every motion and amendment moved, including the mover and seconder of any motion or amendment;
 - (f) the outcome of every motion, that is, whether it was put to the vote and the result of either CARRIED, LOST, WITHDRAWN, LAPSED,

10

Colac Otway Shire Local Law No. 4

- AMENDED etc and identification of those motions voted on by secret ballot;
- (g) Formal Motions (which might be highlighted);
 - (h) where there is opposition to a motion, the numbers for and against;
 - (i) where a valid division is called, a table of the names of every Councillor and the way their vote was cast; either FOR and AGAINST;
 - (j) when requested by a Councillor, a record of that Councillor's support or opposition for any motion;
 - (k) details of failure to achieve or maintain a quorum and any adjournment whether as a result or otherwise;
 - (l) details of any question directed or taken upon notice;
 - (m) details of any presentations or deputations made to Council;
 - (n) the time and reason for any adjournment of the Meeting or suspension of standing orders;
 - (o) disclosure of the declaration and the nature and type of any conflict of interest of a Councillor or member of Council staff declared at or identified to a meeting;
 - (p) if the Chairperson has used his or her casting vote and, if practicable, why it was used in a particular way; and
 - (q) any other matter which the Chief Executive Officer thinks should be recorded to clarify the intention of the Meeting or the reading of the minutes.
- (2) In addition the minutes must:
- (a) bear the date and time the Meeting was commenced, adjourned, resumed and concluded;
 - (b) be consecutively page numbered; and
 - (c) contain consecutive item numbers which are clearly headed with subject titles and, where appropriate, sub-titles and file references.
- (3) Every minute and the item to which it relates must be indexed through a central indexing system established and maintained by the direction of the Chief Executive Officer.

36. Prohibition of Unauthorised Recording of Meetings

Other than an official Council recording, no video or audio recording of proceedings of Council Meetings will be permitted without specific approval by resolution of the Meeting.

Colac Otway Shire Local Law No. 4

PART SEVEN – BUSINESS OF MEETINGS

DIVISION 1 – Order of Business

37. The Order of Business

- (1) The order of business of Council Meetings will be determined by the Chief Executive Officer to facilitate and maintain open, efficient and effective processes of government.
- (2) Although the preparation should aim at consistent agendas from Meeting to Meeting, this should not preclude altering the order of business to enhance the fluent and open process of government of Council, to meet identified needs of Council or to take advantage of opportunities which may arise from time to time.
- (3) In determining the agenda, the Chief Executive Officer should consider:
 - (a) the general attitude of Councillors, as expressed from time to time;
 - (b) convenience to the community and interested community groups, particularly in relation to the administration of the Municipal District;
 - (c) the sensitivity of issues;
 - (d) the interests of the community and community groups; and
 - (e) any other relevant factor which may impact on the fluent and open processes of the government of Council.

38. Change to Order of Business

Once an agenda has been sent to Councillors, the order of business for that Meeting may only be altered by resolution.

39. Chief Executive Officer may include items on an Agenda

The Chief Executive Officer may include any matter on an agenda which he or she thinks should be considered by the Meeting.

40. Meetings of Special Committees

The provisions of clauses 37 to 39 (inclusive) apply to meetings of Special Committees except that the agenda will be relevant to the issues which are to be raised at the Special Committee, and any reference to Councillors extends to non-Councillor members of a Special Committee under Section 87 of the Act and any reference to Council is to be read as referring to the Special Committee under Section 87 of the Act.

12

Colac Otway Shire Local Law No. 4

DIVISION 2 – Voting at Meetings

41. How Determined and by Show of Hands

Subject to clauses 54 and 55, in determining a question before a Council meeting, the Chairperson will first call for those in favour of the motion and then those opposed to the motion and will declare the result to the meeting.

42. When a Division Is Permitted

- (1) A division may be required by any Councillor on any matter.
- (2) The request must be made to the Chairperson either immediately prior to or immediately after the vote has been taken but cannot be requested after the next item of business has commenced.

43. Procedure for a Division

Once a division has been requested the Chairperson will call for a show of hands by those Councillors voting for the motion and then those Councillors opposed to the motion. The names of those Councillors voting both for and against the motion to be recorded in the minutes.

44. Change Between the Original Vote and the Division

No Councillor is prevented from changing his or her original vote at the voting on the division. The voting by division will determine Council's resolution on the issue.

45. No Discussion once Declared

Once a vote on a motion has been taken, no further discussion relating to the motion will be allowed unless the discussion is:

- (1) for a Councillor to request that his or her opposition to the motion be recorded in the minutes or a register maintained for that purpose; or
- (2) where a subsequent notice of motion follows a rescission motion.

46. Application to all Meetings

The provisions of clauses 41 to 45 (inclusive) apply to meetings of Special Committees to the extent that they are relevant to the proceedings of any Special Committee, and any reference to Councillor in those clauses extends to any member of a Special Committee.

47. Recording of Vote

The Chief Executive Officer must record in the minutes of the Meeting the name of any Councillor who requires that his or her vote be recorded against the motion or amendment.

48. Equality of Votes

In the event of an equality of votes, the Chairperson has a casting vote except in cases where the Act provides that a matter is to be determined by lot.

13

Colac Otway Shire Local Law No. 4

DIVISION 3 – Addressing the Meeting

49. Addressing the Meeting

- (1) Except for the Chairperson, any Councillor or person who addresses the meeting must stand and direct all remarks through the chair.
- (2) Despite sub-clause (1), the Chairperson may permit any Councillor or person to remain seated while addressing the chair, for reasons of sickness, infirmity, disability or otherwise at his or her discretion.
- (3) Any person addressing the chair should refer to the Chairperson as:
 - (a) Madam Mayor or Mayor;
 - (b) Mr Mayor or Mayor;
 - (c) Madam Chairperson; or
 - (d) Mr Chairperson,as the case may be.
- (4) All Councillors, other than the Mayor, should be addressed as Cr..... (name).
- (5) All Council staff, should be addressed by position or title or as Mrs, Ms, Miss or Mr..... (name).

50. Suspension of Standing Orders

- (1) Subject to clause 51, the provisions of this Local Law may be suspended for a particular purpose by resolution.
- (2) The suspension of such provisions (the suspension of standing orders) should be used to enable full discussion of any issue without the constraints of formal meeting procedure.
- (3) The purpose of the suspension is to enable the formalities of meeting procedure to be temporarily disposed of while an issue is discussed.
- (4) The suspension should not be used purely to dispense with the processes and protocol of the governance of Council. An appropriate motion would be "That Standing Orders be suspended to enable discussion on....."
- (5) Once the discussion has taken place and before any motions can be put, the resumption of standing orders will be necessary. An appropriate motion would be "That Standing Orders be resumed....."

51. Right to Ask Questions

- (1) A Councillor may, at any time when no other Councillor is speaking, ask any question of clarification concerning the motion or amendment before the chair.

14

Colac Otway Shire Local Law No. 4

(2) The Chairperson has the discretion to restrict the number of questions asked and answered to allow for the orderly flow of the meeting.

52. No Motions May be Accepted During Suspension of Standing Orders

No motion may be accepted by the chair or be lawfully dealt with during any suspension of standing orders.

53. Interruption for Point of Order

A Councillor who is addressing the Meeting must not be interrupted unless called to order, when he or she must sit down and remain silent until the Councillor raising the point of order has been heard and the question disposed of.

Colac Otway Shire Local Law No. 4

PART EIGHT – OTHER MEETING PROCEDURES

DIVISION 1 – Matters Not Provided For

54. Matters Not Provided For

Where a situation has not been provided for under this Local Law, Council may determine the matter by resolution.

DIVISION 2 – Motions

55. Chairperson's Duty

Any motion or amendment which:

- (1) is defamatory; or
- (2) is objectionable in language or nature; or
- (3) is outside the powers of Council; or
- (4) is not relevant to the item of business on the agenda and has not been admitted as urgent business; or
- (5) purports to be an amendment but is not,

must not be accepted by the Chairperson.

56. Moving a Motion

The procedure for any motion is:

- (1) a mover who is proposing a motion or amendment must first state briefly the nature of the motion or amendment and then move it, without speaking to it;
- (2) the Chairperson must then call for the motion or amendment to be seconded and, after it is seconded (by any Councillor other than the mover), the mover may then speak to it or may, with the consent of the Chairperson, defer speaking on it until later in the debate;
- (3) any motion or amendment which is not seconded lapses;
- (4) the Chairperson may ask after a motion or amendment is moved and seconded whether it is opposed and if no opposition is indicated he or she may then put it to the vote, without debate. Similarly, the Chairperson may ask at any time during the debate whether the motion or amendment before the Meeting is opposed or is further opposed and if no opposition or no further opposition is indicated, he or she may put it to the vote, without further debate; and

16

Colac Otway Shire Local Law No. 4

- (5) if a Councillor indicates opposition, then the Chairperson must request:
 - (a) the mover to address Council on the motion;
 - (b) the seconder to address Council on the motion (who may, without speaking on the motion, reserve his or her address until later in debate);
 - (c) any Councillor opposed to debate the motion; and
 - (d) any other Councillors for and against the motion to debate in turn.

57. Right of Reply

- (1) The mover of an original motion (whether amended or not) may, once debate has been exhausted, exercise a right of reply to matters raised during debate.
- (2) After the right of reply has been exercised, the motion must be immediately put to the vote without any further discussion or debate.

58. No Right of Reply for Amendments

No right of reply is available where an amendment is before Council.

59. Moving an Amendment

A motion having been moved and seconded may be amended by leaving out, inserting or adding words, which words must be relevant to the original motion and framed so as to complement it as an intelligible and consistent whole.

60. Who May Propose an Amendment

Any Councillor, except the mover or seconder of the motion, may move or second an amendment to the motion.

61. Who May Debate an Amendment

A Councillor may address the Meeting once on any amendment, whether or not they have spoken to the original motion but debate must be confined to the terms of the amendment.

62. How Many Amendments May be Proposed

Any number of amendments may be proposed to a motion but only one amendment may be accepted by the Chairperson at any one time. No second or subsequent amendment, whether to the original motion or an amendment of it, can be taken into consideration until the previous amendment has been dealt with.

63. An Amendment once Carried

If the amended motion is carried, it becomes the question before the chair.

Colac Otway Shire Local Law No. 4

64. Foreshadowing Motions

- (1) At any time during debate a Councillor may foreshadow a motion to inform Council of his or her intention to move a motion at a later stage in the Meeting, but this does not extend any special right to the foreshadowed motion.
- (2) A motion foreshadowed may be prefaced with a statement that, in the event that a particular motion before the chair is resolved in a certain way, a Councillor intends to move an alternative or additional motion.
- (3) A motion foreshadowed has no procedural standing and is merely a means to assist the flow of the Meeting.
- (4) The Chief Executive Officer is not required to have foreshadowed motions recorded in the minutes until the foreshadowed motion is formally moved, but may do if it is thought appropriate.

65. Withdrawal of Motions

Before any motion is put to the vote, it may be withdrawn with the agreement of Council.

66. Separation of Motions

Where a motion contains more than one part, a Councillor may request the Chairperson to put the motion to the vote in separate parts.

67. Chairperson May Separate Motions

The Chairperson may decide to put any motion to the vote in separate parts.

68. Motions in Writing

- (1) The Chairperson may require any motion to be submitted in writing where it is lengthy or unclear or for any other reason.
- (2) The Chairperson may suspend the Meeting while the motion is being written or may request Council to defer the matter until the motion has been written, allowing the Meeting to proceed uninterrupted.

69. Debate Must be Relevant to the Motion

- (1) Debate must always be relevant to the question before the chair, and if it is not, the Chairperson may request the speaker to confine debate to the subject motion.
- (2) If, after being requested to confine debate to the motion before the chair, the speaker continues to debate irrelevant matters, the Chairperson may direct the speaker to be seated and not speak further in respect of the matter then before the chair. The speaker must comply with any such direction.

Colac Otway Shire Local Law No. 4

70. Speaking Times

- (1) A Councillor must not speak longer than the time set out below, unless granted an extension by the Chairperson or by Council under Division 3:
 - (a) the mover of a motion or amendment – five minutes;
 - (b) any other Councillor – three minutes; and
 - (c) the mover of a motion when exercising his or her right of reply – two minutes.
- (2) Where the Chairperson allows discussion on an item, the maximum speaking time for a Councillor will be three minutes.

DIVISION 3 – Extension of Speaking Time

71. By Resolution of the Council

An extension of speaking time may be granted by resolution of Council.

72. When an Extension Can be Proposed

A motion for an extension of speaking time must be proposed:

- (1) immediately before the speaker commences debate;
- (2) during the speaker's debate; or
- (3) immediately after the speaker has concluded debate.

73. No Extension after Next Speaker Commenced

A motion for an extension of speaking time cannot be accepted by the Chairperson if another speaker has commenced his or her debate.

74. Length of Extension

Any extension of speaking time must not exceed three minutes.

DIVISION 4 – Points of Order

75. Chairperson to Decide

The Chairperson must decide all points of order by stating the provision, rule, practice or precedent which he or she considers applicable to the point raised without entering into any discussion or comment.

76. Chairperson May Adjourn to Consider

- (1) The Chairperson may adjourn the Meeting to consider a point of order but otherwise must rule on it as soon as it is raised.

Colac Otway Shire Local Law No. 4

- (2) All other matters before Council are to be suspended until the point of order is decided.

77. Final Ruling on a Point of Order

- (1) The decision of the Chairperson in respect to a point of order raised will not be open for discussion and will be final and conclusive unless the majority of Councillors present carry a motion of dissent.
- (2) A motion of dissent on a point of order must contain the provision, rule, practice or precedent in substitution for the Chairperson's ruling.
- (3) A motion of dissent in relation to a point of order is not a motion of dissent in the Chairperson, and the Chairperson must at all times remain in the chair and he or she will maintain his or her right to a second vote.
- (4) A motion of dissent on a point of order will take precedence over all other business and if carried must be acted on instead of the ruling given by the Chairperson.

78. Procedure for Point of Order

- (1) A Councillor raising a point of order must:
 - (a) state the point of order; and
 - (b) refer to any section, clause, paragraph or provision relevant to the point of order.
- (2) Any Councillor interrupted by another Councillor calling for a point of order must remain silent until the Councillor raising the point of order has been heard and the question disposed of by the Chairperson.

79. Valid Points of Order

A point of order may be raised in relation to:

- (1) a procedural matter;
- (2) a Councillor who is or appears to be out of order; or
- (3) any act of disorder.

80. Contradiction of Opinion

Rising to express a mere difference of opinion or to contradict a speaker will not be treated as a point of order.

81. Adjournment and Resumption of Meeting

- (1) The Chairperson or Council may adjourn any Meeting until a time and place to be determined at the time of the adjournment.
- (2) For the purpose of stating the time to which the Meeting is adjourned, that time may be indicated as at the adjournment or conclusion of another meeting or event.

20

Colac Otway Shire Local Law No. 4

DIVISION 5 – Formal Motions

82. Formal Motions

- (1) A Formal Motion is a motion relating to procedural matters only.
- (2) Unless otherwise prohibited, a Formal Motion may be moved at any time and must be dealt with immediately by the Chairperson.
- (3) Formal Motions are not required to be seconded.
- (4) The mover of a Formal Motion must not have moved, seconded or spoken to the question before the chair or any amendment of it.
- (5) A Formal Motion cannot be moved by the Chairperson.
- (6) Unless otherwise provided, debate on a Formal Motion is not permitted and the mover does not have a right of reply.
- (7) Unless otherwise provided, a Formal Motion cannot be amended.

83. Laying the Question on the Table

- (1) A motion may be moved "That the (question, letter, document, report etc) lay on the table".
- (2) The motion in sub-clause (1):
 - (a) is a Formal Motion which may be debated and, if carried, has the effect of adjourning any further debate on the matter currently before Council until such time (if any) as Council resolves to take the question from the table;
 - (b) if carried in respect to an amendment, has the effect that both the original motion and the amendment will be adjourned; and
 - (c) prevents debate on the matter currently before Council proceeding until a motion to take the question from the table is passed.

84. Proceed to Next Business

- (1) A motion may be moved "that the meeting proceed to the next business".
- (2) The motion in sub-clause (1):
 - (a) is a Formal Motion which cannot be moved during the election of Chairperson;
 - (b) if carried in respect to an original motion, requires the Chairperson to direct the Meeting to the next item of business;
 - (c) if carried in respect to a Formal Motion, disposes of the Formal Motion immediately and permits debate upon the original motion to proceed;

Colac Otway Shire Local Law No. 4

- (d) if carried in respect to an amendment, disposes of the amendment immediately and permits debate upon the original motion to proceed but no similar amendment may be moved at that Meeting or any adjournment of it; and
- (e) if lost, allows debate to continue unaffected.

85. The Previous Question

- (1) A motion may be moved "That the motion now not be put".
- (2) The motion in sub-clause (1):
 - (a) is a Formal Motion which cannot be moved while there is an amendment before the chair or during the election of a Chairperson;
 - (b) if carried, prevents the original motion to which it relates being dealt with at that Meeting or any adjournment of it; and
 - (c) if lost, requires that the original or substantive motion to which it relates be put to the vote immediately without any further debate or amendment;
- (3) The Chairperson has the discretion to reject a motion for the previous question if the matter is contentious by nature or has not been adequately debated.
- (4) Adequate debate arises when every Councillor who wishes to put a view has had an opportunity to do so.

86. The Closure

- (1) A motion may be moved "That the motion be now put".
- (2) The motion in sub-clause (1):
 - (a) is a Formal Motion which, if carried in respect to an original motion, requires that the original motion must be put to the vote immediately, without any further debate, discussion or amendment;
 - (b) if carried in respect to an amendment, requires that the amendment be put to the vote immediately without any further debate or discussion and allows debate on the original motion to continue; and
 - (c) if lost, allows debate to continue unaffected.
- (3) The Chairperson has the discretion to reject such a motion for closure if the motion upon which it is proposed has not been sufficiently debated.
- (4) Sufficient debate arises when those possessing different views have been given an opportunity to state them.

22

Colac Otway Shire Local Law No. 4

87. Adjourning the Debate

- (1) A motion may be moved "That the motion and amendments now before the meeting be adjourned until a later hour or date".
- (2) The motion in sub-clause (1):
 - (a) is a Formal Motion which cannot be moved while any person is speaking or during the election of a Chairperson;
 - (b) may be debated but may only be amended in relation to that time, date and place of the proposed adjournment; and
 - (c) should provide a date or time to which the adjournment is sought but if no date or time is included, it may be relisted at the discretion of the Chief Executive Officer or upon a subsequent resolution of Council.
- (3) If lost, allows debate to continue unaffected.

DIVISION 6 – Notice of Motion

88. Must be Listed on Agenda

A notice of motion cannot be accepted by the Chairperson unless it has been listed on the agenda for the Meeting at which it is proposed to be moved.

89. Procedure

A Councillor may give notice of motion on any matter he or she wants discussed at a Meeting by delivering a notice of motion outlining the subject and the motion proposed for discussion to the Chief Executive Officer.

90. Rejection of a Vague Notice

The Chief Executive Officer:

- (1) may reject any notice of motion that is too vague, but before rejecting it must give the Councillor delivering the notice an opportunity to amend it; and
- (2) must notify the relevant Councillor of any notice of motion which has been rejected and give the reasons for its rejection.

91. Listing Notice on Agenda

Unless the notice specifies a particular meeting date, the Chief Executive Officer must list the notice of motion and if more than one, in the order they were received, on the next appropriate Meeting agenda.

92. Register of Notices

The Chief Executive Officer must cause every notice of motion received to be sequentially numbered and maintained in a register.

23

Colac Otway Shire Local Law No. 4

93. May be Moved by any Councillor and Amended

A notice of motion listed on a Meeting agenda may be moved by any Councillor present and, except where the notice of motion is to confirm a previous resolution of the Council, may be amended.

94. Exception for Confirmation of Previous Resolution

If a notice of motion to confirm a previous resolution of Council cannot be carried in its original form, it is lost.

95. If Lost

Unless Council resolves to re-list at a future Meeting a notice of motion which has been lost, a similar motion must not be put before Council for at least three months from the date it was last lost.

DIVISION 7 – Notice of Rescission

96. Procedure

(1) A Councillor may propose a motion to rescind a decision of the Council provided:

- (a) the previous motion has not been acted upon; and
- (b) a notice is delivered to the Chief Executive Officer outlining:
 - (i) the decision proposed to be amended or rescinded; and
 - (ii) the Meeting and date when the decision was made.

(2) A resolution will be deemed to have been acted on if:

- (a) its contents or substance has been formally communicated to a person whose interests are materially affected by it; or
- (b) a statutory process has been commenced,

so as to vest enforceable rights in or obligations on Council or any other person.

97. Listing Notice on Agenda

Unless the notice specifies a particular meeting date, the Chief Executive Officer must list the notice of amendment or rescission, and if more than one, in the order they were received, on the next appropriate Meeting agenda, together with a brief report outlining the criteria required for the motion to be amended or rescinded.

98. If Lost

Unless Council resolves to re-list at a future Meeting a notice to rescind which has been lost, a similar motion must not be put before Council for at least three months from the date it was last considered.

Colac Otway Shire Local Law No. 4

99. If Not Moved

If a notice of rescission is not moved at the Meeting for which it is listed, it will lapse.

100. May be Moved by any Councillor

A notice of rescission listed on an agenda may be moved by any Councillor present but cannot be amended.

101. When Not Required

A notice of rescission is not required where Council wishes to change a previous decision relating to policy of Council.

102. Register of Notices

The Chief Executive Officer must cause every notice of rescission received to be sequentially numbered and to be maintained in a register.

103. Urgent and Other Business

Business must not be admitted as urgent business unless:

- (1) it relates to or arises out of a matter which has arisen since distribution of the agenda;
- (2) it cannot safely or conveniently be deferred until the next Ordinary Meeting; and
- (3) Council resolves to admit an item considered to be urgent business.

DIVISION 8 – Petitions and Joint Letters

104. Procedure Relating to Petitions and Joint Letters

- (1) Unless Council determines by resolution to consider it as an item of urgent business, no motion (other than a motion to receive the same and advise the head petitioner of Council's decision) may be made on any petition, joint letter, memorial or other like application until the next Ordinary Meeting after that at which it has been presented.
- (2) It is incumbent on every Councillor presenting a petition or joint letter to acquaint himself or herself with the contents of that petition or joint letter, and to ascertain that it does not contain language disrespectful to Council and that the contents do not violate any Local Law.
- (3) Every Councillor presenting a petition or joint letter to Council must write his or her name at the beginning of the petition or joint letter.
- (4) Every petition or joint letter presented to Council must be in writing (other than pencil) or be typed or printed, contain the request of the petitioners or signatories and be signed.
- (5) Every petition or joint letter must be signed by the persons whose names are appended to it by their names or marks, and, except in cases of incapacity or sickness, by no one else and the address of every petitioner or signatory must be clearly stated.

25

Colac Otway Shire Local Law No. 4

DIVISION 9 – Public Participation

105. During Meetings

- (1) There must be a public question time not exceeding thirty minutes at every Ordinary Meeting to enable members of the public to submit questions to Council. Public question time may be extended at the discretion of the Chairperson.
- (2) ~~At every Special Meeting and the Statutory Meeting, a public question time not exceeding thirty minutes will be held to enable any member of the public to question Council but only on items included in the agenda of the Meeting.~~
- (3) ~~The Chairperson will exercise discretion so that the maximum number of people present will be permitted to ask their questions within the time available for Public Question Time.~~
- (4) All questions submitted to Council ~~are preferred~~ in writing, ~~stating the name and address of the person submitting the question and generally be in the form set out in Schedule 2.~~
- (5) The Mayor or Chairperson may reject any question deemed irrelevant, objectionable or out of order, in any way.
- (6) Any member of the community asking a question of Council must extend due courtesy and respect to Council and the processes under which it operates, and must take direction from the Chairperson whenever called upon to do so.
- (7) Sub-clause (1) ~~and (2)~~ does not apply during any period when the Council has resolved to close the meeting in respect of a matter under Section 89(2) of the Act.
- (8) Subject to sub-clauses (1) to (6) ~~(inclusive), public question time will be conducted as set out in Schedule 2.~~

Deleted: other than a meeting where the sole purpose is to hear submissions in accordance with Section 223 of the Act,

Deleted: Special

Deleted: must be

Deleted: 4

DIVISION 10 – Conduct and Discipline

106. Councillor Conduct

- (1) During the course of any Council Meeting, Councillors must comply with the *Councillors Code of Conduct* as adopted by Council from time to time.
- (2) No Councillor may digress from the subject matter under discussion or comment on the words used by any other Councillor in a previous debate, and all imputations of improper motives and all personal reflections on Councillors will be deemed out of order.

107. Objectionable Remark

- (1) The Chairperson may require a Councillor to withdraw any remark which is considered by the Chairperson to be defamatory, indecent, abusive,

Colac Otway Shire Local Law No. 4

offensive, disorderly or objectionable in language, substance or nature and to satisfactorily apologise when called upon by the Chairperson to do so.

- (2) A Councillor required to withdraw a remark and apologise must do so immediately without qualification or explanation.
- (3) The Chairperson must not accept any motion, question or statement which appears to the Chairperson to be derogatory, defamatory or embarrassing to any Councillor, member of staff, ratepayer or member of the public.

108. Gallery to be Silent

- (1) Visitors must not interject or take part in the debate.
- (2) Silence must be preserved in the gallery at all times.

109. Improper or Disorderly Conduct

- (1) The Chairperson must call to order any person who is disruptive or unruly during any Meeting.
- (2) Any person who fails to obey a direction of the Chairperson relating to the conduct of the Meeting and maintenance of order will be guilty of an offence.
- (3) Any person, not being a Councillor, who is guilty of any improper or disorderly conduct must leave the Meeting when requested by the Chairperson to do so.

110. Suspensions

- (1) Council may suspend from a Meeting, and for the balance of the Meeting, any Councillor whose actions have disrupted the business of Council and have impeded its orderly conduct.
- (2) A Councillor who refuses to leave the Council Meeting on suspension will be guilty of an offence.

111. Removal from the Council Chamber or Meeting Room

- (1) If any visitor is called to order by the Chairperson and thereafter again acts in breach of this Local Law, the Chairperson may order him or her to be removed from the gallery.
- (2) The Chairperson, or Council in the case of a suspension under clause 110, may ask any Authorised Officer or member of the police force to remove from the Council Meeting or the chamber or room in which it is being held any person who acts in breach of this Local Law or whom the Chairperson has ordered to be removed from the gallery under sub-clause (1).

112. Chairperson may Adjourn Disorderly Meeting

If the Chairperson is of the opinion that disorder at the Council table or in the gallery makes it desirable to adjourn the Meeting, he or she may adjourn the Meeting to a later time on the same day or to some later day as he or she thinks proper.

Colac Otway Shire Local Law No. 4

DIVISION 11 – Call of the Council

113. Call of the Council

Where a quorum cannot be formed or maintained due to the absence of Councillors, the Chief Executive Officer must, before initiating a Call of the Council under Section 85 of the Act, make reasonable attempts to contact the absent Councillors:

- (1) to ascertain any reason they have for not attending the earlier Meeting; and
- (2) to discuss their attendance at any Call of the Council meeting which may be called.

Colac Otway Shire Local Law No. 4

PART 9 – SPECIAL COMMITTEES

DIVISION 1 – Special Committees Comprised Solely of Councillors

114. Application Generally

- (1) If Council establishes a Special Committee comprised solely of Councillors, all of the provisions of Parts 4 to 8 (inclusive) of this Local Law will apply with any necessary modifications or adaptations.
- (2) For the purpose of sub-clause (1) a reference in Parts 4 to 8 (inclusive) of this Local Law to:
 - (a) a Council Meeting is to be read as a reference to a meeting of the Special Committee;
 - (b) a Councillor is to be read as a reference to a member of the Special Committee; and
 - (c) the Mayor is to be read as a reference to the Chairperson of the Special Committee.
- (3) Special Committees must only deal with matters within the scope of their terms of reference or their rules and responsibilities.
- (4) A Special Committee must otherwise meet at times and places which the Special Committee determines, unless otherwise directed by Council.

115. Application Specifically

Notwithstanding clause 114, if Council establishes a Special Committee:

- (1) Council may; or
- (2) the Special Committee may with the approval of Council,

resolve that any provision or provisions of Parts 4 to 8 (inclusive) is or are (as appropriate) not to apply, whereupon that provision or those provisions will not apply until Council resolves, or the Special Committee with the approval of Council resolves, otherwise.

Colac Otway Shire Local Law No. 4

PART 10 – OFFENCES AND PENALTIES

116. Offences

(1) It is an offence for:

- (a) a Councillor to refuse to withdraw a remark considered by the Chairperson to be defamatory, indecent, abusive, offensive, disorderly or objectionable in language, substance or nature and to refuse or neglect to satisfactorily apologise after having been requested by the Chairperson to do so;

Penalty: Ten (10) Penalty Units

- (b) any person (not being a Councillor) who is behaving in a disorderly or improper manner, to refuse to leave the Meeting room when requested to do so;

Penalty: Ten (10) Penalty Units

- (c) any person to fail to obey a direction of the Chairperson in relation to the conduct of the Meeting and the maintenance of order;

Penalty: Ten (10) Penalty Units

- (d) a Councillor to refuse to leave the Meeting upon suspension;

Penalty: Ten (10) Penalty Units

- (e) any person to use the Common Seal without the authority of Council;

Penalty: Ten (10) Penalty Units

- (f) any person to use any replica of the Common Seal; and

Penalty: Ten (10) Penalty Units

- (g) any person to append to a petition or joint letter a signature purporting to be that of any other person or in the name of any other person.

Penalty: Ten (10) Penalty Units

117. Infringement Notices

An Authorised Officer may issue an infringement notice on any person who has committed an offence against this Local Law in the form of the notice prescribed in Schedule 1.

Colac Otway Shire Local Law No. 4

118. Payment of Penalty

- (1) A person issued with an infringement notice may pay the penalty indicated to the Chief Executive Officer, Colac Otway Shire, PO Box 283, Colac, Victoria, 3250.
- (2) To avoid prosecution, the penalty indicated must be paid within 28 days after the day on which the infringement notice is issued.
- (3) A person issued with an infringement notice is entitled to defend the prosecution in court.

Colac Otway Shire Local Law No. 4

**SCHEDULE 1
INFRINGEMENT NOTICE**

Date..... Notice No.....

To.....
(name and address)

I, (name of authorised officer) have reason to believe that you have committed an offence against the Council Meeting Procedures and Common Seal Local Law No 4 2009 of the Colac Otway Shire Council as indicated below:

| Date | Time | Clause of Local Law | Penalty * |
|------|------|---------------------|-----------|
| | | | |

| |
|-----------------------------|
| Description of the offence: |
| |

| |
|--------------------------|
| Location of the offence: |
| |

If you pay the penalty indicated within 28 days from the date of this notice to the:

Colac Otway Shire, PO Box 283, Colac Vic 3250 (2-6 Rae Street Colac)

by cheque, cash or money order for the full amount this matter will not be brought to court and no conviction will be recorded.

You are entitled to disregard this Infringement Notice and defend the prosecution for the offence in Court.

Should you wish to make any submission concerning this infringement notice contact should be made with the Council's Authorised Officer.

.....
(signed by Authorised Person/Officer)

* A Penalty Unit is set and calculated in the *Monetary Units Act 2004*. As of 1 July 2009 one Penalty Unit is \$116.82. The rate for Penalty Units is indexed annually. Any change to the value of a Penalty Unit will happen on 1 July each year.

Colac Otway Shire Local Law No. 4

SCHEDULE 2

**COLAC OTWAY SHIRE COUNCIL
COUNCIL MEETINGS – QUESTION TIME**

Please note the following procedures/conditions apply to the operation of Question Time (clause 105):

Purpose

Council has provided the opportunity for members of the public to ask questions related to issues in which Council has a direct interest or responsibility.

Question Time is specifically for questions rather than forums for discussion.

Where, When and Who

The public question time is held at every Ordinary Council Meeting commencing at 3.00 pm. A maximum of 30 minutes has been provided for written questions and for questions without notice.

For Special and Statutory Council Meetings a public question time not exceeding 30 minutes will be held. Only questions related to the agenda will be accepted.

Deleted: other than a meeting where the sole purpose is to hear submissions in accordance with S223 of the Act

How to Register a Question

1. Members of the public are encouraged to register a question not related to the Council agenda to be put to Council in the public question time so that a more well researched and complete response can be provided.
2. Questions can be submitted on the form attached or alternatively, the relevant information provided to Council.
3. Questions are to be lodged to the Chief Executive Officer, 2-6 Rae Street, Colac by 5.00 pm on the Monday preceding the scheduled meeting.
4. Persons registering a question will need to complete and/or submit the following information:
 - Name
 - Address
 - Organisation (if applicable)
 - Date of Submission
 - Question
5. If the person who submitted the question is not in the gallery, the text of the question and response shall not be read to Council until all people present have asked their question(s) and provided there is time within the 30 minutes set aside for question time.

Deleted: encouraged

If not in attendance at the meeting, the question(s) not read out at the meeting will be dealt in accordance with any standard correspondence to Council. The questions and responses will not be included in the minutes of the meeting.

Deleted: ¶

The question and responses will not be included in the minutes of the meeting.

Colac Otway Shire Local Law No. 4

6. The Chairperson shall read each question. The questioners or their representatives shall remain in the gallery.

Questions without Notice

1. Questions without notice on the day of the Council Meeting are also encouraged.
2. It is preferable that questions are in writing, generally in a form detailed in this Schedule..
3. Questions without notice may not be able to be answered at the meeting and may need to be followed up later in writing.
4. Questions without notice may not be able to be put to the meeting if the time allocated for questions has expired before that opportunity arises.

Deleted: relating to the

Deleted: agenda for that day

Deleted: All

Deleted: must be

Acceptance of Questions

1. If the Chairperson so permits, a second speaker may support or add to an answer given, but questions shall not be debated by Council during question time.
2. Questions shall be addressed to the Chairperson whose prerogative it is to direct who shall answer each question.
3. A limit of 5 minutes per person applies. If a person has submitted more questions to a meeting, other questions:
 - (a) may at the discretion of the Chairperson, be deferred until all other persons who have asked a question have had their first question asked and answered; or
 - (b) may not be asked if the time allotted for public question time has expired;
 - (c) where questions have not been asked a response can be provided in writing after the meeting.
4. All questions and answers must be as brief as possible and no discussion may be allowed other than for the purposes of clarification.
5. The Chairperson will only accept the question if it:
 - (a) Does not relate to a matter of the type described in Section 89(2) of the Act;
 - (b) Does not relate to a matter ultra vires of Council;
 - (c) Is not defamatory, indecent, abusive or objectionable in language or substance;
 - (d) Is not repetitive of a question already answered (whether at the same or an earlier meeting);
 - (e) Is not asked to embarrass a Councillor or member of Council staff;
 - (f) Is a succinct "question" in form and character and not a "statement";
 - (g) Is a question of Council but not to or seeking the views of a particular Councillor or officer.

Deleted: 2 or

Deleted: the second

Deleted: and beyond

Colac Otway Shire Local Law No. 4

Detailed Responses

1. Questions requiring detailed research or detailed answers may be answered by letter.
2. If the Chairperson or the Chief Executive Officer is unable to provide an answer to a question asked at a Council meeting from a member of the public, the Chief Executive Officer must provide a written answer to the member of the public at his or her nominated address as soon as is practicable and provide a copy to all Councillors.
3. A copy of the responses given under clause 2 must be tabled at the next Ordinary Meeting and a summary of the text of the question and the response must be included in the minutes of the meeting.

Colac Otway Shire Local Law No. 4



PUBLIC QUESTION TIME – COUNCIL MEETINGS

NAME

ADDRESS:

ADDRESS TO BE DISCLOSED: Yes No

ORGANISATION REPRESENTED:

CONTACT TELEPHONE:

DATE OF COUNCIL MEETING:

QUESTION(S)

Deleted: (Maximum two questions per form)

SIGNATURE: DATE:

(a) There will be a question time at Council meetings to enable members of the public to ask questions.

Deleted: gallery

(b) All questions are preferred to be in writing.

Deleted: must

(c) All questions are to be as brief as possible and no discussion may be allowed other than for the purposes of clarification.

Privacy:

The personal information request on this form is being collected by Council to respond to your question. The personal information will be solely used by Council for that primary purpose or directly related purposes.

In accordance with the Local Government Act this information will be disclosed in formal Council minutes. Should you wish to withhold this information, Council may not be able to respond to your question.

Colac Otway Shire Local Law No. 4

Resolution for making this Local Law was agreed to by Colac Otway Shire Council on the
24 February 2010

SIGNED SEALED AND DELIVERED)
The common seal of the Colac-Otway)
Shire Council was hereto affixed in)
accordance with its Local Law No 4)

.....
Chief Executive Officer

| This.....day of.....2010..... Deleted: 0

Notices of the proposal to make and of the making of this Local Law were included in the
| Victorian Government Gazette dated the 3/12/09, Deleted: and
the . respectively.

Public notice of the proposal to make and confirmation of the making of this Local Law were
| inserted in the Colac Herald on 30/10/09 and 4/12/09, Deleted: .
Deleted: . and . respectively.

A copy of this Local Law was sent to the Minister for Local Government on

OM102402-4**COUNCIL COMMUNITY FUNDING PROGRAMS 2010-2011**

| | | | |
|-------------|--------------------------------|-----------|--------------|
| AUTHOR: | Jodie Fincham | ENDORSED: | Colin Hayman |
| DEPARTMENT: | Corporate & Community Services | FILE REF: | GEN0374 |

Purpose

The purpose of this report is to seek Council endorsement of the proposed funding available to community clubs and organisations through the suite of dedicated Council funding programs.

The 2010/2011 Colac Otway Shire community grant programs include the:

1. Council Community Funding Program comprising three categories the Community Facilities, Community Projects and COPACC Hire Assistance.
2. Festival and Events Support Scheme.

This report also includes the program guidelines and application forms for both programs.

Declaration of Interests

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

Background

Council has provided financial assistance to a broad range of community organisations and clubs through specific funding programs for the past twelve years. Over this time the program has typically provided funding assistance to improve community facilities, purchase necessary equipment, and conduct community projects and to hire COPACC for community activities. Through emerging trends and changes in community needs the requests for funding has altered but the criteria for the funding program has remained throughout this time.

In recent years an increasing number of community groups and private event organisers are planning and hosting a range of events in the Colac Otway Shire. As a result of this growth and demand there has been a need to develop a transparent and fair program to support the allocation for events within the Shire. This has resulted in the Festival and Event Support Scheme which commenced in 2007/2008.

Council Community Funding Program

The program currently comprises three categories: Community Projects, Recreation Facilities and COPACC Assistance Fund. The 2009/2010 implementation of this program allocated \$40,000 to various community projects, \$70,000 towards recreation facility works and \$7,500 towards functions held at COPACC.

Over the past year of the Colac Otway Community Funding Program the following trends have been identified within the specific program categories:

Community Projects

- Delivery of a diverse range of projects demonstrating community interest and support for increased participation and new initiatives.

Recreation Facilities

- Evidence of significant works to be undertaken to Council owned facilities that may be able to be channelled through the Council Capital Works program.
- Growing evidence of projects outsourced (works quotations and risk management requirements) rather than being completed with substantial in-kind input from clubs, therefore increasing the cost of projects.
- Increasing number of project seeking contribution to a range of community services e.g. CFA without funding confirmation.

COPACC

- Schools continue to seek funding assistance to stage performances at COPACC.
- Community groups continue to seek funding assistance to stage events or exhibitions at COPACC.
- Evidence of growth in the number of applications received under this category in recent years.

Festival and Event Support Scheme

The Colac Otway Festival and Events Support Scheme 2007-08 was adopted at the July 2007 Council meeting, with the recommendation that the guidelines be trialled for a twelve month period and then further reviews. An Advisory Committee comprising of representation from Council (3 Councillors and 1 Officer), Otways Tourism and Regional Development Victoria was appointed to review the document and participate in assessing applications. Since its introduction in 2007, the scheme has been well supported by both commercial and community based event organisers.

A Business Case for the 2010/11 financial year has been prepared seeking a total budget allocation of \$60,000 which is at the same level as 2009/10, comprising funding for both established events and seed funding for new events. Seed funding for events had previously been offered through the Community projects stream of the Council Community Funding Program in 2008. It is proposed that all future event funding be provided through the Festival and Event Support Scheme.

Over the past year of the Colac Otway Festival and Event Support Scheme the following trends have been identified:

Events

- Continuing evidence of community interest and scope for more community events across the Shire.
- Growing evidence of the need for funding support towards assistance with costs associated with risk management requirements.

General

- A total program review has been undertaken including all dates plus requirements that have been developed for referrals to relevant Officers. A review of the guidelines has resulted in consideration given to the need for building and planning permits and Officer involvement to assess and work with applicants to ensure costs/time impacts are included in the application.
- A formal process has been developed for Infrastructure, Environmental Health, and Economic Development input to approve projects avoiding duplications and inconsistencies.

- Applicants are requested to provide evidence of any funding support received from the Colac Otway Shire in the past 3 years and to supply detailed financial statements or a Treasurer's report for the past 2 years. This is consistent with changes that were made to Council's Policy "Funding Advances to Community Organisations."
- Recreation Reserve Master Plans have been completed in partnership between Council, the Reserve Committees and Resident Clubs. The program's application form refers to these Master Plans as evidence of strategic support for the proposed project.
- The combined guidelines and application form for the three categories (Community Projects, Recreation Facilities and COPACC Assistance Fund) were well received by the community in 2009/2010 and provided a consistent assessment process for Officers.
- It is proposed that all future event funding (incorporating new and existing events) will be administered through the Festival and Event Support Scheme.

Over the past 7 years similar reports have been tabled for Council consideration to ensure community groups and organisations have maximum time to commence and complete their funded projects. Due to the introduction of the Officer Referral process, timelines have been impacted resulting in the program being brought forward to open in March to enable sufficient time for Officer assessment. This reduces the requirement for project carry over into the next financial year. The later the program is commenced and funding allocated in the financial year the less time the organisations have to undertake their projects.

Council Plan / Other Strategies / Policy

The Council Community Funding Program is supported by the 2006-2010 Colac Otway Recreation Strategy, the 2007-2011 Colac Otway Arts and Culture Strategy and the 2007-2011 Colac Otway Festivals and Events Strategy.

The program is also consistent with Council's Corporate Plan Vision, Mission and Values and the Community Health and Wellbeing objective:

Council will promote community health and wellbeing in partnership with other health services. Through a partnership approach, Council will provide a broad range of customer focused health, recreational, cultural and community amenities, services and facilities.

Issues / Options

The Council Community Funding Program was reviewed internally in 2009-2010 in order to better respond to current community trends particularly within the sport, recreation, arts and event sectors within the Shire, noting significant growth in the events sector. The Guidelines and Application Form documentation were simplified in response to customer feedback and to assist with program administration given the growth of interest in the program.

Funding for events has been consolidated under the 2010-2011 Festival and Event Support Scheme to include seed funding for new events and funding for existing events. Furthermore, an internal referral process has been developed to provide Officer input into projects to ensure compliance requirements and to avoid duplications and inconsistencies.

Implementation of the 2006-2010 Colac Otway Recreation Strategy, the 2007-2011 Colac Otway Arts and Culture Strategy and the 2007-2011 Colac Otway Festivals and Events Strategy has provided additional funding into the sectors through various dedicated program funding. It is recommended that the funding for the Council Community Funding program be increased from the 2009/2010 allocation to reflect price increases of project materials and

equipment and an anticipated increase in the number of applications for COPACC assistance.

The funding will be considered as part of the 2010/11 Budget process.

Proposed funding allocations for 2010-2011 Council Community Funding Program:

| | (10/11) | (09/10) |
|-----------------------------|----------|----------|
| • Community projects | \$40,000 | \$40,000 |
| • Recreation facility works | \$80,000 | \$70,000 |
| • COPACC assistance | \$10,000 | \$ 7,500 |

Proposed funding allocations for 2010-2011 Festival and Events Support Scheme:

| | (10/11) | (09/10) |
|-----------------------------|----------|----------|
| Established Events | \$50,000 | \$50,000 |
| Seed Funding for new events | \$10,000 | \$10,000 |

The proposed timelines for both the Council Community Funding Program and the Festival and Events Support Scheme for 2010-2011 are as follows:

- Applications open March 2010
- Applications close May 2010
- Submissions evaluated May - June 2010
- Notification of funding at Civic Reception July 2010
- Project completion, evaluation forms returned By May 2011.

There are three options for Council's consideration:

1. Commence implementation of Council community grants including the 2010-2011 Community Funding Program and Festival and Support Event Support Scheme in accordance with the proposed timelines.
2. Further review the 2010-2011 Council community grants including the 2010-2011 Community Funding Program and Festival and Support Event Support Scheme and propose alternative program options to Council for further consideration.
3. Wait for outcomes of 2010-2011 Council budget and commence funding programs in August 2010, which will have a significant detrimental impact upon the programs, by reducing the amount of time community groups have to commence and complete their funded projects. This option may further result in project carry over into the next financial year. The later the program is commenced and funding allocated in the financial year the less time the organisation would have to undertake their projects.
4. Not support/continue to program at all, acknowledging the benefits this funding contribution makes to the community.

Proposal

It is proposed that Council's 2010-2011 Community Grants Program (comprising the Community Funding Program and Festival and Support Event Support Scheme as detailed in the attached guidelines and application), be implemented from March 2010, applications closing May 2010, with a civic reception for successful Community Funding Program applicants in July 2010. Successful applicants under the Festival and Support Event Support Scheme would receive confirmation of their funding application in July 2010.

Financial and Other Resource Implications

The program contributes significantly to numerous community projects across the Shire. Specifically, it is estimated that the \$40,000 contributed to Community Projects resulted in \$220,573 of project value and the \$60,000 contributed to Festivals and Events resulted in the delivery of 13 funded events with a total project value of \$1,364,725 (this figure excludes the Great Victorian Bike Ride 2009). The allocation of \$70,000 to 2009/2010 Recreation Facilities projects resulted in improvement works to the value of \$398,620 and the COPACC assistance of \$7,500 resulted in performances and exhibitions with a total value of \$91,232.

The Festival and Events Support Scheme ensures that local community event organisers can apply for funding to support their events. It is important to offer this Scheme as limited funding opportunities exist at a State and Federal Government level to fund community events.

Risk Management & Compliance Issues

Specific risk management and compliance issues embedded within each project application are assessed on their individual merit. The proposed guideline and application forms ensure potential risk and compliance issues are identified.

There are increased risks associated with the implementation of Option 3, as by waiting for outcomes of 2010-2011 Council budget and commencing the program in August 2010, will reduce the amount of time community groups have to commence and complete their funded projects. It is anticipated this option would therefore result in project carry over into the next financial year. The later the program is commenced and funding allocated in the financial year the less time the organisation would have to undertake their projects.

Furthermore, if option 3 is implemented there is the likelihood that events held within the first three months of the financial year will not be able to access funding. This will have impacts on event planning due to uncertainty associated with available funding.

The risk of option 4 is the increased burden placed on several volunteer organizations throughout the Shire as a result of no funding.

Environmental and Climate Change Considerations

Specific environmental issues embedded within projects are assessed throughout the application assessment. Council's Environment Unit is engaged in project assessment or implementation where environmental issues are identified or possible.

Communication Strategy / Consultation

Consistent with previous years, there is significant communication from Council to the community released via local media, electronic newsletters and direct correspondence informing the community of the grants program and its associated timelines. Information sessions are held in Colac and Apollo Bay.

Applications are initially assessed at Officer level, then presented to an Advisory Committee comprising Councillor representation for further assessment and the final decision on the outcome of successful applications.

Implementation

It is proposed that implementation of the 2010/2011 program would commence March 2010 following Council endorsement of this report. Applications are assessed at Officer level and presented to an Advisory Committee of Council for ratification. It was resolved at the Statutory Meeting held 9 December 2009 that the following Councillors would comprise the Community Funding Advisory Committee: Councillors Chris Smith, Stephen Hart, Stuart Hart and Brian Crook. Similarly, the following Councillors would comprise the Festival and

Events Support Scheme: Councillors Stuart Hart, Brian Crook, Frank Buchanan and Lyn Russell.

Conclusion

Council's Community Funding Program allocation in 2009/2010 resulted in community projects, events, facility improvements, exhibitions and performances with a total estimated value in excess of \$2,075,150.

The dedicated funding of events and festivals has resulted in a broad range of community managed events that otherwise would not be staged within the Shire. Since 2005 the number of Council funded events has increased from four to thirty one events held in a calendar year. Over more recent years the number of private event organisers bringing major interstate events to the Shire has also increased.

Furthermore, community partnerships were formed and/or consolidated with arts and cultural groups, festival and event managers, committees of management of recreation facilities, schools and performing arts groups consistent with Council's Corporate Plan Vision, Mission and Values and Community Health and wellbeing objective:

Council will promote community health and wellbeing in partnership with other health services. Through a partnership approach, Council will provide a broad range of customer focused health, recreational, cultural and community amenities, services and facilities.

Attachments

1. 2010/2011 Council Community Funding Guidelines and Application Form.
2. 2010/2011 Festival and Events Support Scheme Guidelines
3. 2010/2011 Festival and Events Support Scheme Application Form

Recommendation(s)

That Council:

1. ***Endorse the 2010/2011 Community Funding Program process up to the current funding levels as follows:***

| | |
|---|------------------------|
| <i>Recreation Facilities</i> | <i>\$70,000</i> |
| <i>Community Projects</i> | <i>\$40,000</i> |
| <i>COPACC Assistance</i> | <i>\$ 7,500</i> |
| <i>Festival and Support Scheme</i> | |
| <i>Established Events</i> | <i>\$60,000</i> |

2. ***Endorse the Council Community Funding Program and Festival and Events Support Scheme guidelines and application forms as attached.***

3. ***Acknowledge that the increased funding request be considered under the 2010/2011 budgetary process as follows;***

| | |
|---|---|
| <i>Recreation Facilities</i> | <i>from \$70,000 to \$80,000</i> |
| <i>Community Projects</i> | <i>\$40,000 remains</i> |
| <i>COPACC Assistance</i> | <i>from \$7,500 to \$10,000</i> |
| <i>Festival and Support Scheme</i> | <i>\$60,000 remains</i> |
| <i>(including funding for established events seed funding for new events.)</i> | |

~~~~~\)





## COMMUNITY FUNDING PROGRAM 2010/2011 PROGRAM GUIDELINES

### **Objective**

The objective of the Colac Otway Shire Community Funding Program is to provide financial assistance to community organisations that assist in the provision of projects, activities and facilities for the citizens of the Colac Otway Shire.

Please note funding for all festivals and events is now managed through the Colac Otway Shire Festivals and Events Support Scheme and is a separate funding program. Refer to Council's website [www.colacotway.vic.gov.au](http://www.colacotway.vic.gov.au) or Council's Events Unit on telephone 5232 9418 for specific details.

### **Eligibility**

Applicants should be legally constituted, community based, not-for-profit organisations that assist in the provision of community projects, activities and maintenance of facilities for the citizens of the Colac Otway Shire.

- Applications are to be for financial assistance for specific projects and programs, not for general ongoing administration or operational costs.
- This funding program does not support fundraising activities or projects.
- Schools are only eligible for funding assistance with COPACC venue hire.
- Applicants are required to provide details of **ALL** previous grants provided by Council in the past 3 years.

Funding under this scheme is restricted. There may be external sources of funding available from State or Federal Government which may form project partners or offer greater levels of funding. Therefore applicants with proposals valued in excess of \$10,000 are required to discuss:

- Community Project and Community Facilities proposals with **Jodie Fincham**  
Recreation and Events Co-ordinator  
Ph. 5232 9472  
Email: [jodie.fincham@colacotway.vic.gov.au](mailto:jodie.fincham@colacotway.vic.gov.au)
- Colac Otway Performing Arts and Cultural Centre (COPACC) related proposals with **Karen Patterson**  
COPACC Manager  
Ph. 5232 9504  
Email: [karen.patterson@colacotway.vic.gov.au](mailto:karen.patterson@colacotway.vic.gov.au)

## Scope

The Colac Otway Community Funding Program provides funding assistance to community organisations and groups through the following three streams as detailed:

### 1. Community Projects

- The **Community Projects** category is the broadest of categories within this funding program which financially supports a range of activities and programs conducted by or for community, not for profit organisations.
  - Project materials and equipment.
  - Fees for professional services

### 2. Community Facilities

The **Community Facilities** category funds Recreation Reserve Committees of Management and organisations responsible for community facilities including Public Halls for the benefit of the citizens of the Colac Otway Shire:

- High priority items of cyclical maintenance.
- Minor capital improvements.
- Purchase of equipment items, which are facility enhancing and designed to remain as part of the facility.

### 3. COPACC Assistance

The **COPACC Assistance** Category operates to benefit citizens of the Colac Otway Shire to provide financial assistance for provision of, and access to, performing arts and cultural activities:

- Local groups, organisations and schools may apply for up to half the venue hire of COPACC for performances, exhibitions, events and cultural activities.
- Applicants for venue hire subsidy must obtain a quote from COPACC outlining anticipated dates of hire and level of resources required i.e. rooms, audio-visual, technical staff support etc. It is essential that applicants obtain this quote well in advance of the application closing date.

## Compliance considerations

All clubs and community organisations are reminded that any community project that involves construction, extensions, renovations, refurbishments and/or upgrading of venues and facilities requires compliance consideration. It is important that groups always consider the following checklist prior to commencing, to ensure all relevant requirements are met, including but not limited to:

| COMPLIANCE ISSUE                                                                                                                                                                                                                                                                                                                          | COUNCIL DEPARTMENT                                                                                               | CONTACT PHONE |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------|---------------|
| <ul style="list-style-type: none"> <li>• Permission from the landowner and manager, approving your project to proceed.</li> <li>• Consent for works which may occur on a road or roadside area. Council is required to give consent for local roads. VicRoads are responsible for issuing consent for works on arterial roads.</li> </ul> | COS Infrastructure<br><br><u>Other, for example:</u><br>DSE - Crown Land<br>Foreshore Committee<br>Trustees, etc | 5232 9481     |

|                                                                                                                                                                                                                                                       |                                                                                                                                                                                      |                        |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|
| <ul style="list-style-type: none"> <li>• Determine if the site is subject to the Aboriginal Heritage Regulations.</li> <li>• Planning Scheme Provisions, including requests for vegetation removal.</li> <li>• Planning Permit/s.</li> </ul>          | Planning Department<br>Community Groups are required to provide written evidence that the land manager (Crown/Council land) has given consent when a planning application is lodged. | 5232 9412              |
| <ul style="list-style-type: none"> <li>• Building Permits.</li> <li>• Factor in time and fees to process, plus costs for professional plans/designs to relevant Australian Standards</li> </ul>                                                       | Building Department                                                                                                                                                                  | 5232 9443              |
| <ul style="list-style-type: none"> <li>• Occupational Health and Safety requirements</li> </ul>                                                                                                                                                       | Risk Management                                                                                                                                                                      | 5232 9463              |
| <ul style="list-style-type: none"> <li>• Food Safety Standards, Food and Tobacco Legislation</li> <li>• Approval food premises design.</li> <li>• Registration of Premises and/or Temporary Food Premises Permit</li> </ul>                           | Health                                                                                                                                                                               | 5232 9429              |
| <ul style="list-style-type: none"> <li>• Waste Management requirements</li> </ul>                                                                                                                                                                     | Waste                                                                                                                                                                                | 5232 9556              |
| <ul style="list-style-type: none"> <li>• Permission from utility providers / other agencies</li> </ul>                                                                                                                                                | <u>Examples:</u><br>Barwon Water CCMA                                                                                                                                                | 1300 656 007 5232 9100 |
| <ul style="list-style-type: none"> <li>• Guidance on planting lists for revegetation works and environmental and noxious weeds</li> <li>• Guidance on sustainability principles such as energy efficiency and water reuse and conservation</li> </ul> | <u>Environment Department</u>                                                                                                                                                        | 52 329 414             |
| <ul style="list-style-type: none"> <li>• Economic Development Potential for other funding</li> </ul>                                                                                                                                                  | Consistency with Small Town Master plans<br>Grants availability                                                                                                                      | 52 329 444             |

**Note: Failure to comply with legal or planning requirements may affect future funding opportunities for your organisation. Failure to complete project acquittals without formally obtaining an extension may also adversely affect future funding.**

### **Risk Management**

Risk Management analysis of your proposed project is part of the assessment criteria. A template is included for completion and must be submitted with the funding application.

### **Future Planning**

Council supports the development of community groups to become self sustaining through Strategic Planning, Action Plans and Business Plans that identify opportunities for growth and development. Evidence of planning must be provided as

part of this application. Please note that Council provides support and resources to assist community organisations to undertake such planning.

### **Timelines and Notification**

|                                               |                                    |
|-----------------------------------------------|------------------------------------|
| Applications open                             | Friday 26 <sup>th</sup> March 2010 |
| Applications close                            | Friday 7 <sup>th</sup> May 2010    |
| Submissions evaluated                         | May - July 2009                    |
| Notification of funding at Civic Reception    | Monday 19 <sup>th</sup> July 2010  |
| Project completion, evaluation forms returned | By May 2011.                       |

Two Information Sessions will be held to discuss the Grants Program, proposed projects and answer any specific questions. These sessions will be held on:

- **6<sup>th</sup> April 2010 7.00pm-8.00pm in the COPACC Meeting Room, Cnr Rae and Gellibrand Streets, Colac**
- **7<sup>th</sup> April 2010 7.00pm-8.00pm at Marrar Woorn, Pengilley Street, Apollo Bay.**

### **Consideration of Applications**

Applications will be considered by Council, following the closing date, **4.00pm Friday 7<sup>th</sup> May 2009**. Applications should be set out on the attached Application Form and be received prior to the closing date. Incomplete applications will not be considered.

Groups experiencing difficulty completing this form or who wish to discuss their project should attend an information session, or contact the relevant Council Officer for assistance well in advance of the closing date.

Allocations will be based on 50% subsidy i.e. a dollar for dollar basis of projects up to a total project cost of \$10,000. Subsequently, based on a \$10,000 project cost the maximum allocation from Council could be \$5,000. Preference will be given to organisations that have demonstrated a "self-help" attitude through inclusion of in-kind resources, and/or a desire to contribute funding through cash from their own means. Documentation to support the organisation's 50% matching contribution must be included.

Electronic versions of guidelines and application forms are available on Council's web site: [www.colacotway.vic.gov.au](http://www.colacotway.vic.gov.au) and can be downloaded. Email applications can be accepted only if a scanned signature is included on the final page. Email applications as a Microsoft Office compatible attachment to [inq@colacotway.vic.gov.au](mailto:inq@colacotway.vic.gov.au) All applications must be received by the closing date. Applicants should note that the submission of an application **does not** guarantee funding of the proposal.

### **GST**

GST legislation will apply to allocation of these funds. Organisations will be required to quote an Australian Business Number (ABN) or if an exemption applies to provide a written statement of entitlement to exemption (Supplier Statement). Supplier Statement forms are available on Council's web site: [www.colacotway.vic.gov.au](http://www.colacotway.vic.gov.au) and can be downloaded.

Where an applicant organisation is GST registered, grant allocations will be calculated and assessed on income and expenditure excluding GST. In addition, organisations registered for GST will be required to submit a Tax Invoice to Council

upon approval of their grant, including an additional 10% added to the approved grant amount.

### **Evaluation of Successful Projects**

It is essential the contact person/s nominated in the application form have a full understanding of the project, and are available during the May -July 2009 evaluation process to provide further detail if required.

Organisations successful in receiving a grant will be expected to complete a brief acquittal report form within a month of the completion of the project. The form will be available on allocation of funds and will require detail on the success of the project and how Council's funds were expended in relation to the project. Inclusion of visual evidence such as photographs and press clippings assists Council in assessing the success of the project and should be included. Additionally, organisations are required to acknowledge Council's contribution to the completed project in a manner deemed appropriate by Council, such as signage, verbal or written acknowledgement etc. and to document this acknowledgement.

### **Lodgment**

**The closing date for applications is 4.00pm Friday 7<sup>th</sup> May 2010.** All applications must be received by this time. Late applications cannot be considered.

Hard Copy Applications should be sent to:

#### **Community Projects Fund 2010/2011**

**Colac Otway Shire**

**PO Box 283**

**COLAC VIC 3250**

Email Applications must be sent by the closing date, as a Microsoft Office compatible attachment to [inq@colacotway.vic.gov.au](mailto:inq@colacotway.vic.gov.au)

with the subject: **Community Projects Fund 2010/2011**

All applicants will receive written advice acknowledging receipt of their application within 1 week of receipt. Following the completion of assessments, all applicants will receive written advice in early July 2010 regarding the success of their application.

Two delegates from successful applicant groups will be invited to attend the Colac Otway Shire Community Funding Program Civic Reception July 2010 at COPACC.



**COMMUNITY FUNDING PROGRAM  
APPLICATION FORM 2010/2011**

**APPLICATION CATEGORY**

Please tick one funding category under which you are applying for funds:

Community Projects  Community Facilities  COPACC Assistance

**ORGANISATION DETAILS:**

**Name of applicant organisation**

**Postal Address**

**Contact Details**

(Please ensure the nominated contact person/s are aware of all project details)

| Details     | Primary Contact Person | Secondary Contact Person |
|-------------|------------------------|--------------------------|
| Name        |                        |                          |
| Position    |                        |                          |
| B. H. phone |                        |                          |
| Mobile      |                        |                          |
| Fax         |                        |                          |
| Email       |                        |                          |

**Facility Address for Project (if different from above, e.g. Recreation Facilities)**

**Recreation Reserve Master Plan?** Yes  No

If yes, please identify.....You must include a letter of support from the Recreation Reserve Committee of Management with this application.

**Incorporation**

| Yes | Number | No |
|-----|--------|----|
|     |        |    |

**Auspecting body if not incorporated** (support letter required with this application)

|                     |               |
|---------------------|---------------|
| <b>Auspice body</b> |               |
| <b>Address</b>      |               |
| <b>Contact Name</b> |               |
| <b>Position</b>     |               |
| <b>B. H. phone</b>  | <b>Mobile</b> |

**ABN Number**

**Supplier Statement must be completed if no ABN**

**GST Registration**

|            |               |           |  |
|------------|---------------|-----------|--|
| <b>Yes</b> | <b>Number</b> | <b>No</b> |  |
|------------|---------------|-----------|--|

**PROJECT DETAILS:**

|                                                           |                       |
|-----------------------------------------------------------|-----------------------|
| <b>What is the name of the project?</b>                   |                       |
|                                                           |                       |
| <b>Description of the project?</b>                        |                       |
|                                                           |                       |
|                                                           |                       |
|                                                           |                       |
| <b>Proposed Timelines For Project:</b>                    |                       |
| Please indicate the key actions required for your project |                       |
| <b>Key Actions</b>                                        | <b>Completed date</b> |
|                                                           |                       |
|                                                           |                       |
|                                                           |                       |
|                                                           |                       |

**To assist Council in forward planning, please indicate future planned projects.**

|                |  |
|----------------|--|
| <b>2011/12</b> |  |
| <b>2012/13</b> |  |

Please refer to weighting criteria below right.

|                                                                                                                                                                                                                                              |     |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|
| <b>Why is this project needed?</b><br>How is this project supported locally?<br>What demand exists that has created the idea for this project?<br>Do you have evidence to show why this approach will work?                                  | 15% |
|                                                                                                                                                                                                                                              |     |
|                                                                                                                                                                                                                                              |     |
|                                                                                                                                                                                                                                              |     |
|                                                                                                                                                                                                                                              |     |
|                                                                                                                                                                                                                                              |     |
|                                                                                                                                                                                                                                              |     |
|                                                                                                                                                                                                                                              |     |
|                                                                                                                                                                                                                                              |     |
|                                                                                                                                                                                                                                              |     |
|                                                                                                                                                                                                                                              |     |
| <b>How will the project be delivered?</b><br>Will it involve knowledge and skills development?<br>Will the project be an innovative and creative response to the issue?<br>Will it be sustainable?<br>How will you pay for it? (Budget form) | 15% |
|                                                                                                                                                                                                                                              |     |
|                                                                                                                                                                                                                                              |     |
|                                                                                                                                                                                                                                              |     |
|                                                                                                                                                                                                                                              |     |
|                                                                                                                                                                                                                                              |     |
|                                                                                                                                                                                                                                              |     |
|                                                                                                                                                                                                                                              |     |
|                                                                                                                                                                                                                                              |     |





|  |
|--|
|  |
|  |
|  |
|  |
|  |
|  |

**FINANCIAL DETAILS:**

Does your organisation currently receive funding support from Federal or State Government sources (please tick as appropriate)

|     |                          |    |                          |
|-----|--------------------------|----|--------------------------|
| Yes | <input type="checkbox"/> | No | <input type="checkbox"/> |
|-----|--------------------------|----|--------------------------|

Please provide details of any commercial source of income

| Source | Amount \$ |
|--------|-----------|
|        |           |

Has your organisation received ANY funding support from the Colac Otway Shire in the past 3 years (please tick as appropriate)?

|     |                          |    |                          |
|-----|--------------------------|----|--------------------------|
| Yes | <input type="checkbox"/> | No | <input type="checkbox"/> |
|-----|--------------------------|----|--------------------------|

Please provide details of ALL funding support provided by the Colac Otway Shire in the past 3 years

| Council Department | Project | Amount \$ | Year |
|--------------------|---------|-----------|------|
|                    |         |           |      |
|                    |         |           |      |

Has funding for this project been sought from any other agency? Partnerships are encouraged. (Please tick as appropriate)

|     |                          |    |                          |
|-----|--------------------------|----|--------------------------|
| Yes | <input type="checkbox"/> | No | <input type="checkbox"/> |
|-----|--------------------------|----|--------------------------|

If yes, please list

| Source | Amount \$ |
|--------|-----------|
|        |           |

Total of group/organisation contribution

|         |            |
|---------|------------|
| Cash \$ | In-kind \$ |
|---------|------------|

Funds requested from Council's Community Funding Program

|    |
|----|
| \$ |
|----|

Total cost of project (please attach quotes)

|    |
|----|
| \$ |
|----|

Are you willing to accept partial funding?  
(Please tick as appropriate)

|     |                          |    |                          |
|-----|--------------------------|----|--------------------------|
| Yes | <input type="checkbox"/> | No | <input type="checkbox"/> |
|-----|--------------------------|----|--------------------------|

If yes, indicate priorities:

|  |
|--|
|  |
|  |

Please provide as part of your application

- Detailed Financial statement or Treasurer's report for the past 2 years

**FUTURE PLANNING:**

Please provide as part of your application

- Risk Management Plan for the project, using the template provided  
 Strategic or Business Plan for your Organisation

Will this project have any direct environmental or energy sustainability benefits such as water or energy saving Yes  No

If yes, please indicate:

|  |
|--|
|  |
|  |

**BUDGET FORM**

- Applicants must use the budget form provided.
- The budget should list the total income and expenditure and reflect all costs including inkind associated with the project.
- Applicants are expected to make at least a matching contribution in cash and/or volunteer labour inkind costed @ \$15 per hour for unskilled labour and \$25 per hour for professional services. Other inkind contribution such as donated goods or materials may also be included, as well as use of plant and equipment. Indicate inkind support on the expenditure column under the relevant headings as well as on the income column. You may also have grants, financial support and sponsorship from other sources. This should be indicated in the budget.
- Please ensure that total income EQUALS total expenditure i.e. the project must break even. This funding program does not support fundraising activities or projects.

| INCOME                                               | \$ AMOUNT | EXPENDITURE                            | \$ AMOUNT |
|------------------------------------------------------|-----------|----------------------------------------|-----------|
| Council Community Funding Program Grant              | \$        | Professional Fees                      | \$        |
| Other Grant (Describe)                               | \$        | Documentation Costs e.g. photos, DVD's | \$        |
| Applicant's contribution Cash                        | \$        | Planning Permit                        | \$        |
|                                                      | \$        | Building Permit                        | \$        |
| In-kind (Describe)                                   | \$        | Materials / Equipment (itemise)        | \$        |
|                                                      | \$        |                                        | \$        |
| Volunteer labour @ \$15 or \$25 per hour. (Describe) | \$        |                                        | \$        |
|                                                      | \$        |                                        | \$        |
|                                                      | \$        |                                        | \$        |
|                                                      | \$        |                                        | \$        |
| Other (Describe)                                     | \$        | Other (Describe)                       | \$        |
|                                                      | \$        |                                        | \$        |

|                     |    |                          |    |
|---------------------|----|--------------------------|----|
|                     |    |                          |    |
|                     | \$ |                          | \$ |
|                     | \$ |                          | \$ |
|                     | \$ |                          | \$ |
|                     | \$ |                          | \$ |
| <b>Total Income</b> | \$ | <b>Total Expenditure</b> | \$ |

**CHECK LIST Please confirm that you have included the following with your submission:**

|   |           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|---|-----------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| ✓ |           | <p><b>Keep a copy of your application, including all attachments</b><br/>                 Completed Application Form<br/>                 Completed Budget Table showing break-even result<br/>                 Attached Financial Statement or Treasurers Report<br/>                 Attached Quotations for works, fees, venue hire etc. Applicants are encouraged to obtain more than one quote as part of their application<br/>                 Attached completed Risk Management template for the project<br/>                 Attached Strategic /Business Plan for the organisation<br/>                 Attached Support Letters (including auspicing body if applicable)</p>                                                                                                                                                   |
| ✓ | <b>NA</b> | <p>Attached written permission from the Colac Otway Shire Infrastructure Manager<br/>                 Attached written permission from the Land Owner and/or Manager, if other than COS<br/>                 Attached written advice regarding Planning Scheme provisions<br/>                 Attached written advice regarding Planning and/or Building Permits<br/>                 Attached determination regarding Aboriginal Heritage Regulations<br/>                 Attached evidence of compliance with Food Safety Standards Legislation<br/>                 Registration of Premises and/or Temporary Food Premises Permit<br/>                 Attached Waste Management Plan<br/>                 Supplier Statement<br/>                 Other – photographs, resumes etc (please describe)<br/>                 .....</p> |
|   |           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|   |           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|   |           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|   |           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|   |           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|   |           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|   |           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|   |           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|   |           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|   |           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|   |           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|   |           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|   |           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|   |           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |

**DECLARATION**

I, ..... (name)  
**the Club / Organisation President / Treasurer /School Principal / Other**  
**(indicate)** .....

**agree that the details provided in this funding application are true and correct.**  
**I also certify that the Club / Organisation Committee / Other (indicate)**  
 ..... **has approved the submission of this application.**

**Name:** \_\_\_\_\_

**Position:** \_\_\_\_\_

**Signature:** \_\_\_\_\_

**Date:** \_\_\_\_\_

**Privacy Notification**  
 Council is collecting the personal information on this form for the purposes of assessing your application and to maintain statistical information. The personal information will be used solely by the Council for that primary purpose or directly related purposes. The applicant understands that they may apply to Council for access to and/or amendment of the information. Requests for access and/or correction should be made to 5232 9472.

I/we acknowledge the above and confirm the above information is correct and approve the use of this data on the Colac Otway Shire applicants' data base.

Signed: .....Date: ...../...../20.....

**COLAC OTWAY SHIRE COMMUNITY FUNDING PROGRAM RISK MANAGEMENT TEMPLATE**

|                            |  |              |  |
|----------------------------|--|--------------|--|
| <b>Project Group:</b>      |  | <b>Date:</b> |  |
| <b>Project Location:</b>   |  |              |  |
| <b>Responsible Person:</b> |  |              |  |
| <b>Job Title:</b>          |  |              |  |
| <b>Project Scope:</b>      |  |              |  |

**Hazards/Risk Areas of Concern** (Tick if applicable)

- |                                    |                                               |                                           |                                     |                                    |
|------------------------------------|-----------------------------------------------|-------------------------------------------|-------------------------------------|------------------------------------|
| <input type="checkbox"/> Chemical  | <input type="checkbox"/> Asbestos             | <input type="checkbox"/> Moving Equipment | <input type="checkbox"/> Electrical | <input type="checkbox"/> Heat      |
| <input type="checkbox"/> Fumes     | <input type="checkbox"/> Barriers             | <input type="checkbox"/> Guarding         | <input type="checkbox"/> Fluids     | <input type="checkbox"/> Steam     |
| <input type="checkbox"/> Vapours   | <input type="checkbox"/> Confined Space       | <input type="checkbox"/> Material Storage | <input type="checkbox"/> Hydraulic  | <input type="checkbox"/> Fire      |
| <input type="checkbox"/> Fibres    | <input type="checkbox"/> Manual Handling      | <input type="checkbox"/> Slippery Surface | <input type="checkbox"/> Pneumatic  | <input type="checkbox"/> Water     |
| <input type="checkbox"/> Flammable | <input type="checkbox"/> Working From Heights | <input type="checkbox"/> Concealed cables | <input type="checkbox"/> Thermal    | <input type="checkbox"/> Vibration |

**Job Safety Analysis**

| Activity / Process | Identified Hazard | Risk Rating | Control Measure | Reduced Risk Rating |
|--------------------|-------------------|-------------|-----------------|---------------------|
|                    |                   |             |                 |                     |
|                    |                   |             |                 |                     |
|                    |                   |             |                 |                     |
|                    |                   |             |                 |                     |

Please use an additional page if required

**EFFECT OF RISK OCCURRING**

|                                                 | Insignificant | Minor    | Moderate | Major    | Catastrophic |
|-------------------------------------------------|---------------|----------|----------|----------|--------------|
| <b>LIKELIHOOD OF RISK OCCURRING</b>             | 1             | 2        | 3        | 4        | 5            |
| Is expected to occur in most circumstances      | <b>H</b>      | <b>H</b> | <b>E</b> | <b>E</b> | <b>E</b>     |
| Will probably occur                             | <b>M</b>      | <b>H</b> | <b>H</b> | <b>E</b> | <b>E</b>     |
| Might occur at some time in the future          | <b>L</b>      | <b>M</b> | <b>H</b> | <b>E</b> | <b>E</b>     |
| Could occur but doubtful                        | <b>L</b>      | <b>L</b> | <b>M</b> | <b>H</b> | <b>E</b>     |
| May occur but only in exceptional circumstances | <b>L</b>      | <b>L</b> | <b>M</b> | <b>H</b> | <b>H</b>     |





## **FESTIVAL AND EVENT SUPPORT SCHEME FOR THE PERIOD JULY 2010 – JUNE 2011**

### **APPLICATION GUIDELINES**

The Colac Otway Shire recognises the importance of Festival and Events development in the municipality. The contribution of Festivals and Events to celebrating the region's diversity and cultural, economic and social development is highly valued.

The information contained in the package includes:

1. Eligibility Criteria
2. How to Apply
3. Scope
4. Aims and objectives
5. Sponsorship categories
6. Non conforming applications
7. COS Works Assistance
8. Sponsorship agreement
9. Event Evaluation – "Survey Monkey"
10. Public liability and insurance
11. Acquittal – Evaluation
12. Application assessment
13. Funding available
14. Implementation

## 1. ELIGIBILITY CRITERIA

For the purposes of the Colac Otway Shire Festival and Support Scheme, the definition of an event is:

***“Any planned activity where any structure (permanent or temporary), open area, roadway, (fenced or unfenced) will contain a number of persons greater than that normally surrounding the area prior to, during or after the event.”***

*Event Management: Planning Guide for Event Managers in Victoria, 2002.*

Applications should assist in establishing new or providing support to existing community events and activities for the citizens and/or the promotion of the Colac Otway Shire. Preference is to be given to projects and to groups making a significant financial or “in kind” contribution to the project or program.

Applications are to be for financial assistance for seed funding (for new events) or established (existing events), not for general ongoing administration costs. Applicants must demonstrate how their event contributes to the social, cultural and economic growth of the Colac Otway Shire. Applicants are required to provide details of ALL previous grants provided by Council in the past 3 years.

This funding program provides seed funding to assist with the establishment of new event initiatives. The funding program also supports the development and growth of established events. (An established event is defined as an event that has been conducted for more than 3 years.)

The scheme does not support fundraising events, activities or projects.

The Colac Otway Shire Festival and Support Scheme is targeted at organisations with limited financial resources. Groups with commercial sources of income and Organisations which receive recurrent State Government support should declare their source of income in the application. Details of previous grants provided by Council also need to be provided for the past 3 years and detailed financial statements for the past 2 years.

Funding under this scheme is restricted. Applicants with proposals for funding valued in excess of \$7,500 are encouraged to discuss event/festival related proposals with the Colac Otway Shire Council's Events Officer with an opportunity to explore alternative funding sources. Special consideration for promotional assistance will be given to organisations/groups which propose to conduct events on dates which are not utilised by other local events and events which are unique to this area and build on local features, products, environments and Council's strategic directions. Preference will be given to events that are supported by a business plan, that are organised co-operatively and where some of the funds are sourced through the organisation's own initiatives. Preference will be given to events where profits will be distributed back into the community.

## 2. HOW TO APPLY

Applications must be submitted on the attached application form. Applications should be typed where possible or completed in black ink. Any application that is considered incomplete or not in the required format may not be accepted. You are encouraged to discuss the eligibility of your application with the Events Officer, Phone: 5232 9516 before you apply.

Electronic versions of guidelines and application forms are available on Council's web site: [www.colacotway.vic.gov.au](http://www.colacotway.vic.gov.au) and can be downloaded. Email applications can be accepted only if a scanned signature is included on the final page. Email applications as a Microsoft Office compatible attachment to [inq@colacotway.vic.gov.au](mailto:inq@colacotway.vic.gov.au) All applications must be received by the closing date.

### GST

GST legislation will apply to allocation of these funds. Organisations will be required to quote an Australian Business Number (ABN) or if an exemption applies to provide a written statement of entitlement to exemption (Supplier Statement). Supplier Statement forms are available on Council's web site: [www.colacotway.vic.gov.au](http://www.colacotway.vic.gov.au) and can be downloaded.



Where an applicant organisation is GST registered, grant allocations will be calculated and assessed on income and expenditure excluding GST. In addition, organisations registered for GST will be required to submit a Tax Invoice to Council upon approval of their grant, including an additional 10% added to the approved grant amount.

### **Lodgement**

**The closing date for applications is 4.00pm Friday 7<sup>th</sup> May 2010.** All applications must be received by this time. Late applications cannot be considered.

Hard Copy Applications should be sent to:

#### **Festival and Events Support Scheme 2010/2011**

**Colac Otway Shire  
PO Box 283  
COLAC VIC 3250**

Email Applications must be sent by the closing date, as a Microsoft Office compatible attachment to [inq@colacotway.vic.gov.au](mailto:inq@colacotway.vic.gov.au) with the subject: **Festival and Events Scheme 2010/2011**

All applicants will receive written advice acknowledging receipt of their application within 1 week of receipt.

#### **IMPLEMENTATION FOR 2010**

|                                               |                                    |
|-----------------------------------------------|------------------------------------|
| Applications open                             | Friday 26 <sup>th</sup> March 2010 |
| Closing date for applications                 | Friday 7 <sup>th</sup> May 2010    |
| Evaluation of applications                    | May - July 2010                    |
| Notification of funding                       | July 2010                          |
| Project completion, evaluation forms returned | May 2011                           |

### **3. SCOPE**

The scope of the Colac Otway Shire Festival and Support Scheme is broad and potential applicants are required to discuss their proposal with Council's Events Officer.

The Scheme supports new and established community events through the provision of financial assistance for costs associated with events. Examples of costs associated with events could include signage, promotional material, professional project management and hire costs (including performers, PA equipment, staging, portable toilets etc).

Events can include but are not restricted to cultural, historical, artistic (music, theatre, visual) sporting, culinary, environmental or could include markets, festivals and shows. Events should enhance the region's profile, develop community co-operation and cohesion, build local skills or in other ways have a positive impact on the local community.

### **4. AIMS AND OBJECTIVES**

The aims and objectives of the Festivals and Events Support Scheme are to:

- Provide assistance to conduct established professional and quality festival or event activities within Colac Otway Shire.
- Improve the quality of life experiences for communities within the municipality by increasing access to quality festivals and events.
- Promote cultural diversity and greater awareness, appreciation and participation in activities within the Colac Otway Shire area.
- Promote a sense of pride and community identity.
- Stimulate visitation and tourism to the Colac Otway Shire area and increase economic and social development opportunities.
- Contribute to the recognition of the Colac Otway Shire area as a region to host festivals and events.
- Create an environment for innovation and creativity within the municipality.

- Assist established Festivals and Events (where appropriate and where feasible) to enable the Festival or Event become as self-sufficient as possible.

## 5. COLAC OTWAY SHIRE SPONSORSHIP CATEGORIES

The level of assistance recommended will be determined by the current or potential value of the festival/event to generate positive economic impacts and enhance the social and cultural benefits within the community.

There are five levels of funding categories specific to the Colac Otway Shire Festival and Support Scheme in relation to the sponsorship of events. They are Platinum, Gold, Silver, Bronze and Seed funding which are defined as follows:

| Sponsorship Funding Category                  | Sponsorship Benefit Commercial Event                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Sponsorship Benefit Community Event                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|-----------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>1. Platinum Sponsorship (up to \$7500)</b> | <p>This level of sponsorship is available to Major Events with an international significance, significant "Icon Status" events within the Colac Otway Shire.</p> <p>Events in this category attract 5,000 or more attendees.</p> <p>Events within this category will provide significant benefits to the Colac Otway Shire in terms of economic, social and cultural growth to the region.</p> <p>The event will also provide a significant promotional and marketing opportunity (including print, signage, TV, radio and web) to the Colac Otway Shire.</p>                    | <p>This level of sponsorship is available to Major Community Events. Events in this category attract 5,000 or more attendees.</p> <p>Events within this category will provide significant benefits to the Colac Otway Shire in terms of at least two of the following areas: economic, social and cultural contributions to the local community.</p> <p>Events within this category must demonstrate a significant community focus.</p>                                                         |
| <b>2. Gold Sponsorship (up to \$5,000)</b>    | <p>This level of sponsorship is available to Major Events with considerable significance within the Colac Otway Shire.</p> <p>Events in this category attract between 2,000-5,000 attendees</p> <p>Events within this category will provide strong benefits to the Colac Otway Shire in terms of economic, social and cultural contributions to the local community.</p> <p>The event will also provide considerable promotional marketing opportunity (including print, signage, radio and web) to the Colac Otway Shire and be a motivator for people to visit the region.</p> | <p>This level of sponsorship is available to Community Events with considerable significance within the Colac Otway Shire.</p> <p>Events in this category attract between 2,000-5,000 attendees</p> <p>Events within this category will provide strong benefits to the Colac Otway Shire in terms of at least two of the following areas: economic, social and cultural contributions to the local community.</p> <p>Events within this category must demonstrate a strong community focus.</p> |
| <b>3. Silver Sponsorship (up to \$2,500)</b>  | <p>This level of sponsorship is available to Minor Events within the Colac Otway Shire.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <p>This level of sponsorship is available to Community Events within the Colac Otway Shire, which attract between 1,000 - 2,000 attendees.</p>                                                                                                                                                                                                                                                                                                                                                  |

|                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|---------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                             | <p>Events in this category attract between 1,000 - 2,000 attendees.</p> <p>Events within this category will provide reasonable benefits to the Colac Otway Shire in terms of economic, social and cultural growth to the region.</p> <p>The event will also provide some promotional and marketing opportunity (including print, signage, and web) to the Colac Otway Shire and may be a motivator for people to visit the region.</p>                                                                                   | <p>Events within this category will provide reasonable benefits to the Colac Otway Shire in terms of at least two of the following areas: economic, social and cultural contributions to the local community.</p> <p>Events within this category must demonstrate reasonable community focus.</p>                                                                                                                                                    |
| <b>Sponsorship Funding Category</b>         | <b>Sponsorship Benefit Commercial</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | <b>Sponsorship Benefit Community</b>                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <b>4. Bronze Sponsorship (under \$1000)</b> | <p>This level of sponsorship is available to Minor Events within the Colac Otway region.</p> <p>Events in this category will have an attendance of up to 1,000..</p> <p>Events within this category will provide some benefits to the Colac Otway Shire in terms of economic, cultural and social growth to the region.</p> <p>The event will also provide some promotional marketing opportunity (including print, signage and web) to the Colac Otway Shire and may be a motivator for people to visit the region.</p> | <p>This level of sponsorship is available to Minor Community Events within the Colac Otway region.</p> <p>Events in this category will have an attendance of up to 1,000..</p> <p>Events within this category will provide some benefits to the Colac Otway Shire in terms of at least two of the following areas: economic, cultural and social growth to the region.</p> <p>Events within this category must demonstrate some community focus.</p> |
| <b>Sponsorship Funding Category</b>         | <b>Sponsorship Benefit Commercial</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | <b>Sponsorship Benefit Community</b>                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <b>5. Seed Funding (under \$1000)</b>       | <p>This level of sponsorship is available to newly established events within the Colac Otway region.</p>                                                                                                                                                                                                                                                                                                                                                                                                                 | <p>This level of sponsorship is available to newly established events within the Colac Otway region.</p>                                                                                                                                                                                                                                                                                                                                             |

## 6. NON-CONFORMING APPLICATIONS

Applications found to be ineligible will be notified in writing as part of the assessment process.

Council will not sponsor the following:

- Festivals or Events that do not have a strong community base.
- Festivals or Events which are conducted completely outside the boundaries of the Colac Otway Shire.
- Duplication or replacement of other sources of funding for existing activities.
- Festivals which start before 1<sup>st</sup> July 2010 or after 30<sup>th</sup> June 2011.
- A major Festival or Event clashes with another Colac Otway Shire Festival or Event.

## 7. COS WORKS ASSISTANCE/EQUIPMENT

Where an event requires the assistance of COS Works (i.e. supply or delivery of equipment necessary to hold an event), applicants are requested to contact COS Works to obtain a quote. The amount quoted must be included in the budget section of the application form when applying for funding.

## 8. THE SPONSORSHIP AGREEMENT

Successful applicants will be required to enter into an agreement with the Colac Otway Shire Council.

Larger festivals and events may wish to select one or more aspects of their program to be sponsored by the Colac Otway Shire. The Colac Otway Shire would then be recognised as a major sponsor of

that event component or as a general sponsor of the overall festival or event. Acknowledgment will be commensurate with the nature of the project and level of support provided.

At a minimum, the Sponsorship Agreement includes:

- Colac Otway Shire signage at all activities and events related to the project.
- Recognition of Colac Otway Shire sponsorship in all advertising and promotional material.
- All printed material including invitations, fliers, posters and programs must include the Colac Otway Shire logo.
- An opportunity must be provided for a Colac Otway Shire representative to speak at key events and activities.
- Inclusion of sponsor message in the festival or event program and related publications.
- Colac Otway Shire flags or banners may be required by Council to be erected in designated positions.
- The organisers must provide the Colac Otway Shire Events Officer with regular information updates on the project.
- Sponsor invitation for key Colac Otway Shire representatives.
- Agreement of Event/Festival organiser to implement "Survey Monkey" Evaluations or suitable equivalent.
- Agreement of Event/Festival organiser to ensure the event is a "Waste Managed" event.
- Opportunity for inclusion of Otway Tourism Inc signage at all activities and events related to the project (Depending on the nature of the event, this may be expanded to include the physical presence of Otway Tourism via a display stand featuring membership brochures).
- Colac Otway Shire marquees (6m x 3m or 3m x 3m) for use at the event.

#### **9. SURVEY MONKEY EVENT EVALUATION**

Successful applicants will be required to implement the "Survey Monkey Evaluation" system. This system will enable festival and event organisers to assess the amount of new funds that are injected into the region as a result of their event by either on-line or via hard copy. "Survey Monkey" enables a method of collecting key demographic, marketing and visitor satisfaction data to assist the ongoing improvement of festivals and events.

#### **10. PUBLIC LIABILITY AND INSURANCE**

A Public Liability Insurance Policy for at least ten million dollars (\$10 million) for the festival/event must be obtained by the Festival organiser prior to the funds being released by the Colac Otway Shire Festivals and Events Support Fund.

#### **11. ACQUITTAL (Evaluation and Financial reports)**

It is a condition of sponsorship that a written, detailed brief and financial report be submitted within six (6) weeks of the end of the festival.

The financial statement must detail the expenditure of the amount and purpose of the grant against the budget submitted. Any unexpended funds must be returned to the Colac Otway Shire.

Evidence of all printed material is imperative. Printed material featuring the Council logo and clippings of media exposure should accompany the evaluation report. Colac Otway Shire and Otways Tourism Inc will have the ability to utilise promotional material for their own promotional purposes.

An acquittal report pro-forma is available.

#### **12. ASSESSMENT**

Applications will be submitted to a Council Sub-committee who will assess the recommended applications which will then be ratified by Council. Your application will form part of Council's Budget process for the following financial year.

**Assessment Criteria**

Factors taken into account when assessing applications include:

| Assessment Criteria                                                                                                                                                                        | Weighting |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|
| <b>Social opportunities</b> - Detail the community benefits provided by the project both short and long term                                                                               | 20%       |
| <b>Economic Development opportunities</b> - Describe how the project stimulates visitation/tourism and increases economic development opportunities for residents of the Colac Otway Shire | 20%       |
| <b>Cultural opportunities</b><br>Describe how the event contributes towards the development of community arts & culture, networks, programs and/or projects.                               | 20%       |
| Does the organisation meet eligibility requirements including availability of the organisation's matching contribution                                                                     | 10%       |
| Are the aims and objectives of the proposal achievable and realistic.                                                                                                                      | 10%       |
| Provision of sufficient documentation for the proposal including letters of support, quotes etc                                                                                            | 10%       |
| Marketing/promotional opportunity                                                                                                                                                          | 10%       |

Applicants should note that the submission of an application **does not** necessarily guarantee funding of the proposal.

**13. AVAILABLE FUNDING**

The level of assistance available through the Festivals and Events Support Scheme is limited by Council's budget.

No applicant can be guaranteed sponsorship nor can any applicant be guaranteed funding to the level requested. Please note that Council cannot totally fund any festival or event, nor does it fund retrospectively. Council's ongoing support should not be relied upon as each year applications will be assessed in conjunction with other applications and will be determined on funding available.

An unsuccessful application does not necessarily mean that the project or activity is unworthy of support. An application could be rejected because of limited resources or the need to balance support given to a wide range of festivals and events after considering the assessment criteria.

**14. IMPLEMENTATION**

Upon notification of a successful application, the applicant organisation will negotiate the required services with the Events Officer. This will include participation in Council's Event approval process and attendance at Council "E Team" meetings as part of the Event Approval process.



**FESTIVAL & EVENT SUPPORT SCHEME  
APPLICATION FORM 2010/2011**

**ORGANISATION DETAILS:**

**Name of applicant organisation**

|  |
|--|
|  |
|--|

**Postal Address**

|  |
|--|
|  |
|--|

**Contact Details**

(Please ensure the nominated contact person/s are aware of all project details)

| Details    | Primary Contact Person | Secondary Contact Person |
|------------|------------------------|--------------------------|
| Name       |                        |                          |
| Position   |                        |                          |
| Work phone |                        |                          |
| Home phone |                        |                          |
| Mobile     |                        |                          |
| Email      |                        |                          |
| Fax        |                        |                          |

**Incorporation**

|            |  |               |  |           |  |
|------------|--|---------------|--|-----------|--|
| <b>Yes</b> |  | <b>Number</b> |  | <b>No</b> |  |
|------------|--|---------------|--|-----------|--|

**Auspecting body if not incorporated** (support letter required with this application)

|                     |  |  |  |               |  |
|---------------------|--|--|--|---------------|--|
| <b>Auspice body</b> |  |  |  |               |  |
| <b>Address</b>      |  |  |  |               |  |
| <b>Contact Name</b> |  |  |  |               |  |
| <b>Position</b>     |  |  |  |               |  |
| <b>B. H. phone</b>  |  |  |  | <b>Mobile</b> |  |

**ABN Number**

|  |
|--|
|  |
|--|

**Supplier Statement must be completed if no ABN**

**GST Registration**

|            |  |               |  |           |  |
|------------|--|---------------|--|-----------|--|
| <b>Yes</b> |  | <b>Number</b> |  | <b>No</b> |  |
|------------|--|---------------|--|-----------|--|

**EVENT PROJECT DETAILS:**

1. **Name and Description of Event** - Please include event name and a brief description of the type of event you are running, including estimated number of visitors this event is likely to attract and estimated number of participants from the community.

2. **Detail Event component to be funded by Council** - (Please itemise the specific event component(s) that Council funding will be expended upon i.e. hire of stage, hire of performers, etc.

3. **Nominate Sponsorship Funding Category**

- |                                |            |                          |           |                          |
|--------------------------------|------------|--------------------------|-----------|--------------------------|
| 1. Platinum (up to \$7,500)    | Commercial | <input type="checkbox"/> | Community | <input type="checkbox"/> |
| 2. Gold (up to \$5,000)        | Commercial | <input type="checkbox"/> | Community | <input type="checkbox"/> |
| 3. Silver (up to \$2,500)      | Commercial | <input type="checkbox"/> | Community | <input type="checkbox"/> |
| 4. Bronze (under \$1,000)      | Commercial | <input type="checkbox"/> | Community | <input type="checkbox"/> |
| 5. Seed funding (up to \$1000) | Commercial | <input type="checkbox"/> | Community | <input type="checkbox"/> |

4. **Social opportunities** - Detail the community benefits provided by the project both short and long term.

**Short term community benefits:**

**Long term community benefits:**

5. **Economic Development opportunities** - Describe how the event encourages increased tourism opportunities to this municipality, and how your festival will generate local economic activity.

|  |
|--|
|  |
|--|

6. **Cultural opportunities** - Describe how the event contributes towards the development of community arts and culture development, networks, programs and/or projects.

|  |
|--|
|  |
|--|

7. **Please provide details of community need for this proposal.** Please attach support letters and detail what discussions you have held with related groups in the area about this project.

Please attach letters of support.

Detail discussions held with related groups to demonstrate community need.

8. **Proposed Timelines for Project:** Please indicate the key actions required for your project.

| Key tasks | Completed date |
|-----------|----------------|
|           |                |
|           |                |
|           |                |
|           |                |

9. **To assist Council in forward planning please indicate future planned projects**

|         |  |
|---------|--|
| 2011/12 |  |
| 2012/13 |  |



**FINANCIAL DETAILS:**

Does your organisation currently receive funding support from Federal or State Government sources (tick as appropriate)

Yes

No

Please provide details of any commercial source of income

| Source | Amount \$ |
|--------|-----------|
|        |           |
|        |           |

Has your organisation received ANY funding support from the Colac Otway Shire in the past 3 years (please tick as appropriate)?

Yes

No

Please provide details of ALL funding support provided by the Colac Otway Shire in the past 3 years? (i.e. Community, Festival & Events Support Scheme or other)

| Council Department | Project | Amount \$ | Year |
|--------------------|---------|-----------|------|
|                    |         |           |      |
|                    |         |           |      |

Has funding for this project been sought from any other body for this project?

Yes

No

If yes, please list

| Source | Amount \$ |
|--------|-----------|
|        |           |

Total cost of project (please attach quotes, including COS Works)

\$

Total of group/organisation contribution

| Cash                    | In-kind                 |
|-------------------------|-------------------------|
| \$ <input type="text"/> | \$ <input type="text"/> |

Funds requested from Council's Festival and Event Support Scheme

\$

Are you willing to accept partial funding?

Yes

No

If yes, indicate priorities:

|  |
|--|
|  |
|  |
|  |

Does the organisation have the following?

Risk Management Plan?                      Yes                       No                       In progress

Strategic, Action or Business Plan? Yes                       No                       In progress

**BUDGET FORM**

Applicants must use the budget form provided. (Please advise if you required this table in excel as it is available to send electronically). The budget should list the total income and expenditure and reflect all costs associated with the project.

Applicants are expected to make at least a matching contribution in cash and/or volunteer labour costed @ \$15 per hour for unskilled labour and \$25 per hour for professional services. Other in-kind contribution such as donated goods or materials may also be included, as well as use of plant and equipment. Indicate in-kind on the expenditure column under the relevant headings as well as the income column. You may also have grants, financial support and sponsorship from other sources. This should be indicated in the budget.

Please ensure that total income **EQUALS** total expenditure i.e. the project must break even.

| EXPECTED INCOME                                             | \$ AMOUNT | EXPECTED EXPENDITURE                                  | \$ AMOUNT        |
|-------------------------------------------------------------|-----------|-------------------------------------------------------|------------------|
| Earned Income                                               |           | Project Costs                                         |                  |
| <b>Participant's Fees</b>                                   | \$        | <b>Fees</b>                                           | \$               |
| <b>Ticket sales</b>                                         | \$        | <b>Travel</b>                                         | \$               |
| <b>Other (Describe)</b>                                     | \$        | <b>Accommodation</b>                                  | \$               |
| Grants                                                      |           | <b>Materials/ Equipment</b>                           | <b>(itemise)</b> |
| Council Festival and Event Support Scheme                   | \$        |                                                       | \$               |
| <b>Other (Describe)</b>                                     | \$        |                                                       | \$               |
|                                                             |           |                                                       | \$               |
| Applicants contribution                                     |           |                                                       | \$               |
| <b>Cash</b>                                                 | \$        |                                                       | \$               |
| <b>In-kind equipment (Describe)</b>                         | \$        | <b>Insurance</b>                                      | \$               |
| <b>Volunteer labour @ \$15 or \$25 per hour. (Describe)</b> | \$        | <b>Other (Describe)</b>                               | \$               |
|                                                             |           |                                                       |                  |
| Other Income                                                |           | Administration Costs                                  |                  |
| <b>Donations</b>                                            |           | <b>Telephone, fax, photocopying etc.</b>              | \$               |
| <b>Sponsorship</b>                                          |           | <b>Marketing Costs e.g. publicity and advertising</b> | \$               |
| <b>Other (Describe)</b>                                     |           | <b>Documentation Costs e.g. photographs, videos</b>   | \$               |
|                                                             |           | <b>Contingency @ 3%</b>                               | \$               |
|                                                             |           |                                                       |                  |
| <b>Total Income \$</b>                                      |           | <b>Total Expenditure \$</b>                           |                  |

**CHECK LIST Please confirm that you have included the following with your submission:**

|                                     |                                                                                          |
|-------------------------------------|------------------------------------------------------------------------------------------|
| <input checked="" type="checkbox"/> | Keep a copy of your application, including all attachments                               |
| <input type="checkbox"/>            | Completed application form                                                               |
| <input type="checkbox"/>            | Budget Table showing break even result                                                   |
| <input type="checkbox"/>            | Detailed Financial Statement or Treasurer's Report for the previous 2 years.             |
| <input type="checkbox"/>            | Attached Quotes (For items to be funded by Council)                                      |
| <input type="checkbox"/>            | Details of previous grants provided by council to your organisation in the past 3 years. |
| <input type="checkbox"/>            | Support Letters                                                                          |
| <input type="checkbox"/>            | Supplier Statement (if applicable)                                                       |

**DECLARATION**

I, ..... (name)  
the Club / Organisation President / Treasurer /School Principal / Other  
(indicate) .....  
agree that the details provided in this funding application are true and correct.  
I also certify that the Club / Organisation Committee / Other (indicate)  
..... has approved the submission of this application.

Name: \_\_\_\_\_

Position: \_\_\_\_\_

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

**Privacy Notification**

Council is collecting the personal information on this form for the purposes of assessing your application and to maintain statistical information. The personal information will be used solely by the Council for that primary purpose or directly related purposes. The applicant understands that they may apply to Council for access to and/or amendment of the information. Requests for access and/or correction should be made to 5232 9516.

I/we acknowledge the above and confirm the above information is correct and approve the use of this data on the Colac Otway Shire applicants' data base.

Signed: ..... Date: ...../...../20.....

OM102402-5

**CORANGAMITE REGIONAL LIBRARY CORPORATION -  
REGIONAL ADMINISTRATION OFFICE (CRLC)**

|             |                                   |           |           |
|-------------|-----------------------------------|-----------|-----------|
| AUTHOR:     | Colin Hayman                      | ENDORSED: | Rob Small |
| DEPARTMENT: | Corporate &<br>Community Services | FILE REF: | GEN0592   |

**Purpose**

To consider a request from the Corangamite Regional Library Corporation to allow the Regional Administration Office to remain in its current location until 30 September 2010.

**Declaration of Interests**

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

**Background**

The CRLC Regional Administration Office is currently located at the rear of the current Colac Library (105 Gellibrand Street).

A letter has been received from the Corporation:

*“A resolution was passed at the CRLC Board Meeting on Thursday 17 December 2009 that a request be made to the Colac Otway Shire to allow the CRLC Regional Administration Office to remain in its current location at the rear of the current library (105 Gellibrand Street) until 30 September 2010.”*

**Council Plan / Other Strategies / Policy**

Under the Council Objective of Leadership and Governance:

*“Council will fulfil its leadership, statutory and legal obligations to its community and staff in a way that is: fair, ethical, sustainable, financially responsible and meets the needs and practical aspirations of current and future generations.”*

**Issues / Options**Library Annexe and Administration Office

At the Special Council Meeting held on Wednesday, 10 February 2009, it was resolved:

*“Having received the “Enhanced Library Services Report” Council resolves to:*

1. *Establish a library annex, or sub-branch, in the existing library building in Gellibrand Street Colac in an area of approximately 100 square metres.*
2. *Operate the annex for approximately 22 hours per week.*
3. *Suggest the allocation of approximately 2,500 items to the annex.*
4. *Where possible, utilise existing furniture, fittings and equipment, such as shelving for the annex.*
5. *Review the operation of the annex after approximately 12 months of operations with a report of its operation to be presented to Council no later than the November 2011 Council meeting with Council to decide at that time whether or not the annex will operate beyond 30 June 2012.*

6. *The precise details of the operations, size and layout is to be determined following discussion with Councillors, the CEO and the Steering Committee, if one is formed. The Chief Executive Officer is to ensure that those details are broadly consistent with the approximate figures set out in this resolution.*

The Enhanced Library Report indicated a Library Annex of approximately 80 square metres.

Further discussions will be held with staff (both Council and CRLC) to investigate possible options and issues.

Previously the CRLC Board have requested that the Board's CEO investigate options to accommodate the administration. It has also been agreed that this should continue to be in Colac.

The possible location of the Administration Office was put on hold due to the Beechy Precinct (Joint Use Library) and no decision made as to the future use of the current library.

#### Office Space

It has been indicated a number of times that office space is required to improve the accommodation requirements of Council staff.

It has been suggested that the preferred use of the balance of the current library is for office space.

With part of the building now set aside for a library annex or sub-branch, it is important that preliminary investigations are undertaken as to how many staff and who can be accommodated in the balance of the building.

This analysis can look at 2 options:

- With further space allocated to the CRLC for their Regional Administration Office and balance of space for staff purposes;
- Excluding the annex the balance of space to be used for staff purposes.

Until this analysis has been undertaken it is recommended that a long term arrangement with CRLC should not be locked in.

#### Timings

##### (a) Budget

The funding of the Library Annex establishment and operations and staff accommodation will be discussed as part of the 2010/11 Budget process. The Budget process has commenced.

##### (b) Current Colac Library

It is expected that the Joint Use Library will be completed by the end of June 2010. Any discussion on the possible commencement of a Library Annex will need to take into account the Budget timelines and completion date of the Joint Use Library.

#### CRLC Chief Executive Officer Appointment Process

A process to appoint a new Chief Executive Officer for the Corporation will commence shortly.

It will be opportune for the new CEO to be involved in discussions on the location of the Regional Administration Office.

### Headquarters and Branch Relationships

It is important that consideration be given by the Board as to where the Administration Office should be located. It is important to note that the regional functions/role are different from the functions of a local branch library.

### **Proposal**

Due to the need to establish requirements for staff accommodation and budget issues, it is important that no long term arrangements are put in place at this stage for the Regional Administration Office.

It is proposed that the CRLC be advised that Council agrees for the Regional Administration Office to remain in its current location at the rear of the current library (105 Gellibrand Street) at least until 30 September 2010 as has been formally requested. Further, that clarification be sought from CRLC with respect to its future location in Colac. The basis of these discussions is to provide for extension of the lease of the current area of the Library in Gellibrand Street or other options as appropriate.

### **Financial and Other Resource Implications**

As noted discussions on the Annex, staffing requirements and Regional Administration Office will take place as part of the 2010/11 Budget process.

The CRLC currently pay \$30,000 rent for the area they utilise at the rear of the current library.

### **Risk Management & Compliance Issues**

Any Risk Management and Occupational Health and Safety Issues will be considered as part of the discussions on the future set-up of the building.

### **Environmental and Climate Change Considerations**

Not applicable

### **Communication Strategy / Consultation**

Council's decision will be advised in writing to the CRLC.

Consultation will take place with CRLC as to their accommodation requirements in light of other staff (Colac Branch) moving to the Joint Use Library. This will assist in the discussions on the use of the building for Colac Otway staffing purposes.

### **Implementation**

As noted correspondence will be forwarded to the CRLC advising of Council's decision and seeking a meeting to discuss their future requirements as outlined above. It would be the intention to further advise CRLC of Council's decisions following these discussions on the budget and building requirements.

### **Conclusion**

A request has been received from the CRLC to allow the regional administration office to remain in its current location until 30 September 2010.

With further discussions to take place on the Library Annex, staff accommodation requirements and the 2010/11 Budget, it is appropriate that the CRLC be advised at this time that their request is approved.

### **Attachments**

Nil

**Recommendation(s)**

1. ***That the Corangamite Regional Library Corporation be advised that their request to remain in its current location at the rear of the current library (105 Gellibrand Street) until 30 September 2010 is approved.***
2. ***That in light of the move of staff to the Joint Use Library that discussions are held with the Corangamite Regional Library Corporation to establish their short term and medium term accommodation requirements.***
3. ***That the location of the Corangamite Regional Library Corporation's regional administration office be further discussed in conjunction with investigations on required office space for shire staff and the 2010/11 Budget process.***

~~~~~\ ~~~~~


CONSENT CALENDAR**OFFICERS' REPORT**

D = Discussion

W = Withdrawal

| ITEM | D | W |
|---|---|---|
| <p><u>INFRASTRUCTURE AND SERVICES</u></p> <p><u>OM102402-6 DONATION OF LAND – 10 LAVERS HILL
COBDEN ROAD, LAVERS HILL</u></p> <p>Department: Infrastructure</p> <p><u>Recommendation(s)</u></p> <p><i>That Council resolve to:</i></p> <ol style="list-style-type: none"> <i>1. Accept the offer of land at 10 Lavers Hill Cobden Road (Lot 12, LP 615)9;</i> <i>2. Instruct the Chief Executive Officer to write to the Pitt family formally accepting their gift of land and thanking them for their kind donation;</i> <i>3. Make all necessary legal arrangements to effect the land transfer at Council cost; and</i> <i>4. At a suitable time in the future, erect a commemorative plaque on site to acknowledge the gifting of land as a celebration of the original pioneers and settlers in the area and in particular the Webster family.</i> | | |
| <p><u>OM102402-7 DECLARATION OF ROAD AS UNUSED – ROAD
EAST OF 30 MAHONEYS ROAD, ELLIMINYT</u></p> <p>Department: Infrastructure</p> <p><u>Recommendation(s)</u></p> <p><i>That Council resolve:</i></p> <ol style="list-style-type: none"> <i>1. To give public notice of its intention to declare the section of road described as the road adjoining Crown Allotment 29, Section M, Parish of Elliminyt as unused in accordance with Section 223 of the Local Government Act 1989;</i> <i>2. Subject to a six week notification period, Council hear and consider submissions should any be received. All submissions are to be considered in accordance with Section 223 of the Local Government Act 1989. The Special Council Meeting, if required, will be held on Wednesday 12 May 2010 at</i> | | |

| <p>1.00pm in the COPACC Meeting Room. Formal advice of the time and place of the meeting will be provided to those parties wanting to be heard in support of their written submission and will be advertised in local media;</p> <p>3. If submissions are received, a final decision shall be made by Council following preparation of a report by the General Manager Infrastructure and Services based on the recommendations of the Special Committee to the Council meeting of 23 June 2010; and</p> <p>4. If no submissions are received and subject to Council complying with its statutory requirements, instruct the Chief Executive Officer to advise the Department of Sustainability and Environment of Council's formal consent to the declaration of the subject section of road as unused.</p> | | | | | | | | | | | | | | |
|--|----------------------|-------------------|-------------------|-------|----------------------|-----------|-------|-------------------|----------|-------|-------------------|-----------|--|--|
| <p>OM102402-8 <u>STRUCTURAL ASSESSMENT OF COUNCIL BRIDGES</u></p> <p>Department: Infrastructure</p> <p><u>Recommendation(s)</u></p> <p>That Council:</p> <p>1. Endorse the proposal to implement the following load limits:</p> <table border="0" data-bbox="287 1209 1109 1355"> <thead> <tr> <th><u>Bridge No.</u></th> <th><u>Road Name</u></th> <th><u>Load Limit</u></th> </tr> </thead> <tbody> <tr> <td>CS058</td> <td>Carlisle Valley Road</td> <td>35 tonnes</td> </tr> <tr> <td>CS048</td> <td>Barham River Road</td> <td>8 tonnes</td> </tr> <tr> <td>CS047</td> <td>Barham River Road</td> <td>10 tonnes</td> </tr> </tbody> </table> <p>Subject to complying with Section 223 of the Local Government Act 1989 and a six week notification period:</p> <p>a. Council is to hear and consider submissions should any be received. All submissions are to be considered in accordance with Section 223 of the Local Government Act 1989. The Special Council Meeting, if required, will be held on Wednesday 12 May 2010 at 1.00 pm in the COPACC Meeting Room. Formal advice of the time and place of the meeting will be provided to those parties wanting to be heard in support of their written submission and will be advertised in local media;</p> <p>b. If no submissions or objections are received, instruct the CEO to implement the load limits as recommended; and</p> | <u>Bridge No.</u> | <u>Road Name</u> | <u>Load Limit</u> | CS058 | Carlisle Valley Road | 35 tonnes | CS048 | Barham River Road | 8 tonnes | CS047 | Barham River Road | 10 tonnes | | |
| <u>Bridge No.</u> | <u>Road Name</u> | <u>Load Limit</u> | | | | | | | | | | | | |
| CS058 | Carlisle Valley Road | 35 tonnes | | | | | | | | | | | | |
| CS048 | Barham River Road | 8 tonnes | | | | | | | | | | | | |
| CS047 | Barham River Road | 10 tonnes | | | | | | | | | | | | |

| | | |
|--|--|--|
| <p><i>c. If required a final decision shall be made by Council following preparation of a report by the General Manager Infrastructure and Services based on the recommendations to the Council meeting of 23 June 2010.</i></p> <p><i>2. Refer the work to rehabilitate each of the structures to Council's Capital Works and Major Projects Program for detailed costing and prioritisation within the relevant renewal program.</i></p> | | |
| <p><u>OM102402-9 PROPOSED ROAD CLOSURE – ROAD ABUTTING 49 QUEEN STREET, COLAC</u></p> <p>Department: Infrastructure</p> <p><u>Recommendation(s)</u></p> <p><i>That Council resolve to:</i></p> <ol style="list-style-type: none"> <i>1. Discontinue the section of road separating 49 Queen Street (Lot 1 TP173744) and 74 Dennis Street (PC367529) via a notice published in the Victorian Government Gazette; and</i> <i>2. Following advertising of the statutory notice, receive a further report in relation to the future use, and sale or long term lease of the land.</i> | | |

Recommendation

That recommendations to items listed in the Consent Calendar, with the exception of items, be adopted.

MOVED

SECONDED

THIS PAGE HAS BEEN LEFT BLANK

**OM102402-6 DONATION OF LAND – 10 LAVERS HILL COBDEN ROAD,
LAVERS HILL**

| | | | |
|-------------|---------------------------|-----------|---|
| AUTHOR: | Adam Lehmann | ENDORSED: | Neil Allen |
| DEPARTMENT: | Infrastructure & Services | FILE REF: | 10 Lavers Hill
Cobden Road,
Lavers Hill |

Purpose

This report is provided in order for Council to consider the opportunity to acquire as a gift, a parcel of land at Lot 12, 10 Lavers Hill-Cobden Road, Lavers Hill which has recently been offered by the Pitt family as a celebration of the original pioneers and settlers in the area and in particular the Webster family.

Declaration of Interests

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

Background

A letter has been received from the Pitt family offering to donate land in Lavers Hill to Council. The subject parcel is addressed as 10 Lavers Hill Cobden Road and fully described as Lot 12, LP 6159. The Webster family (Mrs Pitt) has had a long association with the area and Mrs Pitt would like the land to be used by the community to celebrate the pioneer history of the area.

The parcel is held under freehold title and measures approximately 0.11 ha in area. The land is presently occupied by the Otway CFA Unit and accommodates a number of existing improvements including a fire shed and water tanks. There are presently no encumbrances on title.

The front section of the property on which the existing CFA shed is located is relatively flat, the land then slopes away to its Eastern boundary at a medium grade. The topography of the land could possibly limit future development opportunities on this site.

Council Plan / Other Strategies / Policy

The Council Plan indicates that part of the mission of the Colac Otway Shire Council is to provide and maintain infrastructure and assets that meet community needs now and in the future. Strategic land acquisitions are an important part of this process.

Section 188 of the Local Government Act 1989 confers certain powers to Council in relation to the acceptance of gifts.

A Council's powers in relation to property include the power-

- (a) To accept any devise of real property or any donation, gift or bequest; and*
- (b) To agree to carry out any lawful condition to the devise, donation, gift or bequest.*

Issues / Options

Council's present landholdings within the township of Lavers Hill are limited and accepting the donation of this parcel may offer a number of strategic benefits. A number of issues to consider are:

- The Otway SES Unit are presently examining their future housing options. At present the Unit are based at Beech Forest utilising part of the Beech Forest Hall site. Due to a number of factors the Unit is examining the feasibility of relocating to Lavers Hill in the future. Unfortunately, existing Council land in Lavers Hill has been assessed as being unsuitable to support their operations. There may be an opportunity to collocate the Unit with the CFA if it is deemed suitable and appropriate by both parties.
- Optus for some time now have been investigating possible sites in Lavers Hill in order to install a telecommunications tower to improve mobile telephone and data coverage in the area. Optus have examined the possibility of utilising a section of land at the rear of the Lavers Hill Hall but have been unable to reach agreement with the Committee of Management. Other sites have been assessed but do not meet the technical needs of their network. It may be possible for Optus to install a tower on the land that the Otway CFA Unit now occupies. Preliminary discussions with parties representing Optus have indicated that they consider this site to be a preferred option. Optus and the CFA have worked closely together previously and commonly share facilities. It may be of some interest to the Otway CFA Unit to install any existing communications equipment that they may have on a possible new tower.

Proposal

It is recommended that Council endorse the proposal to accept the donation of the land at 10 Lavers Hill Cobden Road on the basis that it will:

- Increase Council's strategic land holdings in the township of Lavers Hill;
- Possibly provide an opportunity for revenue generation;
- Potentially supply improved services to the local community and visitors to the area (e.g. emergency services, telecommunications, etc)
- Retain the land as a community asset.

Financial and Other Resource Implications

Council will be responsible for all costs associated with the transfer of land.

Risk Management & Compliance Issues

It is imperative that Council complete the necessary land transaction in a responsible way and in accordance with all relevant legislation.

Environmental and Climate Change Considerations

No direct environmental matters are applicable at this time. The property at 10 Lavers Hill Cobden Road is presently zoned Township. The following planning overlays also apply; Environmental Significance Overlay; Erosion Management Overlay; and Wildfire Management Overlay (WMO). This may impact on future land use options.

Communication Strategy / Consultation

There have yet to be any formal discussions with the Otway CFA or Otway SES Units regarding the change in tenure of the land. It is intended that this be undertaken should Council formally adopt the proposal to accept the donation of land. There may be an opportunity to raise the possibility of collocation as part of these discussions.

At the time of accepting the donation it is intended to formally write to the present owner thanking them for their kind donation on behalf of the Colac Otway Shire community. It may

also be appropriate to acknowledge their gift in the form of a plaque or other commemorative sign to be erected on site.

Implementation

All proposed actions required to complete the transfer of land will be undertaken immediately following resolution by Council.

Conclusion

The donation is a very generous offer by the Pitt family and should be formally acknowledged by a commemorative plaque. Accepting the donation of this land offers a number of benefits, including the possible collocation of the Otway SES Unit to the site. Preliminary discussions with Optus indicate that the CFA site is their best option moving forward. Optus and the CFA have worked closely together previously and commonly share facilities. It may be of some interest to the Otway CFA Unit to install any existing communications equipment on a possible new tower.

On this basis, and in order to retain this land in essentially 'community hands' it is recommended that Council agree to receiving the property at 10 Lavers Hill Cobden Road as a donation from the existing owner.

Attachments

1. Site Plan
2. Site Photographs
3. Letter of Offer to donate Land

Recommendation(s)

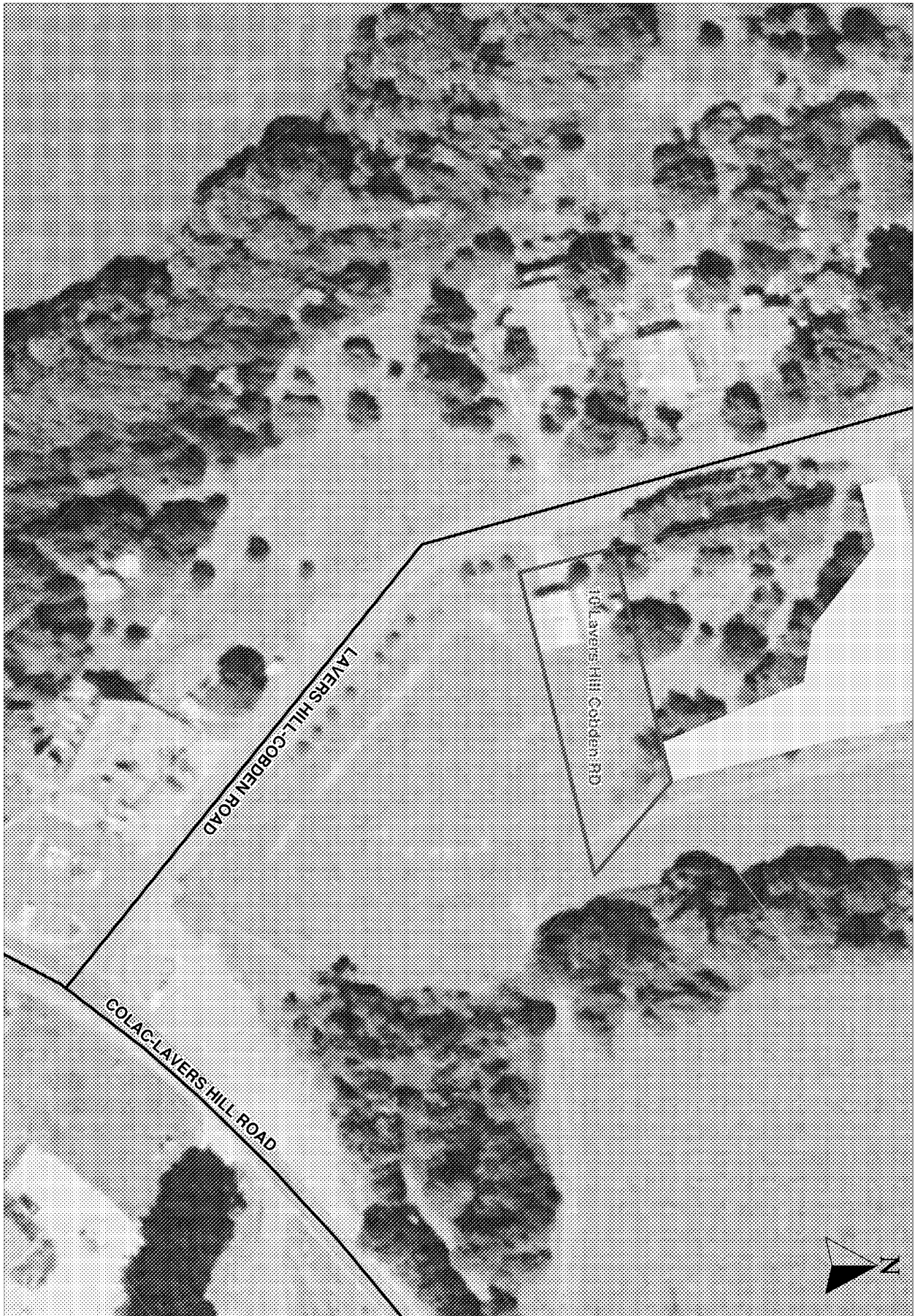
That Council resolve to:

- 1. Accept the offer of land at 10 Lavers Hill Cobden Road (Lot 12, LP 615)9;***
- 2. Instruct the Chief Executive Officer to write to the Pitt family formally accepting their gift of land and thanking them for their kind donation;***
- 3. Make all necessary legal arrangements to effect the land transfer at Council cost; and***
- 4. At a suitable time in the future, erect a commemorative plaque on site to acknowledge the gifting of land as a celebration of the original pioneers and settlers in the area and in particular the Webster family.***

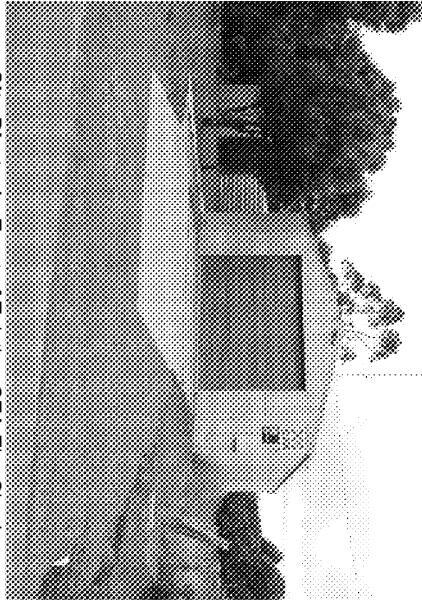
~~~~~\ ~~~~~

THIS PAGE HAS BEEN LEFT BLANK





Infrastructure and Services Department  
10 Lavers Hill Cobden Road, Lavers Hill



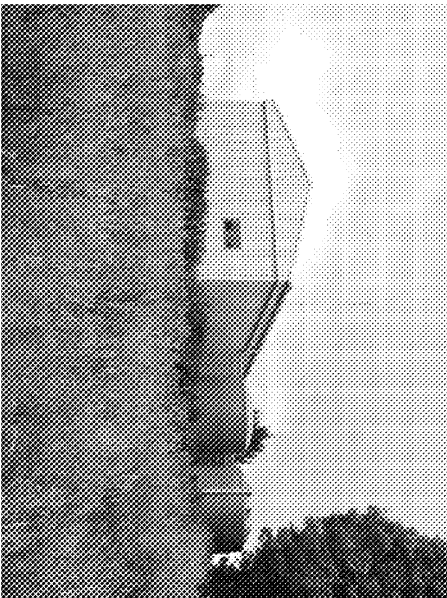
Site Photo 1: Front of Existing CFA Fire Shed



Site Photo 3: Rear of Property Looking North West



Site Photo 2: Front of Existing CFA Fire Shed (Additional)



Site Photo 4: Rear of Property Looking South West

Site Photographs

Page - 1 of 2

Infrastructure and Services Department  
10 Lavers Hill Cobden Road, Lavers Hill



Site Photo 5: Overview of Site Looking North

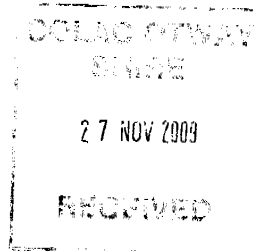


Site Photo 6: Rear of Property Looking East

Site Photographs

Page - 2 of 2

10



Gwendoline Pitt,  
4 Baileyana Drive,  
Warrnambool. 3280.

[gwendoline@westnet.com.au](mailto:gwendoline@westnet.com.au)

25<sup>th</sup> November. 2009

Colac Otway Shire,  
General Manager of Infrastructure,  
Mr. Neil Allen,

Dear Sir,

Recently I offered the block of land Lot 12, 10 Lavers Hill – Cobden Road, Lavers Hill which has the Lavers Hill CFA Fire Shed on it to the Lavers Hill Progress Association. They declined the offer as they didn't know how they would fund the stamp duty on the gift.

I am the owner of this block of land and I would like to approach the Colac Otway Shire if they would accept this block of land as a gift to be held in trust for the benefit of the Lavers Hill community and especially for the use of the CFA for as long as they require it. My desire is to set this block of land up as a lasting memorial to the Webster family in particular, my ancestors, but also to the other pioneering families of Lavers Hill.

At the moment this block of land is willed to the Lavers Hill Progress Association and in case of them folding to the Colac Otway Shire, but I am in a situation with the rising price of land in Lavers Hill and me now being a pensioner this block of land is being counted against me as an asset, hence my desire to gift it now.

Awaiting you decision on this matter

Yours faithfully

A handwritten signature in cursive script that reads "Gwendoline Pitt".

**OM102402-7                      DECLARATION OF ROAD AS UNUSED – ROAD EAST OF  
30 MAHONEYS ROAD, ELLIMINYT**

|             |                           |           |                         |
|-------------|---------------------------|-----------|-------------------------|
| AUTHOR:     | Adam Lehmann              | ENDORSED: | Neil Allen              |
| DEPARTMENT: | Infrastructure & Services | FILE REF: | GEN00016 – Unused Roads |

**Purpose**

The purpose of this report is to provide Council the opportunity to consider an adjoining owners request under Section 400 of the *Land Act 1958* (the 'Act') to declare a section of government road as unused and not reasonably required for public traffic. This would allow DSE to issue an unused road licence, which will not change the current road reserve status. The advertising process would need to be carried out in accordance with Section 223 of the *Local Government Act 1989*.

**Declaration of Interests**

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

**Background**

Council has recently received a request from the owners of 30 Mahoneys Road to consider declaring the government road east of the property as unused. If Council considers it appropriate to do so then this will enable the Department of Sustainability and Environment (DSE) to issue an unused road licence for the this area.

If Council agrees to allow the road to become unused, the road status is still preserved and the adjoining owner would need to enter into a license agreement with DSE to use the road. The license agreement can be removed at any time by the DSE upon request from Council.

The government road to be licensed directly abuts the eastern boundary of this property. The area of land measures approximately 0.38 Ha and is fully described as the unused road adjoining Crown Allotment 29, Section M, Parish of Elliminyt.

**Council Plan / Other Strategies / Policy**

This proposal has been considered in accordance with Council's Closure of Unused Government Roads, Licensing of an Unused Road or Water Frontage Policy.

**Issues / Options**

There is no formed roadway along the full length the section of road to be declared as unused and it is considered that it is not presently required for future expansion of the road network in this area.

Declaration of this road as unused will not compromise access to any other abutting private property in the foreseeable future (refer attached locality plan). The proponent has obtained the support of the owner of the parcels described as Crown Allotments 46 and 47, Section M, Parish of Elliminyt.

Under Section 400 of the *Land Act 1958* (the 'Act'), DSE requires agreement from Council that it considers the road is not reasonably required for public traffic. Upon the giving of any such notice any road or part of a road specified therein shall be an unused road and is then

able to be licensed to the adjoining landowner. It is believed that it is intended to use this area of road for the purposes of grazing stock.

Should it be considered that this road is reasonably required for public use in the future, Section 407(1) of the Act provides Council the authority to instruct DSE to cancel or amend the unused road licence. Where a licence has been cancelled or amended, the land to which that licence related shall cease to be classified as an unused road and reverts back to the management of Council enabling the provision of access.

### **Proposal**

It is recommended that Council seek further community feedback in relation to this matter and advertise its intention to declare the section of road abutting the eastern boundary of 30 Mahoneys Road, Elliminyt as unused.

### **Financial and Other Resource Implications**

There are no direct costs to Council in performing its legislative functions under the *Land Act 1958*, other than advertising costs. Council officer time will be required for the preparation of public notices. It is considered that this will have minimal impact on the performance of core duties.

### **Risk Management & Compliance Issues**

No risk management considerations are applicable.

### **Environmental and Climate Change Considerations**

No environmental considerations are applicable.

### **Communication Strategy / Consultation**

Relevant policy and operational procedures require that Council give public notice of its intention to declare a road as unused. In addition to this all abutting property owners will be written to advising them of Council's intention and their right to make submission.

All submissions received will be considered following Section 223 of the *Local Government Act 1989*.

Applicable utility companies will also be advised of Council's intention to provide consent to declaring this road as unused to ensure consideration is given to the potential impacts on the management of services which may exist in the vicinity of this road.

### **Implementation**

Advertising advising of Council's intention will be prepared upon resolution. This will also include the forwarding of required correspondence to all abutting property owners and utility agencies.

### **Conclusion**

It is considered that the declaration of the section of government road abutting the eastern boundary of 30 Mahoneys Road, Elliminyt will not impact on service delivery and Council should advertise its intention to declare this area of road as unused pursuant to the provisions of the *Land Act 1958*.

### **Attachments**

1. Locality Plan

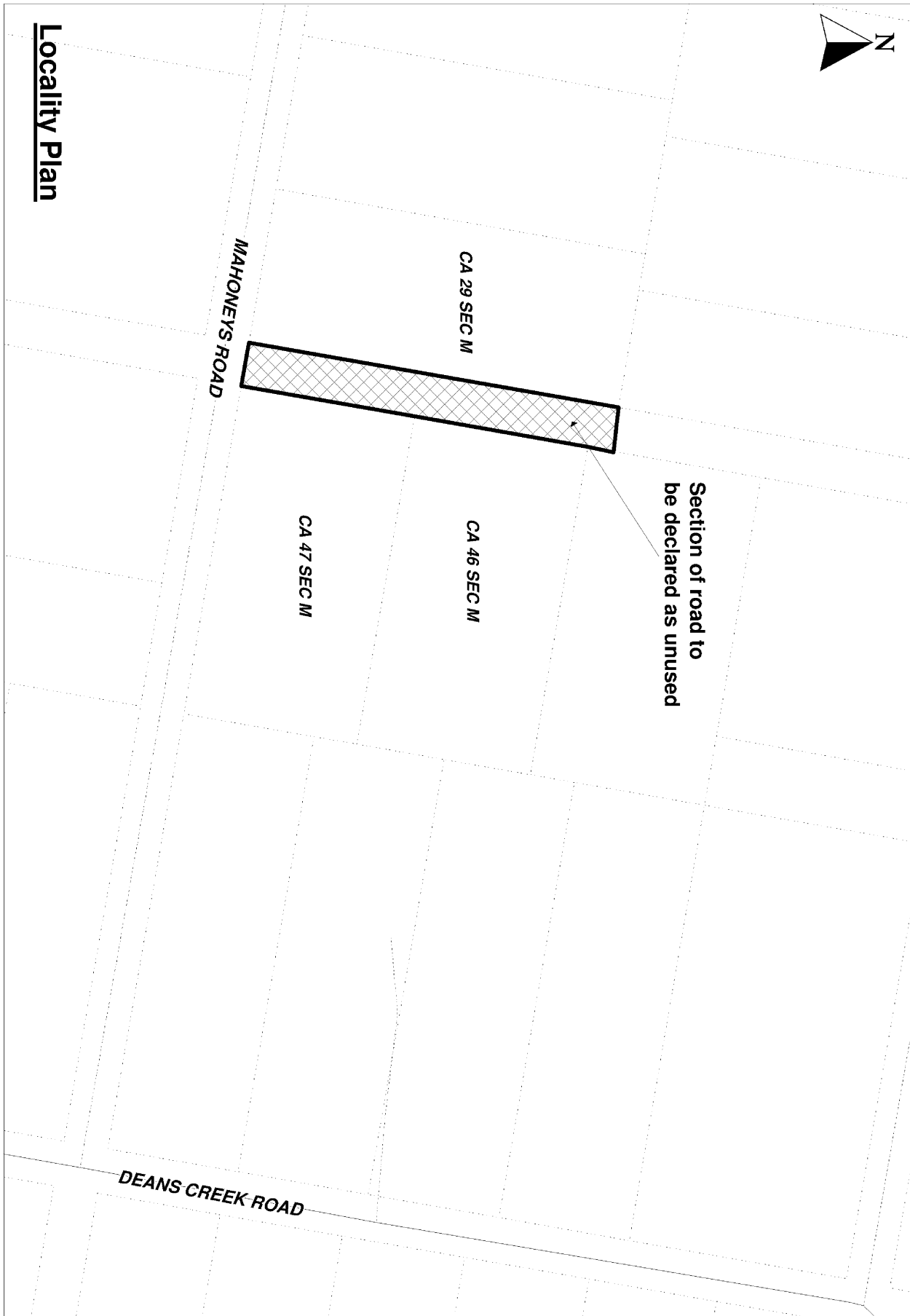
**Recommendation(s)**

***That Council resolve:***

- 1. To give public notice of its intention to declare the section of road described as the road adjoining Crown Allotment 29, Section M, Parish of Elliminyt as unused in accordance with Section 223 of the Local Government Act 1989;***
- 2. Subject to a six week notification period, Council hear and consider submissions should any be received. All submissions are to be considered in accordance with Section 223 of the Local Government Act 1989. The Special Council Meeting, if required, will be held on Wednesday 12 May 2010 at 1.00pm in the COPACC Meeting Room. Formal advice of the time and place of the meeting will be provided to those parties wanting to be heard in support of their written submission and will be advertised in local media;***
- 3. If submissions are received, a final decision shall be made by Council following preparation of a report by the General Manager Infrastructure and Services based on the recommendations of the Special Committee to the Council meeting of 23 June 2010; and***
- 4. If no submissions are received and subject to Council complying with its statutory requirements, instruct the Chief Executive Officer to advise the Department of Sustainability and Environment of Council's formal consent to the declaration of the subject section of road as unused.***

~~~~~\) ~~~~~

THIS PAGE HAS BEEN LEFT BLANK



OM102402-8 STRUCTURAL ASSESSMENT OF COUNCIL BRIDGES

| | | | |
|-------------|---------------------------|-----------|--------------------|
| AUTHOR: | Adam Lehmann | ENDORSED: | Neil Allen |
| DEPARTMENT: | Infrastructure & Services | FILE REF: | GEN00016 - Bridges |

Purpose

The purpose of this report is to provide Council with an update of the outcomes of recent structural assessments completed on a number of Council's bridges.

Declaration of Interests

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

Background

Council's 2009/10 budget provides an allocation of \$20,000 for bridge assessments and inspections. The following structures were included for evaluation as part of a rolling program of condition assessment.

| Bridge No. | Road Name | Locality |
|-------------------|----------------------|------------------|
| CS160 | Phalps Road | Nalangil |
| CS146 | McNamaras Road | Swan Marsh |
| CS145 | Carsons Road | Swan Marsh |
| CS215 | Gubbins Road | Barongarook West |
| CS058 | Carlisle Valley Road | Carlisle |
| CS048 | Barham River Road | Apollo Bay |
| CS047 | Barham River Road | Apollo Bay |
| CS228 | Mulgrews Access | Barramunga |

Due to the specialist nature of this type of work, consulting Engineers were engaged to complete testing of each of these bridges using non-destructive testing methods to determine their safe load bearing capacity.

A summary of the engineers recommendations are as follows:

| Bridge No. | Road Name | Summary of Recommendations |
|------------|----------------|---|
| CS160 | Phalps Road | <p>1. The bridge was suitable for the passage of all legally loaded multi axle trucks on the older loadings of 58 tonnes for B-Doubles and 44 tonnes for T-44 trucks and though 1 tonne below the legal load of 18 tonnes for the fixed axle trucks we would consider that no restrictions are imposed for these fixed axle trucks. If higher mass load limits are required then stiffening of the cross bracing between the beams would be required.</p> <p>2. The remainder of the bridge was serviceable.</p> <p>No Load Limit Required.</p> |
| CS146 | McNamaras Road | <p>The bridge was suitable for the passage of all multi axle trucks and rigid axle vehicles to the older codes, but not quite suitable for the new higher mass limit loadings. We would suggest if funds were available to replace the timber decking with a steel trough deck, filled with concrete. The timber cross beams and the timber decking will require tightening down, as well as renewing of defective timbers. When the deck repairs are completed we would recommend an Armco style barrier to replace the timber one. General protection painting is required on the supporting steel work.</p> <p>No Load Limit Required.</p> |
| CS145 | Carsons Road | <p>The bridge was sufficient for the passage of all older rated multi axle B-double and T-44 trucks and rigid axle trucks. An additional steel diaphragm in the centre of the bridge would bring the bridge up to Higher Mass limit requirements. If funding allowed it would be a long term solution to replace the present timber decking with a new trough decking. If the timber decking was to be maintained then replacement cross beams and decking would be required on a constant basis. Armco or W beam type crash barriers are recommended to be installed.</p> <p>No Load Limit Required.</p> |
| CS215 | Gubbins Road | <p>The bridge was sufficient for the passage of all higher mass multi axle B-double and T-44 trucks and rigid axle trucks. All the steel work under the deck including the main beams, the cross beams and the steel trough decking do require a paint protection in order to maintain the capacity of the bridge, as well as an impermeable seal over the gravel infill to the deck. If funds were available a long term solution would be to infill the trough with concrete. The slopes to the approaches require regular inspections as the slope at Abutment A has possibly moved which was indicated in the Mode Shapes, though still serviceable at the present.</p> <p>No Load Limit Required.</p> |

| Bridge No. | Road Name | Summary of Recommendations |
|------------|----------------------|--|
| CS058 | Carlisle Valley Road | <p>The bridge was not sufficient for any B-double combination, but sufficient for T-44 with a maximum GVM weight of 35t and rigid axle trucks no restriction.</p> <p>The main girders require web plating to resist the shearing forces, the bottom flange plating for bending and all the beams need re-protection.</p> <p>The main beams require fixing to the natural rock at the abutments to avoid possible overturning of the beams and either new steel or timber cross deck beams are required to maintain the present day loadings.</p> <p>If funding was available the use of a steel trough filled with asphaltic or concrete materials would be the long term solution. W beam or similar barriers are required for the bridge, the support cross beams for these could act as new deck cross beams if the timber decking was to be retained.</p> <p>Load Limit Required.</p> |
| CS048 | Barham River Road | <p>1. The results indicated that the bridge was not safe for the passage of all legally loaded trucks and a maximum GVM weight of 8 tonnes for a fixed axle truck. Upon due consideration we would recommend for safety reasons to restrict the bridge to cars only until the central pier and Abutment B can be strengthened.</p> <p>2. Repairs required would be as follows:</p> <p>Strengthening of the central pier and Abutment B;
 Plating of the main steel beams at Abutment B;
 New steel diaphragms at Abutment B;
 If timber decking retained replacement of defective timber elements; and
 Suggest new steel trough deck instead of timber if the other repairs are affected.</p> <p>Load Limit Required.</p> |
| CS047 | Barham River Road | <p>1. The bridge was not sufficient for the passage of any multi axle trucks and restricted to a GVM weight of 10 tonnes, due in part by weak support from the timber piles and from the single layer of part defective timber decking.</p> <p>2. The main girders require re-protecting as will the diaphragms and we would recommend replacing the deck with a steel trough deck filled with either concrete or asphaltic materials.</p> <p>3. The reuse of the timber decking would not be recommended as wet and white rot is present in the planks.</p> <p>4. W beam or similar barriers are required for the bridge, the support cross beams for these will strengthen the deck and could act as the support for a steel trough deck.</p> <p>Load Limit Required.</p> |
| CS228 | Mulgreys | <p>1. The culvert was sufficient for the passage of all Higher mass</p> |

| Bridge No. | Road Name | Summary of Recommendations |
|------------|-----------|---|
| | Access | <p>limit multi axle B-double and T-44 trucks and rigid axle trucks.</p> <p>2. The fill needs to be contained in wing walls and the pipe re-lined for protection.</p> <p>3. Armco or W beam type crash barriers are recommended to be installed though with a build-up of the embankment the criteria for barriers may be negated.</p> <p>No Load Limit Required.</p> |

Attachment 1 provides further details in relation to testing outcomes and includes possible recommended treatment options.

Council Plan / Other Strategies / Policy

The annual bridge inspection program is consistent with Council's strategy to ensure that infrastructure development, renewal and maintenance plans address current and forecast community needs. Council's Road Management Plan also defines the minimum frequencies at which condition inspections are completed for specific road assets including bridges.

Issues / Options

The recommendations from the testing of the nominated structures indicates that load limits need to be placed on three (3) additional Council bridges. These are:

| Bridge No. | Road Name | Load Limit |
|------------|----------------------|------------|
| CS058 | Carlisle Valley Road | 35 tonnes |
| CS048 | Barham River Road | 8 tonnes |
| CS047 | Barham River Road | 10 tonnes |

There are a number of options available to Council in responding to these recommendations. These options include:

1. Closing the bridges to all public traffic;
2. Impose load limits consistent the Consultants Engineer's recommendations until such time that structural repairs are able to be undertaken.

1. Close Bridges to Public Traffic

The option to close each bridge to all general traffic is available to Council. This is based on the outcomes of structural testing and notes the condition of each structure. It is not in Council's best interest to implement this option due to the detrimental impacts to accessibility to adjoining land and ongoing service provision. Bridge No. CS048 (Barham River Road) provides direct access to the Marriners Falls car park. Closure of this structure for any significant length of time will have a detrimental effect to tourism in the Apollo Bay area. Bridge No. CS058 (Carlisle Valley Road) provides direct access to timber plantations. While it is not expected that harvesting operations will be undertaken in the very near future, closure of access to this bridge will impact on the relevant plantation manager's ability to operate and manage their land. This may potentially include fire fighting capabilities.

2. Application of Load Limits

Imposing load limits has the potential to severely restrict the types of vehicles that can access a bridge. The majority of the bridges assessed provide direct access to rural properties and any limits imposed over an extended period of time may impede farming operations or other land use needs.

In order to mitigate any risk potential it is prudent that load limits be applied to each of the nominated structures until such time that major repairs can be completed to ensure their safe operation into the future. It is acknowledged that this may cause difficulty amongst the community and abutting landowners but is the preferred option to limit risk to road users.

Rehabilitation works on the structures will be prioritised within Council's annual bridge renewal program.

Council has the statutory power to impose load limits or restrict vehicles of a certain size from using its roads including bridges. Clause 12 of Schedule 11 of the *Local Government Act 1989* (the 'Act') states that:

12. *Power to restrict use of road by vehicles of a certain size etc.*
 - (1) *A Council may prohibit or restrict the use of a road by any motor vehicle of, or over, a certain size or weight.*
 - (2) *Despite anything to the contrary in Section 223, if in the opinion of the Council the use of a road by motor vehicles of, or over, a certain weight poses an immediate risk of danger to people or damage to property (including damage to the road itself), the Council may exercise a power under this clause before it makes a final decision on the exercise of the power.*

Any load limits applied to Council roads and bridges are enforceable by law.

Prior to Council imposing a load limit on a road or bridge it is required to engage with all effected parties. Any submissions received are required to be considered in accordance with Section 223 of the Act. This may lead to some issues given the immediacy that is required in restricting access across structures that may be in a condition which do not safely cater for heavy traffic. For critical structures, and for the purposes of public safety, it may be advisable to implement load limits immediately followed by a period of public engagement.

Maintain Existing Use

Council has an obligation to provide a safe road network to its community and to not respond to the knowledge of the condition of these bridges exposes it to an increased level of liability in the event failure.

Now that Council is aware of the issues with each of the bridges, it may be liable if it does not act in a reasonable manner should there be an accident which results in property damage, personal injury, or in extreme circumstances, death. In addition, Council may have difficulty in obtaining insurance coverage for any accident where it has knowledge of problems and has failed to act responsibly. Council's insurance policy requires that it acts in a reasonable manner. Council must now act on the recommendation now that it is aware of the issues.

Proposal

It is intended to seek Council resolution in order to apply load limits to the following bridges:

| Bridge No. | Road Name | Load Limit |
|-------------------|----------------------|-------------------|
| CS058 | Carlisle Valley Road | 35 tonnes |
| CS048 | Barham River Road | 8 tonnes |
| CS047 | Barham River Road | 10 tonnes |

The application of these restrictions will follow a period of consultation with identified stakeholders. This will include those property owners which have direct access to their properties via these bridges.

Upon any resolution, appropriate signage will be required to be installed at each bridge detailing the restrictions in effect. This will be inclusive of any advance warning signs where required. Alternative routes will be nominated if available.

Financial and Other Resource Implications

Council has an existing budget of \$120,000 included in its 2009/10 Capital Works Budget. This allocation is specifically for the rehabilitation of bridges and major drainage structures and is intended to address the overall renewal needs of this asset group. This report has highlighted the need for additional funding and it is recommended to increase this budget in 2010/11 in line with the forward renewal projections which have been modelled to this point. This will be presented as part of the budget review process.

The annual bridge renewal program will be determined on a priority basis which considers overall investment benefits, risk to Council and road users, the road network and community needs. The structures assessed during the 2009/10 inspection program will be considered against other competing priorities for inclusion in future years of the Bridge Rehabilitation program. This will include the preparation of detailed cost estimates in order to determine which works should be carried out first.

Risk Management & Compliance Issues

The application of load limits to each of the bridges detailed previously is proposed primarily in order to reduce and manage Council's risk in the event of catastrophic failure. This risk also extends to road users.

Environmental and Climate Change Considerations

No environmental considerations are applicable at this time.

Communication Strategy / Consultation

Prior to the implementation of any vehicle restrictions on the selected bridges it is important to firstly promote awareness amongst the community as to the challenges that Council faces in managing its extensive portfolio of assets and the actions that it must take in some instances to ensure public safety.

To facilitate this it is intended to publicly advertise Council's intention to place load limits on some bridges and advise all key stakeholders, including landowners and industry, of the results of the recent bridge inspections and options available to Council in order to ensure safety to road users. Any submissions received will need to be considered pursuant to Section 223 of the Act.

Implementation

It is intended to apply load limits to a number of bridges subject to complying with Section 223 of the *Local Government Act 1989*. Property owners and other stakeholders whom

may be directly impacted will be provided with information in relation to the outcomes of the recent structural testing and Council responses.

Conclusion

Council's ongoing bridge inspection program provides for the assessment of overall structural condition and to prioritise future bridge rehabilitation programs. Where in some instances it is not possible to address structural issues imposing load limits on certain structures is an appropriate management response for the purposes of ensuring public safety.

As a result of this testing it has been recommended that load limits be applied to three (3) of the bridges tested in this round of inspection in order to preserve and extend their useful life. It is also pertinent that Council manage the risks associated with their condition in a reasonable manner.

Attachments

1. Apollo Bay - Report
2. Carlisle Valley Road - Report
3. Mulgreys Road - Report
4. Swan Marsh - Report
5. Phalps Road - Report
6. Structural Assessments Eng. Recommendations

Recommendation(s)

That Council:

1. ***Endorse the proposal to implement the following load limits:***

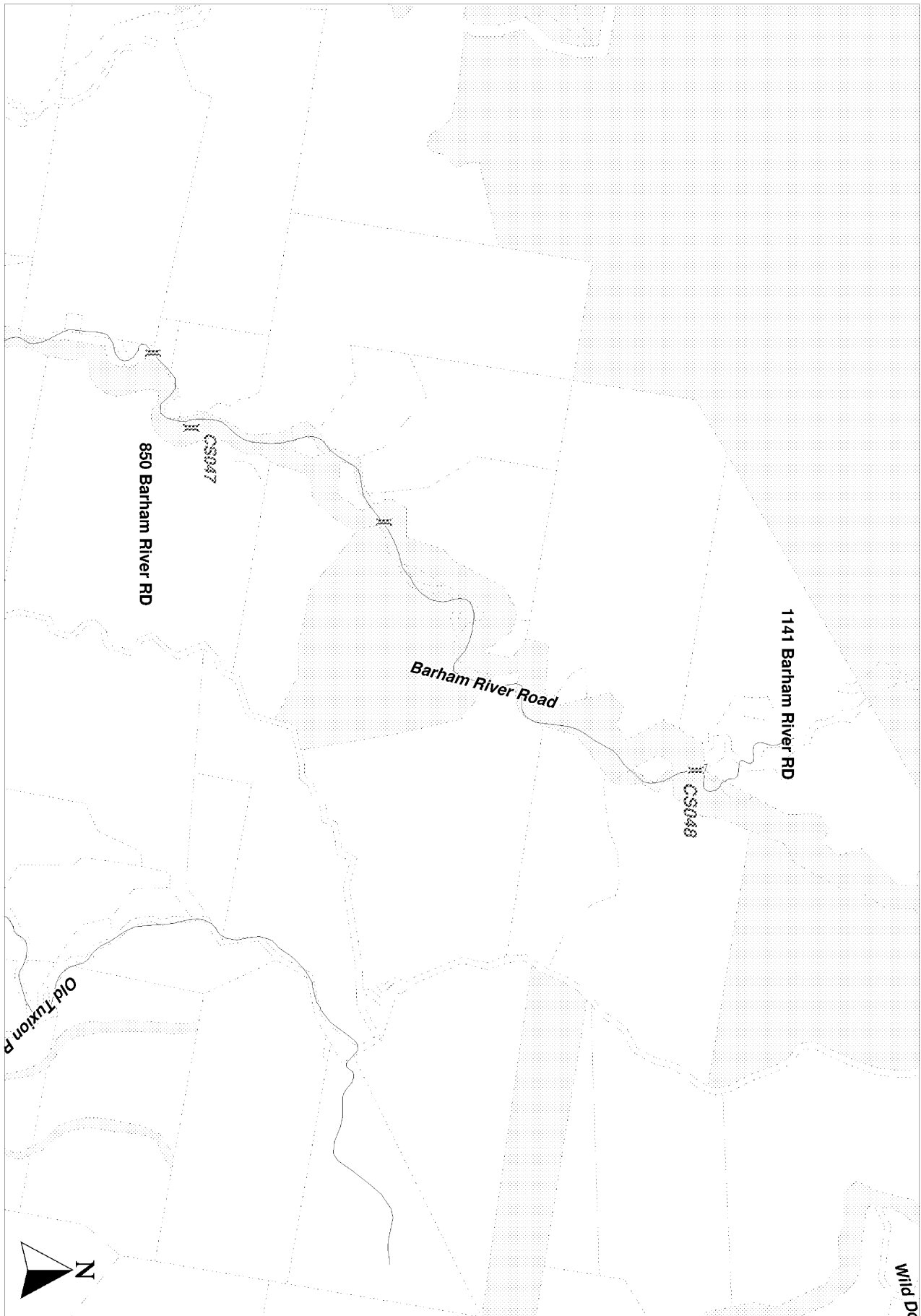
| <u>Bridge No.</u> | <u>Road Name</u> | <u>Load Limit</u> |
|--------------------------|-----------------------------|--------------------------|
| CS058 | Carlisle Valley Road | 35 tonnes |
| CS048 | Barham River Road | 8 tonnes |
| CS047 | Barham River Road | 10 tonnes |

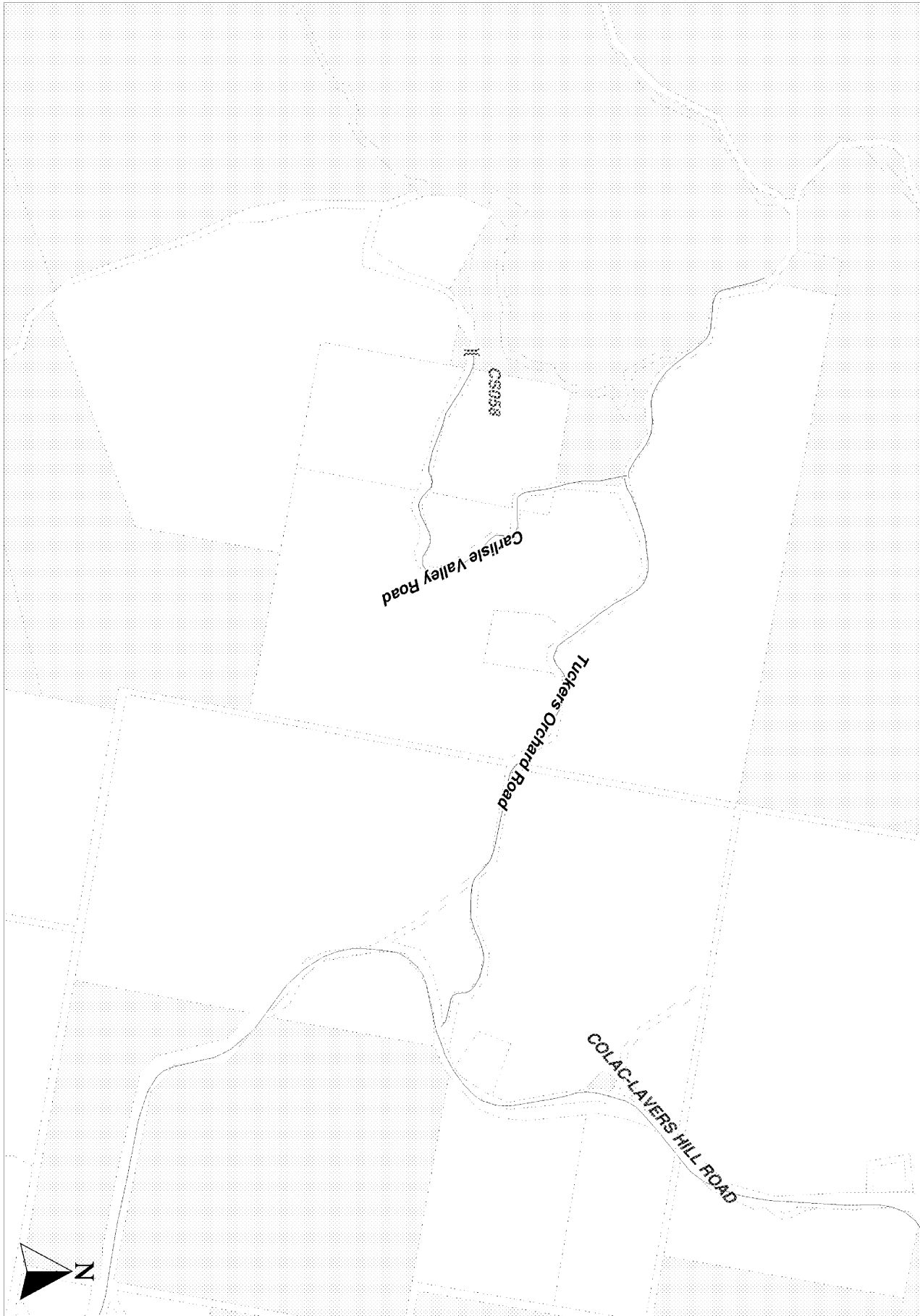
Subject to complying with Section 223 of the Local Government Act 1989 and a six week notification period:

- a. ***Council is to hear and consider submissions should any be received. All submissions are to be considered in accordance with Section 223 of the Local Government Act 1989. The Special Council Meeting, if required, will be held on Wednesday 12 May 2010 at 1.00 pm in the COPACC Meeting Room. Formal advice of the time and place of the meeting will be provided to those parties wanting to be heard in support of their written submission and will be advertised in local media;***
- b. ***If no submissions or objections are received, instruct the CEO to implement the load limits as recommended; and***
- c. ***If required a final decision shall be made by Council following preparation of a report by the General Manager Infrastructure and Services based on the recommendations to the Council meeting of 23 June 2010.***

2. ***Refer the work to rehabilitate each of the structures to Council's Capital Works and Major Projects Program for detailed costing and prioritisation within the relevant renewal program.***

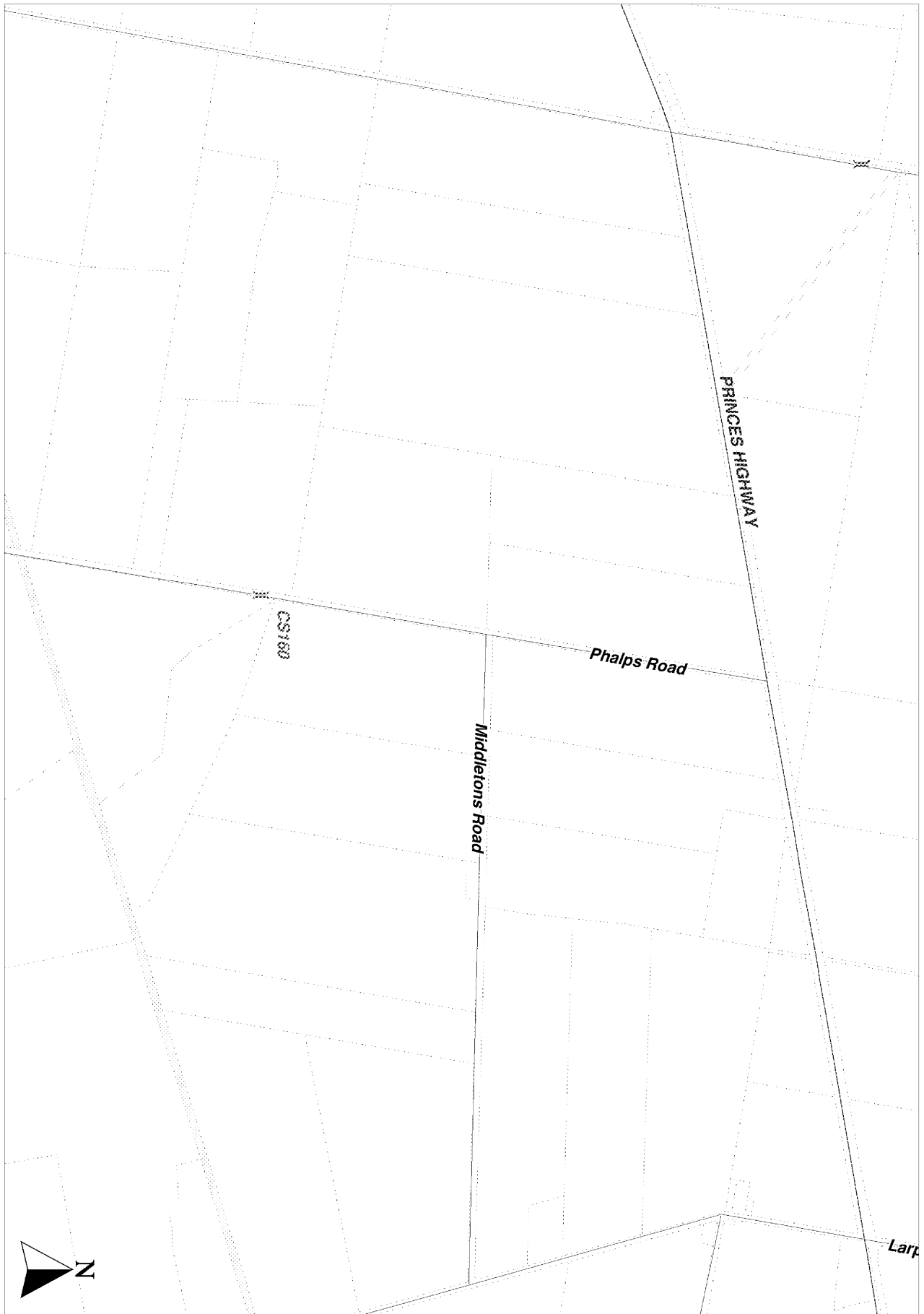
~~~~~\) ~~~~~











Structural Assessment – Summary of Engineers Recommendations

| Bridge No. | Road Name      | Locality   | Existing Load Limit          | Proposed Load Limit | Summary of Recommendations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Notes |
|------------|----------------|------------|------------------------------|---------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|
| CS160      | Phalps Road    | Nalangil   | No existing load restriction |                     | <ol style="list-style-type: none"> <li>The bridge was suitable for the passage of all legally loaded multi axle trucks on the older loadings of 58 tonnes for B-Doubles and 44 tonnes for T-44 trucks and though 1 tonne below the legal load of 18 tonnes for the fixed axle trucks we would consider that no restrictions are imposed for these fixed axle trucks. If higher mass load limits are required then stiffening of the cross bracing between the beams would be required.</li> <li>The remainder of the bridge was serviceable.</li> </ol>                                                                                                                                       |       |
| CS146      | McNamaras Road | Swan Marsh | No existing load restriction |                     | <ol style="list-style-type: none"> <li>The bridge was suitable for the passage of all multi axle trucks and rigid axle vehicles to the older codes, but not quite suitable for the new higher mass limit loadings.</li> <li>We would suggest if funds were available to replace the timber decking with a steel trough deck, filled with concrete.</li> <li>The timber cross beams and the timber decking will require tightening down, as well as renewing of defective timbers.</li> <li>When the deck repairs are completed we would recommend an Armco style barrier to replace the timber one.</li> <li>General protection painting is required on the supporting steel work.</li> </ol> |       |
| CS145      | Carsons Road   | Swan Marsh | No existing load restriction |                     | <ol style="list-style-type: none"> <li>The bridge was sufficient for the passage of all older rated multi axle B-double and T-44 trucks and rigid axle trucks. An additional steel diaphragm in the centre of the bridge would bring the bridge up to Higher Mass limit requirements.</li> <li>If funding allowed it would be a long term</li> </ol>                                                                                                                                                                                                                                                                                                                                          |       |

x:\c drive\adam\miscellaneous\structural assessment of council bridges\2010\structural assessment eng recomm.docx



Structural Assessment – Summary of Engineers Recommendations

| Bridge No. | Road Name            | Locality         | Existing Load Limit          | Proposed Load Limit | Summary of Recommendations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Notes                                                                                      |
|------------|----------------------|------------------|------------------------------|---------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------|
| CS215      | Gubbins Road         | Barongarook West | No existing load restriction |                     | <ol style="list-style-type: none"> <li>The bridge was sufficient for the passage of all higher mass multi axle B-double and T-44 trucks and rigid axle trucks.</li> <li>All the steel work under the deck including the main beams, the cross beams and the steel trough decking do require a paint protection in order to maintain the capacity of the bridge, as well as an impermeable seal over the gravel infill to the deck. If funds were available a long term solution would be to infill the trough with concrete.</li> <li>The slopes to the approaches require regular inspections as the slope at Abutment A has possibly moved which was indicated in the Mode Shapes, though still serviceable at the present.</li> </ol> |                                                                                            |
| CS058      | Carlisle Valley Road | Carlisle         | No existing load restriction | 35 tonnes           | <ol style="list-style-type: none"> <li>The bridge was not sufficient for any B-double combination, but sufficient for T-44 with a maximum GVM weight of 35t and rigid axle trucks no restriction.</li> <li>The main girders require web plating to resist the shearing forces, the bottom flange plating for bending and all the beams need re-protection.</li> <li>The main beams require fixing to the natural rock at the abutments to avoid possible</li> </ol>                                                                                                                                                                                                                                                                      | Softwood timber plantation areas accessed via this bridge. Limited use by general traffic. |

x:\c drive\adam\miscellaneous\structural assessment of council bridges\2010\structural assessment eng recomm.docx

Structural Assessment – Summary of Engineers Recommendations

| Bridge No. | Road Name         | Locality   | Existing load Limit          | Proposed Load limit | Summary of Recommendations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Notes                                                                    |
|------------|-------------------|------------|------------------------------|---------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------|
| CS048      | Barham River Road | Apollo Bay | No existing load restriction | 8 tonnes            | <p>1. The results indicated that the bridge was not safe for the passage of all legally loaded trucks and a maximum GVM weight of 8 tonnes for a fixed axle truck. Upon due consideration we would recommend for safety reasons to restrict the bridge to cars only until the central pier and Abutment B can be strengthened.</p> <p>2. Repairs required would be as follows:</p> <ul style="list-style-type: none"> <li>• Strengthening of the central pier and Abutment B;</li> <li>• Plating of the main steel beams at Abutment B;</li> <li>• New steel diaphragms at Abutment B;</li> <li>• If timber decking retained replacement of defective timber elements; and</li> <li>• Suggest new steel trough deck instead of timber if the other repairs are affected.</li> </ul> | Provides direct access to Marriners Falls car park and private property. |
| CS047      | Barham River Road | Apollo Bay | No existing load restriction | 10 tonnes           | <p>1. The bridge was not sufficient for the passage of any multi axle trucks and restricted to a GVM weight of 10 tonnes, due in part by weak support from the timber piles and from the single layer of part defective timber decking.</p> <p>2. The main girders require re-protecting as will the</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Provides single access to private property.                              |

x:\c drive\adam\miscellaneous\structural assessment of council bridges\2010\structural assessment eng recomm.docx

Structural Assessment – Summary of Engineers Recommendations

| Bridge No. | Road Name       | Locality   | Existing load Limit          | Proposed Load limit | Summary of Recommendations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Notes |
|------------|-----------------|------------|------------------------------|---------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|
| CS228      | Mulgreys Access | Barramunga | No existing load restriction |                     | <p>diaphragms and we would recommend replacing the deck with a steel trough deck filled with either concrete or asphaltic materials.</p> <p>3. The reuse of the timber decking would not be recommended as wet and white rot is present in the planks.</p> <p>4. W beam or similar barriers are required for the bridge, the support cross beams for these will strengthen the deck and could act as the support for a steel trough deck.</p> <p>1. The culvert was sufficient for the passage of all Higher mass limit multi axle B-double and T-44 trucks and rigid axle trucks.</p> <p>2. The fill needs to be contained in wing walls and the pipe re-lined for protection.</p> <p>3. Armco or W beam type crash barriers are recommended to be installed though with a build up of the embankment the criteria for barriers may be negated.</p> |       |

x:\c drive\adam\miscellaneous\structural assessment of council bridges\2010\structural assessment eng recomm.docx



**OM102402-9                      PROPOSED ROAD CLOSURE – ROAD ABUTTING 49  
QUEEN STREET, COLAC**

|             |                           |           |                                |
|-------------|---------------------------|-----------|--------------------------------|
| AUTHOR:     | Adam Lehmann              | ENDORSED: | Neil Allen                     |
| DEPARTMENT: | Infrastructure & Services | FILE REF: | GEN00016 – Road Discontinuance |

**Purpose**

This report is provided to Council for it to consider exercising its powers conferred under Schedule 10 to the *Local Government Act 1989* to discontinue a section of road which abuts 49 Queen Street, Colac. If the road is discontinued, Council then may exercise an option to either sell or enter into a long term lease after a public process.

**Declaration of Interests**

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

**Background**

At its meeting of 28 October 2009 Council resolved to:

1. *Invite public submissions in accordance with Section 223 of the Local Government Act 1989 of its intention to discontinue the section of road separating 49 Queen Street (Lot 1 TP173744) and 74 Dennis Street (PC367529);*
2. *Council considers submissions pursuant to Section 223 of the Local Government Act 1989 at COPACC at the January 2010 Council meeting; and*
3. *After hearing submissions in accordance with Section 223 of the Local Government Act 1989, consider a report in relation to the future of this piece of land.*

The subject length of road is shown on the accompanying locality plan and abuts the following properties:

- 47 Queen Street (Lot 1 TP241116);
- 49 Queen Street (Lot 1 TP173744);
- 74 Dennis Street (PC367529); and
- 3-11 Murray Street (PC360385).

The area of road measures approximately 59 m<sup>2</sup> in area and runs north from another section of road which has direct access to Queen Street. There is no formed roadway along its length and is presently fenced along its perimeter. The road is significantly overgrown by vegetation.

All adjacent properties have rights of carriageway over the road. The property at 49 Queen Street is Council owned land and is the site of the Queen Street Maternal and Child Health Centre.

**Council Plan / Other Strategies / Policy**

This proposal has been considered in accordance with Council's policy for the '*Closure of Unused Government Roads, Licensing of Unused Roads or Water Frontage*'.

Clause 3 of Schedule 10 to the *Local Government Act 1989* (the 'Act') provides the power to discontinue roads:

*A Council may, in addition to any power given to it by section 43 and 44 of the Planning and Environment Act 1987 -*

- a) *Discontinue a road, or part of a road, by a notice published in the Government Gazette;*  
*and,*
- b) *Sell the land from that road (if it is not Crown Land), transfer the land to the Crown or itself or retain the land.*

### **Issues / Options**

Council must consider the management of this section of road in two distinct steps. These are:

- a) Road Discontinuance

Council must decide whether to discontinue the portion of road in question. If Council then resolves that the land is not reasonably required for road purposes, then it can discontinue the road via a notice published in the Victoria Government Gazette.

- b) Sale/Lease of allotment (if considered appropriate)

If Council discontinues the road reserve then the resultant land will vest in Council. Consideration can then be given to disposal of the land consistent with Council's '*Sale and Exchange of Council Land*' policy and the *Local Government Act 1989 (the 'Act')*.

Alternatively a long term lease could be entered into such as a 99 year lease.

At this stage, it is intended that Council only consider the discontinuance of this road. Should Council resolve to discontinue the road then a further report will be presented to Council to determine the future use of this land.

### **Proposal**

Officers have assessed that this section of road is not reasonably required for future expansion of the road network at this stage. Discontinuance of this road will not compromise access to any abutting property or affect other service delivery outcomes.

It is proposed to complete the road discontinuance via a notice published in the Victoria Government Gazette.

### **Financial and Other Resource Implications**

Council will be responsible for any costs incurred in the road closure investigation. This is expected to include advertising costs etc, and will be absorbed by existing operational budgets.

### **Risk Management & Compliance Issues**

No risk management considerations are applicable.

### **Environmental and Climate Change Considerations**

No environmental considerations are applicable with respect to this matter.

**Communication Strategy / Consultation**

Council at its meeting of 28 October 2009 resolved to advertise its intention to discontinue the section of the unused road as detailed on the accompanying plans.

A public notice was advertised on 11 December 2009 (copy attached) and at the close of the advertised period no submissions were received with respect to this matter.

**Implementation**

All necessary actions to discontinue this section of road will be implemented upon resolution by Council.

**Conclusion**

From Council's perspective, the road is not reasonably required for public use and currently serves no broader public amenity. Council stands to slightly improve the management of its road network by reducing the amount of land it is responsible for and as such should complete the statutory process in order.

**Attachments**

1. Locality Plan
2. Copy of Public Notice

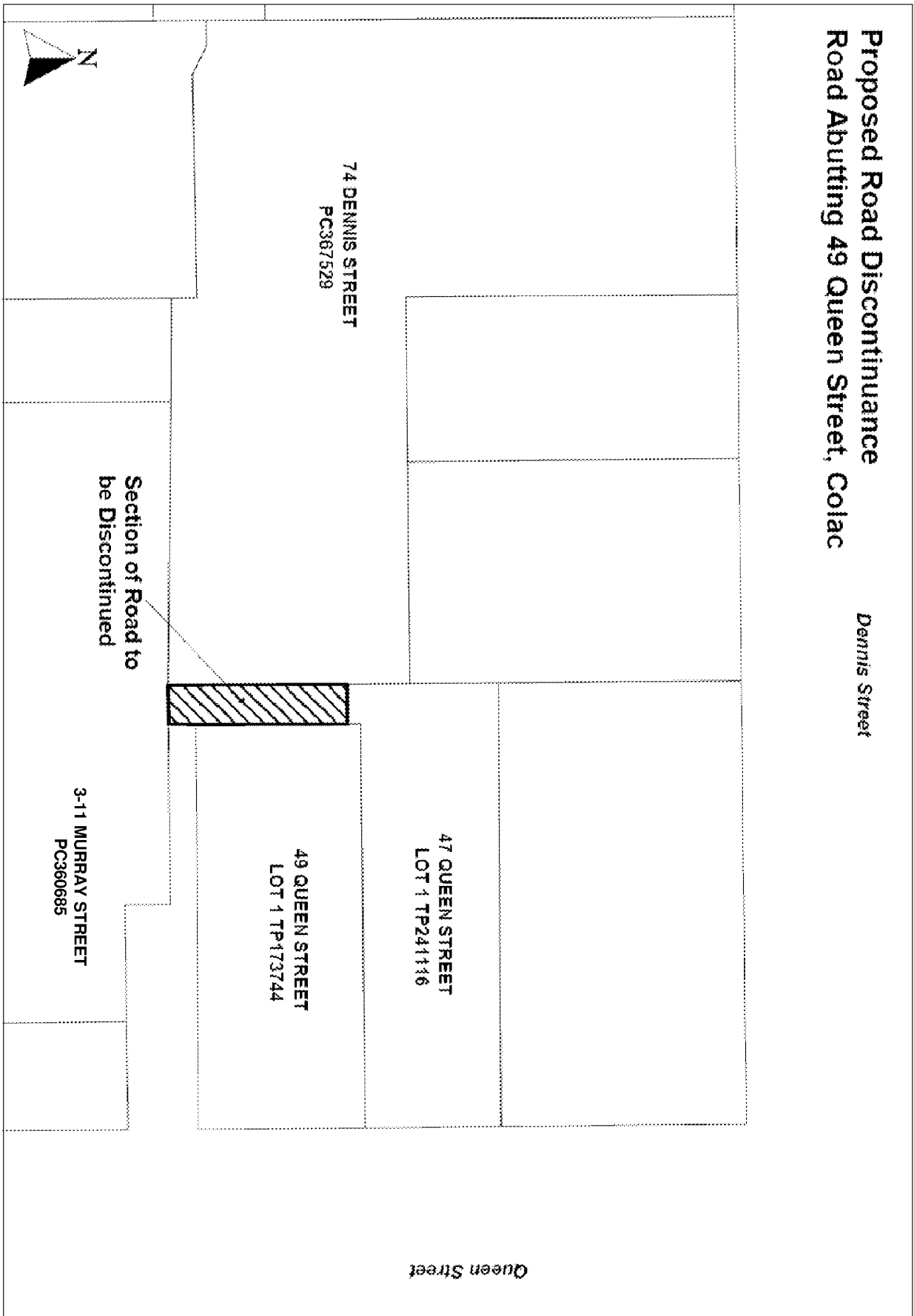
**Recommendation(s)**

***That Council resolve to:***

1. ***Discontinue the section of road separating 49 Queen Street (Lot 1 TP173744) and 74 Dennis Street (PC367529) via a notice published in the Victorian Government Gazette; and***
2. ***Following advertising of the statutory notice, receive a further report in relation to the future use, and sale or long term lease of the land.***

~~~~~\) ~~~~~

THIS PAGE HAS BEEN LEFT BLANK



ONE DAY ONLY DEC 20, '09

2.15 pm followed by top quality homemade refreshments

TICKETS AVAILABLE AT COPACC CINEMA BOX OFFICE - \$15

THIS IS THE ONLY CHANCE TO VIEW THIS FILM HERE IN COLAC

Don't miss out - get your ticket now!

- B. Joy, 3, H. Everett, 2, C. Connors 1.
Cougars 40 d Swannies 36. Best players: Cougars - S. Hay 3, C. Foley 2, B. Hedge 1. Swannies - C. Throckmorton 3, K. Edwards 2, K. Kennedy 1.
B Grade: Mixtures 39 d Odd Bods 26. Best players:

Public Notices

Pirates 39 d All Sorts 24. Best players: Pirates - L. Trotter, 3, K. Riches, 2, R. Goonan, 1. All Sorts - T. Westwood, 3, T. Morrissy, 2, J. Jacobson, 1.
C Reserve, Division One: Demons 38 d Starbursts 26. Best players: Demons - L. Conn, 3, M. White 2, T. Towers, 1. Starbursts - K. Nemet, 3, S. Foley, 2, C. Nemet 1.
C Reserve, Division two: The Bomb 38 d Bulla Swan Drive 32. Best players: The Bomb - S. Driscoll, 3, J. Payne, 2, H. Ryan 1. Bulla Swan Drive - K. Oates, S. Mulgrew, R.

Jackson, 1.
E Grade: Imperials 38 d St Mary's 12. Best players: Imperials - R. Whitson, 3, C. Gatens, 2, S. Mason, 1. St Mary's - M. Knight, 3, L. Clarke, 2, E. Vaughan, 1.

Lawn Bowls

Colac Bowling Club.

Ladies pennant teams, December 15.
Division One: Colac Pink v Colac Green at Colac. D. Hynes, s, F. Lynch, L. Sutherland, J. Jones;



The School Board, Principal and Staff invite all members of the College and wider community to celebrate the achievements of our students at the

COLAC SECONDARY COLLEGE 2009 CELEBRATION OF ACHIEVEMENT NIGHT

on **TUESDAY DECEMBER 15th 2009** at the **BLUEWATER FITNESS AND RECREATION CENTRE** 7.00pm (sharp) start

ENTRY IS BY THE COLLEGE CAR PARK ENTRANCE

The Colac Secondary College School Community extend their Best Wishes to all for a Very Merry Christmas and a Safe and Happy 2010

Finance

Apply online spotloans.com.au

Apply by phone 1300 77 68 63

APPROVALS FAST

SPOT

PERSONAL LOANS • CAR LOANS • BUSINESS LOANS • HOME LOANS



Meeting



ORDINARY BOARD MEETING NOTIFICATION

An Ordinary Meeting of the Corangamite Regional Library Corporation Board to also include receiving of the 2008/2009 Annual Report will be held at **4.00pm on Thursday 17 December 2009** at the Terang Library, 135 High Street Terang.

The Agenda (not including attachments) will be available on the website: www.corangamitelibrary.vic.gov.au

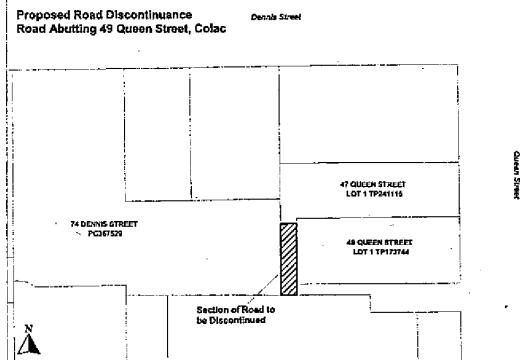
Hard copies of the Agenda are available by contacting the Chief Executive Officer on 5232 1160.

Public Notices

The Parish of St Mary's invites all Parishioners to a Farewell/ Appreciation Cuppa for Mr Damien McKew and wife Anna-Lee to be held after the 11 am Mass on December 20
This is a parish gesture of appreciation to Damian and say farewell to himself, Anna-Lee, Samuel and Grace
ALL WELCOME!

Notice of intention to discontinue road - road abutting 49 Queen Street, Colac

Colac Otway Shire Council, acting under Clause 3 of Schedule 10 to the Local Government Act 1989, proposes to discontinue the section of road separating 49 Queen Street (Lot 1 TP173744) and 74 Dennis Street (PC367529) (the 'Road') as shown hatched on the plan below.



Any person may make a submission on this proposed road discontinuance. Submissions should be in writing and are to be addressed to: Chief Executive Officer, Colac Otway Shire Council, PO Box 283, Colac, Victoria 3250 and must be received by 13 January 2010.

A person who has made a submission and requested that they be heard in support of their submission is entitled to appear in person or by a person acting on their behalf before Council at its meeting on 27 January 2010 at COPACC.

Persons wishing to obtain further information in relation to this review should contact Adam Lehmann, Manager Sustainable Assets on (03) 5232 9400 during normal business hours.

Rob Small
Chief Executive Officer
www.colacotway.vic.gov.au

COLAC HERALD FRIDAY 11 DECEMBER 2009

Laid
A. F
Leni
B. F
Mon
D. R
D
A
ter,
M. C
C. V
T. B
C
R
15.
C
at C
H. I
H. F
s, C
L. F
s, J.
R. I
Han
Will
C
tral
N. N
E. F
Mor
McK
s, J.
M. J
E. F
C
City
Rip
ged
Cost
T. U
Tho
capt
ure
C
at
R. S
Cas
ton,
Doo
Col
capt
C
Bay
Mal
D. C
Gec
Hu
Mal
L. F
at 8
C
Clu
I
sea
N.
L. S
Stir
J. F
Me
J. F
cap
I
Ma
at 1
Riel
Ste
Dar
D. J
J. F
cap
I
Gre
hon
K. F
J. F
P. C
Bar
Thy
cap
Bo
l
10:
4 p
74
Ore

CONSENT CALENDAR

OFFICERS' REPORT

D = Discussion

W = Withdrawal

| ITEM | D | W |
|--|---|---|
| <u>SUSTAINABLE PLANNING AND DEVELOPMENT</u> | | |
| <p><u>OM102402-10 COLAC OTWAY SHIRE AND OTWAYS TOURISM INC SERVICE AGREEMENT REVIEW</u></p> <p>Department: Sustainable Planning and Development</p> <p><u>Recommendation(s)</u></p> <p><i>That Council:</i></p> <ol style="list-style-type: none"> <i>1. Endorses the Colac Otway Shire Evaluation Report February 2010 on the Service Agreement between Colac Otway Shire and Otways Tourism Inc and the performance of Otways Tourism Inc in relation to the Service Agreement;</i> <i>2. Exhibits the Evaluation Report for a period of 6 weeks for public consultation; and</i> <i>3. Receives a further report, once the 6 week consultation period is completed, with recommendations regarding the future relationship between Colac Otway Shire and Otways Tourism Inc.</i> | | |

Recommendation

That recommendations to items listed in the Consent Calendar, with the exception of items, be adopted.

MOVED

SECONDED

THIS PAGE HAS BEEN LEFT BLANK

OM102402-10

**COLAC OTWAY SHIRE AND OTWAYS TOURISM INC
SERVICE AGREEMENT REVIEW**

| | | | |
|-------------|------------------------------------|-----------|------------|
| AUTHOR: | Mike Barrow | ENDORSED: | Jack Green |
| DEPARTMENT: | Sustainable Planning & Development | FILE REF: | GEN00184 |

Purpose

To seek Council endorsement of the Colac Otway Shire Evaluation Report February 2010 on the Service Agreement between Colac Otway Shire and Otways Tourism Inc (OT) and the performance of OT in relation to the Service Agreement.

To seek Council endorsement of a period of six weeks for public comment on the Evaluation Report.

Declaration of Interests

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

Background

In September 2005, Council engaged 'Wine Food and Tourism Strategies Pty Ltd' to complete a strategic review of Colac Otway Shire tourism structure, function, and performance. The focus of the review was to investigate the financial investment of Council into tourism, determine its return on investment and investigate alternative sources of funding.

The 'Colac Otway Shire Tourism Review' was completed in February 2006 and a report was made to Council including an officer's response to the Review. At the 24 May 2006 Council Meeting it was resolved:

1. ***"That Council receive the report on the Response to Tourism Review;***
2. ***That Council endorses the officer recommendations in response to the Tourism Review other than those which may need to be modified as a result of Council's deliberation on the Rating Review and Budget and subject to the consultation process."***

On 15 December 2006, Council signed a Service Agreement with Otways Tourism Inc (OT) that empowers the local Tourism Industry to be responsible for the development of the industry within the Colac Otway Shire. This was a direct result of the decision of Council on 24 May 2006 to adopt the recommendations of the Colac Otway Shire Tourism Review 2006.

A number of key recommendations in the Tourism Review relate to the role of OT:

1.2.2 *"That Council investigate funding models as part of its rating review with the long term goal of providing funding to OT so that they can employ an Executive Officer and other appropriate resources to take on the roles of marketing, professional development, product development and other appropriate activities that support the development of the tourism industry."*

1.2.3 *“That once appropriate funding models, resources and structure are in place for OT, Council agrees to withdraw from active involvement in major tourism functions such as marketing, professional and product development.”*

1.2.4 *“That once OT is resourced, Council closely monitor its service agreement with OT to ensure maximum return for its investment.”*

The term of the OT Service Agreement expires on 30 June 2010. Council has the option to renew the Service Agreement, negotiate another Agreement with OT or not renew this formal relationship with OT and seek an alternative model of providing marketing, professional development, product development and other appropriate activities that support the development of the tourism industry. (Attachment 4 Colac Otway Tourism Review Feb 2006.)

To enable Council to make an informed decision on the options available a report was presented to the August 2009 meeting of Council that proposed a formal review of the Service Agreement and the performance of OT to be conducted by the Economic Development Unit.

The following recommendations were adopted:

That Council:

1. ***Notes that the existing agreement with Otways Tourism Inc. lapses on 30 June 2010.***
2. ***Resolves to implement a formal review of the agreement and the performance of Otways Tourism conducted by the Economic Development Unit.***
3. ***Any continuation of the existing agreement or funding of Otways Tourism beyond 30 June 2010 is dependent on Council’s decision following the outcome of the review.***
4. ***Appoints Cr Lyn Russell and Cr Stephen Hart to the Review Steering Committee.***
5. ***Asks the Council Chief Executive Officer to write to Otways Tourism’s Chief Executive Officer to inform him of this decision to particularly emphasise point 3 above.***

The review process commenced in late August and included:

- The provisions and obligations listed within the Service Agreement for and on behalf of both parties, Colac Otway Shire and Otways Tourism.
- The evaluation of performance against strategic and action goals.
- A survey of member satisfaction with Otways Tourism taking into account
 - Member services
 - Value for money
 - Industry Development within the Colac Otway Shire
 - Tourism promotion within the Colac Otway Shire
- A survey of significant other stakeholders taking into account collaborative approaches to industry development and regional marketing:
 - Geelong Otway Tourism
 - Parks Vic
 - Otway Business Inc.
 - Tourism Victoria

During the process of conducting the Review, Council officers were informed that Tourism Victoria was conducting a review of regional tourism structure and that this may affect the nature and structure of municipal tourism authorities such as OT. The Colac Otway Shire and Geelong Otway Tourism Memorandum of Understanding (MOU) terminates in September 2010 and will also be subject to review during 2010. The review of the Service Agreement contains itself to the Service Agreement and related matters as listed above however recommendations in this report reflect the current transitional period of regional tourism structures.

Council Plan / Other Strategies / Policy

Council Plan 2009 – 2013 Economic Development

Council is committed to facilitating a healthy and resilient economy through effective leadership, advocacy, and partnership.

| | |
|---|---|
| Support the tourism industry as a key driver of the economy | <ol style="list-style-type: none"> 1. Provide Tourism Services and Strategic Support including: Colac Visitor Information Centre; Great Ocean Road Visitor Information Centre Apollo Bay; Otways Tourism Funding 2. Increase the customer base for the Book Victoria web based local accommodation booking service 3. Upgrade Township interpretive tourism signage 4. Maximise use of the natural environment to promote tourism and business growth 5. Implement the Apollo Bay Harbour Precinct Master Plan |
|---|---|

Issues / Options

The following includes large excerpts from the attached *Draft Evaluation Report* and are included for ease of reading understanding in the context of the Council decision making process.

The Colac Otway Shire and OT Service Agreement set out the responsibilities of each organisation in the provision of tourism industry and related services within the Colac Otway Shire tourism region.

Colac Otway Shire

- **Strategic & Business Planning**
To develop a single strategic plan in conjunction with Otways Tourism Inc and in consultation with Geelong Otway Tourism, outlining the tourism future for the Shire and ensuring a cohesive and integrated approach to regional tourism management.
- **Destination & Infrastructure Development**
To continue to provide, maintain, improve and develop new infrastructure that supports the tourism industry needs (rubbish, township presentation, Visitor Information Centres, car parking, signage).
To actively encourage appropriate tourism development in the region and ensure the Council's Planning Scheme recognises tourism related developments/activities as being integral to the municipality's development.
- **Visitor Services**
To service visitor information needs through the direct management and funding of the Colac and Great Ocean Road (Apollo Bay) Visitor Information Centres.
- **Partnerships**
To continue to support the development and implementation of regional tourism strategies through continued involvement with Geelong Otway Tourism and Tourism Victoria.

Otways Tourism Inc

- **Co-ordination & Representation**
To lead the development of a successful and sustainable tourism industry for the region and engage in advocacy and partnerships consistent with these purposes.
- **Marketing**
To undertake internal marketing initiatives and support external marketing programs in cooperation with Geelong Otway Tourism and Great Ocean Road Marketing with the view to encouraging increased visitor yield, numbers and length of stay.
- **Visitor Services**
To coordinate, in conjunction with the Colac Otway Shire, the regions approach to achieve high quality visitor services and experiences for visitors.
- **Tourism Business Development**
To encourage industry professionalism and engender a service culture.
- **Tourism Industry Development**
To support the development of new tourism product and experiences enhancing the local region's competitive strength.
- **Partnerships**
To effect communication and industry networks that foster the growth of tourism through a cooperative, professional regional approach.
(Attachment 2 Colac Otway Shire and Otways Tourism Inc Service Agreement Dec 2006)

The Colac Otway Shire Otways Tourism Inc Service Agreement 'Areas of Responsibility' are broad strategic statements that set out the collaborative relationship but divided responsibilities of both Colac Otway Shire and OT.

Action taken in the 'Areas of Responsibility' Colac Otway Shire are in summary as follows:

| <u>Colac Otway Shire</u>
AREAS OF RESPONSIBILITY | ACHIEVEMENTS |
|---|--|
| Strategic & Business Planning
To develop a single strategic plan in conjunction with Otways Tourism Inc. and in consultation with Geelong Otway Tourism, outlining the tourism future for the Shire and ensuring a cohesive and integrated approach to regional tourism management. | Colac Otway Shire has worked through Council's representative on the OT Board and Manager Economic Development to assist in strategic planning: <ul style="list-style-type: none"> • OT Strategic Plan 2006 – 2008 • OT Strategic Pan 2008 – 2010 |
| Destination & Infrastructure Development
To continue to provide, maintain, improve and Develop new infrastructure that supports the tourism industry needs (rubbish, township presentation, Visitor Information Centres, car parking, signage). | Council has maintained its financial and Human resource commitment to provide, maintain, improve and develop new infrastructure that supports the tourism industry needs in: <ul style="list-style-type: none"> • Visitor Information Centres (VIC)s • Township presentation • Car parking • Signage • Waste management |

| | |
|--|--|
| <p>To actively encourage appropriate tourism development in the region.</p> | <p>Since 2006 there have been a number of projects supporting this work:</p> <ul style="list-style-type: none"> • Apollo Bay Great Ocean Road Visitor Information Centre (GORVIC) redevelopment • Colac 2010 redevelopment of Colac VIC • Carlisle River and Beech Forrest new playgrounds • Swan Marsh Hall upgraded • Carlisle River and Cressy streetscape tree planting • Forrest picnic facilities and shelter plus construction of the Tiger Rail Trail • Gellibrand Recreation Reserve additional lighting • Barwon Downs upgrade of Old School Grounds and construction of a history and visitor centre • Birregurra Park upgrade • Cressy, Glenaire, Weeaprounah, Cape Otway, Irrewarra, Warncoort locality signage Beech Forrest, Carlisle River, Gellibrand, Wye River interpretive tourism signage |
| <p>Ensure the Council's Planning Scheme recognises tourism related developments/activities as being integral to the municipality's development.</p> | <ul style="list-style-type: none"> • <i>“Opportunities for tourism are provided to contribute to the growth of the Shire.</i> • <i>Tourism growth will be managed sustainably and the environmental and landscape assets that attract tourists and new residents alike will be protected.</i> • <i>Limited opportunities will be provided for tourist related activities in the Apollo Bay hinterland and the Otways.”</i> <p>Colac Otway Shire Planning Scheme 2007</p> |
| <p>Visitor Services
To service visitor information needs through the direct management and funding of the Colac and Great Ocean Road (Apollo Bay) Visitor Information Centres (GORVIC).</p> | <p>Council has maintained its financial and human resource commitment to provide visitor information services through the Visitor Information Centres Colac and Apollo Bay.</p> <p>A major refurbishment was implemented at the Great Ocean Road Visitor Information Centre (GORVIC) Apollo Bay to better service visitor enquiries.</p> <p>A refurbishment of Colac VIC will be completed by the 30 June 2010.</p> |

| | |
|--|--|
| <p>Partnerships
To continue to support the development and implementation of regional tourism strategies through continued involvement with Geelong Otway Tourism and Tourism Victoria.</p> | <p>Council has maintained its financial commitment to Geelong Otway Tourism (GOT) and continued Council representation on the GOT Board.</p> <p>Council has also maintained a close relationship with Tourism Victoria generally through the development of the Regional Tourism Strategy and specifically through the development of the Apollo Bay Harbour Precinct Master Plan.</p> <p>Council's Economic Development Unit has continued to promote Colac Otway Shire tourism issues and major projects in the Great South Coast and G21 Municipal Alliance forums.</p> <p>Colac Otway Shire is also a member of the tourism industry peak body Tourism Alliance.</p> |
|--|--|

The 'Areas of Responsibility' Otways Tourism Inc. statement underpins OT Strategic and Action Plans which provide measurable outcomes. (Attachment 3 OT Review Report 31 Dec 2009).

OT has developed a structure for its Strategic Objectives that does not match the Service Agreement structure but still delivers on each area of prescribed responsibility. Action taken in the 'Areas of Responsibility' by OT are in summary as follows:

| <p><u>Otways Tourism Inc</u></p> <p>AREAS OF RESPONSIBILITY</p> | <p>ACHIEVEMENTS</p> |
|--|--|
| <p>Co-ordination & Representation
To lead the development of a successful and sustainable tourism industry for the region and engage in advocacy and partnerships consistent with these purposes.</p> | <p>OT has appointed an Executive Officer and now independently manages the business of internal tourism marketing and development for Colac Otway Shire.</p> <p>OT has successfully negotiated a review of the Sub Local Tourism Association (LTA) Memorandum of Understanding and works actively with these organisations as well as individual business members.</p> <p>OT has been represented on the board of Great Ocean Road Marketing (GORM) and the GORM marketing Committee for the \$2.5m Great Ocean Walk campaign.</p> <p>OT is in regular liaison with Tourism Alliance Victoria's peak tourism industry body and</p> |

| | |
|--|--|
| | <p>has representation on the board of the Australian Regional Tourism Network.</p> <p>OT is also represented on the Great Ocean Road Marathon Committee and the Colac Otway Shire Festival and Events Funding Committee.</p> <p>OT is a member of GOT, attends GOT staff meetings and is in regular liaison regarding regional tourism marketing and development.</p> <p>OT advocates for local tourism through regular communication with Tourism Victoria, and Parks Victoria. It also advocates through regular liaison with Colac Otway Shire via annual reports to Council and regular meetings with Manager Economic Development.</p> |
| <p>Marketing
To undertake internal marketing initiatives and support external marketing programs in cooperation with Geelong Otway Tourism and Great Ocean Road Marketing with the view to encouraging increased visitor yield, numbers and length of stay.</p> | <p>OT has completed a re-branding exercise for the region – “Otways, Breathe Easy” which includes a range of products, marketing images and material for industry and Council use in Visitor Centres.</p> <p>OT produces media releases and is regularly featured in both printed and electronic media.</p> <p>OT partnered with Otway Business Inc. (OBI) to produce a series of TV commercials that were aired on Prime TV and are now featured in the Visitor Information Centres and available on ‘You Tube’</p> <p>OT encourages increased visitor yield, numbers and length of stay through production of:</p> <ul style="list-style-type: none"> • Official Otways Touring map • The Walks and Waterfalls map • Otways Touring tear off quick info map • Otways Trails series of guides • The Official Otways/Surf Coast Visitors Guide in partnership with GOT and Surf Coast tourism • Photography competition <p>OT is currently undertaking collateral review to streamline visitor information, guides and maps.</p> |

| | |
|--|---|
| <p>Visitor Services
To coordinate, in conjunction with the Colac Otway Shire, the regions approach to achieve high quality visitor services and experiences for visitors.</p> | <p>OT works actively with the Visitor Centre Coordinators to provide:</p> <ul style="list-style-type: none"> • Tourism collateral – maps, guides, information • Video and still images for use in the Centres • Assistance in promoting the V3 on line accommodation booking service with industry members • “Otways, Breathe Easy” branding for the Centres, staff apparel and a range of tourism products for sale. |
| <p>Tourism Business Development
To encourage industry professionalism and engender a service culture.</p> | <p>OT encourages industry professionalism and a service culture through:</p> <ul style="list-style-type: none"> • Industry training, development and networking opportunities • Newsletters covering industry news and business development issues • One on One business development advice <p>OT partnered with Surf Coast Tourism on the development of an annual Regional Tourism Conference for industry development and networking.</p> <p>OT partnered with the Colac Turf Club on the successful proposal to bring the 2009 Melbourne Cup Tour to Apollo Bay and Colac.</p> <p>OT has initiated a scholarship program to assist in the development of young industry professionals.</p> |
| <p>Tourism Industry Development
To support the development of new tourism product and experiences enhancing the local region’s competitive strength.</p> | <p>OT encourages new product through:</p> <ul style="list-style-type: none"> • Letters of support for new product in the region to assist in funding grants • One on One meetings with local tourism operators • Assistance to tourism operators to leverage new business from regional events • Support for new events to increase visitation • Assistance to Parks Victoria in the development of the Great Ocean Walk • Participation in the Apollo Bay Harbour Precinct Master Plan Enquiry by Design • Advice and guidance to Colac Otway Shire to support the professional |

| | |
|---|--|
| | <p>development of new tourism business opportunities</p> <ul style="list-style-type: none"> • Advice to prospective investors on opportunities and locations <p>OT contributed \$20,000 to a combined Melbourne media marketing program with Surf Coast Tourism.</p> |
| <p>Partnerships
To effect communication and industry networks that foster the growth of tourism through a cooperative, professional regional approach.</p> | <p>OT has successfully negotiated a review of the Sub Local Tourism Association (LTA) Memorandum of Understanding and works actively with these organisations as well as individual business members.</p> <p>OT has been represented on the board of Great Ocean Road Marketing (GORM) and the GORM marketing Committee for the \$2.5m Great Ocean Walk campaign.</p> <p>OT is in regular liaison with Tourism Alliance Victoria's peak tourism industry body and has representation on the board of the Australian Regional Tourism Network.</p> <p>OT is also represented on the Great Ocean Road Marathon Committee and the Colac Otway Shire Festival and Events Funding Committee.</p> <p>OT is a member of GOT, attends GOT staff meetings and is in regular liaison regarding regional tourism marketing and development.</p> <p>OT partnered with Otway Business Inc (OBI) to produce a series of TV commercials that were aired on Prime TV and are now featured in the Visitor Information Centres and available on 'You Tube'</p> <p>OT partnered with the Colac Turf Club on the successful proposal to bring the 2009 Melbourne Cup Tour to Apollo Bay and Colac</p> <p>OT advocates for local tourism through OT regular communication with Tourism Victoria, and Parks Victoria. It also advocates through regular liaison with Colac Otway Shire annual reports to Council and regular meetings with Manager Economic Development.</p> |

These tables indicate that both Colac Otway Shire and OT have worked consistently and with purpose to support and develop the tourism industry in Colac Otway Shire.

The OT Review Submission lists Major Achievements as follows:

4.1 Rebranding of Otways Tourism

Otways Tourism commissioned Great Southern Distribution Marketing to assist it with rebranding Otways Tourism. This process involved a substantial consultative process with members and board members to develop the new look and feel for the region.

Once the branding was finished a branding style guide was provided to members who were encouraged to use the branding to promote their business and at the same time build the awareness of the Otways Branding.

A set of three banners were produced for promotional use by Otways Tourism which included one corporate banner and two banners for marketing purposes.

4.2 Partnership Agreement with Sub LTA's

The Otways Tourism board felt that it was important to develop an understanding of the roles of OT and also the Sub LTA's and how it conducts its relationship. As part of the tourism review it was recommended that the finances that are returned to the Sub LTA's should be consolidated into Otways Tourism finances to ensure a collaborative approach to marketing in the region. This was one of the key points in the agreement for the Sub LTA's.

A consultative approach was taken with the Sub LTA's to ensure that the document was consistent and accepted by everyone and had buy in from the industry. This was achieved and signed off by the chairs of the Sub LTA's at the launch of the branding of Otways Tourism.

The agreement was reviewed after 12 months by all stakeholders and was once again signed off to coincide with the service and funding agreement with the Colac Otway Shire.

4.3 Brand Campaign with Surf Coast Tourism

As part of funding through Tourism Victoria and Great Ocean Road Marketing, Otways Tourism was offered the opportunity to invest \$20,000 into a media campaign that would result in a total spend on the campaign of \$175,000 in partnership with Surf Coast Tourism. The campaign was conducted in the Herald Sun and ran over 6 weeks.

4.4 Prime TV Commercial

Otways Tourism had developed a relationship with Otway Business Inc. through the organisation taking out advertising space in the Official Visitors Guide for the Otways, increasing the profile of Colac in the Guide.

OBI indicated a desire to conduct a TV campaign into regional Victoria to increase the profile and awareness of Colac. In discussions with OBI, OT indicated it would be more advantageous to promote Colac as well as the attractions in the surrounding hinterland region to support their campaign. Otways Tourism took on a partnership role as this also had considerable advantages for the Otways.

The TV commercials were then downloaded onto 'You Tube' for additional coverage for people looking for vision on the Great Ocean Road, the Otways and Colac.

4.5 Regional Tourism Conference

With the assistance of funding from Tourism Victoria for the Otways, a regional tourism conference was initiated that would allow members to have access to quality tourism industry representatives to be updated on what is happening in the world of tourism at that time and what we can expect into the future. Guest speakers on the day included

- *CEO of Tourism Victoria*
- *CEO Tourism Alliance*
- *General Manager – Destination & Product Marketing – Tourism Victoria*
- *Deputy General Manager – Parks Victoria*

4.6 Photography Competition

The Otways Tourism board endorsed the initial concept of Otway Coast Tourism to conduct a regional photography competition in the Otways Region. The underlying theme behind the competition is to:

- *Encourage visitors to the region in the shoulder and off peak periods of the year*
- *Increase the length of stay of visitors to the region*
- *Provide awareness of the diversity of product offering that we have in the region*
- *Increase the library of tourism images for Otways Tourism to use in a marketing sense*

4.7 Melbourne Cup Tour

Otways Tourism was successful in its application to bring the Melbourne Cup Tour to the Otways Region. This privilege is only bestowed upon 35 towns across Australia and New Zealand every year.

The Cup visited the Great Ocean Road Visitor Information Centre and then went to Mercy Aged Care before being on display at Colac Otway Performing Arts Centre. The day concluded with a cocktail function at COPACC to launch the racing season for the Colac Turf Club.

4.8 Scholarship Program

Otways Tourism has initiated a scholarship program to reward students who are studying tourism in the Otways Region. The program is to encourage and support students to continue in the tourism industry and with the intent that we get to generate skilled employees in our region. (Attachment 3 OT Review Report Dec 2009)

The OT Review Submission provides further evidence of action planning and achievement against key performance indicators. The following tables are included from this report with appropriate comment from Council Officers.

OT STRATEGIC & ACTION PLAN ASSESSMENT OF PERFORMANCE ACHIEVEMENTS AGAINST KPI'S:

Objective 1

To educate the membership and community on the value of tourism

| Action | KPI | Outcome |
|--|---|---|
| Regular media releases to local media following board meetings and major events. | Media Releases to be sent following each board meeting if appropriate | OT has continually provided media releases on a variety of issues locally and in Geelong. They have been used by <ul style="list-style-type: none"> • Colac Herald • 3CS • Corangamite Extra • Geelong Advertiser • Bellarine Echo • ABC Ballarat • The Executive Officer regularly provides comment for the local radio station on issues from bushfire threats to the lack of adequate communication in the Otways.

(Attachment 3 OT Review Submission Appendix 4.1). |
| <p><i>Comment:</i>
There have been many instances of positive media achieved by OT but it has been occasional rather than regular and has at times appeared to be reactive rather than pro active.</p> | | |
| Continued development of human interest stories from the member base for inclusion into the quarterly newsletter and distribution to relevant agencies. | Stories distributed to relevant agencies for potential publication | The Otways Tourism Newsletter has been an excellent tool for stories of industry operators including: <ul style="list-style-type: none"> • New members and new tourism product • Major issues in the region • Major events. A profile on volunteers and welcomers from the Colac and the Great Ocean Road VICs(Attachment 3 OT Review Submission Appendix 4.4). |
| <p><i>Comment:</i>
The OT Newsletter has been a professional and well received publication for the local tourism industry. The publication of human interest has been limited to the OT newsletter and not represented in other print media.</p> | | |

| | | |
|---|---------------|---|
| Quarterly newsletter to members and non members. | Quarterly | Quarterly Distributed to <ul style="list-style-type: none"> • All OT Members • Non Members who have not renewed • Local media outlets for collection. • Tourism Victoria staff • Geelong Otway Tourism • Other stakeholders such as • Parks Vic, Surf Coast Tourism • Tourism Geelong and The Bellarine |
| <p><i>Comment:</i>
 The OT Newsletter has been a professional and well received publication. It has also been received by Council and Council Officers. Distribution to non members is limited to former members only however OT could consider wider distribution to encourage new membership.</p> | | |
| Information distributed to non members regarding events and other activities conducted by Otways Tourism. A non member fee to apply for attendance | As they occur | OT communicates with lapsed members to keep them informed of industry matters. Memberships lapse for various reasons. We have little engagement from this part of the industry |
| <p><i>Comment:</i>
 Distribution to non members is limited to former members only however OT could consider wider distribution to encourage new membership.</p> <p>This is a matter that could be discussed in the current membership Sub Committee of the OT Board.</p> <p>There are other issues related to membership and these are discussed below.</p> | | |
| Conduct regular familiarisation tours including the involvement of Visitor Information Centre Staff | Annually | OT has been involved in a familiarisation tour in conjunction with Geelong Otway Tourism to bring the volunteers to our region. |
| <p><i>Comment:</i>
 There has been no regular activity in this regard and no involvement with the VICs who do regularly conduct industry familiarisation tours for Staff and Volunteers.</p> | | |
| Distribution of Otways Tourism style guide to members to ensure branding of local product | Completion | Otways Tourism developed a new brand at inception. A new style guide was designed and delivered to members which included Otways Tourism logo Details on which logo to use and how to apply. A marketing execution of our logo with the tagline "Breathe Easy." |

| | | |
|--|--|---|
| | | A logo designed for the major towns for operators to link their town with the brand, for example, "Visit Otways & Colac." |
| <p><i>Comment:</i>
This has been a very successful project in branding OT and the regional tourism product.</p> | | |
| Encourage operators to collect appropriate data on visitation to the region | Work with operators on how best to collect visitor information | <p>OT has regularly communicated to operators to ensure they collect data to help them</p> <ul style="list-style-type: none"> • Easily identify their target markets • Identify trends in visitation to their business and the region • Understand the market and what they should be planning for • Developing an appropriate business plan • Be more targeted with their marketing dollars |
| <p><i>Comment:</i>
Communicated through email information bulletin, a newsletter segment, at workshops and an annual conference.
There is no information provided on take up of this suggested strategy.</p> | | |

Objective 2

Develop a strategy to promote the region as an environmentally sensitive region through sustainable industry practices

NOTE:

Otways Tourism began research to develop a strategy, however, in conjunction with Geelong Otway Tourism, embarked on a broader program. Geelong Otway Tourism attracted funding through Australian Tourism. A "Green Team" was established with a vision to, "Implement a sustainability program that engages the entire Great Ocean Road"

| Action | KPI | Outcome |
|---|---|---|
| Calculate carbon footprint from tourism in the region.
E.g.: How did they get here, length of stay. | Development of a Sub Committee to assist in the delivery of the project | <p>A subcommittee was initially formed with five people. A number of meetings were held.</p> <p>Once the GOT Green Team project commenced, workshops were conducted along the Great Ocean Road with two being held in Apollo Bay where other community groups also attended the sessions.</p> |
| <p><i>Comment:</i>
The project did not proceed as the GOT Green Team project took precedence and OT did not want two similar projects operating at the same time.</p> | | |

| | | |
|--|--|---|
| Calculate number of trees needed to offset carbon footprint. Obtain quotations from 2-3 qualified consultants in Marketing / PR to be engaged. | Quotation to be obtained | A detailed quotation was obtained for approximately \$70,000 subsequently; EC3 Global was engaged by Geelong Otway Tourism. |
| <i>Comment:</i>
The GOT project took precedence however the theme of measuring the tourism carbon footprint may be worth re visiting as a future project for OT. | | |
| Develop sponsorship strategy which includes direct tourism (\$ per tree) and corporate sponsorship. | TBC | Not Applicable |
| <i>Comment:</i>
While the OT project did not proceed, OT had some involvement in the GOT project and could have presented information on outcomes of the GOT project given that carbon footprint project was a strategic objective. | | |
| Reporting – Executive Officer (EO) to report back to the Board monthly. EO to work with project team by e-mail and phone. | Bi-Monthly reports in conjunction with report from sub committee | Not Applicable |
| <i>Comment:</i>
There was no reporting to the OT Board on the GOT Green Team Project by either the OT Executive Officer or the Councillor representative on the Board. | | |
| Use qualified marketing / project / consultants to undertake the a carbon offsetting program for the region | Appointment of Sub Contractor | Not Applicable |
| <i>Comment:</i>
No further action has been taken by OT on this matter. | | |

Objective 3**Develop marketing campaign around our diverse natural assets and products**

| Action | KPI | Outcome |
|--|---|---|
| Use tagline "Breathe Easy" in marketing activities and promotional material | Ongoing reinforcement to members | The tagline has been used in all marketing applications TV Commercial campaigns performed in conjunction with Otway Business Inc. Used in the Otways Trails brochure series Walks & Waterfalls tear off maps. |
| <p><i>Comment:</i>
The "Breathe Easy" tag was developed to create a long term identifiable marketing point of difference for the Otways region and has been well accepted. OT has delivered on this action.</p> | | |
| Development of a media kit that to be issued to the appropriate authorities on request. | Completion of media kit | Great Ocean Media developed a series of generic media releases. The releases covered: <ul style="list-style-type: none"> • Welcome to the Otways • Adventure Tourism • Otways Accommodation • Otways Attractions • Otways Escapes • Otways Events • Otways Food & Wine • Otways Nature • Otways Tours |
| <p><i>Comment:</i>
OT has delivered on this action.</p> | | |
| Develop additional photography database through the engagement of a quality photographer familiar with the region. | Work with GOT / GORM on the development of a photography database | Good images are vital. Funds made available through Geelong Otway Tourism were used for a 2-3 days shoot in conjunction with Tourism Victoria. Otways Tourism held a Photography Competition. Objectives were: <ul style="list-style-type: none"> • To generate visitation to the region during off peak time • To generate additional images for use in promotion / marketing • To have a collection of images that we would be able to use to promote the region |
| <p><i>Comment:</i>
OT now has an extensive range of quality photography to support internal marketing.</p> <p>The Photographic competition was a particular success in stimulating off peak tourism and ongoing interest in the region for photographic enthusiasts.</p> | | |

| | | |
|---|---|---|
| OT has delivered on this action. | | |
| Continue the development and production of marketing collateral to promote the region such as Official Touring Map Walks & Waterfalls Tear off map | Annual completion of all collateral | All promotional collateral has been produced annually.

The Collateral Review subcommittee works on best practice collateral. |
| <p><i>Comment:</i>
One of the issues prior to the implementation of the Tourism Review and the independent funding of OT was that collateral was not being produced in a timely manner. This is still the case, e.g. the Otways Tourism A4 Tear Off Map was not produced in time for the 2009/2010 peak season.
The reasons for this are, lack of communication between OT and the VICs and Printworks that held the templates went out of business.</p> <p>The Collateral Review subcommittee has not delivered any observable outcomes at this point.</p> | | |
| Ensure effective distribution of all marketing collateral to maximise exposure through visitor information centres in regional Victoria | Distribution of touring maps through the engagement of a contractor | Southern Brochure Distribution distributes the Touring maps to all locations. |
| <p><i>Comment:</i>
OT has delivered on this action.</p> | | |
| Production of promotional collateral such as environmentally friendly bags with Otways Tourism branding to be distributed at the Visitor Information Centres | Bags being issued through the Visitor Information Centre | This project has been delayed awaiting outcome of the Regional Tourism Action Plan (RTAP). |
| <p><i>Comment:</i>
This project was recommended to the OT Board by the Coordinator of the Colac VIC in April 2009 and has not been delivered.
The provision of branded OT bags for VIC use is a minor resource allocation for a simple use in the VICs and would not be affected by the Regional Tourism Action Plan.
The VICs will exist and the need for these bags will be ongoing regardless of regional tourism policy initiatives or structural changes.</p> | | |
| Continue support and development of the Otways Trails concept | Annual production of shells for trails to be printed on | Otways Tourism has continued to produce the Otways Trails shells for print over and also provide the update PDFs online for operators to use in their own business. |

| | | |
|---|--|---|
| | | Otways Tourism has also taken on the responsibility of overprinting and folding. This practice was previously performed by the Visitor Information Centres. Cost and time factors were prohibitive. |
| <p><i>Comment:</i>
The practice of printing copies on VIC photocopiers and folding for distribution to tourists proved to be unproductive for the VICs. It was also apparent that many tourism operators picked up multiple copies for their use from the VICs rather than print their own. A better solution has been for OT to fully print enough copies for VIC and operator distribution.</p> | | |

Objective 4**Develop partnerships to increase visitation to the region**

| Action | KPI | Outcome |
|---|--|--|
| Identify 2 partners in Regional Victoria to develop cross promotional program | Agreement and development of partnership agreement | <p>This action has proven very difficult to undertake, as we are the internal marketer of our region.</p> <p>Otways Tourism engaged with Grampians Tourism in a "Mystery Shopper". This program included 4 people visiting the major town in each region</p> <ul style="list-style-type: none"> • Halls Gap - Grampians • Apollo Bay – Otways <p>They visited attractions in the town and reported on customer service, cooperation, information provided and effectiveness as a tourism destination.</p> <p>Both groups met to provide the feedback and discuss the outcomes. Tourism officers then visited the other region to present findings.</p> |
| <p><i>Comment:</i>
OT actively cooperates with Surf Coast Tourism on a number of projects including collateral and the Annual Regional Tourism Conference.</p> <p>The "Mystery Shopper" project was successful and could be repeated on an annual basis with other regions to contribute to industry service level development.</p> | | |
| Identify 1 partner in Melbourne to develop cross promotional program | Agreement and development of partnership agreement | This action has proven very difficult to undertake, we are the Internal marketer of our region. |
| <p><i>Comment:</i>
The lack of success in this action and the one above indicates that the Action Strategies I</p> | | |

and 2 in this section, were ill considered.

It is worth pointing out that OT put some effort into exploring these options before concluding that success could not be achieved.

Continue the close relationship with Colac Otway Shire to ensure maximum visitation benefits from existing events and new events

Involvement in activities related to events in the Colac Otway Shire region

Events assist in generating economic value, increasing visitation and overnight stays and raising our profile especially during off peak times.

The OT Executive Officer worked closely with the Events Team to develop a strategy for funding Festivals & Events.
He sits on the committee to assess applications and recommendations that are made to council.

OT works to provide:

- Links to Visit Otways website
- Provide information to organizers of accommodation providers
- Provide Visitors Guides and Touring Maps in competitor packs.
- Provide information at events
- Display banners / flags for promotion
- Promotion through our media network
- Promotion in our quarterly newsletter

Comment:

This is a successful partnership. OT has delivered on this action.

Work with and support partners for the development of the shuttle bus along the coastal route

The development of the shuttle bus to assist operators along the Great Ocean Rd

Otways Tourism worked with the Apollo Bay Chamber of Commerce and Tourism to ensure the Shuttle bus was able to operate in some capacity when resources were extremely limited.

Following this the shuttle is now permanently funded to operate over the peak season.

Comment:

The information provided is not specific enough regarding efforts of OT to support the Shuttle Bus.

There was an assumption made that the 2008/09 Shuttle Bus would be permanently supported by Department of Transport. This was not the case and was made clear to the Apollo Bay Chamber of Commerce and Tourism (ABCCT) on the provision of 2008/09 funding.

The Apollo Bay Shuttle Bus is not operating in the 2009/10 peak season due to lack of local support through business operators and the ABCCT. As well as this the ABCCT did not apply for the \$4,000 set aside by Council to support the bus.

There is no evidence of any involvement of OT in the shuttle bus issue.

Objective 5

To establish a series of networking and industry development events for members, non members and regional partners to attend

| Action | KPI | Outcome |
|---|--|---|
| All business and industry development events to be relevant to our region and to include guest speakers (if appropriate) with networking opportunities at the conclusion of all events | Quarterly | We have conducted industry events for operators with the potential to impact on their business.
The events / workshops inform operators of what is happening in the industry.
Workshops have been conducted in <ul style="list-style-type: none"> • Packaging • Bushfire Awareness • Website development • Tourism Sustainability • Networking |
| <p><i>Comment:</i>
OT has not delivered events quarterly as planned. Five events in two years is not adequate.

Numbers of attendees has not been provided.</p> | | |
| Development of a partnership with Surf Coast for the operation of networking and business events to achieve efficiencies in operating these events | Delivery of a training program of not more than 4 events per year. | It was proving difficult to get members to attend workshops in alternate regions due to the time out of their business. This is more relevant in the Colac Otway region where there is a high level of owner / operators. |
| <p><i>Comment:</i>
This is a reasonable conclusion.

OT and Surf Coast Tourism did however cooperate on the development of the Annual Regional Tourism Conference which has proved popular with operators in Colac Otway and Surf Coast Shires.</p> | | |
| Encouragement of Non Members to attend at a Non member rate to engage with member operators and become members in their own right | Communication with Non members highlighting industry development opportunities | For all events / workshops invitations are sent to non members with a non member rate for them to attend. |

| | | |
|---|---|---|
| <p><i>Comment:</i>
While OT has fulfilled this objective to some degree, It appears from previous statements above that only former members are invited to these events, not all non members.</p> | | |
| <p>Establish an annual event for all members to socialize and network with members from across the region</p> | <p>To ensure event is held annually</p> | <p>In 2008 Otways Tourism conducted a regional tourism conference for Otways & Surf Coast members. Held at Otway Estate it attracted 100 delegates. It provided quality speakers including;</p> <ul style="list-style-type: none"> • CEO Tourism Victoria • CEO Tourism Alliance • General Manager – • Destination & Product • Marketing – Tourism Victoria • Deputy General Manager – • Parks Victoria • Others spoke on • Website Development • Marketing <p>The highlight of the conference was the Key Note Speaker, JohnAnderson founder of Contiki.</p> <p>Due to the conferences success it was expanded to, Bellarine and Tourism Geelong. In 2009 there were 150 delegates.
(Attachment 3 OT Review Submission Appendix 4.34).</p> |
| <p><i>Comment:</i>
The Annual Regional Tourism Conference which has proved popular with operators in Colac Otway and Surf Coast Shires.
OT has delivered on this action.</p> | | |

Objective 6

Maintain strong relationships with local government, tourism agencies and other stakeholders

| Action | KPI | Outcome |
|--|--|--|
| <p>Develop a communications strategy to communicate the activities of Otways Tourism</p> | <p>A fully completed document that is included in the Partnership Agreement.</p> | <p>Otways Tourism committed to communicating with members</p> <ul style="list-style-type: none"> • Distribution of minutes from all board meetings • Regular memo & updates on issues affecting Otways Tourism and the tourism industry in general |
| <p><i>Comment:</i>
OT has delivered on this action.</p> | | |

| | | |
|---|--|--|
| <p>Maintain relationships with Colac Otway Shire and other external stakeholders such as Parks Victoria, Geelong Otway Tourism and other neighbouring Local Tourism Associations through regular communication and meetings</p> | <p>Attend meetings and industry events as required</p> | <p>Regular meetings are held with:</p> <ul style="list-style-type: none"> • Colac Otway Shire –to discuss our progress against the strategic plan and annual plan • Parks Victoria –annual forums held for the Great Ocean Walk Marketing partnership program. • Parks Victoria – A member of the tactical marketing committee for the Great Ocean Walk with Geelong Otway Tourism & Tourism Victoria • Attended regional staff meetings at Geelong Otway Tourism, which • involves 4 local tourism associations from the region • We hold discussions with Surf Coast Tourism on matters of mutual interests and to explore opportunities for cooperative activities. |
| <p><i>Comment:</i>
OT has delivered on this action.</p> | | |
| <p>Liaise with stakeholders regarding plans / requirements for infrastructure development</p> | <p>Attend and facilitate meetings as required</p> | <p>Regular communication with industry representatives involved, such as</p> <ul style="list-style-type: none"> • Colac Otway Shire • Geelong Otway Tourism • Tourism Victoria |
| <p><i>Comment:</i>
OT has been involved in discussions with the Economic Development Unit on infrastructure projects for small township development and the Apollo Bay Harbour Precinct Master Plan development.</p> | | |
| <p>Liaise with stakeholders to support continued growth in tourist visitation</p> | <p>Attend and facilitate meetings as required</p> | <p>Regular communication with industry representatives involved, such as</p> <ul style="list-style-type: none"> • Colac Otway Shire • Geelong Otway Tourism • Tourism Victoria • Tourism Alliance • Great Ocean Road Marketing • Great Southern Touring Route • Other local tourism associations |
| <p><i>Comment:</i>
OT reports meetings held which fulfils agreement but it would have been beneficial for the purposes of the evaluation to know if OT had any involvement in strategic or action planning with these organisations that would make a difference to regional tourism. GOT, the Regional Tourism Association, has the responsibility for visitation numbers.</p> | | |

| | | |
|--|--|---|
| Liaise with stakeholders for the continued support and development of our attractions and natural environment | Attend and facilitate meetings as required | Regular communication with industry representatives involved, such as <ul style="list-style-type: none"> • Colac Otway Shire • Parks Victoria • Tourism Victoria • Sub Local Tourism Association. |
| <i>Comment:</i>
OT has delivered on this action however development of our attractions and natural environment is the responsibility of State and Local Government. | | |
| Memberships of appropriate organisations that are relevant to Otways Tourism | Paid up memberships | Otways Tourism is a member of the following organizations <ul style="list-style-type: none"> • Tourism Alliance • Australian Regional Tourism Network • G21 • Otway Business Inc |
| <i>Comment:</i>
OT has delivered on this action. | | |
| Attendance at industry conferences to be up to date with industry knowledge | Attendance at events | The Executive Officer has attended conferences organized by <ul style="list-style-type: none"> • Tourism Alliance – Victorian Tourism Industry Conference, • Tourism Alliance – Victorian Adventure & Nature Based Conference • Australian Regional Tourism Network – Australian Regional Tourism Conference held in locations around regional Australia. The last 2 were in Barossa Valley and Alice Springs. The 2010 conference will be in the Yarra Valley |
| <i>Comment:</i>
OT has delivered on this action | | |

The following 'Outcomes Delivery Framework' for the OT Strategic and Action Plan Outcomes table above indicates that OT has achieved or partially achieved 85% of its goals.

| Outcomes Delivery | Number | % |
|----------------------------|-----------|-----------|
| Delivered | 16 | 49 |
| Partially Delivered | 12 | 36 |
| Not Delivered | 5 | 15 |
| Unclear | 0 | 0 |

OT ANNUAL PROJECTS PLAN 2008/2009

(Attachment 3 OT Review Submission Appendix 2).

Tourism Business Development

| Project | Timeline | Outcome |
|---|---|---|
| Annual training Schedule
To develop a set of training/industry development sessions for members | To host no more than 4 sessions in one year | These workshops were held on: <ul style="list-style-type: none"> • Packaging • Online Marketing The annual conference included a full day of information for operators |
| <i>Comment:</i>
OT has delivered on this action | | |
| Industry familiarisation
To conduct 2 industry familiarisation tours within the region for operators and VIC staff | Bi Annually | Otways Tourism worked with Otway Hinterland Tourism Association to conduct a familiarisation tour visiting approx 12 businesses, concluding with networking session Otways Tourism also worked with GOT in assisting VIC staff to have a familiarisation tour into the Otways Region. |
| <i>Comment:</i>
This indicates a limited commitment to familiarisation tours over the past three years. | | |
| Otways Touring Map
To produce a touring map on the Otways
No of Copies: 80,000 | March 2009 | Map produced and released to the market in February 2009. |
| <i>Comment:</i>
OT has delivered on this action | | |
| Walks & Waterfalls
Produce a flyer that profiles all the walks and waterfalls we have in our region along with a map
No of Copies: 35,000 | Dec 2008 | An additional 10,000 were produced in March 2009 to meet demand and provide extra copies for operators who have mini information centres. |
| <i>Comment:</i>
OT has delivered on this action | | |
| Tear off Map
Produce a tear off map for easy navigation for visitors
No of Copies: 100,000 | March 2009 | The tear off map was produced and released in April 2009, with print run of only 50,000 copies to ensure it remains relevant. |
| <i>Comment:</i>
Stocks of this map have not been replenished for the 2009/10 peak season in the VICs. | | |
| Otways Trails Templates
To produce the templates for printing over by Visitor Information Centres
No of Copies: 25,000 | April 2009 | The templates were printed & overprinted & delivered to VICs |

| | | |
|---|----------|---|
| <i>Comment:</i>
OT has delivered on this action | | |
| Official Visitors Guide
To assist Geelong Otways
Tourism in the production of
the Surf Coast / Otways
guide
No of Copies: 80,000 | Nov 2008 | The Surf Coast /Otways visitors guide
was released in Dec 2008 |
| <i>Comment:</i>
OT has delivered on this action | | |

Member Projects

| Project | Timeline | Outcome |
|---|--------------|--|
| Environment Protection &
Carbon Offset Program A
campaign that will aim to
protect the precious
environment we have in the
Otways | June 2009 | This project is still ongoing due to the
amount of time that the Photography
competition required from the admin
officer.

A considerable amount of background
work has been completed and is
requiring compilation and distribution. |
| <i>Comment:</i>
The OT Executive Officer was involved in the GOT "Green Team" See above.

The OT project was reduced to the provision of a guide on where businesses can start which
might then lead them to further develop their environmental footprint. Despite the strategy
being reduced to a minimal effort with a low expectation of engagement, the project was not
delivered in 2008/09.

In the 2009/10 Action Plan this project is listed as "Sustainable Tourism Program" and notes
the provision of a "tool kit". See below. | | |
| Gumboots & Pearls
To support Otway Scenic
Circle Association in its
efforts to stage Gumboots
& Pearls at Melba Gully. | October 2008 | Otways Tourism support Gumboots
and Pearls with \$5,000 in sponsorship
for this unique event. |
| <i>Comment:</i>
OT has delivered on this action | | |
| Gellibrand – Arts & Craft
Cultural Hub
To restore Gellibrand as an
Arts & Craft cultural hub in
the Otways. | June 2009 | This project has not progressed due to
lack of engagement from operators in
the hinterland region.

To develop this further requires a
feasibility study. |
| <i>Comment:</i>
Lack of engagement indicates the industry does not support the project.
A stronger show of support would be needed to support the allocation of resources to a
feasibility study. | | |

| | | |
|---|------------------|--|
| <p>Develop the Otways Region for the “Experience Seeker”.</p> <p>To assist industry in developing Otways Tourism members product or new product to cater for the “Experience Seeker” market</p> | <p>June 2009</p> | <p>Otways Tourism continues to work with operators in developing new business or adding to their product. This support may be verbal advice, or letters of support for funding from local, state and federal governments.</p> |
| <p><i>Comment:</i>
OT delivers on this action to members. New business operators receive limited assistance until they join OT.</p> <p>This is a limiting factor in the development of new product.</p> | | |
| <p>Otways Trails & Touring Loops</p> <p>To continue to develop the Otways Trails collateral increasing the number of trails from Sub LTAs and developing new touring loops into the program</p> | <p>June 2009</p> | <p>Encouragement of Sub LTAs to continue to develop additional trails has led to the Forrest History Walk. The touring loops will be incorporated into the on-line Otway Holiday Planner.</p> |
| <p><i>Comment:</i>
OT has delivered on this action</p> | | |
| <p>Photographic Competition</p> <p>To develop a photography competition within the Otways with each Sub Association to hold one.</p> | <p>June 2009</p> | <p>A subcommittee will coordinate the Otways in Focus competition in October 2010.</p> <p>It was extremely successful and a subsequent strategy to promote the images and the Otways in process</p> |
| <p><i>Comment:</i>
A resource heavy commitment that must be balanced against capacity and other priorities in future years.
OT has delivered on this action</p> | | |
| <p>Apollo Bay – Health & Wellbeing Centre.</p> <p>To continue to push for the development of Apollo Bay as a centre for Health & Wellbeing</p> | <p>Ongoing</p> | <p>Otways Tourism was involved in the Enquiry by Design for the Apollo Bay Harbour Development which identified an opportunity to develop a Health & Wellbeing Centre through presentations from the OT and ABCCT Chair. The subsequent design indicated that the hotel development would be for a Health and Wellness retreat.</p> <p>Development discussions are ongoing</p> |

| | | |
|---|---------|---|
| <i>Comment:</i>
OT has delivered on this action in terms of involvement in the Enquiry but Design but has had no ongoing involvement. | | |
| Trans Otway Waterfall Walk
To continue to advocate to stakeholders for the development of the Trans Otway Waterfall Walk (TOWW) from Lorne to Apollo Bay | Ongoing | Otways Tourism continues to promote the value of the development of such a walk.

Presentations to the South West Trails strategy.

Parks Victoria Management Plans for the Otways include our desire for the TOWW to be included & developed |
| <i>Comment:</i>
OT has delivered on this action. | | |

Public Relations

| Project | Timeline | Outcome |
|---|--------------|---|
| Quarterly Newsletter
To produce a quarterly newsletter to be distributed to members and through the Visitor Information Centres
No of Copies: 250 | Quarterly | Newsletters have been produced featuring stories on Otways Tourism members and other subject matter.

The newsletter is also distributed via the Visitor Information Centres. |
| <i>Comment:</i>
OT has delivered on this action | | |
| Annual Report
To produce an Annual Report both electronically and in hard copy for distribution to members No of Copies: 250 | October 2008 | Annual Report was produced and distributed to members in October 2008 |
| <i>Comment:</i>
OT has delivered on this action | | |
| PR & Communication Strategy
To produce a series of media releases on product in our region to also combine to compile a media kit for distribution to appropriate media. | Dec 2008 | Media releases were finalised in 2009. Otways Tourism has a set that can be provided to media requesting information. |
| <i>Comment:</i>
OT has delivered on this action however a more regular and higher number of published media articles would be beneficial to local industry confidence in OT. | | |

The following 'Outcomes Delivery Framework' for the OT Annual Projects Plan 2008/2009 table above indicates that OT has achieved or partially achieved 89% of its goals.

| Outcomes Delivery | Number | % |
|----------------------------|-----------|-----------|
| Delivered | 11 | 62 |
| Partially Delivered | 5 | 27 |
| Not Delivered | 2 | 11 |
| Unclear | 0 | 0 |

OT ANNUAL PROJECTS PLAN 2009/2010

(Attachment 3 OT Review Submission Appendix 3).

Tourism Business Development

| Project | Timeline | Outcome |
|--|---|--|
| Annual training Schedule
To develop a set of training/industry development sessions for members | To host no more than 3 sessions in one year | The annual conference has been held this year in with the other GOT regions, offering a full day of speakers on tourism issues.

A second workshop has been held on Bushfire ready with speakers from <ul style="list-style-type: none"> • CFA • DSE • Tourism Vic There will be a third workshop in the new year:
TOURISM EXCELLENCE
As part of the Tourism Excellence program a tourism audit will be made available to members. |
| <p><i>Comment:</i>
If third workshop held OT will deliver on this action.</p> | | |
| Industry familiarisation
To include:
Member mentoring program
Speed 'Dating' Event
Annual Dinner | At appropriate times of the year according to visitation. | Contact will be made with new members to determine if they would like a mentor.

The "speed dating" event and annual dinner are set down for the new year. |
| <p><i>Comment:</i>
This indicates a more mature understanding of membership need for industry participation in knowledge building about local product.
If all goals met OT will deliver on this action</p> | | |

Marketing/Visitor Services

| Project | Timeline | Outcome |
|---|-----------------|---|
| Otways Touring Map
To produce a touring map on the Otways
No of Copies: 80,000 | November 2009 | The map is currently in production with expected release on Jan 2010. |
| <i>Comment:</i>
The deadline for this map should have been earlier than November. Even if completed in January, OT has not delivered on this action. | | |
| Walks & Waterfalls
Produce a flyer that profiles all the walks and waterfalls we have in our region along with a map
No of Copies: 45,000 | Jan 2010 | The Walks & Waterfalls is in the process of reproduction. Its expected release date is January 2010. |
| <i>Comment:</i>
If released in Jan 2010, OT will have delivered on this action. | | |
| Tear off Map
Produce a tear off map for easy navigation for visitors
No of Copies: 100,000 | June 2010 | Depending on demand this production could fall into the next financial year. |
| <i>Comment:</i>
As an action in the 2009/10 year the production and distribution should happen prior to 30 June 2010. | | |
| Otways Trails Templates
To produce the templates for printing over by Visitor Information Centres
No of Copies: 25,000 | April 2009 | The trails templates have been printed. In discussions with the COS, OT has also had all the trails printed over and folded to reduce the impact on resources of the COS. |
| <i>Comment:</i>
OT has delivered on this action. | | |

Otways Tourism Projects

| Project | Timeline | Outcome |
|---|-----------------|---|
| Sustainable Tourism Program
A program that aims to provide a tool kit that will assist them in developing a more sustainable tourism business. | January 2010 | This program is still a work in progress and hoped to be finalised in January 2010. |

| | | |
|---|----------------------------|--|
| <p><i>Comment:</i>
Given that there has been no preliminary report or discussion with the OT Board on this project prior to January 2010, it is unlikely that it will be delivered by January 2010.</p> | | |
| <p>Otways Tourism Collateral
To continue the review and development of Otways Tourism collateral.</p> | <p>March 2010</p> | <p>Otways Tourism has concluded that it would like to have its own Official Visitors Guide so we can develop and control the look, feel and content of it. This decision requires understanding of the total costs of producing such a publication.</p> <p>Due to our current review and no guarantee of continuity this project is on hold until such time that we can progress</p> |
| <p><i>Comment:</i>
As a member based organisation and receiving its major funding from Council OT is obliged to complete the development process regardless of the uncertainty of future funding. If an Otways Official Visitors Guide is a priority of OT members it is likely that they will still want it whether or not OT has its service agreement renewed or not and Council will be expected to pursue production of the Guide.</p> | | |
| <p>Photographic Competition
To continue the photography competition within the Otways.</p> | <p>Oct 2009 - Oct 2010</p> | <p>The photography competition has again been confirmed as one of OT's projects for 2010.</p> |
| <p><i>Comment:</i>
This has been a very successful project but did require a heavy investment in coordination and administration.</p> <p>It can only be assumed that weaknesses in delivery in other areas are an outcome of this prioritisation of resources.</p> | | |
| <p>Apollo Bay – Health & Wellbeing Centre
To continue to push for the development of Apollo Bay as a centre for Health & Wellbeing</p> | <p>Ongoing</p> | <p>Otways Tourism will continue to push for the development of a Health & Wellbeing Centre in Apollo Bay as part of the Harbour Development.</p> |
| <p><i>Comment:</i>
OT supported this initiative through the Apollo Bay Harbour Master Precinct Plan Enquiry by Design process.</p> <p>OT will continue to advocate for the health and well being theme in development for Apollo Bay.</p> | | |
| <p>Trans Otway Waterfall Walk
To continue to advocate to</p> | <p>Ongoing</p> | <p>Otways Tourism is also continuing to work with the Otway Ranges Walking</p> |

| | | |
|---|------------------------|---|
| stakeholders for the development of the Trans Otway Waterfall Walk (TOWW) from Lorne to Apollo Bay | | Association to advocate for a Trans Otway Waterfall |
| <p><i>Comment:</i>
OT advocated for the TOWW in:</p> <ul style="list-style-type: none"> • A submission to Parks Victoria in response to its Draft Management Plans for the Great Otway National Park. • A submission to include the TOWW as a major trail in the Great South West Trails Strategy <p>OT lobbied in one on one meetings with Parks Vic staff and through Parks Vic workshops. OT also attended Great South West trails Strategy consultation forums.</p> <p>The lobbying has resulted in stakeholder discussions on raising funds for a feasibility study.</p> | | |
| Online Trip Planner
To develop an online trip planner that will provide more information on the Otways Region. | June 2010 | Treetops Consulting is currently working on the first stage of the online trip planner for Otways Tourism. This project will benefit all operators in the region and will ultimately be completed in 3 stages. |
| <p><i>Comment:</i>
If stage 1 is completed by June 2010 then the outcome will have been achieved.</p> | | |
| Melbourne Cup Tour
To increase the profile of the Otways Region and contribute to community activity | Sept 2009
Completed | The Melbourne Cup Tour to the Otways was a very successful event in September visiting: <ul style="list-style-type: none"> • GORVIC • COPACC • Colac Primary School • Mercy Aged Care |
| <p><i>Comment:</i>
OT has delivered on this action.</p> | | |
| Otways Tourism Car Branding
To promote the Otways through the branding of Organisation car. | July 2009
Completed | To assist in marketing and branding. The company car has Otways branding. |
| <p><i>Comment:</i>
While this is an operational task of minor significance, OT has delivered on this action.</p> | | |
| Great Ocean Road Marathon
To support local events that brings international and | May 2010 | Otways Tourism continues to support iconic local events that bring visitors to the region and generate economic benefits for the community. This event |

| | | |
|--|---------------|--|
| domestic recognition to the Otways Region. | | continues to grow in size of competitors. It is now entering its 5th year. |
| <i>Comment:</i>
OT has delivered on this action, through funding support of the Marathon. | | |
| Great Victorian Bike Ride
To support external events that have significant opportunities for local tourism operators and brings economic benefits to the broader community. | December 2009 | In partnership with Colac Otway Shire Otways Tourism contributed \$8,000 in sponsorship to ensure that Apollo Bay was utilized as a rest day. This ensures economic benefits to the local community and other organisations.

Otways Tourism also assisted in operating shuttles to the Otway Fly and Cape Otway Lightstation and a tour to Otway Estate Winery & Brewery. |
| <i>Comment:</i>
OT has delivered on this action. | | |

Member Projects

| Project | Timeline | Outcome |
|--|--------------|---|
| Gumboots & Pearls
To support Otway Scenic Circle Association in its efforts to stage Gumboots & Pearls at Melba Gully. | October 2010 | Otway Scenic Circle Association has contractual challenges with previous organisers of the event and hence did not run this event in 2009.
Otways Tourism has given a commitment to supporting the event in the future. |
| <i>Comment:</i>
This has been a very successful event and when contractual issues are sorted will be revived. OT has not been able to financially support within 2009/10 but if continued funding support from Council will financially support in 2010/11. | | |
| Otway Harvest Trail
To support the Otway Harvest trail with funding to continue the marketing and strategic planning for this project. | Dec 09 | Operators in the hinterland region have banded together with members from Surf Coast Tourism to develop the Otway Harvest Trail which is based around fresh local produce including food, wine and accommodation providers. |
| <i>Comment:</i>
Otways Tourism in conjunction with Otway Hinterland Tourism Association has committed \$5,000 in funding towards the development of the Harvest Trail. This will include activities such as marketing collateral, development of a strategic plan, website etc. | | |

| | | |
|---|--------------------|--|
| <p>Gellibrand – Arts & Craft Cultural Hub
To restore Gellibrand as an Arts & Craft cultural hub in the Otways.</p> | <p>June 2009</p> | <p>This project has continued to stall and it would appear unlikely to continue. Like all of these projects they require local enthusiasm and someone to drive them. This project needs to be reviewed.</p> |
| <p><i>Comment:</i>
It was reported in the previous year Annual Projects Plan report that:
<i>“This project has not progressed due to lack of engagement from operators in the hinterland region. To develop this further requires a feasibility study.”</i></p> <p>The appropriate action in 2009/2010 would be to defer the project and not include it as an action or seek further stakeholder involvement and conduct the feasibility study.</p> <p>There is no evidence of any action against this action strategy in 2009/10. OT has not delivered on this action.</p> | | |
| <p>Develop the Otways Region for “Experience Seeker”
To assist industry in developing Otways Tourism members product or new product to cater for the “Experience Seeker” market.</p> | <p>Ongoing</p> | <p>This is always going to be an ongoing project as it forms part of our core responsibilities in assisting to develop tourism product in our region. The “Experience Seeker” is a unique market that is predominantly International and requires special needs and understanding which has been provided to operators in the region previously.</p> |
| <p><i>Comment:</i>
OT Executive Officer was involved in the development of the branding of our region for this strategy to ensure that our product in the region was adequately represented.</p> <p>Information about additional marketing opportunities has been communicated to OT members but no action is provided to evidence activity that supports product development.</p> | | |
| <p>Otways Full Day Conference / Annual Dinner
To develop a relevant one day conference for Otways Tourism members with appropriate content and to be followed by the Annual Dinner.</p> | <p>May 2010</p> | <p>This event will be conducted in 2010 and as indicated will be run in parallel with a full day conference for Otways Tourism members.</p> |
| <p><i>Comment:</i>
It is unclear whether this is an extra conference to the one reported against the above action strategy <i>“Annual training schedule to develop a set of training/industry development sessions for members”</i>.
A conference was also reported against this actions strategy as one of three training opportunities for members for 2009/2010.</p> | | |
| <p>Otways Escapes
To explore the possibility of developing a series of events in the Otway</p> | <p>2009 / 2010</p> | <p>This project will require some initial research and a discussion paper to be developed to generate industry interest in the concept.</p> |

| | | |
|--|--|--|
| Hinterland during the winter months with a thematic approach to the project. | | |
| <p><i>Comment:</i>
If the research and a discussion paper are developed and industry members engaged in the process then this outcome will have been achieved.</p> | | |

Local Association Projects

| Project | Timeline | Outcome |
|---|--------------------|---|
| APOLLO BAY CHAMBER OF COMMERCE & TOURISM
1. To assist in the procurement and installation of Christmas Lights in Apollo Bay to engender community spirit and overall aesthetics of the town.
2. To operate a series of networking events for local members to interact with other members and listen to guest speakers | 2009 / 2010 | Otways Tourism has provided funding for these projects to progress and expect an acquittal in the new year. |
| <p><i>Comment:</i>
OT has delivered on this action.</p> | | |
| OTWAY SCENIC CIRCLE ASSOCIATION
1. Update relevant information on marketing collateral
2. Conduct a packaging workshop for local operators in conjunction with the International Lighthouse Weekend | July / August 2009 | The packaging workshop has already been completed and work is continuing on the marketing collateral. |
| <p><i>Comment:</i>
OT has delivered on this action</p> | | |
| OTWAY HINTERLAND TOURISM ASSOCIATION
To jointly fund the Otway Harvest Trail with Otways Tourism to sponsor the Birregurra Weekend Festival | 2009/2010 | Commitments and payments have already been processed by OHTA to support these local events and projects. |

Comment:

OHTA provided funding for the Birregurra Festival and OT provided \$5,000 funding to the Otway Harvest Trail.

Public Relations

| Project | Timeline | Outcome |
|---|----------------------------|---|
| Quarterly Newsletter
To produce a quarterly newsletter to be distributed to members and through the Visitor Information Centres
No of Copies: 150 | Quarterly | 2 newsletters have already been produced this current financial year with another 2 to happen in the new year. |
| <i>Comment:</i>
OT has delivered on this action to date. Please note previous year 250 copies printed. This may be due to the increase in electronic distribution of the product. | | |
| Annual Report
To produce an Annual Report both electronically and in hard copy for distribution to members
No of Copies: 250 | October 2009 | Annual Report has been produced and distributed to members. |
| <i>Comment:</i>
OT has delivered on this action. Please note previous year 100 copies printed. No reason for the increase is indicated. | | |
| PR & Communication Strategy
To produce a series of media releases on product in our region to also combine to compile a media kit for distribution to appropriate media. | September 2009 - Completed | Media Releases have been completed and will be used on demand and also in promotion of the region to attract awareness of the region. |
| <i>Comment:</i>
OT has delivered on this action however a more regular and higher number of published media articles would be beneficial to local industry confidence in OT.

It appears from this outcomes statement that OT will not be actively engaged with the media as new issues arise or new events occur. | | |

The following 'Outcomes Delivery Framework' for the OT Annual Projects Plan 2009/10 table above indicates that OT has achieved or partially achieved 89% of its goals.

| Outcomes Delivery | Number | % |
|----------------------------|---------------|-----------|
| Delivered | 11 | 40 |
| Partially Delivered | 9 | 32 |
| Not Delivered | 6 | 21 |
| Unclear | 2 | 7 |

Given that the report has been received at the midway point of the year it is to be expected that there would be a number of projects partially delivered.

The OT Review Submission provides the following forecast for January 2010 to June 2010 that are also reflected in the 2009/2010 Action plan:

- *Completion of Stage One of the online Otways Holiday Planner.*
- *Supporting Otway Harvest Trail development*
- *Publication of the Otways Tourism newsletters*
- *The development of a day conference for Otways Tourism members in conjunction with the Annual Dinner*
- *Continued support for our major events in the region such as the Great Ocean Road Marathon*
- *Industry development through the tourism excellence program as developed by Tourism Victoria*
- *Opportunities for operators to participate in the Tourism Audits program*
- *Continued production of Otways Tourism marketing collateral including product bags for the VICs and an individual information booklet*
- *Refining and continued development of the Photography competition*
- *Development of the board sub committees and their responsibilities,*
- *Governance- to improve the efficiency of The Board through reviewing structure and process*
- *Collateral - implementing the findings of the review*
- *Membership - to regenerate struggling LTAs and improve communication at an individual level*
- *Otways Tourism will also be active in the regional restructure of the Great Ocean Road region to ensure that OT has a model that is appropriate for Otways Tourism and the Colac Otway Shire with the right amount of resourcing and funding to better promote our region*
(pp 12 OT Review Submission Dec 2009)

Important achievements have been listed above however there is cause for concern in the following areas:

- **Media coverage**
There needs to be a higher level of performance in achieving regular mainstream positive media coverage for the local tourism industry.
- **Membership services and growth**
There needs to be a review of membership services and a clear strategy to improve member relationships and numbers growth. The OT Board Membership Sub Committee should make recommendations regarding these matters. Colac Otway Shire should consider a partnership with OT to review the structure, fees, rights and responsibilities of membership. This point is further addressed below in Other Issues – Membership.
- **Industry development**

A greater effort needs to be made to provide opportunities for industry to improve service and develop new product. The Annual Regional Tourism Conference with Surf Coast Tourism has been a success and the networking opportunities planned for 2010 will assist however it would be beneficial if OT were to make a concerted effort to tap into industry needs in these areas and work on innovative ways to deliver.

- Communication with VICs
A greater effort needs to be made by both OT and the VICs to improve communications.
- Collateral Development and delivery
Collateral development and delivery for industry and VIC distribution to visitors is an essential role of a Local Tourism Authority and must be delivered in a professional and timely manner. The Collateral Review should be completed within the Service Agreement period so that any new initiatives can be delivered prior to the 2010/11 peak tourism season.

While there are shortcomings in performance the OT Review Submission provides clear evidence of significant strategic and action planning achievement across 2007 to 2010 and a clear determination to continue to deliver against key performance indicators.

A further measure of performance is provided in a series of surveys conducted by Council officers in the process of conducting the evaluation of the Service Agreement.

2009 Otways Tourism Service Agreement Evaluation Surveys

In October 2009 Colac Otway Shire conducted an Industry Survey including all members of Otways Tourism and all property owners who contribute to Economic Development and Tourism through rates. The survey questions were based on the responsibilities of Otways Tourism stated in the Service Agreement and as listed above.

Both Surveys were confidential however respondents were given the option of providing contact details if requiring further follow up.

There were 204 Member Surveys sent and 40 responses; 464 Property Owners Surveys sent and 38 responses. This is not a high response rate and not all questions were answered by all respondents. The survey should therefore be seen as an indicator of member and property owner sentiment but not a conclusive study of the impact of OT on the broad range of issues canvassed. The surveys should be read in context of the assessment of the OT Review Submission which examines OT achievements and efforts to deliver on key strategies.

The Member Survey indicates a generally positive outcome with above average scoring and a number of very supportive statements. There were also a number of negative comments and a sample of both are listed below. To some OT members it appears that they believe the problems identified as a perception of OT being "*unresponsive to the needs of the smaller players in the industry*" may still exist, however many of these businesses do not actively engage with OT and may not be aware of the successful initiatives outlined in the above assessment of OT Strategic and Action Plans.

On balance it can be concluded that from the 40 responses received that OT is generally supported but there are specific areas where improvement is needed particularly in the area of industry development. The Visitor Information Centres are almost universally valued and supported.

Member Survey Summary

(Full report: Attachment 6 2009 Survey Results; Attachment 7 Survey Comments)

| QUESTION | COMMENT |
|---|--|
| Coordination & Representation | |
| <p>How would you rate Otways Tourism Inc. leadership in the local tourism industry?</p> <p>Assessed on a scale of 1 to 5 with 1 being the lowest score</p> <p style="text-align: right;">3.5</p> | <ul style="list-style-type: none"> • They don't have sufficient funds to perform this task • Perhaps hindered by structure under GOT and not master of its own direction • The system is too complicated for small business to understand |
| <p>How would you rate Otways Tourism Inc. performance on advocacy for member issues?</p> <p>Assessed on a scale of 1 to 5 with 1 being the lowest score</p> <p style="text-align: right;">3</p> | <ul style="list-style-type: none"> • Needs to talk one on one to operators and visit their operations • Relationship with OT members needs to be improved so the Board is more aware of members concerns. In defence of the Board many members are apathetic |
| Marketing | |
| <p>How would you rate Otways Tourism Inc. local initiatives e.g. 'Breathe Easy' and the Photography Competition?</p> <p>Assessed on a scale of 1 to 5 with 1 being the lowest score</p> <p style="text-align: right;">3</p> | <ul style="list-style-type: none"> • Limited impact on industry • I like the logo / message behind the term Breathe Easy • OT is finally starting to show some initiative |
| <p>How would you rate Otways Tourism Inc. involvement in regional marketing programs e.g. Off Peak Campaign?</p> <p>Assessed on a scale of 1 to 5 With 5 being the lowest score</p> <p style="text-align: right;">2.5</p> | <ul style="list-style-type: none"> • It needs more infrastructure to make winter more interesting • Off peak marketing campaign appears to be a poor investment |
| Visitor Services | |
| <p>How would you rate the information and tourism collaterall provided by the Colac and Great Ocean Road Visitor Information Centres</p> <p>Assessed on a scale of 1 to 5 with 1 being the lowest score</p> <p style="text-align: right;">4</p> | <ul style="list-style-type: none"> • GORVIC is a great help during the off season • Shire's promotional materials should be improved • Staff do a great job with the info they are given |
| <p>How would you rate the promotion of Otways Tourism Inc. and its members through the VICs?</p> <p>Assessed on a scale of 1 to 5 with 1 being the lowest score</p> <p style="text-align: right;">4</p> | <ul style="list-style-type: none"> • VICs do a great job • Yes enough room, need more than the logo for promotion |

| Tourism Business Development | |
|---|---|
| <p>How would you rate the opportunities provided by Otways Tourism Inc. for industry professionalism and development of a service culture?
Assessed on a scale of 1 to 5 with 1 being the lowest score</p> <p style="text-align: right;">3</p> | <ul style="list-style-type: none"> • We don't have professional leadership at OT • They try with seminars but not many take up the offer |
| Tourism Industry Development | |
| <p>How would you rate the impact of Otways Tourism Inc on the development of new tourism product and experiences in the region?
Assessed on a scale of 1 to 5 with 1 being the lowest score</p> <p style="text-align: right;">4</p> | <ul style="list-style-type: none"> • Haven't seen any impact or new product • No visible contact with new ventures, council equally to blame make it hard for new / interested operators |
| <p>How would you rate the impact of Otways Tourism Inc on promoting the local region's competitive strength?
Assessed on a scale of 1 to 5 with 1 being the lowest score</p> <p style="text-align: right;">4</p> | <ul style="list-style-type: none"> • Non-existent • Trails great, needs to be more of them |
| Partnerships | |
| <p>How would you rate the effectiveness of Otways Tourism Inc. in keeping members and key stakeholders informed of the latest tourism related information and opportunities
Assessed on a scale of 1 to 5 with 1 being the lowest score</p> <p style="text-align: right;">3</p> | <ul style="list-style-type: none"> • OT has worked hard to provide information through the electronic newsletter, however location of the office does not help • Does not use established networks or foster new network groups • OT should convey to members and non members what they do and update on latest tourism info |
| <p>How would you rate the effectiveness of Otways Tourism Inc. network development e.g. interaction with members, events, dinners, Sub LTA liaison, industry networking.
Assessed on a scale of 1 to 5 with 1 being the lowest score</p> <p style="text-align: right;">3.5</p> | <ul style="list-style-type: none"> • They try hard but we don't have sufficient staff to allow us to attend workshops • Our Sub LTA dissolved after struggling for years. The whole structure needs review • OT is working hard to develop this area, good to see Lindy attending Sub LTA meetings |
| <p>Further comment</p> | <ul style="list-style-type: none"> • Otway hinterland needs direction and links with OBI • Market to local community the 'benefits of tourism to the Otways' • OT with its constituent Local Tourism Associations is fundamental to the local tourism industry. It is there not only to support and enhance the profile of the Otways area in conjunction with its members of GOT but also to provide information to visitors and support local businesses. • We are grateful for the events staged in Apollo Bay Music Festival, GOR Marathon, Otway Odyssey etc |

| | |
|--|---|
| | <ul style="list-style-type: none"> • The Apollo Bay VIC is extremely supportive and we appreciate it. • The involvement of OT with GOT and the control of marketing of the Shire by GOT prevents Colac Otway from ‘standing out in the region.’ We have a levelling of all tourism destinations. Geelong is not equal to the Colac Otway Shire as a tourism destination • We should not go on funding OT through Council Funds they have not performed to the satisfaction of our business • Tourism at present is almost entirely based on accommodation. • Little provision for seasonal attractions and the costs imposed by GOT cannot be recouped through increased sales. Two VICs do a reasonable job and are worth supporting • OT is following Council’s disastrous lack of interest in tourism • Can’t even get the local map correct • Biggest hurdle is the fee structure. Firstly OT money paid to GOT then Council taking tourism levy therefore members leave OT as it looks like double dipping from Shire system |
|--|---|

The Property Owners Survey indicates that holiday home owners who pay a differential rate if they rent their respective properties indicates that they are generally curious and interested but not supportive of the current structure of the industry especially in relation to their special rate. It was to be expected that there was a general lack of knowledge of OT and that the rating issue would be raised however it is a positive sign that many respondents wished further information from OT. It was to be expected that the Visitor Information Centres would be better known amongst this group than OT and as with the Member Survey the VICs are valued and supported.

Property Owners Surveys

(Full report: Attachment 6 2009 Survey Results; Attachment 7 Survey Comments)

| QUESTION | COMMENT |
|--|--|
| <p>Are you aware that Otways Tourism Inc. is the local tourism industry association to market and promote tourism in the region through brand development, education, advocacy and networking?</p> <p>Yes 29 No 15</p> | <ul style="list-style-type: none"> • Aware? Yes. Aware of activities in this case not really. No apparent impact to my situation • Not aware of Otways Tourism Inc. as a brand in its own right. • It has done nothing but conduct surveys |
| <p>Are you aware that you are eligible to become a member of Otways Tourism Inc?</p> <p>Yes 10 No 35</p> | <ul style="list-style-type: none"> • Yes, but at what cost? • Strange! I pay extra rates levy for ‘services’ so why become a member of an incorporated body working for the Shire? I should already have a democratic access to the activity of the body. |

| | |
|--|--|
| <p>Are you aware that you can join Otways Tourism Inc. through your local Sub Local Tourism Association (LTA) e.g. the Apollo Bay Chamber of Commerce and Tourism, Otways Coast, Otway Scenic Circle Association, Otway Hinterland Tourism Association?</p> <p>Yes 9 No 36</p> | <p>The Association has done nothing so far so I can't see it being useful to me</p> |
| <p>Would you like an explanation of Otways Tourism Inc. member services?</p> <p>Yes 27 No 17</p> | <p>Respondents who requested contact provided their contact details.</p> |
| <p>What do you believe Otways Tourism Inc should be doing to add value to your tourism business?</p> <p>Assessed on a scale of 1 to 5 with 1 being the lowest score</p> <p style="text-align: right;">2</p> | <ul style="list-style-type: none"> • Accent should be on eco-tourism not destroying environment • Work at local sites to support simple sustainable tourism and ensure cross – shire tourism. This works effectively along the GOR and Otways on a sense. I don't think what is outlined in the information provided is very relevant and visitor yield and many other aims are not our interests • We prefer peace and quiet and not to promote tourism • If I was aware of what they did or could offer I could answer this question • Upgrade facilities, development of tourist attraction and promotion of tourism • Our rental property is only rented out 1 month of the year, very unfair to be rated holiday – should only be 1/12th holiday rates. We receive no benefits from this rating. |
| <p>How would you rate the opportunities provided by Otways Tourism Inc. for industry professionalism and development of a service culture?</p> <p>Assessed on a scale of 1 to 5 with 1 being the lowest score</p> <p style="text-align: right;">3</p> | <ul style="list-style-type: none"> • No idea / Don't know x3 • As I am not aware of Otways Tourism I don't know what they do or could do in this area • We have little to do with the industry (Otways Tourism) |
| <p>How would you rate the impact of Otways Tourism Inc. on promoting the local region's competitive strength?</p> <p>Assessed on a scale of 1 to 5 with 1 being the lowest score</p> <p style="text-align: right;">4</p> | <ul style="list-style-type: none"> • No idea / Not known x2 • Not visible to me • As I am not aware of Otways Tourism I don't know what they do or could do in this area |

| | |
|---|---|
| <p>How would you rate the information and tourism collateral provided by the Colac and Great Ocean Road Visitor Information Centres (VIC)?</p> <p>Assessed on a scale of 1 to 5 with 1 being the lowest score</p> <p style="text-align: right;">5</p> | <ul style="list-style-type: none"> • Not known • Generally good • I have used a lot of their information |
| <p>Further Comments</p> | <ul style="list-style-type: none"> • The GOR needs to be improved, particularly the road shoulders • Considering Council is charging a falsely increased level of rates, the number of tourists is down and it's blatant fund raising exercise is simple extortion. • I may have used their products and services but not been aware of their brand. More visible self marketing may assist. • Holiday properties inhabited for only 10 weeks of year but charged more than locals what a disgrace. |

The Stakeholder Survey was sent to representative of Geelong Otway Tourism (GOT), Parks VIC and Tourism Victoria and Otway Business Inc. The responses indicate general support of OT and emphasises that OT does not have resources to stand alone.

Comments – Key Stakeholders

(Full report: Attachment 6 2009 Survey Results; Attachment 7 Survey Comments)

| QUESTION | COMMENTS |
|---|--|
| Co-ordination & Representation | |
| How would you rate Otways Tourism Inc. leadership in the local tourism industry? | <ul style="list-style-type: none"> • Better now that clearer role definition has been developed |
| How would you rate Otways Tourism Inc. performance on advocacy for member issues? | <ul style="list-style-type: none"> • Always making local representations on behalf of members |
| Marketing | |
| How would you rate Otways Tourism Inc. local initiatives e.g. 'Breathe Easy' and the Photography Competition? | <ul style="list-style-type: none"> • Very good local initiatives |
| How would you rate Otways Tourism Inc. involvement in regional marketing programs e.g. the Off Peak Campaign? | <ul style="list-style-type: none"> • Industry still required to 'put their \$s' into co-operative marketing |

| Visitor Services | |
|---|---|
| How would you rate the information and tourism collateral provided by the Colac and Great Ocean Road Visitor Information Centres? | <ul style="list-style-type: none"> • Very good |
| How would you rate the promotion of Otways Tourism Inc. and its members through the VICs? | |
| Tourism Business Development | |
| How would you rate the opportunities provided by Otways Tourism Inc. for industry professionalism and development of a service culture? | <ul style="list-style-type: none"> • The key and actual role of OT Inc |
| Tourism Industry Development | |
| How would you rate the impact of Otways Tourism Inc on the development of new tourism product and experiences in the region? | <ul style="list-style-type: none"> • Tourism development often falls outside OT structure (i.e. other Council / Partnerships – GOT, G21, other State Dept) |
| How would you rate the impact of Otways Tourism Inc on promoting the local region's competitive strength? | <ul style="list-style-type: none"> • Always providing story leads etc. |
| Partnerships | |
| How would you rate the effectiveness of Otways Tourism Inc. in keeping members and key stakeholders informed of the latest tourism related information and opportunities? | <ul style="list-style-type: none"> • Again via other partnerships |
| How would you rate the effectiveness of Otways Tourism Inc. network development e.g. interaction with members, events, dinners, Sub LTA liaison, industry networking. | <ul style="list-style-type: none"> • Networking a critical role for LTAs |
| Further comment | <ul style="list-style-type: none"> • Otways Tourism plays a critical role, particularly in industry and local networking. Works well with GOT. Particularly now that roles have been refined and made clearer • OT plays a role in broader industry structure. • OT Inc. does not have resources (man power, expertise, \$s to stand alone) |

The Surveys provide a mixed review of the performance of OT over the past three years recognising both success and shortcomings. The information gathered from the Surveys supports the earlier conclusion that OT has achieved a significant amount over the three years of the Service Agreement but needs to address:

- Media coverage
- Membership services and growth
- Industry development
- Communication with VICs
- Collateral Development and delivery

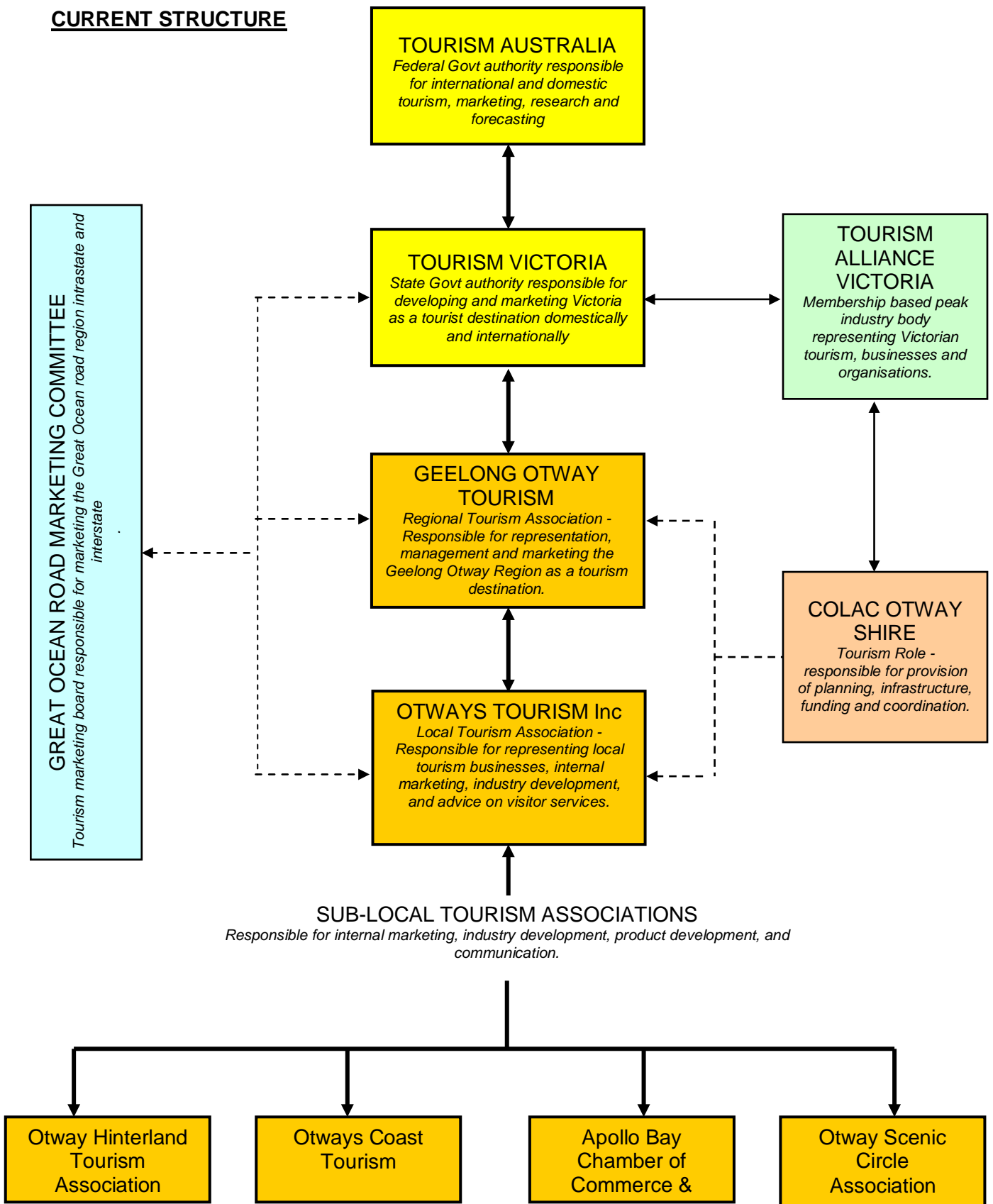
This Evaluation is specific to the Colac Otway Shire Otways Tourism Inc. Service Agreement 2007 – 2010 however of future of OT will be affected by changes in regional tourism structures.

The State Government Regional Tourism Action Plan 2009 – 2012, Tourism Victoria proposes a change of structures prompted by recognition of the challenges that face regional tourism:

- Many regional structures are under-resourced and lack adequate funding support;
- Regional structures rely heavily on volunteers who are struggling to cope with competing demands from their own businesses;
- The roles and responsibilities of some regional structures are unclear or duplicated;
- Many regions do not have adequate communications mechanisms in place to ensure that all stakeholders are informed and engaged in tourism development;
- Industry is unclear about how to work with and engage with Tourism Victoria on issues outside of marketing;
- Regional Campaign Committees focus on marketing and are unable to address other critical issues impacting regional tourism growth such as product development, investment attraction, skills training and sustainability management; and
- There is recognition that sustainable tourism development at the regional level requires a more strategic focus to create a strong foundation for industry growth.

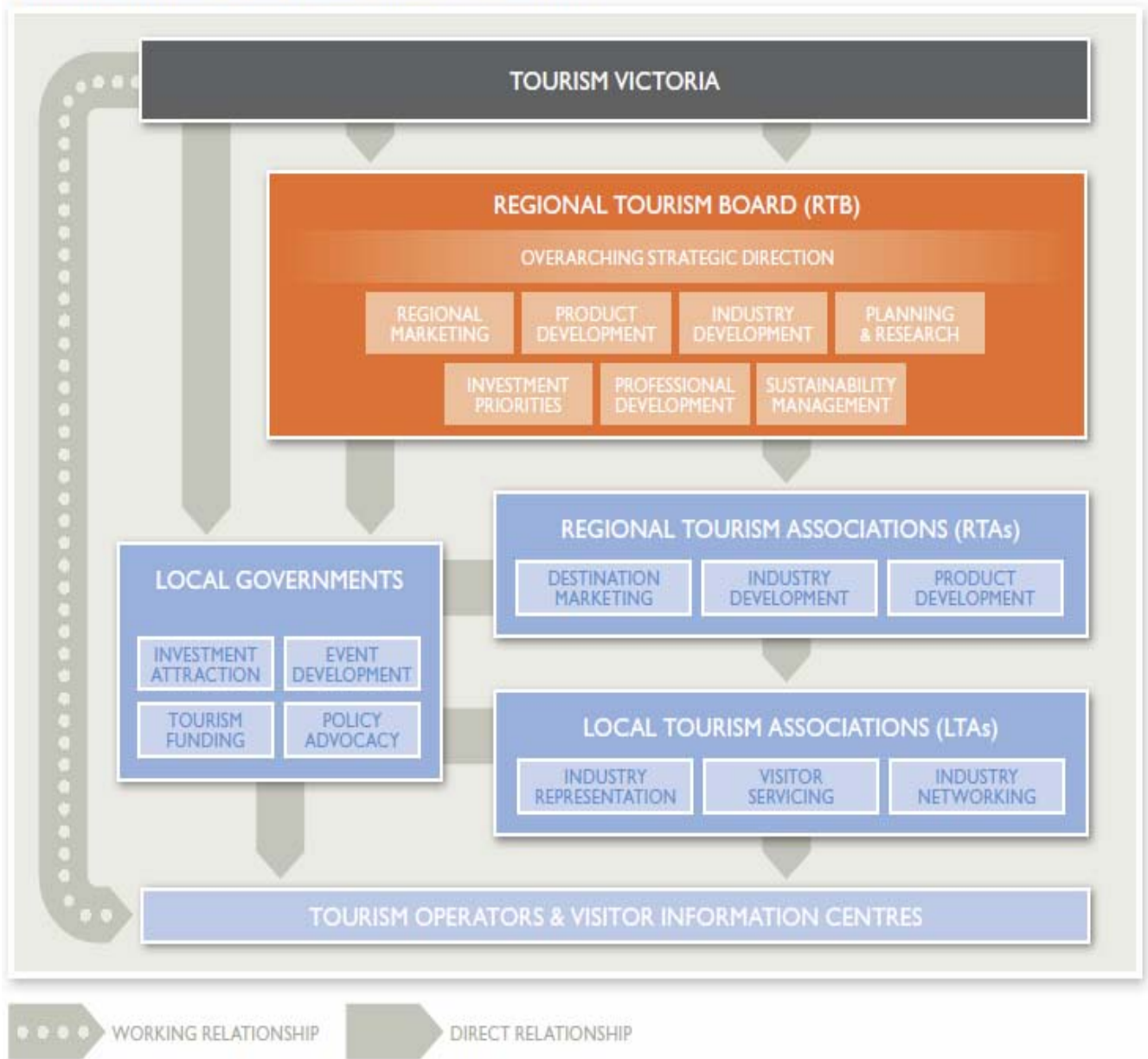
The current regional structure of tourism including the Geelong Otway region is displayed in the diagram below.

CURRENT STRUCTURE



The Regional Tourism Action Plan proposes a new model:

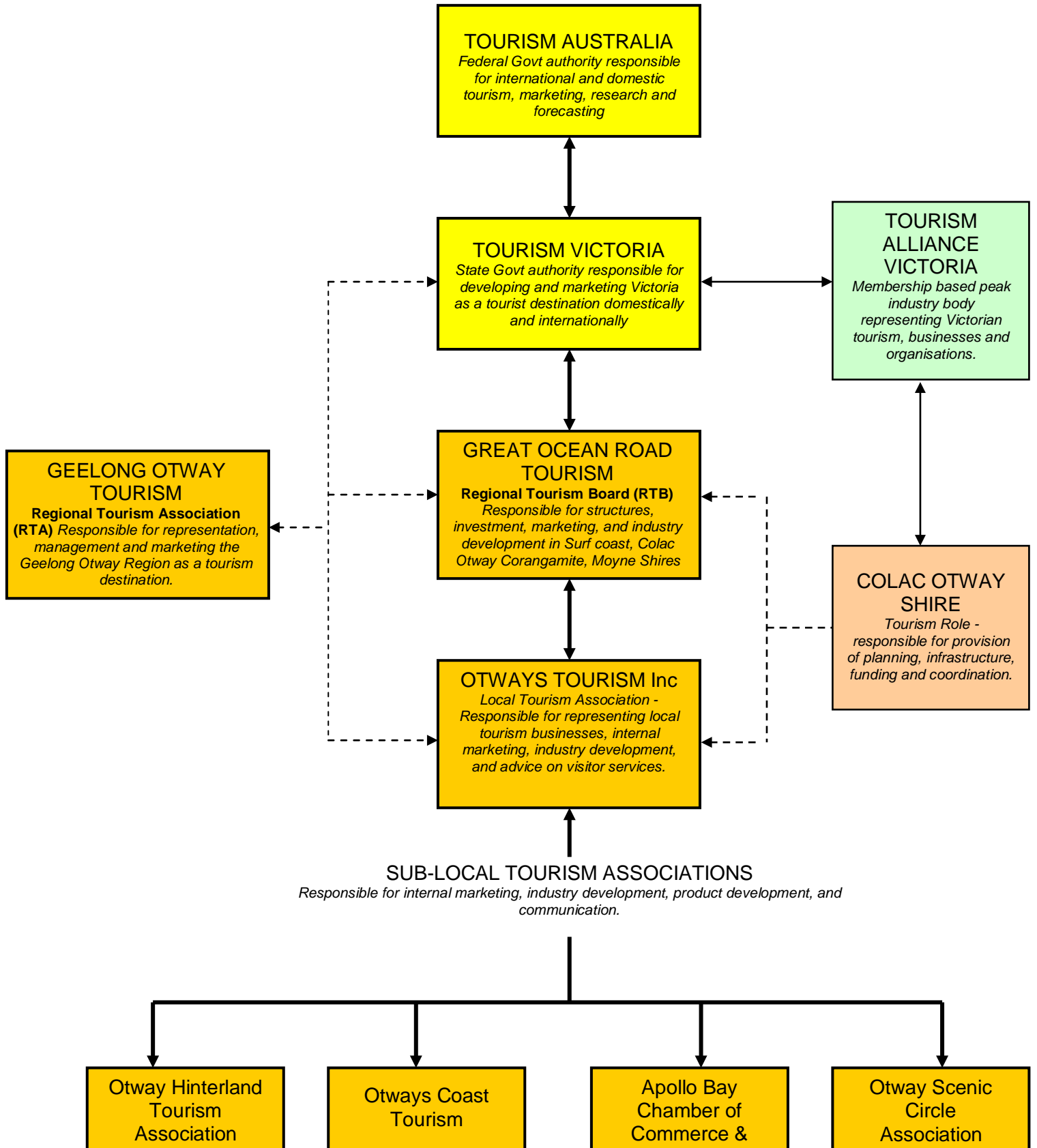
Figure 4. Potential model for evolving industry structures in regional Victoria



Regional Tourism Action plan 2009 – 2102, Tourism Victoria

This model may be better understood in the diagram below.

A PROPOSED ALTERNATIVE STRUCTURE



The process for determining a final structure will commence with a presentation to Council on the Regional Tourism Action Plan followed by a 'Discussion Paper' that will address issues, proposals and implementation processes. There will be an 'Implementation Committee' and both Colac Otway Shire and OT will have the option to nominate as members of the Committee.

Currently Council provides financial support to tourism organisations as follows:

- GOT receives an agreed amount annually according to a Memorandum of Understanding (MoU). In 2009/10 the amount is \$70,000. The GOT MoU terminates in November 2010 and during the transition period to the new regional structure the future of GOT will be examined by the Regional Tourism Board Implementation Committee.
- OT receives an annual negotiated amount according to the Service Agreement. In 2009/10 the amount is \$150,000.

The new Great Ocean Road Regional Tourism Board (RTB) will be seeking local government funding and it is expected that there will be a request for financial support from Colac Otway Shire.

The performance of Otways Tourism Inc since Dec 2006 demonstrates that the local tourism industry has the capacity to manage itself, and be responsible for industry development and internal marketing within the Colac Otway Shire.

While there are areas of improvement identified in this report the organisation has achieved significant success in:

- Rebranding of Otways Tourism with the tag line "Breathe Easy."
- Renewing the Partnership Agreement with Sub LTA's.
- Development of a Brand Campaign with Surf Coast Tourism.
- Collaborating with Otway Business Inc in the production of TV Commercial promoting the local area as a place to not only holiday but to live work and invest.
- Collaborating with Surf Coast Surf Coast Tourism on the Regional Tourism Conference.
- Initiating the Photography Competition which has attracted a new group of 'off season' visitors to the region.
- Initiating Melbourne Cup Tour and collaborating with the Colac Turf Club in a unique event.
- Initiating the Otways Tourism Inc. Scholarship Program to encourage young people into the tourism industry.

Otways Tourism Inc. has achieved or partially achieved 72% of the Strategic Plan 2009/10 at the mid-point of the year, 31 Dec 2009.

From January 2010 to 31 June 2010 OT plans to:

- Complete of Stage one of the online Otways Holiday Planner.
- Support the Otway Harvest Trail development
- Publish Otways Tourism quarterly newsletters
- Develop a day conference for Otways Tourism members in conjunction with the Annual Dinner
- Support major events in the region such as the Great Ocean Rd Marathon
- Facilitate industry development through the tourism excellence program as developed by Tourism Victoria
- Provide opportunities for operators to participate in the Tourism Audits program
- Produce Otways Tourism marketing collateral including product bags for the VICs and an individual information booklet.

- Refine and develop the Photography competition
- Develop the Board sub committees and their responsibilities,
- Improve the efficiency of the Board through reviewing structure and process.
- Implement the findings of the Collateral Review
- Regenerate struggling LTAs and improve communication at an individual level.
- Participate in the regional restructure of the Great Ocean Road region.

In normal circumstances it would be reasonable to recommend that the Service Agreement be renewed for a further period of three years. This would provide surety for the organisation to continue with directing resources into delivering on planned tasks and continuity in long term strategic planning for the Otways Tourism Inc Board. If this were the case it would also be reasonable to recommend a three year service agreement with a fixed amount per annum indexed with the Consumer Price Index to enable long term planning and development of projects over the three year period of the Agreement.

It would also remove the organisation from the Council annual budget process, as is the case with Council contributions to Geelong Otway Tourism, and the G21 Alliance. As an externally funded organisation it should not be subject to the internal pressure of the Council budget process which has been a perennial threat to project funding and the ability of Otways Tourism Inc. to deliver according to its responsibilities under the Service Agreement.

The complicating factor is the restructure of regional tourism that will impact on Council and OT over the next 12 months.

The regional tourism restructure will impact on the relationship of OT with membership and regional leadership structures. It will impact on the relationship of Colac Otway Shire to the industry and its regional leadership, as well as foreshadowing a bid for an unknown amount of financial support from Council. In this transitional context, it is strongly recommended that Council consider a transitional one year Service Agreement with OT to enable these issues to be examined and resolved before a final decision is made on the best structure to provide internal marketing and industry development within Colac Otway Shire.

Option 1 is that Council endorse the Colac Otway Shire Evaluation Report February 2010 on the Service Agreement between Colac Otway Shire and Otways Tourism Inc (OT) and the performance of OT in relation to the Service Agreement. That Council endorse a period of six weeks for public comment on the Evaluation Report.

Option 2 is that Council do not endorse the Colac Otway Shire Evaluation Report February 2010 on the Service Agreement between Colac Otway Shire and Otways Tourism Inc (OT) and the performance of OT in relation to the Service Agreement. That Council consider options related to a formal decision on the future of OT as listed below.

Option 3 is that Council endorse the Colac Otway Shire Evaluation Report February 2010 on the Service Agreement between Colac Otway Shire and Otways Tourism Inc (OT) and the performance of OT in relation to the Service Agreement. That Council do not endorse a period of six weeks for public comment on the Evaluation Report and consider options related to a formal decision on the future of OT as listed below.

Option 1 is the preferred option as it allows the OT the opportunity to review the Evaluation report and make a formal response in relation to critical areas. It also allows the opportunity for other interested parties in the community to review the Evaluation report and make comment.

Option 1 related to a formal decision on the future of OT is that Council renew the existing Service Agreement for a further period of three years with a fixed amount per annum indexed with the Consumer Price Index to enable long term planning and development of projects over the three year period of the Agreement.

Option 2 related to a formal decision on the future of OT is that Council do not renew the existing Service Agreement for a further period of three years.

Council may consider a return to the internal coordination of the tourism industry. This would entail the employment of a Tourism Development Officer with Administrative support and funds for collateral development and special projects. Based on allocations in the 2009/10 financial year, the result would be an increase in cost to Council of approximately \$6,500.

Option 3 related to a formal decision on the future of OT is that Council offer a one year Service Agreement to Otways Tourism Inc. during the transitional period of the structural review of regional tourism.

While Tourism Victoria has provided a recommended regional structure, the Implementation Committee that will work with the Industry and Local Government across the Barwon South West region to develop the best model possible for the region is likely to take at least 12 months to completely settle the new arrangements. During this time the Memorandum of Understanding between Colac Otway Shire and Geelong Otways Tourism will expire and will also have to be reviewed in the context of the regional restructure.

While any restructure is likely to include the necessity for membership based Local Tourism Associations, Otways Tourism Inc. in the case of Colac Otway Shire, there will be other factors determined by the regional restructure that may determine whether Council wishes to continue to fund Otways Tourism Inc as an external body.

Factors likely to influence Council decision making in regard to support of the tourism industry in the future include:

- A clear delineation and understanding of the roles and responsibilities of the:
 - Proposed Regional Tourism Board
 - Regional Tourism Association Geelong Otway Tourism
 - Local Tourism Associations, Geelong Otway Tourism Inc.
 - Sub Local Tourism Associations.
- Anticipated but unknown Council funding and resource expectations for each of these structures.

Option 1 in regard to endorsement and public consultation is the preferred option as it allows the OT the opportunity to review the Evaluation report and make a formal response in relation to critical areas. It also allows the opportunity for other interested parties in the community to review the Evaluation report and make comment.

Proposal

That Council endorse the Colac Otway Shire Evaluation Report February 2010 on the Service Agreement between Colac Otway Shire and Otways Tourism Inc (OT) and the performance of OT in relation to the Service Agreement.

That Council endorse of a period of six weeks for public comment on the Evaluation Report.

Financial and Other Resource Implications

The table below indicates the funding of tourism internal marketing and industry development services over the past four years plus internal tourism development support. It does not include operational costs of the Visitor Information Centres.

In 2005/06 all of these services were supplied by Colac Otway Shire including Administrative Support under the coordination of the Tourism Development Officer (TDO). The figures below do not include the cost of operating the VICs.

In 2006/07 funding was provided to OT and the TDO position was made redundant. There were costs incurred by the TDO position until the person in that job left the organisation. The Administrative support position was transferred to the Economic Development Unit and Council funds have also been allocated to a tourism support position on a part time basis, in line with recommendations in the Tourism Review 2006.

| YEAR | Council Funds Paid to OT | Council funds for internal coordination of Tourism | Total |
|------------------|--------------------------|--|--------------|
| 2005 / 2006 | \$ 0 | \$183,347.61 | \$183,347.61 |
| 2006 / 2007 | \$ 95,454.55 | \$140,162.02 | \$235,616.57 |
| 2007 /2008 | \$ 180,309.09 | \$67,060.16 | \$247,369.25 |
| 2008 / 2009 | \$ 155,000.00 | \$65,658.05 | \$220,658.05 |
| 2009/2010 (est.) | \$ 155,000.00 | \$65,698.00 | \$220,698.00 |

The following table is a general breakdown of OT expenditure in the 2008/09 Financial Year and includes Council's contribution of \$155,000 plus membership fees and other income. OT funding supports the operations of the organisation and a number of marketing and development projects.

| Payment | Amount | % of Total |
|---|----------------------|------------|
| General Office supplies and operational overheads | \$ 36,587.29 | 18% |
| Salaries/On Costs | | |
| <ul style="list-style-type: none"> • Executive Officer – <ul style="list-style-type: none"> - OT Board Executive Duties - Marketing and Development - Project Coordination | \$..68,670.20 | |
| <ul style="list-style-type: none"> • Administrative Assistant <ul style="list-style-type: none"> - Admin & Accounts - Project Coordination | \$ 14,322.00 | |
| Total Staffing | \$ 82,992.20 | 41% |
| Motor Vehicle Expenses | \$ 12,174.89 | 6% |
| Advertising | \$ 1,992.83 | 1% |

| | | |
|---|---------------------|-------------|
| Donations | \$ 1,000.00 | 0.5% |
| Marketing Projects | \$ 46,802.04 | 23% |
| Sponsorship Sub LTA Projects | \$ 14,775.91 | 7% |
| Training and Development Workshops | \$ 1,750.00 | 1% |
| Conference Expenses | \$ 2,869.54 | 1.5% |
| Consulting Fee | \$ 750.00 | 0.5% |
| Membership Repayments | \$ 930.45 | 0.5% |
| Total | \$202,625.13 | 100% |

If the Service Agreement with OT was to be not renewed at the end of 2009/10, Council may consider a return to the internal management of all tourism services. This would require the employment of 1 EFT Tourism Development Officer and a .5 EFT Administrative support, plus collateral development, marketing and industry development costs.

| Payment | Amount | % of Total |
|---|---------------------|-------------------|
| Salaries/On Costs | | |
| • Tourism Development Coordinator | \$76,695.00 | |
| • Administrative Support
(One day per week) | \$ 7,161.00 | |
| Total Staffing | \$83,856.00 | 52% |
| Advertising | \$ 1,000.00 | .6% |
| Collateral Development & Printing | \$30,000.00 | 18% |
| Printing & Stationary | \$ 200.00 | .1% |
| Tourism Publications & Subscriptions | \$ 1,000.00 | .6% |
| Training, Seminars | \$ 1,000.00 | .6% |
| Plant / Travelling | \$ 8,000.00 | 5% |
| Misc/Telephone | \$ 2,000.00 | 1% |
| Business Training Events | \$ 6,000.00 | 4.1% |
| Human Resources | \$ 3,300.00 | 2% |
| Finance Admin | \$ 2,100.00 | 1% |
| Computer Support | \$14,400.00 | 9% |
| Office Accommodation | \$ 9,500.00 | 6% |
| Total | \$161,356.00 | 100% |

There would be no recommended reduction in the existing .5 EFT Tourism support funding so the total contribution would equal \$227,014. A reduction in existing funding is not possible as this supports a range of activities within the Economic Development Unit, including strategy development, VIC staffing, infrastructure and systems support, revenue generation, as well as small township infrastructure development and other related economic development activity.

| Year | Option | Council Funds Paid to OT | Council funds for internal coordination of Tourism | Total |
|---------|--|--------------------------|--|--------------|
| 2009/10 | Current.
OT fully funded through Service Agreement | \$ 155,000.00 | \$65,698.00 | \$220,698.00 |

| | | | | |
|---------|---|------------------|--------------|--------------|
| 2001/11 | Option for 1 year Service Agreement
OT fully funded through Service Agreement | \$
155,000.00 | \$65,698.00 | \$220,698.00 |
| 2001/11 | Option for internal provision
Tourism development through Colac Otway Shire | | \$227,014.00 | \$227,014.00 |

Risk Management & Compliance Issues

A one year Service Agreement to Otways Tourism Inc. during the transitional period of the structural review of regional tourism mitigates the risk of Council being bound into a long term contract that may not be in Council's best interest once the regional restructure is settled.

Environmental and Climate Change Considerations

There are no relevant Environmental and Climate Change Consideration

Communication Strategy / Consultation

The Evaluation of the Service Agreement has been conducted in cooperation with the OT Board which provided input through the Otways Tourism Inc. Review Submission Dec 2009.

The communication strategy will follow the recommendations of the Colac Otway Shire Engagement Policy January 2010.

The method selected would be 'Inform' and include:

- A letter from the Colac Otway Shire CEO to the Chairperson of Otways Tourism informing OT of the decision and requesting that OT also inform Sub LTAs and members .
- A Media Release for the general public.

The Evaluation Report will be available on Council's web site and in each customer service centre and the VICs in Colac and Apollo Bay.

Implementation

Council Officers will implement the communication strategy above.

Conclusion

Council's Service Agreement with Otways Tourism Inc (OT) expires on 30 June 2010. An Evaluation report has been completed that recommends a new one year Service Agreement during the transitional period of the structural review of regional tourism as it provides continuity for the industry over a time of structural change and does not bind Council to a contract that may not be in Council's best interest once the new structure has been established.

To enable the opportunity for the public to review the Evaluation Report and for OT to make a formal response this report recommends exhibition of the Evaluation Report for a period of six weeks.

Following this period of public exhibition Council will be presented with a final report including reference to public comment received and the formal response of OT.

Attachments

1. Evaluation Report OT Service Agreement
2. OT Service Agreement
3. OT Review Response Report
4. Colac Otway Shire Tourism Review 2006
5. Colac Otway Shire Response to Tourism Review 2006
6. 2009 Survey Results
7. Survey Results Comments

Recommendation(s)**That Council:**

1. ***Endorses the Colac Otway Shire Evaluation Report February 2010 on the Service Agreement between Colac Otway Shire and Otways Tourism Inc and the performance of Otways Tourism Inc in relation to the Service Agreement;***
2. ***Exhibits the Evaluation Report for a period of 6 weeks for public consultation; and***
3. ***Receives a further report, once the 6 week consultation period is completed, with recommendations regarding the future relationship between Colac Otway Shire and Otways Tourism Inc.***

~~~~~\ ~~~~~



**Colac Otway Shire and Otways Tourism Inc.**  
**Service Agreement 2007 – 2010**  
**EVALUATION REPORT**  
February 2010.



**Colac Otway Shire  
Economic Development Unit  
Manager, Mike Barrow**

---

## **TABLE OF CONTENTS**

|                                                               |    |
|---------------------------------------------------------------|----|
| Executive Summary                                             | 3  |
| Background                                                    | 5  |
| Responsibilities of Colac Otway Shire and Otways Tourism Inc. | 8  |
| Performance Assessment                                        | 10 |
| Industry and Community Surveys                                | 39 |
| Financial Analysis                                            | 47 |
| Regional Restructure                                          | 48 |
| Recommendations                                               | 53 |
| Appendix 1                                                    | 56 |
| • List of Reference Reports and Documents                     |    |
| Appendix 2                                                    | 57 |
| • List of Acronyms                                            |    |

## **EXECUTIVE SUMMARY**

In December 2006 Colac Otway Shire signed a Service Agreement with Otways Tourism Inc that expires on 30 June 2010.

The Colac Otway Shire Tourism Review 2006 recommended that Council provide the resources to enable Otways Tourism Inc. (OT) to independently manage internal marketing and industry development for the Colac Otway Shire.

To enable Council to make an informed decision on options for the future of this relationship with OT, Council's Economic Development Unit has conducted an evaluation of the Service Agreement and the performance of OT in relation to the Service Agreement. The Evaluation process has been led by a Steering Committee including Crs Stephen Hart and Lyn Russell, Manager Economic Development Mike Barrow and Economic Development Officer Mick Cosgriff.

The Evaluation has taken into account:

- The provisions and obligations listed within the Service Agreement for and on behalf of both parties, Colac Otway Shire and OT.
- An evaluation of performance against strategic and action goals
- A survey of OT members
- A survey of property owners who pay the differential rate for holiday houses that are rented
- A survey of significant other stakeholders taking into account collaborative approaches to industry development and regional marketing:
  - Geelong Otway Tourism
  - Parks Vic
  - Otway Business Inc.
  - Tourism Victoria

The Evaluation is specific to the Colac Otway Shire Otways Tourism Inc Service Agreement 2007 – 2010 however recommendations recognise the current transition period of regional tourism structures. Tourism Victoria is leading the implementation of a restructure of regional tourism with the possible introduction of a Great Ocean Road Regional Tourism Board.

### **The key findings of the Evaluation are:**

- Both Colac Otway Shire and OT have worked consistently and with purpose to support and develop the tourism industry in Colac Otway Shire.
- The major achievements of OT have been:
  1. Rebranding of Otways Tourism
  2. Partnership Agreement with Sub Local Tourism Associations (LTA)
  3. Brand Campaign with Surf Coast Tourism
  4. Prime TV Commercial
  5. Regional Tourism Conference
  6. Photography Competition
  7. Melbourne Cup Tour
  8. Scholarship Program
- OT has achieved or partially achieved
  - 85% of the Strategic Plan 2008/10.

- 89% of the Annual Action Plan 2008/09.
- 72% of the Strategic Plan 2009/10 at the mid-point of the year, 31 December 2009.
- The Member Survey indicates a generally positive outcome with above average scoring and a number of very supportive statements but there are specific areas where improvement is needed. The Visitor Information Centres are almost universally valued and supported.
- The Property Owners Survey indicates that holiday home owners who pay a differential rate if they rent their respective properties are not supportive of the current structure of the industry in relation to their special rate.
- The Stakeholder Survey indicates general support of OT and emphasises that OT does not have resources to stand alone.
- OT has achieved a significant amount over the three years of the Service Agreement but needs to address a number of issues including
  - Media coverage
  - Membership services and growth
  - Industry development
  - Communication with Visitor Centres (VIC)s
  - Collateral Development and delivery
- The performance of OT would justify a Council renewal of the Service Agreement for a further 3 years.
- The regional tourism restructure will impact on OT and Council would be well advised to consider a transitional one year Service Agreement with OT while the regional structure is settled.

## BACKGROUND

Otways Tourism Inc. (OT) was formed in April 2002 when Colac Otway Tourism, a Council Advisory Committee, changed its name to ensure a better reflection of the entire region. There were changes made to the internal structure of the committee and external structure of relationships to Sub Local Tourism Associations (LTAs) and OT became incorporated. These changes were designed to help ensure that the function, vision and direction of the tourism industry would be strategic and accountable, and that the organisations involved had influence and capacity.

Following Council discussions in 2005 regarding the level of Council support to the tourism industry and the role and status of OT, it was determined that there needed to be a review of the local industry to address these and other related issues. The 2005 to 2009 Council Plan included the key action "Undertake a review of Council funding of tourism activities" and funds to conduct the review were made available in the 2005/06 Council Budget.

In September 2005, Wine Food Tourism (WFT) Strategies Pty Ltd was engaged to conduct the Colac Otway Tourism Review. The terms of reference for this review were:

*"To contribute to a review of the tourism function of Council as per the 2005-09 draft Council Plan and that such a review would seek to significantly reduce the Shire's investment from Core Rates in Tourism.*

*The key objectives of this project were:*

1. *To undertake a review of Colac Otway Shire's tourism functions to ensure that its investment in tourism is expended appropriately having regard to tourism marketing, industry development, visitor services and product development. The review should specifically consider and analyse the*
  - *Adequacy of the current structure, roles and responsibilities of Council's tourism functions and the Otways Tourism (OT) Board*
  - *Nature and scope of current products and services offered by Council's tourism function and who benefits.*
  - *Determine industry awareness, expectations and perceptions of Councils' role in tourism*
  - *Analyse alternative funding/structure models for tourism, with regard to successful relevant models elsewhere.*
2. *Evaluate the Return on Investment having regard to economic, social and environmental returns to both Council and industry and specifically:*
  - *Determine and evaluate private sector investment in tourism in Colac Otway Shire*
  - *Supported by Shire staff, provide relevant data to undertake the federal government Tourism Impact Model to determine economic impact of tourism on the local community and economy and Council investment and economic returns from tourism."*

The project was managed by a Steering Committee comprising representatives from the local tourism industry, Colac Otway Shire Councillors, Shire Officers, the Department of Sustainability and Environment (DSE) and independently chaired by Tourism Alliance Victoria (TAV).

The final report was received on the 7 February 2006 with recommendations under the following areas:

1. Colac Otway Shire
  - 1.1 Visitor Information Centres
  - 1.2 Economic & Tourism Development
  - 1.3 Tourism Funding Models
2. Strategic Planning
3. Otways Tourism (Tourism Industry Engagement & Support)
4. Collateral
5. Community Engagement & Consultation

The final report included the following key points relevant to OT:

- The tourism industry is structured by the Australian and State Governments in such a manner as to make Local Government directly responsible for the marketing of local regions, the delivery of visitor services and the professional development of the local operators.
- Coupled with the winding down of hardwood forestry, and increasing pressures on other agricultural sectors, it is clear that the Shire will confront significant long term challenges to remain vibrant and economically robust. It is widely acknowledged that the tourism industry can provide a viable alternative.
- The critical issue for the Shire to note is the increasing awareness by Local Government agencies of tourism as a key generator of local employment and “new” money to the region. In this highly competitive environment reducing support for tourism could seriously jeopardise the long-term viability of tourism in the Colac Otway Shire.
- Generally OT is not seen to be delivering outcomes for the tourism industry and much of this can be linked to its fundamental lack of executive and administrative resources.

In May 2006 Council adopted the Tourism Review with key recommendations provided in an officer report attachment to the Review report entitled, ‘Response to Review prepared by Wine Food Tourism Strategies’ The following recommendations relate to OT:

*“1.2.2 That Council investigate funding models as part of its Rating Review with the long term goal of providing funding to OT so they can employ an Executive Officer and other appropriate resources to take on the roles of marketing, professional development , product development and other appropriate activities that support the development of the tourism industry.*

*1.2.3 That once appropriate funding models, resources and structures are in place for OT, Council agrees to withdraw from active involvement in major tourism functions such as marketing, professional and other product development.*

*1.2.4 That once OT is resourced, Council closely monitor its service agreement with OT to ensure maximum return for its investment.”*

To implement these recommendations Council conducted a Rating Review and as a result developed an Economic Development and Tourism Levy on all commercial and industrial properties throughout the Shire and a Rating Differential Category for holiday rental and bed and breakfast properties. The levy and ratings strategy has provided the funds to resource OT as recommended. Further discussion regarding the Rating Review and the option for the differential rate to also cover tourism industry organisation membership fees is discussed below in Other Issues – Membership.



It has been raised during the period of the Service Agreement by the Colac Otway Residents and Ratepayers Association (CORRA) that consideration could have been given to tendering the independent delivery of tourism development services in the Shire. It must be remembered that OT is (and its predecessor Colac Otway Tourism was) a membership based organisation with the status of a Community Advisory Committee and received funding from Council to achieve specific goals in its Strategic Plan.

There was no consideration of an alternative to maintaining the Colac Otway Shire/OT partnership in the delivery of tourism services and the development of the local tourism industry. There was and is no organisation within the Shire who has the capacity to take on the role and if one was to attempt to establish itself it would have to attract membership away from OT. It is unlikely that there would be a smooth transition and the problems of lack of cohesion in the local industry would have been greatly exacerbated.

The same problems would have occurred if an industry association from another Shire tendered to take control of our local industry. As well as this factor the Rules of Association of OT and the Service Agreement itself set out the parameters of a Local Tourism Association (LTA) and that is to provide services to members within the municipality. It is unlikely that other LTAs would have an ability to tender to deliver services outside their own municipal boundary.

A tender process is a significant time and resource allocation and is not entered into lightly. In this case it would not have served any purpose.

|                                                                      |
|----------------------------------------------------------------------|
| <b>RESPONSIBILITIES OF COLAC OTWAY SHIRE AND OTWAYS TOURISM INC.</b> |
|----------------------------------------------------------------------|

The Colac Otway Shire and OT Service Agreement sets out the responsibilities of each organisation in the provision of tourism industry and related services within the Colac Otway Shire.

**Areas of Responsibility Colac Otway Shire:**

- **Strategic & Business Planning**

To develop a single strategic plan in conjunction with Otways Tourism Inc. and in consultation with Geelong Otway Tourism, outlining the tourism future for the Shire and ensuring a cohesive and integrated approach to regional tourism management.

- **Destination & Infrastructure Development**

To continue to provide, maintain, improve and develop new infrastructure that supports the tourism industry needs (rubbish, township presentation, Visitor Information Centres, car parking, signage).

- To actively encourage appropriate tourism development in the region and ensure the Council's Planning Scheme recognises tourism related developments/activities as being integral to the municipality's development.

- **Visitor Services**

To service visitor information needs through the direct management and funding of the Colac and Great Ocean Road (Apollo Bay) Visitor Information Centres.

- **Partnerships**

To continue to support the development and implementation of regional tourism strategies through continued involvement with Geelong Otway Tourism and Tourism Victoria.

**Areas of Responsibility Otways Tourism Inc.:**

- **Co-ordination & Representation**

To lead the development of a successful and sustainable tourism industry for the region and engage in advocacy and partnerships consistent with these purposes.

- **Marketing**

To undertake internal marketing initiatives and support external marketing programs in cooperation with Geelong Otway Tourism and Great Ocean Road Marketing with the view to encouraging increased visitor yield, numbers and length of stay.

- **Visitor Services**

To coordinate, in conjunction with the Colac Otway Shire, the region's approach to achieve high quality visitor services and experiences for visitors.

- **Tourism Business Development**

To encourage industry professionalism and engender a service culture.

- **Tourism Industry Development**

To support the development of new tourism product and experiences enhancing the local region's competitive strength.

- Partnerships

To effect communication and industry networks that foster the growth of tourism through a cooperative, professional regional approach.

(Attachment 2 Service Agreement between Colac Otway Shire and Otways Tourism Inc. Dec 2006)

The Service Agreement concludes on 30 June 2010 and the Agreement includes the following:

*“This Service Agreement lapses after 30 June 2010 and may be renewed or renegotiated by further agreement between the parties. Should either organisation wish to terminate the relationship written notice must be given eighteen months in advance of termination. Such notice will allow appropriate modifications to the business plan and budget process.”*

An officer's report was presented to the August 2009 meeting of Council advising that a formal evaluation of the Service Agreement and the performance of OT should be conducted by the Economic Development Unit, to enable Council to make an informed decision on the options available.

On 26 August 2009 Council adopted the following recommendations:

***“MOVED Cr Lyn Russell seconded Cr Stuart Hart that Council:***

- 1. Notes that the existing agreement with Otways Tourism Inc. lapses on 30 June 2010.***
- 2. Resolves to implement a formal review of the agreement and the performance of Otways Tourism conducted by the Economic Development Unit.***
- 3. Any continuation of the existing agreement or funding of Otways Tourism beyond 30 June 2010 is dependent on Council's decision following the outcome of the review.***
- 4. Appoints Cr Lyn Russell and Cr Stephen Hart to the Review Steering Committee.***
- 5. Asks the Council Chief Executive Officer to write to Otways Tourism's Chief Executive Officer to inform him of this decision to particularly emphasise point 3 above.”***

**PERFORMANCE ASSESSMENT**

The Colac Otway Shire Otways Tourism Inc Service Agreement 'Areas of Responsibility' are broad strategic statements that set out the collaborative relationship but divided responsibilities of both Colac Otway Shire and OT.

Action taken in the 'Areas of Responsibility' Colac Otway Shire are in summary as follows:

| <u><b>Colac Otway Shire</b></u><br><br><b>AREAS OF RESPONSIBILITY</b>                                                                                                                                                                                                                                                                               | <b>ACHIEVEMENTS</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>Strategic &amp; Business Planning</b><br/>To develop a single strategic plan in conjunction with Otways Tourism Inc. and in consultation with Geelong Otway Tourism, outlining the tourism future for the Shire and ensuring a cohesive and integrated approach to regional tourism management.</p>                                           | <p>Colac Otway Shire has worked through Council's representative on the OT Board and Manager Economic Development to assist in strategic planning:</p> <ul style="list-style-type: none"> <li>• OT Strategic Plan 2006 – 2008</li> <li>• OT Strategic Pan 2008 – 2010</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <p><b>Destination &amp; Infrastructure Development</b><br/>To continue to provide, maintain, improve and develop new infrastructure that supports the tourism industry needs (rubbish, township presentation, Visitor Information Centres, car parking, signage).<br/><br/>To actively encourage appropriate tourism development in the region.</p> | <p>Council has maintained its financial and human resource commitment to provide, maintain, improve and develop new infrastructure that supports the tourism industry needs in</p> <ul style="list-style-type: none"> <li>• Visitor Information Centres (VIC)s</li> <li>• Township presentation</li> <li>• Car parking</li> <li>• Signage</li> <li>• Waste management</li> </ul> <p>Since 2006 there have been a number of projects supporting this work:</p> <ul style="list-style-type: none"> <li>• Apollo Bay Great Ocean Road Visitor Information Centre (GORVIC) redevelopment</li> <li>• Colac 2010 redevelopment of Colac VIC</li> <li>• Carlisle River and Beech Forrest new playgrounds</li> <li>• Swan Marsh Hall upgraded</li> <li>• Carlisle River and Cressy streetscape tree planting</li> <li>• Forrest picnic facilities and shelter plus construction of the Tiger Rail Trail</li> <li>• Gellibrand Recreation Reserve additional lighting</li> <li>• Barwon Downs upgrade of Old School Grounds and construction of a history and visitor centre</li> <li>• Birregurra Park upgrade</li> <li>• Cressy, Glenaire, Weeaprounah, Cape Otway, Irrewarra, Warncoort locality signage Beech Forrest, Carlisle River, Gellibrand, Wye River interpretive tourism signage</li> </ul> |

|                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Ensure the Council's Planning Scheme recognises tourism related developments/activities as being integral to the municipality's development.</p>                                                    | <ul style="list-style-type: none"> <li>• <i>"Opportunities for tourism are provided to contribute to the growth of the Shire.</i></li> <li>• <i>Tourism growth will be managed sustainably and the environmental and landscape assets that attract tourists and new residents alike will be protected.</i></li> <li>• <i>Limited opportunities will be provided for tourist related activities in the Apollo Bay hinterland and the Otways."</i></li> </ul> <p><b>Colac Otway Shire Planning Scheme 2007</b></p>                                                                                                                                                         |
| <p><b>Visitor Services</b><br/>To service visitor information needs through the direct management and funding of the Colac and Great Ocean Road (Apollo Bay) Visitor Information Centres (GORVIC).</p> | <p>Council has maintained its financial and human resource commitment to provide visitor information services through the Visitor Information Centres Colac and Apollo Bay.</p> <p>A major refurbishment was implemented at the Great Ocean Road Visitor Information Centre (GORVIC) Apollo Bay to better service visitor enquiries.</p> <p>A refurbishment of Colac VIC will be completed by the 30 June 2010.</p>                                                                                                                                                                                                                                                      |
| <p><b>Partnerships</b><br/>To continue to support the development and implementation of regional tourism strategies through continued involvement with Geelong Otway Tourism and Tourism Victoria.</p> | <p>Council has maintained its financial commitment to Geelong Otway Tourism (GOT) and continued Council representation on the GOT Board.</p> <p>Council has also maintained a close relationship with Tourism Victoria generally through the development of the Regional Tourism Strategy and specifically through the development of the Apollo Bay Harbour Precinct Master Plan.</p> <p>Council's Economic Development Unit has continued to promote Colac Otway Shire tourism issues and major projects in the Great South Coast and G21 Municipal Alliance forums.</p> <p>Colac Otway Shire is also a member of the tourism industry peak body Tourism Alliance.</p> |

The 'Areas of Responsibility' Otways Tourism Inc. statement underpins OT Strategic and Action Plans which provide measurable outcomes. (Attachment 3 OT Review Submission 31 Dec 2009).

OT has developed a structure for its Strategic Objectives that does not match the Service Agreement structure but still delivers on each area of prescribed responsibility. Action taken in the 'Areas of Responsibility' OT are in summary as follows:

| <b>Otways Tourism Inc</b>                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>AREAS OF RESPONSIBILITY</b>                                                                                                                                                                                                                                             | <b>ACHIEVEMENTS</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <p><b>Co-ordination &amp; Representation</b><br/>To lead the development of a successful and sustainable tourism industry for the region and engage in advocacy and partnerships consistent with these purposes.</p>                                                       | <p>OT has appointed an Executive Officer and now independently manages the business of internal tourism marketing and development for Colac Otway Shire.</p> <p>OT has successfully negotiated a review of the Sub Local Tourism Association (LTA) Memorandum of Understanding and works actively with these organisations as well as individual business members.</p> <p>OT has been represented on the board of Great Ocean Road Marketing (GORM) and the GORM marketing Committee for the \$2.5m Great Ocean Walk campaign.</p> <p>OT is in regular liaison with Tourism Alliance Victoria's peak tourism industry body and has representation on the board of the Australian Regional Tourism Network.</p> <p>OT is also represented on the Great Ocean Road Marathon Committee and the Colac Otway Shire Festival and Events Funding Committee.</p> <p>OT is a member of GOT, attends GOT staff meetings and is in regular liaison regarding regional tourism marketing and development.</p> <p>OT advocates for local tourism through regular communication with Tourism Victoria, and Parks Victoria. It also advocates through regular liaison with Colac Otway Shire via annual reports to Council and regular meetings with Manager Economic Development.</p> |
| <p><b>Marketing</b><br/>To undertake internal marketing initiatives and support external marketing programs in cooperation with Geelong Otway Tourism and Great Ocean Road Marketing with the view to encouraging increased visitor yield, numbers and length of stay.</p> | <p>OT has completed a re branding exercise for the region – "Otways, Breathe Easy" which includes a range of products, marketing images and material for industry and Council use in Visitor Centres.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |

|                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                                                          | <p>OT produces media releases and is regularly featured in both printed and electronic media.</p> <p>OT partnered with Otway Business Inc. (OBI) to produce a series of TV commercials that were aired on Prime TV and are now featured in the Visitor Information Centres and available on 'You Tube'</p> <p>OT encourages increased visitor yield, numbers and length of stay through production of:</p> <ul style="list-style-type: none"> <li>• Official Otways Touring map</li> <li>• The Walks and Waterfalls map</li> <li>• Otways Touring tear off quick info map</li> <li>• Otways Trails series of guides</li> <li>• The Official Otways/Surf Coast Visitors Guide in partnership with GOT and Surf Coast tourism</li> <li>• Photography competition</li> </ul> <p>OT is currently undertaking collateral review to streamline visitor information, guides and maps.</p> |
| <p><b>Visitor Services</b><br/>To coordinate, in conjunction with the Colac Otway Shire, the regions approach to achieve high quality visitor services and experiences for visitors.</p> | <p>OT works actively with the Visitor Centre Coordinators to provide:</p> <ul style="list-style-type: none"> <li>• Tourism collateral – maps, guides, information</li> <li>• Video and still images for use in the Centres</li> <li>• Assistance in promoting the V3 on line accommodation booking service with industry members</li> <li>• "Otways, Breathe Easy" branding for the Centres, staff apparel and a range of tourism products for sale.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <p><b>Tourism Business Development</b><br/>To encourage industry professionalism and engender a service culture.</p>                                                                     | <p>OT encourages industry professionalism and a service culture through:</p> <ul style="list-style-type: none"> <li>• Industry training, development and networking opportunities</li> <li>• Newsletters covering industry news and business development issues</li> <li>• One on One business development advice</li> </ul> <p>OT partnered with Surf Coast Tourism on the development of an annual Regional Tourism Conference for industry development and networking.</p> <p>OT partnered with the Colac Turf Club on the successful proposal to bring the 2009 Melbourne Cup Tour to Apollo Bay and Colac.</p> <p>OT has initiated a scholarship program to assist in the development of young industry professionals.</p>                                                                                                                                                    |

|                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>Tourism Industry Development</b><br/>To support the development of new tourism product and experiences enhancing the local region's competitive strength.</p>   | <p>OT encourages new product through:</p> <ul style="list-style-type: none"> <li>• Letters of support for new product in the region to assist in funding grants</li> <li>• One on One meetings with local tourism operators</li> <li>• Assistance to tourism operators to leverage new business from regional events</li> <li>• Support for new events to increase visitation</li> <li>• Assistance to Parks Victoria in the development of the Great Ocean Walk</li> <li>• Participation in the Apollo Bay Harbour Precinct Master Plan Enquiry by Design</li> <li>• Advice and guidance to Colac Otway Shire to support the professional development of new tourism business opportunities</li> <li>• Advice to prospective investors on opportunities and locations</li> </ul> <p>OT contributed \$20,000 to a combined Melbourne media marketing program with Surf Coast Tourism.</p>                                                                                                                                                                                                                                                                                         |
| <p><b>Partnerships</b><br/>To effect communication and industry networks that foster the growth of tourism through a cooperative, professional regional approach.</p> | <p>OT has successfully negotiated a review of the Sub Local Tourism Association (LTA) Memorandum of Understanding and works actively with these organisations as well as individual business members.</p> <p>OT has been represented on the board of Great Ocean Road Marketing (GORM) and the GORM marketing Committee for the \$2.5m Great Ocean Walk campaign.</p> <p>OT is in regular liaison with Tourism Alliance Victoria's peak tourism industry body and has representation on the board of the Australian Regional Tourism Network.</p> <p>OT is also represented on the Great Ocean Road Marathon Committee and the Colac Otway Shire Festival and Events Funding Committee.</p> <p>OT is a member of GOT, attends GOT staff meetings and is in regular liaison regarding regional tourism marketing and development.</p> <p>OT partnered with Otway Business Inc (OBI) to produce a series of TV commercials that were aired on Prime TV and are now featured in the Visitor Information Centres and available on 'You Tube'</p> <p>OT partnered with the Colac Turf Club on the successful proposal to bring the 2009 Melbourne Cup Tour to Apollo Bay and Colac</p> |



|  |                                                                                                                                                                                                                                                               |
|--|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  | OT advocates for local tourism through OT regular communication with Tourism Victoria, and Parks Victoria. It also advocates through regular liaison with Colac Otway Shire annual reports to Council and regular meetings with Manager Economic Development. |
|--|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

These tables indicate that both Colac Otway Shire and OT have worked consistently and with purpose to support and develop the tourism industry in Colac Otway Shire.

The OT Review Submission lists Major Achievements as follows:

#### **4.1 Rebranding of Otways Tourism**

*Otways Tourism commissioned Great Southern Distribution Marketing to assist it with rebranding Otways Tourism. This process involved a substantial consultative process with members and board members to develop the new look and feel for the region.*

*Once the branding was finished a branding style guide was provided to members who were encouraged to use the branding to promote their business and at the same time build the awareness of the Otways Branding.*

*A set of three banners were produced for promotional use by Otways Tourism which included one corporate banner and two banners for marketing purposes.*

#### **4.2 Partnership Agreement with Sub LTA's**

*The Otways Tourism board felt that it was important to develop an understanding of the roles of OT and also the Sub LTA's and how it conducts its relationship. As part of the tourism review it was recommended that the finances that are returned to the Sub LTA's should be consolidated into Otways Tourism finances to ensure a collaborative approach to marketing in the region. This was one of the key points in the agreement for the Sub LTA's.*

*A consultative approach was taken with the Sub LTA's to ensure that the document was consistent and accepted by everyone and had buy in from the industry. This was achieved and signed off by the chairs of the Sub LTA's at the launch of the branding of Otways Tourism.*

*The agreement was reviewed after 12 months by all stakeholders and was once again signed off to coincide with the service and funding agreement with the Colac Otway Shire.*

#### **4.3 Brand Campaign with Surf Coast Tourism**

*As part of funding through Tourism Victoria and Great Ocean Road Marketing, Otways Tourism was offered the opportunity to invest \$20,000 into a media campaign that would result in a total spend on the campaign of \$175,000 in partnership with Surf Coast Tourism. The campaign was conducted in the Herald Sun and ran over 6 weeks.*

#### **4.4 Prime TV Commercial**

*Otways Tourism had developed a relationship with Otway Business Inc. through the organisation taking out advertising space in the Official Visitors Guide for the Otways, increasing the profile of Colac in the Guide.*

OBI indicated a desire to conduct a TV campaign into regional Victoria to increase the profile and awareness of Colac. In discussions with OBI, OT indicated it would be more advantageous to promote Colac as well as the attractions in the surrounding hinterland region to support their campaign. Otways Tourism took on a partnership role as this also had considerable advantages for the Otways.

The TV commercials were then downloaded onto 'You Tube' for additional coverage for people looking for vision on the Great Ocean Road, the Otways and Colac.

#### **4.5 Regional Tourism Conference**

With the assistance of funding from Tourism Victoria for the Otways, a regional tourism conference was initiated that would allow members to have access to quality tourism industry representatives to be updated on what is happening in the world of tourism at that time and what we can expect into the future. Guest speakers on the day included

- CEO of Tourism Victoria
- CEO Tourism Alliance
- General Manager – Destination & Product Marketing – Tourism Victoria
- Deputy General Manager – Parks Victoria

#### **4.6 Photography Competition**

The Otways Tourism board endorsed the initial concept of Otway Coast Tourism to conduct a regional photography competition in the Otways Region. The underlying theme behind the competition is to:

- Encourage visitors to the region in the shoulder and off peak periods of the year
- Increase the length of stay of visitors to the region
- Provide awareness of the diversity of product offering that we have in the region
- Increase the library of tourism images for Otways Tourism to use in a marketing sense

#### **4.7 Melbourne Cup Tour**

Otways Tourism was successful in its application to bring the Melbourne Cup Tour to the Otways Region. This privilege is only bestowed upon 35 towns across Australia and New Zealand every year.

The Cup visited the Great Ocean Road Visitor Information Centre and then went to Mercy Aged Care before being on display at Colac Otway Performing Arts Centre. The day concluded with a cocktail function at COPACC to launch the racing season for the Colac Turf Club.

#### **4.8 Scholarship Program**

Otways Tourism has initiated a scholarship program to reward students who are studying tourism in the Otways Region. The program is to encourage and support students to continue in the tourism industry and with the intent that we get to generate skilled employees in our region. (OT Review Submission Dec 2009)

The OT Review Submission provides further evidence of action planning and achievement against key performance indicators. The following tables are included from this report with appropriate comment from Council Officers.

## OT STRATEGIC & ACTION PLAN ASSESSMENT OF PERFORMANCE ACHIEVEMENTS AGAINST KPI'S:

### Objective 1

#### To educate the membership and community on the value of tourism

| Action                                                                                                                                                                                                                                               | KPI                                                                   | Outcome                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Regular media releases to local media following board meetings and major events.                                                                                                                                                                     | Media Releases to be sent following each board meeting if appropriate | <p>OT has continually provided media releases on a variety of issues locally and in Geelong. They have been used by</p> <ul style="list-style-type: none"> <li>• Colac Herald</li> <li>• 3CS</li> <li>• Corangamite Extra</li> <li>• Geelong Advertiser</li> <li>• Bellarine Echo</li> <li>• ABC Ballarat</li> </ul> <p>The Executive Officer regularly provides comment for the local radio station on issues from bushfire threats to the lack of adequate communication in the Otways.</p> <p>(Attachment 3 OT Review Submission Appendix 4.1).</p> |
| <p><b>Comment:</b><br/>There have been many instances of positive media achieved by OT but it has been occasional rather than regular and has at times appeared to be reactive rather than pro active.</p>                                           |                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Continued development of human interest stories from the member base for inclusion into the quarterly newsletter and distribution to relevant agencies.                                                                                              | Stories distributed to relevant agencies for potential publication    | <p>The Otways Tourism Newsletter has been an excellent tool for stories of industry operators including:</p> <ul style="list-style-type: none"> <li>• New members and new tourism product</li> <li>• Major issues in the region</li> <li>• Major events</li> <li>• A profile on volunteers and welcomers from the Colac and the Great Ocean Road VICs (Attachment 3 OT Review Submission Appendix 4.4).</li> </ul>                                                                                                                                     |
| <p><b>Comment:</b><br/>The OT Newsletter has been a professional and well received publication for the local tourism industry. The publication of human interest has been limited to the OT newsletter and not represented in other print media.</p> |                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Quarterly newsletter to members and non members.                                                                                                                                                                                                     | Quarterly                                                             | <p>Quarterly Distributed to</p> <ul style="list-style-type: none"> <li>• All OT Members</li> <li>• Non Members who have not renewed</li> <li>• Local media outlets for collection.</li> <li>• Tourism Victoria staff</li> <li>• Geelong Otway Tourism</li> </ul>                                                                                                                                                                                                                                                                                       |

|                                                                                                                                                                                                                                                                                                                                                                |                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                    |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                                                                                                                                                                                                                                |                                                                | <ul style="list-style-type: none"> <li>Other stakeholders such as Parks Vic, Surf Coast Tourism Tourism Geelong and The Bellarine</li> </ul>                                                                                                                                                                                                                                                                       |
| <p><b>Comment:</b><br/>The OT Newsletter has been a professional and well received publication. It has also been received by Council and Council Officers. Distribution to non members is limited to former members only however OT could consider wider distribution to encourage new membership.</p>                                                         |                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Information distributed to non members regarding events and other activities conducted by Otways Tourism. A non member fee to apply for attendance                                                                                                                                                                                                             | As they occur                                                  | OT communicates with lapsed members to keep them informed of industry matters. Memberships lapse for various reasons. We have little engagement from this part of the industry                                                                                                                                                                                                                                     |
| <p><b>Comment:</b><br/>Distribution to non members is limited to former members only however OT could consider wider distribution to encourage new membership.</p> <p>This is a matter that could be discussed in the current membership Sub Committee of the OT Board.</p> <p>There are other issues related to membership and these are discussed below.</p> |                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Conduct regular familiarisation tours including the involvement of Visitor Information Centre Staff                                                                                                                                                                                                                                                            | Annually                                                       | OT has been involved in a familiarisation tour in conjunction with Geelong Otway Tourism to bring the volunteers to our region.                                                                                                                                                                                                                                                                                    |
| <p><b>Comment:</b><br/>There has been no regular activity in this regard and no involvement with the VICs who do regularly conduct industry familiarisation tours for Staff and Volunteers.</p>                                                                                                                                                                |                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Distribution of Otways Tourism style guide to members to ensure branding of local product                                                                                                                                                                                                                                                                      | Completion                                                     | <p>Otways Tourism developed a new brand at inception. A new style guide was designed and delivered to members which included Otways Tourism logo Details on which logo to use and how to apply.</p> <p>A marketing execution of our logo with the tagline "Breathe Easy."</p> <p>A logo designed for the major towns for operators to link their town with the brand, for example, "Visit Otways &amp; Colac."</p> |
| <p><b>Comment:</b><br/>This has been a very successful project in branding OT and the regional tourism product.</p>                                                                                                                                                                                                                                            |                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Encourage operators to collect appropriate data on visitation to the region                                                                                                                                                                                                                                                                                    | Work with operators on how best to collect visitor information | <p>OT has regularly communicated to operators to ensure they collect data to help them</p> <ul style="list-style-type: none"> <li>Easily identify their target markets</li> <li>Identify trends in visitation to their business and the region</li> <li>Understand the market and what they should be planning for</li> </ul>                                                                                      |

|                                                                                                                                                                                                                      |  |                                                                                                                                                      |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                                                                                      |  | <ul style="list-style-type: none"> <li>• Developing an appropriate business plan</li> <li>• Be more targeted with their marketing dollars</li> </ul> |
| <p><b>Comment:</b><br/>Communicated through email information bulletin, a newsletter segment, at workshops and an annual conference.<br/>There is no information provided on take up of this suggested strategy.</p> |  |                                                                                                                                                      |

## Objective 2

### Develop a strategy to promote the region as an environmentally sensitive region through sustainable industry practices

#### NOTE:

Otways Tourism began research to develop a strategy, however, in conjunction with Geelong Otway Tourism, embarked on a broader program. Geelong Otway Tourism attracted funding through Australian Tourism. A "Green Team" was established with a vision to, "Implement a sustainability program that engages the entire Great Ocean Road"

| Action                                                                                                                                                                                                                                         | KPI                                                                     | Outcome                                                                                                                                                                                                                                                                            |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Calculate carbon footprint from tourism in the region.<br>E.g.: How did they get here, length of stay.                                                                                                                                         | Development of a Sub Committee to assist in the delivery of the project | A subcommittee was initially formed with five people. A number of meetings were held.<br>Once the GOT Green Team project commenced, workshops were conducted along the Great Ocean Road with two being held in Apollo Bay where other community groups also attended the sessions. |
| <p><b>Comment:</b><br/>The project did not proceed as the GOT Green Team project took precedence and OT did not want two similar projects operating at the same time.</p>                                                                      |                                                                         |                                                                                                                                                                                                                                                                                    |
| Calculate number of trees needed to offset carbon footprint. Obtain quotations from 2-3 qualified consultants in Marketing / PR to be engaged.                                                                                                 | Quotation to be obtained                                                | A detailed quotation was obtained for approximately \$70,000 subsequently, EC3 Global was engaged by Geelong Otway Tourism.                                                                                                                                                        |
| <p><b>Comment:</b><br/>The GOT project took precedence however the theme of measuring the tourism carbon footprint may be worth re visiting as a future project for OT.</p>                                                                    |                                                                         |                                                                                                                                                                                                                                                                                    |
| Develop sponsorship strategy which includes direct tourism (\$ per tree) and corporate sponsorship.                                                                                                                                            | TBC                                                                     | Not Applicable                                                                                                                                                                                                                                                                     |
| <p><b>Comment:</b><br/>While the OT project did not proceed, OT had some involvement in the GOT project and could have presented information on outcomes of the GOT project given that carbon footprint project was a strategic objective.</p> |                                                                         |                                                                                                                                                                                                                                                                                    |

|                                                                                                                                                                           |                                                                  |                |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------|----------------|
| Reporting – Executive Officer (EO) to report back to the Board monthly. EO to work with project team by e-mail and phone.                                                 | Bi-Monthly reports in conjunction with report from sub committee | Not Applicable |
| <b>Comment:</b><br>There was no reporting to the OT Board on the GOT Green Team Project by either the OT Executive Officer or the Councillor representative on the Board. |                                                                  |                |
| Use qualified marketing / project / consultants to undertake the a carbon offsetting program for the region                                                               | Appointment of Sub Contractor                                    | Not Applicable |
| <b>Comment:</b><br>No further action has been taken by OT on this matter.                                                                                                 |                                                                  |                |

### Objective 3

#### Develop marketing campaign around our diverse natural assets and products

| Action                                                                                                                                                                                                         | KPI                                                               | Outcome                                                                                                                                                                                                                                                                                                                                                                                          |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Use tagline “Breathe Easy” in marketing activities and promotional material                                                                                                                                    | Ongoing reinforcement to members                                  | The tagline has been used in all marketing applications TV Commercial campaigns performed in conjunction with Otway Business Inc.<br>Used in the Otways Trails brochure series Walks & Waterfalls tear off maps.                                                                                                                                                                                 |
| <b>Comment:</b><br>The “Breathe Easy” tag was developed to create a long term identifiable marketing point of difference for the Otways region and has been well accepted.<br>OT has delivered on this action. |                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                  |
| Development of a media kit that to be issued to the appropriate authorities on request.                                                                                                                        | Completion of media kit                                           | Great Ocean Media developed a series of generic media releases. The releases covered: <ul style="list-style-type: none"> <li>• Welcome to the Otways</li> <li>• Adventure Tourism</li> <li>• Otways Accommodation</li> <li>• Otways Attractions</li> <li>• Otways Escapes</li> <li>• Otways Events</li> <li>• Otways Food &amp; Wine</li> <li>• Otways Nature</li> <li>• Otways Tours</li> </ul> |
| <b>Comment:</b><br>OT has delivered on this action.                                                                                                                                                            |                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                  |
| Develop additional photography database through the engagement of a quality photographer familiar with the region.                                                                                             | Work with GOT / GORM on the development of a photography database | Good images are vital. Funds made available through Geelong Otway Tourism were used for a 2-3 days shoot in conjunction with Tourism Victoria. Otways Tourism held a Photography Competition. Objectives were: <ul style="list-style-type: none"> <li>• To generate visitation to the region during off peak time</li> </ul>                                                                     |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                     |                                                                                                                                                                                                             |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                     | <ul style="list-style-type: none"> <li>To generate additional images for use in promotion / marketing</li> <li>To have a collection of images that we would be able to use to promote the region</li> </ul> |
| <p><b>Comment:</b><br/>OT now has an extensive range of quality photography to support internal marketing.</p> <p>The Photographic competition was a particular success in stimulating off peak tourism and ongoing interest in the region for photographic enthusiasts.</p> <p>OT has delivered on this action.</p>                                                                                                                                                                                                                                                   |                                                                     |                                                                                                                                                                                                             |
| Continue the development and production of marketing collateral to promote the region such as Official Touring Map Walks & Waterfalls Tear off map                                                                                                                                                                                                                                                                                                                                                                                                                     | Annual completion of all collateral                                 | <p>All promotional collateral has been produced annually.</p> <p>The Collateral Review subcommittee works on best practice collateral.</p>                                                                  |
| <p><b>Comment:</b><br/>One of the issues prior to the implementation of the Tourism Review and the independent funding of OT was that collateral was not being produced in a timely manner. This is still the case, e.g. the Otways Tourism A4 Tear Off Map was not produced in time for the 2009/2010 peak season.</p> <p>The reasons for this are, lack of communication between OT and the VICs and Printworks that held the templates went out of business.</p> <p>The Collateral Review subcommittee has not delivered any observable outcomes at this point.</p> |                                                                     |                                                                                                                                                                                                             |
| Ensure effective distribution of all marketing collateral to maximise exposure through visitor information centres in regional Victoria                                                                                                                                                                                                                                                                                                                                                                                                                                | Distribution of touring maps through the engagement of a contractor | Southern Brochure Distribution distributes the Touring maps to all locations.                                                                                                                               |
| <p><b>Comment:</b><br/>OT has delivered on this action.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                     |                                                                                                                                                                                                             |
| Production of promotional collateral such as environmentally friendly bags with Otways Tourism branding to be distributed at the Visitor Information Centres                                                                                                                                                                                                                                                                                                                                                                                                           | Bags being issued through the Visitor Information Centre            | This project has been delayed awaiting outcome of the Regional Tourism Action Plan (RTAP).                                                                                                                  |
| <p><b>Comment:</b><br/>This project was recommended to the OT Board by the Coordinator of the Colac VIC in April 2009 and has not been delivered.</p> <p>The provision of branded OT bags for VIC use is a minor resource allocation for a simple use in the VICs and would not be affected by the Regional Tourism Action Plan.</p> <p>The VICs will exist and the need for these bags will be ongoing regardless of regional tourism policy initiatives or structural changes.</p>                                                                                   |                                                                     |                                                                                                                                                                                                             |
| Continue support and development of the Otways Trails concept                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Annual production of shells for trails to be printed on             | Otways Tourism has continued to produce the Otways Trails shells for print over and also provide the update PDFs online for operators to use in their own business. Otways Tourism has also taken on the    |

|                                                                                                                                                                                                                                                                                                                                                                                                       |  |                                                                                                                                                                |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|----------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                                                                                                                                                                                                                                                                       |  | responsibility of overprinting and folding. This practice was previously performed by the Visitor Information Centres. Cost and time factors were prohibitive. |
| <p><b>Comment:</b><br/>The practice of printing copies on VIC photocopiers and folding for distribution to tourists proved to be unproductive for the VICs. It was also apparent that many tourism operators picked up multiple copies for their use from the VICs rather than print their own. A better solution has been for OT to fully print enough copies for VIC and operator distribution.</p> |  |                                                                                                                                                                |

#### Objective 4

#### Develop partnerships to increase visitation to the region

| Action                                                                                                                                                                                                                                                                                                                                  | KPI                                                                         | Outcome                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Identify 2 partners in Regional Victoria to develop cross promotional program                                                                                                                                                                                                                                                           | Agreement and development of partnership agreement                          | <p>This action has proven very difficult to undertake, as we are the internal marketer of our region.</p> <p>Otways Tourism engaged with Grampians Tourism in a "Mystery Shopper". This program included 4 people visiting the major town in each region</p> <ul style="list-style-type: none"> <li>• Halls Gap - Grampians</li> <li>• Apollo Bay – Otways</li> </ul> <p>They visited attractions in the town and reported on customer service, cooperation, information provided and effectiveness as a tourism destination.</p> <p>Both groups met to provide the feedback and discuss the outcomes. Tourism officers then visited the other region to present findings.</p> |
| <p><b>Comment:</b><br/>OT actively cooperates with Surf Coast Tourism on a number of projects including collateral and the Annual Regional Tourism Conference.</p> <p>The "Mystery Shopper" project was successful and could be repeated on an annual basis with other regions to contribute to industry service level development.</p> |                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Identify 1 partner in Melbourne to develop cross promotional program                                                                                                                                                                                                                                                                    | Agreement and development of partnership agreement                          | This action has proven very difficult to undertake, we are the Internal marketer of our region.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <p><b>Comment:</b><br/>The lack of success in this action and the one above indicates that the Action Strategies 1 and 2 in this section, were ill considered.</p> <p>It is worth pointing out that OT put some effort into exploring these options before concluding that success could not be achieved.</p>                           |                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Continue the close relationship with Colac Otway Shire to ensure maximum visitation benefits from existing                                                                                                                                                                                                                              | Involvement in activities related to events in the Colac Otway Shire region | Events assist in generating economic value, increasing visitation and overnight stays and raising our profile especially during off peak times.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |



|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| events and new events                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                 | <p>The OT Executive Officer worked closely with the Events Team to develop a strategy for funding Festivals &amp; Events. He sits on the committee to assess applications and recommendations that are made to council.</p> <p>OT works to provide:</p> <ul style="list-style-type: none"> <li>• Links to Visit Otways website</li> <li>• Provide information to organizers of accommodation providers</li> <li>• Provide Visitors Guides and Touring Maps in competitor packs.</li> <li>• Provide information at events</li> <li>• Display banners / flags for promotion</li> <li>• Promotion through our media network</li> <li>• Promotion in our quarterly newsletter</li> </ul> |
| <p><b>Comment:</b><br/>This is a successful partnership. OT has delivered on this action.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| Work with and support partners for the development of the shuttle bus along the coastal route                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | The development of the shuttle bus to assist operators along the Great Ocean Rd | <p>Otways Tourism worked with the Apollo Bay Chamber of Commerce and Tourism to ensure the Shuttle bus was able to operate in some capacity when resources were extremely limited. Following this the shuttle is now permanently funded to operate over the peak season.</p>                                                                                                                                                                                                                                                                                                                                                                                                         |
| <p><b>Comment:</b><br/>The information provided is not specific enough regarding efforts of OT to support the Shuttle Bus.</p> <p>There was an assumption made that the 2008/09 Shuttle Bus would be permanently supported by Department of Transport. This was not the case and was made clear to the Apollo Bay Chamber of Commerce and Tourism (ABCCT) on the provision of 2008/09 funding.</p> <p>The Apollo Bay Shuttle Bus is not operating in the 2009/10 peak season due to lack of local support through business operators and the ABCCT. As well as this the ABCCT did not apply for the \$4,000 set aside by Council to support the bus.</p> <p>There is no evidence of any involvement of OT in the shuttle bus issue.</p> |                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |

**Objective 5**

**To establish a series of networking and industry development events for members, non members and regional partners to attend**

| Action                                                                                                      | KPI       | Outcome                                                                                                                                               |
|-------------------------------------------------------------------------------------------------------------|-----------|-------------------------------------------------------------------------------------------------------------------------------------------------------|
| All business and industry development events to be relevant to our region and to include guest speakers (if | Quarterly | <p>We have conducted industry events for operators with the potential to impact on their business.</p> <p>The events / workshops inform operators</p> |

|                                                                                                                                                                                                                                                                 |                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>appropriate) with networking opportunities at the conclusion of all events</p>                                                                                                                                                                               |                                                                                       | <p>of what is happening in the industry. Workshops have been conducted in</p> <ul style="list-style-type: none"> <li>• Packaging</li> <li>• Bushfire Awareness</li> <li>• Website development</li> <li>• Tourism Sustainability</li> <li>• Networking</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| <p><b>Comment:</b><br/>OT has not delivered events quarterly as planned. Five events in two years is not adequate.<br/><br/>Numbers of attendees has not been provided.</p>                                                                                     |                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <p>Development of a partnership with Surf Coast for the operation of networking and business events to achieve efficiencies in operating these events</p>                                                                                                       | <p>Delivery of a training program of not more than 4 events per year.</p>             | <p>It was proving difficult to get members to attend workshops in alternate regions due to the time out of their business. This is more relevant in the Colac Otway region where there is a high level of owner / operators.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| <p><b>Comment:</b><br/>This is a reasonable conclusion.<br/><br/>OT and Surf Coast Tourism did however cooperate on the development of the Annual Regional Tourism Conference which has proved popular with operators in Colac Otway and Surf Coast Shires.</p> |                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <p>Encouragement of Non Members to attend at a Non member rate to engage with member operators and become members in their own right</p>                                                                                                                        | <p>Communication with Non members highlighting industry development opportunities</p> | <p>For all events / workshops invitations are sent to non members with a non member rate for them to attend.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| <p><b>Comment:</b><br/>While OT has fulfilled this objective to some degree, It appears from previous statements above that only former members are invited to these events, not all non members.</p>                                                           |                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <p>Establish an annual event for all members to socialize and network with members from across the region</p>                                                                                                                                                   | <p>To ensure event is held annually</p>                                               | <p>In 2008 Otways Tourism conducted a regional tourism conference for Otways &amp; Surf Coast members. Held at Otway Estate it attracted 100 delegates. It provided quality speakers including</p> <ul style="list-style-type: none"> <li>• CEO Tourism Victoria</li> <li>• CEO Tourism Alliance</li> <li>• General Manager –</li> <li>• Destination &amp; Product</li> <li>• Marketing – Tourism Victoria</li> <li>• Deputy General Manager –</li> <li>• Parks Victoria</li> </ul> <p>Others spoke on</p> <ul style="list-style-type: none"> <li>• Website Development</li> <li>• Marketing</li> </ul> <p>The highlight of the conference was the Key Note Speaker, John Anderson founder of Contiki.</p> <p>Due to the conferences success it was expanded to, Bellarine and Tourism Geelong. In 2009 there were 150 delegates.</p> |

|                                                                                                                                                                                      |  |                                                    |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|----------------------------------------------------|
|                                                                                                                                                                                      |  | (Attachment 3 OT Review Submission Appendix 4.34). |
| <p><b>Comment:</b><br/>The Annual Regional Tourism Conference which has proved popular with operators in Colac Otway and Surf Coast Shires.<br/>OT has delivered on this action.</p> |  |                                                    |

## Objective 6

### Maintain strong relationships with local government, tourism agencies and other stakeholders

| Action                                                                                                                                                                                                                   | KPI                                                                       | Outcome                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Develop a communications strategy to communicate the activities of Otways Tourism                                                                                                                                        | A fully completed document that is included in the Partnership Agreement. | <p>Otways Tourism committed to communicating with members</p> <ul style="list-style-type: none"> <li>• Distribution of minutes from all board meetings</li> <li>• Regular memo &amp; updates on issues affecting Otways Tourism and the tourism industry in general</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| <p><b>Comment:</b><br/>OT has delivered on this action.</p>                                                                                                                                                              |                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Maintain relationships with Colac Otway Shire and other external stakeholders such as Parks Victoria, Geelong Otway Tourism and other neighbouring Local Tourism Associations through regular communication and meetings | Attend meetings and industry events as required                           | <p>Regular meetings are held with:</p> <ul style="list-style-type: none"> <li>• Colac Otway Shire –to discuss our progress against the strategic plan and annual plan</li> <li>• Parks Victoria –annual forums held for the Great Ocean Walk Marketing partnership program.</li> <li>• Parks Victoria – A member of the tactical marketing committee for the Great Ocean Walk with Geelong Otway Tourism &amp; Tourism Victoria</li> <li>• Attended regional staff meetings at Geelong Otway Tourism, which involves 4 local tourism associations from the region</li> <li>• We hold discussions with Surf Coast Tourism on matters of mutual interests and to explore opportunities for cooperative activities.</li> </ul> |
| <p><b>Comment:</b><br/>OT has delivered on this action.</p>                                                                                                                                                              |                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Liaise with stakeholders regarding plans / requirements for infrastructure development                                                                                                                                   | Attend and facilitate meetings as required                                | <p>Regular communication with industry representatives involved, such as</p> <ul style="list-style-type: none"> <li>• Colac Otway Shire</li> <li>• Geelong Otway Tourism</li> <li>• Tourism Victoria</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <p><b>Comment:</b><br/>OT has been involved in discussions with the Economic Development Unit on infrastructure projects for small township development and the Apollo Bay Harbour Precinct Master Plan development.</p> |                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |

|                                                                                                                                                                                                                                                                                                                                                                                         |                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Liaise with stakeholders to support continued growth in tourist visitation                                                                                                                                                                                                                                                                                                              | Attend and facilitate meetings as required | Regular communication with industry representatives involved, such as <ul style="list-style-type: none"> <li>• Colac Otway Shire</li> <li>• Geelong Otway Tourism</li> <li>• Tourism Victoria</li> <li>• Tourism Alliance</li> <li>• Great Ocean Road Marketing</li> <li>• Great Southern Touring Route</li> <li>• Other local tourism associations</li> </ul>                                                                                                                                      |
| <p><b>Comment:</b><br/>OT reports meetings held which fulfils agreement but it would have been beneficial for the purposes of the evaluation to know if OT had any involvement in strategic or action planning with these organisations that would make a difference to regional tourism.<br/>GOT, the Regional Tourism Association, has the responsibility for visitation numbers.</p> |                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Liaise with stakeholders for the continued support and development of our attractions and natural environment                                                                                                                                                                                                                                                                           | Attend and facilitate meetings as required | Regular communication with industry representatives involved, such as <ul style="list-style-type: none"> <li>• Colac Otway Shire</li> <li>• Parks Victoria</li> <li>• Tourism Victoria</li> <li>• Sub Local Tourism Association.</li> </ul>                                                                                                                                                                                                                                                         |
| <p><b>Comment:</b><br/>OT has delivered on this action however development of our attractions and natural environment is the responsibility of State and Local Government.</p>                                                                                                                                                                                                          |                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Memberships of appropriate organisations that are relevant to Otways Tourism                                                                                                                                                                                                                                                                                                            | Paid up memberships                        | Otways Tourism is a member of the following organizations <ul style="list-style-type: none"> <li>• Tourism Alliance</li> <li>• Australian Regional Tourism Network</li> <li>• G21</li> <li>• Otway Business Inc</li> </ul>                                                                                                                                                                                                                                                                          |
| <p><b>Comment:</b><br/>OT has delivered on this action.</p>                                                                                                                                                                                                                                                                                                                             |                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Attendance at industry conferences to be up to date with industry knowledge                                                                                                                                                                                                                                                                                                             | Attendance at events                       | The Executive Officer has attended conferences organized by <ul style="list-style-type: none"> <li>• Tourism Alliance – Victorian Tourism Industry Conference,</li> <li>• Tourism Alliance – Victorian Adventure &amp; Nature Based Conference</li> <li>• Australian Regional Tourism Network – Australian Regional Tourism Conference held in locations around regional Australia. The last 2 were in Barossa Valley and Alice Springs. The 2010 conference will be in the Yarra Valley</li> </ul> |
| <p><b>Comment:</b><br/>OT has delivered on this action</p>                                                                                                                                                                                                                                                                                                                              |                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |

The following 'Outcomes Delivery Framework' for the OT Strategic and Action Plan Outcomes table above indicates that OT has achieved or partially achieved 85% of its goals.

| <b>Outcomes Delivery</b> | <b>Number</b> | <b>%</b> |
|--------------------------|---------------|----------|
| Delivered                | 16            | 49       |
| Partially Delivered      | 12            | 36       |
| Not Delivered            | 5             | 15       |
| Unclear                  | 0             | 0        |

**OT ANNUAL PROJECTS PLAN 2008/2009**  
(Attachment 3 OT Review Submission Appendix 2).

**Tourism Business Development**

| <b>Project</b>                                                                                                                                  | <b>Timeline</b>                             | <b>Outcome</b>                                                                                                                                                                                                                                                                        |
|-------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Annual training Schedule<br>To develop a set of training/industry development sessions for members                                              | To host no more than 4 sessions in one year | These workshops were held on: <ul style="list-style-type: none"> <li>• Packaging</li> <li>• Online Marketing</li> </ul> The annual conference included a full day of information for operators                                                                                        |
| <b>Comment:</b><br>OT has delivered on this action                                                                                              |                                             |                                                                                                                                                                                                                                                                                       |
| Industry familiarisation<br>To conduct 2 industry familiarisation tours within the region for operators and VIC staff                           | Bi Annually                                 | Otways Tourism worked with Otway Hinterland Tourism Association to conduct a familiarisation tour visiting approx 12 businesses, concluding with networking session Otways Tourism also worked with GOT in assisting VIC staff to have a familiarisation tour into the Otways Region. |
| <b>Comment:</b><br>This indicates a limited commitment to familiarisation tours over the past three years.                                      |                                             |                                                                                                                                                                                                                                                                                       |
| Otways Touring Map<br>To produce a touring map on the Otways<br>No of Copies: 80,000                                                            | March 2009                                  | Map produced and released to the market in February 2009                                                                                                                                                                                                                              |
| <b>Comment:</b><br>OT has delivered on this action                                                                                              |                                             |                                                                                                                                                                                                                                                                                       |
| Walks & Waterfalls<br>Produce a flyer that profiles all the walks and waterfalls we have in our region along with a map<br>No of Copies: 35,000 | Dec 2008                                    | An additional 10,000 were produced in March 2009 to meet demand and provide extra copies for operators who have mini information centres                                                                                                                                              |
| <b>Comment:</b><br>OT has delivered on this action                                                                                              |                                             |                                                                                                                                                                                                                                                                                       |
| Tear off Map<br>Produce a tear off map for easy navigation for visitors<br>No of Copies: 100,000                                                | March 2009                                  | The tear off map was produced and released in April 2009, with print run of only 50,000 copies to ensure it remains relevant.                                                                                                                                                         |
| <b>Comment:</b><br>Stocks of this map have not been replenished for the 2009/10 peak season in the VICs.                                        |                                             |                                                                                                                                                                                                                                                                                       |
| Otways Trails Templates<br>To produce the templates for printing over by Visitor Information Centres<br>No of Copies: 25,000                    | April 2009                                  | The templates were printed & overprinted & delivered to VICs                                                                                                                                                                                                                          |

|                                                                                                                                              |          |                                                                   |
|----------------------------------------------------------------------------------------------------------------------------------------------|----------|-------------------------------------------------------------------|
| <b>Comment:</b><br>OT has delivered on this action                                                                                           |          |                                                                   |
| Official Visitors Guide<br>To assist Geelong Otways<br>Tourism in the production of<br>the Surf Coast / Otways guide<br>No of Copies: 80,000 | Nov 2008 | The Surf Coast /Otways visitors guide<br>was released in Dec 2008 |
| <b>Comment:</b><br>OT has delivered on this action                                                                                           |          |                                                                   |

## Member Projects

| Project                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Timeline     | Outcome                                                                                                                                                                                                                                                    |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Environment Protection &<br>Carbon Offset Program A<br>campaign that will aim to<br>protect the precious<br>environment we have in the<br>Otways                                                                                                                                                                                                                                                                                                                                                                                                                   | June 2009    | This project is still ongoing due to the<br>amount of time that the Photography<br>competition required from the admin<br>officer.<br><br>A considerable amount of background<br>work has been completed and is requiring<br>compilation and distribution. |
| <b>Comment:</b><br>The OT Executive Officer was involved in the GOT "Green Team" See above.<br><br>The OT project was reduced to the provision of a guide on where businesses can start which might<br>then lead them to further develop their environmental footprint. Despite the strategy being reduced to<br>a minimal effort with a low expectation of engagement, the project was not delivered in 2008/09.<br><br>In the 2009/10 Action Plan this project is listed as "Sustainable Tourism Program" and notes the<br>provision of a "tool kit". See below. |              |                                                                                                                                                                                                                                                            |
| Gumboots & Pearls<br>To support Otway Scenic<br>Circle Association in its efforts<br>to stage Gumboots & Pearls at<br>Melba Gully.                                                                                                                                                                                                                                                                                                                                                                                                                                 | October 2008 | Otways Tourism support Gumboots<br>and Pearls with \$5,000 in sponsorship for<br>this unique event.                                                                                                                                                        |
| <b>Comment:</b><br>OT has delivered on this action                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |              |                                                                                                                                                                                                                                                            |
| Gellibrand – Arts & Craft<br>Cultural Hub<br>To restore Gellibrand as an<br>Arts & Craft cultural hub in the<br>Otways.                                                                                                                                                                                                                                                                                                                                                                                                                                            | June 2009    | This project has not progressed due to<br>lack of engagement from operators in the<br>hinterland region.<br><br>To develop this further requires a feasibility<br>study.                                                                                   |
| <b>Comment:</b><br>Lack of engagement indicates the industry does not support the project.<br>A stronger show of support would be needed to support the allocation of resources to a feasibility<br>study.                                                                                                                                                                                                                                                                                                                                                         |              |                                                                                                                                                                                                                                                            |
| Develop the Otways Region<br>for the "Experience Seeker".<br>To assist industry in<br>developing Otways Tourism<br>members product or new<br>product to cater for the<br>"Experience Seeker" market                                                                                                                                                                                                                                                                                                                                                                | June 2009    | Otways Tourism continues to work with<br>operators in developing new business or<br>adding to their product. This support may<br>be verbal advice, or letters of support for<br>funding from local, state and federal<br>governments.                      |

|                                                                                                                                                                                                             |                  |                                                                                                                                                                                                                                                                                                                                                                                    |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>Comment:</b><br/>OT delivers on this action to members. New business operators receive limited assistance until they join OT.</p> <p>This is a limiting factor in the development of new product.</p> |                  |                                                                                                                                                                                                                                                                                                                                                                                    |
| <p>Otways Trails &amp; Touring Loops<br/>To continue to develop the Otways Trails collateral increasing the number of trails from Sub LTAs and developing new touring loops into the program</p>            | <p>June 2009</p> | <p>Encouragement of Sub LTAs to continue to develop additional trails has led to the Forrest History Walk.<br/>The touring loops will be incorporated into the on-line Otway Holiday Planner.</p>                                                                                                                                                                                  |
| <p><b>Comment:</b><br/>OT has delivered on this action</p>                                                                                                                                                  |                  |                                                                                                                                                                                                                                                                                                                                                                                    |
| <p>Photographic Competition<br/>To develop a photography competition within the Otways with each Sub Association to hold one.</p>                                                                           | <p>June 2009</p> | <p>A subcommittee will coordinate the Otways in Focus competition in October 2010.</p> <p>It was extremely successful and a subsequent strategy to promote the images and the Otways in process</p>                                                                                                                                                                                |
| <p><b>Comment:</b><br/>A resource heavy commitment that must be balanced against capacity and other priorities in future years.<br/>OT has delivered on this action</p>                                     |                  |                                                                                                                                                                                                                                                                                                                                                                                    |
| <p>Apollo Bay – Health &amp; Wellbeing Centre.<br/>To continue to push for the development of Apollo Bay as a centre for Health &amp; Wellbeing</p>                                                         | <p>Ongoing</p>   | <p>Otways Tourism was involved in the Enquiry by Design for the Apollo Bay Harbour Development which identified an opportunity to develop a Health &amp; Wellbeing Centre through presentations from the OT and ABCCT Chair. The subsequent design indicated that the hotel development would be for a Health and Wellness retreat.</p> <p>Development discussions are ongoing</p> |
| <p><b>Comment:</b><br/>OT has delivered on this action in terms of involvement in the Enquiry but Design but has had no ongoing involvement.</p>                                                            |                  |                                                                                                                                                                                                                                                                                                                                                                                    |
| <p>Trans Otway Waterfall Walk<br/>To continue to advocate to stakeholders for the development of the Trans Otway Waterfall Walk (TOWW) from Lorne to Apollo Bay</p>                                         | <p>Ongoing</p>   | <p>Otways Tourism continues to promote the value of the development of such a walk.</p> <p>Presentations to the South West Trails strategy.</p> <p>Parks Victoria Management Plans for the Otways include our desire for the TOWW to be included &amp; developed</p>                                                                                                               |
| <p><b>Comment:</b><br/>OT has delivered on this action.</p>                                                                                                                                                 |                  |                                                                                                                                                                                                                                                                                                                                                                                    |



## Public Relations

| Project                                                                                                                                                                         | Timeline     | Outcome                                                                                                                                                                             |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Quarterly Newsletter<br>To produce a quarterly newsletter to be distributed to members and through the Visitor Information Centres<br>No of Copies: 250                         | Quarterly    | Newsletters have been produced featuring stories on Otways Tourism members and other subject matter.<br><br>The newsletter is also distributed via the Visitor Information Centres. |
| <b>Comment:</b><br>OT has delivered on this action                                                                                                                              |              |                                                                                                                                                                                     |
| Annual Report<br>To produce an Annual Report both electronically and in hard copy for distribution to members<br>No of Copies: 250                                              | October 2008 | Annual Report was produced and distributed to members in October 2008                                                                                                               |
| <b>Comment:</b><br>OT has delivered on this action                                                                                                                              |              |                                                                                                                                                                                     |
| PR & Communication Strategy<br>To produce a series of media releases on product in our region to also combine to compile a media kit for distribution to appropriate media.     | Dec 2008     | Media releases were finalised in 2009. Otways Tourism has a set that can be provided to media requesting information.                                                               |
| <b>Comment:</b><br>OT has delivered on this action however a more regular and higher number of published media articles would be beneficial to local industry confidence in OT. |              |                                                                                                                                                                                     |

The following 'Outcomes Delivery Framework' for the OT Annual Projects Plan 2008/2009 table above indicates that OT has achieved or partially achieved 89% of its goals.

| Outcomes Delivery   | Number | %  |
|---------------------|--------|----|
| Delivered           | 11     | 62 |
| Partially Delivered | 5      | 27 |
| Not Delivered       | 2      | 11 |
| Unclear             | 0      | 0  |

**OT ANNUAL PROJECTS PLAN 2009/2010**  
(Attachment 3 OT Review Submission Appendix 3).

**Tourism Business Development**

| Project                                                                                                                                                                                                   | Timeline                                                  | Outcome                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Annual training Schedule<br>To develop a set of training/industry development sessions for members                                                                                                        | To host no more than 3 sessions in one year               | The annual conference has been held this year in with the other GOT regions, offering a full day of speakers on tourism issues.<br><br>A second workshop has been held on Bushfire ready with speakers from <ul style="list-style-type: none"> <li>• CFA</li> <li>• DSE</li> <li>• Tourism Vic</li> </ul> There will be a third workshop in the new year:<br><b>TOURISM EXCELLENCE</b><br>As part of the Tourism Excellence program a tourism audit will be made available to members. |
| <b>Comment:</b><br>If third workshop held OT will deliver on this action.                                                                                                                                 |                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Industry familiarisation<br>To include:<br>Member mentoring program<br>Speed 'Dating' Event<br>Annual Dinner                                                                                              | At appropriate times of the year according to visitation. | Contact will be made with new members to determine if they would like a mentor.<br><br>The "speed dating" event and annual dinner are set down for the new year.                                                                                                                                                                                                                                                                                                                       |
| <b>Comment:</b><br>This indicates a more mature understanding of membership need for industry participation in knowledge building about local product.<br>If all goals met OT will deliver on this action |                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |

**Marketing/Visitor Services**

| Project                                                                                                                                                    | Timeline      | Outcome                                                                                              |
|------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|------------------------------------------------------------------------------------------------------|
| Otways Touring Map<br>To produce a touring map on the Otways<br>No of Copies: 80,000                                                                       | November 2009 | The map is currently in production with expected release on Jan 2010.                                |
| <b>Comment:</b><br>The deadline for this map should have been earlier than November.<br>Even if completed in January, OT has not delivered on this action. |               |                                                                                                      |
| Walks & Waterfalls<br>Produce a flyer that profiles all the walks and waterfalls we have in our region along with a                                        | Jan 2010      | The Walks & Waterfalls is in the process of reproduction. Its expected release date is January 2010. |

|                                                                                                                                    |            |                                                                                                                                                                                       |
|------------------------------------------------------------------------------------------------------------------------------------|------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| map<br>No of Copies: 45,000                                                                                                        |            |                                                                                                                                                                                       |
| <b>Comment:</b><br>If released in Jan 2010, OT will have delivered on this action.                                                 |            |                                                                                                                                                                                       |
| Tear off Map<br>Produce a tear off map for<br>easy navigation for visitors<br>No of Copies: 100,000                                | June 2010  | Depending on demand this production<br>could fall into the next financial year.                                                                                                       |
| <b>Comment:</b><br>As an action in the 2009/10 year the production and distribution should happen prior to 30 June 2010.           |            |                                                                                                                                                                                       |
| Otways Trails Templates<br>To produce the templates for<br>printing over by Visitor<br>Information Centres<br>No of Copies: 25,000 | April 2009 | The trails templates have been printed. In<br>discussions with the COS, OT has also<br>had all the trails printed over and folded to<br>reduce the impact on resources of the<br>COS. |
| <b>Comment:</b><br>OT has delivered on this action.                                                                                |            |                                                                                                                                                                                       |

### Otways Tourism Projects

| Project                                                                                                                                                                                                                                                                                                                                                                                                                                             | Timeline            | Outcome                                                                                                                                                                                                                                                                                                                                                                                        |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Sustainable Tourism Program<br>A program that aims to<br>provide a tool kit that will<br>assist them in developing a<br>more sustainable tourism<br>business.                                                                                                                                                                                                                                                                                       | January 2010        | This program is still a work in progress and<br>hoped to be finalised in January 2010.                                                                                                                                                                                                                                                                                                         |
| <b>Comment:</b><br>Given that there has been no preliminary report or discussion with the OT Board on this project prior<br>to January 2010, it is unlikely that it will be delivered by January 2010.                                                                                                                                                                                                                                              |                     |                                                                                                                                                                                                                                                                                                                                                                                                |
| Otways Tourism Collateral<br>To continue the review and<br>development of Otways<br>Tourism collateral.                                                                                                                                                                                                                                                                                                                                             | March 2010          | Otways Tourism has concluded that it<br>would like to have its own Official Visitors<br>Guide so we can develop and control the<br>look, feel and content of it.<br>This decision requires understanding of<br>the total costs of producing such a<br>publication. Due to our current review and<br>no guarantee of continuity this project is on<br>hold until such time that we can progress |
| <b>Comment:</b><br>As a member based organisation and receiving its major funding from Council OT is obliged to<br>complete the development process regardless of the uncertainty of future funding. If an Otways<br>Official Visitors Guide is a priority of OT members it is likely that they will still want it whether or not<br>OT has its service agreement renewed or not and Council will be expected to pursue production of<br>the Guide. |                     |                                                                                                                                                                                                                                                                                                                                                                                                |
| Photographic Competition<br><br>To continue the photography<br>competition within the Otways.                                                                                                                                                                                                                                                                                                                                                       | Oct 2009 - Oct 2010 | The photography competition has again<br>been confirmed as one of OT's projects for<br>2010.                                                                                                                                                                                                                                                                                                   |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                |                                                                                                                                                                                                                                        |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                |                                                                                                                                                                                                                                        |
| <p><b>Comment:</b><br/>This has been a very successful project but did require a heavy investment in coordination and administration.</p> <p>It can only be assumed that weaknesses in delivery in other areas are an outcome of this prioritisation of resources.</p>                                                                                                                                                                                                                                                                                                                                    |                                |                                                                                                                                                                                                                                        |
| <p>Apollo Bay – Health &amp; Wellbeing Centre<br/>To continue to push for the development of Apollo Bay as a centre for Health &amp; Wellbeing</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                        | <p>Ongoing</p>                 | <p>Otways Tourism will continue to push for the development of a Health &amp; Wellbeing Centre in Apollo Bay as part of the Harbour Development.</p>                                                                                   |
| <p><b>Comment:</b><br/>OT supported this initiative through the Apollo Bay Harbour Master Precinct Plan Enquiry by Design process.</p> <p>OT will continue to advocate for the health and well being theme in development for Apollo Bay.</p>                                                                                                                                                                                                                                                                                                                                                             |                                |                                                                                                                                                                                                                                        |
| <p>Trans Otway Waterfall Walk<br/>To continue to advocate to stakeholders for the development of the Trans Otway Waterfall Walk (TOWW) from Lorne to Apollo Bay</p>                                                                                                                                                                                                                                                                                                                                                                                                                                       | <p>Ongoing</p>                 | <p>Otways Tourism is also continuing to work with the Otway Ranges Walking Association to advocate for a Trans Otway Waterfall</p>                                                                                                     |
| <p><b>Comment:</b><br/>OT advocated for the TOWW in:</p> <ul style="list-style-type: none"> <li>• A submission to Parks Victoria in response to its Draft Management Plans for the Great Otway National Park.</li> <li>• A submission to include the TOWW as a major trail in the Great South West Trails Strategy</li> </ul> <p>OT lobbied in one on one meetings with Parks Vic staff and through Parks Vic workshops. OT also attended Great South West trails Strategy consultation forums.</p> <p>The lobbying has resulted in stakeholder discussions on raising funds for a feasibility study.</p> |                                |                                                                                                                                                                                                                                        |
| <p>Online Trip Planner<br/>To develop an online trip planner that will provide more information on the Otways Region.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <p>June 2010</p>               | <p>Treetops Consulting is currently working on the first stage of the online trip planner for Otways Tourism.<br/>This project will benefit all operators in the region and will ultimately be completed in 3 stages.</p>              |
| <p><b>Comment:</b><br/>If stage 1 is completed by June 2010 then the outcome will have been achieved.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                |                                                                                                                                                                                                                                        |
| <p>Melbourne Cup Tour<br/>To increase the profile of the Otways Region and contribute to community activity</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | <p>Sept 2009<br/>Completed</p> | <p>The Melbourne Cup Tour to the Otways was a very successful event in September visiting:</p> <ul style="list-style-type: none"> <li>• GORVIC</li> <li>• COPACC</li> <li>• Colac Primary School</li> <li>• Mercy Aged Care</li> </ul> |

|                                                                                                                                                                                |                        |                                                                                                                                                                                                                                                                                                                                                                              |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Comment:</b><br>OT has delivered on this action.                                                                                                                            |                        |                                                                                                                                                                                                                                                                                                                                                                              |
| Otways Tourism Car Branding<br>To promote the Otways through the branding of Organisation car.                                                                                 | July 2009<br>Completed | To assist in marketing and branding. The company car has Otways branding.                                                                                                                                                                                                                                                                                                    |
| <b>Comment:</b><br>While this is an operational task of minor significance, OT has delivered on this action.                                                                   |                        |                                                                                                                                                                                                                                                                                                                                                                              |
| Great Ocean Road Marathon<br>To support local events that brings international and domestic recognition to the Otways Region.                                                  | May 2010               | Otways Tourism continues to support iconic local events that bring visitors to the region and generate economic benefits for the community. This event continues to grow in size of competitors. It is now entering its 5th year.                                                                                                                                            |
| <b>Comment:</b><br>OT has delivered on this action, through funding support of the Marathon.                                                                                   |                        |                                                                                                                                                                                                                                                                                                                                                                              |
| Great Victorian Bike Ride<br>To support external events that have significant opportunities for local tourism operators and brings economic benefits to the broader community. | December 2009          | In partnership with Colac Otway Shire Otways Tourism contributed \$8,000 in sponsorship to ensure that Apollo Bay was utilized as a rest day. This ensures economic benefits to the local community and other organisations.<br>Otways Tourism also assisted in operating shuttles to the Otway Fly and Cape Otway Lightstation and a tour to Otway Estate Winery & Brewery. |
| <b>Comment:</b><br>OT has delivered on this action.                                                                                                                            |                        |                                                                                                                                                                                                                                                                                                                                                                              |

## Member Projects

| Project                                                                                                                                                                                                                                                        | Timeline     | Outcome                                                                                                                                                                                                                     |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Gumboots & Pearls<br>To support Otway Scenic Circle Association in its efforts to stage Gumboots & Pearls at Melba Gully.                                                                                                                                      | October 2010 | Otway Scenic Circle Association has contractual challenges with previous organisers of the event and hence did not run this event in 2009.<br>Otways Tourism has given a commitment to supporting the event in the future.  |
| <b>Comment:</b><br>This has been a very successful event and when contractual issues are sorted will be revived. OT has not been able to financially support within 2009/10 but if continued funding support from Council will financially support in 2010/11. |              |                                                                                                                                                                                                                             |
| Otway Harvest Trail<br>To support the Otway Harvest trail with funding to continue the marketing and strategic planning for this project.                                                                                                                      | Dec 09       | Operators in the hinterland region have banded together with members from Surf Coast Tourism to develop the Otway Harvest Trail which is based around fresh local produce including food, wine and accommodation providers. |
| <b>Comment:</b><br>Otways Tourism in conjunction with Otway Hinterland Tourism Association has committed \$5,000 in                                                                                                                                            |              |                                                                                                                                                                                                                             |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                    |                                                                                                                                                                                                                                                                                                                                                      |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>funding towards the development of the Harvest Trail. This will include activities such as marketing collateral, development of a strategic plan, website etc.</p>                                                                                                                                                                                                                                                                                                                                                                                                               |                    |                                                                                                                                                                                                                                                                                                                                                      |
| <p>Gellibrand – Arts &amp; Craft Cultural Hub<br/>To restore Gellibrand as an Arts &amp; Craft cultural hub in the Otways.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <p>June 2009</p>   | <p>This project has continued to stall and it would appear unlikely to continue. Like all of these projects they require local enthusiasm and someone to drive them. This project needs to be reviewed.</p>                                                                                                                                          |
| <p><b>Comment:</b><br/>It was reported in the previous year Annual Projects Plan report that:<br/><i>“This project has not progressed due to lack of engagement from operators in the hinterland region. To develop this further requires a feasibility study.”</i></p> <p>The appropriate action in 2009/2010 would be to defer the project and not include it as an action or seek further stakeholder involvement and conduct the feasibility study.</p> <p>There is no evidence of any action against this action strategy in 2009/10. OT has not delivered on this action.</p> |                    |                                                                                                                                                                                                                                                                                                                                                      |
| <p>Develop the Otways Region for “Experience Seeker”<br/>To assist industry in developing Otways Tourism members product or new product to cater for the “Experience Seeker” market.</p>                                                                                                                                                                                                                                                                                                                                                                                            | <p>Ongoing</p>     | <p>This is always going to be an ongoing project as it forms part of our core responsibilities in assisting to develop tourism product in our region. The “Experience Seeker” is a unique market that is predominantly International and requires special needs and understanding which has been provided to operators in the region previously.</p> |
| <p><b>Comment:</b><br/>OT Executive Officer was involved in the development of the branding of our region for this strategy to ensure that our product in the region was adequately represented.</p> <p>Information about additional marketing opportunities has been communicated to OT members but no action is provided to evidence activity that supports product development.</p>                                                                                                                                                                                              |                    |                                                                                                                                                                                                                                                                                                                                                      |
| <p>Otways Full Day Conference / Annual Dinner<br/>To develop a relevant one day conference for Otways Tourism members with appropriate content and to be followed by the Annual Dinner.</p>                                                                                                                                                                                                                                                                                                                                                                                         | <p>May 2010</p>    | <p>This event will be conducted in 2010 and as indicated will be run in parallel with a full day conference for Otways Tourism members.</p>                                                                                                                                                                                                          |
| <p><b>Comment:</b><br/>It is unclear whether this is an extra conference to the one reported against the above action strategy <i>“Annual training schedule to develop a set of training/industry development sessions for members”</i>. A conference was also reported against this actions strategy as one of three training opportunities for members for 2009/2010.</p>                                                                                                                                                                                                         |                    |                                                                                                                                                                                                                                                                                                                                                      |
| <p>Otways Escapes<br/>To explore the possibility of developing a series of events in the Otway Hinterland during the winter months with a thematic approach to the project.</p>                                                                                                                                                                                                                                                                                                                                                                                                     | <p>2009 / 2010</p> | <p>This project will require some initial research and a discussion paper to be developed to generate industry interest in the concept.</p>                                                                                                                                                                                                          |

**Comment:**

If the research and a discussion paper are developed and industry members engaged in the process then this outcome will have been achieved.

**Local Association Projects**

| Project                                                                                                                                                                                                                                                                                                                                         | Timeline           | Outcome                                                                                                     |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|-------------------------------------------------------------------------------------------------------------|
| <p>APOLLO BAY CHAMBER OF COMMERCE &amp; TOURISM</p> <p>1. To assist in the procurement and installation of Christmas Lights in Apollo Bay to engender community spirit and overall aesthetics of the town.</p> <p>2. To operate a series of networking events for local members to interact with other members and listen to guest speakers</p> | 2009 / 2010        | Otways Tourism has provided funding for these projects to progress and expect an acquittal in the new year. |
| <p><b>Comment:</b><br/>OT has delivered on this action.</p>                                                                                                                                                                                                                                                                                     |                    |                                                                                                             |
| <p>OTWAY SCENIC CIRCLE ASSOCIATION</p> <p>1. Update relevant information on marketing collateral</p> <p>2. Conduct a packaging workshop for local operators in conjunction with the International Lighthouse Weekend</p>                                                                                                                        | July / August 2009 | The packaging workshop has already been completed and work is continuing on the marketing collateral.       |
| <p><b>Comment:</b><br/>OT has delivered on this action</p>                                                                                                                                                                                                                                                                                      |                    |                                                                                                             |
| <p>OTWAY HINTERLAND TOURISM ASSOCIATION</p> <p>To jointly fund the Otway Harvest Trail with Otways Tourism to sponsor the Birregurra Weekend Festival</p>                                                                                                                                                                                       | 2009/2010          | Commitments and payments have already been processed by OHTA to support these local events and projects.    |
| <p><b>Comment:</b><br/>OHTA provided funding for the Birregurra Festival and OT provided \$5,000 funding to the Otway Harvest Trail.</p>                                                                                                                                                                                                        |                    |                                                                                                             |

**Public Relations**

| Project                                                                                               | Timeline  | Outcome                                                                                                        |
|-------------------------------------------------------------------------------------------------------|-----------|----------------------------------------------------------------------------------------------------------------|
| <p>Quarterly Newsletter</p> <p>To produce a quarterly newsletter to be distributed to members and</p> | Quarterly | 2 newsletters have already been produced this current financial year with another 2 to happen in the new year. |

|                                                                                                                                                                                                                                                                                                                             |                            |                                                                                                                                       |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|---------------------------------------------------------------------------------------------------------------------------------------|
| through the Visitor Information Centres<br>No of Copies: 150                                                                                                                                                                                                                                                                |                            |                                                                                                                                       |
| <b>Comment:</b><br>OT has delivered on this action to date. Please note previous year 250 copies printed. This may be due to the increase in electronic distribution of the product.                                                                                                                                        |                            |                                                                                                                                       |
| Annual Report<br>To produce an Annual Report both electronically and in hard copy for distribution to members<br>No of Copies: 250                                                                                                                                                                                          | October 2009               | Annual Report has been produced and distributed to members.                                                                           |
| <b>Comment:</b><br>OT has delivered on this action. Please note previous year 100 copies printed. No reason for the increase is indicated.                                                                                                                                                                                  |                            |                                                                                                                                       |
| PR & Communication Strategy<br>To produce a series of media releases on product in our region to also combine to compile a media kit for distribution to appropriate media.                                                                                                                                                 | September 2009 - Completed | Media Releases have been completed and will be used on demand and also in promotion of the region to attract awareness of the region. |
| <b>Comment:</b><br>OT has delivered on this action however a more regular and higher number of published media articles would be beneficial to local industry confidence in OT.<br><br>It appears from this outcomes statement that OT will not be actively engaged with the media as new issues arise or new events occur. |                            |                                                                                                                                       |

The following 'Outcomes Delivery Framework' for the OT Annual Projects Plan 2009/10 table above indicates that OT has achieved or partially achieved 89% of its goals.

| <b>Outcomes Delivery</b> | <b>Number</b> | <b>%</b> |
|--------------------------|---------------|----------|
| Delivered                | 11            | 40       |
| Partially Delivered      | 9             | 32       |
| Not Delivered            | 6             | 21       |
| Unclear                  | 2             | 7        |

Given that the report has been received at the midway point of the year it is to be expected that there would be a number of projects partially delivered.



The OT Review Submission provides the following forecast for January 2010 to June 2010 that are also reflected in the 2009/2010 Action plan:

- *Completion of Stage One of the online Otways Holiday Planner.*
- *Supporting Otway Harvest Trail development*
- *Publication of the Otways Tourism newsletters*
- *The development of a day conference for Otways Tourism members in conjunction with the Annual Dinner*
- *Continued support for our major events in the region such as the Great Ocean Road Marathon*
- *Industry development through the tourism excellence program as developed by Tourism Victoria*
- *Opportunities for operators to participate in the Tourism Audits program*
- *Continued production of Otways Tourism marketing collateral including product bags for the VICs and an individual information booklet*
- *Refining and continued development of the Photography competition*
- *Development of the board sub committees and their responsibilities,*
- *Governance- to improve the efficiency of The Board through reviewing structure and process*
- *Collateral - implementing the findings of the review*
- *Membership - to regenerate struggling LTAs and improve communication at an individual level*
- *Otways Tourism will also be active in the regional restructure of the Great Ocean Road region to ensure that OT has a model that is appropriate for Otways Tourism and the Colac Otway Shire with the right amount of resourcing and funding to better promote our region*  
*(pp 12 OT Review Submission Dec 2009)*

Important achievements have been listed above however there is cause for concern in the following areas:

- **Media coverage**

There needs to be a higher level of performance in achieving regular mainstream positive media coverage for the local tourism industry.

- **Membership services and growth**

There needs to be a review of membership services and a clear strategy to improve member relationships and numbers growth. The OT Board Membership Sub Committee should make recommendations regarding these matters. Colac Otway Shire should consider a partnership with OT to review the structure, fees, rights and responsibilities of membership. This point is further addressed below in Other Issues – Membership.

- **Industry development**

A greater effort needs to be made to provide opportunities for industry to improve service and develop new product. The Annual Regional Tourism Conference with Surf Coast Tourism has been a success and the networking opportunities planned for 2010 will assist however it would be beneficial if OT were to make a concerted effort to tap into industry needs in these areas and work on innovative ways to deliver.

- **Communication with VICs**

A greater effort needs to be made by both OT and the VICs to improve communications.

- Collateral Development and delivery

Collateral development and delivery for industry and VIC distribution to visitors is an essential role of a Local Tourism Authority and must be delivered in a professional and timely manner. The Collateral Review should be completed within the Service Agreement period so that any new initiatives can be delivered prior to the 2010/11 peak tourism season.

While there are shortcomings in performance the OT Review Submission provides clear evidence of significant strategic and action planning achievement across 2007 to 2010 and a clear determination to continue to deliver against key performance indicators.

A further measure of performance is provided in a series of surveys conducted by Council officers in the process of conducting the evaluation of the Service Agreement.

### Industry and Community Surveys

In order to assist in the measurement of performance improvement during the period of the OT Service Agreement, the following is a brief summary of the results of the 2006 industry survey.

As part of the 2006 Tourism Review a range of consultation methods were utilised including one on one stakeholder interviews, an Industry Survey and a Community Survey. A summary of comments recorded from these consultations is recorded below:

*“There was general consensus that the Shire, Otways Tourism and GOT have been unresponsive to the needs of the smaller players in the industry.....As part of the consultation, OT has formally indicated its willingness to take on a greater function in the delivery of core tourism services for the region, and develop a more united approach to managing tourism.”*

According to Otway Business Inc. (OBI) tourism is...*“an industry sector that has considerable potential in the Shire, particularly in the short term conference and meetings market....The development and promotion of tourism needs to be invigorated...”*

The Colac Otway Residents and Ratepayers Association (CORRA) *“expressed concerns about the amount of funding the Shire provides to tourism and advocated that the Shire provide no more than \$300,000 from Core rates...and that extra money...should be sourced by way of special levies and charges borne directly by the tourism industry.”*

Community consultations were held in Apollo Bay and Colac but only tourism operators attended. ...*“The lack of interest shown by the broader community raises concern regarding the effective engagement with the community by the industry.”*

Individual key stakeholder meetings identified a number of issues:

- *“The Shire is blessed with a lot of tourism potential, good location, growing range of good quality tourism and ecotourism product, direct access to the Great Ocean Road and high quality road infrastructure throughout the Shire for touring. It has considerable potential.*
- *The tourism industry in the Shire appears to be challenged internally by a lack of cohesion and common purpose. As a result, it appears that considerable energies and*

resources are expended without appropriate planning and co-ordination thus weakening their impact.

- *The tourism industry in the Shire also appears reluctant to engage with the wider tourism industry, particularly through the formal established structures established for the industry by the State and Australian Governments.”*

The results of the Industry Survey 2006 sent to over 600 tourism operators in the Shire indicated the following:

- *“The typical tourism business in the Shire employs two to three people full time and four to five people part time.*
- *Just over one third of supplies are purchased in the immediate town of the business with a further 20% purchased from elsewhere in the Shire.*
- *The views towards tourism were generally positive ...and highly supportive of tourism and tourism development.*
- *A high level of support for both the VICs and their value to the local tourism industry.*
- *Somewhat ambivalent about the value of these entities (OT, GOT, GORM).*
- *A high level of support for more environmental or ecotourism attractions, more festivals and more investment in tourism infrastructure.*

The results of the Community Survey resulted in only 15 returns and while they were generally positive it indicated a low interest in the tourism industry from the general community.

### **2009 Otways Tourism Service Agreement Evaluation Surveys**

In October 2009 Colac Otway Shire conducted an Industry Survey including all members of Otways Tourism and all property owners who contribute to Economic Development and Tourism through rates. The survey questions were based on the responsibilities of Otways Tourism stated in the Service Agreement and as listed above.

Both Surveys were confidential however respondents were given the option of providing contact details if requiring further follow up.

There were 204 Member Surveys sent and 40 responses; 464 Property Owners Surveys sent and 38 responses. This is not a high response rate and not all questions were answered by all respondents. The survey should therefore be seen as an indicator of member and property owner sentiment but not a conclusive study of the impact of OT on the broad range of issues canvassed. The surveys should be read in context of the assessment of the OT Review Submission which examines OT achievements and efforts to deliver on key strategies.

The Member Survey indicates a generally positive outcome with above average scoring and a number of very supportive statements. There were also a number of negative comments and a sample of both are listed below. To some OT members it appears that they believe the problems identified as a perception of OT being *“unresponsive to the needs of the smaller players in the industry”* may still exist, however many of these businesses do not actively engage with OT and may not be aware of the successful initiatives outlined in the above assessment of OT Strategic and Action Plans.

On balance it can be concluded that from the 40 responses received that OT is generally supported but there are specific areas where improvement is needed particularly in the area of industry development. The Visitor Information Centres are almost universally valued and supported.

**Member Survey Summary**

(Full report attached)

| QUESTION                                                                                                                                                                                                                                       | COMMENT                                                                                                                                                                                                                                                                              |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Coordination &amp; Representation</b>                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                      |
| <p>How would you rate Otways Tourism Inc. leadership in the local tourism industry?</p> <p>Assessed on a scale of 1 to 5 with 1 being the lowest score</p> <p style="text-align: right;">3.5</p>                                               | <ul style="list-style-type: none"> <li>• They don't have sufficient funds to perform this task</li> <li>• Perhaps hindered by structure under GOT and not master of its own direction</li> <li>• The system is too complicated for small business to understand</li> </ul>           |
| <p>How would you rate Otways Tourism Inc. performance on advocacy for member issues?</p> <p>Assessed on a scale of 1 to 5 with 1 being the lowest score</p> <p style="text-align: right;">3</p>                                                | <ul style="list-style-type: none"> <li>• Needs to talk one on one to operators and visit their operations</li> <li>• Relationship with OT members needs to be improved so the Board is more aware of members concerns. In defence of the Board many members are apathetic</li> </ul> |
| <b>Marketing</b>                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                      |
| <p>How would you rate Otways Tourism Inc. local initiatives e.g. 'Breathe Easy' and the Photography Competition?</p> <p>Assessed on a scale of 1 to 5 with 1 being the lowest score</p> <p style="text-align: right;">3</p>                    | <ul style="list-style-type: none"> <li>• Limited impact on industry</li> <li>• I like the logo / message behind the term Breathe Easy</li> <li>• OT is finally starting to show some initiative</li> </ul>                                                                           |
| <p>How would you rate Otways Tourism Inc. involvement in regional marketing programs e.g. Off Peak Campaign?</p> <p>Assessed on a scale of 1 to 5 With 5 being the lowest score</p> <p style="text-align: right;">2.5</p>                      | <ul style="list-style-type: none"> <li>• It needs more infrastructure to make winter more interesting</li> <li>• Off peak marketing campaign appears to be a poor investment</li> </ul>                                                                                              |
| <b>Visitor Services</b>                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                      |
| <p>How would you rate the information and tourism collateral provided by the Colac and Great Ocean Road Visitor Information Centres</p> <p>Assessed on a scale of 1 to 5 with 1 being the lowest score</p> <p style="text-align: right;">4</p> | <ul style="list-style-type: none"> <li>• GORVIC is a great help during the off season</li> <li>• Shire's promotional materials should be improved</li> <li>• Staff do a great job with the info they are given</li> </ul>                                                            |
| <p>How would you rate the promotion of Otways Tourism Inc. and its members through the VICs?</p> <p>Assessed on a scale of 1 to 5 with 1 being the lowest score</p> <p style="text-align: right;">4</p>                                        | <ul style="list-style-type: none"> <li>• VICs do a great job</li> <li>• Yes enough room, need more than the logo for promotion</li> </ul>                                                                                                                                            |
| <b>Tourism Business Development</b>                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                      |
| <p>How would you rate the opportunities provided by Otways Tourism Inc. for industry professionalism and development of a service culture?</p>                                                                                                 | <ul style="list-style-type: none"> <li>• We don't have professional leadership at OT</li> <li>• They try with seminars but not many take up the offer</li> </ul>                                                                                                                     |

|                                                                                                                                                                                   |     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Assessed on a scale of 1 to 5<br>with 1 being the lowest score                                                                                                                    | 3   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <b>Tourism Industry Development</b>                                                                                                                                               |     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| How would you rate the impact of Otways<br>Tourism Inc on the development of new<br>tourism product and experiences in the<br>region?                                             |     | <ul style="list-style-type: none"> <li>• Haven't seen any impact or new product</li> <li>• No visible contact with new ventures, council equally to blame make it hard for new / interested operators</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Assessed on a scale of 1 to 5<br>with 1 being the lowest score                                                                                                                    | 4   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| How would you rate the impact of Otways<br>Tourism Inc on promoting the local region's<br>competitive strength?                                                                   |     | <ul style="list-style-type: none"> <li>• Non-existent</li> <li>• Trails great, needs to be more of them</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Assessed on a scale of 1 to 5<br>with 1 being the lowest score                                                                                                                    | 4   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <b>Partnerships</b>                                                                                                                                                               |     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| How would you rate the effectiveness of<br>Otways Tourism Inc. in keeping members and<br>key stakeholders informed of the latest<br>tourism related information and opportunities |     | <ul style="list-style-type: none"> <li>• OT has worked hard to provide information through the electronic newsletter, however location of the office does not help</li> <li>• Does not use established networks or foster new network groups</li> <li>• OT should convey to members and non members what they do and update on latest tourism info</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| Assessed on a scale of 1 to 5<br>with 1 being the lowest score                                                                                                                    | 3   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| How would you rate the effectiveness of<br>Otways Tourism Inc. network development<br>e.g. interaction with members, events,<br>dinners, Sub LTA liaison, industry<br>networking. |     | <ul style="list-style-type: none"> <li>• They try hard but we don't have sufficient staff to allow us to attend workshops</li> <li>• Our Sub LTA dissolved after struggling for years. The whole structure needs review</li> <li>• OT is working hard to develop this area, good to see Lindy attending Sub LTA meetings</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Assessed on a scale of 1 to 5<br>with 1 being the lowest score                                                                                                                    | 3.5 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <b>Further comment</b>                                                                                                                                                            |     | <ul style="list-style-type: none"> <li>• Otway hinterland needs direction and links with OBI</li> <li>• Market to local community the 'benefits of tourism to the Otways'</li> <li>• OT with its constituent Local Tourism Associations is fundamental to the local tourism industry. It is there not only to support and enhance the profile of the Otways area in conjunction with its members of GOT but also to provide information to visitors and support local businesses.</li> <li>• We are grateful for the events staged in Apollo Bay Music Festival, GOR Marathon, Otway Odyssey etc</li> <li>• The Apollo Bay VIC is extremely supportive and we appreciate it.</li> <li>• The involvement of OT with GOT and the control of marketing of the Shire by GOT prevents Colac Otway from 'standing out in the region.'</li> <li>• We have a levelling of all tourism destinations. Geelong is not equal to the Colac Otway Shire as a tourism destination</li> <li>• We should not go on funding OT through Council Funds they have not performed to the satisfaction of our business</li> <li>• Tourism at present is almost entirely based on accommodation.</li> <li>• Little provision for seasonal attractions and the costs imposed by GOT cannot be recouped through increased sales. Two VICs do a reasonable job and are worth supporting</li> <li>• OT is following Council's disastrous lack of interest in tourism</li> <li>• Can't even get the local map correct</li> </ul> |

|  |                                                                                                                                                                                                                                            |
|--|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  | <ul style="list-style-type: none"> <li>• <b>Biggest hurdle is the fee structure. Firstly OT money paid to GOT then Council taking tourism levy therefore members leave OT as it looks like double dipping from Shire system</b></li> </ul> |
|--|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

The Property Owners Survey indicates that holiday home owners who pay a differential rate if they rent their respective properties indicates that they are generally curious and interested but not supportive of the current structure of the industry especially in relation to their special rate. It was to be expected that there was a general lack of knowledge of OT and that the rating issue would be raised however it is a positive sign that many respondents wished further information from OT. It was to be expected that the Visitor Information Centres would be better known amongst this group than OT and as with the Member Survey the VICs are valued and supported.

### Property Owners Surveys

(Full report attached)

| QUESTION                                                                                                                                                                                                                                                                                   | COMMENT                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>Are you aware that Otways Tourism Inc. is the local tourism industry association to market and promote tourism in the region through brand development, education, advocacy and networking?</b></p> <p>Yes 29      No 15</p>                                                         | <ul style="list-style-type: none"> <li>• <b>Aware? Yes. Aware of activities in this case not really. No apparent impact to my situation</b></li> <li>• <b>Not aware of Otways Tourism Inc. as a brand in its own right.</b></li> <li>• <b>It has done nothing but conduct surveys</b></li> </ul>                                                                                                                                                                                               |
| <p><b>Are you aware that you are eligible to become a member of Otways Tourism Inc?</b></p> <p>Yes 10      No 35</p>                                                                                                                                                                       | <ul style="list-style-type: none"> <li>• <b>Yes, but at what cost?</b></li> <li>• <b>Strange! I pay extra rates levy for 'services' so why become a member of an incorporated body working for the Shire? I should already have a democratic access to the activity of the body.</b></li> </ul>                                                                                                                                                                                                |
| <p><b>Are you aware that you can join Otways Tourism Inc. through your local Sub Local Tourism Association (LTA) e.g. the Apollo Bay Chamber of Commerce and Tourism, Otways Coast, Otway Scenic Circle Association, Otway Hinterland Tourism Association?</b></p> <p>Yes 9      No 36</p> | <p><b>The Association has done nothing so far so I can't see it being useful to me</b></p>                                                                                                                                                                                                                                                                                                                                                                                                     |
| <p><b>Would you like an explanation of Otways Tourism Inc. member services?</b></p> <p>Yes 27      No 17</p>                                                                                                                                                                               | <p><b>Respondents who requested contact provided their contact details.</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                |
| <p><b>What do you believe Otways Tourism Inc should be doing to add value to your tourism business?</b></p> <p><b>Assessed on a scale of 1 to 5 with 1 being the lowest score</b>      <b>2</b></p>                                                                                        | <ul style="list-style-type: none"> <li>• <b>Accent should be on eco-tourism not destroying environment</b></li> <li>• <b>Work at local sites to support simple sustainable tourism and ensure cross – shire tourism. This works effectively along the GOR and Otways on a sense. I don't think what is outlined in the information provided is very relevant and visitor yield and many other aims are not our interests</b></li> <li>• <b>We prefer peace and quiet and not to</b></li> </ul> |

|                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                                                                                                                       | <p>promote tourism</p> <ul style="list-style-type: none"> <li>• If I was aware of what they did or could offer I could answer this question</li> <li>• Upgrade facilities, development of tourist attraction and promotion of tourism</li> <li>• Our rental property is only rented out 1 month of the year, very unfair to be rated holiday – should only be 1/12<sup>th</sup> holiday rates. We receive no benefits from this rating.</li> </ul>                                                                                          |
| <p>How would you rate the opportunities provided by Otways Tourism Inc. for industry professionalism and development of a service culture?</p> <p>Assessed on a scale of 1 to 5 with 1 being the lowest score</p> <p style="text-align: right;">3</p> | <ul style="list-style-type: none"> <li>• No idea / Don't know x3</li> <li>• As I am not aware of Otways Tourism I don't know what they do or could do in this area</li> <li>• We have little to do with the industry (Otways Tourism)</li> </ul>                                                                                                                                                                                                                                                                                            |
| <p>How would you rate the impact of Otways Tourism Inc. on promoting the local region's competitive strength?</p> <p>Assessed on a scale of 1 to 5 with 1 being the lowest score</p> <p style="text-align: right;">4</p>                              | <ul style="list-style-type: none"> <li>• No idea / Not known x2</li> <li>• Not visible to me</li> <li>• As I am not aware of Otways Tourism I don't know what they do or could do in this area</li> </ul>                                                                                                                                                                                                                                                                                                                                   |
| <p>How would you rate the information and tourism collateral provided by the Colac and Great Ocean Road Visitor Information Centres (VIC)?</p> <p>Assessed on a scale of 1 to 5 with 1 being the lowest score</p> <p style="text-align: right;">5</p> | <ul style="list-style-type: none"> <li>• Not known</li> <li>• Generally good</li> <li>• I have used a lot of their information</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                   |
| <p>Further Comments</p>                                                                                                                                                                                                                               | <ul style="list-style-type: none"> <li>• The GOR needs to be improved, particularly the road shoulders</li> <li>• Considering Council is charging a falsely increased level of rates, the number of tourists is down and it's blatant fund raising exercise is simple extortion</li> <li>• I may have used their products and services but not been aware of their brand. More visible self marketing may assist</li> <li>• Holiday properties inhabited for only 10 weeks of year but charged more than locals what a disgrace.</li> </ul> |

The Stakeholder Survey was sent to representative of Geelong Otway Tourism (GOT), Parks VIC and Tourism Victoria and Otway Business Inc. The responses indicate general support of OT and emphasises that OT does not have resources to stand alone.

**Comments – Key Stakeholders**  
(Full report attached)

| QUESTION                                                                                                                                                                  | COMMENTS                                                                                                                                                                 |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Co-ordination &amp; Representation</b>                                                                                                                                 |                                                                                                                                                                          |
| How would you rate Otways Tourism Inc. leadership in the local tourism industry?                                                                                          | <ul style="list-style-type: none"> <li>Better now that clearer role definition has been developed</li> </ul>                                                             |
| How would you rate Otways Tourism Inc. performance on advocacy for member issues?                                                                                         | <ul style="list-style-type: none"> <li>Always making local representations on behalf of members</li> </ul>                                                               |
| <b>Marketing</b>                                                                                                                                                          |                                                                                                                                                                          |
| How would you rate Otways Tourism Inc. local initiatives e.g. 'Breathe Easy' and the Photography Competition?                                                             | <ul style="list-style-type: none"> <li>Very good local initiatives</li> </ul>                                                                                            |
| How would you rate Otways Tourism Inc. involvement in regional marketing programs e.g. the Off Peak Campaign?                                                             | <ul style="list-style-type: none"> <li>Industry still required to 'put their \$\$' into co-operative marketing</li> </ul>                                                |
| <b>Visitor Services</b>                                                                                                                                                   |                                                                                                                                                                          |
| How would you rate the information and tourism collateral provided by the Colac and Great Ocean Road Visitor Information Centres?                                         | <ul style="list-style-type: none"> <li>Very good</li> </ul>                                                                                                              |
| How would you rate the promotion of Otways Tourism Inc. and its members through the VICs?                                                                                 |                                                                                                                                                                          |
| <b>Tourism Business Development</b>                                                                                                                                       |                                                                                                                                                                          |
| How would you rate the opportunities provided by Otways Tourism Inc. for industry professionalism and development of a service culture?                                   | <ul style="list-style-type: none"> <li>The key and actual role of OT Inc</li> </ul>                                                                                      |
| <b>Tourism Industry Development</b>                                                                                                                                       |                                                                                                                                                                          |
| How would you rate the impact of Otways Tourism Inc on the development of new tourism product and experiences in the region?                                              | <ul style="list-style-type: none"> <li>Tourism development often falls outside OT structure ( i.e. other Council / Partnerships – GOT, G21, other State Dept)</li> </ul> |
| How would you rate the impact of Otways Tourism Inc on promoting the local region's competitive strength?                                                                 | <ul style="list-style-type: none"> <li>Always providing story leads etc.</li> </ul>                                                                                      |
| <b>Partnerships</b>                                                                                                                                                       |                                                                                                                                                                          |
| How would you rate the effectiveness of Otways Tourism Inc. in keeping members and key stakeholders informed of the latest tourism related information and opportunities? | <ul style="list-style-type: none"> <li>Again via other partnerships</li> </ul>                                                                                           |
| How would you rate the effectiveness of Otways Tourism Inc. network development                                                                                           | <ul style="list-style-type: none"> <li>Networking a critical role for LTAs</li> </ul>                                                                                    |



|                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                     |
|----------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>e.g. interaction with members, events, dinners, Sub LTA liaison, industry networking.</p> |                                                                                                                                                                                                                                                                                                                                                                                                     |
| <p><b>Further comment</b></p>                                                                | <ul style="list-style-type: none"> <li>• <b>Otways Tourism plays a critical role, particularly in industry and local networking. Works well with GOT. Particularly now that roles have been refined and made clearer</b></li> <li>• <b>OT plays a role in broader industry structure.</b></li> <li>• <b>OT Inc. does not have resources ( man power, expertise, \$\$ to stand alone)</b></li> </ul> |

The Surveys provide a mixed review of the performance of OT over the past three years recognising both success and shortcomings. The information gathered from the Surveys supports the earlier conclusion that OT has achieved a significant amount over the three years of the Service Agreement but needs to address

- Media coverage
- Membership services and growth
- Industry development
- Communication with VICs
- Collateral Development and delivery

**FINANCIAL ANALYSIS**

The table below indicates the funding of tourism internal marketing and industry development services over the past four years plus internal tourism development support. It does not include operational costs of the Visitor Information Centres.

In 2005/06 all of these services were supplied by Colac Otway Shire including Administrative Support under the coordination of the Tourism Development Officer (TDO). The figures below do not include the cost of operating the VICs.

In 2006/07 funding was provided to OT and the TDO position was made redundant. There were costs incurred by the TDO position until the person in that job left the organisation. The Administrative support position was transferred to the Economic Development Unit and Council funds have also been allocated to a tourism support position on a part time basis, in line with recommendations in the Tourism Review 2006.

| Year        | Council Funds Paid to OT | Council funds for internal coordination of Tourism | Total        |
|-------------|--------------------------|----------------------------------------------------|--------------|
| 2005 / 2006 | \$ 0                     | \$183,347.61                                       | \$183,347.61 |
| 2006 / 2007 | \$ 95,454.55             | \$140,162.02                                       | \$235,616.57 |
| 2007 /2008  | \$ 180,309.09            | \$67,060.16                                        | \$247,369.25 |
| 2008 / 2009 | \$ 155,000.00            | \$65,658.05                                        | \$220,658.05 |
| 2009/2010   | \$ 155,000.00            | \$65,698.00                                        | \$220,698.00 |

The following table is a general breakdown of OT expenditure in the 2008/09 Financial Year and includes Council's contribution of \$155,000 plus membership fees and other income. OT funding supports the operations of the organisation and a number of marketing and development projects.

| Payment                                                                                                                                                                           | Amount               | % of Total  |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|-------------|
| <b>General Office supplies and operational overheads</b>                                                                                                                          | <b>\$ 36,587.29</b>  | <b>18%</b>  |
| <b>Salaries/On Costs</b>                                                                                                                                                          |                      |             |
| <ul style="list-style-type: none"> <li>• Executive Officer –</li> <li>- OT Board Executive Duties</li> <li>- Marketing and Development</li> <li>- Project Coordination</li> </ul> |                      |             |
| <ul style="list-style-type: none"> <li>• Administrative Assistant</li> <li>- Admin &amp; Accounts</li> <li>- Project Coordination</li> </ul>                                      | <b>\$..68,670.20</b> |             |
| <b>Total Staffing</b>                                                                                                                                                             | <b>\$ 14,322.00</b>  |             |
|                                                                                                                                                                                   | <b>\$ 82,992.20</b>  | <b>41%</b>  |
| <b>Motor Vehicle Expenses</b>                                                                                                                                                     | <b>\$ 12,174.89</b>  | <b>6%</b>   |
| <b>Advertising</b>                                                                                                                                                                | <b>\$ 1,992.83</b>   | <b>1%</b>   |
| <b>Donations</b>                                                                                                                                                                  | <b>\$ 1,000.00</b>   | <b>0.5%</b> |

|                                           |                     |             |
|-------------------------------------------|---------------------|-------------|
| <b>Marketing Projects</b>                 | <b>\$ 46,802.04</b> | <b>23%</b>  |
| <b>Sponsorship Sub LTA Projects</b>       | <b>\$ 14,775.91</b> | <b>7%</b>   |
| <b>Training and Development Workshops</b> | <b>\$ 1,750.00</b>  | <b>1%</b>   |
| <b>Conference Expenses</b>                | <b>\$ 2,869.54</b>  | <b>1.5%</b> |
| <b>Consulting Fee</b>                     | <b>\$ 750.00</b>    | <b>0.5%</b> |
| <b>Membership Repayments</b>              | <b>\$ 930.45</b>    | <b>0.5%</b> |
| <b>Total</b>                              | <b>\$202,625.13</b> | <b>100%</b> |

If the Service Agreement with OT was to be not renewed at the end of 2009/10, Council may consider a return to the internal management of all tourism services. This would require the employment of 1 EFT Tourism Development Officer and a .5 EFT Administrative support, plus collateral development, marketing and industry development costs.

The following table includes the estimated cost of Council providing internal tourism services currently provided by OT. The amounts are updated estimates based on the 2005/06 budget for tourism operations when Council provided internal tourism services .

| <b>Payment</b>                              | <b>Amount</b>       | <b>% of Total</b> |
|---------------------------------------------|---------------------|-------------------|
| Salaries/On Costs                           |                     |                   |
| • Tourism Development Coordinator           | \$76,695.00         |                   |
| • Administrative Support (One day per week) | \$ 7,161.00         |                   |
| <b>Total Staffing</b>                       | <b>\$83,856.00</b>  | <b>52%</b>        |
| Advertising                                 | \$ 1,000.00         | .6%               |
| Collateral Development & Printing           | \$30,000.00         | 18%               |
| Printing & Stationary                       | \$ 200.00           | .1%               |
| Tourism Publications & Subscriptions        | \$ 1,000.00         | .6%               |
| Training, Seminars                          | \$ 1,000.00         | .6%               |
| Plant / Travelling                          | \$ 8,000.00         | 5%                |
| Misc/Telephone                              | \$ 2,000.00         | 1%                |
| Business Training Events                    | \$ 6,000.00         | 4.1%              |
| Human Resources                             | \$ 3,300.00         | 2%                |
| Finance Admin                               | \$ 2,100.00         | 1%                |
| Computer Support                            | \$14,400.00         | 9%                |
| Office Accommodation                        | \$ 9,500.00         | 6%                |
| <b>Total</b>                                | <b>\$161,356.00</b> | <b>100%</b>       |

In addition to the above, the cost of the existing .5 EFT Tourism support funding would also be included which means Council's total contribution would equal \$227,014. A reduction in existing funding is not possible as this supports a range of activities within the Economic Development Unit, including strategy development, VIC staffing, infrastructure and systems support, revenue generation, as well as small township infrastructure development and other related economic development activity.

| <b>Year</b> | <b>Option</b>                                                                           | <b>Council Funds Paid to OT</b> | <b>Council funds for internal coordination of Tourism</b> | <b>Total</b> |
|-------------|-----------------------------------------------------------------------------------------|---------------------------------|-----------------------------------------------------------|--------------|
| 2009/10     | <b>Current.</b><br>OT fully funded through Service Agreement                            | \$ 155,000.00                   | \$65,698.00                                               | \$220,698.00 |
| 2001/11     | <b>Option for 1 year Service Agreement</b><br>OT fully funded through Service Agreement | \$ 155,000.00                   | \$65,698.00                                               | \$220,698.00 |

|         |                                                                                          |  |              |              |
|---------|------------------------------------------------------------------------------------------|--|--------------|--------------|
| 2001/11 | <b>Option for internal provision</b><br>Tourism development through Colac<br>Otway Shire |  | \$227,014.00 | \$227,014.00 |
|---------|------------------------------------------------------------------------------------------|--|--------------|--------------|

**REGIONAL TOURISM STRUCTURAL CHANGE**

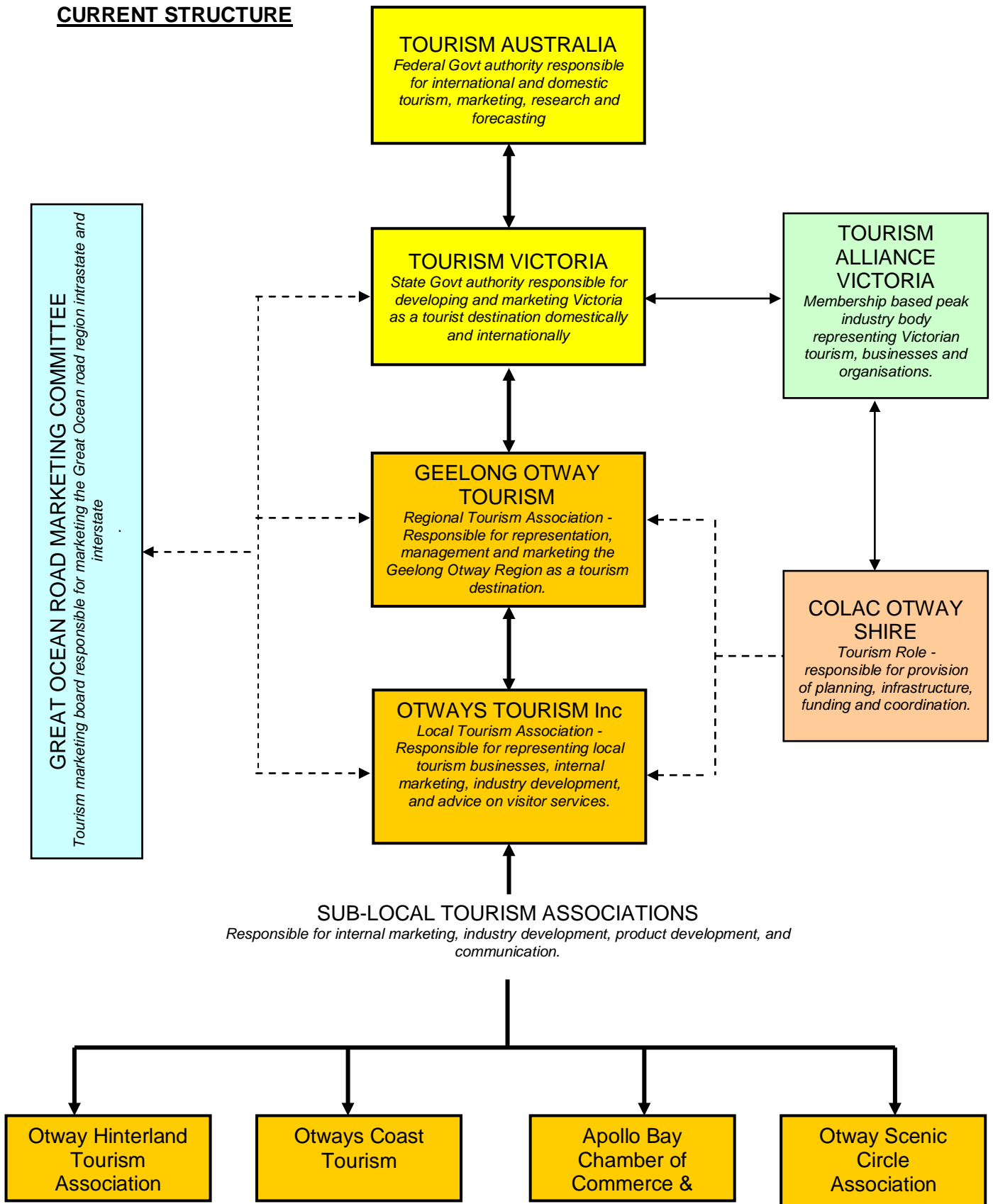
This Evaluation is specific to the Colac Otway Shire Otways Tourism Inc. Service Agreement 2007 – 2010 however of future of OT will be affected by changes in regional tourism structures.

The State Government Regional Tourism Action Plan 2009 – 2012, Tourism Victoria proposes a change of structures prompted by recognition of the challenges that face regional tourism:

- Many regional structures are under-resourced and lack adequate funding support;
- Regional structures rely heavily on volunteers who are struggling to cope with competing demands from their own businesses;
- The roles and responsibilities of some regional structures are unclear or duplicated;
- Many regions do not have adequate communications mechanisms in place to ensure that all stakeholders are informed and engaged in tourism development;
- Industry is unclear about how to work with and engage with Tourism Victoria on issues outside of marketing;
- Regional Campaign Committees focus on marketing and are unable to address other critical issues impacting regional tourism growth such as product development, investment attraction, skills training and sustainability management; and
- There is recognition that sustainable tourism development at the regional level requires a more strategic focus to create a strong foundation for industry growth.

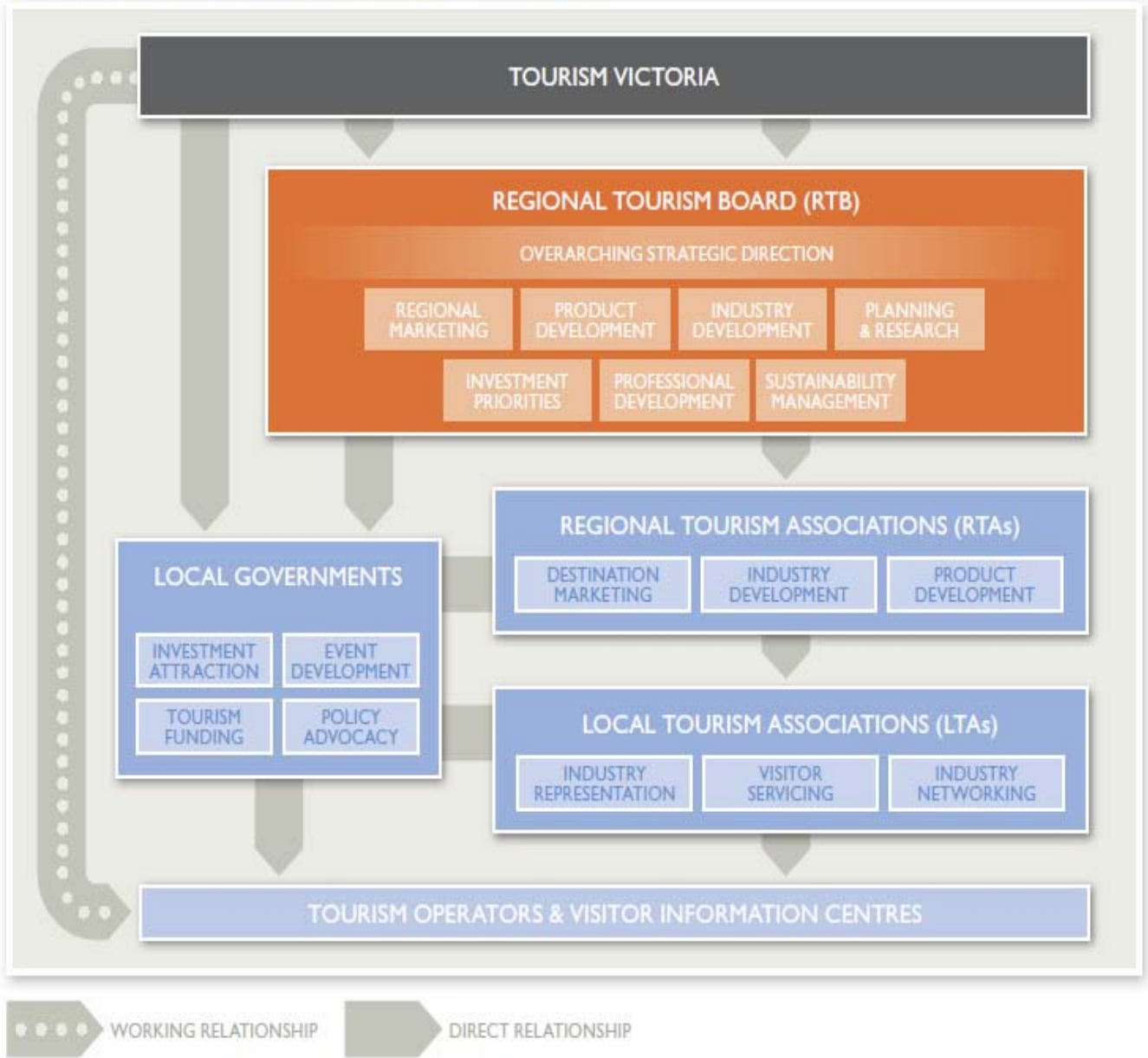
The current regional structure of tourism including the Geelong Otway region is displayed in the diagram below.

**CURRENT STRUCTURE**



The Regional Tourism Action Plan proposes a new model:

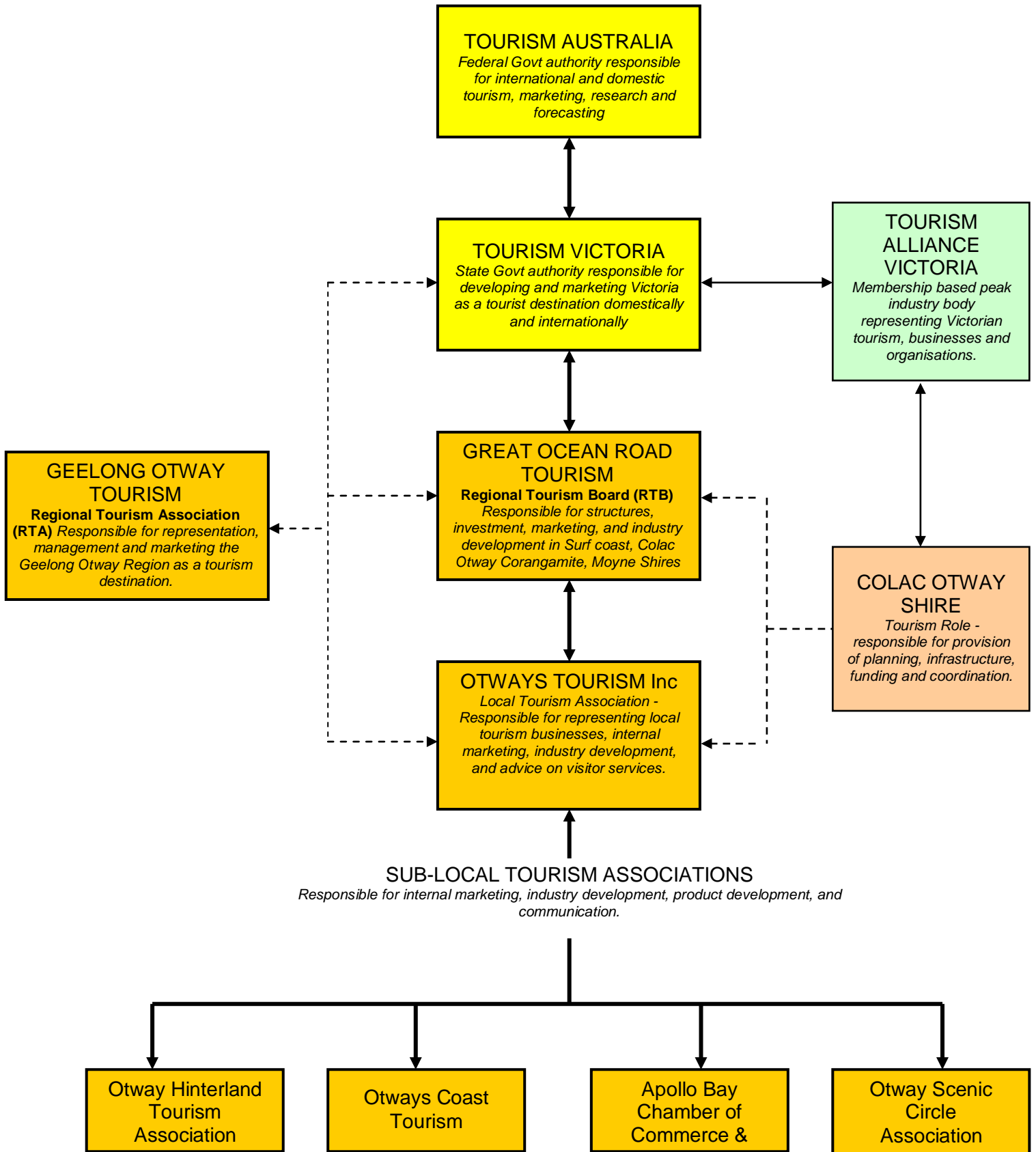
Figure 4. Potential model for evolving industry structures in regional Victoria



**Regional Tourism Action plan 2009 – 2102, Tourism Victoria**

This model may be better understood in the diagram below.

**A PROPOSED ALTERNATIVE STRUCTURE**



The process for determining a final structure will commence with a presentation to Council on the Regional Tourism Action Plan followed by a 'Discussion Paper' that will address issues, proposals and implementation processes. There will be an 'Implementation Committee' and both Colac Otway Shire and OT will have the option to nominate as members of the Committee.

Currently Council provides financial support to tourism organisations as follows:

- GOT receives an agreed amount annually according to a Memorandum of Understanding (MoU). In 2009/10 the amount is \$70,000. The GOT MoU terminates in November 2010 and during the transition period to the new regional structure the future of GOT will be examined by the Regional Tourism Board Implementation Committee.
- OT receives an annual negotiated amount according to the Service Agreement. In 2009/10 the amount is \$150,000.

The new great Ocean Road Regional Tourism Board (RTB) will be seeking local government funding and it is expected that there will be a request for financial support from Colac Otway Shire.

The regional tourism restructure will impact on the relationship of OT with membership and regional leadership structures. It will impact on the relationship of Colac Otway Shire to the industry and its regional leadership, as well as foreshadowing a bid for an unknown amount of financial support from Council. In this transitional context, Council would be well advised to consider a transitional one year Service Agreement with OT to enable these issues to be examined and resolved before a final decision is made on the best structure to provide internal marketing and industry development within Colac Otway Shire.



## CONCLUSION

In December 2006, Council signed a Service Agreement with Otways Tourism Inc (OT) that empowers the local Tourism Industry to be responsible for the development of the industry within the Colac Otway Shire. This was a direct result of the decision of Council on 24 May 2006 to adopt the recommendations of the Colac Otway Shire Tourism Review 2006.

The Tourism Review 2006, included the following key points relevant to Otways Tourism:

- **The tourism industry is structured by the Australian and State Governments in such a manner as to make Local Government directly responsible** for the marketing of local regions, the delivery of visitor services and the professional development of the local operators.
- Coupled **with the winding down of hardwood forestry**, and increasing pressures on other agricultural sectors, it is clear that the Shire will confront significant long term challenges to remain vibrant and economically robust. **It is widely acknowledged that the tourism industry can provide a viable alternative.**
- The critical issue for the Shire to note is the increasing awareness by Local Government agencies of tourism as a key generator of local employment and “new” money to the region. **In this highly competitive environment reducing support for tourism could seriously jeopardise the long-term viability of tourism** in the Shire.
- **Generally OT is not seen to be delivering outcomes for the tourism industry and much of this can be linked to its fundamental lack of executive and administrative resources.**

The Service Agreement includes a list of obligations of both parties to the Agreement. This Evaluation Report of the Service Agreement concludes that Council has fulfilled its obligations according to key recommendations of the Tourism Review 2006 and that OT has delivered to an acceptable level on expectations. It concludes in the Financial Analysis that the provision of executive and administrative resources to OT comes at a substantial cost however the alternative internal provision of services for Tourism also comes at a substantial cost.

The performance of Otways Tourism Inc since Dec 2006 demonstrates that the local tourism industry has the capacity to manage itself, and be responsible for industry development and internal marketing within the Colac Otway Shire.

While there are areas of improvement identified in this report the organisation has achieved significant success in:

- Rebranding of Otways Tourism with the tag line “Breathe Easy.”
- Renewing the Partnership Agreement with Sub LTA’s.
- Development of a Brand Campaign with Surf Coast Tourism.
- Collaborating with Otway Business Inc in the production of TV Commercial promoting the local area as a place to not only holiday but to live work and invest.
- Collaborating with Surf Coast Tourism on the Regional Tourism Conference.
- Initiating the Photography Competition which has attracted a new group of ‘off season’ visitors to the region.
- Initiating Melbourne Cup Tour and collaborating with the Colac Turf Club in a unique event.

- Initiating the Otways Tourism Inc. Scholarship Program to encourage young people into the tourism industry.

OT has achieved or partially achieved

- 85% of the Strategic Plan 2008/10.
- 89% of the Annual Action Plan 2008/09.
- 72% of the Strategic Plan 2009/10 at the mid-point of the year, 31 December 2009.

From January 2010 to 31 June 2010 OT plans to:

- Complete Stage one of the online Otways Holiday Planner.
- Support the Otway Harvest Trail development
- Publish Otways Tourism quarterly newsletters
- Develop a day conference for Otways Tourism members in conjunction with the Annual Dinner
- Support major events in the region such as the Great Ocean Rd Marathon
- Facilitate industry development through the tourism excellence program as developed by Tourism Victoria
- Provide opportunities for operators to participate in the Tourism Audits program
- Produce Otways Tourism marketing collateral including product bags for the VICs and an individual information booklet.
- Refine and develop the Photography competition
- Develop the Board sub committees and their responsibilities,
- Improve the efficiency of the Board through reviewing structure and process.
- Implement the findings of the Collateral Review
- Regenerate struggling LTAs and improve communication at an individual level.
- Participate in the regional restructure of the Great Ocean Road region.

The Member Survey indicates a generally positive outcome with above average scoring and a number of very supportive statements but there are specific areas where improvement is needed. The Visitor Information Centres are almost universally valued and supported.

The Property Owners Survey indicates that holiday home owners who pay a differential rate if they rent their respective properties are not supportive of the current structure of the industry in relation to their special rate.

The Stakeholder Survey indicates general support of OT and emphasises that OT does not have resources to stand alone.

In normal circumstances it would be reasonable to conclude that the Service Agreement should be renewed for a further period of three years. This would provide surety for the OT to continue with directing resources into delivering on immediate planned tasks and continuity in long term strategic planning. If this were the case it would also be reasonable to recommend a three year service agreement with a fixed amount per annum indexed with the Consumer Price Index to enable long term planning and development of projects over the three year period of the Agreement.

A three year fixed cost agreement would also remove the organisation from the Council annual budget process, as is the case with Council contributions to Geelong Otway Tourism, and the G21 Alliance. As an externally funded organisation it should not be subject to the internal pressure of the Council budget process which has been a perennial threat to project funding and the ability of Otways Tourism Inc. to deliver according to its responsibilities under the Service Agreement.

The complicating factor is the restructure of regional tourism. While Tourism Victoria has provided a recommended structure, the Implementation Committee is yet to be appointed. Once appointed this group will work with the Industry and Local Government across the Barwon South West region to develop the best model possible for the region. This process is likely to take at least 12 months. During this time the Memorandum of Understanding between Colac Otway Shire and Geelong Otway Tourism will expire and will also have to be reviewed in the context of the regional restructure.

While any restructure is likely to include the necessity for a membership based Local Tourism Association, Otways Tourism Inc. in the case of Colac Otway Shire, there will be other factors determined by the regional restructure that may determine whether Council wishes to continue to fund Otways Tourism Inc. as an external body.

Factors likely to influence Council's decision making in regard to support of the tourism industry in the future include:

- A clear delineation and understanding of the roles and responsibilities of the:
  - Proposed Regional Tourism Board
  - Regional Tourism Association Geelong Otway Tourism
  - Local Tourism Associations, Geelong Otway Tourism
  - Sub Local Tourism Associations.
- Anticipated but unknown Council funding and resource expectations for each of these structures.

It would be unwise for Council to 'lock in' a three year agreement with any one body at this time, however there is a necessity to continue to provide tourism internal marketing a industry development. A one year service agreement would serve the purposes of continuity without committing Council to a long term arrangement.

The service agreement should include specific performance indicators in regard to the areas recommended for improvement in OT performance:

- Media coverage
- Membership services and growth
- Industry development
- Communication with Visitor Centres (VIC)s
- Collateral Development and delivery

The service agreement should include specific performance indicators on a range of issues to be negotiated between Council and OT that improve industry performance and deliver on Council's vision for Tourism in the Shire.

## RECOMMENDATIONS

### 1. Media coverage

That Otways Tourism Inc. directs resources to enhancing its performance in achieving regular mainstream positive media coverage for the local tourism industry.

### 2. Membership services and growth

That Otways Tourism Inc. conducts a review of membership services and develops a clear strategy to improve member relationships and numbers growth.

### 3. Industry development

That Otways Tourism Inc. directs resources to enhancing its performance in providing opportunities for industry to improve service and develop new product.

### 4. Communication with VICs

That Otways Tourism Inc. directs resources to developing a closer relationship with the Coordinators of the VICs to improve communications.

### 5. Collateral Development and delivery

That Otways Tourism Inc. directs resources to ensure collateral development and delivery is completed in a timely manner.

That Otways Tourism Inc. completes the 'Collateral Review' within the Service Agreement period so that any new initiatives can be delivered prior to the 2010/11 peak tourism season.

### 6. Regional Restructure

That Colac Otway Shire makes no final decision on the future long term relationship with Otways Tourism Inc. until the structure of regional tourism is settled.

That Colac Otway Shire participates alongside Otways Tourism Inc. in the implementation of the restructure process.

### 7. Final Recommendation

That Colac Otway Shire offer a one year Service Agreement from 1 July 2010 to 30 June 2011, with Otways Tourism Inc. during the transitional period of the structural review of regional tourism.

|                                                     |
|-----------------------------------------------------|
| <b>APPENDIX 1 - REPORTS AND DOCUMENTS CONSULTED</b> |
|-----------------------------------------------------|

- Colac Otway Shire Otways Tourism Inc. Service agreement 2007 – 2010
- Otways Tourism Inc. Review Submission Dec 2009
- Colac Otway Shire Tourism Surveys, Nov 2009
- Colac Otway Shire Tourism Review 2006
- Council Report, Response to Tourism Review, 24 May 2006
- Regional Tourism Action Plan 2009 - 2012, Tourism Victoria
- Council Report, Response to Tourism Review, 24 May 2006
- Colac Otway Shire rating Strategy MacroPlan Australia, 2006
- Council Report, Colac Otway Shire Otways Tourism Inc. Service Agreement Review, 26 Aug 2009

**APPENDIX 2 – LIST OF ACRONYMS**

|         |                                                                                |
|---------|--------------------------------------------------------------------------------|
| ABCCT   | Apollo Bay Chamber of Commerce and Tourism Sub LTA                             |
| CFA     | Country Fire Authority                                                         |
| COPACC  | Colac Otway Performing Arts and Cultural Centre                                |
| CORRA   | Colac Otway Shore Residents and Ratepayers Association                         |
| COS     | Colac Otway Shire                                                              |
| DSE     | Department of Sustainability and Environment                                   |
| GORM    | Great Ocean Road Marketing, funded through Tourism Victoria                    |
| GORVIC  | Great Ocean Road Visitor Information Centre (Apollo Bay)                       |
| GOT     | Geelong Otway Tourism, the Regional Tourism Association (RTA)                  |
| LTA     | Local Tourism Association                                                      |
| OBI     | Otway Business Inc.                                                            |
| OCT     | Otway Coast Tourism Sub LTA                                                    |
| OHTA    | Otway Hinterland Tourism Association Sub LTA                                   |
| OSCA    | Otway Scenic Circle Association Sub LTA                                        |
| OT      | Otways Tourism Inc. Colac Otway Shire's Local Tourism Association (LTA)        |
| RTA     | Regional Tourism Association includes industry and local government membership |
| RTAP    | Regional Tourism Action Plan                                                   |
| Sub LTA | Sub Local Tourism Association – smaller areas sub groups                       |
| TAV     | Tourism Alliance Victoria, the peak Tourism Industry body                      |
| TOWW    | Trans Otway Waterfall Walk                                                     |
| VIC     | Visitor Information Centre (Colac and GORVIC)                                  |



## **Service Agreement between Colac Otway Shire and Otways Tourism Inc.**

### **1. PARTIES TO THE AGREEMENT**

This Service Agreement records an agreement between Otways Tourism Inc, **Address subject to confirmation**, and the Colac Otway Shire, 2-6 Rae Street, Colac 3250 for the provision of tourism industry and related services within the Colac Otway Shire tourism region.

### **2. TERM**

The term of this agreement is 1 December 2006 to 30 June 2010.

### **3. OBJECTIVES**

- The parties agree to bring together their respective networks, resources and shared understanding to deliver upon this Service Agreement.
- The parties will work collaboratively to raise the profile and performance of the Colac Otway Shire tourism industry by working together in:
  - Providing leadership in the ongoing development of local tourism;
  - Supporting the continued development of an industry based strategic direction;
  - Increasing the community awareness of the significance and value of tourism;
  - Providing clear communication to industry with respect to tourism activities.

### **4. STRATEGIC CONTEXT**

The parties to the agreement will seek to work collaboratively to support the Colac Otway Shire Council Economic Development and Tourism Strategy and the outcomes from the development of the Otways Tourism Inc Three Year Strategic Business Plan.

**Service Agreement 2006-2010 ~ Colac Otway Shire and Otways Tourism Inc.**

**5. COLAC OTWAY SHIRE OBLIGATIONS**

- Colac Otway Shire will continue to collect and appropriately allocate the Economic Development and Tourism Levy.
- The Colac Otway Shire will allocate funds to Otways Tourism Inc for the employment of an Executive Officer, other appropriate resources and the implementation of internal marketing and development initiatives as detailed in the Three Year Strategic Business Plan.
- To recognise and support Otways Tourism Inc. as the peak tourism industry body in the Shire
- The staffing, management and operations of the Colac and Great Ocean Road (Apollo Bay) Visitor Information Centres will be the responsibility of the Colac Otway Shire
- To continue to be a member municipality of Geelong Otway Tourism.
- To provide an update on relevant Council tourism, economic development and planning activities to Otways Tourism Inc Board meetings and forward a copy of Council's agenda for its ordinary meetings on a monthly basis to enable Otways Tourism Inc to be aware of various issues before Council.
- To ensure Council's internal communication mechanisms make Councillors and Council staff aware of tourism objectives and activities.
- To include updates of Otways Tourism Inc activities which need to be conveyed to the wider community in Council publicity (eg. website, newsletters, interviews).
- Nominate an appropriate Council representative to the Otways Tourism board, and have an officer attend regular meetings.

**6. COLAC OTWAY SHIRE'S CORE AREAS OF RESPONSIBILITY**

To develop a policy on tourism which includes:

▪ **Strategic & Business Planning**

To develop a single strategic plan in conjunction with Otways Tourism Inc and in consultation with Geelong Otway Tourism, outlining the tourism future for the Shire and ensuring a cohesive and integrated approach to regional tourism management.



**Service Agreement 2006-2010 ~ Colac Otway Shire and Otways Tourism Inc.**

▪ **Destination & Infrastructure Development**

To continue to provide, maintain, improve and develop new infrastructure that supports the tourism industry needs (rubbish, township presentation, Visitor Information Centres, car parking, signage).

To actively encourage appropriate tourism development in the region and ensure the Council's Planning Scheme recognises tourism related developments/activities as being integral to the municipality's development.

▪ **Visitor Services**

To service visitor information needs through the direct management and funding of the Colac and Great Ocean Road (Apollo Bay) Visitor Information Centres.

▪ **Partnerships**

To continue to support the development and implementation of regional tourism strategies through continued involvement with Geelong Otway Tourism and Tourism Victoria.

**7. OTWAYS TOURISM INC OBLIGATIONS**

- To submit a Three Year Strategic Business Plan 07-10 and Annual Projects Plan and Budget (to 30 June 2007) to Council.
- Present to Council annually each February. Provide a Progress Report that details Otways Tourism Inc's performance against Key Performance Indicators established in the Strategic and Annual Projects Plans. In addition, submit an Annual Projects Plan and Budget, outlining the activities proposed to be undertaken in the next financial year.
- To submit to Council each February, any specific project/capital works funding requests to be undertaken in the next financial year for budget consideration (eg. such as infrastructure or signage).
- Develop an Annual Report for distribution to stakeholders and Council.
- Regular statistical reports relating to the tourism performance of the region.
- Instigate and maintain a program of communication with members, which the Colac Otway Shire can contribute to, that ensures members are fully informed of Board activities and achievements.
- To provide Otways Tourism Inc Board business papers and minutes to Council appointed delegates and the Economic Development Manager.

**Service Agreement 2006-2010 ~ Colac Otway Shire and Otways Tourism Inc.**

**8. OTWAYS TOURISM INC'S CORE AREAS OF RESPONSIBILITY**

▪ **Co-ordination & Representation**

To lead the development of a successful and sustainable tourism industry for the region and engage in advocacy and partnerships consistent with these purposes.

▪ **Marketing**

To undertake internal marketing initiatives and support external marketing programs in cooperation with Geelong Otway Tourism and Great Ocean Road Marketing with the view to encouraging increased visitor yield, numbers and length of stay.

▪ **Visitor Services**

To coordinate, in conjunction with the Colac Otway Shire, the regions approach to achieve high quality visitor services and experiences for visitors.

▪ **Tourism Business Development**

To encourage industry professionalism and engender a service culture.

▪ **Tourism Industry Development**

To support the development of new tourism product and experiences enhancing the local region's competitive strength.

▪ **Partnerships**

To effect communication and industry networks that foster the growth of tourism through a cooperative, professional regional approach.

**9. ACCOUNTABILITY & COMMUNICATION**

Meetings will be held between the Colac Otway Shire officers and Otways Tourism Inc Executive Officer on at least a bi-monthly basis. In addition a methodology will be developed to ensure a regular exchange of information and reporting of activities of mutual interest.

The Annual Projects Plan will identify any agreed collaborative projects and priorities for the financial year.

**10. DISPUTE RESOLUTION**

If a dispute should arise between the parties under this Service Agreement or regarding performance or financial issues, the parties shall agree to meet to resolve the dispute. For the purpose of the agreement, a dispute will be deemed to exist where one party informs the other in writing that a dispute exists.

**Service Agreement 2006-2010 ~ Colac Otway Shire and Otways Tourism Inc.**

Should the dispute not be resolved in the first instance then both parties shall agree to meet to resolve the dispute by mediation, with both parties agreeing on a mediator.

If both parties cannot agree upon whom shall be the independent mediator, then a mediator will be appointed by the President of the Law Institute of Victoria. The mediator appointed shall be binding on both parties. Both parties shall contribute to the cost of the mediation in equal proportion and otherwise bear their own costs.

**11. FINANCIAL AGREEMENT**

Colac Otway Shire will distribute financial resources to Otways Tourism Inc. to allow fulfillment of their obligations under this Service Agreement. A total sum of \$130,000 (plus GST) is payable to Otways Tourism Inc in 2006/07. The annual payment for 2007/08 will be agreed based on the Annual Project Plan and the Tourism Review recommendations. The annual payment from 2008/09 onwards will be agreed based on the Annual Projects Plan presented.

Payments will be made in advance by quarterly installments.

Colac Otway Shire shall not be obliged to make payment under this agreement unless Otways Tourism Inc has fully complied with its obligations to the date of claim or final claim as the case may be.

**12. TERMS OF AGREEMENT**

Colac Otway Shire and Otways Tourism Inc hereby acknowledge their acceptance of the terms and conditions of this Service Agreement.

This Service Agreement lapses after 30 June 2010 and may be renewed or renegotiated by further agreement between the parties.

Should either organisation wish to terminate the relationship written notice must be given eighteen months in advance of termination. Such notice will allow appropriate modifications to the business plan and budget process.

Service Agreement 2006-2010 ~ Colac Otway Shire and Otways Tourism Inc.

Signed on behalf of the Colac Otway  
Shire:

Signed: *Tracy Slatten*

Name: TRACY SLATTEN

Position: Chief Executive Officer

Date: 15/12/06

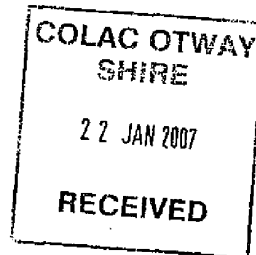
Signed on behalf of Otways Tourism Inc:

Signed: *Andrew Noseon*

Name: ANDREW NOSEON

Position: CHAIRMAN

Date: 21.1.2007.





Otways

Tourism

Review  
Submission

Presented  
to  
Colac Otway Shire  
Thursday 31st December 2009

## TABLE OF CONTENTS

|                                                                                                                                        |         |
|----------------------------------------------------------------------------------------------------------------------------------------|---------|
| <b>1. A BACKGROUND TO THE TOURISM INDUSTRY'S JUSTIFICATION FOR THE ESTABLISHMENT OF OTWAYS TOURISM INC</b>                             |         |
| 1.1 Otways Tourism                                                                                                                     | Page 4  |
| 1.2 Consultation                                                                                                                       | Page 4  |
| 1.3 Funding                                                                                                                            | Page 5  |
| 1.4 Economic Impact                                                                                                                    | Page 5  |
| 1.5 Key recommendations of the review                                                                                                  | Page 5  |
| 1.6 Summary                                                                                                                            | Page 6  |
| <br>                                                                                                                                   |         |
| <b>2. THE IMPACT OF OTWAYS TOURISM INC ON THE TOURISM INDUSTRY 2007 - 2009 AS OUTLINED UNDER OUR FIVE CORE AREAS OF RESPONSIBILITY</b> |         |
| 2.1 Industry Representation                                                                                                            | Page 8  |
| 2.2 Marketing                                                                                                                          | Page 9  |
| 2.3 Product / Infrastructure                                                                                                           | Page 9  |
| 2.4 Industry Development                                                                                                               | Page 10 |
| 2.5 Visitor Services                                                                                                                   | Page 11 |
| <br>                                                                                                                                   |         |
| <b>3 FORECAST: JAN 2010 – JUNE 2010</b>                                                                                                | Page 12 |
| <br>                                                                                                                                   |         |
| <b>4 MAJOR ACHIEVEMENTS</b>                                                                                                            |         |
| 4.1 Rebranding of Otways Tourism                                                                                                       | Page 13 |
| 4.2 Partnership Agreement with Sub LTA's                                                                                               | Page 13 |
| 4.3 Brand Campaign with Surfcoast Tourism                                                                                              | Page 14 |
| 4.4 Prime TV Commercial with OBI                                                                                                       | Page 14 |
| 4.5 Regional Tourism Conference                                                                                                        | Page 14 |
| 4.6 Photography Competition                                                                                                            | Page 50 |
| 4.7 Melbourne Cup Tour                                                                                                                 | Page 50 |
| 4.8 Scholarship Program                                                                                                                | Page 51 |

## APPENDIX:

### 1. STRATEGIC OBJECTIVES

- |     |                                                                                                                                                    |         |
|-----|----------------------------------------------------------------------------------------------------------------------------------------------------|---------|
| 1.1 | <b>Objective 1</b> – To educate membership and the community on the value of tourism                                                               | Page 16 |
| 1.2 | <b>Objective 2</b> –Develop a strategy to promote the region as an environmentally sensitive region through sustainable industry practices         | Page 19 |
| 1.3 | <b>Objective 3</b> – Develop marketing campaign around our diverse natural assets and products                                                     | Page 21 |
| 1.4 | <b>Objective 4</b> – Develop partnerships to increase visitation to the region                                                                     | Page 24 |
| 1.5 | <b>Objective 5</b> – to establish a series of networking and Industry development events for members , non-members and regional partners to Attend | Page 25 |
| 1.6 | <b>Objective 6</b> – Maintain strong relationships with local Government, tourism agencies and other Stakeholders                                  | Page 27 |

### 2 ANNUAL PROJECTS PLAN 2008/2009

- |     |                              |         |
|-----|------------------------------|---------|
| 2.1 | Tourism Business Development | Page 29 |
| 2.2 | Marketing / Visitor Services | Page 30 |
| 2.3 | Members Projects             | Page 31 |
| 2.4 | Public Relations             | Page 33 |

### 3 ANNUAL PROJECTS PLAN 2009 / 2010

- |     |                              |         |
|-----|------------------------------|---------|
| 3.1 | Tourism Business Development | Page 34 |
| 3.2 | Marketing / Visitor Services | Page 35 |
| 3.3 | Otways Tourism Projects      | Page 36 |
| 3.4 | Members Projects             | Page 39 |
| 3.5 | Local Association Projects   | Page 40 |
| 3.6 | Public Relations             | Page 41 |

### 4 MEDIA / COMMUNICATIONS / INDUSTRY DEVELOPMENT

- |     |                             |         |
|-----|-----------------------------|---------|
| 4.1 | Media Articles              | Page 42 |
| 4.2 | Brand Campaign              | Page 45 |
| 4.3 | Regional Tourism Conference | Page 48 |
| 4.4 | Newsletter                  | Page 50 |
| 4.5 | Otways Tourism Rebranding   | Page 54 |

## 1. **A BACKGROUND TO THE TOURISM INDUSTRY'S JUSTIFICATION FOR THE ESTABLISHMENT OF OTWAYS TOURISM INC:**

In 2005 Colac Otway Shire commissioned an independent review of Otways Tourism to analyze the current tourism structure, function and performance and make recommendations. The focus was to investigate the current financial investment by council into tourism, determine its return on investment and investigate alternative means of funding. The project was managed by an independent steering committee, chaired by Tourism Alliance (TAV) and comprised representatives from the local tourism industry, COS Councilors, Shire staff and the Department of Sustainability and Environment (DSE).

### **1.1 Otways Tourism:**

OT was not seen to be delivering outcomes for the industry due to its lack of executive and administrative resources. The basic functions of OT had not been clearly articulated between industry and Local Government with responsibility for tasks often blurred. Industry perceived OT as being able to provide a more vital role in the success of tourism. There needed to be parity of responsibility for providing these resources, from both COS and the industry.

### **1.2 Consultation:**

The feedback from industry uncovered frustration with dealing with the Shire and also external groups, most notably OT & GOT. There was consensus that these 3 groups had been unresponsive to the needs of the smaller players in the industry. Therefore several groups had decided to "go it alone" and develop their own promotional material and administration to that offered by the Shire. OT indicated a willingness to take on a greater function in the delivery of the core tourism services and develop a more united approach to managing tourism.

Meetings were also conducted with important external stakeholders. Four key points were identified.

1. The Shire has great tourism potential, good location, direct access to the Great Ocean Road and high quality road infrastructure.
2. The Shire was fortunate to have the DSE's \$7 million forestry industry restructure package, resulting in the implementation of 19 infrastructure and industry capacity building projects.

Page | 4



3. The tourism industry appeared to be challenged by the lack of cohesion and common purpose. It appeared to expend considerable energies and resources without appropriate planning and co-ordination thus weakening their impact.
4. The tourism industry appeared reluctant to engage with the wider tourism industry, particularly through the formal structures established by State and Federal governments.

### **1.3 Funding:**

Issues relating to the funding of tourism were raised by CORRA who desired to reduce the amount of funding from core rates for tourism. A number of models were proposed including the use of levies, surcharges and differential rates.

### **1.4 Economic Impact:**

Responses from 105 tourism businesses were analysed and the data was pro-rated up to more accurately reflect the approximate 600 tourism businesses located in the region. Results showed that in 2006

- Gross tourism revenue was in the vicinity of \$200 million per annum
- Gross investment in tourism was in the vicinity of \$640 million
- There were approximately 500 individual "tourism entrepreneurs" who employed a further 1,376 full time staff.
- "Tourism entrepreneurs" provide up to 60,000 hours of casual employment each year
- This indicates that the tourism industry generated approximately \$65 million in salaries and wages, of which two thirds stayed in the local township and a further quarter, went elsewhere in the Shire. About 8% leaks outside the Shire.

These economic impact statements clearly define the importance of tourism in the Colac Otway Shire.

### **1.5 Key recommendations from the review:**

It was recommended that COS implement actions to achieve the following major outcomes:

1. Implement a restructured funding model based upon part funding from Core Rates and implementation of a differential funding rate that targets tourism businesses, commercially let holiday homes and tourism precincts within the shire

2. Restructure the internal COS tourism function and the way it engages with the industry, which will result in the existing Tourism Development Officer position and tasks no longer being delivered as a core tourism function.
3. Ensure that the Economic Development Manager is adequately resourced and supported.
4. Work with the tourism industry to develop stronger industry leadership, coordinated tourism development and improved marketing functions.
5. Make the tourism industry more accountable and independent, whilst giving it the opportunity to generate greater revenue to invest in marketing, professional development and other appropriate activities.
6. These structural and operational recommendations can be implemented promptly; it was appropriate to consider implementing the changes to the Rating System over a three-year period.

There were also recommendations for the restructure of Otways Tourism

- OT to identify a broad base of individuals from within the industry who can provide effective leadership and support change at the local level
- COS to provide OT with sufficient support from the special tourism levies and charges, to employ an appropriately qualified EO to drive change and ensure the executions of OT's roles.
- This EO will have a close working relationship with the Economic Development Manager, who will "manage" the service agreement between the COS and OT and will meet with the CEO of COS
- OT to supplement its income through receipt of the 40% membership fees currently paid to the Sub LTA's. In addition, OT must develop additional means of generating funding through relevant membership and marketing strategies
- OT to deliver all internal marketing programs, and coordinate external marketing programs including the production of a Otway Region OVG with GOT.
- The agreement between the COS and OT should clearly allocate the responsibilities for the execution of the major roles and tasks involved in the tourism function.

### **1.6 Summary**

Colac Otway Shire endorsed components of the review and Otways Tourism became an independent body funded through Colac Otway Shire.

## **2. THE IMPACT OF OTWAYS TOURISM INC ON THE TOURISM INDUSTRY 2007 - 2009 AS OUTLINED UNDER OUR FIVE CORE AREAS OF RESPONSIBILITY**

### **GENERAL IMPACT:**

Otways Tourism Inc has progressed considerably since autonomy following the extensive Tourism Review in 2006. An Executive Officer was appointed in 2007, MOU's are in place between key stakeholders, COS, Otways Tourism Inc and sub associations. These processes and documents have been reviewed and refined over that period as we have learned from experience

Our core role is to be the internal marketer of the region. One of the major benefits of the funding from the Colac Otway Shire is that we have been able to participate in external marketing activities in partnership with key stakeholders such as Otway Business Inc and Surf Coast Tourism. Regular participation in these campaigns is limited by funding, however, they help to increase awareness of the region and drive visitation

We have developed our key vision and mission statements to guide us through a 3 year period. The development of a strategic plan and annual plan take place through a Board Review and Planning day. Further input from members comes via our sub associations and an Annual Dinner. Contribution from members provides great ideas but also instills a sense of contribution and ownership.

Membership levels have remained fairly constant. We have maintained regular communication with industry through newsletters, email, minutes of meetings workshops and conferences. These occasions also provide opportunities to develop product and generate additional industry knowledge.

Otways Tourism contributes to the local community by employing part time staff, supporting a local tourism professional through a scholarship program and working in conjunction with other community organizations such as the Colac Turf Club to bring the Melbourne Cup Tour to our region. These activities raise the profile of Otways Tourism and the industry. It has always been a challenge to the tourism industry to communicate the benefits of tourism locally and demonstrate the importance of the multiplier effect.

**IMPACT FROM FIVE CORE AREAS OF RESPONSIBILITY:**

**2.1 Industry Representation**

**Represent the region's tourism industry interests, serve as an industry advisory body to Colac Otway Shire and Geelong Otway Tourism and be the communication link with industry operators**

Otways Tourism was able to achieve this through

- Annual representation to the Colac Otway Shire Councilors
- Regular meetings and communication with the Economic Development Manager at the Colac Otway Shire on the progress of Otways Tourism

Otways Tourism has also been represented by its Executive Officer

- As an observer on the Board of Great Ocean Road Marketing from February 2007 until December 2009 and will be included in the implementation committee for a new regional structure for tourism.
- Regularly attending Tourism Alliances functions. Being elected to The Board of the Australian Regional Tourism Network in 2008 and elected as Treasurer in 2009
- Attending regional staff meetings with Geelong Otway Tourism.
- Inclusion on the Transport Connections Project, local advisory committee, to provide tourism industry feedback to the committee.
- As the Great Ocean Road Marketing representative on the Marketing Campaign Committee for the \$2.5 million campaign for the Great Ocean Walk, as the hero product for Tourism Victoria's Nature Based Tourism Strategy. Approximately 80% of tourism operators in the Great Ocean Walk marketing partnership program are Otways Tourism members
- Regular communication with Parks Victoria as a key stakeholder
- Sits on the Festival & Events Funding Committee developed by the Colac Otway Shire to review submissions.
- A member of the Great Ocean Road Marathon committee.

## **2.2 Marketing**

**Undertake the internal marketing activities for the region to increase visitor length of stay and yield and disperse visitors through out the region. Guide and support the further promotion of the Colac Otway region and “Otways, Breathe Easy” brand in external marketing with Geelong Otway Tourism**

Marketing activities Otways Tourism undertakes annually.

- Official Otways Touring Map - The map includes a listing of all members, suggestions on activities in the region emergency information, travelling times and a detailed touring map.
- The Walks and Waterfalls map – An A3 publication providing information on the walks and waterfalls with map and reference points.
- Otways Touring Map – An A4 tear off map used by Visitor Information Centre staff to provide quick information.
- The development of the Otways Trails series – a collection of eight trails in the Otways Region. This product was an initiative by two members of Otways Tourism, Corinne Mitchell and Carolyn Tatchell who engaged with local communities to develop their own walks
- Work in conjunction with Geelong Otway Tourism in the production of the Official Otways / Surfcoast Visitors Guide in which operators are able to purchase advertising space.

## **2.3 Product / Infrastructure**

**Identify and encourage the development and improvement of tourism product and infrastructure in the Colac Otway region. Eg: Attractions, Touring Routes, Major Events and Road Networks by providing strategic advice and direction to Colac Otway Shire and Geelong Otway Tourism**

Otways Tourism regularly encourages new product in the region

- We write letters of support for new product in the region to assist in obtaining funding from Federal, State and Local governments
- One on One meetings with local tourism operators on initiatives to improve their product; or how to work in the international markets; or how to establish a new tourism venture.

- Work with and leverage off events funded by Otways Tourism and also the Colac Otway Shire to ensure we obtain maximum return. Events include the Great Ocean Road Marathon, the Otways In Focus photographic competition, Apollo Bay Music Festival and Otway Odyssey
- Have supported new events in the region to increase visitation. Eg: Gumboots & Pearls (Opera in the Otways at Melba Gully), Rainforest Ride, and financially supported the Great Victorian Bike Ride utilizing Apollo Bay as a rest day location ensuring strong economic benefits to the local community.
- Have worked closely with Parks Victoria in the development of the Great Ocean Walk and with tourism operators along the walk to ensure they leverage opportunities from a quickly developing product
- Have worked closely with Vic Roads in works on the Colac-Lavers Hill Road, providing advice on the use of the road and disruptions to traffic.
- Attend and participate in the Enquiry by Design process for the Apollo Bay Harbour development.

#### **2.4 Industry Development**

##### **Provide advice and guidance to Colac Otway Shire to support the professional development of new tourism business opportunities in the Colac Otway region**

- Exchange of information of information with the Economic Development manager on prospective tourism businesses in the region
- Offer advice on what the opportunities are and where they might be for prospective investors

## **2.5 Visitor Services**

**Provide advice and guidance to Colac Otway Shire to support the delivery of visitor services as provided by the region's two visitor information centres, Great Ocean Rd Visitor Information Centre (GORVIC in Apollo Bay) and the Colac Visitor Information Centre**

OT works in conjunction with Colac Otway Shire and the Visitor information centres in the provision of visitor services and marketing information.

- Commissioning a review of collateral to determine the best communication with visitors that is efficient and cost effective
- Provision of vision and images to be displayed in the Visitor Information Centres
- Assistance in the communication process of the installation of the V3 booking service for operators
- Provision of Otways Branding in the refurbishment of the Great Ocean Road Visitor Information Centre.

**NOTE:** detailed and specific information on the activities undertaken to deliver these 5 core responsibilities are outlined in our Strategic and Action Plans. **See Appendix 1/2/3**

### 3. FORECAST: JAN 2010 – JUNE 2010

Our activities for the next six months are outlined in detail in our annual projects Plan for 2009-10. It is anticipated that we will be on target to meet these objectives.

Some of the significant projects from that plan will include

- Completion of Stage one of the online Otways Holiday Planner.
- Supporting Otway Harvest Trail development
- Publication of the Otways Tourism newsletters
- The development of a day conference for Otways Tourism members in conjunction with the Annual Dinner
- Continued support for our major events in the region such as the Great Ocean Rd Marathon
- Industry development through the tourism excellence program as developed by Tourism Victoria
- Opportunities for operators to participate in the Tourism Audits program
- Continued production of Otways Tourism marketing collateral including product bags for the VICs and an individual information booklet.
- Refining and continued development of the Photography competition
- Development of the board sub committees and their responsibilities, Governance- to improve the efficiency of The Board through reviewing structure and process.  
Collateral - implementing the findings of the review.  
Membership - to regenerate struggling LTAs and improve communication at an individual level.
- Otways Tourism will also be active in the regional restructure of the Great Ocean Road region to ensure that we have a model that is appropriate for Otways Tourism and the Colac Otway Shire with the right amount of resourcing and funding to better promote our region.



## 4. MAJOR ACHIEVEMENTS

Over the 3 years of Otways Tourism is has been able to achieve some significant projects that have benefitted the tourism industry and the community in general.

A number of these projects have been highlighted in the annual reports for OT however it is appropriate to highlight them in some more detail.

### 4.1 Rebranding of Otways Tourism

Otways Tourism commissioned Great Southern Distribution Marketing to assist it with rebranding Otways Tourism. This process involved a substantial consultative process with members and board members to develop the new look and feel for the region.

Once the branding was finished a branding style guide was provided to members who were encouraged to use the branding to promote their business and at the same time build the awareness of the Otways Branding.

A set of three banners were produced for promotional use by Otways Tourism which included one corporate banner and two banners for marketing purposes.

### 4.2 Partnership Agreement with Sub LTA's

The Otways Tourism board felt that it was important to develop an understanding of the roles of OT and also the Sub LTA's and how it conducts its relationship. As part of the tourism review it was recommended that the finances that are returned to the Sub LTA's should be consolidated into Otways Tourism finances to ensure a collaborative approach to marketing in the region. This was one of the key points in the agreement for the Sub LTA's.

A consultative approach was taken with the Sub LTA's to ensure that the document was consistent and accepted by everyone and had buy in from the industry. This was achieved and signed of by the chairs of the Sub LTA's at the launch of the rebranding of Otways Tourism.

The agreement was reviewed after 12 months by all stakeholders and was once again signed off to coincide with the service and funding agreement with the Colac Otway Shire.

#### **4.3 Brand Campaign with Surfcoast tourism**

As part of funding through Tourism Victoria and Great Ocean Road Marketing, Otways Tourism was offered the opportunity to invest \$20,000 into a media campaign that would result in a total spend on the campaign of \$175,000 in partnership with Surfcoast Tourism.

The campaign was conducted in the Herald Sun and ran over 6 weeks.

***\*The ads are included in the appendix for reference.***

#### **4.4 Prime TV Commercial**

Otways Tourism had developed a relationship with Otway Business Inc through the organization taking out advertising space in the Official Visitors Guide for the Otways, increasing the profile of Colac in the Guide.

OBI indicated a desire to conduct a TV campaign into regional Victoria to increase the profile and awareness of Colac. In discussions with OBI, OT indicated it would be more advantageous to promote Colac as well as the attractions in the surrounding hinterland region to support their campaign. Otways Tourism took on a partnership role as this also had considerable advantages for the Otways.

The TV commercials were then downloaded onto You Tube for additional coverage for people looking for vision on the Great Ocean Road, the Otways and Colac.

#### **4.5 Regional Tourism Conference**

With the assistance of funding from Tourism Victoria for the Otways, a regional tourism conference was initiated that would allow members to have access to quality tourism industry representatives to be updated on what is happening in the world of tourism at that time and what we can expect into the future. Guest speakers on the day included

- CEO of Tourism Victoria
- CEO Tourism Alliance
- General Manager – Destination & Product Marketing – Tourism Victoria
- Deputy General Manager – Parks Victoria

The concept has then been extended to include a full day regional conference for all members of Geelong Otway Tourism. Providing additional opportunities for Otways Members to network with operators from across the region.

#### **4.6 Photography Competition**

The Otways Tourism board endorsed the initial concept of Otway Coast Tourism to conduct a regional photography competition in the Otways Region. The underlying theme behind the competition is to

- Encourage visitors to the region in the shoulder and off peak periods of the year
- Increase the length of stay of visitors to the region
- Provide awareness of the diversity of product offering that we have in the region
- To increase the library of tourism images for Otways Tourism to use in a marketing sense

#### **4.7 Melbourne Cup Tour**

Otways Tourism was successful in its application to bring the Melbourne Cup Tour to the Otways Region. This privilege is only bestowed upon 35 towns across Australia and New Zealand every year.

The Cup visited the Great Ocean Road Visitor Information Centre and then went to Mercy aged care before being on display at Colac Otway Performing Arts Centre. The day concluded with a cocktail function at COPACC to launch the racing season for the Colac Turf Club.

#### **4.8 Scholarship Program**

Otways Tourism has initiated a scholarship program to reward students who are studying tourism in the Otways Region. The program is to encourage and support students to continue in the tourism industry and with the intent that we get to generate skilled employees in our region.

Our initial winner, Rosie Heaton-Harris has already developed a solid background in tourism and is building a strong portfolio to see her employed full time in the industry once she has finished her studies.

## Appendix 1

### OT Strategic & Action Plan and assessment of performance achievements against KPI's:

#### Objective 1

To educate the membership and community on the value of tourism

| Action                                                                                                                                                                | KPI                                                                          | Outcomes - positive & negative                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>Regular media releases to local media following board meetings and major events</b></p>                                                                         | <p>Media Releases to be sent following each board meeting if appropriate</p> | <p>OT has continually provided media releases on a variety of issues locally and in Geelong. They have been used by</p> <ul style="list-style-type: none"> <li>• Colac Herald</li> <li>• 3CS</li> <li>• Corangamite Extra</li> <li>• Geelong Advertiser</li> <li>• Bellarine Echo</li> <li>• ABC Ballarat</li> </ul> <p>The Executive Officer regularly provides comment for the local radio station on issues from bushfire threats to the lack of adequate communication in the Otways.</p> <p><b>Refer to Appendix for examples of media that OT has generated.</b></p> |
| <p><b>Continued development of human interest stories from the member base for inclusion into the quarterly newsletter and distribution to relevant agencies.</b></p> | <p>Stories distributed to relevant agencies for potential publication</p>    | <p>The Otways Tourism Newsletter has been an excellent tool for stories of industry operators including:</p> <ul style="list-style-type: none"> <li>• New members and new tourism product</li> <li>• Major issues in the region</li> <li>• Major events</li> <li>• A profile on volunteers and welcomers from the Colac and the Great Ocean Road VICs</li> </ul> <p><b>Refer to Appendix Number 4.4 for sample of Newsletter</b></p>                                                                                                                                       |

Page | 16

|                                                                                                                                                                  |                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>Quarterly newsletter to members and non members</b></p>                                                                                                    | <p>Quarterly</p>                                                      | <p>Distributed to</p> <ul style="list-style-type: none"> <li>• All OT Members</li> <li>• Non Members who have not renewed</li> <li>• Local media outlets for collection.</li> <li>• Tourism Victoria staff</li> <li>• Geelong Otway Tourism</li> </ul> <p>Other stakeholders such as Parks Vic, Surfcoast Tourism, Tourism Geelong and The Bellarine</p>                                                                                                                                |
| <p><b>Information distributed to non members regarding events and other activities conducted by Otways Tourism. A non member fee to apply for attendance</b></p> | <p>As they occur</p>                                                  | <p>We communicate with lapsed members to keep them informed of industry matters. Memberships lapse for various reasons. We have little engagement from this part of the industry</p>                                                                                                                                                                                                                                                                                                    |
| <p><b>Conduct regular famils including the involvement of Visitor Information Centre Staff</b></p>                                                               | <p>Annually</p>                                                       | <p>We have been involved in a familiarisation tour in conjunction with Geelong Otway Tourism to bring the volunteers to our region.</p>                                                                                                                                                                                                                                                                                                                                                 |
| <p><b>Distribution of Otways Tourism style guide to members to ensure branding of local product</b></p>                                                          | <p>Completion</p>                                                     | <p>Otways Tourism developed a new brand at inception. A new style guide was designed and delivered to members which included</p> <ul style="list-style-type: none"> <li>• Otways Tourism logo</li> <li>• Details on which logo to use and how to apply</li> <li>• A marketing execution of our logo with the tagline "Breathe Easy"</li> <li>• A logo designed for the major towns for operators to link their town with the brand, for example, "Visit Otways &amp; Colac."</li> </ul> |
| <p><b>Encourage operators to collect appropriate data on visitation to the region</b></p>                                                                        | <p>Work with operators on how best to collect visitor information</p> | <p>We have regularly communicated to operators to ensure they collect data to help them</p> <ul style="list-style-type: none"> <li>• Easily identify their target markets</li> <li>• Identify trends in visitation to their business and the region</li> </ul>                                                                                                                                                                                                                          |

|  |  |                                                                                                                                                                                                                        |
|--|--|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  |  | <ul style="list-style-type: none"><li>• Understand the market and what they should be planning for</li><li>• Developing an appropriate business plan</li><li>• Be more targeted with their marketing dollars</li></ul> |
|--|--|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

## Objective 2

Develop a strategy to promote the region as an environmentally sensitive region through sustainable industry practices

**NOTE:**

Otways Tourism began research to develop a strategy, however, in conjunction with Geelong Otways Tourism, we embarked on a broader program. Geelong Otway Tourism was fortunate enough to attract funding through the Australian Tourism Development Program

| Action                                                                                                                                        | IP                                                                                | Outcome                                                                                                                     |
|-----------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------|
| Calculate carbon footprint from tourism in the region. Eg: How did they get here, length of stay                                              | Development of a Sub Committee to determine assist in the delivery of the project | A sub committee was initially formed with 5 people. A number of meetings were held                                          |
| Calculate number of trees needed to offset carbon footprint. Obtain quotations from 2-3 qualified consultants in Marketing / PR to be engaged | Quotation to be obtained                                                          | A detailed quotation was obtained for approximately \$70,000 subsequently, EC3 Global was engaged by Geelong Otway Tourism. |
| Develop sponsorship strategy which includes direct tourism (\$ per tree) and corporate sponsorship                                            | TBC                                                                               | Not Applicable                                                                                                              |
| Reporting – EO to report back to the board monthly. EO to work with project team by e-mail and phone.                                         | Bi-Monthly reports in conjunction with report from sub committee                  | Not Applicable                                                                                                              |
| Use qualified marketing / project / consultants to undertake the a carbon offsetting program for the region                                   | Appointment of Sub Contractor                                                     | Not Applicable                                                                                                              |

A "Green Team" was established with a vision to  
***"Implement a sustainability program that engages the entire Great Ocean Road Community"***

**Goals**

- Achieve a critical mass of support for sustainability along the Great Ocean Road
- Develop a competitive advantage for the region in attracting the higher yielding 'Socially responsible traveller' and increase the value of tourism to the region without threatening the delicate social and environment balance
- Provide assistance to operators and communities in implementing and promoting triple bottom line initiatives
- To help overcome the identified key challenges of seasonality, appropriate investment and business improvement, attraction and building a strong unique destination brand
- Establish a 'framework' to link existing programs together as a simple pathway to sustainability

**Workshops:**

Workshops were conducted along the Great Ocean Road with 2 being held in Apollo Bay where other community groups also attended the sessions.



**OBJECTIVE NUMBER 3**

**Develop marketing campaign around our diverse natural assets and products**

| Action                                                                                                                          | KPI                                                                      | Outcome                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|---------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>Use tagline "Breath Easy" in marketing activities and promotional material</b></p>                                        | <p>Ongoing reinforcement to members</p>                                  | <p>The tagline has been used in all marketing applications</p> <ul style="list-style-type: none"> <li>• TV Commercial campaigns performed in conjunction with Otway Business Inc</li> <li>• Use in the Otways trails brochure series</li> <li>• Walks &amp; Waterfalls tear off maps.</li> </ul>                                                                                                                                                                                                                           |
| <p><b>Development of a media kit that to be issued to the appropriate authorities on request</b></p>                            | <p>Completion of media kit</p>                                           | <p>Great Ocean Media developed a series of generic media releases. The releases covered</p> <ul style="list-style-type: none"> <li>• Welcome to the Otways</li> <li>• Adventure Tourism</li> <li>• Otways Accommodation</li> <li>• Otways Attractions</li> <li>• Otways Escapes</li> <li>• Otways Events</li> <li>• Otways Food &amp; Wine</li> <li>• Otways Nature</li> <li>• Otways Tours</li> </ul>                                                                                                                     |
| <p><b>Develop additional photography database through the engagement of a quality photographer familiar with the region</b></p> | <p>Work with GOT / GORM on the development of a photography database</p> | <p>Good images are vital. Funds made available through Geelong Otway Tourism were used for a 2-3 days shoot in conjunction with Tourism Victoria.</p> <p>Otways Tourism held a Photography Competition</p> <p>Objectives were</p> <ul style="list-style-type: none"> <li>• To generate visitation to the region during off peak time</li> <li>• To generate additional images for use in a promotional / marketing</li> <li>• to have a collection of images that we would be able to use to promote the region</li> </ul> |

|                                                                                                                                                                                                                                                |                                                                            |                                                                                                                                                                                                                                                                                                                                                                                        |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>Continue the development and production of marketing collateral to promote the region such as</b></p> <ul style="list-style-type: none"> <li>• Official Touring Map</li> <li>• Walks &amp; Waterfalls</li> <li>• Tear off map</li> </ul> | <p>Annual completion of all collateral</p>                                 | <p>All promotional collateral has been produced annually.</p> <p>The Collateral Review sub committee works on best practice collateral.</p>                                                                                                                                                                                                                                            |
| <p><b>Ensure effective distribution of all marketing collateral to maximize exposure through visitor information centres in regional Victoria</b></p>                                                                                          | <p>Distribution of touring maps through the engagement of a contractor</p> | <p>Southern Brochure Distribution distributes the Touring maps to all locations.</p>                                                                                                                                                                                                                                                                                                   |
| <p><b>Production of promotional collateral such as environmentally friendly bags with Otways Tourism branding to be distributed at the Visitor Information Centres</b></p>                                                                     | <p>Bags being issued through the Visitor Information Centre</p>            | <p>This project has been delayed awaiting outcome of the RTAP</p>                                                                                                                                                                                                                                                                                                                      |
| <p><b>Continue support and development of the Otways Trails concept</b></p>                                                                                                                                                                    | <p>Annual production of shells for trails to be printed on</p>             | <p>Otways Tourism has continued to produce the Otways trails Shells for print over and also provide the update PDF's online for operators to use in their own business.</p> <p>Otways Tourism has also taken on the responsibility of overprinting and folding. This practice was previously performed by the Visitor Information Centers. Cost and time factors were prohibitive.</p> |

**OBJECTIVE NUMBER 4**

**Develop partnerships to increase visitation to the region**

| Action                                                                                                                           | KPI                                                                         | Outcome                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|----------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Identify 2 partners in Regional Victoria to develop cross promotional program                                                    | Agreement and development of partnership agreement                          | <p>This action has proven very difficult undertake, as we are the internal marketer of our region.</p> <p>Otways Tourism engaged with Grampians Tourism in a "Mystery Shopper". This program included 4 people visiting the major town in each region</p> <ul style="list-style-type: none"> <li>• Halls Gap - Grampians</li> <li>• Apollo Bay – Otways</li> </ul> <p>They visited attractions in the town and reported on customer service, cooperation, information provided and effectiveness as a tourism destination.</p> <p>Both groups met to provide the feedback and discuss the outcomes. Tourism officers then visited the other region to present findings.</p> |
| Identify 1 partner in Melbourne to develop cross promotional program                                                             | Agreement and development of partnership agreement                          | <p>This action has proven very difficult to undertake, we are the internal marketer of our region.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| Continue the close relationship with Colac Otway Shire to ensure maximum visitation benefits from existing events and new events | Involvement in activities related to events in the Colac Otway Shire region | <p>Events assist in generating economic value, increasing visitation and overnight stays and raising our profile especially during off peak times.</p> <p>Our Executive Officer worked closely with the Events team to develop a strategy for funding Festivals &amp; Events. He sits on the committee to assess applications and recommendations are made to council.</p> <p>We work to provide</p> <ul style="list-style-type: none"> <li>• Links to VisitOtways</li> </ul>                                                                                                                                                                                               |

|                                                                                                      |                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                    |
|------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                      |                                                                                        | <p>website</p> <ul style="list-style-type: none"> <li>• Provide information to organizers of accommodation providers</li> <li>• Provide Visitors Guides and Touring Maps in competitor packs.</li> <li>• Provide information at events</li> <li>• Display banners / flags for promotion</li> <li>• Promotion through our media network</li> <li>• Promotion in our quarterly newsletter</li> </ul> |
| <p>Work with and support partners for the development of the shuttle bus along the coastal route</p> | <p>The development of the shuttle bus to assist operators along the Great Ocean Rd</p> | <p>Otways Tourism worked with the Apollo Bay Chamber of Commerce to ensure the Shuttle bus was able to operate in some capacity when resources were extremely limited.</p> <p>Following this the shuttle is now permanently funded to operate over the peak season.</p>                                                                                                                            |

**OBJECTIVE NUMBER 5**

**To establish a series of networking and industry development events for members, non members and regional partners to attend**

| Action                                                                                                                                                                                 | KPI                                                                            | Outcome                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| All business and industry development events to be relevant to our region and to include guest speakers (if appropriate) with networking opportunities at the conclusion of all events | Quarterly                                                                      | We have conducted industry events for operators with the potential to impact on their business.<br>The events / workshops inform operators of what is happening in the industry.<br><br>Workshops have been conducted in <ul style="list-style-type: none"> <li>• Packaging</li> <li>• Bushfire Awareness</li> <li>• Website development</li> <li>• Tourism Sustainability</li> <li>• Networking</li> </ul>                                                                                                                    |
| Development of a partnership with Surfcoast for the operation of networking and business events to achieve efficiencies in operating these events                                      | Delivery of a training program of not more than 4 events per year              | It was proving difficult to get members to attend workshops in alternate regions due to the time out of their business. This is more relevant in our region where there is a high level of owner / operators.                                                                                                                                                                                                                                                                                                                  |
| Encouragement of Non Members to attend at a Non member rate to engage with member operators and become a member in their own right                                                     | Communication with Non members highlighting industry development opportunities | For all events / workshops invitations are sent to non members with a non member rate for them to attend.                                                                                                                                                                                                                                                                                                                                                                                                                      |
| Establish an annual event for all members to socialize and network with members from across the region                                                                                 | To ensure event is held annually                                               | In 2008 Otways Tourism conducted a regional tourism conference for Otways & Surfcoast members. Held at Otway Estate we attracted 100 delegates. It provided quality speakers including <ul style="list-style-type: none"> <li>• CEO Tourism Victoria</li> <li>• CEO Tourism Alliance</li> <li>• General Manager – Destination &amp; Product Marketing – Tourism Victoria</li> <li>• Deputy General Manager – Parks Victoria</li> </ul> Others spoke on <ul style="list-style-type: none"> <li>• Website Development</li> </ul> |

|  |  |                                                                                                                                                                                                                                                                                                                                 |
|--|--|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  |  | <ul style="list-style-type: none"><li>• Marketing</li></ul> <p>The highlight of the conference was the Key Note Speaker, John Anderson founder of Contiki.</p> <p><b>See Appendix Number 4.3</b></p> <p>Due to the conferences success it was expanded to, Bellarine and Tourism Geelong. In 2009 there were 150 delegates.</p> |
|--|--|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

**OBJECTIVE NUMBER 6**

**Maintain strong relationships with local government, tourism agencies and other stakeholders**

| Action                                                                                                                                                                                                                  | KPI                                                                       | Outcome                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Develop a communications strategy to communicate the activities of Otways Tourism                                                                                                                                       | A fully completed document that is included in the Partnership Agreement. | Otways Tourism committed to communicating with members <ul style="list-style-type: none"> <li>• Distribution of minutes from all board meetings</li> <li>• Regular memo &amp; updates on issues affecting Otways Tourism and the tourism industry in general</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Maintain relationships with Colac Otway Shire and other external stakeholders such as Parks Victoria, Geelong Otway Tourism and other neighboring Local Tourism Associations through regular communication and meetings | Attend meetings and industry events as required                           | Regular meetings are held with: <ul style="list-style-type: none"> <li>• Colac Otway Shire –to discuss our progress of against its strategic plan and annual plan</li> <li>• Parks Victoria –annual forums held for the Great Ocean Walk Marketing partnership program.</li> <li>• Parks Victoria – A member of the tactical marketing committee for the Great Ocean Walk with Geelong Otway Tourism &amp; Tourism Victoria</li> <li>• Attended regional staff meetings at Geelong Otway Tourism, which involves 4 local tourism associations from the region</li> <li>• We hold discussions with Surf Coast Tourism on matters of mutual interests and to explore opportunities for cooperative activities.</li> </ul> |
| Liaise with stakeholders regarding plans / requirements for infrastructure development                                                                                                                                  | Attend and facilitate meetings as required                                | Regular communication with industry representatives involved, such as <ul style="list-style-type: none"> <li>• Colac Otway Shire</li> <li>• Geelong Otway Tourism</li> <li>• Tourism Victoria</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |

|                                                                                                                      |                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|----------------------------------------------------------------------------------------------------------------------|---------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Liaise with stakeholders to support continued growth in tourist visitation</p>                                    | <p>Attend and facilitate meetings as required</p> | <p>Regular communication with industry representatives involved, such as</p> <ul style="list-style-type: none"> <li>• Colac Otway Shire</li> <li>• Geelong Otway Tourism</li> <li>• Tourism Victoria</li> <li>• Tourism Alliance</li> <li>• Great Ocean Road Marketing</li> <li>• Great Southern Touring Route</li> <li>• Other local tourism associations</li> </ul>                                                                                                                                     |
| <p>Liaise with stakeholders for the continued support and development of our attractions and natural environment</p> | <p>Attend and facilitate meetings as required</p> | <p>Regular communication with industry representatives involved, such as</p> <ul style="list-style-type: none"> <li>• Colac Otway Shire</li> <li>• Parks Victoria</li> <li>• Tourism Victoria</li> <li>• Sub Local Tourism Association.</li> </ul>                                                                                                                                                                                                                                                        |
| <p>Memberships of appropriate organizations that are relevant to Otways Tourism</p>                                  | <p>Paid up memberships</p>                        | <p>Otways Tourism is a member of the following organizations</p> <ul style="list-style-type: none"> <li>• Tourism Alliance</li> <li>• Australian Regional Tourism Network</li> <li>• G21</li> <li>• Otway Business Inc</li> </ul>                                                                                                                                                                                                                                                                         |
| <p>Attendance at industry conferences to be up to date with industry knowledge</p>                                   | <p>Attendance at events</p>                       | <p>The Executive Officer has attended conferences organized by</p> <ul style="list-style-type: none"> <li>• Tourism Alliance – Victorian Tourism Industry Conference,</li> <li>• Tourism Alliance – Victorian Adventure &amp; Nature Based Conference</li> <li>• Australian Regional Tourism Network – Australian Regional Tourism Conference held in locations around regional Australia. The last 2 were in Barossa Valley and Alice Springs the 2010 conference will be in the Yarra Valley</li> </ul> |



## Appendix 2

### 2. ANNUAL PROJECTS PLAN 2009 / 2010

#### 2.1 TOURISM BUSINESS DEVELOPMENT:

| PROJECT                                                                                                                              | TIMELINE                                    | OUTCOME                                                                                                                                                                                                                                                                             |
|--------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>Annual Training Schedule</b><br/>To develop a list of training / industry development sessions for members.</p>                | To host no more than 4 sessions in one year | <p>These workshops were held on:</p> <ul style="list-style-type: none"> <li>• Packaging</li> <li>• Online Marketing</li> </ul> <p>The annual conference included a full day of information for operators</p>                                                                        |
| <p><b>Industry Familiarisation</b><br/>To conduct 2 industry familiarization tours within the region for operators and VIC staff</p> | Bi Annually                                 | <p>Otways Tourism worked with Otway Hinterland Tourism Association to conduct a familiarization tour visiting approx 12 businesses, concluding with networking session</p> <p>Otways Tourism also worked with GOT in assisting VIC staff to have a famil into the Otways Region</p> |

**2.2 MARKETING / VISITOR SERVICES:**

| PROJECT                                                                                                                                                  | TIMELINE   | OUTCOME                                                                                                                                  |
|----------------------------------------------------------------------------------------------------------------------------------------------------------|------------|------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Clwyve Touring Map</b><br>To produce a touring map on the Otway.<br>No. of Copies: 30,000                                                             | March 2009 | Map produced and released to the market in February 2009                                                                                 |
| <b>Walls &amp; Waterfalls</b><br>Produce a list of profiles of the walls and waterfalls we have in our region along with a map.<br>No. of Copies: 35,000 | Dec 2008   | An additional 10,000 were produced in March 2009 to meet demand and provide extra copies for operators who have mini information centers |
| <b>Tear off Map</b><br>Produce a tear off map for easy navigation for visitors.<br>No. of Copies: 100,000                                                | March 2009 | The tear off map was produced and released in April 2009. With print run of only 50,000 copies to ensure it remains relevant.            |
| <b>Clwyve Trails Templates</b><br>To produce the templates for printing over by Visitor Information Centres.<br>No. of Copies: 25,000                    | April 2009 | The templates were printed & overprinted & delivered to VICs                                                                             |
| <b>Official Visitors Guide</b><br>To assist detailing Otways Tourism in the production of the Surfcoast / Otways guide.<br>No. of Copies: 80,000         | Nov 2008   | The Surfcoast / Otways visitors guide was released in Dec 2008                                                                           |

2.3 MEMBERS PROJECTS

| PROJECT                                                                                                                                                                                              | TIME LINE    | OUTCOME                                                                                                                                                                                                                                            |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>Environment Protection &amp; Carbon Offset Program</b><br/>A campaign that will aim to protect the precious environment we have in the Otways</p>                                              | June 2009    | <p>This project is still ongoing due to the amount of time that the Photography competition required from the admin officer.</p> <p>A considerable amount of background work has been completed and is requiring compilation and distribution.</p> |
| <p><b>Gumboots &amp; Pearls</b><br/>To support Otway Speeche Guide Association in efforts to stage Gumboots &amp; Pearls at Melba Gully.</p>                                                         | October 2008 | Otways Tourism support Gumboots and Pearls with \$5,000 in sponsorship for this unique event.                                                                                                                                                      |
| <p><b>Gellibrond - Arts &amp; Craft Cultural Hub</b><br/>To restore Gellibrond as an Arts &amp; Craft cultural hub in the Otways.</p>                                                                | June 2009    | <p>This project has not progressed due to lack of engagement from operators in the hinterland region.</p> <p>To develop this further requires a feasibility study</p>                                                                              |
| <p><b>Develop the Otways Region for "Experience Seeker"</b><br/>To assist industry in developing Otways Tourism members product or new product to cater for the "Experience Seeker" market</p>       | June 2009    | Otways Tourism continues to work with operators in developing new business or adding to their product. This support may be verbal advice, or letters of support for funding from local, state and federal govts.                                   |
| <p><b>Otways Trails &amp; Touring Loops</b><br/>To continue to develop the Otways Trail network increasing the number of trails from Sub LTA's and developing new touring loops into the program</p> | June 2009    | <p>Encouragement of Sub LTA's to continue to develop additional trails has led to the Forrest History Walk.</p> <p>The touring loops will be incorporated into</p>                                                                                 |

|                                                                                                                                                                     |                  |                                                                                                                                                                                                                                                                                                                                                                                    |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>Photographic Competition</b><br/>To develop a photography competition within the Otways with each Sub Association to hold one.</p>                            | <p>June 2009</p> | <p>the on-line Otway Holiday Planner.<br/>A sub committee coordinated the Otways in Focus competition in October 2009. It was extremely successful and a subsequent strategy to promote the images and the Otways in process</p>                                                                                                                                                   |
| <p><b>Apollo Bay – Health &amp; Wellbeing Centre</b><br/>To continue to push for the development of Apollo Bay as a centre for Health &amp; Wellbeing</p>           | <p>Ongoing</p>   | <p>Otways Tourism was involved in the Enquiry by Design for the Apollo Bay Harbour Development which identified an opportunity to develop a Health &amp; Wellbeing Centre. With presentations from the OT and ABCCT Chair.<br/><br/>The subsequent design indicated that the hotel development would be for a Health and Wellness retreat. Development discussions are ongoing</p> |
| <p><b>Trans Otway Waterfall Walk</b><br/>To continue to advocate to stakeholders for the development of the Trans Otway Waterfall Walk from Lorne to Apollo Bay</p> | <p>Ongoing</p>   | <p>Otways Tourism continues to promote the value of the development of such a walk.<br/><br/>Presentations to the South West trails strategy, Parks Victoria Management Plans for the Otways include our desire for the TOWW to be included &amp; developed</p>                                                                                                                    |

**2.4 PUBLIC RELATIONS:**

| PROJECT                                                                                                                                                                                       | TIME LINE           | OUTCOME                                                                                                                                                                             |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>Quarterly Newsletter</b><br/>to produce a quarterly newsletter to be distributed to members and through the Visitor Information Centres<br/>No of Copies: 250</p>                       | <p>Quarterly</p>    | <p>Newsletters have been produced featuring stories on Otways Tourism members and other subject matter. The newsletter is also distributed via the Visitor Information Centres.</p> |
| <p><b>Annual Report</b><br/>to produce an Annual Report both electronically and in hard copy for distribution to members<br/>No of Copies: 250</p>                                            | <p>October 2008</p> | <p>Annual Report was produced and distributed to members in October 2008</p>                                                                                                        |
| <p><b>PR &amp; Communication Strategy</b><br/>to produce a series of media releases on production opportunities and combine to complete a media kit for distribution to appropriate media</p> | <p>Dec 2008</p>     | <p>Media releases were finalised in 2009. Otways Tourism has a set that can be provided to media requesting information.</p>                                                        |

### Appendix 3

### 3 ANNUAL PROJECTS PLAN 2009 / 2010

#### 3.1 TOURISM BUSINESS DEVELOPMENT:

| PROJECT                                                                                                                                                                                     | TIMELINE                                                        | OUTCOME                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>Annual Training Schedule</b><br/>To develop a set of training / industry development sessions for members.</p>                                                                        | <p>To host no more than 3 sessions in one year</p>              | <p>The annual conference has been held this year in with the other GOT regions, offering a full day of speakers on tourism issues.<br/>A second workshop has been held on Bushfire ready with speakers from</p> <ul style="list-style-type: none"> <li>• CFA</li> <li>• DSE</li> <li>• Tourism Vic</li> </ul> <p>There will be a third workshop in the new year.</p> <p><b>TOURISM EXCELLENCE:</b><br/>As part of the Tourism Excellence program a tourism audit will be made available to members.</p> |
| <p><b>Industry Familiarization</b><br/>To include</p> <ul style="list-style-type: none"> <li>• Member Mentoring Program</li> <li>• Speed "Dating" Event</li> <li>• Annual Dinner</li> </ul> | <p>At appropriate times of the year according to visitation</p> | <p>Contact will be made with new members to determine if they would like a mentor.</p> <p>The "speed dating" event and annual dinner are set down for the New Year</p>                                                                                                                                                                                                                                                                                                                                  |

**3.2 MARKETING / VISITOR SERVICES:**

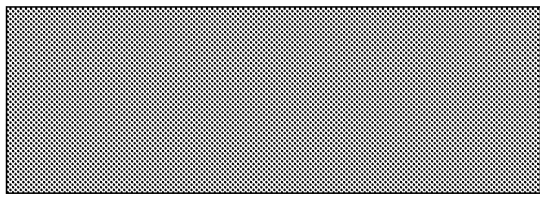
| PROJECT                                                                                                                                                      | TIME LINE     | OUTCOME                                                                                                                                                                   |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Otways Touring Map</b><br>To produce a touring map of the Otways<br>No. of Copies: 80,000                                                                 | November 2009 | The map is currently in production with expected release on January 2010                                                                                                  |
| <b>Walks &amp; Waterfalls</b><br>Produce a flyer that profiles all the walks and waterfalls we have in our region along with a map.<br>No. of Copies: 40,000 | Jan 2009      | The Walks & Waterfalls is in the process of reproduction. Its expected release date is January 2010                                                                       |
| <b>Tear off Map</b><br>Produce a tear off map for easy navigation for visitors.<br>No. of Copies: 100,000                                                    | June 2010     | Depending on demand this production could fall into the next financial year. If not it is due until June 2010                                                             |
| <b>Otways trails Templates</b><br>To produce the templates for printing over by Visitor Information Centres.<br>No. of Copies: 25,000                        | April 2009    | The trails templates have been printed. In discussions with the COS, OT has also had all the trails printed over and folded to reduce the impact on resources of the COS. |

### 3.3 OTWAYS TOURISM PROJECTS

| PROJECT                                                                                                                                                                                                      | TIME LINE           | OUTCOME                                                                                                                                                                                                                                                                                                                                                                                 |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>Sustainable Tourism Program</b><br/>A program that aims to provide members with a long term business plan in developing a more sustainable tourism business through a triple bottom line approach.</p> | January 2010        | This program is still a work in progress and hoped to be finalised in January 2010.                                                                                                                                                                                                                                                                                                     |
| <p><b>Otways Tourism Collateral</b><br/>To continue the review and development of Otways Tourism collateral.</p>                                                                                             | March 2010          | Otways Tourism has concluded that it would like to have its own Official Visitors Guide so we can develop and control the look, feel and content of it. This decision requires understanding of the total costs of producing such a publication. Due to our current review and no guarantee of continuity this project is on hold until such time that we can progress with confidence. |
| <p><b>Photographic Competition</b><br/>To continue the photography competition with in the Otways.</p>                                                                                                       | Oct 2009 – Oct 2010 | The photography competition has again been confirmed as one of our projects for 2010.                                                                                                                                                                                                                                                                                                   |
| <p><b>Apollo Bay – Health &amp; Wellbeing Centre</b><br/>To continue to push for the development of Apollo Bay as a centre for Health &amp; Wellbeing.</p>                                                   | Ongoing             | Otways Tourism will continue to push for the development of a Health & Wellbeing Centre in Apollo Bay as part of the Harbour Development.                                                                                                                                                                                                                                               |
| <p><b>Trans Otway Waterfall Walk</b><br/>To continue to advocate to stakeholders for the development of the Trans Otway Waterfall Walk from Lorne to Apollo Bay.</p>                                         | Ongoing             | Otways Tourism is also continuing to work with the Otway Ranges Walking Assoc to advocate for a Trans Otway Waterfall Walk.                                                                                                                                                                                                                                                             |



|                                                                                                                                                                                                             |                                |                                                                                                                                                                                                                                                     |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>Online Trip Planner</b><br/>To develop an online trip planner that will provide more information on the Otways Region to visitors prior to their visit.<br/><br/>To be developed through 3 stages</p> | <p>June 2010</p>               | <p>Treetops Consulting is currently working on the first stage of the online trip planner for Otways Tourism.<br/><br/>This project will benefit all operators in the region and will ultimately be completed in 3 stages.</p>                      |
| <p><b>Melbourne Cup tour</b><br/>To increase the profile of the Otways Region and contribute to community activity</p>                                                                                      | <p>Sept 2009<br/>Completed</p> | <p>The Melbourne Cup Tour to the Otways was a very successful event in September visiting the</p> <ul style="list-style-type: none"> <li>• GORVIC</li> <li>• COPACC</li> <li>• Colac Primary School</li> <li>• Mercy Aged Care</li> </ul>           |
| <p><b>Otways Tourism Car Branding</b><br/>To promote the Otways through the branding of organisation car</p>                                                                                                | <p>July 2009<br/>Completed</p> | <p>To assist in marketing and branding. The company car has Otways branding.</p>                                                                                                                                                                    |
| <p><b>Great Green Road Marathon</b><br/>To support local events that bring international and domestic recognition to the Otways Region</p>                                                                  | <p>May 2010</p>                | <p>Otways Tourism continues to support iconic local events that bring visitors to the region and generate economic benefits for the community. This event continues to grow in size of competitors. It is now entering its 5<sup>th</sup> year.</p> |
| <p><b>Great Victoria Bike Ride</b><br/>To support external events that have significant opportunities for local tourism operators and brings economic benefits to the broader community</p>                 | <p>December 2009</p>           | <p>In partnership with Colac Otway Shire Otways Tourism contributed \$8,000 in sponsorship to ensure that Apollo Bay was utilized as a rest day. This ensures economic benefits to the local community and other organizations.</p>                 |

|                                                                                   |                                                                                                                                              |
|-----------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------|
|  | Otways Tourism also assisted in operating shuttles to the Otway Fly and Cape Otway Lightstation and a tour to Otway Estate Winery & Brewery. |
|-----------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------|

3.4 MEMBERS PROJECTS

| PROJECT                                                                                                                                                                                        | DATE         | OUTCOME                                                                                                                                                                                                                                                                                                |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>Gumbies &amp; Pearls</b><br/>To support Otway Scenic Circle Association in its efforts to stage Gumbies &amp; Pearls at Melba Gully.</p>                                                 | October 2010 | <p>Otway Scenic Circle Association has contractual challenges with previous organizers of the event and hence did not run this event in 2009.</p> <p>Otways Tourism has given a commitment to supporting the event in the future.</p>                                                                  |
| <p><b>Otway Harvest Trail</b><br/>To support the Otway Harvest trail with funding to continue the marketing and strategic planning for the project.</p>                                        | Dec 09       | Operators in the hinterland region have banded together with members from Surfcoast Tourism to develop the Otway Harvest Trail which is based around fresh local produce including food, wine and accommodation providers.                                                                             |
| <p><b>Gallibrand – Arts &amp; Craft Cultural Hub</b><br/>To restore Gallibrand as an Arts &amp; Craft cultural Hub in the Otways.</p>                                                          | June 2009    | This project has continued to stall and it would appear unlikely to continue. Like all of these projects they require local enthusiasm and someone to drive them. This project needs to be review.                                                                                                     |
| <p><b>Develop the Otways region for "Experience Seeker"</b><br/>To assist industry in developing Otways tourist member product or new product to cater for the "Experience Seeker" market.</p> | Ongoing      | <p>This is always going to be an ongoing project as it forms part of our core responsibilities in assisting to develop tourism product in our region.</p> <p>The "Experience Seeker" is a unique market that is predominantly International and requires special needs and understanding which has</p> |

|                                                                                                                                                                                           |             |                                                                                                                                      |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|--------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                                                           |             | been provided to operators in the region previously.                                                                                 |
| <b>Otways Hill Bay Conference / Annual Dinner</b><br>To develop a full-on one day conference for Otways Tourism members with appropriate content and to be followed by the Annual Dinner. | May 2010    | This event will be conducted in 2010 and as indicated will be run in parallel with a full day conference for Otways Tourism members. |
| <b>Otways Escapes</b><br>To explore the possibility of developing a series of events in the Otway Hinterland during the winter months with a thematic approach to the project.            | 2009 / 2010 | This project will require some initial research and a discussion paper to be developed to generate industry interest in the concept. |

### 3.5 LOCAL ASSOCIATION PROJECTS

| PROJECT                                                                                                                                                                                                                                                                                                                                                                                  | TIME LINE          | OUTCOME                                                                                                     |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|-------------------------------------------------------------------------------------------------------------|
| <b>APOLLO BAY CHAMBER OF COMMERCE &amp; TOURISM</b><br><ol style="list-style-type: none"> <li>To assist in the procurement and installation of Christmas lights in Apollo Bay, a gendered community gift and overall aesthetics of the town.</li> <li>To operate a series of networking events for local members to interact with other members and listen to guest speakers.</li> </ol> | 2009 / 2010        | Otways Tourism has provided funding for these projects to progress and expect an acquittal in the new year. |
| <b>OTWAY TOURICIRCLE ASSOCIATION</b><br><ol style="list-style-type: none"> <li>Provide relevant information on marketing collateral.</li> <li>Conduct a packaging workshop for local operators in conjunction with the International House Weekend.</li> </ol>                                                                                                                           | July / August 2009 | The packaging workshop has already been completed and work is continuing on the marketing collateral.       |
| <b>OTWAY HINTERLAND TOURISM ASSOCIATION</b><br><ul style="list-style-type: none"> <li>To partly fund the Otway Harvest Fair with Otways Tourism.</li> <li>To sponsor the Bredgona Weekend Festival.</li> </ul>                                                                                                                                                                           | 2009/2010          | Commitments and payments have already been processed by OHTA to support these local events and projects.    |

**3.6 PUBLIC RELATIONS:**

| PROJECT                                                                                                                                                                                       | TIME LINE                         | OUTCOME                                                                                                                                      |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>Quarterly Newsletter</b><br/>to produce a quarterly newsletter to be distributed to members and through the Visitor Information Centre.<br/>No. of Copies: 150</p>                      | <p>Quarterly</p>                  | <p>2 newsletters have already been produced this current financial year with another 2 to happen in the new year.</p>                        |
| <p><b>Annual Report</b><br/>to produce an Annual Report both electronically and in hard copy for distribution to members.<br/>No. of Copies: 100</p>                                          | <p>October 2009</p>               | <p>Annual Report has been produced and distributed to members</p>                                                                            |
| <p><b>PR &amp; Communication Strategy</b><br/>to produce a series of media releases on product in our region to also combine to compile a media kit for distribution to appropriate media</p> | <p>September 2009 - Completed</p> | <p>Media Releases have been completed and will be used on demand and also in promotion of the region to attract awareness of the region.</p> |

4.1 MEDIA:

# District popular during holidays

**"There are so many activities and attractions available."**  
Doreen Chapman

Colac Otway is a beautiful area with many activities and attractions available. The district is popular during the holidays, and many people are enjoying the scenery and the fresh air. There are many things to do in the district, and everyone is having a great time. The district is a beautiful area, and it is a great place to visit during the holidays. There are many things to do in the district, and everyone is having a great time. The district is a beautiful area, and it is a great place to visit during the holidays.

Colac Otway is a beautiful area with many activities and attractions available. The district is popular during the holidays, and many people are enjoying the scenery and the fresh air. There are many things to do in the district, and everyone is having a great time. The district is a beautiful area, and it is a great place to visit during the holidays. There are many things to do in the district, and everyone is having a great time. The district is a beautiful area, and it is a great place to visit during the holidays.

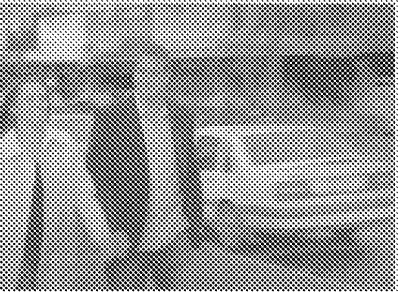


COLAC OTWAY IS A BEAUTIFUL AREA WITH MANY ACTIVITIES AND ATTRACTIONS AVAILABLE. THE DISTRICT IS POPULAR DURING THE HOLIDAYS, AND MANY PEOPLE ARE ENJOYING THE SCENERY AND THE FRESH AIR.

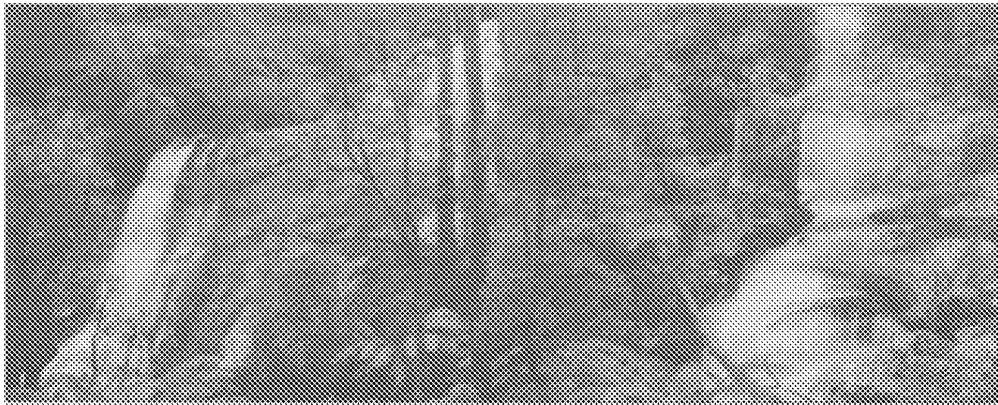
# Colac's Olympics push Games' TV campaign

Colac will have a major role in the Olympic Games' TV campaign. The district is popular during the holidays, and many people are enjoying the scenery and the fresh air. There are many things to do in the district, and everyone is having a great time. The district is a beautiful area, and it is a great place to visit during the holidays. There are many things to do in the district, and everyone is having a great time. The district is a beautiful area, and it is a great place to visit during the holidays.

Colac will have a major role in the Olympic Games' TV campaign. The district is popular during the holidays, and many people are enjoying the scenery and the fresh air. There are many things to do in the district, and everyone is having a great time. The district is a beautiful area, and it is a great place to visit during the holidays. There are many things to do in the district, and everyone is having a great time. The district is a beautiful area, and it is a great place to visit during the holidays.



COLAC WILL HAVE A MAJOR ROLE IN THE OLYMPIC GAMES' TV CAMPAIGN.



PLAN: The Otways and their natural attractions are part of the focus of a State Government \$12.5-million tourism plan

# District tourist sites receive top priority

By Georgina Howden-Cherry

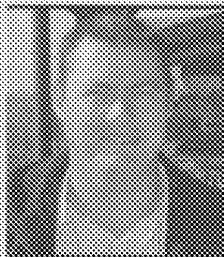
The Great Ocean Road is a top priority in a \$12.45-million State Government tourism plan.

The strategy aims to help develop the tourism potential of Victorian natural attractions while protecting and managing their environmental opportunities.

Priority destinations in the Nookaree-based Tourism Strategy 2010-2012 also include the Grampians, King Island, Gippsland and Victoria's High Country.

The strategy lists the Twelve Apostles, Otway rainforest, Great Ocean Walk, Otway Fly, coastal waters, whales and the Great Southern Walk as Victoria's nature-based tourist assets.

Major projects in the strategy include staged development of a park precinct and interpretive centre at the Twelve Apostles, Loch Ard Gorge, Otways and Great Ocean Road nature-based tourism



**"They are looking for authentic nature-based tourism experiences and encouraging private investment."**

DARREN CHIPMAN

management and priority trails, Great Ocean Walk with sustainable accommodation and Otway mountain bike with sustainable bike tour accommodation.

Tourism Victoria, Parks Victoria and the Department of Sustainability and Environment will execute the strategy which also aims to identify, support and develop Aboriginal tourism products in the natural environment along the Great Ocean Road.

Otways Tourism executive officer Darren Chipman said the strategy was a "tactical

document" which should boost the district's tourism operators and economy.

"One of the biggest strategies is to increase visitation and spend, looking at getting bigger spending tourists and getting them to stay longer," Mr Chipman said.

"To do that we also need to increase quality of products in the region and that goes for the Otways and the Great Ocean Road," he said.

"They are looking for authentic nature-based tourism experiences

and encouraging private investment.

"Added to that they are looking for quality-focused accommodation in the region in key locations."

Mr Chipman said that as long as authorities actively implemented the strategy it would benefit the district's tourism sector.

"Once we start to see action there are some fantastic things for our region and to encourage people to come in and invest and develop products in the region," he said.

The strategy reveals the highest percentage of people in a regional awareness and perception survey chose the Great Ocean Road as a place in regional Victoria associated with natural attractions at 40.4 per cent.

"The Great Ocean Road is the only region to show a high level of consumer awareness as a destination with world-class natural attractions," it says.

# Apollo Bay in top 20

By Cayley Robinson

Coastal tourist Apollo Bay has won the hearts of international tourists.

An international travel website has ranked Apollo Bay as the top 20 most recommended Australian holiday destinations.

United Kingdom-based website TripAdvisor has listed Apollo Bay as the 19th best spot in Australia and second in Victoria.

TripsAdvisor is a travel search website which attracts more than 20 million holiday makers a month.

The website attracts a worldwide network of travellers from hundreds of countries and destinations and

ranked by popularity.

Online top the list, with Melbourne second, Apollo Bay is the next Victorian locality at number 19.

Member for Pilbara, Terry Mulvey congratulated the efforts of Apollo Bay tourism operators.

"Apollo Bay ranked above Sydney at 18th and Phillip Island at 17th," Mr Mulvey said.

Tourism Gordon, Colac and Deaf and Blind, in Apollo Bay ranked the last of popular Apollo Bay locals.

Colac was at 20th and also became one of TripAdvisor's most recommended places and ranked 20th. Winton was placed at 21st

Ms Dineen said she checked the site from time to time to read reviews.

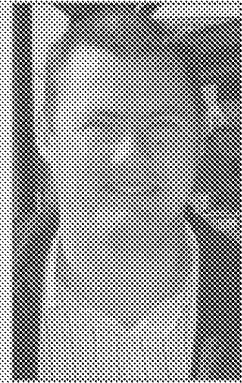
"It's a nice thing because they are independent reviews," Ms Dineen said.

"We got a lot of feedback from TripAdvisor. A review by a visitor from Dorking, England, said Paradise Gardens was "the nicest place".

A Dublin visitor to Apollo Bay's Coastal Cottages wrote the hotel was "a little gem on the Great Ocean Road".

Shire Tourism operations officer Darren Coleman said Apollo Bay's result was fantastic.

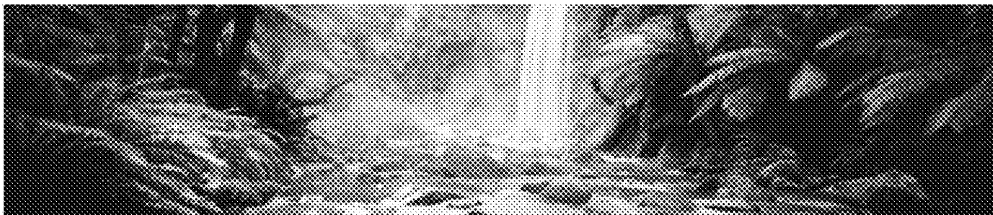
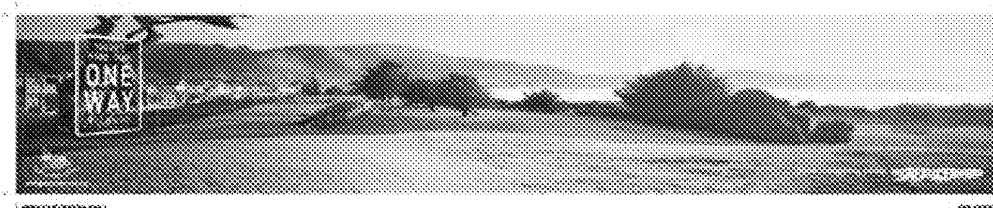
"Word of mouth is one of the best ways of promotion," Mr Coleman said.



Darren Coleman



## 4.2 MEDIA: BRAND CAMPAIGN



### STRESS TAKES A HIKE IN THE OTWAYS



#### TORQUAY

Torquay has a reputation as the surf city of the east coast of Australia. Home to brands such as Rip Curl and Quiksilver. Soothe in the fresh air with a hike along the cliff tops to Bell's Beach, enjoy a trend of golf at one of the challenging courses or visit Surf World to hear the story of the waves.



#### THE OTWAY HINTERLAND

Head inland for the hinterland dominated by the Great Otway National Park and volcanic flows, with spectacular waterfalls and walks. Explore towns like Wychepaul, Birregoon, Forrest, Iselland and Colac and discover the local produce like honey and venison wine. Those seeking a distinctive experience explore the beaches that trail on both sides.



#### HOT DEALS


Separating the Great Ocean Road to sea with a range of hot deals now available. Package with a fabulous package in a range of towns including Torquay, Inverard and everything in between. Whatever your style, you will find luxury hotels, apartments and cottages that will connect all othering recreational rates.

Visit [www.greatotwaytourism.com.au](http://www.greatotwaytourism.com.au) to book your east coast holiday.


The project is proudly supported by an Australian Government initiative.



Website: [www.greatotwaytourism.com.au](http://www.greatotwaytourism.com.au)




### THE ROUTE OUT OF ROUTINE




**1573-2**

As you drive the Great Ocean Road, you'll see a range of spectacular scenery. From rolling hills and coastal views, to the rugged beauty of the Otways. There's always something new to see and do. And it's all just a short drive away.



**KFIELD BAY**


With its beautiful views, Kfield Bay is a perfect spot for a picnic or a walk. The bay is surrounded by rolling hills and coastal views. It's a great place to relax and enjoy the scenery.




**MAY BEACH**

May Beach is a beautiful coastal town with a long beach and a range of shops and services. It's a great place to relax and enjoy the scenery.

**OTWAYS TOURISM**




### THE ROUTE OUT OF ROUTINE




**Malks Lagoon Wetlands**

Malks Lagoon Wetlands is a beautiful natural area with a range of birdlife and scenic views. It's a great place to walk and enjoy the scenery.



**Tide Pools and Walk**


Tide Pools and Walk is a beautiful coastal area with a range of tide pools and scenic views. It's a great place to walk and enjoy the scenery.




**Beach Shacks**

Beach Shacks is a beautiful coastal area with a range of shops and services. It's a great place to relax and enjoy the scenery.

**OTWAYS TOURISM**




### GET A NATURAL KUSH ON THE GREAT OCEAN ROAD




**Mooseys Biking**

Mooseys Biking is a beautiful natural area with a range of scenic views and recreational opportunities. It's a great place to bike and enjoy the scenery.



**Serting**

Serting is a beautiful natural area with a range of scenic views and recreational opportunities. It's a great place to walk and enjoy the scenery.



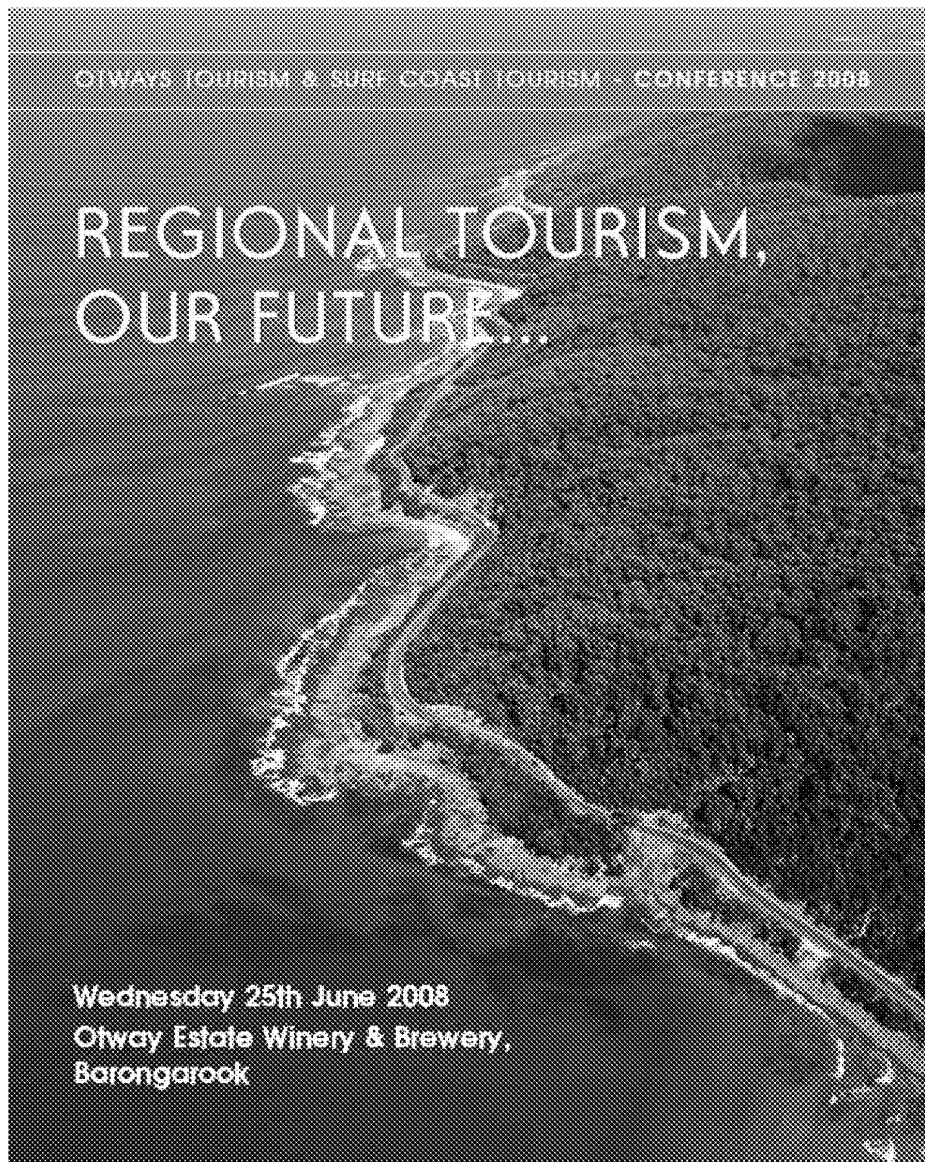
**Events**

Events is a beautiful natural area with a range of scenic views and recreational opportunities. It's a great place to walk and enjoy the scenery.

**OTWAYS TOURISM**



#### 4.3 REGIONAL TOURISM CONFERENCE



OTWAYS TOURISM & SURF COAST TOURISM - CONFERENCE 2008

REGIONAL TOURISM,  
OUR FUTURE...

It has been many years since the Otways and Surf Coast tourism industry came together to share their views, learn from each other and to discuss key industry issues.

Change is a constant issue these days and not only in our markets, but what product we offer, and how we present it. This is of course just one of the challenges that we face in tourism and there are many others that we need to explore and address. The 'Regional Tourism, Our future...' conference will provide an appropriate forum for this discussion to take place.

Otways Tourism and Surf Coast Tourism are proud to be able to stage this conference and look forward to your support and registration.

CONFERENCE REGISTRATION

**Date:** Wednesday 26th June 2008  
**Registration:** From 8:00am with the conference beginning at 9:00am sharp  
**Location:** Otways Hotels, Healeys Road, Torquay VIC  
**Cost:** Member of Otways Tourism and Surf Coast Tourism: **FREE**  
 Non-members: \$50 per person  
 Morning & afternoon tea and lunch will be provided  
**To register your attendance:**  
**Contact:** **Doreen Chignell** - Otways Tourism  
 T: 0321 1234  
 E: doreen@otwaystourism.com.au  
**Simon Leane** - Surf Coast Tourism  
 T: 0321 0438  
 E: simon@surfcoastvic.gov.au  
**OTW:** Monday 23rd June 2008  
 \*Non-Members will be sent an invoice with payment required prior to the conference

Issue 5/08

KEY NOTE SPEAKER

**John Anderson - Founder Contiki Holidays**  
 At the age of 22, John left New Zealand for Europe on a one-year overseas trip as dozens of Australians and New Zealanders had done before him, he returned 20 years later with a wife, four children and the international tourism business - Contiki Holidays is now.  
 In John's presentation he tells the incredible story of how he developed a simple idea into one of the world's major tour operators. This includes tales of his determination to succeed, the belief in himself and his staff, and his successes and failures. It is full of extremely funny and real anecdotes that have a marked effect on the audience.

CONFERENCE SPEAKERS

**Greg Hywood - CEO Tourism Victoria**  
 Greg will be presenting on the current status of Eastern Victoria and where Tourism Victoria will be heading in the future.  
**Anthony McIntosh - CEO Tourism Alliance**  
 Anthony will be discussing Tourism Alliance and their role in the tourism industry and what they view as the key issues for the future.

OTHER CONFERENCE SPEAKERS

**Parks Victoria - Brett Chadley, Deputy General Manager & Director Community, Tourism & Communications**  
 Will discuss the recent staff management plans and what direction Parks Victoria is looking to take into the future.  
**Twired - Joel Thoren**  
 Twired is a leading website/journealogy company based in Australia. They work with government, major businesses, significant franchise brands and tourism icons.

**Tourism Victoria - Doreen Wines, General Manager - Destination & Product Marketing**  
 A member of the Tourism Victoria Marketing Department will give an overview of their marketing strategies including those for regional areas and campaign committees. They will also provide an insight into some of the background work that goes into developing campaigns.

**Geelong Otway Tourism - Bery Hickey, Deputy Executive Director**  
 Will present the activities of Geelong Otway Tourism including the current work associated with the Australian Tourism Development Program.

TOURISM FORUM

There will be an open forum where delegates will have the opportunity to discuss relevant industry issues with industry leaders.

NETWORKING FUNCTION

A networking function will be held at the conclusion of the day and will begin at 5:00pm.  
 Refreshments and finger food will be served.  
 This will be a great opportunity to meet and chat with other operators from across the region.

4.4 OTWAYS TOURISM NEWSLETTER



- Marathon's reach grows p2
- A taste of life on the fringe p2
- Snap happy competition p3
- OT's first scholarship p3
- Govt invests \$1.3m in walk p4
- Take a hike, in comfort p4

Summer Newsletter 2008/09

**APOLLO Bay Music Festival** director Caroline Moore has forecast the iconic event will be a major cash injection for tourism operators and retailers.

Caroline said almost 10 per cent of all ticket holders were surveyed at last year's festival which revealed the average festival fan spent between \$400 and \$500 while in the Bay.

"That average spend per head didn't include what they had already spent on a festival ticket and accommodation," Caroline said.

"The festival is a huge benefit to the town.

"Our advance ticket sales are good and accommodation is moving fast."

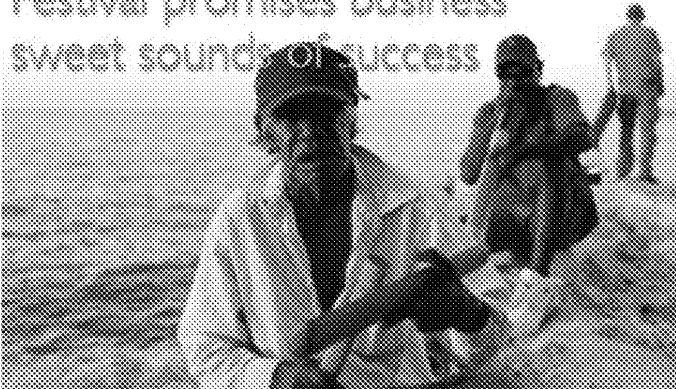
Keeping up with its tradition of programming a truly eclectic mix of musical styles and talents, this year's line-up includes no less than 84 acts on 11 stages from March 27-29.

Caroline said the key to the festival's success was its community style combined with the organisers' skills at pulling in big Australian acts.

She is also excited about the 17th annual festival's line-up of international acts in genres ranging from Cattle to Country.

Caroline feels the festival's major coup has been securing

Festival promises business sweet sounds of success



Members of the Australian Art Orchestra are predicted to be a highlight of the Apollo Bay Music Festival in March.

Paul Grabowsky and the Australian Art Orchestra, which includes indigenous musicians from southern Arnhem Land who will perform works rarely heard beyond their isolated homelands.

Tex Perkins and his Ladycoyz are also a major drawcard.

Caroline said organisers were

also excited to have Aboriginal singer Jimmy Little on the bill, and the Masters of Sikk - a nine piece Sikh Indian band which plays a classic style of world trance jazz.

Home-grown talent Vasco Era will return to the Bay for the festival where they will rub

shoulders with jazz, rock, funk and hip hop artists. Caroline said few festivals could boast a program which had people in their teens right through to their seventies enthusing about music.

"We've had a terrific response to the program across the board," she added.

Direct marketing is key to survival

OTWAYS TOURISM operators are urged to maintain their market presence despite the knockcast fall in inbound visitors, so they can make the most of a predicted rebound in 2010.

While arrivals are set to fall 4.1% in 2009, the 2010 expectation is a rise of 5.3%.

OT executive officer Darren Chigwin said despite the global financial crisis creating havoc on world financial markets, the long term view for international and domestic tourism looked promising.

"The tourism industry is very resilient. We always find there's a good bounce back after disasters like September 11, SARS and the Bali bombings, because people still want to travel," he said.

Mr Chigwin appealed to

operators not to make a knee-jerk reaction to the downturn by decreasing their spend and effort on marketing and advertising.

He encouraged operators to review their marketing, measure how they received their bookings, and to maintain their databases.

"Operators need to maintain a presence in the market to ensure that when it does bounce back that they are at the forefront of people's minds," he said.

"Now is the time for people to consolidate their businesses by redefining their business plans and budgets."

Mr Chigwin challenged operators to make good use of their databases by updating clients on local events, specials and packages by electronic mail.

This style of direct marketing

was inexpensive, but an essential and powerful marketing tool for operators, he said.

The Tourism Forecasting Committee's December report revealed low world economic growth in 2009 would have a negative impact on world tourism, and that although Australia would not escape these impacts there were several factors that would partly cushion Australia from even larger falls in domestic-inbound tourism in 2009.

These include:

- A depreciation of the Australian dollar which improves the competitiveness of Australian inbound tourism.
- Australian fuel prices falling significantly enhances the price competitiveness of inbound and domestic travel.

Total airline seats to Australia is expected to increase in 2009, with a likely decline in fares.

Ultimately, by 2010 the TFC forecasts:

- Domestic tourism visitors to increase moderately by 0.4% and then by 2.2% in 2010; and
- Australian tourist departures will fall by 2.9% in 2009 but increase by 5.9% in 2010.

The TFC forecast of a 4.1% decline in international visitors suggests the inbound tourism segment is likely to face its worst calendar year since 1999, when inbound travel fell 7.5% in response to the pilot strike.

Total spending on tourism in Australia is forecast to increase by \$0.3 billion in 2009 - made up of a 1.8% increase in the value of domestic tourism.

## Putting Otways produce on the gourmet map

THE VERY finest meats, fruit, potatoes and cheese produced in and around the Otways will be showcased in a Melbourne Food and Wine Festival slow lunch.

Otway Estate head chef Duncan Green will prepare a five course meal celebrating the principles of the Slow Food movement on Sunday, March 8.

Slow Food is about reducing food miles, and eating seasonal



and regional produce when it's ripe for the picking. Duncan's menu will feature Otway Prime Beef, Old Loma Road Clives, Otways Pork, seafood from Southern Ocean, Otways Blueberries, Apostle Whey and Shaw River cheeses, Parker Premium Potatoes, and Otway Estate grown apricots. Each course will be matched with an Estate produced wine or beer.

Birregurra restaurateur George Bron is joining the Food and Wine Festival on March 14 with his lunch From Budapest to Birregurra - a tribute to his Hungarian heritage.

Sunnybrae Restaurant will serve carefully crafted dishes rarely seen, let alone taste in Australia.

## Marathon's global reach is growing

GREAT Ocean Road Marathon race director John Craven is confident entries will reach 3,000 this year, creating a strong economic spin-off for the region.

Last year the 2,473 marathon event entrants, their support crews and families, spent almost \$2.7million on accommodation, food and shopping in our region.

"Our target this year is 3,000 competitors across the five events, and our ultimate capacity is 5,000," Mr Craven said.

Geelong Otways Tourism CEO Roger Grant has convinced a Japanese tour operator to offer a package holiday to runners, which is expected to bring between 50 and 100 new faces to the fifth annual marathon.

"We hope to build on those

numbers in subsequent years," Mr Craven said.

"He guaranteed the field would include top-flight athletes from around the globe.

Race organisers are close to finalising agreements on a cross-promotion alliance with the Penang Bridge International Marathon in Malaysia.

"This is becoming more of an international event all the time, and it was one of our aims and targets set originally by the Apollo Bay Chamber of Commerce & Tourism to publicise the region and increase the economic impact for the region," Mr Craven said.

This year's five event calendar, including the feature marathon from Lorne to Apollo Bay, will happen on May 16 and 17.



The Ridge Café's Ray Cooper and Sue Ladewig are new members of OSCA

THE ACCENT is on real food made from first principles at The Ridge Café, where everything is created by chef Sue Ladewig - right down to the strawberry syrup for milkshakes and mayonnaise for salads.

Sue and business partner Ray Cooper opened their Beech Forest café in December and said their aim from the outset was to offer restaurant standard food in a café atmosphere.

The new OSCA members are targeting the tourist market with their relatively inexpensive meals made from biodynamic and organic produce wherever possible.

"The locals that have come in keep coming back," Sue said.

"There hasn't been a day where we haven't had a return client."

The café is open 8:30am-4pm Wednesday to Monday, and open evenings by appointment for groups of eight or more.

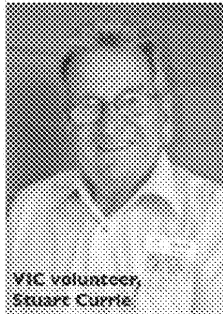
One of Sue's specialties is hearty breakfasts - home-made muesli, high quality bacon, scones, mushrooms, eggs and more - a good start for those walking or mountain-biking through the Otways.

The Ridge Café is on the original site selected by John Gardner, who was the first European settler in Beech Forest. He built a hotel on the site in 1886.

The Gardner Street café has 360 degree views to Mt Buninyong and Bakarat, Mt Elephant and the Southern Ocean.

The Ridge Café has a liquor license for on and off-site.





## Q&A

**YIC volunteer, Stuart Currie.**

**OT profiles Stuart Currie, a Colac Visitor Information Centre volunteer for 15 years.**

Stuart managed a diagnostics store in Colac for 30 years and worked for Colac before retiring. He's now 76 and wishes Colac people understood how many tourists visit the town.

**Are you Colac born and bred?** "No I was born in Apollo Bay and have lived in Colac for 60 years."

**How did you become a YIC volunteer?** "I knew a couple of people who volunteered, I just came along and it snowballed. I do a Meals on Wheels run too - taking meals to old folk."

**What do you enjoy about your YIC work?** "It's very interesting, you meet a whole range of people, and the rest of the volunteers are all really good to work with. Debbie Finson the manager does a great job."

**Tell us some of the funniest questions you've befuddled from visitors:** "One time in the middle of winter someone came in and said "Where do you get a saint in Colac?" We also had an international who wanted to see Jesus Christ. The volunteer was directing them to churches and chapels, but that was no good. It turned out they were looking for the 12 Apostles. They spoke limited English."

**What are the top four destinations tourists ask about:** The Twelve Apostles, The Fly - it's a big attraction, Red Rock and the waterfalls."

**What do you get out of being a YIC volunteer?** "I know the region much better as a result of going on family. We get great feedback in the Visitors' Book saying how informative we are and what a great service we deliver. I enjoy meeting so many people."

**WALKING** tour company bothfeet's eco-lodge at Johanna is now open.

The ecologically sustainable accommodation, on Stafford Road, was purpose-built by bothfeet owners Dana and Dana Roman to create a haven for dedicated walkers weary from the challenges of the Great Ocean Walk.

The state-of-the-art lodge, pictured right, features five double bedrooms with en-suites, a dining hall and a commercial kitchen.

Dana said the lodge was designed so as not to compromise the pristine coastal and bush backdrop along the Great Ocean Walk.

For those travelling solo, bedrooms can be divided into two separate rooms by a partitioning system, with shared access to an internal bathroom.

"Built by walkers for walkers, the lodge is a unique retreat exclusively for bothfeet walkers on our region's iconic long distance walking track," Dana said. bothfeet won a \$100,000 Australian Tourism Development Grant to build the lodge.



## Tourists walk right in to new lodge

WINNING Otways Tourism's first scholarship feels a bit like scooping the lottery for Colac's Rosie Heaton-Harris.

The 18-year-old ex-Tantya College student was working four nights a week washing dishes at the Geelong RSL, working three days a week at a bakery, and attending Gordon TAFE four days a week prior to receiving the scholarship.

"Winning the scholarship takes a lot of the pressure off (financially), that way I can reach my full potential," said Rosie, who has a Certificate III in Tourism and Special Events and has just started an Events Diploma at Gordon TAFE.

"It's surreal and it's very flattering that they chose me," she added.

The scholarship means life is a little less hectic now - she works two days a week at Otway Estate winery and brewery on events and functions, and attends TAFE four days a week.

"I'd just really like to thank Otways Tourism for making the scholarship available," Rosie said.

Working the summer holidays at restaurants and cafes in Apollo Bay switched Rosie onto tourism and events, and her studies have exposed her to the huge range of career options in the field.

"Initially I was interested in festivals and markets, but now I know more about the corporate side of events and the incentive market, I think I'd like to get into that," said Rosie who thrives on variety and a challenge.

## OT sponsors first tourism scholar



**Photographers focus on snap-happy competition**

In Focus: competition committee Duane Eaks (President, Ianhoe Photographic Society); Lindy Fullerton (Otways in Focus Committee Member & Otways Tourism Administrator); Rex Brown (Otways in Focus Chairperson & Tourism Operator); Jon Weatherill (President, Victorian Amateur Photographic Society); Neil Melville (Otways in Focus Committee Member & Tourism Operator); Bert Heveling (Media Co-ordinator, Australian Photographic Society)

THE HIT RATE on the Otways in Focus website indicates there is strong interest in the second annual photography competition.

OT members are asked to spread the word about the competition which has cash prizes of \$1,000 and tourism prizes worth \$3,000 available to the snappiest photographers.

Conditions of entry are that the photographs entered are taken between September 2008 and September 14, 2009.

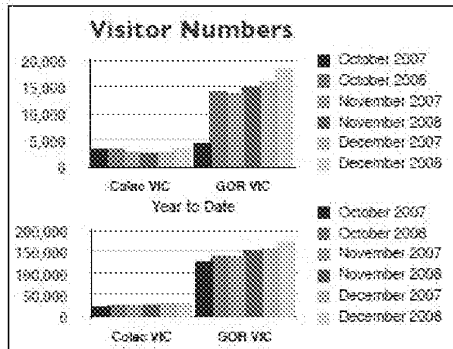
Entrants are requested to keep a record of the location, time of day the shot was taken, and the content of the picture.

The competition categories are landscape/seascape, rural/agriculture, history and animals, and action tourism.

OT administrator Lindy Fullerton said the competition would be judged according to Australian Photographic Society guidelines. See [www.otwaysinfocus.com](http://www.otwaysinfocus.com)







## Government invests \$1.3m in the Great Ocean Walk

TEN kilometres of new walking tracks, bridges and boardwalks worth more than a million dollars will extend the Great Ocean Walk from Moonlight Head to the Twelve Apostles.

The State Government announced its \$1.3 million investment in the Great Ocean Walk recently.

The renewed commitment to the walk is a result of the Government's Nature-Based Tourism Strategy released in September.

A Parks Victoria spokesperson said a key viewing point would be built at the conclusion of the walk at the Twelve Apostles, and the new funding would also be spent on trail signage, seats and environmental boot cleaning stations.

The Bumbay Government has

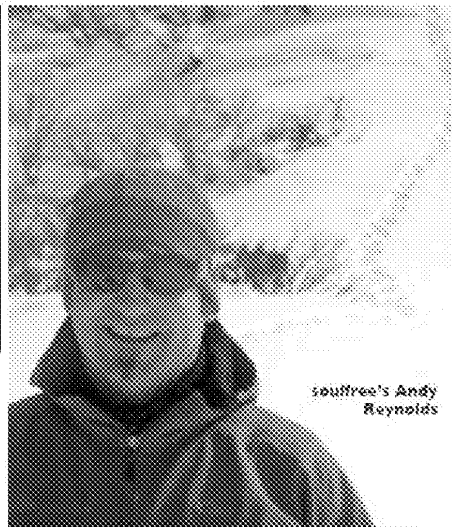
forecast the improvements will increase visitors' length of stay and expenditure, with flow-on effects for tour operators, food and clothing retailers, transport services, accommodation and equipment hire.

State Regional and Rural Development Minister Jacinta Allan said: "The opening of the Great Ocean Walk in January 2006 saw over 40 new and existing business operators join together in a unique marketing partnership developing the nature-based tourism experience of the walk."

"The Great Ocean Walk Improvement Project is expected to provide more business opportunities, particularly in the accommodation sector, more investment and jobs and stimulate the regional economy."



OTWAYS TOURISM INC  
 10000 Highway 1, 2149 Chesham Road, Colac, VIC 3260, PO Box 21, Colac, Victoria, Australia 3260  
 Tel: 03 526 2200, Fax: 03 526 2201, Email: [info@otwaystourism.com.au](mailto:info@otwaystourism.com.au)  
 www.otwaystourism.com.au  
 © 2008 Otways Tourism Inc. All rights reserved. This document is the property of Otways Tourism Inc. It is to be used for the purposes intended and is not to be reproduced, stored in a retrieval system, or transmitted in any form or by any means, electronic, mechanical, photocopying, recording, or by any information storage and retrieval system, without the prior written permission of Otways Tourism Inc.



souffree's Andy Reynolds

## Taking a hike with creature comforts

AFTER 20 years as an outdoor educator Andy Reynolds decided on a fresh start and set up souffree adventures.

His guided walk company specialises in Hotham Backcountry snowshoe tours in the winter, and plus the Great Ocean Walk in summer.

New OSCA member Andy spent the last 10 years as Ballarat Grammar School outdoor education director and during much of that time he was in the Otways.

For several years he led students on conservation work projects helping to build the Great Ocean Walk between Aire River and Castle Cove and further on to Dinosaur Cove.

"I used to spend five weeks each year guiding year eight to 11 students between Blanket Bay and Johanna," he said.

"I got to love it so much and to know the area so well, plus I could see the impact the Great Ocean Walk was having on tourism, so I decided to base myself down in

the Otways," Andy added.

souffree adventures offer three and four day itineraries along the Great Ocean Walk, picking clients up from Melbourne. His clients come from across Australia and overseas, and a growing number of referrals are coming from the district's fellow tourism operators.

"They're mostly in their thirties, forties and fifties, they don't want to camp, they don't want to carry too much on their back and they don't have the time to plan the walk," Andy said.

"I guide them, make sure they have a massage and get to stay at high quality accommodation in the Otways."

Andy also offers a shuttle service, and offers food and water drop-offs. Four Wheel Drive tours of the Otways have been added to the souffree adventures repertoire after Andy discovered how many international land in Apollo Bay without transport.

His tours visit Cape Otway Lighthouse, the Redwoods, Otway Fly and Triplet Falls.

#### 4.5 OTWAYS TOURISM REBRANDING





# Colac Otway Tourism Review

6<sup>th</sup> Feb 2006

Produced by  
Wine Food Tourism Strategies Pty Ltd

WINEFOODTOURISM



## TABLE OF CONTENTS

---

|                                                                           |           |
|---------------------------------------------------------------------------|-----------|
| <b><u>LIST OF ACRONYMS</u></b> .....                                      | <b>3</b>  |
| <b><u>EXECUTIVE SUMMARY</u></b> .....                                     | <b>4</b>  |
| <b><u>1. INTRODUCTION</u></b> .....                                       | <b>13</b> |
| 1.1 AIMS AND OBJECTIVES .....                                             | 13        |
| 1.2 CORE TOURISM ELEMENTS.....                                            | 14        |
| 1.3 REGIONAL TOURISM SUCCESS FACTORS.....                                 | 15        |
| <b><u>2. SUMMARY OF KEY FINDINGS AND RECOMMENDATIONS</u></b> .....        | <b>16</b> |
| 2.1 KEY FINDINGS .....                                                    | 16        |
| 2.2 KEY RECOMMENDATIONS .....                                             | 18        |
| <b><u>3. LITERATURE REVIEW</u></b> .....                                  | <b>20</b> |
| <b><u>4. SITUATION ANALYSIS</u></b> .....                                 | <b>22</b> |
| 4.1 BROAD PROFILE OF THE TOURISM INDUSTRY.....                            | 22        |
| 4.2 ROLE OF COLAC OTWAY SHIRE IN TOURISM .....                            | 22        |
| 4.3 TOURISM INDUSTRY STRUCTURE FOR THE REGION.....                        | 26        |
| 4.4 REVIEW OF CURRENT TOURISM SITUATION.....                              | 31        |
| <b><u>5. STAKEHOLDER, INDUSTRY &amp; COMMUNITY CONSULTATION</u></b> ..... | <b>38</b> |
| 5.1 ASSESSMENT OF INDUSTRY AND COMMUNITY CONSULTATIONS AND SURVEYS .....  | 41        |
| <b><u>6. TOURISM FUNDING MODELS</u></b> .....                             | <b>43</b> |
| 6.1 INDUSTRY REPORTS .....                                                | 43        |
| 6.2 BROAD COMPARISON ACROSS VARIOUS LOCAL GOVERNMENT AREAS.....           | 45        |
| 6.3 FUTURE FUNDING MODEL FOR COS.....                                     | 48        |
| <b><u>7. ECONOMIC IMPACT OF TOURISM</u></b> .....                         | <b>50</b> |
| <b><u>8. SHIRE COMPARATIVE ANALYSIS AND BENCHMARKING</u></b> .....        | <b>52</b> |
| 8.1 SUMMARY OF KEY SOCIO-DEMOGRAPHIC CHARACTERISTICS.....                 | 53        |
| 8.2 SUMMARY OF TOURISM PERFORMANCE .....                                  | 55        |
| 8.3 SUMMARY OF COMMERCIAL ACCOMMODATION PERFORMANCE.....                  | 56        |
| <b><u>9. STRATEGIC RECOMMENDATIONS AND ACTIONS</u></b> .....              | <b>57</b> |
| 9.1 FUNDING RESTRUCTURE .....                                             | 58        |
| 9.2 INTERNAL TOURISM RESTRUCTURE .....                                    | 61        |
| 9.3 EXTERNAL TOURISM RESTRUCTURE .....                                    | 62        |
| <b><u>LIST OF APPENDICES</u></b> .....                                    | <b>65</b> |
| APPENDIX ONE: REPORTS AND DOCUMENTS CONSULTED IN LITERATURE REVIEW .....  | 66        |
| APPENDIX TWO: CHANGING DEMOGRAPHY OF THE REGION .....                     | 69        |
| APPENDIX THREE: CURRENT DELIVERY OF TOURISM TASKS FOR THE REGION.....     | 72        |
| APPENDIX FOUR: STAKEHOLDER CONSULTATIONS .....                            | 75        |
| APPENDIX FIVE: INDUSTRY SURVEY .....                                      | 76        |
| APPENDIX SIX: COMMUNITY SURVEY .....                                      | 83        |
| APPENDIX SEVEN: INDUSTRY BENCHMARKS AND BEST PRACTICE.....                | 86        |
| TOURISM PERFORMANCE ANALYSIS .....                                        | 90        |

## **LIST OF ACRONYMS**

|       |                                                  |
|-------|--------------------------------------------------|
| ABCCT | Apollo Bay Chamber of Commerce and Tourism       |
| ABS   | Australian Bureau of Statistics                  |
| ACC   | Area Consultative Committee                      |
| BTR   | Bureau Tourism Research                          |
| CORRA | Colac Otway Residents and Ratepayers Association |
| COS   | Colac Otway Shire                                |
| DITR  | Department of Industry, Tourism and Resources    |
| DSE   | Department of Sustainability and Environment     |
| FIT   | Fully Independent Travel                         |
| GOR   | Great Ocean Road                                 |
| GORM  | Great Ocean Road Marketing                       |
| GOT   | Geelong Otway Tourism                            |
| GSP   | Gross State Product                              |
| GSTR  | Great Southern Touring Route                     |
| IVS   | International Visitor Survey                     |
| LG    | Local Government                                 |
| LTA   | Local Tourism Association                        |
| NVS   | National Visitor Survey                          |
| OBI   | Otway Business Inc.                              |
| OCT   | Otway Coast Tourism                              |
| OHTA  | Otway Hinterland Tourism Association             |
| OSCA  | Otway Scenic Circle Association                  |
| OT    | Otways Tourism Inc                               |
| OVG   | Official Visitor Guide                           |
| PR    | Public Relations                                 |
| PV    | Parks Victoria                                   |
| RDV   | Regional Development Victoria                    |
| RTA   | Regional Tourism Association                     |
| SCS   | Surf Coast Shire                                 |
| SCT   | Shipwreck Coast Tourism                          |
| STCRC | Sustainable Tourism Cooperative Research Centre  |
| STO   | State Tourism Organisation                       |
| TA    | Tourism Australia                                |
| TABV  | Tourism Accreditation Board of Victoria          |
| TAV   | Tourism Alliance Victoria                        |
| TDO   | Tourism Development Officer                      |
| TIM   | Tourism Impact Model                             |
| TRA   | Tourism Research Australia                       |
| TTF   | Tourism Task Force                               |
| TV    | Tourism Victoria                                 |
| VIC   | Visitor Information Centre                       |
| WFT   | Wine Food Tourism Strategies                     |

---

## **EXECUTIVE SUMMARY**

---

### Introduction

The following report was completed for Colac Otway Shire (COS) by Wine Food Tourism (WFT) Strategies Pty Ltd. The purpose was to complete a strategic review of the current tourism structure, function and performance and make recommendations. The focus of the review was to investigate the current financial investment by Council into tourism, determine its return on investment and investigate alternative means of funding tourism. The project was managed by a Steering Committee, independently chaired by Tourism Alliance Victoria (TAV) and comprised of representatives from the local tourism industry, COS Councillors, Shire staff and the Department of Sustainability and Environment (DSE).

### Literature Review

An extensive collection of reports provided by Colac Otway Shire (COS) as well as other stakeholders and government agencies has been reviewed and contributed to this report. Please see APPENDIX ONE for the full list of reports.

### Profile of the Industry

The tourism industry is structured by the Australian and State Governments in such a manner as to make Local Government directly responsible for the marketing of local regions, the delivery of visitor services and the professional development of the local operators. To ensure a successful tourism industry, it is therefore incumbent on Local Government to fund the marketing of the destination and to provide professional support to those micro-businesses to help them sell more effectively to visitors, deliver good customer service and ensure visitors are satisfied with their experience of the region.

### Challenges Facing Colac Otway Shire

The Shire is confronting significant socio-demographic challenges. Data, from DSE, that was analysed, suggests that the Shire's population is growing at a slower rate and aging at a faster rate than some of its closest neighbours eg. Geelong, Surf Coast Shire and Warrnambool. Representation in the critical 40 to 60 years age bracket (the key economic productive years) will fall in Colac Otway, whilst it will remain relatively stable in Geelong and Surf Coast. This implies that the Shire's productive capacity is likely to fall into the future, whilst the productive capacity of Geelong, Surf Coast and Warrnambool will grow. Coupled with the winding down of hardwood forestry, and increasing pressures on other agricultural sectors, it is clear that the Shire will confront significant long term challenges to remain vibrant and economically robust. It is widely acknowledged that the tourism industry can provide a viable alternative to combat these changing socio-demographic pressures.

The Shire is also confronting increasing competitive pressures from the broader tourism sector. Whilst there may be some debate about the medium to long term prognosis for the international markets in the tourism industry, there is a prevailing view that the industry will continue to grow at the macro level. Domestically, it is reasonable to assume that despite fluctuating changes in economic conditions, aggregate domestic tourism will continue to grow at about 2 to 3 percent per annum. International tourism, whilst potentially more volatile, represents a considerably smaller share of the tourism market.

However, the critical issue for the Shire to note is the increasing awareness by Local Government agencies of tourism as a key generator of local employment and "new" money to the region. As such, despite overall growth in tourism numbers across Australia, increasingly intense

competition is impacting on the performance of local tourism regions, and their capacity to draw in tourism dollars. Many other Local Governments have recognised the value of tourism and have sought to increase their investment into the sector to improve their share of the tourist dollar. As a consequence of this increased competition, COS, in conjunction with the local industry will need to be focussed, strategic and aggressive in its attempt to secure higher levels of visitation and visitor expenditure. In this highly competitive environment reducing support for tourism could seriously jeopardise the long-term viability of tourism in the Colac Otway Shire.

#### Tourism Function of COS

In reviewing the tourism functions of COS the following points summarise the delivery of the core elements of the Tourism unit:

- Tourism is seen as a integral function of the Economic Development Department of the Shire
- The Shire employs a full-time Tourism Development Officer (TDO), with shared administrative support, and has several paid Visitor Services staff reporting to this position
- The TDO reports to the Economic Development Manager, who reports to the General Manager, Corporate and Community Services
- The Shire operates two Visitor Information Centres (VICs), one in Colac and one in Apollo Bay
- Apollo Bay VIC, operates with only paid staff and no volunteers, whilst Colac VIC operates with paid staff and approximately 30 volunteers. The VICs fund a total of 6 equivalent full time staff across both VICs.
- The Shire invests approximately \$600,000 per annum into tourism to cover all of its tourism functions, including marketing
- Tourism is funded out of general revenue from Core Rates
- Two different COS Councillors play key tourism roles, both sit on the OT Board and one on the GOT Board, whilst the Shire's Tourism Development Officer attends meetings of all industry groups.

#### Tourism Structure and Function

The tourism industry is represented at a local level by four Sub-Local Tourism Associations distributed on a regional basis around the Shire, with three essentially located along the Great Ocean Road and one representing tourism businesses located in the Otway hinterland and around Colac. They are Otways Coast Tourism (OCT), Apollo Bay Chamber of Commerce and Tourism (ABCCT), Otway Scenic Circle Association (OSCA) and Otway Hinterland Tourism Association (OHTA). The associations vary in size and capacity and operate at varying degrees of effectiveness, given they all have very limited resources available to them. Funding for each of these associations is derived from membership by local tourism operators of their LTA, with fees paid to Geelong Otway Tourism (GOT) and based upon an agreed differential rate determined by the industry and GOT. The sub-LTA's each receive 40% of their local member fees back from GOT in order to operate, which is paid through COS on an annual basis.

Otways Tourism Inc. operates as a not-for-profit, incorporated body and essentially performs the coordination role of the Local Tourism Association (LTA). The organisation functions with a volunteer Board made up of two representatives from each of the sub-LTA's, two Councillors from COS, two shire wide "by application" tourism industry positions, plus the TDO and a representative from Parks Victoria (PV). Essentially the organisation has been operating as an industry advisory board to COS and receives limited funding from COS to perform its basic functions. Its primary role is to identify local tourism development issues and develop internal

marketing initiatives for the whole of the region. In addition it provides Board representatives to GOT to represent local issues at the GOT level.

Generally OT is not seen to be delivering outcomes for the tourism industry and much of this can be linked to its fundamental lack of executive and administrative resources. Responsibility for the delivery of the basic functions of OT has not been clearly articulated between industry and Local Government with responsibility for tasks often blurred and therefore outcomes have not been achieved. Industry perceives OT as being able to provide a more vital role in the success of tourism for the region, with some reservation regarding equity of representation and influence, but recognises the organisation's ability for success has been restricted given its existing funding and resource limitations. OT is seen as being able to perform more effectively, provided greater resources were available to the organisation. There needs to be parity of responsibility for providing these resources, from both COS and the industry.

COS Shire is part of the broader Geelong Otway Product Region, with Geelong Otway Tourism (GOT) performing the function of the Regional Tourism Association (RTA). GOT is made up of membership of four Local Governments (City of Greater Geelong, Borough of Queenscliffe, Surf Coast Shire and Colac Otway Shire, all administered via a Memorandum of Understanding (MOU) or Service Agreement, various LTO's and just over 1,100 industry members, plus several corporate sponsors. GOT's Board is made up of two representatives from each of the regions, including a Council representative plus an industry association representative. Its primary functions are to stimulate and develop partnerships, lobby local and State government, stimulate development of infrastructure and services, product development, marketing and industry professionalism for the entire Great Ocean Road region.

GOT in conjunction with Great Ocean Road Marketing (GORM) and Great Southern Touring Route Inc takes on the primary function of delivering external marketing programs for the Great Ocean Road region aimed at stimulating intra-state, interstate and international visitation. GOT is therefore the primary external marketing organisation for COS.

Approximately 225 tourism operators in the Colac Otway region pay a total of \$57,000 in membership fees to GOT of which \$34,000 stays with GOT (60%) for regional marketing contributions and \$23,000 (40%) goes back to the member groups via COS. In addition, COS pays directly to GOT an amount of \$55,000 for external marketing purposes.



---

Performance of the Tourism Roles and Functions

With regard to COS and its tourism performance, investigations have identified a number of challenges and areas where the execution of the tourism roles and functions have been problematic and the success ingredients somewhat absent. Whilst we acknowledge the active and enthusiastic involvement of several key individuals from both within the Shire and the industry, it is evident that:

- There is a lack of a clear strategic vision for the tourism industry in the Shire
- There is confusion amongst the key parties with regard to responsibility for the aforementioned roles, especially setting policy and executing programs to fulfil the policy requirements
- There is a lack of cohesion within the industry and a sense of distrust amongst the key industry groups operating in the Shire. In particular, there is a view amongst the sub-LTA's that OT and tourism more generally is dominated by Apollo Bay interests.
- There is a lack of integration and co-ordination with key stakeholders' and their activities in the Shire
- There is a need for a change in the funding mix of the tourism function by the Shire that better reflects the benefits derived by the tourism industry from the Shire's investment in tourism
- There is a general lack of accountability in the expenditure of resources on various aspects of the tourism function
- Despite a multiplicity of representations on various industry committees and panels, there is a lack of communication throughout the industry with regard to the activities of stakeholders inside and outside the Shire.

Servicing visitor information needs are a core function of Local Government's tourism responsibility and therefore the Visitor Information Centres (VICs) and the staffing requirements should remain under the direct management and funding of COS. Maintaining the staffing levels and operation of the two VICs consumes more than half of the existing COS tourism budget (approximately \$330,000) and a reduction in operating costs can be achieved by introducing volunteer staff at GOR VIC. Raising additional revenue through the sale of Regional Maps at the local VICs should also be considered. It is also recommended that GOR VIC undergoes a refurbishment to remove and/or upgrade unnecessary interpretive material and increase the available space for visitor services use.

Given the need for a cohesive and integrated approach to regional tourism management, it is recommended that the COS, in conjunction with OT and the industry, develop a single strategic plan outlining the tourism future of the Shire. It is recommended that the COS, through its Economic Development unit, places greater strategic importance on tourism development and ensures there is sufficient support for the Economic Development Manager to play a greater role in the strategic development of tourism within the Shire.

From a political perspective, Otway Tourism (OT) and the sub-LTA's (OHTA, OSCA, ABCCT and OCT) are seen to deliver a level of equity and democratic representation in the key decision making forums for the tourism industry. Representatives from the four sub-LTA's are present on the Otway Tourism Board which in turn has representation on the Geelong Otway Tourism Board. However, there is a clear lack of understanding and appreciation for the efforts of the various parties involved and no direct relationship between OT and individual tourism businesses across the region. This is attributed to poor communications between the organisations and individuals

involved. In particular, it is clear that there is a lack of a shared common vision, strategic goals, programs to be undertaken and responsibilities assumed by the various parties. Most importantly, there is limited progress towards goals and effective overall performance. OT must therefore take on a greater leadership function and responsibility for the industry, as well as develop means of communicating and working directly with individual tourism business and driving the future of the industry. It is noted that OT has expressed a willingness and desire to take on a greater role in managing and delivering tourism outcomes for the industry as part of this tourism review. Consideration should be given to bringing the sub-LTA's into a more formalised structure under the direct jurisdiction of OT. Each of the regions should be adequately represented, both on the Board of OT and in the delivery of local strategic outcomes.

The provision of high quality websites, informative maps, brochures and collateral has always been, and continues to be, a challenge in a co-operative marketing environment. The challenge of sub-LTA's and individual operators all trying to ensure they get their fair share of visitors to their broader region and precinct is well understood and appreciated. However, trying to promote directly to visitors before they arrive, and in competition with other precincts in the region, is expensive and can be counter productive. A consolidation of regional marketing material is recommended, under the direct control of OT and supported by COS's VIC printed material. Attempts to continue to "go it alone" by the sub-LTA's will see a greater dissipation of what little marketing budgets these small organisations have and achieve limited success.

There appears to be little community engagement with tourism and limited promotion of the success of tourism to the wider community. It is strongly recommended that all parties seek a more effective industry structure that ensures greater collaboration and delivery of outcomes for the industry. The development of a strategic local public relations program such as a regular feature or "tourism news" in local papers, and tourism "good news" stories on local radio should be implemented.

#### Stakeholder Consultation

As part of the project, face-to-face consultations were held with several internal and external stakeholders including:

- COS Councillors
- COS Shire Officers
- The four sub-Local Tourism Associations
- Otway Tourism
- CORRA and OBI
- Geelong Otway Tourism
- Other external stakeholders.

In addition, two questionnaires were distributed, one via mail to all identified tourism businesses in the region and one targeted at the community available via the COS website.

It is evident that the Shire and the tourism industry have not enjoyed a shared common vision for some time, despite ongoing discussion. This lack of shared vision has had some unfortunate consequences:

- it has prevented the various parties from working together, which in turn has led to
- an abdication of responsibility amongst the different groups
- and an absence of accountability.

In this environment it is not surprising that lots of meetings are being held, plans are made but not much is being enacted or executed. It is quite clear that the challenges confronting the tourism industry are fairly fundamental and require strong co-operative leadership by both the Shire and the industry. The industry must take responsibility for providing good leadership and offering all of the operators in the region a positive and viable solution to the current and future challenges facing the industry. There is also clear opportunity for the tourism industry to strengthen relationships with the broader Colac business community.

#### Tourism Funding Models

Several sources of information on tourism funding models have been reviewed. There is an emerging trend for Local Governments to “quarantine” funding for tourism via a series of levies, surcharges and differential rates. Where such models have been successfully implemented there are some clear indicators:

1. There has been open communication between the Local Government and the industry
2. Industry has been able to see the direct benefits of the funding
3. Local Government has made a long term funding commitment to the industry as part of the revised funding mix.

Various industry reports were reviewed, including the discussion paper prepared by the Tourism Development Unit of COS, dated July 2004. A report commissioned by the Sustainable Tourism Co-operative Research Centre (STCRC) for Tourism Queensland titled “Funding Options for Regional Tourism Organisations”, was reviewed, including the annual reports, budgets and rating documents of a selection of Local Governments. To further contribute to this review, primary research was also gathered via interviews of a selected sample of Local Government representatives to discuss how they developed and applied their Rate model.

It is acknowledged that COS is in the process of reviewing its Rating strategy and community consultation is currently taking place. It is recommended that the Shire give serious consideration to a rating strategy that might contain the following elements:

1. A differential commercial rate for all businesses, irrespective of the nature of the business i.e. the rate applies to all businesses, as opposed to a set of separate residential, tourism, farming, retail, manufacturing or industrial rates
2. For those identified as tourism businesses (approximately 600 businesses), add an additional “levy” that will contribute towards the GOT (and OT) marketing/membership fees so that the Shire is able to make membership of GOT and OT automatic for ALL tourism businesses in the region. The additional levy effectively collects the membership subscriptions on GOT’s and OT’s behalf, and contributes to the tourism operating function of the Shire ie. VICs. The levy needs to reflect the current charging model in place for GOT membership plus raise additional funds to cover the remaining tourism functions within the Shire. The intent would be to increase the overall contribution by the industry, ensure all tourism businesses are contributing to tourism marketing and industry development costs for the region, as well as ensure equitable access to the services offered by the VICs
3. A differential rate based upon the geography of the Shire that reflects the significance of tourism in each precinct. That is, in those precincts where tourism is clearly the dominant economic activity (such as Apollo Bay) all businesses would pay a higher rate whilst those precincts where there is little or no tourism activity (such as in the northern areas of the shire) all businesses would pay a lower rate

4. A flat surcharge imposed on all commercially let, holiday homes (approximately 800 homes) that are not identified as commercial operations (as in point 1 above) or tourism businesses (as in point 2 above) eg. those who advertise (via the internet or paper) and manage themselves, or those who rent out through Real Estate agents or property managers
5. For those holiday home owners who do not let their property, normal CIV based rates and standard council charges will apply i.e. no additional tourism or commercial levies (such as those described in points 1 to 4 above) will apply.

The essence of this recommendation is that Tourism receives no more than \$300,000 from Core Rates, being Council's stated position on the matter, plus the additional tourism levy, the Tourism precinct levy, plus the commercially let holiday home surcharge.

Whilst it is recognised that many of the structural and operational recommendations can be implemented promptly, it is appropriate to consider implementing the changes to the Rating system over a three year period.

#### Economic Impact of Tourism

The economic impact of tourism was assessed via three approaches:

1. a simple employment sector analysis
2. a survey of existing tourism businesses
3. the use of an input output model i.e. the Tourism Impact Model (TIM)

Based on the analysis, the tourism industry is worth approximately \$200 million to the local economy and supports the employment of over 2,000 people in the Shire, or 10% of the population. It accounts for 14% of the financial budget of COS. Tourism must therefore be seen as a valuable and significant contributor to the overall economy of the Shire and also contributes significantly to the Shire's operating budget.

Benchmarking and Comparative Analysis

As part of this study, an analysis of a variety of Local Government areas was conducted to determine whether Colac-Otway Shire is performing at a comparable rate. Data was sourced from ABS Census 2001, IVS, NVS and ABS Tourist Accommodation.

Recognising that that no two Local Government areas are identical, this benchmarking exercise provides some insights into how Colac-Otway Shire is performing in comparison to:

- Its immediate neighbours (some of which are fellow members of GOT):
  - Corangamite
  - Greater Geelong (GOT member)
  - Queenscliffe (GOT member)
  - Surf Coast Shire (GOT member)
  - Warrnambool
  
- Other comparable Local Governments elsewhere in Victoria and Australia:
  - Armidale Dumaresq (NSW)
  - Great Lakes (NSW)
  - Shoalhaven (NSW)
  - Bass Coast (VIC)
  - Indigo (VIC)
  - South Gippsland (VIC)
  - Wangaratta (VIC)
  - Warwick (QLD)
  - Victor Harbor (SA)
  - Augusta Margaret River (WA)
  
- Certain significant, large scale Local Governments that have a very active and successful tourism industry:
  - Cairns (QLD)
  - Gold Coast (QLD)
  - Noosa (QLD)

Whilst Colac Otway is comparable to Corangamite in terms of its general population profile, it is evident that it is at a considerable strategic disadvantage in comparison to its larger neighbours along the GOR. In particular, whilst it has a similar population to Surf Coast, it is much more decentralised and sparsely populated with a significantly less well educated population. More the point, it is considerably smaller and less well resourced than some of its key competitors both here in Victoria and interstate.

In terms of overall tourism performance, in comparison to its immediate neighbours, Colac-Otway is doing better than the smaller and more remote Local Governments, but not as well as the major destinations within Geelong Otway region. Similarly, it is performing at a comparable level to the competitive Local Governments elsewhere in Victoria and Australia.

In terms of overall accommodation occupancy, the Colac-Otway Shire performs marginally better than some of its interstate competitors, but tends not to outperform its immediate neighbours in the Geelong Otway region. The same can be said about its annual average room rate. It is worth noting the Colac-Otway Shire is one of the most volatile Local Government areas in terms of its

seasonality. From a strategic management perspective, this suggests that some consideration needs to be given to developing a long term winter mitigation strategy to reduce this volatility and improve overall annual occupancy and rate.

Strategic Recommendations and Actions

Based upon the research, consultation and analysis of data, it is recommended that COS implements action to achieve the following major outcomes:

- Implement a restructured funding model for tourism that is based upon part funding from Core Rates and the implementation of a differential funding rate that targets tourism businesses, commercially let holiday homes and tourism precincts within the Shire
- Restructure the internal COS tourism function and the way it engages with the tourism industry, which will result in the existing TDO position and tasks no longer being a delivered as a core tourism function of COS.
- Ensure that the Economic Development Manager is adequately resourced and supported so as to play a more direct role in the strategic development of tourism for COS
- Work with the tourism industry to develop stronger industry leadership, coordinated tourism development and improved marketing functions that will unite the industry and improve its performance under a shared vision for the region
- Make the tourism industry more accountable and independent, whilst giving it the opportunity to generate greater revenue to invest in marketing, professional development and other appropriate activities that support the development of the tourism industry.
- Whilst it is recognised that these structural and operational recommendations can be implemented promptly, subject to a considered Action Plan and relevant timeline, it is appropriate to consider implementing the changes to the Rating system over a three year period.

---

## **1. INTRODUCTION**

---

The following report was completed for Colac Otway Shire (COS) by Wine Food Tourism (WFT) Strategies Pty Ltd. The purpose was to complete a strategic review of the current tourism structure, function and performance and make recommendations. The focus of the review was to investigate the current financial investment by Council into tourism, determine its return on investment and investigate alternative means of funding tourism. The project was managed by a Steering Committee, independently chaired by Tourism Alliance Victoria (TAV) and comprising of representatives from the local tourism industry, COS Councillors, Shire staff and the Department of Sustainability and Environment (DSE).

### **1.1 Aims and Objectives**

The terms of reference for this review were provided by the Colac Otway Shire in its tender document titled "Colac Otway Tourism Review" dated 5 September 2005.

*To contribute to a review of the tourism function of Council as per the 2005-09 draft Council Plan and that such a review would seek to significantly reduce the Shire's investment from Core Rates in Tourism.*

The key objectives of this project were:

1. To undertake a review of Colac Otway Shire's tourism functions to ensure that its investment in tourism is expended appropriately having regard to tourism marketing, industry development, visitor services and product development. The review should specifically consider and analyse the:
  - Adequacy of the current structure, roles and responsibilities of Council's tourism functions and the Otways Tourism (OT) board
  - Nature and scope of current products and services offered by Council's tourism function and who benefits.
  - Determine industry awareness, expectations and perceptions of Councils' role in tourism
  - Analyse alternative funding/structure models for tourism, with regard to successful relevant models elsewhere.
2. Evaluate the Return On Investment having regard to economic, social and environmental returns to both Council and industry and specifically:
  - Determine and evaluate private sector investment in tourism in Colac Otway Shire
  - Supported by Shire staff, provide relevant data to undertake the federal government Tourism Impact Model to determine economic impact of tourism on the local community and economy and Council investment and economic returns from tourism.

Four components were completed to ensure a comprehensive and objective analysis:

- a) Extensive review of written materials published by the Colac Otway Shire and other parties (including Tourism Victoria (TV), Department of Sustainability and

- Environment (DSE), Parks Victoria (PV), Geelong Otway Tourism (GOT), Tourism Alliance Victoria (TAV) and Otway Tourism amongst others)
- b) Consultation with key stakeholders (including Shire Councillors and Officers, local industry operators, key local industry groups as well as representatives of TV, GOT, TAV and DSE)
  - c) Review of published statistics to compare and benchmark Colac Otway Shire to comparable and exemplar Local Government entities in the Geelong-Otway Region and elsewhere in Australia
  - d) A survey of industry operators (paper based) and a community survey (on-line) which was conducted over an eight week period in October and November 2005.

Having listed the Aims and Objectives of the review, a summary of the key findings and recommendations is provided in the following Section. The subsequent sections of the report offer a more considered discussion of the Literature Review, Situation Analysis and Strategic Recommendations. A series of Appendices provide additional detail in support of information contained in the report.

The review has been guided by a number of important factors including the role that Local Government is expected to play in supporting the tourism industry and the key elements that drive success in regional tourism.

## **1.2 Core Tourism Elements**

Underpinning the analysis of the tourism functions in COS, is consideration of the core elements that Local Government as part of its commitment to supporting tourism within the broader local, state and national industry structure, is usually responsible for delivering or supporting. The industry structure is discussed in more detail later in the report. It is acknowledged that COS recognises these elements and they are currently identified within the existing strategic tourism planning of COS. Local Government should ensure the delivery of the following core elements:

- Visitor services – including visitor information, and other core amenities
- Tourism marketing and communication – both external and internal marketing functions
- Tourism Industry development – delivering professional development opportunities for the industry, improving customer service, networking, stakeholder relationships, etc.
- Tourism Infrastructure and Product development – working to stimulate and support new business opportunities for both new and existing tourism ventures
- Events – supporting and stimulating local events to draw visitors to the region and encourage community engagement (*Note: delivery and success of Events has not been included in this review as the Events unit does not form part of the Tourism functions and sits within the Recreation and Community Services unit of COS. It is however acknowledged that Events can play an important part in attracting visitors to a region and therefore the two areas must work closely together*).



---

### **1.3 Regional Tourism Success Factors**

In evaluating the success of tourism in various regions across Australia and understanding the impact of Local Government and the industry on that success, the following three elements of success have been identified:

1. Strong support for tourism from Local Government
  - A clear documented Vision for tourism for the Shire, that fits within the broader Vision for the region
  - Active involvement in tourism, both strategically and operationally ie. delivering visitor services through VICs, supporting and funding tourism marketing activities, developing the industry, coordinating and delivering Events, etc
  - Strategic Planning, including long-term infrastructure needs
  - Adequate Funding – ensuring there is parity of funding from the industry and Local Government
  
2. Strong leadership from local tourism industry
  - Leadership emerging from within the tourism industry – at both the organisational level i.e. Regional and Local Tourism Associations and individuals within business who are willing to take up leadership roles and are generally supported by the industry
  - Vision for the industry – a shared vision for the industry with Local Government
  - Cohesiveness – the industry recognises the importance of working together to achieve greater success, both regionally and individually
  - Representation – the industry feels they have a say in the function and operation of tourism, both internal and external to the region
  - Accountability – the industry is willing to be accountable and take responsibility for its own performance
  - External engagement – the industry actively promotes itself and drives local community and external communication, media, marketing and Public Relations
  
3. Community engagement with the industry
  - Industry supports the community – support can be in form of purchasing goods and services, provides education and training, sponsorship of community events, etc.
  - Community supports the industry – the local community values tourism and sees it as a vital part of the success of the region

---

## **2. SUMMARY OF KEY FINDINGS AND RECOMMENDATIONS**

---

### **2.1 Key Findings**

As a result of the research and investigations, a summary of the key findings and recommendations are listed below and are discussed in more detail in the body of this report:

There are several pressing strategic issues:

- The Shire's long-term viability will be negatively impacted by broad strategic social, economic and technological changes. Long term demographic forecasts suggest that the Shire will age faster and grow slower and remain less well educated than its neighbours to the east. Such a situation is not conducive to the development of a vibrant 21<sup>st</sup> century economy and community. As such, it must identify feasible industry opportunities that provide long-term investment and employment opportunities for its existing and future residents.
- In the current economic environment, tourism emerges as a key industrial opportunity for the Shire. In fact, tourism is one of the few industries that the Shire can directly influence to its advantage. Furthermore, tourism can quickly provide employment and investment opportunities in contrast to most other industrial activities that have long lead times and require major capital investment.
- The Shire's location, geography and extended road network give it a natural competitive advantage as a tourism destination. Such an advantage does not guarantee success. Other, less well endowed areas are actively working to increase their share of the tourism market. Even well endowed areas are ramping up their investment in tourism. In a relatively stagnant market, such growth can only be achieved at the expense of competitors.
- The potential of the Shire's competitive advantage is extended significantly by the \$7 million restructuring package from DSE for tourism capacity building. However, unlike its natural advantages, the restructuring package is a one off with the bulk of the money spent on professional services, capacity building and infrastructure – which is the right thing to do. This means that the investments themselves won't make money, rather they will help a dynamic and strategic industry maximise its potential and then realise it. On the other hand, if these benefits and opportunities are not pursued, then the money will effectively be wasted with no opportunity for future recoupment. Therefore, if the Shire and the local tourism industry do not work to leverage the benefits from this external investment, then it may jeopardise its ability to better exploit the investment and employment potential of tourism in the medium to longer term.
- Whilst the Shire is entitled to reduce tourism funding from Core Rates, any reduction in the overall investment in tourism could have severe consequences in both the short term and the long term.

More broadly:

- COS is a core part of one of Australia's premium tourism destinations, the Great Ocean Road region and includes a wide range of natural attractions and substantial investment into tourism infrastructure (primarily accommodation)
- There is a high degree of personal (individual) commitment to the success of tourism in the region
- The region benefits from substantial support from key external stakeholder organisations, including Geelong Otway Tourism (GOT), Tourism Victoria (TV), Parks Victoria (PV) and DSE.
- The current level of funding commitment to tourism by COS from Core Rates (approximately \$600,000) is not considered excessive, however savings can be made and a greater return on investment achieved with some restructuring of core tourism services
- An alternative funding model should be considered as it is recognised that the current tourism funding model based upon Core Rates is counterproductive to producing a strong, robust tourism industry within the Shire
- Whilst recognising that internal changes have recently been made in response to problems identified, the current structure, roles and responsibilities of Council's tourism functions and the Otways Tourism (OT) Board are not performing at an optimum level within the complex, competitive environment confronting the Shire. The result is that neither organisation is delivering effective strategic outcomes to the local tourism industry
- The nature and scope of current products and services offered by Council's tourism function are providing some benefits to the industry, which are recognised and valued. However, there are other elements of the service offering which are perceived not to be providing much benefit to industry
- There is a lack of strong, coordinated leadership of the whole of the tourism industry within the Shire, resulting in ineffective communication and mistrust amongst industry stakeholders
- There is some confusion amongst the various stakeholder industry organisations and the Council in terms of their respective roles and responsibilities, acknowledging that recent administrative changes within Otways Tourism and COS is likely to assist in improving outcomes
- There is a lack of effective communication of the benefits of tourism to the wider community
- The local tourism industry generates approximately \$60 million per annum in payroll for the Shire's residents
- The local tourism industry capital investment is approximately \$700 million
- Based upon the Tourism Impact Model, the theoretical closure of the tourism industry in the Shire, whilst saving the Council approximately \$75,000 per annum, would effectively reduce the Council's budget by \$4 million (about 14% of the Council's budget) and would reduce the population by 2,200 (about 10% of the Shire's population). Such a loss could jeopardise the viability of many of the Shire's core services and functions.

## **2.2 Key Recommendations**

In response to these findings, the following recommendations should be initiated by COS and implemented subject to a considered Action Plan and timeline:

### Strategic Economic and Financial Recommendations

- Recognise and commit to tourism as a key economic driver that will encourage long-term investment and employment opportunities in the shire
- In keeping with its stated position of not spending more than \$300,000 of Core Rates on tourism, Council must implement a new regime of levies and charges on the industry and its beneficiaries under a revised Rating Structure, to make up the shortfall of approximately \$350,000.
- Commit to investing a minimum of \$650,000 per annum in tourism (funded from Core Rates and levies) and, through appropriate stewardship and monitoring ensure that maximum benefit is derived from this investment.

### Internal Tourism Restructure

- Restructure the internal COS tourism function and the way it engages with the tourism industry, which will result in the existing TDO position and tasks no longer being a delivered as a core tourism function of COS. In particular, COS should withdraw from active involvement in many of the major tourism functions such as marketing (which should be undertaken by GOT (external) and OT (internal)), professional development (OT and GOT and TAV as part of the DSE industry package), and product development (OT and GOT). However, COS should maintain close, non-executive monitoring of these activities to ensure maximum return for its investment
- Ensure that the Economic Development Manager is adequately resourced and supported so as to play a more direct role in the strategic development of tourism for COS
- COS should still maintain full responsibility for the VICs. Furthermore, the operation and staffing structure of the VICs can be overhauled, and consideration given to using volunteers at both Colac and Apollo Bay (GOR) VICs, aimed at directly reducing the annual wages bill by approximately \$100,000.

### External Tourism Restructure

- Work with the tourism industry to help it develop stronger leadership, coordinated tourism development and improved marketing functions that will unite the industry and improve its performance under a shared vision for the region. It is critical that the operation and organisation of OT and the Board's function be restructured and revitalised. In particular, OT needs a dynamic, professional and suitably skilled CEO/General Manager to drive the execution of its new responsibilities
- Use the recommended funding model to make the tourism industry more accountable and independent, whilst giving it the opportunity to generate greater revenue to invest in marketing, professional development and other appropriate activities that support the development of the tourism industry. The Shire must do this by quarantining tourism related levies and charges and directing all of these receipts to the tourism industry. At

- the same time, the Shire should implement and proactively manage service level agreements with OT to ensure that OT maximises this investment from COS
- Maintain the existing structural relationships between OT and the sub-LTA's, in the short term. However, remittances to the sub-LTA's from GOT membership should be centralised with OT to maximise its spending power. In turn, OT must demonstrate an equitable approach in the expenditure of these funds. Future consideration should be given to revising the local tourism structure and achieving a more centralised structure under OT
  - The Shire and industry should identify and explore strategic and tactical opportunities to improve tourism performance including increasing visitor yield, directing high spending tourists off the Great Ocean Road and up into the hinterland and consider a mitigation strategy to reduce winter seasonality
  - The Shire and industry must take a more proactive role in extolling the values and benefits that tourism provides to the economy, community and environment in the shire

Whilst it is recognised that many of these structural and operational recommendations can be implemented promptly, subject to a considered Action Plan and relevant timeline, it is appropriate to consider implementing the changes to the Rating system over a three year period.

---

### **3. LITERATURE REVIEW**

---

An extensive collection of reports provided by Colac Otway Shire as well as other stakeholders and government agencies has been reviewed and contributed to this report. Please see APPENDIX ONE for the full list of reports. Several key themes or issues emerged from this review.

External environmental government stakeholders, in particular the Department of Sustainability and Environment (DSE) and Parks Victoria (PV) have invested several million dollars and considerable time and effort in a variety of capacity building projects in the Shire and the immediate surrounds. These projects contribute a strong ecotourism, environmental and sustainability strength to the region. As such, they reinforce the Shire's corporate positioning, "Naturally Progressive", and also have a high capacity for generating employment opportunities.

Other external stakeholders, in particular Tourism Victoria, have ambitious plans for the region (as part of the Great Ocean Road) that emphasises a strong need for a professional, sustainable industry with well considered and executed marketing programs that are actively supported by all stakeholders in the region. It is recognised that these programs need to ease the pressure and traffic bottlenecks along the Great Ocean Road and raise visitor yield. There is acknowledgement of the importance of, and a clear intent, to get visitors off the Great Ocean Road and into the hinterland, have visitors spend more money, stay longer and/or encourage higher spending (yielding) visitors. This approach is critical to the long term viability of the Colac Otway tourism industry for two reasons:

- 1) It is very important that tourists be encouraged to leave the Great Ocean Road, travel up into the hinterland of the Shire and use alternative access routes thereby encouraging a greater demand, diversity and delivery of tourism product throughout the region
- 2) It is equally important that visitor yield be increased as a key element to raising overall industry profitability.

It is evident that the structure of funding for tourism at the local level has emerged as a major issue throughout Australia. There have been several instances in recent years where Local Governments have introduced differential or special rate charges to raise extra funds to support the tourism function of Local Government. The key success ingredient for these approaches has been comprehensive buy-in from industry, in response to a clearly articulated, long term plan by Local Government that emphasises the need to raise extra revenue to invest in tourism, rather than be seen as a scheme by which Local Government seeks to reduce its support for tourism. It must also be noted that in several successful instances (Geelong, Broome, Mildura, Noosa, and Cairns), the Council committed to a rolling three to five year funding support for tourism based upon agreed performance measures, offering an extended and stable funding base for the industry.

In reviewing the Shire's tourism strategic plans, it is acknowledged that these documents are comprehensive, well written and easy to follow, however some aspects of concern were raised:

- There appeared to be little evidence of past performance analysis, strategic planning (that critically evaluates the impact of external forces and the availability of internal resources) and cohesive integration and synthesis with the actions of major stakeholders, both internal and external
- Compounding this is the fact that over the past five years, there have been several externally prepared reports and strategies dealing with various aspects of tourism, economic development and marketing. Many of these reports and strategies raise similar concerns that have been identified in this report, such as a lack of a strategic leadership and visionary direction of the industry and general lack of cooperation and fragmentation amongst stakeholders within the region.

It is acknowledged that this Tourism Review has been implemented by COS to assist in clarifying the issues previously raised and to make recommendations for change. The opportunity must now be embraced by COS, OT and the broader tourism industry to integrate these reports into a single cohesive strategy for the future of the tourism industry in the region.

From the literature review, it should be noted that despite the presence of many reports and documents, there does not appear to be a strategic approach to communication and marketing collateral within the region. This lack of clear, unambiguous and proactive communication, both internally and externally has led to a perception of a lack of action and marketing success amongst many stakeholders.

---

## **4. SITUATION ANALYSIS**

---

A comprehensive evaluation of the existing tourism operating environment was completed. The approach focussed on three key areas:

1. Identifying the role of COS in supporting the tourism industry
2. An evaluation of the structure of the industry for the region
3. A review of the performance of the Shire in discharging its obligations.

### **4.1 Broad Profile of the Tourism Industry**

The emergence of tourism is part of a broader economic restructuring of the national economy, which has seen the decline of manufacturing, the specialisation and consolidation of the primary production industries and the rise of the service sector. Tourism is just another industry that has its own unique characteristics, but like other industries it still has a set of common economic fundamentals. In very broad terms the tourism industry depends upon the provision of natural competitive advantages and tourism business/operators seek out areas that have a natural appeal to visitors. However, to operate effectively, the tourism industry needs good access (roads, airports), attractions, activities, accommodation and other services to meet the needs of tourists.

In many sectors of the tourism industry, there are low barriers to entry, with low start-up costs, but with a high dependency upon labour rather than technology and capital investment to meet the needs of visitors. A tourism destination is therefore made up of a lot of micro-businesses which compete directly for visitors. As such the industry is dominated by these micro-businesses worth less than \$1 million and employing less than 5 staff, with entrants that often lack a fundamental understanding of how the industry operates.

Growth in the industry is essentially driven by two factors:

- The entrance of micro-businesses that often require professional development activities and support to improve product offering and customer service.
- Promotion of the destination, or region, and the specific attractions (natural and built) located within them to raise awareness and attract more visitors. Contribution to the marketing of the broader destination is shared (not always equitably) between the Australian, State and Local Governments and the private sector

The tourism industry is structured by the Australian and State governments in such a manner as to make Local Government directly responsible for the marketing of local regions, the delivery of visitor services and the professional development of the local operators. To ensure a successful tourism industry, it is therefore incumbent on Local Government to fund the marketing of the destination and to provide professional support to those micro-businesses to help them sell more effectively to visitors, deliver good customer service and ensure visitors are satisfied with their experience of the region.



## **4.2 Role of Colac Otway Shire in Tourism**

### Broader Social Change within the Shire

The Shire is confronting significant socio-demographic challenges. Data, from DSE, that was analysed suggest that the Shire's population is growing at a slower rate and aging at a faster rate than some of its closest neighbours i.e. Geelong, Surf Coast Shire and Warrnambool. Representation in the critical 40 to 60 years age bracket (the key economic productive years) will fall in Colac Otway, whilst it will remain relatively stable in Geelong and Surf Coast. This implies that the Shire's productive capacity is likely to fall into the future, whilst the productive capacity of Geelong, Surf Coast and Warrnambool will grow. Coupled with the winding down of hardwood forestry, and increasing pressures on other agricultural sectors, it is clear that the Shire will confront significant long term challenges to remain vibrant and economically robust. It is widely acknowledged that the tourism industry can provide a viable alternative to combat these changing socio-demographic pressures. A more detailed analysis is provided in APPENDIX TWO: Changing Demography of the Region.

### An Increasingly Competitive Environment

The Shire is also confronting increasing competitive pressures from the broader tourism sector. Whilst there may be some debate about the medium to long term prognosis for international markets in the tourism industry, there is a prevailing view that the industry will continue to grow at the macro level. Domestically, it is reasonable to assume that despite fluctuating changes in economic conditions, aggregate domestic tourism will continue to grow at about 2 to 3 percent per annum. International tourism, whilst potentially more volatile, represents a considerably smaller share of the tourism market. These issues are discussed in more detail in Section 7 Shire Comparative Analysis and Benchmarking, supported by data presented in APPENDIX SEVEN – Industry Benchmarks and Best Practice.

However, the critical issue for the Shire to note is the increasing awareness by Local Government agencies of tourism as a key generator of local employment and “new” money to the region. As such, despite overall growth in tourism numbers across Australia, increasingly intense competition is impacting on the performance of local tourism regions, and their capacity to draw in tourism dollars. Many other Local Governments have recognised the value of tourism and have sought to increase their investment into the sector to improve their share of the tourist dollar. As a consequence of this increased competition, COS and the local industry will need to be focussed, strategic and aggressive in its attempt to secure higher levels of visitation and visitor expenditure. In this highly competitive environment reducing support for tourism could seriously jeopardise the long-term viability of tourism in the Colac Otway Shire.

Another key competitive theme in the tourism industry is termed “yield” – the need to get existing visitors to spend more money and/or attract new visitors who will spend more money than existing visitors. Vital to improving yield is having a good understanding of the segmentation of the tourism markets. This means understanding who is coming, who is likely to come and what they seek from their visit to the region and then being able to consistently deliver on that experience. In order to capture more tourism dollars it is the role of Local Government to ensure appropriate levels of professionalism, tourism product diversity and infrastructure are in place

within the region. In addition, having the capacity to deliver appropriate marketing programs that will attract these preferred segments is critical, and whilst acknowledging that more spend on marketing is always desirable, the existing cooperative marketing arrangements with Geelong Otway Tourism (GOT) offers a very good return on investment for COS in terms of its external marketing spend.

As a consequence of increasing competition and the need to raise yield it will require more strategic and concerted efforts on the part of COS, and the tourism industry, to continue to capture its share of both the domestic and international tourism market and increase overall tourism expenditure in the region.

These issues are discussed in more detail in Section 7 Shire Comparative Analysis and Benchmarking, supported by data presented in APPENDIX SEVEN – Industry Benchmarks and Best Practice.

#### COS Tourism Functions

According to the Economic Development and Tourism Strategy for COS (adopted by Council, 22 Sept 2004), the Shire is involved in a suite of tourism functions, including:

- Tourism Product
- Customer Service and Visitor Satisfaction
- Business and Industry Capacity
- Branding and Marketing
- Events and Festivals
- Partnerships
- Infrastructure
- Township Development
- Signage
- Visitor Information
- Visitor Data and Research

In reviewing these functions the following points summarise the delivery of the core elements of the Tourism unit:

- Tourism is seen as an integral function of the Economic Development Department of the Shire
- The Shire employs a full-time Tourism Development Officer (TDO), with shared administrative support, and has several paid Visitor Services staff reporting to this position
- The TDO reports to the Economic Development Manager, who reports to the General Manager, Corporate and Community Services (until fairly recently, the TDO was positioned alongside the Economic Development Manager and reported directly to the General Manager, Corporate Services)
- The Shire operates two Visitor Information Centres (VICs), one in Colac and one in Apollo Bay
- Apollo Bay VIC operates with only paid staff (3 full-time and 1.5 equivalent full time using part-time/casual staff) and no volunteers, whilst Colac VIC operates with paid staff (1 full-time and 1 part-time) and approximately 30 volunteers. The VICs fund a total of 6 equivalent full time staff across both Centres

- The Shire invests approximately \$600,000 per annum into tourism to cover all of its tourism functions, including marketing
- Tourism is funded out of general revenue from Core Rates
- Events currently sits within the Arts and Culture Department and there is no direct relationship with Tourism, although the two areas work together
- Two different COS Councillors play key tourism roles, both sit on the OT Board and one on the GOT Board, whilst the Shire's Tourism Development Officer attends meetings of all industry groups.

### **4.3 Tourism Industry Structure for the Region**

#### Sub-Local Tourism Associations

The tourism industry is represented at a local level by four Sub-Local Tourism Associations distributed on a regional basis around the Shire, with three essentially located along the Great Ocean Road and one representing tourism businesses located in the Otway hinterland and around Colac. They are Otways Coast Tourism (OCT), Apollo Bay Chamber of Commerce and Tourism (ABCCT), Otway Scenic Circle Association (OSCA) and Otway Hinterland Tourism Association (OHTA). The associations vary in size and capacity and operate at varying degrees of effectiveness, given they all have very limited resources available to them. Funding for each of these associations is derived from membership by local tourism operators of their LTA, with fees paid to Geelong Otway Tourism (GOT) and based upon an agreed differential rate determined by the industry and GOT. The sub-LTA's each receive 40% of their local member fees back from GOT in order to operate, which is paid through COS on an annual basis. Strategic Business Plans have been produced for each of these sub-LTA's in recent times, but as stated previously, there has been little integration across each of the industry associations, and strategically each has been written as if they are stand-alone entities operating in an isolated regional and strategic environment. The sub-LTA's and their core operating details are listed in the table below:

|                                       | <b>Otways Coast Tourism (OCT)</b>                                                                              | <b>Apollo Bay Chamber of Commerce and Tourism (ABCCT)</b>                                                                                                                                                                              | <b>Otway Scenic Circle Association (OSCA)</b>                                                                                        | <b>Otway Hinterland Tourism Association (OHTA)</b>                                                                                     |
|---------------------------------------|----------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------|
| <b>Location</b>                       | Members based in the Wye River and Kennett River areas                                                         | Members based in the Apollo Bay area                                                                                                                                                                                                   | Members based in the Glenaire, Johanna and Lavers Hill areas                                                                         | Members based in the Otway hinterland and around Colac                                                                                 |
| <b>Membership (approximate)</b>       | 25 members                                                                                                     | 130 members                                                                                                                                                                                                                            | 25 members                                                                                                                           | 60 members                                                                                                                             |
| <b>Operating Budget (approximate)</b> | \$2,000                                                                                                        | \$13,000,                                                                                                                                                                                                                              | \$2,000                                                                                                                              | \$6,000                                                                                                                                |
| <b>Main Function</b>                  | Local marketing and networking functions including the maintenance of a website and local marketing collateral | Produces destinational marketing brochure for Apollo Bay                                                                                                                                                                               | Produces a local touring map and networking                                                                                          | Produces a local destinational brochure                                                                                                |
| <b>Other Comments</b>                 | Highly motivated group of operators, with strong links to Lorne and Surf Coast region                          | Main political force in the region, due to size of the industry, given Apollo Bay is the primary tourism destination in the Shire. Has greatest capacity to grow its m'ship as many local businesses remain outside of the association | Acknowledged that OSCA is the oldest tourism association along the Great Ocean Road and has strong history representing the industry | At time of writing OHTA was not functional as an effective industry association due to its inability to find Committee representatives |

---

Otways Tourism Inc. – the Local Tourism Association

Otways Tourism Inc. operates as a not-for-profit, incorporated body and essentially performs the coordination role of the Local Tourism Association (LTA). The organisation functions with a volunteer Board made up of two representatives from each of the sub-LTA's, two Councillors from COS, two shire wide "by application" tourism industry positions, plus the TDO and a representative from Parks Victoria (PV).. The Chair is elected from within the Board and is always an industry representative. Essentially the organisation has been operating as an industry advisory board to COS and receives limited funding from COS to perform its basic functions. In 2005, more stringent guidelines were placed on its performance by COS through the implementation of a Service Contract. Its primary role is to identify local tourism development issues and develop internal marketing initiatives for the whole of region. In addition it provides Board representatives to GOT to represent local issues at the GOT level.

In assessing the effectiveness of OT, it is useful to consider what the key roles and functions of a LTA should be, as identified by Tourism Alliance Victoria in a document titled "Functions of a Local Tourism Association" (May, 2005). Several key roles and functions of an LTA are identified and these have been paraphrased in the following points:

1. Co-ordinate and represent all businesses, organisations and individuals involved and interested in tourism in the local area
2. Provide and support visitor services, including supporting the VIC, producing visitors' guides and advise Local Government on the provision of basic visitor amenities
3. Drive tourism business development by conducting networking functions, familiarisation tours and promote accreditation
4. Undertake industry research to evaluate the performance and impact of the tourism industry to the local economy
5. Drive tourism industry development by working with Local Government to encourage the development of new tourism businesses and events
6. Implement clear and unambiguous communications within the LTA and externally to the broader community and stakeholders
7. Drive Partnerships with other tourism industry groups, non tourism industry groups, Local Government and State Government, particularly through Tourism Victoria, and other major stakeholders.

The document also identified a number of other key success factors for an LTA including having a Committee or Board with a suite of skills, especially high level strategic planning skills, business skills and an intimate knowledge of the broad structure and functioning of the tourism industry.

Generally OT is not seen to be delivering outcomes for the tourism industry and much of this can be linked to its fundamental lack of executive and administrative resources. In addition there has been a lack of formal responsibility for performing the tourism marketing and development functions for the industry. Responsibility for the delivery of the basic functions of OT has not been clearly articulated between industry and Local Government with responsibility for tasks often blurred and therefore outcomes have not been achieved. Industry perceives OT as being able to provide a more vital role in the success of tourism for the region, with some reservation regarding equity of representation and influence, but recognises the organisations ability for success has been restricted given its existing funding and resource limitations. OT is seen as being able to perform more effectively providing greater resources are made available. There needs to be parity of responsibility for providing these resources, from both COS and the industry.

Another important industry group in the Shire is Otway Business Inc (OBI), essentially performing the function of a chamber of commerce for businesses located in Colac. Currently OBI has virtually no engagement with the tourism industry, although some Colac businesses that are members do provide tourism services to visitors. OBI does recognise that tourism is an important part of the overall economic success of the region. It is important that in moving forward and achieving greater success for tourism within the community that more formal ties are established between OT and OBI.

#### Geelong Otway Tourism – Regional Tourism Association

COS Shire is part of the broader Geelong Otway Product Region, with Geelong Otway Tourism (GOT) performing the function of the Regional Tourism Association (RTA). GOT is made up of membership of four Local Governments (City of Greater Geelong, Borough of Queenscliff, Surf Coast Shire and Colac Otway Shire, all administered via a Memorandum of Understanding (MOU) or Service Agreement), various LTO's and just over 1,100 industry members, plus several corporate sponsors. GOT's Board is made up of two representatives from each of the regions, including a Council representative plus an industry association representative. Its primary functions are to stimulate and develop partnerships, lobby Local and State Government, stimulate development of infrastructure and services, product development, marketing and industry professionalism for the entire Great Ocean Road region.

GOT in conjunction with Great Ocean Road Marketing (GORM) and Great Southern Touring Route Inc. takes on the primary function of delivering external marketing programs for the Great Ocean Road region aimed at stimulating intra-state, interstate and international visitation. GOT is therefore the primary external marketing organisation for COS.

Approximately 225 tourism operators in the Colac Otway region pay a total of \$57,000 in membership fees to GOT of which \$34,000 stays with GOT (60%) for regional marketing contributions and \$23,000 (40%) goes back to the member groups via COS. In addition, COS pays an amount of \$55,000 for external marketing purposes directly to GOT.

Whilst it is acknowledged that some concerns about GOT's performance were raised at the local level, it is also recognised that GOT is considered one of the most successful RTA's in the country, and its structure and performance is often used as a benchmark for Local Government regions across Australia.

Communication between GOT and local operators is intended to be delivered through a chain of communication and representation from the local groups, through Otway Tourism to Geelong Otway Tourism and vice versa, with lines of communication to the Shire. In addition, GOT provides formal annual reports and regular updates which are available to all members.

Whilst the effectiveness of GOT's cooperative marketing structure, functions and other services, plus the cooperative value of funding arrangements does offer COS and the local industry significant benefits, the management of the relationship between the three entities (GOT, OT and COS) warrant careful review and consideration.

TAV has produced a document outlining the roles of the Regional Tourism Association. Whilst reviewing and commenting on the performance of GOT is well beyond the scope of this consultancy, the following information is provided so that COS and OT can use it as guide to

assist in its formal dealings with GOT and provide a basis for the evaluation of GOT's performance against agreed service outcomes. The key points are paraphrased as follows:

- Represent local tourism associations and/or Local Government on regional tourism issues
- Develop (monitor and review) a strategic business plan to provide clear direction for sustainable tourism growth across the region
- Drive the marketing for the region beyond the region
- Work with Local Government and local tourism associations to identify gaps in the tourism product offering
- Promote and facilitate professional development of industry practitioners and accreditation
- Provide clear communication to the industry through the LTA, and beyond to key stakeholders
- Undertake research to assess the benefit of tourism to the region, visitor satisfaction and commercial opportunities
- Forge partnerships with LTA's, Local Government, Tourism Victoria and other key stakeholders.

*Source: Tourism Alliance Victoria, 2005*

The success factors are essentially the same as for the LTA, but as the regions RTA, it includes a larger and more substantial marketing and development role both within, and external to the GOR region.

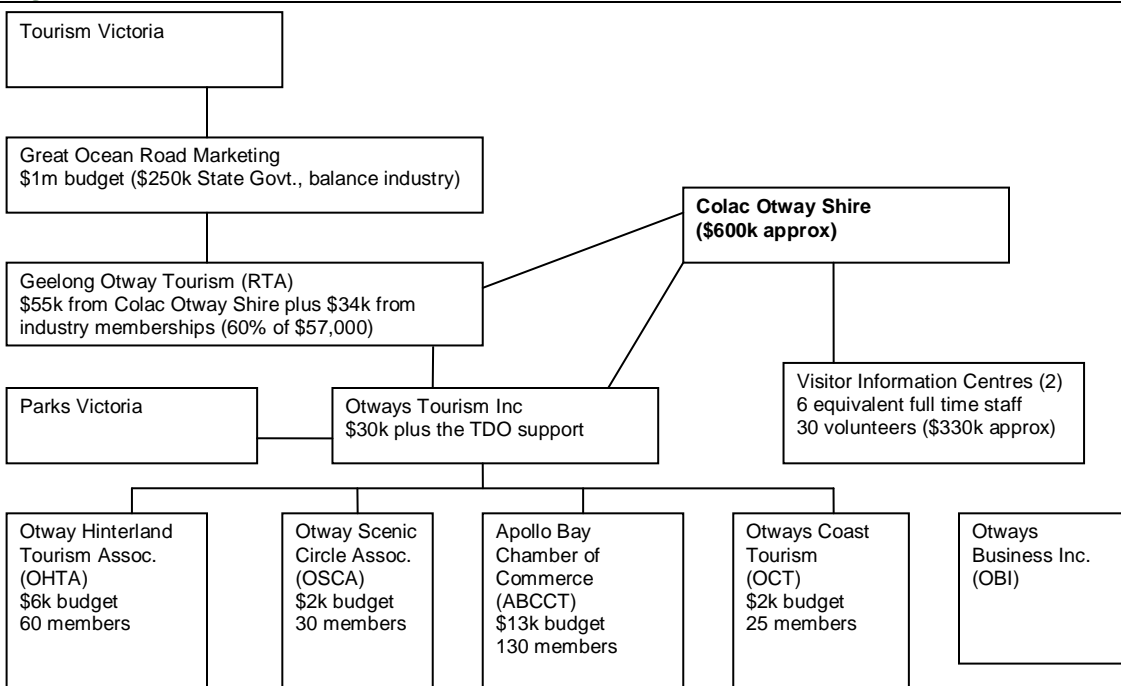
#### State Government and Industry Organisations

Tourism at State Government level is coordinated by Tourism Victoria (TV). The organisation's primary responsibility is the marketing of Victoria and its regions, both domestically and internationally. It works closely with various regional Campaign Committees and RTA's to develop marketing strategies to achieve this outcome. TV works closely with Tourism Australia in delivering international marketing programs. In addition it also provides strategic policy and industry development support across the State. Assisting TV to achieve outcomes at the local level is Tourism Alliance Victoria (TAV), an industry based organisation responsible for the management and coordination of VICs with Local Government, providing support at the local level and working directly with the industry to develop tourism professionalism and capacity.

Two other relevant government agencies that play a major part in tourism within the Colac Otway Region are the Department of Sustainability and Environment (DSE) and Parks Victoria (PV). DSE serves as the policy agency for the management of protected areas and public land, including National Parks and State Forests. PV acts as DSE's management agency, responsible for the day-to-day management and operation of protected areas. Given the sizable area of land under the jurisdiction of PV and DSE and as this area forms a significant part of the tourism assets in the region, it is vital that COS and the industry maintains strong and positive relationships with both of these organisations.

#### Overview of the Tourism Structure in Colac Otway Shire

The following diagram provides a simple overview, or summary, of the current tourism structure relevant to Colac Otway Shire.



APPENDIX THREE: Delivery of Tourism Tasks for the Region provides a summary of the Core Tourism Functions and specific tasks that need to be delivered for the region and which organisations play a part in delivering those functions.

Australian Government Tourism Organisations

The Department of Industry, Tourism and Resources (DITR) is responsible for the development and implementation of national tourism policy making and strategic development. Tourism Australia (TA) is the national agency responsible for the marketing of Australia and its regions internationally, and also provides some support at domestic marketing level. It is also responsible for the coordination of Tourism Research Australia that collects and publishes tourism data, including the NVS and IVS.



---

#### **4.4 Review of Current Tourism Situation**

With regard to COS and its tourism performance, investigations have identified a number of challenges and areas where the execution of the tourism roles and functions have been problematic and the success ingredients somewhat absent. Whilst we acknowledge the active and enthusiastic involvement of several key individuals from both within the Shire and the industry, it is evident that:

- There is a lack of a clear strategic vision for the tourism industry in the Shire
- There is confusion amongst the key parties with regard to responsibility for the aforementioned roles, especially setting policy and executing programs to fulfil the policy requirements
- There is a lack of cohesion within the industry and a sense of distrust amongst the key industry groups operating in the Shire. In particular, there is a view amongst the sub-LTA's that OT and tourism more generally is dominated by Apollo Bay interests.
- There is a lack of integration and co-ordination with key stakeholders' and their activities in the Shire
- There is a need for a change in the funding mix of the tourism function by the Shire that better reflects the benefits derived by the tourism industry from the Shire's investment in tourism
- There is a general lack of accountability in the expenditure of resources on various aspects of the tourism function
- Despite a multiplicity of representations on various industry committees and panels, there is a lack of communication throughout the industry with regard to the activities of stakeholders inside and outside the Shire.

It is acknowledged that the Tourism Development unit within the Shire has been in a state of flux for sometime. There have been changes within the Shire over the past year with a new CEO and a new General Manager Corporate and Community Services, as well as a change in reporting lines for the TDO. Furthermore, there have been ongoing changes in terms of individual representation amongst the four sub-LTA's, and OT. As a consequence of this situation, this review has been commissioned by COS, to assist in resolving the problems identified and bring focus and stability to the local tourism industry.

##### Visitor Information Centres

The Shire operates two Visitor Information Centres (VICs), one in Apollo Bay and the other in Colac. Investigations indicate that both of the VICs are operating effectively, servicing over 200,000 visitors per year. Great Ocean Road (GOR) VIC located in Apollo Bay plays an important role in servicing visitors travelling along the GOR, whilst Colac VIC is playing an increasingly important service for visitors travelling down the Princes Highway, en-route to the 12 Apostles.

The Great Ocean Road (GOR) VIC services approximately 180,000 visitors per annum, whilst Colac services approximately 30,000 visitors. Both are fully accredited VICs within the sanctioned national accreditation framework and form part of a broader network of VICs for the GOR, and as such are bound by certain restraints imposed through GOT. The operating budget for the VIC' exceeds \$300,000 per annum, and forms a major component of the overall expenditure by COS from its tourism budget.

The VICs operate with a mix of paid and volunteer staff. Colac VIC operates with 1 full time Coordinator, 1 part-time person and approximately 30 volunteers. GOR VIC operates utilising paid staff including a Coordinator, full-time and part-time/casual staff (4.5 equivalent full time

staff) and no volunteers. It is noted that the use of only paid (professional) staff at GOR VIC was adopted by Council five years ago, due to a broad range of issues experienced with the volunteer system that existed at that time. It is recognised that the use of paid staff is justified by various arguments relating to impartiality of advice and the problems of using volunteers to engage in commercial activities and handle cash. Despite this some operators still find fault with the staffing system.

Acknowledging that the use of only paid (professional) staff in a VIC is highly desirable, the cost implications are significant. A review of several VIC operations in other regions suggest that the use of only paid staff is not a viable approach, unless the VIC has a strong commercial capability and the services offered can pay for the staffing requirements. No other VIC along the GOR uses only paid staff and most VICs around the country operate with a majority of volunteer staff. Typically, the VIC will have one full time and perhaps one part time staff member who are responsible for the overall operation of the Centre, including volunteer recruitment and training. This has to balance with the actual visitor demand on the VIC. It is recommended that the Shire considers introducing volunteers at the GOR VIC, as a means of directly reducing operating costs and therefore reducing the overall tourism expenditure by COS. Challenges associated with advice procedures and policies, use of technology, handling accommodation referrals and commercial transactions are fundamentally an operational and training issue and thus should be dealt with as such, as is the case in other VICs. It is acknowledged that this may require a restructuring of existing staffing structures, however immediate consideration needs to be given to the implementation of volunteers at GOR VIC, as means of reducing the COS tourism budget.

Trying to “over” commercialise the VICs is also somewhat problematic. Again, based on a review of several VICs it would suggest that the most successful VICs operate as “loss leaders” that seek to provide visitor services rather than a commercial return for the Local Government. In particular, we note that overly aggressive commercial activity can place the VIC in direct competition with nearby rate payers, thus potentially compromising the Shire’s impartiality in its support for tourism. Opportunity to increase revenue through various means should however be continuously evaluated and an immediate solution would be to implement the sale of the official touring map for the Otways region at both of the local VICs. This is discussed in more detail in the section relating to brochures and maps.

Colac VIC is a bright, airy and reasonably attractive (if somewhat understated) facility. The consultants enjoyed a positive “mystery shopper” experience there (engaging with volunteers) and are satisfied that it is well run. The layout of information and retail appears to flow fairly well from a visitor’s perspective.

The visitor experience at the GOR VIC, from a personal service perspective, is very positive. However it must be noted that the VIC is poorly laid out from a design perspective. Space is limited and there is a confusing mixture of interpretation, visitor information and retail operations. It is recommended that this VIC is in need of refurbishment to enhance the visitor experience, and partnership should be sought with other agencies such as PV and DSE to improved and upgrade the interpretive experience and allow for more visitor information and brochure space to be created. Grant funding should be considered to support the refurbishment of the VIC. It is recommended that the Shire retains an appropriately skilled individuals/organisation to assist in redesigning the layout of both the VICs so as to provide easier access to relevant visitor information and retail opportunities based on the visitors’ needs, rather than simply based on an alphabetised listing of the towns and precincts in the Shire.

Simplifying the local tourism organisation membership structure (and hence GOT membership) for tourism businesses within the Shire (i.e. ensuring all tourism businesses are contributing membership fees to GOT) would better enable the staff and volunteers to service the needs of visitors. It is recommended that COS implements a strategy where membership fees are collected “automatically” as part of a revised Rating funding model. See Section Six for more detail.

Servicing visitor information needs are a core function of Local Government's tourism responsibility and therefore the VICs and the staffing requirements should remain under the direct management and funding of COS. Maintaining the staffing levels and operation of the two VICs consumes more than half of the existing tourism budget (approximately \$330,000) and this must be addressed by introducing volunteer staff at GOR VIC. In addition raising additional revenue through the sale of Regional Maps at the local VICs should also be considered. It is also recommended that GOR VIC undergoes a refurbishment to remove and/or upgrade unnecessary interpretive material and increase the available space for visitor services use.

#### Strategic Planning

Overall, whilst there appears to be an ongoing strategic planning process in place for the tourism unit, concern is raised that until fairly recently, there does not appear to have been a sufficiently critical review, explanation and remediation of past performance. As previously stated, eight reports since 2001 have been sighted dealing with various aspects of strategic planning, economic and tourism development and marketing and promotion in the Shire. Apart from these reports there have been several “internally” produced strategic and business plans for the Tourism Development Unit, Otways Tourism as well as the four sub regional tourism associations. Acknowledging these documents were well written and easy to follow, it should be noted that they are fundamentally flawed due to a lack of critical review, explanation and remediation of past performance and appear to have been written in isolation from each other.

Given the need for a cohesive and integrated approach to regional tourism management, it is recommended that the COS, in conjunction with OT, and the industry, develop a single strategic plan outlining the tourism future of the Shire.

#### Economic and Tourism Development

In terms of infrastructure and product development, a coordinated and cooperative approach does not appear to be in place. It is noted that there has been some confusion regarding the role of overseeing economic and tourism development in the Shire and whilst originally the responsibility of the Tourism Development Officer, this has recently become the responsibility of the Economic Development Manager.

In a manner similar to that with regard to professional development, the Shire finds itself in a fortuitous position regarding the development of tourism infrastructure and product development. DSE, a key industry stakeholder, has committed to the development of several major infrastructure projects within the Shire as part of the \$7 million forestry industry restructure projects. These projects are supported by the "Economic Development and Tourism Strategy" adopted by the Council on 22 September 2004, which sets out an ambitious program of economic and tourism development activities. Acknowledging that this may have been seen as a "replacement for lost opportunity" its tourism potential is significant. The region has the unique opportunity to take advantage of these funded capital development and industry development projects, and the projects must be well supported and embraced as new opportunities by the Shire.

It is recommended that the COS through its Economic Development unit, places greater strategic importance on tourism development and ensures there is sufficient support for the Economic Development Manager to play a greater role in the strategic development of tourism within the Shire.

#### Professional Development

The delivery of professional development programs for the tourism industry by COS has been variable. Programs have not been actively developed or effectively promoted, therefore they have tended not to be valued and often ignored by many in the industry.

COS now finds itself in a challenging, but fortuitous position, with regard to professional development. On the one hand industry consultations and surveys indicate a perception that the COS does not provide adequate professional development for the industry, however, the success of the "Streetlife" program was well recognised. The two year "Streetlife" Program was initiated and funded by COS (from the tourism and OT budgets) at a cost of \$41,000 and delivered a range of industry development programs.

In addition to this program the emerging three year professional development / capacity building program being managed and undertaken by Tourism Alliance Victoria as part of DSE's forestry industry restructuring program, offers the industry a great opportunity to achieve several professional development outcomes. This program, now at the end of its first year of implementation, has great potential to deliver good professional development outcomes for the industry. Interest and take-up by the industry of the initial networking opportunity, delivered at the end of 2005, was relatively good and OT and COS need to continue to encourage tourism businesses to take advantage of this unique opportunity.

Analysis would suggest that whilst these programs (which are effectively delivered at no expense to the Shire) are of a high quality, a combination of lack of effective communication and a degree of industry apathy has dampened the potential to enhance the professional conduct of the

industry. We would strongly urge COS, OT and the broader industry to engage much more closely and proactively with TAV in the conduct and delivery of this project over the remaining two years of its life.

#### Tourism Industry Engagement and Support

Part of the performance of COS support for the tourism industry is focussed on the provision of administrative and operational support to the various tourism associations operating within and outside the Shire. It is acknowledged that the Tourism Development Officer plays an active role in supporting these organisations by attending meetings and assisting with certain administrative functions.

Whilst the continuity of the TDO on all of the various tourism Boards and Committees within and beyond the Shire (and Councillors) would normally be considered a desirable outcome, it is evident that a lack of a clear, cohesive and shared vision of the tourism industry in the Shire, combined with some elements of role ambiguity, has led to a situation where this benefit is not being maximised. There is certainly evidence of ongoing breakdown in communication and this has resulted in a great deal of goodwill amongst the industry having been lost. Simplifying the administrative and operational function across all of the tourism associations is highly desirable.

External stakeholder engagement needs to be maintained. The presence of Tourism Victoria, Great Ocean Road Marketing and Geelong Otway Tourism are a consequence of State and Australian Government decisions and as such are fixed entities that perform a vital destination development role for the region. Whilst a level of dissatisfaction with the performance of Geelong Otway Tourism was expressed amongst some of the sub-LTA's, it is not advisable for COS or these groups to consider withdrawing support from GOT. Independently marketing the region is not a viable option. Rather, it is recommended that COS adopts a more proactive and vigorous approach to its dealings with GOT, as well as OT and the sub-LTA's encouraging better communication and performance outcomes. OT, on behalf of the industry, needs to take on a greater role in understanding, assessing, participating and supporting GOT activities.

In a similar fashion, given the large number of protected areas in the region, Parks Victoria (PV), as the land management agency of DSE, and DSE are major stakeholders within the Shire and surrounding areas. Strategic tourism opportunities need to be actively developed and supported by COS and relationships strengthened with both of these key organisations.

From a political perspective, OT and the sub-LTA's (OHTA, OSCA, ABCCT and OCT) are seen to deliver a level of equity and democratic representation in the key decision making forums for the tourism industry. Representatives from the four sub-LTA's are present on the Otway Tourism Board which in turn has representation on the Geelong Otway Tourism Board. However, there is a clear lack of understanding and appreciation for the efforts of the various parties involved and no direct relationship between OT and individual tourism businesses across the region. This is attributed to poor communications between the organisations and individuals involved. This is not to suggest that more reports need to be written and tabled, but rather a more regular and personal, yet cohesive and systematic approach to communicating and working together needs to be adopted. In particular, it is clear that there is a lack of a shared common vision, strategic goals, programs to be undertaken and responsibilities assumed by the various parties. Most importantly, there has been limited progress towards meeting goals and achieving effective overall performance. OT must therefore take on a greater leadership function and responsibility

for the industry, develop means of communicating and working directly with individual tourism business and driving the future of the industry. It is noted that OT has expressed a willingness and desire to take on a greater role in managing and delivering tourism outcomes for the industry, as part of this tourism review. Consideration should be given to bringing the sub-LTA's into a more formalised structure under the direct jurisdiction of OT, with each of the regions adequately represented, both on the Board of OT and in the delivery of local strategic outcomes.

Industry association funding currently flows through a number of streams. Individual businesses pay membership to Geelong Otway Tourism (GOT), with 60% of this money retained by GOT and the remaining 40% returned to the sub-LTA's. Furthermore, the Shire makes a direct payment to GOT of \$55,000 per annum as well as an annual payment of \$30,000 to OT. The Shire also makes the Tourism Development Officer (and administrative support) available to OT and the local groups. The evidence shows that the combination of a lack of clear focus and understanding of responsibilities, plus the dissipation of small amounts of money across the five tourism entities in the Shire is not conducive to the successful pursuit of appropriate strategic goals. It is recommended that all monies rebated from GOT be directed to OT rather than the individual sub-local associations. However, in receiving this benefit, OT must demonstrate a clear commitment to the long term, equitable well being of operators currently represented by each of the sub-local associations and ensure appropriate marketing representation for the various sub-regions.

#### Collateral, Brochures, Maps and Websites

Concern is raised regarding the extensive range of printed marketing materials for the region, either produced directly by COS and OT, or by the sub-LTA's as well as the development of various independent websites by the sub-LTA's. Under the current industry structure imposed by independent market forces, and supported by the Commonwealth and State Governments, small tourism operators should market their businesses externally in a cooperative and concerted fashion. Focus should be on raising awareness of the region, bringing people to the region and then having individual businesses market to those visitors committed to coming to the region.

The region is serviced by a plethora of maps, brochures and collateral promoting The Great Ocean Road, Surf Coast and the Otways, the Colac Otway Shire and the various precincts within the Shire. Such a volume of collateral can create clutter and confusion in the marketplace and ultimately lead to "brochure fatigue". A helpful VIC volunteer may give a visitor a raft of brochures and maps which are subsequently considered overwhelming by the visitor and simply thrown out (See APPENDIX THREE). This is clearly an unnecessary waste.

The provision of high quality websites, informative maps, brochures and collateral has always been, and continues to be a challenge in a co-operative marketing environment. The challenge of sub-LTA's and individual operators all trying to ensure that they get their fair share of visitors to their broader region and precinct is well understood and appreciated. However, trying to promote directly to visitors before they arrive, and in competition with other precincts in the region, is expensive and can be counterproductive. A consolidation of regional marketing material, under the direct control of OT and supported by COS's VIC printed material is recommended. Attempts to continue to "go it alone" by the sub-LTA's will see a greater dissipation of what little marketing budgets these small organisations have and achieve limited success.

To this end, we recommend that COS, empowers OT to work more closely with the local operators across the region to develop a broad based, inclusive Colac Otway Shire Official Visitors Guide that has three key goals:

1. To attract and keep visitors within the Shire boundaries
2. To move visitors throughout the Shire, and not just along the two major thorough fares
3. To encourage greater visitor spending in the Shire to enhance tourism yield and thus business profitability.

We also recommend that the OVG be designed in such a fashion so as to clearly communicate the region's tourism brand, enhance the visitor experience and give equitable coverage to all of the precincts within the Shire. It is acknowledged that the current OVG for the region is produced by GOT and includes the Surf Coast. This issue needs to be resolved as the local industry has expressed concerns about the combined collateral and its ability to adequately portray Colac Otway region's unique assets.

Finally, in recognising the need to improve the commercial viability of the VICs, or to at least reduce their financial burden, it is recommended that COS gives serious consideration to selling some of its key visitor aides. It is envisaged that the visitors will still receive a tear off, pad based, mono-colour map of the region for free (as is currently the case with the "blue" tear-off maps), however there is strong evidence to justify charging a \$1.00 fee for the provision of the high quality, Official Touring Map of the Otways and its key tourism precincts and entities. It is possible that such a map could generate as much as \$75,000 in revenue per annum and be produced in conjunction with OT.

#### Community Engagement and Communication

There appears to be little community engagement with tourism and limited promotion of the success of tourism to the wider community. It is strongly recommended that all parties seek a more effective industry structure that ensures greater collaboration and delivery of outcomes for the industry. A structure needs to be implemented that ensures the full efforts and achievements of all parties are properly acknowledged and valued. Networking functions that expand tourism businesses knowledge (currently being delivered by TAV) should continue, as well as less formal functions that enhance engagement between the tourism industry, the broader business sector and the community. The development of a strategic local public relations program should be implemented, such as a regular feature or "tourism news" in local papers, and tourism "good news" stories on local radio.

---

## **5. STAKEHOLDER, INDUSTRY & COMMUNITY CONSULTATION**

---

As part of the project, face-to-face consultations were held with several internal and external stakeholders including:

- COS Councillors
- COS Shire Officers
- The four sub-Local Tourism Associations
- Otway Tourism
- CORRA and OBI
- Geelong Otway Tourism
- Other external stakeholders.

A full schedule of our meetings is provided in APPENDIX FOUR: Stakeholder Consultations.

Our consultations can be broadly categorised into three main groups:

1. Those involved in tourism within the Shire - OT, OSCA, ABCCT, OHTA, OCT
2. Those not involved with tourism within the Shire - Colac Otway Residents and Ratepayers Association (CORRA), Otway Business Inc (OBI) and the Community consultations
3. Those involving external stakeholders outside of the Shire - GOT, TAV, TV, and DSE

However, the meetings with CORRA, OBI and the Community consultations were considerably different and will be treated individually. In addition, two questionnaires were distributed, one via mail to all identified tourism businesses in the region (also made available as an Adobe Acrobat .pdf file on the COS website) and one targeted at the community available via the COS website.

### Industry within the Shire

With this first group of industry practitioners, there were a couple of recurring themes involving frustration in dealing with the Shire, the other tourism groups within the Shire (most notably OT) and GOT outside the Shire. There was a general consensus that the Shire, Otway Tourism and GOT have been unresponsive to the needs of the smaller players in the industry. There was also disquiet that this consultancy was simply a cynical attempt by the Shire to remove itself from the tourism industry by cutting funding. We also note that as a result of these frustrations several of these groups have sought to “go it alone” and develop their own independent promotional material and run their own administration in parallel to the administrative support offered by the Shire. As part of the consultation process, OT has formally indicated its willingness to take on a greater function in the delivery of core tourism services for the region, and develop a more united approach to managing tourism.

### Otway Business Inc.

A meeting was held with the President of Otway Business Inc. According to OBI, the industrial base of the shire is fundamentally strong but can be enhanced by a robust tourism industry. OBI view tourism as an industry sector that has considerable potential in the Shire, particularly in the short term conference and meetings market. However, this potential is untapped and largely unrecognised by the wider business community and relationships need to be strengthened. The



development and promotion of tourism needs to be invigorated with an appropriate, honest communication of the benefits and consequences to the wider business community.

#### Colac Otway Residents and Ratepayers Association (CORRA)

The meeting with CORRA focussed on the funding of tourism by the Shire and the impact of tourism development on the Shire's zoning process and subsequently agricultural activities. Firstly, the CORRA representatives expressed concern about the amount of funding the Shire provides to tourism and advocated that the Shire should provide no more than \$300,000 from Core Rates to the tourism industry and that any extra money given to the industry should be sourced by way of special levies and charges borne directly by the tourism industry. It was acknowledged that an immediate reduction of 50% of tourism funding from Core Rates was not viable and that a staged approach over a number of years would be acceptable, providing the main target of \$300,000 was achieved within a reasonable time-frame. CORRA also raised concern that the area north of the highway is almost exclusively agricultural and that encroaching tourism development is potentially having a negative impact on certain agricultural practices.

#### Community Consultations

Two community consultation sessions were held, one at Apollo Bay and the other at Colac. Whilst these were advertised and promoted to the broader community via local media and the COS website, all of the attendees at both session had an interest (either proprietorial or employment) in the tourism industry. Many of the concerns raised by the local tourism groups were raised in these consultations. The lack of interest shown by the broader community raises concern regarding the effective engagement with the community by the industry.

#### External Stakeholders

As indicated we met with several important stakeholders that are external to, but have a keen interest in the Shire and the tourism industry in the Shire. Our meetings identified four key points:

- The Shire is blessed with a lot of tourism potential, good location, growing range of good quality tourism and ecotourism product, direct access to the Great Ocean Road and high quality road infrastructure throughout the Shire for touring. It has considerable potential.
- The Shire is particularly fortunate to have DSE's \$7 million forestry industry restructure package spent in the Shire, resulting in the implementation of 19 infrastructure and industry capacity building projects. The region has a great opportunity to leverage off the substantial sums of money being spent on these tourism projects as part of this package.
- The tourism industry in the Shire appears to be challenged internally by a lack of cohesion and common purpose. As a result, it appears that considerable energies and resources are expended without appropriate planning and co-ordination thus weakening their impact.
- The tourism industry in the Shire also appears reluctant to engage with the wider tourism industry, particularly through the formal established structures established for the industry by the State and Australian Governments.

As a result of these last two points, it appears that some individuals and groups with the broader industry in the shire are perceived to "go it alone" and act outside the established channels and structures. Concern was raised at the highly localised focus on issues, without consideration of the wider industry implications. This has the potential to lead to wasted and misguided marketing and tourism development efforts, which in turn will lead to further product fragmentation and

isolation. This will make the region vulnerable to other competitor regions that have a shared vision, a coordinated industry working together and a cooperative, focussed approach to regional marketing.

### Industry Survey

A paper based survey was distributed to more than 600 tourism related businesses in the Shire in late October. The survey addressed three key areas:

- An assessment of the size of the business
- An evaluation of a variety of aspects related to tourism and its impact on the respondent's business and the Shire
- An opinion as to future options for tourism in the Shire.

By mid December 105 respondents were received, giving a response rate of 17.5%. Responses were received from a wider range of precincts within the Shire. The bulk of the respondents came from Apollo Bay (47 respondents) and Colac (11 respondents). Responses were also received from businesses in Barongarook, Barramunga, Beech Forest, Berrybank, Birregurra, Cape Otway, Colac West, Forrest, Gellibrand, Glenaire, Irrewarra, Irrewillipe, Johanna, Kennett River, Separation Creek, Skenes Creek, Wongarra and Wye River.

According to the results, the typical tourism business in the Shire employs 2 to 3 people full time and four to five people part time, generating a total of about 80 hours paid employment per week. About two thirds of these people are drawn from the local town and about a quarter are from elsewhere in the Shire. About eight percent of tourism staff are from outside the Shire.

In terms of purchases of operating supplies, just over one third of supplies are purchased in the immediate town of the business with a further 20% purchased from elsewhere in the Shire. Just over 40% of good are purchased from suppliers outside the Shire (mostly Geelong).

The views towards tourism were generally positive. A range of statements about the tourism industry were provided and the respondent could indicate his or her level of agreement or disagreement with the statement on a scale of 1 to 5. A score of 1 indicated that the person strongly disagreed with the statement whilst a score of 5 indicated that the person strongly agreed with the statement. A score of 3 was in the mid point and indicated a neutral or ambivalent position.

Not surprisingly, given that these were tourism industry respondents, the vast majority of responses were positive and highly supportive of tourism and tourism development. Please note that some of the lower scored items indicate a high level of disagreement with the statement, which tend to be in the negative. For example, in response to the statement "Tourism has changed the character of Colac Otway Shire for the worse" received a score of 1.55 – which indicates strong disagreement with the statement. The aggregated results are shown in detail in APPENDIX FIVE: Industry Survey.

The results clearly established a high level of support for both the VICs and their value to the local tourism industry. However, there was some discrepancy between the overall opinion of the VICs and their knowledge of the respondent's particular business. Whilst there is still some support for the work of GOT, OT and GORM, the results indicate that the respondents are somewhat ambivalent about the value of these entities to their tourism business. There appears

to be a high level of support for more environmental or ecotourism attractions, more festivals and more investment in tourism infrastructure. There is not much support for more accommodation or a big resort like a golf resort.

A range of written comments were also provided by respondents and examples of these are provided in APPENDIX FIVE.

#### Community Survey

A web-based survey, aimed at the general community and launched in late October, was promoted by COS in the local media and on the COS website over several weeks. The survey site was accessed from the Colac Otway web site. The survey addressed two key areas, an evaluation of a variety of issues related to tourism and its impact on the community and opinion as to future options for tourism in the Shire. By end of December only 15 respondents had been received. Because of the low response rate, it is not appropriate to read much into these results, however the aggregated results have been collated and are provided in APPENDIX SIX: Community Survey with some examples of written comments.

Overall, the views towards tourism are generally positive. Of those who responded, the results indicate a high level of support for more environmental or ecotourism attractions, more festivals and more investment in tourism infrastructure. There is not much support for more accommodation or a big resort like a golf resort.

### **5.1 Assessment of Industry and Community Consultations and Surveys**

The issues raised by the tourism industry are justified in many instances. It is evident that the Shire and the tourism industry have not enjoyed a shared common vision for some time, despite ongoing discussion. This lack of shared vision has had some unfortunate consequences;

- it has prevented the various parties from working together, which in turn has led to
- an abdication of responsibility amongst the different groups
- and an absence of accountability.

In this environment it is not surprising that lots of meetings are being held, plans are made but not much is being enacted or executed.

The concerns raised by CORRA are not unreasonable. The principle that all beneficiaries contribute in a just and equitable manner is quite legitimate. There is also evidence from other regions that both the tourism industry and the agricultural industry would benefit from a long term development master plan for the Shire that makes fair and adequate provision for the long term well being of these significant sectors of the local economy.

There is clear opportunity for the tourism industry to strengthen relationships with the broader Colac business community. The views expressed by OBI are very positive regarding the potential of tourism. An area highlighted would be to improve business meeting facilities in the Colac area, and should the opportunity present itself, it would be expected that COS would support the completion of a detailed feasibility assessment for any proposed conferencing facility in the Shire.

The assessments offered by most of the outside stakeholders are a reflection of the state of the industry. Evidence from this project supports the concerns raised regarding the lack of cohesion within the wider tourism industry in the Shire. It is recognised that a lack of common vision and the attendant poor communication has led to an unfortunate situation of mistrust, frustration and, in some instances, antagonism amongst the key players in the industry. The difficulty of this situation has been further exacerbated by the perception that these issues are “not new” and have also been identified previously in other reports, strategies and business plans.

It is quite clear that the challenges confronting the tourism industry are fairly fundamental and require strong co-operative leadership by both the Shire and the Industry. The notion of strong leadership is based on the principles of mutual respect, collegiality and support for a shared vision and not on an iron fisted, autocratic approach, which is likely to be unhelpful. The industry must take responsibility for providing good leadership and offering all of the operators in the region a positive and viable solution to the current and future challenges facing the industry.

---

## **6. TOURISM FUNDING MODELS**

---

Several sources of information on tourism funding models have been reviewed. There is an emerging trend for Local Governments to “quarantine” funding for tourism via a series of levies, surcharges and differential rates. Where such models have been successfully implemented there are some clear indicators:

1. There has been open communication between the Local Government and the industry
2. Industry has been able to see the direct benefits of the funding
3. Local Government has made a long term funding commitment to the industry as part of the revised funding mix.

### **6.1 Industry Reports**

Various industry reports were reviewed, including the discussion paper prepared by the Tourism Development Unit of COS, dated July 2004. A report commissioned by the Sustainable Tourism Co-operative Research Centre (STCRC) for Tourism Queensland titled “Funding Options for Regional Tourism Organisations”, was reviewed, including the annual reports, budgets and rating documents of a selection of Local Governments. To further contribute to this review, primary research was also gathered via interviews of a selected sample of Local Government representatives to discuss how they developed and applied their Rate model.

The STCRC Report (page ii), identified a number of emerging trends since 2000. They are:

- *Increased number of successful examples where differential and benefited area levies have been introduced to source funds for local and regional tourism activities*
- *An increase in the use of negotiated partnership agreements between LTA’s and Local Government*
- *More examples of stronger key performance indicators (KPI’s) being introduced in association with annual grants or service agreements*
- *Concern over the appropriateness of these KPI’s*
- *More requests for a common set of RTA/LTA performance benchmarks which can be applied across the state*
- *A stronger degree of entrepreneurial activities (booking service fees, sale of merchandise etc.). Additionally, the development of a philanthropic ‘community trust’ has been examined by one RTA (based on donations which have a tax advantage)*
- *Increased levels of sponsorships/in kind financial support*
- *All RTA’s have been active in recent years to review the structure of their membership (membership categories, membership services, pricing, base entry levels etc.)*
- *Several successful joint RTA/LTA membership schemes have now been introduced*

The report also identified a number of conditions for success in Local Government funding schemes (page iv). They include:

1. *The levy proposed (whether it is a differential or special rate charge) must be clearly defined and simple in construction (see Noosa and Caloundra case studies, section 4.3.2) equitable in its application and defensible under the Local Government Act and Regulations.*
2. *It is important that broad-based industry support (general business and tourism operators) is achieved prior to the introduction of a differential rate or special rate or charge. Formal written support should be sought from the business community and Council stakeholders prior to the placement of the initiative before Council for its deliberation.*
3. *A professional business and marketing plan needs to be prepared and placed before Council. This plan will need to indicate how funds will be spent each year and the reporting mechanisms which will be adhered to. The Local Government Act sets very clear guidelines on what is expected with regard to accountability.*
4. *An appropriate management structure representing appropriate stakeholder interests needs to be established to ensure industry ownership of the levy.*
5. *Successful schemes such as City of Ballarat, Broome, Geelong, Mildura etc., have negotiated 3-4 year funding agreements based upon achievable performance criteria.*
  - a. *In the Geelong Otway example a best practice performance review is undertaken each year by an independent management consultant.*
6. *In all case studies Councils undertook extensive modelling of various levy formulas across the rate base of the local Authority prior to establishing a preferred formula. In some instances a preferred budget limit was set and then modelling undertaken to determine how the desired fund could be raised.*
7. *There are some excellent case studies such as Surf Coast Shire Council, Noosa and Ballarat where extensive promotional work was undertaken to demonstrate the economic benefits of introducing a tourist levy. This included newsletters, brochures, personal letters to residents and editorials in local newspapers (see attachment 6 for examples).*
8. *A key consideration for RTA's / LTA's is the need to establish upfront a clear policy position on key performance measures and services provided to Council each year.*
9. *A nine step implementation formula is outlined in section 4.3.2 as part of the Caloundra Shire Council case study.*

## **6.2 Broad Comparison across Various Local Government Areas**

The primary research and discussions with various Local Government officers confirmed these findings. In reviewing how Local Governments fund tourism, the review included their financial reports to identify their rate structure, how much is spent on tourism and how much that is compared to the total budget. A summary of these results is presented in the table below.

| <b>LGA</b>             | <b>Funding Model</b>                                                                                                                                                                                                                                                                                                                                                    |
|------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Geelong                | The City has an annual budget of \$155m. It uses 8 differential rates plus two charges to generate \$96m in rates. Tourism is managed by GOT. Geelong spends just under \$1.2m on GOT. Average rates per property: \$849.96. \$9.38 on tourism, \$6.28 on economic development, events 7.94, Wool Museum \$3.83.                                                        |
| Queenscliffe           | The Borough has a total budget of \$5.6m of which \$3.4m is derived from rates. It spends \$315,000 on tourism. The Borough has also received a grant to build a Visitor Information Centre.                                                                                                                                                                            |
| Surf Coast             | The Shire has an annual budget of nearly \$35m of which nearly \$20m is from rates. It has four different rates, two types of holiday home charges a municipal charge and a two tier garbage charge (urban and rural). Of the nearly \$900k spent on economic development, approximately \$625k is spent on tourism.                                                    |
| Corangamite            | The Shire has a total budget of nearly \$29m of which nearly \$11m is derived from rates. The Shire has four rating categories and two charges. It appears to spend about \$100k net on tourism promotions.                                                                                                                                                             |
| Warrnambool            | The City has an annual budget of nearly \$29m of which \$11m is derived from four different rates and two charges. Nearly \$900k is spent on economic development and marketing, including tourism development and marketing.                                                                                                                                           |
| Bass Coast             | The Shire has an annual budget of \$35m of which \$21m is derived from rates. It has five rate categories and two charges for 25,249 rateable entities. The Shire has an economic Development and Tourism budget of just over \$2m, of which \$220k is spent on the VICs, \$750k on marketing and promotion and \$300k on corporate overhead allocation amongst others. |
| South Gippsland        | The Shire has an annual budget of \$36m of which nearly \$17m is raised from five differential rates and three charges.                                                                                                                                                                                                                                                 |
| Armidale Dumaresq      | The Shire has a budget of \$30m of which half is raised with three differential rates and two charges. It spends \$1m on "economic affairs" which includes; tourism and area promotion, saleyards and markets etc.                                                                                                                                                      |
| Great Lakes            | The Great Lakes Shire generates just over \$18m in rates from four differential rates across 7 precincts within the Shire. The Shire spends \$660k on tourism development, including the maintenance of four VICs.                                                                                                                                                      |
| Meander Valley         | Meander Valley has an annual budget of \$18m of which half is generated from rates.                                                                                                                                                                                                                                                                                     |
| Augusta Margaret River | The Shire raises \$8.7m in rates using 8 differential rates out of a total budget of \$14m. It spends just under \$1m annually on "economic services" which includes tourism..                                                                                                                                                                                          |
| Victor Harbour         | The Shire has an annual budget of \$14m of which nearly \$9m is raised from three differential rates. The Shire spends \$525k on economic development and tourism of which \$222k is on tourism marketing and \$144k on the Visitor Information Centre.                                                                                                                 |
| Shoalhaven             | The Shire has a total budget of nearly \$130m of which half is raised by three differential rates and six charges.                                                                                                                                                                                                                                                      |
| Noosa                  | Noosa has excised tourism from its operating budget. It has a two tier commercial/tourism levy which includes holiday homes and is                                                                                                                                                                                                                                      |

|  |                                                                                                                                 |
|--|---------------------------------------------------------------------------------------------------------------------------------|
|  | based on location and raises \$1.6m all of which (except a \$5k service fee) is directed to an external entity "Tourism Noosa". |
|--|---------------------------------------------------------------------------------------------------------------------------------|

Surf Coast Shire

In terms of precedents and models, the two Local Governments which are most relevant and illuminating for Colac Otway Shire are Surf Coast and Great Lakes.

According to its 2004 Annual Report, Surf Coast Shire has a number of similarities to Colac Otway, it too is a member of Geelong Otway Tourism, it has a number of tourism, business and trader groups representing various commercial interests, it has a clearly differentiated coastal zone and hinterland and it has a high number of holiday homes that are commercially let to holiday makers.

Surf Coast Shire has an annual budget of nearly \$35million of which nearly \$20million is from rates. It has four different rates, two types of holiday home charges a municipal charge and a two tier garbage charge (urban and rural). Of the nearly \$900,000 spent on economic development, approximately \$630,000 is spent on tourism.

| <b>Rate Structure 2005-2006</b> | <b>Number of Rateable Properties</b> | <b>Charge</b> | <b>Revenue</b> |
|---------------------------------|--------------------------------------|---------------|----------------|
| Residential Rates               | 13,456                               | 0.002077      | \$11,786,891   |
| Farm Rates                      | 616                                  | 0.001766      | \$989,921      |
| Commercial/Industrial Rates     | 897                                  | 0.003947      | \$1,468,556    |
| Vacant Residential Land         | 1,632                                | 0.002493      | \$1,230,279    |
| Municipal Charge                | 16,346                               | \$85.00       | \$1,389,410    |
| Tourism Charge – Holiday Home   | 2,480                                | \$65.00       | \$161,200      |
| Tourism Charge – Other accomm.  | 152                                  | \$200.00      | \$30,400       |
| Garbage Chare – Urban           | 11,769                               | \$180.00      | \$2,118,420    |
| Garbage Charge - Rural          | 1,283                                | \$196.00      | \$251,468      |
| Total Rates Revenue             |                                      |               | \$19,426,545   |
| Total Shire Operating Budget    |                                      |               | \$30,040,417   |
| Total Shire Budget              |                                      |               | \$34,934,589   |

What is particularly interesting is the nearly \$200,000 the Shire raises from the holiday home market via the special tourism charge. In fact, the Shire raises nearly \$900,000 from the tourism industry in various charges. Whilst all of this is spent by tourism and economic development, \$630,000 is spent explicitly on tourism related activities. Some of these activities of particular relevance to Colac Otway are:

| <b>Expenditure Item</b> | <b>Amount</b> |
|-------------------------|---------------|
|-------------------------|---------------|



|                                       |           |
|---------------------------------------|-----------|
| Local Tourist Association Sponsorship | \$25,000  |
| Tourism Marketing                     | \$16,052  |
| GOT                                   | \$112,966 |
| Web site                              | \$5,000   |
| Volunteer Support                     | \$14,590  |
| Lorne VIC (net)                       | \$118,751 |
| Torquay VIC (net)                     | \$52,143  |
| Anglesea Information Booth            | \$3,350   |
| Winchelsea Vic (net)                  | \$7100    |

### Great Lakes Shire

Great Lakes Shire, located on the mid North Coast of New South Wales, is a comfortable 2 to 3 hours drive north of Sydney and has a rapidly expanding population of approximately 34,000. Its residents enjoy a diverse lifestyle similar to COS. The combination of 5 national parks, 10 state forests, mountain ranges, rolling hills and valleys, a triple lake system, numerous rivers and 27 beaches has turned the Great Lakes into a major recreational area. Main industry sectors in the Great Lakes include retail trade, health and community services, tourism, fishing and construction. As such, it too has a number of common features with Colac Otway.

The Great Lakes Shire generates just over \$18m in rates from four differential rates across 7 precincts within the Shire. The Shire spends \$660,000 on tourism development, including the maintenance of four VICs. One aspect of their differential rating model that is particularly interesting is their use of land use purpose and location to arrive at a broad base of rates. For those not familiar with the Shire, Forster/Tuncurry is the main commercial centre, but unlike Colac, it is located on the coast.

|                         | <b>Residential</b> | <b>Farmland</b> | <b>Business</b> | <b>Mining</b> |
|-------------------------|--------------------|-----------------|-----------------|---------------|
| <b>Forster/Tuncurry</b> | 0.005467           |                 | 0.010086        |               |
| <b>Pacific Palms</b>    | 0.005089           |                 | 0.007246        |               |
| <b>Smiths Lake</b>      | 0.007225           |                 | 0.007246        |               |
| <b>Lower Coastal</b>    | 0.004073           |                 | 0.007246        |               |
| <b>Nabiac</b>           | 0.005928           |                 | 0.007246        |               |
| <b>Bulahdelah</b>       | 0.010949           |                 | 0.007246        |               |
| <b>Stroud</b>           | 0.009511           |                 | 0.007246        |               |
| <b>Shire wide</b>       |                    | 0.003784        | 0.007246        | 0.007246      |

The Shire maintains a formal VIC in Forster and in Bulahdelah and has an information kiosk at Pacific Palms and Tea Garden. The Shire also has an active community program and spends \$72,000 directly supporting events.

The example of these two Shires provides good precedence for Colac Otway. Surf Coast has been able to expand its tourism budget by nearly \$200k by charging holiday home owners (who are clearly beneficiaries of all tourism and promotional efforts) a tourism levy. In a similar fashion, Great Lakes has identified those precincts and areas of the Shire that benefit most from tourism and commercial activity and thus impose a higher levy to reflect that benefit.

---

### **6.3 Future Funding Model for COS**

It is acknowledged that COS is in the process of reviewing its Rating strategy and community consultation is currently taking place. It is recommended that the Shire give serious consideration to a rating strategy that might contain the following elements:

1. A differential commercial rate for all businesses, irrespective of the nature of the business i.e. the rate applies to all businesses, as opposed to a set of separate residential, tourism, farming, retail, manufacturing or industrial rates
2. For those identified as tourism businesses (approximately 600 businesses), add an additional "levy" that will contribute towards the GOT (and OT) marketing/membership fees so that the Shire is able to make membership of GOT and OT automatic for ALL tourism businesses in the region. The additional levy effectively collects the membership subscriptions on GOT's and OT's behalf, and contributes to the tourism operating function of the Shire ie. VICs. The levy needs to reflect the current charging model in place for GOT membership plus raise additional funds to cover the remaining tourism functions within the Shire. The intent would be to increase the overall contribution by the industry, ensure all tourism businesses are contributing to tourism marketing and industry development costs for the region, plus ensuring equitable access to the services offered by the VICs.
3. A differential rate based upon the geography of the Shire that reflects the significance of tourism in each precinct. That is, in those precincts where tourism is clearly the dominant economic activity (such as Apollo Bay) all businesses would pay a higher rate whilst those precincts where there is no or little tourism activity (such as in the northern areas of the shire) all businesses would pay a lower rate.
4. A flat surcharge imposed on all commercially let, holiday homes (approximately 800 homes) that are not identified as commercial operations (as in point 1 above) or tourism businesses (as in point 2 above) eg. those who advertise (via the internet or paper) and manage themselves, or those who rent out through Real Estate agents or property managers
5. For those holiday home owners who do not let their property, normal CIV based rates and standard council charges will apply i.e. no additional tourism or commercial levies (such as those described in points 1 to 4 above) will apply.

The essence of this recommendation is that Tourism receives no more than \$300,000 from Core Rates, being Council's stated position on the matter, plus the additional tourism levy, plus the Tourism precinct levy, plus the commercially let holiday home surcharge. Acknowledging the lessons learnt by other Shires it is strongly recommended that the Shire institutes a proactive communication campaign that clearly demonstrates the benefits of this revised funding approach to both the tourism industry and the wider community. Whilst it is recognised that many of the structural and operational recommendations can be implemented promptly, subject to a considered Action Plan and relevant timeline, it is appropriate to consider implementing the changes to the Rating system over a three year period.

## **7. ECONOMIC IMPACT OF TOURISM**

The economic impact of tourism has been assessed via three approaches:

1. a simple employment sector analysis
2. a survey of existing tourism businesses
3. the use of an input output model i.e. the Tourism Impact Model (TIM)

Each of these approaches has been utilised to determine the approximate economic contribution of the tourism industry to the region. The results consistently demonstrate that there is significant economic value from tourism to COS.

### Employment Sector Analysis

In terms of the simple employment sector analysis, the following table highlights the current and potential impact of tourism on the Shire's economy.

| <b>DIRECT EMPLOYMENT</b> | <b>2002</b>  | <b>%</b>    | <b>2012</b>   | <b>%</b>    | <b>CHANGE</b> |
|--------------------------|--------------|-------------|---------------|-------------|---------------|
| Agriculture              | 2,350        | 24%         | 2,025         | 19%         | -14%          |
| Tourism                  | 1,935        | 20%         | 2,205         | 20%         | 14%           |
| Professional Services    | 1,592        | 16%         | 2,420         | 22%         | 52%           |
| Retail                   | 1,493        | 15%         | 1,645         | 15%         | 10%           |
| Manufacturing            | 1,160        | 12%         | 1,149         | 11%         | -1%           |
| Private Community Sector | 676          | 7%          | 777           | 7%          | 15%           |
| Trade                    | 513          | 5%          | 636           | 6%          | 24%           |
| <b>TOTAL</b>             | <b>9,719</b> | <b>100%</b> | <b>10,857</b> | <b>100%</b> | <b>12%</b>    |

*Source: Colac Otway Shire, ABS Census 2001*

### Survey of Existing Tourism Businesses

Based upon part of the primary research undertaken for this project, responses from 105 tourism businesses in the Shire has been analysed and the data has been pro-rated up to more accurately reflect the approximate 600 tourism businesses located in the region. Based upon this analysis it is noted that:

- Gross tourism revenue is in the vicinity of \$200 million per annum
- Gross investment in tourism is in the vicinity of \$640 million
- There are approximately 500 individuals who are "tourism entrepreneurs" and who employ a further 1,376 full time staff
- As well, these "tourism entrepreneurs" provide up to 60,000 hours of casual employment each year
- This indicates that the tourism industry generates approximately \$65 million in salaries and wages, of which two thirds stays in the local township and a further quarter goes elsewhere in the Shire. About 8 percent leaks outside the Shire.

From this analysis it is evident that the tourism industry forms a vital component of the Shire's economy.

### Tourism Impact Model

The Tourism Impact Model (TIM) is the accepted Australian Government model for evaluating the financial impact of tourism on a Shire's budget (as opposed to the total economy of the shire) and the consequent benefits of tourism to a Local Government area. It must be recognised that the theoretical principle of the TIM measures the impact on the basis that should funding support be removed completely, the tourism industry would cease to function over time. This model was facilitated by COS finance officers and is based upon existing Shire data.

According to the TIM, tourism in its totality is worth approximately \$4 million per annum to the Shire's operating budget. The operating income from tourism based upon rates and other charges levied on tourism businesses and persons employed in the tourism industry is \$4,107,914 per annum. In contrast, the current direct tourism expense from the COS budget (of \$600,000 approximately) plus the provision of council services to tourism businesses and those persons employed in the tourism industry (\$3,582,537) totals \$4,182,537. This implies that Council would "save" \$75,000 per annum by not having a tourism industry in the region.

Whilst this may appear tempting, it would ultimately be done at the cost of reducing the totality of the Shire's operating budget by 14%. More to the point, apart from the \$600,000 spent directly on tourism, the bulk of that reduction (\$3,582,537) would come from direct expenditure on non-tourism items. Carving \$3,582,537 out of the existing Shire's expenditure programs will have a significant impact on resident services and facilities such as the provision of Council's community and health services eg. the leisure centre, Community Arts Centre, etc.

Furthermore, implicit in this analysis is that the termination of the tourism industry in the shire would leave 2,207 resident tourism employees and business owners unemployed. The effect being that those individuals previously living in the shire and employed in the tourism industry would likely be forced to leave the shire and find work elsewhere.

In effect, the Shire could shrink by as much as 10% in terms of its population and up to 14% in terms of its budget. Under such a scenario, the viability of the shire would be under question. It should be noted that this may be understating the total impact because of the restructuring of the timber industry that is currently underway.

### Conclusion

In summary, the Tourism industry is worth approximately \$200 million to the local economy and supports the employment of over 2,000 people in the Shire, or 10% of the population. It accounts for 14% of the financial budget of COS.

Tourism must therefore be seen as a valuable and significant contributor to the overall economy of the Shire and contributes significantly to the Shire's operating budget. Critically, it is worth noting that none of the stakeholders interviewed questioned the fundamental value of tourism to the Shire, the key discussion point was the total amount of direct support provided by the Shire and the adequacy of its return on investment.

---

## **8. SHIRE COMPARATIVE ANALYSIS AND BENCHMARKING**

---

As part of this study an analysis was conducted of a variety of Local Government areas to determine whether Colac-Otway Shire is performing at a comparable rate to other Local Government areas. Data was sourced from ABS Census 2001, IVS, NVS and ABS Tourist Accommodation.

Recognising that that no two Local Government areas are identical, this benchmarking exercise provides some insights into how Colac-Otway Shire is performing in comparison to:

- Its immediate neighbours (some of which are fellow members of GOT):
  - Corangamite
  - Greater Geelong (GOT member)
  - Queenscliffe (GOT member)
  - Surf Coast Shire (GOT member)
  - Warrnambool
  
- Other comparable Local Governments elsewhere in Victoria and Australia:
  - Armidale Dumaresq (NSW)
  - Great Lakes (NSW)
  - Shoalhaven (NSW)
  - Bass Coast (VIC)
  - Indigo (VIC)
  - South Gippsland (VIC)
  - Wangaratta (VIC)
  - Warwick (QLD)
  - Victor Harbor (SA)
  - Augusta Margaret River (WA)
  
- Certain significant, large scale Local Governments that have a very active and successful tourism industry:
  - Cairns (QLD)
  - Gold Coast (QLD)
  - Noosa (QLD)

## **8.1 Summary of Key Socio-demographic Characteristics**

Whilst Colac Otway is comparable to Corangamite in terms of its general population profile, it is evident that it is at a considerable strategic disadvantage in comparison to its larger neighbours along the GOR. In particular, whilst it has a similar population to Surf Coast, it is much more decentralised and sparsely populated with a significantly less well educated population.

More the point, it is considerably smaller and less well resourced than some of its key competitors both here in Victoria and interstate. Furthermore, whilst discussions about the education profile of a region can be problematic, it is generally recognised that a well educated population gives a region considerable intellectual and productive capacity to deal with major competitive and strategic challenges. The high incidence of high school leavers, in contrast to those with a university degree suggests that the COS workforce is less well prepared to meet the challenges of a 21<sup>st</sup>. century economy and, most importantly, less able to attract and secure new millennium industries to the Shire.

The detailed tables are provided in APPENDIX SEVEN – Industry Benchmarks and Best Practice

| <b>Local Government</b>   | <b>PERSONS</b> | <b>DENSITY<br/>Persons per<br/>sq. km</b> | <b>Tourism<br/>as a<br/>percent<br/>of Budget</b> | <b>Did Not<br/>Complete<br/>High<br/>School</b> | <b>Under<br/>Graduate<br/>Degree</b> |
|---------------------------|----------------|-------------------------------------------|---------------------------------------------------|-------------------------------------------------|--------------------------------------|
| Colac-Otway               | 20,089         | 5.85                                      | 2.40%                                             | 49%                                             | 4%                                   |
| Corangamite               | 16,673         | 3.79                                      | 0.34%                                             | 49%                                             | 4%                                   |
| Greater Geelong           | 184,331        | 147.83                                    | 0.74%                                             | 44%                                             | 6%                                   |
| Queenscliffe              | 3,078          | 359.58                                    | 5.00%                                             | 40%                                             | 12%                                  |
| Surf Coast                | 19,628         | 12.64                                     | 1.86%                                             | 37%                                             | 9%                                   |
| Warrnambool               | 28,754         | 238.24                                    | 5.52%                                             | 44%                                             | 6%                                   |
|                           |                |                                           |                                                   |                                                 |                                      |
| Armidale Dumaresq NSW     | 24,134         | 5.70                                      | 2.90%                                             | 33%                                             | 8%                                   |
| Great Lakes NSW           | 31,388         | 9.30                                      | 1.67%                                             | 56%                                             | 4%                                   |
| Shoalhaven NSW            | 83,546         | 18.29                                     |                                                   | 50%                                             | 4%                                   |
| Bass Coast                | 24,076         | 27.86                                     | 2.14%                                             | 48%                                             | 4%                                   |
| Indigo                    | 13,928         | 6.81                                      |                                                   | 44%                                             | 6%                                   |
| South Gippsland           | 24,597         | 7.46                                      |                                                   | 49%                                             | 5%                                   |
| Wangaratta                | 25,668         | 7.05                                      | 2.09%                                             | 48%                                             | 5%                                   |
| Warwick QLD               | 20,697         | 4.68                                      |                                                   | 48%                                             | 4%                                   |
| Victor Harbor SA          | 10,561         | 27.40                                     | 3.79%                                             | 54%                                             | 5%                                   |
| Augusta-Margaret River WA | 9,852          | 4.39                                      | 5.74%                                             | 39%                                             | 8%                                   |
|                           |                |                                           |                                                   |                                                 |                                      |
| Cairns QLD                | 133,200        | 72.01                                     | 0.25%                                             | 36%                                             | 6%                                   |
| Gold Coast QLD            | 441,736        | 314.06                                    | 0.48%                                             | 40%                                             | 5%                                   |
| Noosa QLD                 | 47,320         | 54.47                                     | 1.13%                                             | 41%                                             | 6%                                   |

Further, the Shire is also confronting increasing competitive pressures in the tourism sector.

- Whilst there may be some debate about the medium to long term prognosis for the international markets in the tourism industry, there is a prevailing view that the industry will continue to grow at the macro level. Domestically, it is reasonable to assume that despite fluctuating changes in economic conditions, aggregate domestic tourism will continue to grow at about 2 percent to 3 percent per annum. International tourism, whilst potentially more volatile, represents a considerably smaller share of the tourism market.
- However, the critical issue for the Shire to note is the increasing awareness amongst Local Government agencies of tourism as a key generator of local employment. As such, despite overall growth in tourism numbers, increasingly intense competition is impacting on the performance of local tourism areas.
- Finally, the key emerging competitive theme in the tourism industry is termed “yield” – the need to get existing visitors to spend more money and/or attract visitors who will spend more money than existing visitors.
- As a consequence, increasing competition and the need to raise yield, will require more strategic and concerted efforts on the part of Local Government entities to capture their fair share of both the domestic and international tourism market and their expenditure.

These points will be expanded upon in the following discussion on tourism performance.



## **8.2 Summary of Tourism Performance**

In comparison to its immediate neighbours, Colac-Otway is doing better than the smaller and more remote Local Governments, but not as well as the major destinations within Geelong Otway region. Similarly, it is performing at a comparable level to the competitive Local Governments elsewhere in Victoria and Australia.

The detailed tables are provided in APPENDIX SEVEN – Industry Benchmarks and Best Practice

| <b>Local Government</b>   | <b>Domestic Visitors ('000) 1998-2004</b> | <b>Domestic Visitor Nights ('000) 1998-2004</b> | <b>International Visitors ('000) 1999-2004</b> | <b>International Visitor Nights ('000) 1999-2004</b> |
|---------------------------|-------------------------------------------|-------------------------------------------------|------------------------------------------------|------------------------------------------------------|
| Colac-Otway               | 2,371                                     | 6,394                                           | 221                                            | 388                                                  |
| Corangamite               | 1,022                                     | 2,350                                           | 134                                            | 206                                                  |
| Greater Geelong           | 5,770                                     | 15,214                                          | 169                                            | 1,906                                                |
| Queenscliffe              | 1,116                                     | 2,879                                           | 12                                             | 45                                                   |
| Surf Coast                | 4,607                                     | 12,402                                          | 195                                            | 629                                                  |
| Warrnambool               | 2,464                                     | 6,112                                           | 168                                            | 498                                                  |
|                           |                                           |                                                 |                                                |                                                      |
| Armidale Dumaresq NSW     | 1,823                                     | 4,579                                           | 70                                             | 1,033                                                |
| Great Lakes NSW           | 4,495                                     | 16,493                                          | 106                                            | 340                                                  |
| Shoalhaven NSW            | 8,628                                     | 29,040                                          | 149                                            | 1,188                                                |
| Bass Coast                | 5,079                                     | 14,592                                          | 200                                            | 522                                                  |
| Indigo                    | 1,160                                     | 2,549                                           | 32                                             | 68                                                   |
| South Gippsland           | 2,424                                     | 7,022                                           | 91                                             | 283                                                  |
| Wangaratta                | 1,304                                     | 2,700                                           | 25                                             | 187                                                  |
| Warwick QLD               | 1,150                                     | 2,677                                           | 20                                             | 90                                                   |
| Victor Harbor SA          | 1,781                                     | 4,435                                           | 43                                             | 152                                                  |
| Augusta-Margaret River WA | 2,610                                     | 9,093                                           | 324                                            | 1,291                                                |
|                           |                                           |                                                 |                                                |                                                      |
| Cairns QLD                | 5,681                                     | 27,772                                          | 4,491                                          | 26,580                                               |
| Gold Coast QLD            | 21,821                                    | 116,734                                         | 26,830                                         | 35,745                                               |
| Noosa QLD                 | 5,523                                     | 24,978                                          | 742                                            | 3,822                                                |

### **8.3 Summary of Commercial Accommodation Performance**

In terms of annual occupancy, the Colac-Otway Shire performs marginally better than some of its interstate competitors, but tends not to outperform its immediate neighbours in the Geelong Otway region. The same can be said about its annual average room rate.

The two seasonality measures (calculated as an adjusted standard deviation) determine just how much, in percentage terms, the occupancy and rate vary around the annual average. That is, in Colac-Otway Shire, for 68% of the time, the occupancy swings through an arc of +/- 13.63%. It is worth noting the Colac-Otway Shire is one of the most volatile Local Government areas in terms of its seasonality. From a strategic management perspective, this suggests that some consideration needs to be given to developing a long term winter mitigation strategy to reduce this volatility and improve overall annual occupancy and rate.

Finally, demand sensitivity is measured using a simple correlation between the annual occupancy and annual average rate for each Local Government area. The higher the value, the closer the alignment in movement between occupancy and average rate. A high value also means a higher reliance on seasonality and weather based demand to drive room rates. That is, the hotels and motels rely on good demand over summer to push up their rates which they then drop when things are quiet over the winter. In contrast, markets with a low sensitivity value indicate that despite changes in demand, the hotel operators are working hard to maintain high room rates, especially during the quiet period. The detailed tables are provided in APPENDIX SEVEN – Industry Benchmarks and Best Practice

| <b>Local Government</b>   | <b>Annual Occupancy (%)</b> | <b>Annual Average Rate (\$)</b> | <b>Occupancy Seasonality (%)</b> | <b>Rate Seasonality (%)</b> | <b>Price - Demand Sensitivity</b> |
|---------------------------|-----------------------------|---------------------------------|----------------------------------|-----------------------------|-----------------------------------|
| Colac-Otway               | 53.7                        | 103.93                          | 13.63                            | 11.65                       | 0.578                             |
| Corangamite               | 60.1                        | 117.54                          | 10.77                            | 10.50                       | 0.619                             |
| Greater Geelong           | 55.2                        | 111.99                          | 6.16                             | 6.31                        | 0.551                             |
| Queenscliffe              | 38.7                        | 114.11                          | 8.68                             | 8.75                        | 0.537                             |
| Surf Coast                | 61.0                        | 146.58                          | 12.54                            | 10.78                       | 0.730                             |
| Warrnambool               | 51.9                        | 94.70                           | 6.91                             | 9.37                        | 0.639                             |
|                           |                             |                                 |                                  |                             |                                   |
| Armidale Dumaresq NSW     | 51.1                        | 85.68                           | 6.92                             | 3.17                        | -0.101                            |
| Great Lakes NSW           | 48.6                        | 102.84                          | 8.80                             | 11.20                       | 0.711                             |
| Shoalhaven NSW            | 44.4                        | 105.85                          | 8.70                             | 9.14                        | 0.677                             |
| Bass Coast                | 44.4                        | 128.42                          | 14.14                            | 13.54                       | 0.789                             |
| Indigo                    | n.a.                        | n.a.                            | n.a.                             | n.a.                        | n.a.                              |
| South Gippsland           | 39.4                        | 75.51                           | 9.11                             | 9.26                        | 0.605                             |
| Wangaratta                | 51.8                        | 97.45                           | 6.75                             | 6.06                        | 0.274                             |
| Warwick QLD               | 45.1                        | 75.40                           | 6.47                             | 3.28                        | 0.257                             |
| Victor Harbor SA          | 51.5                        | 93.71                           | 8.17                             | 8.56                        | 0.486                             |
| Augusta-Margaret River WA | 52.2                        | 130.35                          | 11.31                            | 11.66                       | 0.547                             |
| Cairns QLD                | 69.3                        | 118.07                          | 9.28                             | 2.73                        | 0.434                             |
| Gold Coast QLD            | 70.0                        | 122.13                          | 6.37                             | 10.29                       | 0.537                             |
| Noosa QLD                 | 64.7                        | 149.41                          | 12.27                            | 10.42                       | 0.319                             |

---

## **9. STRATEGIC RECOMMENDATIONS AND ACTIONS**

---

Underpinning the analysis and resultant strategic recommendations this report reinforces the core functions of Local Government in tourism and its vital role in ensuring the ongoing, vibrant future for the tourism industry. The core elements that COS must ensure continue to be effectively delivered within the region include visitor services, tourism marketing and communication, tourism industry development, tourism infrastructure and product development.

It must be noted that the recommendations contained throughout this report are made in the context of achieving the key objectives of the project which were to undertake a review of Colac Otway Shire's tourism functions to ensure that its investment in tourism is expended appropriately having regard to tourism marketing, industry development, visitor services and product development and evaluate the Return On Investment having regard to economic, social and environmental returns to both Council and industry and specifically:

Based upon the research, consultation and analysis of data, it is recommended that COS implements action to achieve the following major outcomes:

- Implement a restructured funding model for tourism that is based upon part funding from Core Rates and the implementation of a differential funding rate that targets tourism businesses, commercially let holiday homes and tourism precincts within the Shire
- Restructure the internal COS tourism function and the way it engages with the tourism industry, which will result in the existing TDO position and tasks no longer being a delivered as a core tourism function of COS
- Ensure that the Economic Development Manager is adequately resourced and supported so as to play a more direct role in the strategic development of tourism for COS
- Work with the tourism industry to develop stronger industry leadership, coordinated tourism development and improved marketing functions that will unite the industry and improve its performance under a shared vision for the region
- Make the tourism industry more accountable and independent, whilst giving it the opportunity to generate greater revenue to invest in marketing, professional development and other appropriate activities that support the development of the tourism industry.
- Whilst it is recognised that these structural and operational recommendations can be implemented promptly, subject to a considered Action Plan and relevant timeline, it is appropriate to consider implementing the changes to the Rating system over a three year period.

These recommendations are expanded in following section and have been discussed in detail in the body of this report.

## **9.1 Funding Restructure**

As stated in the previous section, COS needs to consider the following important elements in developing a revised funding structure for tourism. To ensure success, COS must engage in proactive communication campaign that clearly demonstrates the benefits of this revised funding approach to both the tourism industry and the wider community.

Key aspects of the recommendations include:

- The Shire pursues its plans to reduce direct funding to tourism from Core Rates over the next three years and to achieve a target of a maximum of \$300,000 per annum from Core Rates
- COS places a higher expectation on industry to replace this reduction in funding from Core Rates
- The Shire adopts a rating model which has the following characteristics:
  - All businesses in the Shire pay a “commercial” Rate
  - That identified tourism businesses pay an additional levy that covers membership of GOT and OT and contributes to the tourism function of the Shire
  - The various Wards within the Shire boundaries pay a specific “tourism” Rate which reflects the relevance of tourism to the economic wellbeing of that Ward, ie. Apollo Bay would be the highest rating Ward as it is clearly the area that benefits most from tourism
  - That commercially let holiday homes, not identified as commercial or tourism businesses are identified and pay a “holiday home tourism” surcharge
- A commitment from COS to the industry that monies raised by the explicit tourism levy and surcharge is remitted directly into the tourism budget
- The Shire efficiently utilises the above mentioned “Tourism Rates” to fund the various tourism functions, and provides a long-term funding commitment to the industry directly via OT and GOT
- Supplement income to the tourism budget through sales of visitor collateral at both of the VICs

### **Indicative Tourism Budget**

The existing tourism budget for COS has been used as a benchmark and compared with an indicative budget that reflects the recommendations contained in the report. The indicative budget is intended to demonstrate the potential financial impact of the recommendations, but is not meant to be prescriptive. The budget provides a guide only and a proper cost analysis must be undertaken and considered before implementation. The key points of difference are highlighted in ***italic bold*** in the following pages.

### ***Salaries***

The restructure of the Visitor Services function is proposed as an obvious means to achieve a significant reduction in salary and wages costs across the Visitor Services area and meet the requirements of reducing the overall tourism budget. The proposed structure includes:

- Visitor Services Coordinator – 1 person (\$52,000)
- Colac VIC - at least 1 full-time, or 2 part-time paid staff (\$40,000) – plus casuals (\$15,000) - plus volunteers

- GOR VIC - 1 full-time (\$47,500) and 2 part-time positions and/or casuals (\$40,000) – plus volunteers. It is acknowledged that this reduction in professional services and the introduction of volunteers at GOR VIC may require some time to be effectively phased in.

Based on the revised budget we anticipate the annualised wages for Visitor Services/VICs can be reduced from currently \$310,000 to approximately \$195,000.

*Geelong Otway Tourism Membership*

Currently 225 tourism businesses pay approximately \$57,000 in membership fees, which averages at \$253 per organisation, of which 40 percent is retained in Colac Otway. Allowing for the Shire to compulsorily collect membership fees for all 600 tourism businesses in the Shire, the membership remittance to GOT on behalf of the tourism businesses will be in the vicinity of \$91,200 (allowing for the retention of 40% of the remittance in the Shire).

*Otway Tourism*

A CEO / General Manager for Otway Tourism, including on-costs, has been budgeted at \$100,000 per annum, which will be in the form of an Operating and Marketing grant from COS.

The administrative costs of running OT has been estimated at \$75,000 including cost of producing the brochures/maps per annum, which will be funded as part of the Operational and Marketing grant - in addition OT will receive \$60,800 being the 40% rebate on GOT membership fees for additional operating expenses.

*Revenue Raising at VICs*

The sale of maps in the VICs should produce net revenue in the vicinity of \$75,000 per annum, directly offsetting part of the Operating and Marketing grant.

*Net Cost of Tourism*

The total net cost of the tourism function will be in the vicinity of \$660,000 per annum – which is comparable to current expenditure – albeit in a different manner.

After the Shire's contribution from Core Rates of \$300,000, the special tourism levies and charges will need to raise \$365,000. Whilst the Shire's officers are more expert in these matters, the following suggestions are offered:

|                   |                                                               |                  |
|-------------------|---------------------------------------------------------------|------------------|
| Tourism Levy      | 600 business @ \$350 on average (compared to \$253 currently) | \$210,000        |
| Precinct Levy     | Estimated as a balancing item.                                | \$75,000         |
| Holiday Home Levy | 800 homes at \$100 each                                       | \$80,000         |
| <b>TOTAL</b>      |                                                               | <b>\$365,000</b> |

| FINANCIAL COMPARISON SHOWING CURRENT TOURISM BUDGET AND INDICATIVE TOURISM BUDGET |                       |                  |                  |                  |                   |                          |                  |                     |                  |  |
|-----------------------------------------------------------------------------------|-----------------------|------------------|------------------|------------------|-------------------|--------------------------|------------------|---------------------|------------------|--|
| ITEM                                                                              | COLAC                 | APOLLO BAY       | CENTRAL          | TOTAL            | COLAC             | APOLLO BAY               | CENTRAL          | TOTAL               |                  |  |
|                                                                                   | <u>CURRENT BUDGET</u> |                  |                  |                  |                   | <u>INDICATIVE BUDGET</u> |                  |                     |                  |  |
| <b>Expenses</b>                                                                   |                       |                  |                  |                  |                   |                          |                  |                     |                  |  |
| Staffing Costs                                                                    | 79,000                | 216,900          | 97,300           | 393,200          | 61,500            | 111,300                  | 69,300           | 242,100             |                  |  |
| Operating Costs                                                                   | 27,300                | 52,300           | -                | 79,600           | 27,300            | 52,300                   | -                | 79,600              |                  |  |
| Administration Costs                                                              | 10,000                | 8,500            | 9,500            | 28,000           | 14,000            | 12,500                   | 9,500            | 36,000              |                  |  |
| Internal Costs                                                                    | 10,800                | 38,100           | 24,500           | 73,400           | 10,800            | 38,100                   | 24,500           | 73,400              |                  |  |
| Miscellaneous                                                                     | 2,000                 | 3,500            | -                | 5,500            | 2,000             | 3,500                    | -                | 5,500               |                  |  |
| Brochures                                                                         | 1,000                 | 2,000            | 15,000           | 18,000           | -                 | -                        | -                | -                   |                  |  |
| Souvenirs, Books & Posters                                                        | 26,500                | 88,000           | -                | 114,500          | 26,500            | 88,000                   | -                | 114,500             |                  |  |
| Promotion and Marketing                                                           | 500                   | -                | 4,000            | 4,500            | -                 | -                        | -                | -                   |                  |  |
| Geelong Otway Tourism Subs                                                        | -                     | -                | 54,000           | 54,000           | -                 | -                        | 54,000           | 54,000              |                  |  |
| Otways Tourism Contribution                                                       | -                     | -                | 30,000           | 30,000           | -                 | -                        | -                | -                   |                  |  |
| <b>Geelong Otway Tourism Membership</b>                                           |                       |                  |                  |                  |                   |                          |                  |                     |                  |  |
|                                                                                   |                       |                  |                  |                  |                   |                          | 91,200           | 91,200              |                  |  |
| <b>Other Projects</b>                                                             |                       |                  |                  |                  |                   |                          |                  |                     |                  |  |
| Streetlife Project                                                                | -                     | -                | 43,000           | 43,000           | -                 | -                        | -                | -                   |                  |  |
| Tourism Review                                                                    | -                     | -                | 30,000           | 30,000           | -                 | -                        | -                | -                   |                  |  |
| Other Miscellaneous Projects                                                      | -                     | -                | 16,000           | 16,000           | -                 | -                        | -                | -                   |                  |  |
| <b>Otway Tourism Board CEO</b>                                                    |                       |                  |                  |                  |                   |                          |                  |                     |                  |  |
|                                                                                   |                       |                  |                  |                  |                   |                          | 100,000          | 100,000             |                  |  |
| <b>OT operating/ marketing grant (includes map production)</b>                    |                       |                  |                  |                  |                   |                          |                  |                     |                  |  |
|                                                                                   |                       |                  |                  |                  |                   |                          | 75,000           | 75,000              |                  |  |
| <b>OT membership rebate from GOT</b>                                              |                       |                  |                  |                  |                   |                          |                  |                     |                  |  |
|                                                                                   |                       |                  |                  |                  |                   |                          | 60,800           | 60,800              |                  |  |
| <b>Total Expenses</b>                                                             | <b>157,100</b>        | <b>409,300</b>   | <b>323,300</b>   | <b>889,700</b>   | <b>142,100</b>    | <b>305,700</b>           | <b>484,300</b>   | <b>932,100</b>      |                  |  |
| <b>Revenue</b>                                                                    |                       |                  |                  |                  |                   |                          |                  |                     |                  |  |
| Brochures / Souvenir Charges                                                      | 40,000                | 140,000          | -                | 180,000          | 40,000            | 140,000                  | -                | 180,000             |                  |  |
| World Longest Lunch Contribs.                                                     |                       |                  | 8,000            | 8,000            | -                 | -                        | -                | -                   |                  |  |
| Streetlife Projects Grants/Contrib.                                               |                       |                  | 33,000           | 33,000           | -                 | -                        | -                | -                   |                  |  |
| Commission Fee                                                                    |                       | 7,000            | -                | 7,000            | -                 | 7,000                    | -                | 7,000               |                  |  |
| Miscellaneous Revenue                                                             | 2,000                 | 700              | 8,000            | 10,700           | 2,000             | 700                      | -                | 2,700               |                  |  |
| <b>Maps for sale</b>                                                              |                       |                  |                  |                  | <b>12,500</b>     | <b>62,500</b>            | <b>-</b>         | <b>75,000</b>       |                  |  |
| <b>Total Revenue</b>                                                              | <b>42,000</b>         | <b>147,700</b>   | <b>49,000</b>    | <b>238,700</b>   | <b>54,500</b>     | <b>210,200</b>           | <b>-</b>         | <b>264,700</b>      |                  |  |
| <b>NET</b>                                                                        | <b>- 115,100</b>      | <b>- 261,600</b> | <b>- 274,300</b> | <b>- 651,000</b> | <b>- 87,600</b>   | <b>- 95,500</b>          | <b>- 484,300</b> | <b>- 667,400</b>    |                  |  |
| <b>Council Contribution from Core</b>                                             |                       |                  |                  |                  |                   |                          |                  |                     | 300,000          |  |
| <b>Balance to be made by tourism levies</b>                                       |                       |                  |                  |                  |                   |                          |                  |                     | <b>367,400</b>   |  |
|                                                                                   |                       |                  |                  |                  |                   |                          |                  |                     |                  |  |
|                                                                                   |                       |                  |                  |                  | <b>Additional</b> | <b>Number of</b>         |                  |                     |                  |  |
| <b>REVENUE RAISING MODEL</b>                                                      |                       |                  |                  |                  | <b>Expense to</b> | <b>Payers</b>            | <b>Charge</b>    | <b>Total Raised</b> |                  |  |
| Tourism Levy                                                                      |                       |                  |                  |                  | \$97              | 600                      | \$350            | \$210,000           |                  |  |
| Precinct Levy                                                                     |                       |                  |                  |                  | \$125             | 600                      | \$125            | \$75,000            |                  |  |
| Holiday Home Levy                                                                 |                       |                  |                  |                  | \$0               | 800                      | \$100            | \$80,000            |                  |  |
|                                                                                   |                       |                  |                  | <b>Total</b>     | <b>\$222</b>      |                          |                  | <b>Total</b>        | <b>\$365,000</b> |  |

## **9.2 Internal Tourism Restructure**

It is recommended that the Shire assess its direct role in delivering tourism functions for the region and seeks greater responsibility for delivery of core functions from the industry directly. In particular, we make the following recommendations:

- The full time role of the Tourism Development Officer is no longer required
- Restructure the Visitor Information Centres so that there is an overarching Manager of VICs responsible for the delivery of both VICs performance and success. The person should report directly to the Economic Development Manager
- GOR VIC should still employ a full-time coordinator supported by paid and unpaid, volunteer staff, whilst Colac VIC is likely to need at least one full-time paid staff, plus part-time support. Operations of both VICs need to be supplemented by the use of volunteer staff. This approach should effectively reduce the wages component of the tourism area by at least 1.5 persons, acknowledging that there will be some costs in training and recruitment of volunteers
- The Shire, in conjunction with the industry, through Otway Tourism, develop a cohesive strategic vision for tourism in Shire which recognises the Shire's desires for the character of the Shire, the planning functions of the Shire, the activities of key, major stakeholders and the resources available to the Shire
- Ensure that the Economic Development Manager is adequately resourced and supported so as to play a more direct role in the strategic development of tourism for COS
- The Shire encourage the industry to become more cohesive and to clearly identify a leadership team that can work with the Shire at the highest level
- The Shire should divest itself of its operational engagement with GOT, OT and the sub-LTA's and assume a higher, overseeing role by the Economic Development Manager to ensure that the Shire's investments in tourism are maximised
- Only one Councillor should be appointed to take on the tourism portfolio that includes holding a permanent position on both the OT and GOT Board's
- The Shire must retain responsibility for high end economic development, particularly that which requires major capital investment.
- COS should develop a "case management" approach to capital development projects so that the tourism entrepreneur/investor is lead through the Shire's planning processes by a single contact person who can liaise between the investor and appropriate specialist staff in the Shire.

### **9.3 External Tourism Restructure**

#### Industry Leadership

It is imperative that the industry move beyond its current impasse and develops a shared and cohesive vision. The structure and operating modes imposed by the Australian and State Governments demand that the local tourism industry (including the regional tourism organisations, local tourism association, local operators and the Local Government) work in a strategic and co-operative manner with each player focussing on their key task and working within established parameters.

With the added benefit of addressing the concerns of the smaller members of the industry, the Shire must work closely with the industry to help it identify a leader from within, who will forge the shared vision, facilitate change and effectively manage the Board of OT through a period of significant industry re-structuring. The emergent leader of the industry will need the leadership skills and temperament to move the various players away from a position of dysfunctional self-interest to one of shared, common interest and mutual benefit and offer strong support to a paid Executive Officer / General Manager. This person will also need to be able to build a strong working relationship with GOT and GORM to ensure that the local industry's interests are protected and advanced. We acknowledge that this will not be an easy task, but it has been done elsewhere and is critical if the Shire is to nurture a vibrant, robust and financially viable tourism industry.

#### Otway Tourism Restructure

It is recommended that the industry, through OT, takes greater responsibility for delivery of key tourism functions.

- OT to identify a broad base of individuals from within the industry who can provide effective leadership and support change at the local level
- COS to provide OT with sufficient financial support, from the special tourism levies and charges, so that it can employ an appropriately qualified and skilled CEO / General Manager who will be able drive change and ensure the execution of OT's roles and responsibilities
- It is expected that this incumbent will have a close working relationship with the Economic Development Manager, who will effectively "manage" the Service Agreement between COS and OT and will also meet regularly with the CEO of COS
- OT to supplement its income through receipt of the 40% Membership fees currently paid to the sub-LTA's. In addition, OT must develop additional means of generating funding through relevant membership and marketing strategies.
- OT to deliver all internal marketing programs, and coordinate external marketing programs including the production of a Otway Region OVG, with GOT.
- The agreement between COS and OT should clearly allocate the responsibilities for the execution of the major roles and tasks involved in the tourism function. The following table provides an outline of the structure that should be adopted:



| <b>FUNCTION</b>                            | <b>CORE RESPONSIBILITY</b>                                                                                                                                                                                                                                                           |
|--------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Colac Otway Shire (COS)</b>             |                                                                                                                                                                                                                                                                                      |
| Visitor Services                           | COS - through a Visitor Information Centre (VIC) Manager who reports to the Economic Development Manager                                                                                                                                                                             |
| Strategic and Business Planning            | COS Economic Development Unit with input from OT                                                                                                                                                                                                                                     |
| Destination and Infrastructure Development | COS Economic Development Unit with input from OT                                                                                                                                                                                                                                     |
| <b>Otway Tourism (OT)</b>                  |                                                                                                                                                                                                                                                                                      |
| Marketing                                  | External marketing - GOT with the OT and the Shire exercising close scrutiny of GOT's performance<br>Internal marketing - OT with the Shire exercising scrutiny of OT's performance based upon the Service Agreement                                                                 |
| Communications and Public Relations        | OT with the Shire exercising scrutiny of OT's performance based upon the Service Agreement.                                                                                                                                                                                          |
| Industry Professional Development          | OT with the Shire exercising scrutiny of OT's performance based upon the Service Agreement. However, it is noted that TAV is at the end of the first year of a three year capacity building project and thus this function will need to be coordinated between TAV, OT and the Shire |
| Research and Monitoring                    | Otway Tourism (OT) with the Shire exercising scrutiny of OT's performance based upon the Service Agreement                                                                                                                                                                           |
| Product Development                        | Otway Tourism (OT) with the Shire exercising scrutiny of OT's performance based upon the Service Agreement                                                                                                                                                                           |

These recommendations will result in significant change within the Shire operating environment, however it must be acknowledged that without substantial change the industry will continue to fragment and struggle to demonstrate effectiveness. The changes are likely to cause concern amongst some of the smaller tourism operators and groups. However, the industry must learn to lead itself rather than look to the Shire for leadership. Again, it is imperative that the Shire clearly and carefully articulate its vision for OT to the wider tourism industry and, if necessary, provide appropriate oversight to ensure that all parties are treated equitably.

As part of this process, we make the following recommendations:

- The current industry structure, of local tourism groups feeding representatives into OT and to GOT be maintained in the short-term, however the sub-LTA's may in future become Advisory Groups or Sub-Committees sitting under the OT Board, once confidence has been established

- The emergent leader of OT, and the new CEO work closely together and with key industry stakeholders to ensure high quality communications leading to high levels of co-operation
- The remittance of membership fees back to the sub-LTA's be stopped and this money be directed to and consolidated into OT to better deliver coordinated marketing collateral for the local areas. OT must work hard to be inclusive and considerate of the individual group's needs.
- In pooling the resources of the sub-LTA's, we strongly recommend that the plethora of collateral be rationalised to produce a coherent, single official visitors guide (OVG) for the Colac Otway Shire and that the tone, style and layout of the OVG is sufficiently innovative and user friendly to meet the needs of visitors and address the concerns of the sub-LTA's regarding the dominance of Apollo Bay.

Finally, it is recommended that the Shire takes advantage of this changing environment and uses the existing tourism reports and strategies to develop a medium to long term tourism development master plan that is supported by an appropriate zoning and planning framework. Once this is in place, the Shire, OT Board and the CEO / General Manager of OT can develop a pragmatic and sound set of strategies and programs to ensure the long term viability of the tourism industry in the Shire.

## **LIST OF APPENDICES**

---

- APPENDIX ONE: Literature Review
- APPENDIX TWO: Changing Demography of the Region
- APPENDIX THREE: Delivery of Tourism Tasks for the Region
- APPENDIX FOUR: Stakeholder Consultations
- APPENDIX FIVE: Industry Survey
- APPENDIX SIX: Community Survey
- APPENDIX SEVEN: Industry Benchmarks and Best Practice

---

**APPENDIX ONE: Reports and Documents Consulted in Literature Review**

**Colac Otway Shire**

- Tourism Industry Profile, Colac Otway Shire (2004)
- Tourism Unit Business Plan & Budgets, Colac Otway Shire (2004/05)
- Council Workshop Tourism Report, Colac Otway Shire (2005)
- Colac Otway Tourism Funding Paper, Colac Otway Shire (July 2004)
- Colac Otway Shire Economic Development & Tourism Strategy, Colac Otway Shire (Sept 2004)
- Visitor Information Centre Business Plans/Operations Manual, Colac Otway Shire (2005)
- Otways Tourism Inc – Strategic Review & Roles and Responsibilities, Otways Tourism (2004)
- The Strategic Business Plans for sub-LTA's
- Position Descriptions and task lists for TDO and VIC staff
- Accommodation Referral System Survey
- Colac Otway Shire Five Year Nature-Based Tourism Strategy 2002 – 2006
- Colac Otway Food & Wine Tourism Strategy (Adopted 26 September 2001)
- A Marketing Strategy for Colac (October 2005)
- Feasibility Study into Increased Economic Activity in Forrest (April 2005)

**Victorian State Government**

- Annual Community Satisfaction Survey, 2005
- Local Government in Victoria 2004

**Department of Sustainability and Environment**

- Great Ocean Road Region: A Land Use and Transport Strategy 2004 (Summary)
- A New Future for the Otways: Tourism Initiative
- Tourism Plan for Public Land in the Otway Hinterland
- Otway Hinterland Capacity Building Project: Phase 2 Research Report
- Otway Hinterland Capacity Building Project: Midway Coordination Phase Report
- Population Forecasts 2001 - 2031

**Tourism Victoria**

- Strategic Plan 2002-2006
- Great Ocean Road Regional Tourism Development Plan 2004-2007
- Marketing Opportunities Guide
- Market Segmentation Studies:
- Motivations and behaviours of Interstate Cultural Tourists
- Arts & Cultural Heritage Tourism
- Food and Wine Tourism Plan 2004-2007
- Nature Based Tourism Strategy (currently under review)

**Tourism Alliance Victoria**

- Otway Hinterland Capacity Building Project: Project Background
- Otway Hinterland Capacity Building Project: Steering Committee December 2005 Update
- Capacity Building Matrix

**Geelong Otway Tourism**

- Backpacker Tourism Marketing Strategy
- Annual Projects Plan (2005- 2006)
- Three Year Strategic Business Plan (2004-2007)
- Executive Director's Stakeholder Presentation 2005
- Annual Report 2004-2005
- Surveys of Members & Municipal Partners 2003-2004

**Sustainable Tourism CRC (STCRC)**

- Improving the Yield of Tourism in Regional Areas: National Visitor Information Centre Study
- Regional Tourism Modelling Study
- PROSPER: an evaluation of tourism's contribution to regional economies
- Communities as Regional Destinations; a development potential index
- Drive Tourism: up the wall and around the bend
- Engagement of the Capital Region Tourism Industry with the Local Community
- Good Living Tourism: lifestyle aspects of food and wine tourism
- Hinterland Sustainable tourism Development Study
- Marketing-Oriented Tool to Assess Destination Competitiveness
- Public/Private Partnerships for Sustainable Tourism
- Regional Touring Route Travellers: users' motivations, attitudes and behaviours
- Regional Tourism Cases: Innovation in Regional Tourism
- Funding Options for Regional Tourism Organisations

**Commonwealth Government**

- Productivity Commission Research Paper: Assistance to Tourism
- Rates and Taxes: A Fair Share for Responsible Local Government
- Toward a National Benchmarking System
- Demand for Nature-based and Indigenous Tourism Product

**Other Sources**

- Meander Valley Tourism Review (2005)
- Cairns Tourism Industry Discussion Paper (2002)
- Surf Coast Shire Annual Budget (2005-2006)
- Destination Warrnambool Tourism Development Plan (2004-2007)
- Corangamite Shire Annual Budget (2005-2006)
- City of Warrnambool Annual Report Financials (2004-2005)
- Bass Coast Shire Budget (2005-2006)
- The Economic Impact of Tourism in Promontory Country (2004)
- South Gippsland Shire Annual Report (2005)

- Borough of Queenscliffe Annual Report Financials (2005)
- Meander Valley Annual Report (2004-2005)
- August Margaret River Annual Report (2004)
- Great Lakes Shire Budget (2005)
- Victor Harbour Annual Report (2003-2004)
- City of Geelong Annual Report (2003–2004)
- City of Geelong Rating Strategy (2005-2006)

**APPENDIX TWO: Changing Demography of the Region**

Colac Otway Shire is confronting significant strategic forces in terms of socio-demographic and economic change within and outside the Shire. The following assessment utilises data published by the Department of Sustainability and Environment (DSE), based upon the 2001 ABS Census.

| <b>Population Growth 2001 - 2031</b> | <b>POPn. 2001</b> | <b>POPn. 2031</b> | <b>Growth</b> |
|--------------------------------------|-------------------|-------------------|---------------|
| Colac-Otway (S)                      | 21,005            | 22,374            | 6.52%         |
| Corangamite (S)                      | 17,558            | 15,347            | -12.59%       |
| Greater Geelong (C)                  | 194,478           | 270,749           | 39.22%        |
| Queenscliffe (B)                     | 3,276             | 3,314             | 1.15%         |
| Surf Coast (S)                       | 20,872            | 34,266            | 64.17%        |
| Warrnambool (C)                      | 29,629            | 41,612            | 40.44%        |
|                                      |                   |                   |               |
| Bass Coast (S)                       | 25,631            | 45,379            | 77.05%        |
| South Gippsland (S)                  | 26,159            | 31,934            | 22.08%        |

*Source: Population Forecasts 2001 - 2031*

The Shire's population is growing at a much slower rate than its neighbours except for Corangamite Shire. The Shire's population is expected to grow by approximately 7.52% over the next 25 years compared to Geelong's 39.22% and Surf Coast's 64.17% forecast growth. In fact, whilst Colac Otway Shire is currently slightly larger than Surf Coast Shire (21,005 persons compared to 20,872), by 2031, Surf Coast Shire will have slightly fewer residents than Colac Otway Shire and Corangamite Shire combined (34,266 compared to 37,721 persons).

The Changing Socio-demographic Profile

The Shire's population is "aging" at a faster rate than its neighbours except Corangamite. Its representation of young people (Under 40 years) in the population will fall at much the same rate as Geelong and Surf Coast and Warrnambool. The representation of older people (Over 60 years) in the population will increase at much the same rate as Surf Coast and Warrnambool. However, representation in the critical 40 to 60 years (the key economic productive years) will fall in Colac Otway whilst it will remain relatively stable in Geelong and Surf Coast. Basically, this implies that the Shire's productive capacity will fall at much the same rate as Corangamite and Queenscliffe whilst the productive capacity of Geelong and Surf Coast and Warrnambool will grow.

| <b>2001</b>         | <b>Total</b> | <b>Under 40</b> | <b>40-60</b> | <b>60 plus</b> |
|---------------------|--------------|-----------------|--------------|----------------|
| Colac-Otway (S)     | 21,005       | 52%             | 27%          | 21%            |
| Corangamite (S)     | 17,558       | 52%             | 26%          | 21%            |
| Greater Geelong (C) | 194,478      | 54%             | 26%          | 20%            |
| Queenscliffe (B)    | 3,276        | 37%             | 26%          | 36%            |
| Surf Coast (S)      | 20,872       | 54%             | 28%          | 17%            |
| Warrnambool (C)     | 29,629       | 57%             | 25%          | 18%            |
|                     |              |                 |              |                |
| Bass Coast (S)      | 25,631       | 44%             | 27%          | 29%            |
| South Gippsland (S) | 26,159       | 50%             | 29%          | 21%            |

*Source: Population Forecasts 2001 - 2031*

The following table projects the population to 2031 and the impending change in age distribution of the population.

| <b>2031</b>         | <b>Total</b> | <b>Under 40</b> | <b>40-60</b> | <b>60 plus</b> |
|---------------------|--------------|-----------------|--------------|----------------|
| Colac-Otway (S)     | 22,374       | 39%             | 23%          | 38%            |
| Corangamite (S)     | 15,347       | 32%             | 22%          | 46%            |
| Greater Geelong (C) | 270,749      | 42%             | 25%          | 33%            |
| Queenscliffe (B)    | 3,314        | 22%             | 23%          | 55%            |
| Surf Coast (S)      | 34,266       | 39%             | 28%          | 33%            |
| Warrnambool (C)     | 41,612       | 43%             | 23%          | 34%            |
|                     |              |                 |              |                |
| Bass Coast (S)      | 45,379       | 35%             | 24%          | 41%            |
| South Gippsland (S) | 31,934       | 34%             | 24%          | 42%            |

Population Growth

*Source: Population Forecasts 2001 - 2031*



In addition, the economic profile of the Shire is in the process of significant change with the impending cessation of old growth logging in the Otways. As part of this change, the State Government, through DSE, has invested approximately \$14 million in and around the Shire to diversify the economic base of the region and compensate it for the loss of logging. Of this almost \$7 million is being spent on capacity building projects for the tourism industry including tourism infrastructure projects and professional development.

Coupled with this change, broader technological changes driven by major capital investments in the agricultural sector implies, that despite growth in production, there is likely to be a fall in employment opportunities, particularly for unskilled and semi-skilled workers in various forms of agriculture. Once again, the tourism industry can offer opportunities to off-set the impacts of this loss in employment opportunity, providing valuable service skill training.

**APPENDIX THREE: Current delivery of Tourism Tasks for the Region**

The following table provides a summary of Core Tourism Functions and specific tasks that need to be delivered for the region. The organisations currently responsible for delivering those tasks have been identified, and it is evident that there is considerable overlap across the region. Many of the tasks require coordinated communication and contribution to a single strategy or activity, but it is clear that a simplification of responsibility would better the delivery of outcomes within the region.

| <b>Core Function</b>                      | <b>Task List</b>                                                                             | <b>TV</b> | <b>GORM</b> | <b>GOT</b> | <b>OT</b> | <b>Sub - LTA's</b> | <b>COS</b> |
|-------------------------------------------|----------------------------------------------------------------------------------------------|-----------|-------------|------------|-----------|--------------------|------------|
| <b>Strategic and Business Planning</b>    | Strategic Marketing Plan for whole region                                                    | y         | y           | y          |           |                    |            |
|                                           | Detailed Marketing Plan and Niche Activity plans for whole region                            |           |             | y          | y         |                    |            |
|                                           | Regional Marketing and Business Plan                                                         |           |             |            | y         |                    | y          |
|                                           | LTA Business Plan                                                                            |           |             |            | y         | y                  |            |
| <b>Marketing</b>                          | Market region internationally                                                                |           | y           |            |           |                    |            |
|                                           | Support Campaign Committee strategies                                                        |           |             | y          | y         |                    |            |
|                                           | Support Tourism Victoria initiatives                                                         |           | y           | y          |           |                    |            |
|                                           | Market destination and attractions to interstate visitors                                    |           |             | y          |           |                    |            |
|                                           | Market regional destinations and attractions to intra-state visitors                         |           |             | y          |           |                    |            |
|                                           | Market destinations and attractions within Shire boundaries and GOR region                   |           |             |            |           | y                  | y          |
|                                           | Develop image library                                                                        |           |             |            | y         |                    | y          |
|                                           | Host familiarisations                                                                        |           |             | y          | y         | y                  | y          |
|                                           | Stimulate new markets                                                                        |           | y           | y          |           |                    |            |
|                                           | Market attractions within Shire boundaries                                                   |           |             |            | y         | y                  | y          |
|                                           | Produce major cooperative marketing collateral (Jigsaw brochure and Visitor Guides websites) |           | y           | y          | y         |                    |            |
|                                           | Produce other cooperative marketing collateral (local brochures, maps, websites, etc.)       |           |             |            | y         | y                  | y          |
| <b>Communication and Public Relations</b> | Provide link between TV GOT, and LTA's via Campaign Committee                                |           | y           | y          | y         | y                  |            |
|                                           | Profile tourism in local areas                                                               |           |             | y          | y         | y                  | y          |
|                                           | Recruit members                                                                              |           |             | y          |           | y                  |            |
|                                           | Facilitate local Media campaign                                                              |           |             |            | y         |                    | y          |
|                                           | Lobby Local, State and Australian government                                                 |           |             | y          | y         |                    | y          |

| Core Function                                     | Task List                                                                 | TV         | GORM | GOT        | OT | Sub -<br>LTA's | COS |
|---------------------------------------------------|---------------------------------------------------------------------------|------------|------|------------|----|----------------|-----|
| <b>Visitor Services</b>                           | Operate VICs in AB and Colac                                              |            |      |            |    |                | y   |
|                                                   | Recruit, train and manage staff and volunteers for VICs                   |            |      |            |    |                | y   |
|                                                   | Provide key visitor infrastructure (signage/toilets, etc.)                |            |      |            |    |                | y   |
|                                                   | Benchmark VICs                                                            |            |      | y with TAV |    |                | y   |
| <b>Research and Monitoring</b>                    | Identify research needs                                                   |            | y    | y          | y  |                | y   |
|                                                   | Collect and compile data                                                  |            |      | y          | y  | y              | y   |
|                                                   | Visitor satisfaction monitoring                                           |            |      |            | y  |                | y   |
| <b>Product Development</b>                        | Identify new/expanded product needs for region                            |            |      | y          | y  |                | y   |
|                                                   | Support new product development                                           |            |      | y          | y  |                | y   |
|                                                   | Support expanding existing product as appropriate                         |            |      | y          | y  |                | y   |
|                                                   | Facilitate network development                                            |            |      |            | y  | y              |     |
| <b>Industry Professional Development</b>          | Improve operator and staff skills - training and professional development | y with TAV |      | y          | y  | y              | y   |
|                                                   | Deliver seminars and workshops in regions etc.                            | y with TAV |      | y          | y  | y              | y   |
|                                                   | Facilitate networking functions                                           |            |      | Y with TAV | y  | y              | y   |
|                                                   | Facilitate links with broader business community in Shire                 |            |      |            | y  | y              | y   |
| <b>Destination and Infrastructure Development</b> | Identify gaps in infrastructure and community capacity                    | y          |      | y          | y  |                | y   |
|                                                   | Prepare Regional Development Plans                                        |            |      | y          | y  |                | y   |

**CURRENT MARKETING COLLATERAL AND MATERIAL AVAILABLE FOR THE REGION**

| Marketing Material                   | GSTR              | GORM                     | GOT                             | COS                                   | OT's                                        | OHTA           | OSCA                           | ABCCT                               | OCT            |
|--------------------------------------|-------------------|--------------------------|---------------------------------|---------------------------------------|---------------------------------------------|----------------|--------------------------------|-------------------------------------|----------------|
| Brochures (product or destinational) | GSTR Trade manual | GOR Jigsaw brochure      |                                 | Things to see and do (printed flyers) | Otways (out of print)                       | Otways Country |                                | Apollo Bay brochure (destinational) |                |
|                                      |                   | Surf Coast & Otways OVG  | Surf Coast & Otways OVG         |                                       |                                             |                |                                | Apollo Bay Eating Out Guide         |                |
|                                      |                   |                          | Conference Marketing brochures  |                                       |                                             |                |                                |                                     |                |
| Trail Maps                           | GSTR Map          | GOR Official Touring Map | Food & Wine Lovers Guide to GOR | Otways Official Touring Map           | Otways Official Touring Map (funded by COS) |                | Otways and Surrounds Trail map |                                     | GOR Trail map  |
|                                      |                   |                          | Beyond Melbourne Map            | Printed tear off maps                 |                                             |                |                                |                                     |                |
| Website                              |                   | greateoceanroad.org      | greateoceanroad.org             | colacotway.vic.gov.au                 | visitotways.com                             |                |                                | visitapollobay.com                  | otwaycoast.com |
| Other                                |                   |                          | Media famils                    |                                       | Media famils                                | Media famils   | Media famils                   | Media famils                        | Media famils   |

**APPENDIX FOUR: Stakeholder Consultations**

| <b>DATE</b> | <b>FACE TO FACE MEETING ATTENDEES</b>            |
|-------------|--------------------------------------------------|
| 3 Oct       | Steering Committee                               |
| 14 Nov      | Otway Coast Tourism                              |
| 14 Nov      | Apollo Bay Chamber of Commerce and Tourism       |
| 15 Nov      | Cape Otway Centre for Conservation Ecology       |
| 15 Nov      | Cape Otway Lighthouse                            |
| 15 Nov      | Otway Tourism Board                              |
| 15 Nov      | Apollo Bay Visitor Information Centre            |
| 15 Nov      | Apollo Bay Community Consultation                |
| 16 Nov      | Otway Scenic Circle Association                  |
| 16 Nov      | Otway Fly Treetop Walk                           |
| 16 Nov      | Otway Hinterland Tourism Association             |
| 16 Nov      | Colac Community Consultation                     |
| 17 Nov      | Colac Visitor Information Centre                 |
| 17 Nov      | Colac Otway Residents and Ratepayers Association |
| 17 Nov      | Otway Business Inc.                              |
| 23 Nov      | Council Workshop                                 |
| 23 Nov      | Otway Tourism/Festivus                           |
| 23 Nov      | COS Senior staff meetings                        |
| 25 Nov      | Ballarat Tourism                                 |
| 1 Dec       | Tourism Alliance Victoria                        |
| 2 Dec       | Otways Tourism                                   |
| 2 Dec       | Geelong Otway Tourism                            |
| 2 Dec       | Steering Committee                               |
| 2 Dec       | Colac Otway Shire                                |
| 5 Dec       | Department of Sustainability and Environment     |
| 6 Dec       | Tourism Victoria                                 |
| 19 Dec      | Tourism Alliance Victoria                        |

## **APPENDIX FIVE: Industry Survey**

A paper based survey was distributed to more than 600 tourism related businesses in the Shire in late October. The survey addressed three key areas; an assessment of the size of the business, an evaluation of a variety of aspects related to tourism and its impact on the respondent's business and the Shire and an opinion as to future options for tourism in the Shire.

By mid December 105 respondents were received, a response rate of 17.5%. Responses were received from a wider range of precincts within the Shire. The bulk of the respondents came from Apollo Bay (47 respondents) and Colac (11 respondents). Responses were also received from businesses in Barongarook, Barramunga, Beech Forest, Berrybank, Birregurra, Cape Otway, Colac West, Forrest, Gellibrand, Glenaire, Irrewarra, Irrewillipe, Johanna, Kennett River, Separation Creek, Skenes Creek, Wongarra and Wye River.

According to the results, the typical tourism business in the Shire employs 2 to 3 people full time and four to five people part time, generating a total of about 80 hours paid employment per week. About two thirds of these people are drawn from the local town and about a quarter are from elsewhere in the Shire. About eight percent of tourism staff are from outside the Shire.

In terms of purchases of operating supplies, just over one third of supplies are purchased in the immediate town of the business with a further 20 percent purchased from elsewhere in the Shire. Just over 40 percent of good are purchased from suppliers outside the Shire (mostly Geelong).

The views towards tourism are generally positive. We posed a range of statements about the tourism industry and the respondent could indicate his or her level of agreement or disagreement with the statement on a scale of 1 to 5. A score of one indicated that the person strongly disagreed with the statement whilst a score of 5 indicated that the person strongly agreed with the statement. A score of 3 is in the mid point and indicates a somewhat neutral or ambivalent position. Our experience indicates that an average score above 4.0 indicates almost universal strong agreement. A score from 3.5 to 4.0 indicates well spread, fairly strong agreement. A score below 2.0 indicates highly uniform strong disagreement whilst a score from 2.5 to 2.0 indicates well spread, fairly strong disagreement.

| <b>Statement about tourism</b>                                                                                                   | <b>SCORE</b> |
|----------------------------------------------------------------------------------------------------------------------------------|--------------|
| Tourism has had a positive impact on the quality of my life                                                                      | 4.14         |
| Tourism has been good for the Colac Otway Shire as a whole                                                                       | 4.58         |
| Tourism is good for the economy as tourist expenditure helps stimulate the economy, employment opportunities and local business  | 4.76         |
| Tourism makes local residents feel more proud of their town and good about themselves and their community                        | 3.69         |
| Tourism promotes the development and better maintenance of public facilities                                                     | 4.05         |
| Tourism has changed the character of Colac Otway Shire for the better                                                            | 4.00         |
| There are more interesting things to do in Colac Otway Shire because of tourism development                                      | 4.13         |
| Tourism showcases Colac Otway Shire in a positive light and helps to encourage future tourism and/or business development        | 4.18         |
| Tourism promotes the development of infrastructure such as restaurants and shops for local residents                             | 4.35         |
| Tourism leads to increases in the prices of some things such as restaurants and supermarket shopping                             | 3.53         |
| Tourism leads to increases in the prices of houses and businesses                                                                | 4.11         |
| Tourists behave inappropriately, perhaps in a rowdy or delinquent way                                                            | 2.06         |
| Tourism development has had a negative impact on the environment of Colac Otway Shire                                            | 1.92         |
| Too much money is spend on developing facilities for tourists that would be better spent on other facilities for local residents | 1.82         |
| Tourism disrupts the lives of local residents and creates inconveniences such as traffic congestion and parking difficulties     | 2.44         |
| The benefits of tourism are distributed unfairly across the community                                                            | 2.34         |
| The costs of tourism are distributed unfairly across the community                                                               | 2.44         |
| Sporting and community facilities are less available to local residents because of tourism overcrowding                          | 1.69         |
| Tourism has changed the character of Colac Otway Shire for the worse                                                             | 1.55         |
| Tourism development is proceeding too fast in Colac Otway Shire                                                                  | 2.05         |

Not surprisingly, given that these were tourism industry respondents, the vast majority of responses were positive and highly supportive of tourism and tourism development. Please note that some of the lower scored items indicate a high level of disagreement with the statement, which tend to be in the negative. For example, in response to the statement “Tourism has changed the character of Colac Otway Shire for the worse” received a score of 1.55 – which indicates strong disagreement with the statement.

In the next section we investigated how the respondents viewed the performance of key aspects of the Shire and the broader support infrastructure provided to them. These results were less positive.

| <b>Performance item</b>                                                                                                                                                  | <b>SCORE</b> |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|
| Tourism helps promote a more professional service attitude in the Shire - staff in other businesses (retail, trade, professional services) are more friendly and helpful | 3.61         |
| The staff and volunteers in the Visitor Information Centres (VIC) are knowledgeable about my business and refer customers to me                                          | 3.43         |
| The staff and volunteers in the VICs are knowledgeable about things to do in the region                                                                                  | 4.13         |
| The staff and volunteers in the VIC are always friendly and helpful                                                                                                      | 4.37         |
| The VICs are not helpful in any way to my business                                                                                                                       | 1.90         |
| My business and staff benefit from the professional development opportunities provided by Otway Tourism (OT)                                                             | 3.01         |
| My business benefits from the marketing services provided by OT                                                                                                          | 3.26         |
| My business benefits from the policy and advocacy services provided by OT                                                                                                | 3.18         |
| OT is not helpful in any way to my business                                                                                                                              | 2.25         |
| My business benefits from the marketing services provided by Geelong Otway Tourism (GOT)                                                                                 | 3.42         |
| My business benefits from the policy and advocacy services provided by GOT                                                                                               | 3.21         |
| GOT is not helpful in any way to my business                                                                                                                             | 2.10         |
| The Surf Coast and Otways Official Visitor guide (Jigsaw brochure) produced by GORM is of benefit to my business                                                         | 2.80         |

These results clearly establish a high level of support for the VICs and their value to the local tourism industry. However, there is a discrepancy between the overall opinion of the VICs and their knowledge of the respondent's particular business. Whilst there is still some support for the work of GOT, OT and GORM, the results indicate that the respondents are somewhat ambivalent about the value of these entities to their tourism business.



Next, respondents were asked about their views towards future development options. Again, a five point scoring scale was used.

| <b>In terms of tourism and hospitality I would like to see in Colac Otway Shire..</b> | <b>Score</b> |
|---------------------------------------------------------------------------------------|--------------|
| ..more restaurants                                                                    | 3.06         |
| ..more small hotels, farm stays and bed and breakfasts                                | 2.72         |
| ..a big resort like a golf resort                                                     | 2.72         |
| ..more environmental or ecotourism attractions                                        | 4.19         |
| ..more festivals, such as a food and wine festival                                    | 4.14         |
| ..more tourism signage                                                                | 3.74         |
| ..a 50-80 person conference facility                                                  | 3.23         |
| ..a farmers market                                                                    | 3.87         |
| ..more visitor information facilities                                                 | 3.24         |
| ..a local employment agency specialising in hospitality and tourism work              | 3.32         |
| ..more tourism product development                                                    | 3.83         |
| ..more investment in tourism infrastructure                                           | 4.10         |
| ..more tourism promotional activities within the Shire                                | 3.92         |
| ..more tourism promotional activities outside the Shire                               | 3.99         |
| ..more co-operative marketing programs                                                | 3.85         |
| ..a more professional tourism industry                                                | 3.75         |
| ..a more independent tourism industry                                                 | 3.52         |
| ..more professional development activities for hospitality and tourism operations     | 3.54         |

The results indicate a high level of support for more environmental or ecotourism attractions, more festivals and more investment in tourism infrastructure. There is not much support for more accommodation or a big resort like a golf resort.

Finally, the respondents were invited to offer any comments they wish to make about tourism, tourism development and the Shire's involvement in tourism. Of the 105 respondents, 58 elected to write something. The responses touched on a range of issues including:

The economic value of tourism to the Shire and the need for the Shire to be more supportive of the tourism industry.

*For tourism to be successful it MUST have the full support of the Local Govt. organisation (Shire). Councillor attitude (in some cases) is frustrating! Tourism development has provided a huge increase in rate income to the Council - this needs to be recognised. Tourism is a major economic drive in the coastal location and needs to have ongoing support and encouragement of the Shire.*

*I believe the total advertising spend by individual operators must be considered for its major contribution in dollar terms for attracting visitors to the region. Operators outside serviced areas effectively get nothing for their rates and with responsibility to guests face an expensive cost in terms of waste disposal and provision of water, power and sewerage. The contribution by operators is*

*arguably well in excess of anything provided by the Shire and operators may be in a position to demand a greater share of Shire revenue. Add to this, costs of compliance, licenses permits & (ends)*

*I don't believe the Shire contributes (monetary or otherwise) enough towards the costs of tourism in the Apollo Bay area. Local businesses are constantly being relied upon to provide sponsorship of the likes of the courtesy bus, music festival, marathon etc. etc. All these things, particularly the courtesy bus should be funded more by council. The same businesses every year - not necessarily those making the most money are hit up for sponsorship.*

The need for the Shire to provide high quality infrastructure to support not just the industry but also the broader community aesthetics.

*Foreshore development to continue - including the saving of "at risk" sections in Apollo Bay. An upgraded picture theatre in Apollo Bay. Water storage tanks proposal, amendment C26 for Marriners' Lookout, North Apollo Bay: proposed tanks must be totally underground.*

The role the Shire should play in the tourism industry.

*The Shire really needs to promote & support sustainable culture events and activities, products and services, and help in the development of the health and well-being industry & sustainable culture industries and their role within the tourism industry. It is vitally important that smaller environmentally sustainable events activities, services are given as much support, publicity and marketing as possible. The Shire should encourage & support campaigns that encourage the purchase and consumption of locally owned/ made/ grown produce. And all it can to facilitate the implementation of sustainable cultural practices and help with the development of cottage industries. Provisions should be made to ensure that any outside investors/developers put back into the community, to ensure a sustainable community.*

The need for a more strategic and cohesive approach to tourism management.

*The GOT Strategic Plan declares the region's competitive advantage as a "return to nature". I don't think we have gathered a sufficient inventory of our nature assets (eg. Including marine parks as well as forest parks, the road, towns and beaches). What infrastructure is needed for visitors to see marine creature and/or the output of marine parks? How would such experiences link to forest experiences? If we can't pull all the assets together and maximise the product and its marketing then we are not a regional tourism group at all.*

There were some positive comments, particularly about the VICs.

*The Apollo Bay VIC which is well conducted could be enhanced with more visitor information offers (trained volunteers that we used to have and exist in other VICs to defray costs). Also there should be less retail products as they compete with other retail privately operated outlets. Retail operations in VICs mean high stock levels, loss of stock by theft, computer systems, cash handling procedures - all very costly and time consuming and best left to the private sector. Information centres should be primarily visitor information and marketing with promotional assistance. Otway Tourism seems irrelevant - too bureaucratic. Much better value from Geelong Otway Tourism as it is very professionally conducted. The Shire's primary role should be: 1) Visitor information (no retail) 2) Marketing of the shire's Tourist Attractions so as to benefit the economy of the whole Shire.*

The benefits of tourism are wide spread through the Shire and so all beneficiaries should contribute.

*More businesses are reaping the benefits of tourism without any financial input via membership or support!!*

And..

*Rental houses in Apollo Bay and on Ocean Road should pay. May be higher rates. Shire waste money on having tourism staff at Shire headquarters.*

But not everyone is happy. With GOT...

*We belong to the worst performing regional tourist market in Victoria (Geelong Otway Tourism). See regional tourism results 1999-2004 by Advance Tourism, dated 11 OCT 2005. Geelong region has declined by 33% - 1,528,000 visitors. The Peninsula Phillip Island Regions declined by 21% Ballarat & West Grampians declined by approx. 9%. Also, GOT has no credible plan to address the affect of seasonality (off peak) see two graphs attached, visitors to Apollo Bay Visitor Info Centre. GOT is more about "spin" than substance in assessing the performance of the (our) tourism industry.*

With OT...

*Shire's current support for tourism in region is pretty good. I question the value of Otway Tourism Board (OT) as currently structured, but local representation IS critical. I would abolish OT and allow each sub LTA a position on GOT to achieve genuine representation at grassroots level and save the Shire \$\$\$. Shire should consider improving road infrastructure to benefit of all (as well as tourism).*

Or the Shire...

*The Shire should be helping and promoting new businesses trying to open in the Colac area. Make it easier for new businesses to open instead of fighting issues at VCAT.*

*More businesses can reap the benefits of tourism without any financial input via membership or support!!*

**APPENDIX SIX: Community Survey**

A web-based survey was launched in late October and was promoted by the Shire in the local media. The survey site was accessed from the Colac Otway web site. The survey addressed two key areas: an evaluation of a variety of aspects related to tourism and its impact on the community and an opinion as to future options for tourism in the Shire.

By mid December 15 respondents were received. Because of the low response rate, it is not appropriate to read too much into these results. However, in compliance with our obligations to the Shire, the results are provided below.

The views towards tourism are generally positive. We posed a range of statements about the tourism industry and the respondent could indicate his or her level of agreement or disagreement with the statement on a scale of 1 to 5. A score of one indicated that the person strongly disagreed with the statement whilst a score of 5 indicated that the person strongly agreed with the statement. A score of 3 is in the mid point and indicates a somewhat neutral or ambivalent position. Our experience indicates that an average score above 4.0 indicates almost universal strong agreement. A score from 3.5 to 4.0 indicates well spread, fairly strong agreement. A score below 2.0 indicates highly uniform strong disagreement whilst a score from 2.5 to 2.0 indicates well spread, fairly strong disagreement.

| <b>Statement about tourism</b>                                                                                                   | <b>SCORE</b> |
|----------------------------------------------------------------------------------------------------------------------------------|--------------|
| Tourism has had a positive impact on the quality of my life                                                                      | 4.00         |
| Tourism has been good for the Colac Otway Shire as a whole                                                                       | 4.40         |
| Tourism is good for the economy as tourist expenditure helps stimulate the economy, employment opportunities and local business  | 4.60         |
| Tourism makes local residents feel more proud of their town and good about themselves and their community                        | 4.20         |
| Tourism promotes the development and better maintenance of public facilities                                                     | 4.13         |
| Tourism has changed the character of Colac Otway Shire for the better                                                            | 4.00         |
| There are more interesting things to do in Colac Otway Shire because of tourism development                                      | 3.93         |
| Tourism showcases Colac Otway Shire in a positive light and helps to encourage future tourism and/or business development        | 4.20         |
| Tourism promotes the development of infrastructure such as restaurants and shops for local residents                             | 4.13         |
| Tourism leads to increases in the prices of some things such as restaurants and supermarket shopping                             | 3.67         |
| Tourism leads to increases in the prices of houses and businesses                                                                | 4.13         |
| Tourists behave inappropriately, perhaps in a rowdy or delinquent way                                                            | 2.47         |
| Tourism development has had a negative impact on the environment of Colac Otway Shire                                            | 2.33         |
| Too much money is spent on developing facilities for tourists that would be better spent on other facilities for local residents | 2.47         |

|                                                                                                                              |      |
|------------------------------------------------------------------------------------------------------------------------------|------|
| Tourism disrupts the lives of local residents and creates inconveniences such as traffic congestion and parking difficulties | 2.40 |
| The benefits of tourism are distributed unfairly across the community                                                        | 2.73 |
| The costs of tourism are distributed unfairly across the community                                                           | 2.47 |
| Sporting and community facilities are less available to local residents because of tourism overcrowding                      | 2.40 |
| Tourism has changed the character of Colac Otway Shire for the worse                                                         | 1.80 |
| Tourism development is proceeding too fast in Colac Otway Shire                                                              | 2.13 |

Please note that some of the lower scored items indicate a high level of disagreement with the statement, which tend to be in the negative. For example, in response to the statement “Tourism has changed the character of Colac Otway Shire for the worse” received a score of 1.80 – which indicates strong disagreement with the statement.

Next, we asked the respondents about their views towards future development options. Again, a five point scoring scale was used.

| <b>In terms of tourism and hospitality I would like to see in Colac Otway Shire..</b> | <b>Score</b> |
|---------------------------------------------------------------------------------------|--------------|
| ..more restaurants                                                                    | 3.80         |
| ..more small hotels, farm stays and bed and breakfasts                                | 3.07         |
| ..a big resort like a golf resort                                                     | 2.87         |
| ..more environmental or ecotourism attractions                                        | 4.20         |
| ..more festivals, such as a food and wine festival                                    | 4.20         |
| ..more tourism signage                                                                | 3.67         |
| ..a 50-80 person conference facility                                                  | 3.67         |
| ..a farmers market                                                                    | 4.07         |
| ..more visitor information facilities                                                 | 3.67         |
| ..a local employment agency specialising in hospitality and tourism work              | 3.60         |
| ..more tourism product development                                                    | 3.93         |
| ..more investment in tourism infrastructure                                           | 4.20         |
| ..more tourism promotional activities within the Shire                                | 4.07         |
| ..more tourism promotional activities outside the Shire                               | 3.73         |
| ..a more professional tourism industry                                                | 4.07         |
| ..a more independent tourism industry                                                 | 3.47         |

The results indicate a high level of support for more environmental or ecotourism attractions, more festivals and more investment in tourism infrastructure. There is not much support for more accommodation or a big resort like a golf resort.

Finally, the respondents were invited to offer any comments they wish to make about tourism, tourism development and the Shire's involvement in tourism. Of the 15 respondents, seven elected to write something.

The responses were generally supportive of tourism. But it was not a carte blanche. Some were concerned that future developments be appropriate and sympathetic to the character of the Shire.

*It provides enormous opportunities for all industry sectors. I would like to see an emphasis on the promotion of the health & well being aspect of our region to attract visitors for longer stays, as opposed to just experiencing The Great Ocean Road and the Twelve Apostles, and thus providing a higher yield within the Shire and more respect for the beauty, fragility and benefits our remarkable region has to offer both visitor and resident alike.*

Infrastructure was also considered important.

*really REALLY need to improve access quality and number of public toilet facilities. They are stunningly bad compared even to smaller towns like Winchelsea and Camperdown. The toilets by the lake and in the only shopping complex are old, hard to access and spend too much time being locked up. The lake frontage needs more than one scabby old toilet block, which has no disabled facilities. Colac's public amenities are well below par of every other country town I visited in Victoria. It has to improve these services if it wants to attract tourists - and keep them returning.*

Finally, some argued that tourism needs to be seen in a broader perspective, especially with regards to the needs of local residents.

*We pin too much on 'being saved by tourism' instead of treating as the icing on the cake i.e. develop more that locals can participate in and benefit from 12mths. a year.*

**APPENDIX SEVEN: Industry Benchmarks and Best Practice**

Size and Density

Size and density are two key indicators of the economic challenges confronting Local Government. High population and high density indicates a very urban government that will be able to generate sufficient economies of scale to offer a range of services. In contrast, low populations and low densities indicate a more rural environment. Colac-Otway can be seen as one of the least dense municipalities in this selection. This lack of density, especially when compared to direct tourist and residential competitors like Surf Coast and Bass Coast, can create a competitive disadvantage if the Shire is seeking to enhance the provision of infrastructure and services to meet the needs of both residents and tourists.

It should be noted that COS expenditure on tourism, as a portion of its total budget tends to fall in the middle of a broad range of values and should not be seen as excessive.

| <b>Local Government</b>   | <b>AREA<br/>Sq<br/>KMS</b> | <b>PERSONS</b> | <b>DENSITY<br/>Persons<br/>per sq.<br/>km</b> | <b>COUNCIL<br/>BUDGET<br/>\$m</b> | <b>TOURISM<br/>BUDGET<br/>\$m</b> | <b>TOURISM<br/>AS<br/>PERCENT</b> |
|---------------------------|----------------------------|----------------|-----------------------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|
| Colac-Otway               | 3,433                      | 20,089         | 5.85                                          | 25                                | 0.60                              | 2.40%                             |
| Corangamite               | 4,404                      | 16,673         | 3.79                                          | 29                                | 0.10                              | 0.34%                             |
| Greater Geelong           | 1,247                      | 184,331        | 147.83                                        | 155                               | 1.15                              | 0.74%                             |
| Queenscliffe              | 9                          | 3,078          | 359.58                                        | 6                                 | 0.30                              | 5.00%                             |
| Surf Coast                | 1,553                      | 19,628         | 12.64                                         | 35                                | 0.65                              | 1.86%                             |
| Warrnambool               | 121                        | 28,754         | 238.24                                        | 29                                | 1.60                              | 5.52%                             |
|                           |                            |                |                                               |                                   |                                   |                                   |
| Armidale Dumaresq NSW     | 4,235                      | 24,134         | 5.70                                          | 31                                | 0.90                              | 2.90%                             |
| Great Lakes NSW           | 3,376                      | 31,388         | 9.30                                          | 36                                | 0.60                              | 1.67%                             |
| Shoalhaven NSW            | 4,568                      | 83,546         | 18.29                                         | 129                               | n/a <sup>1</sup>                  |                                   |
| Bass Coast                | 864                        | 24,076         | 27.86                                         | 35                                | 0.75                              | 2.14%                             |
| Indigo                    | 2,044                      | 13,928         | 6.81                                          | n/a                               | n/a                               |                                   |
| South Gippsland           | 3,295                      | 24,597         | 7.46                                          | 36                                | n/a                               |                                   |
| Wangaratta                | 3,639                      | 25,668         | 7.05                                          | 35                                | 0.73                              | 2.09%                             |
| Warwick QLD               | 4,422                      | 20,697         | 4.68                                          | 25                                | n/a <sup>2</sup>                  |                                   |
| Victor Harbor SA          | 385                        | 10,561         | 27.40                                         | 14                                | 0.53                              | 3.79%                             |
| Augusta-Margaret River WA | 2,243                      | 9,852          | 4.39                                          | 14                                | 0.80 <sup>3</sup>                 | 5.74%                             |
|                           |                            |                |                                               |                                   |                                   |                                   |
| Cairns QLD                | 1,850                      | 133,200        | 72.01                                         | 161                               | 0.40                              | 0.25%                             |
| Gold Coast QLD            | 1,407                      | 441,736        | 314.06                                        | 652                               | 3.10                              | 0.48%                             |
| Noosa QLD                 | 869                        | 47,320         | 54.47                                         | 142                               | 1.60                              | 1.13%                             |

1. Whilst it is not possible to determine the amount spent by Shoalhaven Shire, it is noted that in conjunction with two neighbouring shires and local businesses, they will spend \$1.13 million on tourism promotion this coming year
2. The Shire established a Tourism and Events Board in 2005
3. Include "economic development" as well as "tourism".



Highest Education Level Achieved

Any discussion regarding education levels often has potential to be clouded by a perception that the analysis is somewhat condescending. This should not be seen as the case. However, there is ample evidence that a well educated and trained population and workforce has a much greater capacity to respond to changes in the economy and develop new products and services to meet new and emerging needs. As such, the promotion of greater participation in education is seen as a key economic driver.

Whilst Colac Otway has a fairly typical profile amongst most of the regional coastal Local Governments (such as Bass Coast Shoalhaven and Victor Harbour), it is considerably less well educated than Surf Coast, August-Margaret River and the larger, exemplar Local Governments. These figures are expressed as percentage of the total population.

| <b>Local Government</b>   | <b>Did Not Complete High School</b> | <b>Completed High School</b> | <b>Trade Training</b> | <b>Under Graduate Degree</b> | <b>Post Graduate Degree</b> |
|---------------------------|-------------------------------------|------------------------------|-----------------------|------------------------------|-----------------------------|
| Colac-Otway               | 49%                                 | 19%                          | 4%                    | 4%                           | 0%                          |
| Corangamite               | 49%                                 | 18%                          | 3%                    | 4%                           | 0%                          |
| Greater Geelong           | 44%                                 | 25%                          | 5%                    | 6%                           | 1%                          |
| Queenscliffe              | 40%                                 | 33%                          | 7%                    | 12%                          | 2%                          |
| Surf Coast                | 37%                                 | 30%                          | 6%                    | 9%                           | 1%                          |
| Warrnambool               | 44%                                 | 23%                          | 4%                    | 6%                           | 1%                          |
|                           |                                     |                              |                       |                              |                             |
| Armidale Dumaresq NSW     | 33%                                 | 37%                          | 4%                    | 8%                           | 4%                          |
| Great Lakes NSW           | 56%                                 | 17%                          | 4%                    | 4%                           | 1%                          |
| Shoalhaven NSW            | 50%                                 | 18%                          | 4%                    | 4%                           | 1%                          |
| Bass Coast                | 48%                                 | 19%                          | 4%                    | 4%                           | 0%                          |
| Indigo                    | 44%                                 | 22%                          | 5%                    | 6%                           | 1%                          |
| South Gippsland           | 49%                                 | 19%                          | 4%                    | 5%                           | 0%                          |
| Wangaratta                | 48%                                 | 21%                          | 4%                    | 5%                           | 0%                          |
| Warwick QLD               | 48%                                 | 19%                          | 3%                    | 4%                           | 1%                          |
| Victor Harbor SA          | 54%                                 | 21%                          | 4%                    | 5%                           | 1%                          |
| Augusta-Margaret River WA | 39%                                 | 30%                          | 6%                    | 8%                           | 1%                          |
|                           |                                     |                              |                       |                              |                             |
| Cairns QLD                | 36%                                 | 27%                          | 4%                    | 6%                           | 1%                          |
| Gold Coast QLD            | 40%                                 | 28%                          | 5%                    | 5%                           | 1%                          |
| Noosa QLD                 | 41%                                 | 28%                          | 6%                    | 6%                           | 1%                          |

Employment Profile

The employment profile of Colac-Otway is not substantially different to that of its neighbours. Hospitality tends to include tourism, however there are some subtle, but significant differences, especially when compared to Queenscliffe (in terms of retail and hospitality). The following table provides a broader breakdown of employment sectors and includes Agriculture, Manufacturing, etc. The differences become more noticeable when consideration is given to the agricultural sector, included in the table on the following page. These figures are expressed as percentage of the total population.

|                           | RETAIL | HOSPITALITY | FINANCE | PROPERTY | CULTURE | PERSONAL | UNEMPLOYED |
|---------------------------|--------|-------------|---------|----------|---------|----------|------------|
| <b>Local Government</b>   |        |             |         |          |         |          |            |
| Colac-Otway               | 6%     | 3%          | 1%      | 2%       | 1%      | 1%       | 1%         |
| Corangamite               | 5%     | 2%          | 0%      | 1%       | 1%      | 1%       | 1%         |
| Greater Geelong           | 7%     | 2%          | 1%      | 4%       | 1%      | 2%       | 1%         |
| Queenscliffe              | 3%     | 5%          | 1%      | 3%       | 1%      | 2%       | 1%         |
| Surf Coast                | 6%     | 4%          | 1%      | 4%       | 1%      | 2%       | 1%         |
| Warrnambool               | 8%     | 3%          | 1%      | 3%       | 1%      | 2%       | 1%         |
|                           |        |             |         |          |         |          |            |
| Armidale Dumaresq NSW     | 6%     | 3%          | 1%      | 3%       | 1%      | 2%       | 1%         |
| Great Lakes NSW           | 6%     | 3%          | 1%      | 2%       | 1%      | 1%       | 1%         |
| Shoalhaven NSW            | 6%     | 2%          | 1%      | 3%       | 1%      | 1%       | 1%         |
| Bass Coast                | 5%     | 3%          | 1%      | 2%       | 1%      | 1%       | 1%         |
| Indigo                    | 5%     | 2%          | 0%      | 3%       | 1%      | 1%       | 1%         |
| South Gippsland           | 6%     | 2%          | 1%      | 2%       | 1%      | 1%       | 1%         |
| Wangaratta                | 7%     | 2%          | 1%      | 2%       | 1%      | 2%       | 1%         |
| Warwick QLD               | 7%     | 2%          | 1%      | 2%       | 0%      | 1%       | 1%         |
| Victor Harbor SA          | 6%     | 3%          | 1%      | 2%       | 1%      | 2%       | 1%         |
| Augusta-Margaret River WA | 7%     | 5%          | 1%      | 3%       | 1%      | 1%       | 1%         |
|                           |        |             |         |          |         |          |            |
| Cairns QLD                | 7%     | 4%          | 1%      | 4%       | 1%      | 2%       | 1%         |
| Gold Coast QLD            | 7%     | 4%          | 1%      | 5%       | 2%      | 2%       | 1%         |
| Noosa QLD                 | 6%     | 4%          | 1%      | 4%       | 1%      | 1%       | 1%         |

Part B

|                           | AGRICULTURE | MANUFACTURE | CONSTRUCTION | WHOLESALE | TRANSPORT | COMMUNICATION | FINANCE | PROPERTY | GOVT | EDUCATION | HEALTH | UNEMPLOYED |
|---------------------------|-------------|-------------|--------------|-----------|-----------|---------------|---------|----------|------|-----------|--------|------------|
| <b>Local Government</b>   |             |             |              |           |           |               |         |          |      |           |        |            |
| Colac-Otway               | 7%          | 5%          | 3%           | 2%        | 2%        | 0%            | 1%      | 2%       | 1%   | 3%        | 5%     | 1%         |
| Corangamite               | 16%         | 4%          | 2%           | 2%        | 1%        | 0%            | 0%      | 1%       | 1%   | 3%        | 4%     | 1%         |
| Greater Geelong           | 1%          | 7%          | 3%           | 2%        | 2%        | 1%            | 1%      | 4%       | 1%   | 3%        | 5%     | 1%         |
| Queenscliffe              | 1%          | 2%          | 3%           | 1%        | 2%        | 1%            | 1%      | 3%       | 2%   | 4%        | 5%     | 1%         |
| Surf Coast                | 3%          | 5%          | 4%           | 2%        | 1%        | 0%            | 1%      | 4%       | 1%   | 5%        | 5%     | 1%         |
| Warrnambool               | 1%          | 6%          | 3%           | 2%        | 1%        | 0%            | 1%      | 3%       | 1%   | 4%        | 6%     | 1%         |
|                           |             |             |              |           |           |               |         |          |      |           |        |            |
| Armidale Dumaresq NSW     | 3%          | 1%          | 2%           | 1%        | 1%        | 0%            | 1%      | 3%       | 2%   | 8%        | 5%     | 1%         |
| Great Lakes NSW           | 2%          | 2%          | 3%           | 1%        | 1%        | 0%            | 1%      | 2%       | 1%   | 2%        | 3%     | 1%         |
| Shoalhaven NSW            | 1%          | 3%          | 3%           | 1%        | 1%        | 0%            | 1%      | 3%       | 2%   | 2%        | 3%     | 1%         |
| Bass Coast                | 3%          | 3%          | 4%           | 1%        | 1%        | 0%            | 1%      | 2%       | 1%   | 2%        | 4%     | 1%         |
| Indigo                    | 5%          | 8%          | 3%           | 2%        | 1%        | 1%            | 0%      | 3%       | 2%   | 4%        | 6%     | 1%         |
| South Gippsland           | 11%         | 4%          | 3%           | 2%        | 1%        | 0%            | 1%      | 2%       | 1%   | 3%        | 4%     | 1%         |
| Wangaratta                | 5%          | 8%          | 2%           | 2%        | 1%        | 0%            | 1%      | 2%       | 1%   | 3%        | 6%     | 1%         |
| Warwick QLD               | 6%          | 5%          | 2%           | 3%        | 2%        | 0%            | 1%      | 2%       | 1%   | 3%        | 3%     | 1%         |
| Victor Harbor SA          | 3%          | 3%          | 3%           | 1%        | 1%        | 0%            | 1%      | 2%       | 1%   | 2%        | 4%     | 1%         |
| Augusta-Margaret River WA | 7%          | 6%          | 4%           | 1%        | 1%        | 0%            | 1%      | 3%       | 1%   | 3%        | 3%     | 1%         |
|                           |             |             |              |           |           |               |         |          |      |           |        |            |
| Cairns QLD                | 1%          | 3%          | 3%           | 2%        | 3%        | 0%            | 1%      | 4%       | 3%   | 3%        | 4%     | 1%         |
| Gold Coast QLD            | 0%          | 4%          | 4%           | 2%        | 2%        | 1%            | 1%      | 5%       | 1%   | 2%        | 4%     | 1%         |
| Noosa QLD                 | 1%          | 3%          | 3%           | 1%        | 1%        | 0%            | 1%      | 4%       | 1%   | 3%        | 4%     | 1%         |

### Tourism Performance Analysis

Tourism Research Australia (TRA) is the Australian Government agency responsible for gathering major tourism statistics. It does this via two surveys, the International Visitor Survey (IVS) and the National Visitor Survey (NVS). The data for both of these surveys are collected by way of interview. An exit interview is conducted at the airport prior to departure for the IVS, of about 80,000 international visitors each year. The NVS data is gathered quarterly via a telephone interview. The tables on the following pages provide a quick overview of the relative tourism performance of the Shire in terms of domestic and international visitation measured as visits to an area, the numbers of visitor nights spent in an area and the average length of stay (average number of visitor nights) spent in an area.

#### Australian Residents Visits to Local Government Areas (Domestic Tourism) in (000s)

| <b>Local Government</b>   | <b>1998</b> | <b>1998</b> | <b>2000</b> | <b>2001</b> | <b>2002</b> | <b>2003</b> | <b>2004</b> | <b>7 Year Growth</b> | <b>Last Year Growth</b> |
|---------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|----------------------|-------------------------|
| Colac-Otway               | 348         | 306         | 335         | 309         | 374         | 398         | 301         | -14%                 | -24%                    |
| Corangamite               | 135         | 166         | 111         | 161         | 169         | 133         | 147         | 9%                   | 11%                     |
| Greater Geelong           | 939         | 837         | 771         | 818         | 874         | 789         | 742         | -21%                 | -6%                     |
| Queenscliffe              | 162         | 169         | 196         | 159         | 169         | 132         | 129         | -20%                 | -2%                     |
| Surf Coast                | 575         | 520         | 690         | 650         | 763         | 693         | 716         | 25%                  | 3%                      |
| Warrnambool               | 342         | 324         | 386         | 338         | 377         | 336         | 361         | 6%                   | 7%                      |
|                           |             |             |             |             |             |             |             |                      |                         |
| Armidale Dumaresq NSW     | 260         | 267         | 266         | 257         | 276         | 220         | 277         | 7%                   | 26%                     |
| Great Lakes NSW           | 735         | 857         | 588         | 585         | 637         | 563         | 530         | -28%                 | -6%                     |
| Shoalhaven NSW            | 1,234       | 1,240       | 1,107       | 1,214       | 1,270       | 1,314       | 1,249       | 1%                   | -5%                     |
| Bass Coast                | 833         | 698         | 748         | 620         | 758         | 754         | 668         | -20%                 | -11%                    |
| Indigo                    | 146         | 210         | 124         | 152         | 199         | 175         | 154         | 5%                   | -12%                    |
| South Gippsland           | 372         | 358         | 324         | 314         | 285         | 420         | 351         | -6%                  | -16%                    |
| Wangaratta                | 289         | 177         | 204         | 133         | 166         | 163         | 172         | -40%                 | 6%                      |
| Warwick QLD               | 130         | 196         | 161         | 147         | 168         | 217         | 131         | 1%                   | -40%                    |
| Victor Harbor SA          | 262         | 273         | 295         | 244         | 287         | 211         | 209         | -20%                 | -1%                     |
| Augusta-Margaret River WA | 157         | 230         | 377         | 374         | 433         | 547         | 492         | 213%                 | -10%                    |
| Cairns QLD                | 667         | 795         | 884         | 822         | 715         | 883         | 915         | 37%                  | 4%                      |
| Gold Coast QLD            | 2,830       | 3,153       | 3,053       | 3,239       | 3,123       | 3,236       | 3,187       | 13%                  | -2%                     |
| Noosa QLD                 | 839         | 912         | 794         | 632         | 837         | 674         | 835         | 0%                   | 24%                     |

Australian Residents Visitor Nights spent in Local Government Areas (Domestic Tourism) in (000s)

| Local Government          | 1998   | 1998   | 2000   | 2001   | 2002   | 2003   | 2004   | 7 Year Growth | Last Year Growth |
|---------------------------|--------|--------|--------|--------|--------|--------|--------|---------------|------------------|
| Colac-Otway               | 1,020  | 829    | 942    | 829    | 861    | 1,009  | 904    | -11%          | -10%             |
| Corangamite               | 247    | 612    | 234    | 376    | 336    | 259    | 286    | 16%           | 10%              |
| Greater Geelong           | 2,154  | 2,439  | 2,055  | 2,061  | 2,444  | 2,234  | 1,827  | -15%          | -18%             |
| Queenscliffe              | 434    | 446    | 404    | 399    | 501    | 322    | 373    | -14%          | 16%              |
| Surf Coast                | 1,503  | 1,521  | 1,834  | 1,869  | 2,078  | 1,740  | 1,857  | 24%           | 7%               |
| Warrnambool               | 746    | 997    | 938    | 855    | 862    | 824    | 890    | 19%           | 8%               |
|                           |        |        |        |        |        |        |        |               |                  |
| Armidale Dumaresq NSW     | 693    | 658    | 828    | 502    | 654    | 450    | 794    | 15%           | 76%              |
| Great Lakes NSW           | 2,779  | 3,013  | 1,887  | 2,058  | 2,143  | 2,517  | 2,096  | -25%          | -17%             |
| Shoalhaven NSW            | 4,427  | 4,555  | 3,742  | 3,807  | 4,076  | 4,507  | 3,926  | -11%          | -13%             |
| Bass Coast                | 2,452  | 2,071  | 1,934  | 1,904  | 2,232  | 2,095  | 1,904  | -22%          | -9%              |
| Indigo                    | 305    | 464    | 262    | 385    | 419    | 346    | 368    | 21%           | 6%               |
| South Gippsland           | 999    | 999    | 1,011  | 843    | 1,118  | 1,077  | 975    | -2%           | -9%              |
| Wangaratta                | 558    | 470    | 447    | 281    | 321    | 283    | 340    | -39%          | 20%              |
| Warwick QLD               | 299    | 458    | 425    | 287    | 251    | 487    | 470    | 57%           | -3%              |
| Victor Harbor SA          | 654    | 688    | 771    | 552    | 689    | 574    | 507    | -22%          | -12%             |
| Augusta-Margaret River WA | 500    | 677    | 1,213  | 1,261  | 1,424  | 1,679  | 2,339  | 368%          | 39%              |
|                           |        |        |        |        |        |        |        |               |                  |
| Cairns QLD                | 3,213  | 3,723  | 4,144  | 4,110  | 3,394  | 4,558  | 4,630  | 44%           | 2%               |
| Gold Coast QLD            | 14,895 | 16,455 | 16,386 | 16,521 | 17,199 | 17,528 | 17,750 | 19%           | 1%               |
| Noosa QLD                 | 3,544  | 4,209  | 3,398  | 2,923  | 3,412  | 3,782  | 3,710  | 5%            | -2%              |

Australian Residents Average Number of Visitor Nights spent in Local Government Areas (Domestic Tourism)

| Local Government          | 1998 | 1998 | 2000 | 2001 | 2002 | 2003 | 2004 | 7 Year Growth | Last Year Growth |
|---------------------------|------|------|------|------|------|------|------|---------------|------------------|
| Colac-Otway               | 2.93 | 2.71 | 2.81 | 2.68 | 2.30 | 2.54 | 3.00 | 2%            | 18%              |
| Corangamite               | 1.83 | 3.69 | 2.11 | 2.34 | 1.99 | 1.95 | 1.95 | 6%            | 0%               |
| Greater Geelong           | 2.29 | 2.91 | 2.67 | 2.52 | 2.80 | 2.83 | 2.46 | 7%            | -13%             |
| Queenscliffe              | 2.68 | 2.64 | 2.06 | 2.51 | 2.96 | 2.44 | 2.89 | 8%            | 19%              |
| Surf Coast                | 2.61 | 2.93 | 2.66 | 2.88 | 2.72 | 2.51 | 2.59 | -1%           | 3%               |
| Warrnambool               | 2.18 | 3.08 | 2.43 | 2.53 | 2.29 | 2.45 | 2.47 | 13%           | 1%               |
|                           |      |      |      |      |      |      |      |               |                  |
| Armidales Dumaresq NSW    | 2.67 | 2.46 | 3.11 | 1.95 | 2.37 | 2.05 | 2.87 | 8%            | 40%              |
| Great Lakes NSW           | 3.78 | 3.52 | 3.21 | 3.52 | 3.36 | 4.47 | 3.95 | 5%            | -12%             |
| Shoalhaven NSW            | 3.59 | 3.67 | 3.38 | 3.14 | 3.21 | 3.43 | 3.14 | -12%          | -8%              |
| Bass Coast                | 2.94 | 2.97 | 2.59 | 3.07 | 2.94 | 2.78 | 2.85 | -3%           | 3%               |
| Indigo                    | 2.09 | 2.21 | 2.11 | 2.53 | 2.11 | 1.98 | 2.39 | 14%           | 21%              |
| South Gippsland           | 2.69 | 2.79 | 3.12 | 2.68 | 3.92 | 2.56 | 2.78 | 3%            | 8%               |
| Wangaratta                | 1.93 | 2.66 | 2.19 | 2.11 | 1.93 | 1.74 | 1.98 | 2%            | 14%              |
| Warwick QLD               | 2.30 | 2.34 | 2.64 | 1.95 | 1.49 | 2.24 | 3.59 | 56%           | 60%              |
| Victor Harbor SA          | 2.50 | 2.52 | 2.61 | 2.26 | 2.40 | 2.72 | 2.43 | -3%           | -11%             |
| Augusta-Margaret River WA | 3.18 | 2.94 | 3.22 | 3.37 | 3.29 | 3.07 | 4.75 | 49%           | 55%              |
|                           |      |      |      |      |      |      |      |               |                  |
| Cairns QLD                | 4.82 | 4.68 | 4.69 | 5.00 | 4.75 | 5.16 | 5.06 | 5%            | -2%              |
| Gold Coast QLD            | 5.26 | 5.22 | 5.37 | 5.10 | 5.51 | 5.42 | 5.57 | 6%            | 3%               |
| Noosa QLD                 | 4.22 | 4.62 | 4.28 | 4.63 | 4.08 | 5.61 | 4.44 | 5%            | -21%             |

International Visitors Visits to Local Government Areas (International Tourism)

| Local Government          | 1998      | 2000      | 2001      | 2002      | 2003      | 2004      | 6 Year Growth | Last Year Growth |
|---------------------------|-----------|-----------|-----------|-----------|-----------|-----------|---------------|------------------|
| Colac-Otway               | 31,672    | 30,174    | 39,937    | 34,190    | 36,703    | 47,880    | 51%           | 30%              |
| Corangamite               | 19,843    | 19,423    | 26,389    | 17,551    | 25,766    | 24,900    | 25%           | -3%              |
| Greater Geelong           | 29,595    | 20,137    | 31,342    | 25,362    | 32,585    | 29,660    | 0%            | -9%              |
| Queenscliffe              | 1,970     | 2,177     | 1,913     | 1,749     | 2,558     | 1,607     | -18%          | -37%             |
| Surf Coast                | 19,648    | 31,791    | 36,408    | 30,381    | 37,670    | 39,424    | 101%          | 5%               |
| Warrnambool               | 25,491    | 22,786    | 30,443    | 28,305    | 30,322    | 31,117    | 22%           | 3%               |
|                           |           |           |           |           |           |           |               |                  |
| Armidale Dumaresq NSW     | 10,965    | 16,027    | 17,007    | 10,099    | 6,496     | 9,477     | -14%          | 46%              |
| Great Lakes NSW           | 29,648    | 14,675    | 11,632    | 13,714    | 21,458    | 14,693    | -50%          | -32%             |
| Shoalhaven NSW            | 23,199    | 28,967    | 25,318    | 26,237    | 18,941    | 25,976    | 12%           | 37%              |
| Bass Coast                | 33,755    | 33,675    | 31,799    | 28,705    | 30,186    | 42,305    | 25%           | 40%              |
| Indigo                    | 6,333     | 7,201     | 4,141     | 3,837     | 4,619     | 5,786     | -9%           | 25%              |
| South Gippsland           | 15,219    | 17,543    | 14,585    | 13,213    | 15,130    | 15,466    | 2%            | 2%               |
| Wangaratta                | 4,944     | 6,553     | 2,657     | 2,539     | 3,762     | 4,503     | -9%           | 20%              |
| Warwick QLD               | 2,925     | 4,408     | 1,835     | 3,605     | 4,466     | 3,034     | 4%            | -32%             |
| Victor Harbor SA          | 8,306     | 6,633     | 6,969     | 7,884     | 7,402     | 5,534     | -33%          | -25%             |
| Augusta-Margaret River WA | 17,322    | 74,026    | 57,049    | 59,556    | 63,398    | 52,897    | 205%          | -17%             |
|                           |           |           |           |           |           |           |               |                  |
| Cairns QLD                | 737,721   | 746,784   | 771,506   | 757,267   | 716,118   | 761,779   | 3%            | 6%               |
| Gold Coast QLD            | 4,143,101 | 4,566,551 | 4,475,410 | 4,462,796 | 4,384,829 | 4,796,861 | 16%           | 9%               |
| Noosa QLD                 | 126,049   | 136,109   | 140,332   | 106,524   | 105,542   | 126,955   | 1%            | 20%              |

International Visitors Nights Spent in Local Government Areas (International Tourism)

| Local Government          | 1998      | 2000      | 2001      | 2002      | 2003      | 2004      | 7 Year Growth | Last Year Growth |
|---------------------------|-----------|-----------|-----------|-----------|-----------|-----------|---------------|------------------|
| Colac-Otway               | 70,825    | 43,209    | 63,677    | 59,213    | 70,077    | 80,600    | 14%           | 15%              |
| Corangamite               | 30,771    | 40,328    | 43,065    | 19,877    | 40,577    | 31,349    | 2%            | -23%             |
| Greater Geelong           | 293,836   | 299,687   | 272,349   | 345,408   | 346,238   | 348,164   | 18%           | 1%               |
| Queenscliffe              | 7,085     | 10,743    | 3,616     | 2,472     | 8,924     | 12,024    | 70%           | 35%              |
| Surf Coast                | 40,843    | 106,403   | 118,648   | 100,065   | 111,909   | 151,419   | 271%          | 35%              |
| Warrnambool               | 39,230    | 66,489    | 145,709   | 116,576   | 42,375    | 87,546    | 123%          | 107%             |
|                           |           |           |           |           |           |           |               |                  |
| Armidale Dumaresq NSW     | 89,563    | 238,984   | 195,504   | 162,127   | 55,112    | 291,917   | 226%          | 430%             |
| Great Lakes NSW           | 99,139    | 38,199    | 30,860    | 35,259    | 91,768    | 44,775    | -55%          | -51%             |
| Shoalhaven NSW            | 193,263   | 212,743   | 141,572   | 202,509   | 135,092   | 302,454   | 56%           | 124%             |
| Bass Coast                | 80,466    | 75,493    | 71,084    | 61,537    | 86,557    | 146,506   | 82%           | 69%              |
| Indigo                    | 13,499    | 11,054    | 11,673    | 7,834     | 7,302     | 17,012    | 26%           | 133%             |
| South Gippsland           | 35,955    | 53,088    | 41,514    | 54,851    | 40,909    | 56,938    | 58%           | 39%              |
| Wangaratta                | 32,343    | 18,358    | 3,714     | 90,398    | 14,021    | 27,722    | -14%          | 98%              |
| Warwick QLD               | 6,942     | 16,636    | 10,766    | 15,703    | 21,408    | 18,928    | 173%          | -12%             |
| Victor Harbor SA          | 37,551    | 26,122    | 19,481    | 19,867    | 17,263    | 32,095    | -15%          | 86%              |
| Augusta-Margaret River WA | 36,472    | 324,767   | 213,128   | 348,208   | 205,769   | 162,355   | 345%          | -21%             |
|                           |           |           |           |           |           |           |               |                  |
| Cairns QLD                | 4,372,926 | 4,215,389 | 4,819,019 | 4,544,377 | 4,282,662 | 4,345,725 | -1%           | 1%               |
| Gold Coast QLD            | 5,573,362 | 5,778,749 | 6,297,445 | 5,319,527 | 5,953,353 | 6,822,863 | 22%           | 15%              |
| Noosa QLD                 | 661,383   | 620,988   | 782,876   | 577,070   | 540,955   | 638,557   | -3%           | 18%              |



International Visitors Average Number of Nights Spent in Local Government Areas (International Tourism)

| Local Government          | 1998 | 2000  | 2001  | 2002  | 2003  | 2004  | 7 Year Growth | Last Year Growth |
|---------------------------|------|-------|-------|-------|-------|-------|---------------|------------------|
| Colac-Otway               | 2.24 | 1.43  | 1.59  | 1.73  | 1.91  | 1.68  | -25%          | -12%             |
| Corangamite               | 1.55 | 2.08  | 1.63  | 1.13  | 1.57  | 1.26  | -19%          | -20%             |
| Greater Geelong           | 9.93 | 14.88 | 8.69  | 13.62 | 10.63 | 11.74 | 18%           | 10%              |
| Queenscliffe              | 3.60 | 4.93  | 1.89  | 1.41  | 3.49  | 7.48  | 108%          | 114%             |
| Surf Coast                | 2.08 | 3.35  | 3.26  | 3.29  | 2.97  | 3.84  | 85%           | 29%              |
| Warrnambool               | 1.54 | 2.92  | 4.79  | 4.12  | 1.40  | 2.81  | 83%           | 101%             |
|                           |      |       |       |       |       |       |               |                  |
| Armidale Dumaresq NSW     | 8.17 | 14.91 | 11.50 | 16.05 | 8.48  | 30.80 | 277%          | 263%             |
| Great Lakes NSW           | 3.34 | 2.60  | 2.65  | 2.57  | 4.28  | 3.05  | -9%           | -29%             |
| Shoalhaven NSW            | 8.33 | 7.34  | 5.59  | 7.72  | 7.13  | 11.64 | 40%           | 63%              |
| Bass Coast                | 2.38 | 2.24  | 2.24  | 2.14  | 2.87  | 3.46  | 45%           | 21%              |
| Indigo                    | 2.13 | 1.54  | 2.82  | 2.04  | 1.58  | 2.94  | 38%           | 86%              |
| South Gippsland           | 2.36 | 3.03  | 2.85  | 4.15  | 2.70  | 3.68  | 56%           | 36%              |
| Wangaratta                | 6.54 | 2.80  | 1.40  | 35.60 | 3.73  | 6.16  | -6%           | 65%              |
| Warwick QLD               | 2.37 | 3.77  | 5.87  | 4.36  | 4.79  | 6.24  | 163%          | 30%              |
| Victor Harbor SA          | 4.52 | 3.94  | 2.80  | 2.52  | 2.33  | 5.80  | 28%           | 149%             |
| Augusta-Margaret River WA | 2.11 | 4.39  | 3.74  | 5.85  | 3.25  | 3.07  | 46%           | -5%              |
|                           |      |       |       |       |       |       |               |                  |
| Cairns QLD                | 5.93 | 5.64  | 6.25  | 6.00  | 5.98  | 5.70  | -4%           | -5%              |
| Gold Coast QLD            | 1.35 | 1.27  | 1.41  | 1.19  | 1.36  | 1.42  | 6%            | 5%               |
| Noosa QLD                 | 5.25 | 4.56  | 5.58  | 5.42  | 5.13  | 5.03  | -4%           | -2%              |

Hotel and Motel Room Nights Sold

Another measure of tourism performance is the commercial accommodation data provided by the Australian Bureau of Statistics (ABS). This data is compulsorily gathered under the Census Act and provides several key measures of commercial accommodation performance. In this instance, monthly data for the financial year ending June 2005 for; rooms nights sold, percentage of available rooms occupied, total room sales revenue and average room selling price. Whilst the room nights sold and total revenue figures give a good measure of the magnitude of the accommodation sector, the occupancy gives a good insight into the overall success of attracting visitors whilst the average room rate gives a good measure of the quality of the infrastructure in the market and the strength of demand for accommodation product. Both higher occupancies and average rates suggest that the industry is operating efficiently and effectively and profitably, because of privacy and disclosure restrictions, data may not be available.

|                             | Jul-04  | Aug-04  | Sep-04  | Oct-04  | Nov-04  | Dec-04  | Jan-05  | Feb-05  | Mar-05  | Apr-05  | May-05  | Jun-05  |
|-----------------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| <b>Room Nights (actual)</b> |         |         |         |         |         |         |         |         |         |         |         |         |
| Colac-Otway                 | 2,097   | 2,404   | 2,996   | 4,244   | 4,255   | 3,689   | 5,329   | 4,766   | 5,584   | 4,632   | 3,993   | 2,971   |
| Corangamite                 | n.a.    | n.a.    | n.a.    | n.a.    | n.a.    | n.a.    | 3,631   | 3,124   | 4,093   | 2,761   | 2,256   | 2,066   |
| Greater Geelong             | 11,515  | 10,738  | 11,596  | 12,844  | 13,437  | 11,374  | 14,858  | 12,379  | 15,318  | 13,029  | 11,425  | 10,553  |
| Queenscliffe                | 1,012   | 1,066   | 1,054   | 1,220   | 1,287   | 1,447   | 2,154   | 1,719   | 2,014   | 1,791   | 1,221   | 1,265   |
| Surf Coast                  | 4,866   | 4,687   | 5,455   | 6,484   | 6,766   | 7,368   | 9,034   | 7,262   | 8,063   | 7,208   | 5,178   | 4,588   |
| Warrnambool                 | 7,662   | 7,547   | 7,976   | 9,783   | 9,828   | 9,717   | 12,850  | 9,264   | 12,417  | 10,686  | 9,491   | 8,245   |
| Armidale Dumaresq NSW       | 6,981   | 6,195   | 8,138   | 7,966   | 6,944   | 5,838   | n.a.    | n.a.    | n.a.    | 10,715  | 8,637   | 7,303   |
| Great Lakes NSW             | 6,652   | 5,850   | 7,601   | 8,316   | 8,097   | 8,582   | 14,823  | 12,170  | 12,553  | 10,834  | 8,798   | 7,792   |
| Shoalhaven NSW              | 7,644   | 6,249   | 8,117   | 10,898  | 9,707   | 9,932   | 19,201  | 15,686  | 16,323  | 13,166  | 11,704  | 10,145  |
| Bass Coast                  | 3,154   | 2,963   | 4,203   | 4,598   | 4,783   | 4,477   | 7,489   | 6,476   | 5,515   | 5,105   | 3,090   | 2,953   |
| Indigo                      | n.a.    | n.a.    | n.a.    | n.a.    | n.a.    | n.a.    | n.a.    | n.a.    | n.a.    | n.a.    | n.a.    | n.a.    |
| South Gippsland             | 1,013   | 992     | 1,326   | 1,653   | 1,382   | 1,262   | 1,509   | 1,341   | 1,854   | n.a.    | n.a.    | n.a.    |
| Wangaratta                  | 4,390   | 4,027   | 4,003   | 4,868   | 4,622   | 3,205   | 3,773   | 3,647   | 4,756   | n.a.    | n.a.    | 3,478   |
| Warwick QLD                 | 3,608   | 3,314   | 3,317   | 3,776   | 2,816   | 2,448   | 3,245   | 3,300   | 3,929   | 3,834   | 3,611   | 3,361   |
| Victor Harbor SA            | 2,474   | 2,602   | 2,677   | 3,705   | 3,174   | 2,795   | n.a.    | n.a.    | n.a.    | n.a.    | n.a.    | n.a.    |
| Augusta-Margaret River WA   | 4,637   | 4,098   | 5,845   | 6,643   | 6,463   | 6,577   | 7,758   | 6,653   | 7,973   | 6,067   | 4,361   | 3,853   |
| Cairns QLD                  | 199,568 | 197,040 | 176,120 | 187,846 | 170,673 | 144,787 | 144,537 | 132,838 | 152,854 | 138,238 | 152,750 | 159,257 |
| Gold Coast QLD              | 280,030 | 280,999 | 284,358 | 306,023 | 286,043 | 279,408 | 328,281 | 270,994 | 274,881 | 261,368 | 249,414 | 235,533 |
| Noosa QLD                   | 31,103  | 34,278  | 36,420  | 38,458  | 32,419  | 32,586  | 40,087  | 26,685  | 31,524  | 28,452  | 22,660  | 23,546  |

Hotel & Motel Room Occupancy (%)

|                           | Jul-04 | Aug-04 | Sep-04 | Oct-04 | Nov-04 | Dec-04 | Jan-05 | Feb-05 | Mar-05 | Apr-05 | May-05 | Jun-05 |
|---------------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| <b>Room Nights (%)</b>    |        |        |        |        |        |        |        |        |        |        |        |        |
| Colac-Otway               | 31.3   | 35.9   | 46.2   | 63.1   | 65.4   | 54.8   | 67.1   | 66.5   | 70.4   | 58.0   | 48.4   | 37.2   |
| Corangamite               | n.a.   | n.a.   | n.a.   | n.a.   | n.a.   | n.a.   | 66.2   | 63.0   | 74.6   | 61.8   | 48.8   | 46.2   |
| Greater Geelong           | 51.1   | 47.6   | 53.2   | 57.0   | 61.6   | 50.5   | 63.1   | 58.2   | 65.0   | 58.5   | 49.6   | 47.3   |
| Queenscliffe              | 29.1   | 30.7   | 31.4   | 35.1   | 38.3   | 41.7   | 54.3   | 48.0   | 50.8   | 42.1   | 30.3   | 32.4   |
| Surf Coast                | 45.9   | 44.2   | 53.2   | 61.2   | 65.9   | 69.5   | 80.3   | 71.4   | 71.7   | 72.4   | 50.3   | 46.1   |
| Warrnambool               | 44.2   | 43.6   | 47.6   | 52.2   | 54.1   | 51.8   | 64.7   | 51.6   | 62.5   | 57.1   | 49.1   | 44.0   |
|                           |        |        |        |        |        |        |        |        |        |        |        |        |
| Armidale Dumaresq NSW     | 48.7   | 43.3   | 58.7   | 54.3   | 48.9   | 39.8   | n.a.   | n.a.   | n.a.   | 67.4   | 52.6   | 45.9   |
| Great Lakes NSW           | 41.3   | 36.3   | 48.7   | 50.6   | 50.9   | 52.2   | 64.5   | 58.7   | 54.6   | 49.9   | 39.6   | 36.3   |
| Shoalhaven NSW            | 37.7   | 31.8   | 41.4   | 53.3   | 49.1   | 48.6   | 58.2   | 52.6   | 49.4   | 42.0   | 36.1   | 32.4   |
| Bass Coast                | 30.6   | 28.8   | 42.2   | 46.5   | 46.3   | 42.0   | 70.2   | 67.2   | 51.7   | 49.6   | 29.1   | 28.7   |
| Indigo                    | n.a.   | n.a.   | n.a.   | n.a.   | n.a.   | n.a.   | n.a.   | n.a.   | n.a.   | n.a.   | n.a.   | n.a.   |
| South Gippsland           | 27.2   | 26.7   | 36.8   | 44.4   | 38.4   | 33.9   | 48.2   | 47.4   | 51.6   | n.a.   | n.a.   | n.a.   |
| Wangaratta                | 54.7   | 50.2   | 51.5   | 60.6   | 59.5   | 39.9   | 47.0   | 50.3   | 59.2   | n.a.   | n.a.   | 44.6   |
| Warwick QLD               | 54.1   | 49.7   | 51.4   | 56.1   | 43.3   | 36.4   | 37.8   | 42.5   | 45.8   | 44.5   | 40.6   | 39.0   |
| Victor Harbor SA          | 43.4   | 45.6   | 48.5   | 65.0   | 57.5   | 49.0   | n.a.   | n.a.   | n.a.   | n.a.   | n.a.   | n.a.   |
| Augusta-Margaret River WA | 43.9   | 38.8   | 57.1   | 63.2   | 56.2   | 53.2   | 64.2   | 60.9   | 65.9   | 52.8   | 36.7   | 33.5   |
|                           |        |        |        |        |        |        |        |        |        |        |        |        |
| Cairns QLD                | 85.1   | 83.3   | 76.4   | 76.8   | 72.1   | 59.2   | 60.1   | 61.2   | 64.6   | 60.0   | 64.1   | 69.1   |
| Gold Coast QLD            | 70.5   | 70.7   | 73.9   | 77.6   | 74.9   | 70.8   | 78.9   | 72.1   | 66.1   | 65.1   | 60.1   | 58.7   |
| Noosa QLD                 | 64.7   | 71.3   | 78.3   | 82.2   | 71.6   | 69.6   | 76.0   | 56.0   | 59.7   | 56.7   | 43.7   | 46.9   |

Hotel and Motel Average Room Rate (\$)

|                           | Jul-04 | Aug-04 | Sep-04 | Oct-04 | Nov-04 | Dec-04 | Jan-05 | Feb-05 | Mar-05 | Apr-05 | May-05 | Jun-05 |
|---------------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| <b>Room Nights (\$)</b>   |        |        |        |        |        |        |        |        |        |        |        |        |
| Colac-Otway               | 96.30  | 86.60  | 90.90  | 90.50  | 96.20  | 108.40 | 127.40 | 106.60 | 116.10 | 108.70 | 91.80  | 101.00 |
| Corangamite               | n.a.   | n.a.   | n.a.   | n.a.   | n.a.   | n.a.   | 138.30 | 115.20 | 115.30 | 115.90 | 107.60 | 102.10 |
| Greater Geelong           | 105.40 | 102.70 | 105.30 | 108.80 | 105.90 | 118.40 | 118.90 | 114.20 | 127.10 | 110.50 | 110.40 | 110.20 |
| Queenscliffe              | 107.10 | 96.30  | 106.20 | 118.50 | 125.00 | 130.90 | 118.60 | 118.20 | 115.00 | 108.10 | 100.50 | 113.80 |
| Surf Coast                | 126.60 | 129.60 | 141.00 | 135.10 | 139.90 | 155.40 | 183.10 | 157.30 | 143.30 | 138.70 | 150.00 | 128.80 |
| Warrnambool               | 82.70  | 82.20  | 82.60  | 89.80  | 87.90  | 99.10  | 111.20 | 98.50  | 97.00  | 94.50  | 101.60 | 96.50  |
|                           |        |        |        |        |        |        |        |        |        |        |        |        |
| Armidale Dumaresq NSW     | 84.70  | 83.30  | 82.00  | 87.70  | 80.00  | 85.50  | n.a.   | n.a.   | n.a.   | 81.90  | 95.30  | 90.50  |
| Great Lakes NSW           | 87.70  | 88.70  | 87.70  | 103.30 | 99.40  | 113.50 | 127.50 | 99.20  | 100.10 | 107.50 | 95.60  | 97.40  |
| Shoalhaven NSW            | 97.60  | 94.80  | 94.90  | 106.20 | 97.60  | 117.50 | 126.90 | 101.30 | 105.90 | 105.90 | 97.50  | 100.50 |
| Bass Coast                | 107.10 | 102.50 | 108.60 | 134.50 | 117.60 | 140.40 | 162.40 | 127.80 | 132.10 | 125.60 | 108.50 | 112.70 |
| Indigo                    | n.a.   | n.a.   | n.a.   | n.a.   | n.a.   | n.a.   | n.a.   | n.a.   | n.a.   | n.a.   | n.a.   | n.a.   |
| South Gippsland           | 68.50  | 66.40  | 66.70  | 74.50  | 73.50  | 83.70  | 85.70  | 76.70  | 78.20  | n.a.   | n.a.   | n.a.   |
| Wangaratta                | 102.10 | 93.00  | 96.50  | 104.40 | 104.00 | 100.20 | 93.90  | 88.10  | 91.20  | n.a.   | n.a.   | 99.40  |
| Warwick QLD               | 76.10  | 75.80  | 78.10  | 76.80  | 75.50  | 73.20  | 73.90  | 76.00  | 69.00  | 76.50  | 75.70  | 78.20  |
| Victor Harbor SA          | 85.50  | 84.50  | 89.60  | 95.20  | 99.30  | 104.70 | n.a.   | n.a.   | n.a.   | n.a.   | n.a.   | n.a.   |
| Augusta-Margaret River WA | 124.00 | 121.90 | 118.20 | 118.80 | 121.60 | 149.90 | 161.40 | 137.80 | 136.60 | 120.10 | 109.70 | 117.80 |
|                           |        |        |        |        |        |        |        |        |        |        |        |        |
| Cairns QLD                | 120.20 | 120.30 | 121.10 | 118.10 | 117.10 | 120.00 | 116.40 | 111.00 | 112.40 | 119.00 | 120.40 | 118.50 |
| Gold Coast QLD            | 109.80 | 111.90 | 118.00 | 133.70 | 114.20 | 139.80 | 148.40 | 115.00 | 119.00 | 122.40 | 115.70 | 109.20 |
| Noosa QLD                 | 122.20 | 132.30 | 148.40 | 151.40 | 151.00 | 175.20 | 171.90 | 156.10 | 145.50 | 153.30 | 144.60 | 130.30 |

ORDINARY COUNCIL MEETING

CORPORATE SERVICES

**OM062405-5 RESPONSE TO TOURISM REVIEW**

AUTHOR: Colin Hayman                      ENDORSED: Tracey Slatter  
DEPARTMENT: Executive                      FILE REF: GEN00184 Tourism Review

**Purpose**

To consider the recommendations from the Colac Otway Tourism Review prepared by Wine Food Tourism Strategies Pty Ltd and officer's response to the Review.

**Background**

Wine Food Tourism Strategies Pty Ltd carried out the review of Tourism over the period October 2005 to February 2006.

The purpose was to complete a strategic review of the current tourism structure, function and performance and make recommendations. The focus of the review was to investigate the current financial investment by Council into tourism, determine its return on investment and investigate alternative means of funding tourism. The project was managed by a Steering Committee, independently chaired by Tourism Alliance Victoria (TAV) and comprising of representatives from the local tourism industry, COS Councillors, Shire staff and the Department of Sustainability and Environment (DSE).

The terms of reference for this review were provided in the tender document titled "Colac Otway Tourism Review" dated 5 September 2005.

*To contribute to a review of the tourism function of Council as per the 2005-09 draft Council Plan and that such a review would seek to significantly reduce the Shire's investment from Core Rates in Tourism.*

*The key objectives of this project were:*

1. *To undertake a review of Colac Otway Shire's tourism functions to ensure that its investment in tourism is expended appropriately having regard to tourism marketing, industry development, visitor services and product development. The review should specifically consider and analyse the*
  - *Adequacy of the current structure, roles and responsibilities of Council's tourism functions and the Otways Tourism (OT) Board*
  - *Nature and scope of current products and services offered by Council's tourism function and who benefits.*
  - *Determine industry awareness, expectations and perceptions of Council's role in tourism*
  - *Analyse alternative funding/structure models for tourism, with regard to successful relevant models elsewhere.*
  
2. *Evaluate the Return on Investment having regard to economic, social and environmental returns to both Council and industry and specifically:*
  - *Determine and evaluate private sector investment in tourism in Colac Otway Shire*
  - *Supported by Shire staff, provide relevant data to undertake the federal government Tourism Impact Model to determine economic impact of tourism on the local community and economy and Council investment and economic returns from tourism.*

ORDINARY COUNCIL MEETING

CORPORATE SERVICES

A Councillor workshop was held on Wednesday 1 February to discuss the draft review document. In attendance were representatives of Wine Food Tourism Strategies Pty Ltd and the Steering Committee. The final report was received on the 7 February 2006 (attachment 1).

The review makes recommendations under the following areas:

1. Colac Otway Shire            *1.1 Visitor Information Centres*  
                                         *1.2 Economic & Tourism Development*  
                                         *1.3 Tourism Funding Models*
2. Strategic Planning
3. Otways Tourism (Tourism Industry Engagement & Support)
4. Collateral
5. Community Engagement & Consultation

The report (attachment 2) outlines the recommendations from the review document, officers response to the recommendations (outlining issues, options and risks), and a recommendation to Council.

**Corporate Plan/Other Strategies/Policy**

A community priority under Economic Development is "Undertake a review of Council funding of tourism activities".

**Issues/Options**

It is important that the recommendations from the Rating Review are also taken into account. A number of suggested recommendations depend on additional funding through rates and charges.

The Tourism Review puts forward a number of options with respect to rates and charges which will be further investigated as part of the Rating Review.

**Financial Implications**

The Tourism Review report has been based on Council contribution of \$300,000 and the balance to be made by tourism levies of \$365,000 (pages 60 – 62 of the report) made up of:

|                   |                 |
|-------------------|-----------------|
| Tourism Levy      | \$210,000       |
| Precinct Levy     | \$75,000        |
| Holiday Home Levy | <u>\$80,000</u> |
|                   | \$365,000       |

The officer's responses indicate a number of differences to the report.

- a) The report recommends a reduction in staff from 4.5 EFT to 1.5 EFT. The officer's response recommends a reduction from 4.5 EFT to 3 EFT (see report 1.1).
- b) The report recommends an over arching Manager of VIC's. The officer's response recommends that Council does not appoint a Manager of VIC's. (See report 1.2)
- c) The budget in the report does not allow for any refurbishment of the GORVIC.
- d) The budget in the report does not include any additional resources in the Economic Development Department. The officer's response recommends a 0.5 position to compensate for the loss of 1 EFT Tourism Co-ordinator. This reflects that Council will have an ongoing role in tourism as part of its economic development commitment.
- e) The budget in the report does not provide for any redundancy costs.

ORDINARY COUNCIL MEETING

CORPORATE SERVICES

- f) The budget in the report indicates an amount of \$75,000 in revenue through the sale of a Map. The officer's response indicates that the sale of a map is not a feasible option, but recommends that Council investigate all options via other Centre activities, to raise additional funding.
- g) A number of other changes have been made to the budget in the report.

The adjustments (a) to (g) will result in an increase in the total tourism expenditure (although it should be noted that expenditure will be offset through proposed revised rating changes).

As indicated the Tourism Review indicates a total net expenditure of \$665,000 made up of

|                                       |                  |
|---------------------------------------|------------------|
| Revenue from tourism rates and levies | \$365,000        |
| Council contribution                  | <u>\$300,000</u> |
|                                       | \$665,000        |

After the adjustments the total net expenditure on tourism is \$756,400, excluding part (c) and (e) above.

The adjustments will either mean a greater amount will need to be sourced from tourism rates and levies or a greater Council contribution than \$300,000.

As previously indicated the report and the officer's response rely heavily on additional funding through a new revenue raising model. This information will be further considered as part of the Rating Review.

**Risk Management Implications**

There are no risk management implications at this stage.

**Environmental Considerations**

There are no environmental considerations applicable.

**Communication Strategy/Consultation**

An important part of the Tourism Review and Rating Review which is currently being undertaken is the communication and consultation process.

It has previously been agreed that the 2 documents should be considered together. Due to the Rating Review not yet being completed the consultation process with respect to the Tourism Review will not occur at this stage.

The Tourism Review document will be made available to the community.

**Implementation**

The implementation of a number of the recommendations in the Tourism Review are dependent on the rating review. Other recommendations are dependent on Budget allocations.

**Conclusion**

The Colac Otway Tourism Review is a comprehensive Strategic review of tourism within the Shire.

The Review is based on significantly reducing the Shire's investment from core rates on tourism.

ORDINARY COUNCIL MEETING

CORPORATE SERVICES

**Attachments**

1. Colac Otway Tourism Review Report prepared by Wine Food Tourism Strategies Pty Ltd.  
*Changes have been made to the original confidential report:*
  - Budget details in summary form;
  - Stakeholder consultation details;
  - Adjustment to comments.
2. Response to Review.

**Recommendation(s)**

1. ***That Council receive the report on the Response to Tourism Review.***
2. ***That Council endorses the officer recommendations in response to the Tourism Review other than those which may need to be modified as a result of Council's deliberation on the Rating Review and Budget and subject to the consultation process.***
3. ***That the Tourism Review Report and responses to the Tourism Review be made available to the public and that consultation be carried out in conjunction with the Rating Review.***

***MOVED Cr Hart seconded Cr Mercer that recommendations to items listed in the Consent Calendar be adopted.***

**CARRIED 7 : 0**

~~~~~◆~~~~~



ATTACHMENT 1



Colac Otway Tourism Review

6th Feb 2006

Produced by
Wine Food Tourism Strategies Pty Ltd

WINEFOODTOURISM



CONFIDENTIAL REPORT

TABLE OF CONTENTS

| | |
|---|-----------|
| LIST OF ACRONYMS | 3 |
| EXECUTIVE SUMMARY | 4 |
| 1. INTRODUCTION | 13 |
| 1.1 AIMS AND OBJECTIVES..... | 13 |
| 1.2 CORE TOURISM ELEMENTS..... | 14 |
| 1.3 REGIONAL TOURISM SUCCESS FACTORS..... | 15 |
| 2. SUMMARY OF KEY FINDINGS AND RECOMMENDATIONS | 16 |
| 2.1 KEY FINDINGS..... | 16 |
| 2.2 KEY RECOMMENDATIONS..... | 18 |
| 3. LITERATURE REVIEW | 20 |
| 4. SITUATION ANALYSIS | 22 |
| 4.1 BROAD PROFILE OF THE TOURISM INDUSTRY..... | 22 |
| 4.2 ROLE OF COLAC OTWAY SHIRE IN TOURISM..... | 23 |
| 4.3 TOURISM INDUSTRY STRUCTURE FOR THE REGION..... | 26 |
| 4.4 REVIEW OF CURRENT TOURISM SITUATION..... | 31 |
| 5. STAKEHOLDER, INDUSTRY & COMMUNITY CONSULTATION | 38 |
| 5.1 ASSESSMENT OF INDUSTRY AND COMMUNITY CONSULTATIONS AND SURVEYS..... | 41 |
| 6. TOURISM FUNDING MODELS | 43 |
| 6.1 INDUSTRY REPORTS..... | 43 |
| 6.2 BROAD COMPARISON ACROSS VARIOUS LOCAL GOVERNMENT AREAS..... | 45 |
| 6.3 FUTURE FUNDING MODEL FOR COS..... | 48 |
| 7. ECONOMIC IMPACT OF TOURISM | 50 |
| 8. SHIRE COMPARATIVE ANALYSIS AND BENCHMARKING | 52 |
| 8.1 SUMMARY OF KEY SOCIO-DEMOGRAPHIC CHARACTERISTICS..... | 53 |
| 8.2 SUMMARY OF TOURISM PERFORMANCE..... | 55 |
| 8.3 SUMMARY OF COMMERCIAL ACCOMMODATION PERFORMANCE..... | 56 |
| 9. STRATEGIC RECOMMENDATIONS AND ACTIONS | 57 |
| 9.1 FUNDING RESTRUCTURE..... | 58 |
| 9.2 INTERNAL TOURISM RESTRUCTURE..... | 61 |
| 9.3 EXTERNAL TOURISM RESTRUCTURE..... | 62 |
| LIST OF APPENDICES | 65 |
| APPENDIX ONE: REPORTS AND DOCUMENTS CONSULTED IN LITERATURE REVIEW..... | 66 |
| APPENDIX TWO: CHANGING DEMOGRAPHY OF THE REGION..... | 69 |
| APPENDIX THREE: CURRENT DELIVERY OF TOURISM TASKS FOR THE REGION..... | 72 |
| APPENDIX FOUR: STAKEHOLDER CONSULTATIONS..... | 75 |
| APPENDIX FIVE: INDUSTRY SURVEY..... | 76 |
| APPENDIX SIX: COMMUNITY SURVEY..... | 83 |
| APPENDIX SEVEN: INDUSTRY BENCHMARKS AND BEST PRACTICE..... | 86 |
| TOURISM PERFORMANCE ANALYSIS..... | 90 |

CONFIDENTIAL REPORT

LIST OF ACRONYMS

| | |
|-------|--|
| ABCCT | Apollo Bay Chamber of Commerce and Tourism |
| ABS | Australian Bureau of Statistics |
| ACC | Area Consultative Committee |
| BTR | Bureau Tourism Research |
| CORRA | Colac Otway Residents and Ratepayers Association |
| COS | Colac Otway Shire |
| DITR | Department of Industry, Tourism and Resources |
| DSE | Department of Sustainability and Environment |
| FIT | Fully Independent Travel |
| GOR | Great Ocean Road |
| GORM | Great Ocean Road Marketing |
| GOT | Geelong Otway Tourism |
| GSP | Gross State Product |
| GSTR | Great Southern Touring Route |
| IVS | International Visitor Survey |
| LG | Local Government |
| LTA | Local Tourism Association |
| NVS | National Visitor Survey |
| OBI | Otway Business Inc. |
| OCT | Otway Coast Tourism |
| OHTA | Otway Hinterland Tourism Association |
| OSCA | Otway Scenic Circle Association |
| OT | Otways Tourism Inc |
| OVG | Official Visitor Guide |
| PR | Public Relations |
| PV | Parks Victoria |
| RDV | Regional Development Victoria |
| RTA | Regional Tourism Association |
| SCS | Surf Coast Shire |
| SCT | Shipwreck Coast Tourism |
| STCRC | Sustainable Tourism Cooperative Research Centre |
| STO | State Tourism Organisation |
| TA | Tourism Australia |
| TABV | Tourism Accreditation Board of Victoria |
| TAV | Tourism Alliance Victoria |
| TDO | Tourism Development Officer |
| TIM | Tourism Impact Model |
| TRA | Tourism Research Australia |
| TTF | Tourism Task Force |
| TV | Tourism Victoria |
| VIC | Visitor Information Centre |
| WFT | Wine Food Tourism Strategies |

EXECUTIVE SUMMARY

Introduction

The following report was completed for Colac Otway Shire (COS) by Wine Food Tourism (WFT) Strategies Pty Ltd. The purpose was to complete a strategic review of the current tourism structure, function and performance and make recommendations. The focus of the review was to investigate the current financial investment by Council into tourism, determine its return on investment and investigate alternative means of funding tourism. The project was managed by a Steering Committee, independently chaired by Tourism Alliance Victoria (TAV) and comprised of representatives from the local tourism industry, COS Councillors, Shire staff and the Department of Sustainability and Environment (DSE).

Literature Review

An extensive collection of reports provided by Colac Otway Shire (COS) as well as other stakeholders and government agencies has been reviewed and contributed to this report. Please see APPENDIX ONE for the full list of reports.

Profile of the Industry

The tourism industry is structured by the Australian and State Governments in such a manner as to make Local Government directly responsible for the marketing of local regions, the delivery of visitor services and the professional development of the local operators. To ensure a successful tourism industry, it is therefore incumbent on Local Government to fund the marketing of the destination and to provide professional support to those micro-businesses to help them sell more effectively to visitors, deliver good customer service and ensure visitors are satisfied with their experience of the region.

Challenges Facing Colac Otway Shire

The Shire is confronting significant socio-demographic challenges. Data, from DSE, that was analysed, suggests that the Shire's population is growing at a slower rate and aging at a faster rate than some of its closest neighbours eg. Geelong, Surf Coast Shire and Warrnambool. Representation in the critical 40 to 60 years age bracket (the key economic productive years) will fall in Colac Otway, whilst it will remain relatively stable in Geelong and Surf Coast. This implies that the Shire's productive capacity is likely to fall into the future, whilst the productive capacity of Geelong, Surf Coast and Warrnambool will grow. Coupled with the winding down of hardwood forestry, and increasing pressures on other agricultural sectors, it is clear that the Shire will confront significant long term challenges to remain vibrant and economically robust. It is widely acknowledged that the tourism industry can provide a viable alternative to combat these changing socio-demographic pressures.

The Shire is also confronting increasing competitive pressures from the broader tourism sector. Whilst there may be some debate about the medium to long term prognosis for the international markets in the tourism industry, there is a prevailing view that the industry will continue to grow at the macro level. Domestically, it is reasonable to assume that despite fluctuating changes in economic conditions, aggregate domestic tourism will continue to grow at about 2 to 3 percent per annum. International tourism, whilst potentially more volatile, represents a considerably smaller share of the tourism market.

However, the critical issue for the Shire to note is the increasing awareness by Local Government agencies of tourism as a key generator of local employment and "new" money to the region. As such, despite overall growth in tourism numbers across Australia, increasingly intense competition is impacting on the performance of local tourism regions, and their capacity to draw in tourism dollars. Many other Local Governments have recognised the value of tourism and have sought to increase their investment into the sector to improve their share of the tourist dollar. As a consequence of this increased competition, COS, in conjunction with the local industry will need to be focussed, strategic and aggressive in its attempt to secure higher levels of visitation and visitor expenditure. In this highly competitive environment reducing support for tourism could seriously jeopardise the long-term viability of tourism in the Colac Otway Shire.

Tourism Function of COS

In reviewing the tourism functions of COS the following points summarise the delivery of the core elements of the Tourism unit:

- Tourism is seen as a integral function of the Economic Development Department of the Shire
- The Shire employs a full-time Tourism Development Officer (TDO), with shared administrative support, and has several paid Visitor Services staff reporting to this position
- The TDO reports to the Economic Development Manager, who reports to the General Manager, Corporate and Community Services
- The Shire operates two Visitor Information Centres (VICs), one in Colac and one in Apollo Bay
- Apollo Bay VIC, operates with only paid staff and no volunteers, whilst Colac VIC operates with paid staff and approximately 30 volunteers. The VICs fund a total of 6 equivalent full time staff across both VICs.
- The Shire invests approximately \$600,000 per annum into tourism to cover all of its tourism functions, including marketing
- Tourism is funded out of general revenue from Core Rates
- Two different COS Councillors play key tourism roles, both sit on the OT Board and one on the GOT Board, whilst the Shire's Tourism Development Officer attends meetings of all industry groups.

Tourism Structure and Function

The tourism industry is represented at a local level by four Sub-Local Tourism Associations distributed on a regional basis around the Shire, with three essentially located along the Great Ocean Road and one representing tourism businesses located in the Otway hinterland and around Colac. They are Otways Coast Tourism (OCT), Apollo Bay Chamber of Commerce and Tourism (ABCCT), Otway Scenic Circle Association (OSCA) and Otway Hinterland Tourism Association (OHTA). The associations vary in size and capacity and operate at varying degrees of effectiveness, given they all have very limited resources available to them. Funding for each of these associations is derived from membership by local tourism operators of their LTA, with fees paid to Geelong Otway Tourism (GOT) and based upon an agreed differential rate determined by the industry and GOT. The sub-LTA's each receive 40% of their local member fees back from GOT in order to operate, which is paid through COS on an annual basis.

Otways Tourism Inc. operates as a not-for-profit, incorporated body and essentially performs the coordination role of the Local Tourism Association (LTA). The organisation functions with a volunteer Board made up of two representatives from each of the sub-LTA's, two Councillors from COS, two shire wide "by application" tourism industry positions, plus the TDO and a representative from Parks Victoria (PV). Essentially the organisation has been operating as an industry advisory board to COS and receives limited funding from COS to perform its basic functions. Its primary role is to identify local tourism development issues and develop internal marketing initiatives for the whole of the region. In addition it provides Board representatives to GOT to represent local issues at the GOT level.

Generally OT is not seen to be delivering outcomes for the tourism industry and much of this can be linked to its fundamental lack of executive and administrative resources. Responsibility for the delivery of the basic functions of OT has not been clearly articulated between industry and Local Government with responsibility for tasks often blurred and therefore outcomes have not been achieved. Industry perceives OT as being able to provide a more vital role in the success of tourism for the region, with some reservation regarding equity of representation and influence, but recognises the organisation's ability for success has been restricted given its existing funding and resource limitations. OT is seen as being able to perform more effectively, provided greater resources were available to the organisation. There needs to be parity of responsibility for providing these resources, from both COS and the industry.

COS Shire is part of the broader Geelong Otway Product Region, with Geelong Otway Tourism (GOT) performing the function of the Regional Tourism Association (RTA). GOT is made up of membership of four Local Governments (City of Greater Geelong, Borough of Queenscliffe, Surf Coast Shire and Colac Otway Shire, all administered via a Memorandum of Understanding (MOU) or Service Agreement, various LTO's and just over 1,100 industry members, plus several corporate sponsors. GOT's Board is made up of two representatives from each of the regions, including a Council representative plus an industry association representative. Its primary functions are to stimulate and develop partnerships, lobby local and State government, stimulate development of infrastructure and services, product development, marketing and industry professionalism for the entire Great Ocean Road region.

GOT in conjunction with Great Ocean Road Marketing (GORM) and Great Southern Touring Route Inc takes on the primary function of delivering external marketing programs for the Great Ocean Road region aimed at stimulating intra-state, interstate and international visitation. GOT is therefore the primary external marketing organisation for COS.

Approximately 225 tourism operators in the Colac Otway region pay a total of \$57,000 in membership fees to GOT of which \$34,000 stays with GOT (60%) for regional marketing contributions and \$23,000 (40%) goes back to the member groups via COS. In addition, COS pays directly to GOT an amount of \$55,000 for external marketing purposes.

Performance of the Tourism Roles and Functions

With regard to COS and its tourism performance, investigations have identified a number of challenges and areas where the execution of the tourism roles and functions have been problematic and the success ingredients somewhat absent. Whilst we acknowledge the active and enthusiastic involvement of several key individuals from both within the Shire and the industry, it is evident that:

- There is a lack of a clear strategic vision for the tourism industry in the Shire
- There is confusion amongst the key parties with regard to responsibility for the aforementioned roles, especially setting policy and executing programs to fulfil the policy requirements
- There is a lack of cohesion within the industry and a sense of distrust amongst the key industry groups operating in the Shire. In particular, there is a view amongst the sub-LTA's that OT and tourism more generally is dominated by Apollo Bay interests.
- There is a lack of integration and co-ordination with key stakeholders' and their activities in the Shire
- There is a need for a change in the funding mix of the tourism function by the Shire that better reflects the benefits derived by the tourism industry from the Shire's investment in tourism
- There is a general lack of accountability in the expenditure of resources on various aspects of the tourism function
- Despite a multiplicity of representations on various industry committees and panels, there is a lack of communication throughout the industry with regard to the activities of stakeholders inside and outside the Shire.

Servicing visitor information needs are a core function of Local Government's tourism responsibility and therefore the Visitor Information Centres (VICs) and the staffing requirements should remain under the direct management and funding of COS. Maintaining the staffing levels and operation of the two VICs consumes more than half of the existing COS tourism budget (approximately \$330,000) and a reduction in operating costs can be achieved by introducing volunteer staff at GOR VIC. Raising additional revenue through the sale of Regional Maps at the local VICs should also be considered. It is also recommended that GOR VIC undergoes a refurbishment to remove and/or upgrade unnecessary interpretive material and increase the available space for visitor services use.

Given the need for a cohesive and integrated approach to regional tourism management, it is recommended that the COS, in conjunction with OT and the industry, develop a single strategic plan outlining the tourism future of the Shire. It is recommended that the COS, through its Economic Development unit, places greater strategic importance on tourism development and ensures there is sufficient support for the Economic Development Manager to play a greater role in the strategic development of tourism within the Shire.

From a political perspective, Otway Tourism (OT) and the sub-LTA's (OHTA, OSCA, ABCCT and OCT) are seen to deliver a level of equity and democratic representation in the key decision making forums for the tourism industry. Representatives from the four sub-LTA's are present on the Otway Tourism Board which in turn has representation on the Geelong Otway Tourism Board.

However, there is a clear lack of understanding and appreciation for the efforts of the various parties involved and no direct relationship between OT and individual tourism businesses across the region. This is attributed to poor communications between the organisations and individuals involved. In particular, it is clear that there is a lack of a shared common vision, strategic goals, programs to be undertaken and responsibilities assumed by the various parties. Most importantly, there is limited progress towards goals and effective overall performance. OT must therefore take on a greater leadership function and responsibility for the industry, as well as develop means of communicating and working directly with individual tourism business and driving the future of the industry. It is noted that OT has expressed a willingness and desire to take on a greater role in managing and delivering tourism outcomes for the industry as part of this tourism review. Consideration should be given to bringing the sub-LTA's into a more formalised structure under the direct jurisdiction of OT. Each of the regions should be adequately represented, both on the Board of OT and in the delivery of local strategic outcomes.

The provision of high quality websites, informative maps, brochures and collateral has always been, and continues to be, a challenge in a co-operative marketing environment. The challenge of sub-LTA's and individual operators all trying to ensure they get their fair share of visitors to their broader region and precinct is well understood and appreciated. However, trying to promote directly to visitors before they arrive, and in competition with other precincts in the region, is expensive and can be counter productive. A consolidation of regional marketing material is recommended, under the direct control of OT and supported by COS's VIC printed material. Attempts to continue to "go it alone" by the sub-LTA's will see a greater dissipation of what little marketing budgets these small organisations have and achieve limited success.

There appears to be little community engagement with tourism and limited promotion of the success of tourism to the wider community. It is strongly recommended that all parties seek a more effective industry structure that ensures greater collaboration and delivery of outcomes for the industry. The development of a strategic local public relations program such as a regular feature or "tourism news" in local papers, and tourism "good news" stories on local radio should be implemented.

Stakeholder Consultation

As part of the project, face-to-face consultations were held with several internal and external stakeholders including:

- COS Councillors
- COS Shire Officers
- The four sub-Local Tourism Associations
- Otway Tourism
- CORRA and OBI
- Geelong Otway Tourism
- Other external stakeholders.

In addition, two questionnaires were distributed, one via mail to all identified tourism businesses in the region and one targeted at the community available via the COS website.

It is evident that the Shire and the tourism industry have not enjoyed a shared common vision for some time, despite ongoing discussion. This lack of shared vision has had some unfortunate consequences:

- it has prevented the various parties from working together, which in turn has led to
- an abdication of responsibility amongst the different groups
- and an absence of accountability.

In this environment it is not surprising that lots of meetings are being held, plans are made but not much is being enacted or executed. It is quite clear that the challenges confronting the tourism industry are fairly fundamental and require strong co-operative leadership by both the Shire and the industry. The industry must take responsibility for providing good leadership and offering all of the operators in the region a positive and viable solution to the current and future challenges facing the industry. There is also clear opportunity for the tourism industry to strengthen relationships with the broader Colac business community.

Tourism Funding Models

Several sources of information on tourism funding models have been reviewed. There is an emerging trend for Local Governments to "quarantine" funding for tourism via a series of levies, surcharges and differential rates. Where such models have been successfully implemented there are some clear indicators:

1. There has been open communication between the Local Government and the industry
2. Industry has been able to see the direct benefits of the funding
3. Local Government has made a long term funding commitment to the industry as part of the revised funding mix.

Various industry reports were reviewed, including the discussion paper prepared by the Tourism Development Unit of COS, dated July 2004. A report commissioned by the Sustainable Tourism Co-operative Research Centre (STCRC) for Tourism Queensland titled "Funding Options for Regional Tourism Organisations", was reviewed, including the annual reports, budgets and rating documents of a selection of Local Governments. To further contribute to this review, primary research was also gathered via interviews of a selected sample of Local Government representatives to discuss how they developed and applied their Rate model.

It is acknowledged that COS is in the process of reviewing its Rating strategy and community consultation is currently taking place. It is recommended that the Shire give serious consideration to a rating strategy that might contain the following elements:

1. A differential commercial rate for all businesses, irrespective of the nature of the business i.e. the rate applies to all businesses, as opposed to a set of separate residential, tourism, farming, retail, manufacturing or industrial rates
2. For those identified as tourism businesses (approximately 600 businesses), add an additional "levy" that will contribute towards the GOT (and OT) marketing/membership fees so that the Shire is able to make membership of GOT and OT automatic for ALL tourism businesses in the region. The additional levy effectively collects the membership subscriptions on GOT's and OT's behalf, and contributes to the tourism operating function of the Shire ie. VICs. The levy needs to reflect the current charging model in place for GOT membership plus raise additional funds to cover the remaining tourism

functions within the Shire. The intent would be to increase the overall contribution by the industry, ensure all tourism businesses are contributing to tourism marketing and industry development costs for the region, as well as ensure equitable access to the services offered by the VICs

3. A differential rate based upon the geography of the Shire that reflects the significance of tourism in each precinct. That is, in those precincts where tourism is clearly the dominant economic activity (such as Apollo Bay) all businesses would pay a higher rate whilst those precincts where there is little or no tourism activity (such as in the northern areas of the shire) all businesses would pay a lower rate
4. A flat surcharge imposed on all commercially let, holiday homes (approximately 800 homes) that are not identified as commercial operations (as in point 1 above) or tourism businesses (as in point 2 above) eg. those who advertise (via the internet or paper) and manage themselves, or those who rent out through Real Estate agents or property managers
5. For those holiday home owners who do not let their property, normal CIV based rates and standard council charges will apply i.e. no additional tourism or commercial levies (such as those described in points 1 to 4 above) will apply.

The essence of this recommendation is that Tourism receives no more than \$300,000 from Core Rates, being Council's stated position on the matter, plus the additional tourism levy, the Tourism precinct levy, plus the commercially let holiday home surcharge.

Whilst it is recognised that many of the structural and operational recommendations can be implemented promptly, it is appropriate to consider implementing the changes to the Rating system over a three year period.

Economic Impact of Tourism

The economic impact of tourism was assessed via three approaches:

1. a simple employment sector analysis
2. a survey of existing tourism businesses
3. the use of an input output model i.e. the Tourism Impact Model (TIM)

Based on the analysis, the tourism industry is worth approximately \$200 million to the local economy and supports the employment of over 2,000 people in the Shire, or 10% of the population. It accounts for 14% of the financial budget of COS. Tourism must therefore be seen as a valuable and significant contributor to the overall economy of the Shire and also contributes significantly to the Shire's operating budget.

Benchmarking and Comparative Analysis

As part of this study, an analysis of a variety of Local Government areas was conducted to determine whether Colac-Otway Shire is performing at a comparable rate. Data was sourced from ABS Census 2001, IVS, NVS and ABS Tourist Accommodation.

Recognising that that no two Local Government areas are identical, this benchmarking exercise provides some insights into how Colac-Otway Shire is performing in comparison to:

- Its immediate neighbours (some of which are fellow members of GOT):
 - Corangamite
 - Greater Geelong (GOT member)
 - Queenscliffe (GOT member)
 - Surf Coast Shire (GOT member)
 - Warrnambool

- Other comparable Local Governments elsewhere in Victoria and Australia:
 - Armidale Dumaresq (NSW)
 - Great Lakes (NSW)
 - Shoalhaven (NSW)
 - Bass Coast (VIC)
 - Indigo (VIC)
 - South Gippsland (VIC)
 - Wangaratta (VIC)
 - Warwick (QLD)
 - Victor Harbor (SA)
 - Augusta Margaret River (WA)

- Certain significant, large scale Local Governments that have a very active and successful tourism industry:
 - Cairns (QLD)
 - Gold Coast (QLD)
 - Noosa (QLD)

Whilst Colac Otway is comparable to Corangamite in terms of its general population profile, it is evident that it is at a considerable strategic disadvantage in comparison to its larger neighbours along the GOR. In particular, whilst it has a similar population to Surf Coast, it is much more decentralised and sparsely populated with a significantly less well educated population. More the point, it is considerably smaller and less well resourced than some of its key competitors both here in Victoria and interstate.

In terms of overall tourism performance, in comparison to its immediate neighbours, Colac-Otway is doing better than the smaller and more remote Local Governments, but not as well as the major destinations within Geelong Otway region. Similarly, it is performing at a comparable level to the competitive Local Governments elsewhere in Victoria and Australia.

In terms of overall accommodation occupancy, the Colac-Otway Shire performs marginally better than some of its interstate competitors, but tends not to outperform its immediate neighbours in the Geelong Otway region. The same can be said about its annual average room rate. It is worth noting the Colac-Otway Shire is one of the most volatile Local Government areas in terms of its seasonality. From a strategic management perspective, this suggests that some consideration needs to be given to developing a long term winter mitigation strategy to reduce this volatility and improve overall annual occupancy and rate.

Strategic Recommendations and Actions

Based upon the research, consultation and analysis of data, it is recommended that COS implements action to achieve the following major outcomes:

- Implement a restructured funding model for tourism that is based upon part funding from Core Rates and the implementation of a differential funding rate that targets tourism businesses, commercially let holiday homes and tourism precincts within the Shire
- Restructure the internal COS tourism function and the way it engages with the tourism industry, which will result in the existing TDO position and tasks no longer being a delivered as a core tourism function of COS.
- Ensure that the Economic Development Manager is adequately resourced and supported so as to play a more direct role in the strategic development of tourism for COS
- Work with the tourism industry to develop stronger industry leadership, coordinated tourism development and improved marketing functions that will unite the industry and improve its performance under a shared vision for the region
- Make the tourism industry more accountable and independent, whilst giving it the opportunity to generate greater revenue to invest in marketing, professional development and other appropriate activities that support the development of the tourism industry.
- Whilst it is recognised that these structural and operational recommendations can be implemented promptly, subject to a considered Action Plan and relevant timeline, it is appropriate to consider implementing the changes to the Rating system over a three year period.

1. INTRODUCTION

The following report was completed for Colac Otway Shire (COS) by Wine Food Tourism (WFT) Strategies Pty Ltd. The purpose was to complete a strategic review of the current tourism structure, function and performance and make recommendations. The focus of the review was to investigate the current financial investment by Council into tourism, determine its return on investment and investigate alternative means of funding tourism. The project was managed by a Steering Committee, independently chaired by Tourism Alliance Victoria (TAV) and comprising of representatives from the local tourism industry, COS Councillors, Shire staff and the Department of Sustainability and Environment (DSE).

1.1 Aims and Objectives

The terms of reference for this review were provided by the Colac Otway Shire in its tender document titled "Colac Otway Tourism Review" dated 5 September 2005.

To contribute to a review of the tourism function of Council as per the 2005-09 draft Council Plan and that such a review would seek to significantly reduce the Shire's investment from Core Rates in Tourism.

The key objectives of this project were:

1. To undertake a review of Colac Otway Shire's tourism functions to ensure that its investment in tourism is expended appropriately having regard to tourism marketing, industry development, visitor services and product development. The review should specifically consider and analyse the:
 - Adequacy of the current structure, roles and responsibilities of Council's tourism functions and the Otways Tourism (OT) board
 - Nature and scope of current products and services offered by Council's tourism function and who benefits.
 - Determine industry awareness, expectations and perceptions of Councils' role in tourism
 - Analyse alternative funding/structure models for tourism, with regard to successful relevant models elsewhere.
2. Evaluate the Return On Investment having regard to economic, social and environmental returns to both Council and industry and specifically:
 - Determine and evaluate private sector investment in tourism in Colac Otway Shire
 - Supported by Shire staff, provide relevant data to undertake the federal government Tourism Impact Model to determine economic impact of tourism on the local community and economy and Council investment and economic returns from tourism.

Four components were completed to ensure a comprehensive and objective analysis:

- a) Extensive review of written materials published by the Colac Otway Shire and other parties (including Tourism Victoria (TV), Department of Sustainability and Environment (DSE), Parks Victoria (PV), Geelong Otway Tourism (GOT), Tourism Alliance Victoria (TAV) and Otway Tourism amongst others)
- b) Consultation with key stakeholders (including Shire Councillors and Officers, local industry operators, key local industry groups as well as representatives of TV, GOT, TAV and DSE)
- c) Review of published statistics to compare and benchmark Colac Otway Shire to comparable and exemplar Local Government entities in the Geelong-Otway Region and elsewhere in Australia
- d) A survey of industry operators (paper based) and a community survey (on-line) which was conducted over an eight week period in October and November 2005.

Having listed the Aims and Objectives of the review, a summary of the key findings and recommendations is provided in the following Section. The subsequent sections of the report offer a more considered discussion of the Literature Review, Situation Analysis and Strategic Recommendations. A series of Appendices provide additional detail in support of information contained in the report.

The review has been guided by a number of important factors including the role that Local Government is expected to play in supporting the tourism industry and the key elements that drive success in regional tourism.

1.2 Core Tourism Elements

Underpinning the analysis of the tourism functions in COS, is consideration of the core elements that Local Government as part of its commitment to supporting tourism within the broader local, state and national industry structure, is usually responsible for delivering or supporting. The industry structure is discussed in more detail later in the report. It is acknowledged that COS recognises these elements and they are currently identified within the existing strategic tourism planning of COS. Local Government should ensure the delivery of the following core elements:

- Visitor services – including visitor information, and other core amenities
- Tourism marketing and communication – both external and internal marketing functions
- Tourism Industry development – delivering professional development opportunities for the industry, improving customer service, networking, stakeholder relationships, etc.
- Tourism Infrastructure and Product development – working to stimulate and support new business opportunities for both new and existing tourism ventures
- Events – supporting and stimulating local events to draw visitors to the region and encourage community engagement (*Note: delivery and success of Events has not been included in this review as the Events unit does not form part of the Tourism functions and sits within the Recreation and Community Services unit of COS. It is however acknowledged that Events can play an important part in attracting visitors to a region and therefore the two areas must work closely together*).

1.3 Regional Tourism Success Factors

In evaluating the success of tourism in various regions across Australia and understanding the impact of Local Government and the industry on that success, the following three elements of success have been identified:

1. Strong support for tourism from Local Government
 - A clear documented Vision for tourism for the Shire, that fits within the broader Vision for the region
 - Active involvement in tourism, both strategically and operationally ie. delivering visitor services through VICs, supporting and funding tourism marketing activities, developing the industry, coordinating and delivering Events, etc
 - Strategic Planning, including long-term infrastructure needs
 - Adequate Funding – ensuring there is parity of funding from the industry and Local Government

2. Strong leadership from local tourism industry
 - Leadership emerging from within the tourism industry – at both the organisational level i.e. Regional and Local Tourism Associations and individuals within business who are willing to take up leadership roles and are generally supported by the industry
 - Vision for the industry – a shared vision for the industry with Local Government
 - Cohesiveness – the industry recognises the importance of working together to achieve greater success, both regionally and individually
 - Representation – the industry feels they have a say in the function and operation of tourism, both internal and external to the region
 - Accountability – the industry is willing to be accountable and take responsibility for its own performance
 - External engagement – the industry actively promotes itself and drives local community and external communication, media, marketing and Public Relations

3. Community engagement with the industry
 - Industry supports the community – support can be in form of purchasing goods and services, provides education and training, sponsorship of community events, etc.
 - Community supports the industry – the local community values tourism and sees it as a vital part of the success of the region

2. SUMMARY OF KEY FINDINGS AND RECOMMENDATIONS

2.1 Key Findings

As a result of the research and investigations, a summary of the key findings and recommendations are listed below and are discussed in more detail in the body of this report:

There are several pressing strategic issues:

- The Shire's long-term viability will be negatively impacted by broad strategic social, economic and technological changes. Long term demographic forecasts suggest that the Shire will age faster and grow slower and remain less well educated than its neighbours to the east. Such a situation is not conducive to the development of a vibrant 21st century economy and community. As such, it must identify feasible industry opportunities that provide long-term investment and employment opportunities for its existing and future residents.
- In the current economic environment, tourism emerges as a key industrial opportunity for the Shire. In fact, tourism is one of the few industries that the Shire can directly influence to its advantage. Furthermore, tourism can quickly provide employment and investment opportunities in contrast to most other industrial activities that have long lead times and require major capital investment.
- The Shire's location, geography and extended road network give it a natural competitive advantage as a tourism destination. Such an advantage does not guarantee success. Other, less well endowed areas are actively working to increase their share of the tourism market. Even well endowed areas are ramping up their investment in tourism. In a relatively stagnant market, such growth can only be achieved at the expense of competitors.
- The potential of the Shire's competitive advantage is extended significantly by the \$7 million restructuring package from DSE for tourism capacity building. However, unlike its natural advantages, the restructuring package is a one off with the bulk of the money spent on professional services, capacity building and infrastructure – which is the right thing to do. This means that the investments themselves won't make money, rather they will help a dynamic and strategic industry maximise its potential and then realise it. On the other hand, if these benefits and opportunities are not pursued, then the money will effectively be wasted with no opportunity for future recoupment. Therefore, if the Shire and the local tourism industry do not work to leverage the benefits from this external investment, then it may jeopardise its ability to better exploit the investment and employment potential of tourism in the medium to longer term.
- Whilst the Shire is entitled to reduce tourism funding from Core Rates, any reduction in the overall investment in tourism could have severe consequences in both the short term and the long term.

More broadly:

- COS is a core part of one of Australia's premium tourism destinations, the Great Ocean Road region and includes a wide range of natural attractions and substantial investment into tourism infrastructure (primarily accommodation)
- There is a high degree of personal (individual) commitment to the success of tourism in the region
- The region benefits from substantial support from key external stakeholder organisations, including Geelong Otway Tourism (GOT), Tourism Victoria (TV), Parks Victoria (PV) and DSE.
- The current level of funding commitment to tourism by COS from Core Rates (approximately \$600,000) is not considered excessive, however savings can be made and a greater return on investment achieved with some restructuring of core tourism services
- An alternative funding model should be considered as it is recognised that the current tourism funding model based upon Core Rates is counterproductive to producing a strong, robust tourism industry within the Shire
- Whilst recognising that internal changes have recently been made in response to problems identified, the current structure, roles and responsibilities of Council's tourism functions and the Otways Tourism (OT) Board are not performing at an optimum level within the complex, competitive environment confronting the Shire. The result is that neither organisation is delivering effective strategic outcomes to the local tourism industry
- The nature and scope of current products and services offered by Council's tourism function are providing some benefits to the industry, which are recognised and valued. However, there are other elements of the service offering which are perceived not to be providing much benefit to industry
- There is a lack of strong, coordinated leadership of the whole of the tourism industry within the Shire, resulting in ineffective communication and mistrust amongst industry stakeholders
- There is some confusion amongst the various stakeholder industry organisations and the Council in terms of their respective roles and responsibilities, acknowledging that recent administrative changes within Otways Tourism and COS is likely to assist in improving outcomes
- There is a lack of effective communication of the benefits of tourism to the wider community
- The local tourism industry generates approximately \$60 million per annum in payroll for the Shire's residents
- The local tourism industry capital investment is approximately \$700 million
- Based upon the Tourism Impact Model, the theoretical closure of the tourism industry in the Shire, whilst saving the Council approximately \$75,000 per annum, would effectively reduce the Council's budget by \$4 million (about 14% of the Council's budget) and would reduce the population by 2,200 (about 10% of the Shire's population). Such a loss could jeopardise the viability of many of the Shire's core services and functions.

2.2 Key Recommendations

In response to these findings, the following recommendations should be initiated by COS and implemented subject to a considered Action Plan and timeline:

Strategic Economic and Financial Recommendations

- Recognise and commit to tourism as a key economic driver that will encourage long-term investment and employment opportunities in the shire
- *In keeping with its stated position of not spending more than \$300,000 of Core Rates on tourism, Council must implement a new regime of levies and charges on the industry and its beneficiaries under a revised Rating Structure, to make up the shortfall of approximately \$350,000.*
- Commit to investing a minimum of \$650,000 per annum in tourism (funded from Core Rates and levies) and, through appropriate stewardship and monitoring ensure that maximum benefit is derived from this investment.

Internal Tourism Restructure

- Restructure the internal COS tourism function and the way it engages with the tourism industry, which will result in the existing TDO position and tasks no longer being a core tourism function of COS. In particular, COS should withdraw from active involvement in many of the major tourism functions such as marketing (which should be undertaken by GOT (external) and OT (internal)), professional development (OT and GOT and TAV as part of the DSE industry package), and product development (OT and GOT). However, COS should maintain close, non-executive monitoring of these activities to ensure maximum return for its investment
- Ensure that the Economic Development Manager is adequately resourced and supported so as to play a more direct role in the strategic development of tourism for COS
- COS should still maintain full responsibility for the VICs. Furthermore, the operation and staffing structure of the VICs can be overhauled, and consideration given to using volunteers at both Colac and Apollo Bay (GOR) VICs, aimed at directly reducing the annual wages bill by approximately \$100,000.

External Tourism Restructure

- Work with the tourism industry to help it develop stronger leadership, coordinated tourism development and improved marketing functions that will unite the industry and improve its performance under a shared vision for the region. It is critical that the operation and organisation of OT and the Board's function be restructured and revitalised. In particular, OT needs a dynamic, professional and suitably skilled CEO/General Manager to drive the execution of its new responsibilities
- Use the recommended funding model to make the tourism industry more accountable and independent, whilst giving it the opportunity to generate greater revenue to invest in marketing, professional development and other appropriate activities that support the

development of the tourism industry. The Shire must do this by quarantining tourism related levies and charges and directing all of these receipts to the tourism industry. At the same time, the Shire should implement and proactively manage service level agreements with OT to ensure that OT maximises this investment from COS

- Maintain the existing structural relationships between OT and the sub-LTA's, in the short term. However, remittances to the sub-LTA's from GOT membership should be centralised with OT to maximise its spending power. In turn, OT must demonstrate an equitable approach in the expenditure of these funds. Future consideration should be given to revising the local tourism structure and achieving a more centralised structure under OT
- The Shire and industry should identify and explore strategic and tactical opportunities to improve tourism performance including increasing visitor yield, directing high spending tourists off the Great Ocean Road and up into the hinterland and consider a mitigation strategy to reduce winter seasonality
- The Shire and industry must take a more proactive role in extolling the values and benefits that tourism provides to the economy, community and environment in the shire

Whilst it is recognised that many of these structural and operational recommendations can be implemented promptly, subject to a considered Action Plan and relevant timeline, it is appropriate to consider implementing the changes to the Rating system over a three year period.

3. LITERATURE REVIEW

An extensive collection of reports provided by Colac Otway Shire as well as other stakeholders and government agencies has been reviewed and contributed to this report. Please see APPENDIX ONE for the full list of reports. Several key themes or issues emerged from this review.

External environmental government stakeholders, in particular the Department of Sustainability and Environment (DSE) and Parks Victoria (PV) have invested several million dollars and considerable time and effort in a variety of capacity building projects in the Shire and the immediate surrounds. These projects contribute a strong ecotourism, environmental and sustainability strength to the region. As such, they reinforce the Shire's corporate positioning, "Naturally Progressive", and also have a high capacity for generating employment opportunities.

Other external stakeholders, in particular Tourism Victoria, have ambitious plans for the region (as part of the Great Ocean Road) that emphasises a strong need for a professional, sustainable industry with well considered and executed marketing programs that are actively supported by all stakeholders in the region. It is recognised that these programs need to ease the pressure and traffic bottlenecks along the Great Ocean Road and raise visitor yield. There is acknowledgement of the importance of, and a clear intent, to get visitors off the Great Ocean Road and into the hinterland, have visitors spend more money, stay longer and/or encourage higher spending (yielding) visitors. This approach is critical to the long term viability of the Colac Otway tourism industry for two reasons:

- 1) It is very important that tourists be encouraged to leave the Great Ocean Road, travel up into the hinterland of the Shire and use alternative access routes thereby encouraging a greater demand, diversity and delivery of tourism product throughout the region
- 2) It is equally important that visitor yield be increased as a key element to raising overall industry profitability.

It is evident that the structure of funding for tourism at the local level has emerged as a major issue throughout Australia. There have been several instances in recent years where Local Governments have introduced differential or special rate charges to raise extra funds to support the tourism function of Local Government. The key success ingredient for these approaches has been comprehensive buy-in from industry, in response to a clearly articulated, long term plan by Local Government that emphasises the need to raise extra revenue to invest in tourism, rather than be seen as a scheme by which Local Government seeks to reduce its support for tourism. It must also be noted that in several successful instances (Geelong, Broome, Mildura, Noosa, and Cairns), the Council committed to a rolling three to five year funding support for tourism based upon agreed performance measures, offering an extended and stable funding base for the industry.

In reviewing the Shire's tourism strategic plans, it is acknowledged that these documents are comprehensive, well written and easy to follow, however some aspects of concern were raised:

- There appeared to be little evidence of past performance analysis, strategic planning (that critically evaluates the impact of external forces and the availability of internal resources) and cohesive integration and synthesis with the actions of major stakeholders, both internal and external
- Compounding this is the fact that over the past five years, there have been several externally prepared reports and strategies dealing with various aspects of tourism, economic development and marketing. Many of these reports and strategies raise similar concerns that have been identified in this report, such as a lack of a strategic leadership and visionary direction of the industry and general lack of cooperation and fragmentation amongst stakeholders within the region.

It is acknowledged that this Tourism Review has been implemented by COS to assist in clarifying the issues previously raised and to make recommendations for change. The opportunity must now be embraced by COS, OT and the broader tourism industry to integrate these reports into a single cohesive strategy for the future of the tourism industry in the region.

From the literature review, it should be noted that despite the presence of many reports and documents, there does not appear to be a strategic approach to communication and marketing collateral within the region. This lack of clear, unambiguous and proactive communication, both internally and externally has led to a perception of a lack of action and marketing success amongst many stakeholders.

4. SITUATION ANALYSIS

A comprehensive evaluation of the existing tourism operating environment was completed. The approach focussed on three key areas:

1. Identifying the role of COS in supporting the tourism industry
2. An evaluation of the structure of the industry for the region
3. A review of the performance of the Shire in discharging its obligations.

4.1 Broad Profile of the Tourism Industry

The emergence of tourism is part of a broader economic restructuring of the national economy, which has seen the decline of manufacturing, the specialisation and consolidation of the primary production industries and the rise of the service sector. Tourism is just another industry that has its own unique characteristics, but like other industries it still has a set of common economic fundamentals. In very broad terms the tourism industry depends upon the provision of natural competitive advantages and tourism business/operators seek out areas that have a natural appeal to visitors. However, to operate effectively, the tourism industry needs good access (roads, airports), attractions, activities, accommodation and other services to meet the needs of tourists.

In many sectors of the tourism industry, there are low barriers to entry, with low start-up costs, but with a high dependency upon labour rather than technology and capital investment to meet the needs of visitors. A tourism destination is therefore made up of a lot of micro-businesses which compete directly for visitors. As such the industry is dominated by these micro-businesses worth less than \$1 million and employing less than 5 staff, with entrants that often lack a fundamental understanding of how the industry operates.

Growth in the industry is essentially driven by two factors:

- The entrance of micro-businesses that often require professional development activities and support to improve product offering and customer service.
- Promotion of the destination, or region, and the specific attractions (natural and built) located within them to raise awareness and attract more visitors. Contribution to the marketing of the broader destination is shared (not always equitably) between the Australian, State and Local Governments and the private sector

The tourism industry is structured by the Australian and State governments in such a manner as to make Local Government directly responsible for the marketing of local regions, the delivery of visitor services and the professional development of the local operators. To ensure a successful tourism industry, it is therefore incumbent on Local Government to fund the marketing of the destination and to provide professional support to those micro-businesses to help them sell more effectively to visitors, deliver good customer service and ensure visitors are satisfied with their experience of the region.

4.2 Role of Colac Otway Shire in Tourism

Broader Social Change within the Shire

The Shire is confronting significant socio-demographic challenges. Data, from DSE, that was analysed suggest that the Shire's population is growing at a slower rate and aging at a faster rate than some of its closest neighbours i.e. Geelong, Surf Coast Shire and Warrnambool. Representation in the critical 40 to 60 years age bracket (the key economic productive years) will fall in Colac Otway, whilst it will remain relatively stable in Geelong and Surf Coast. This implies that the Shire's productive capacity is likely to fall into the future, whilst the productive capacity of Geelong, Surf Coast and Warrnambool will grow. Coupled with the winding down of hardwood forestry, and increasing pressures on other agricultural sectors, it is clear that the Shire will confront significant long term challenges to remain vibrant and economically robust. It is widely acknowledged that the tourism industry can provide a viable alternative to combat these changing socio-demographic pressures. A more detailed analysis is provided in APPENDIX TWO: Changing Demography of the Region.

An Increasingly Competitive Environment

The Shire is also confronting increasing competitive pressures from the broader tourism sector. Whilst there may be some debate about the medium to long term prognosis for international markets in the tourism industry, there is a prevailing view that the industry will continue to grow at the macro level. Domestically, it is reasonable to assume that despite fluctuating changes in economic conditions, aggregate domestic tourism will continue to grow at about 2 to 3 percent per annum. International tourism, whilst potentially more volatile, represents a considerably smaller share of the tourism market. These issues are discussed in more detail in Section 7 Shire Comparative Analysis and Benchmarking, supported by data presented in APPENDIX SEVEN – Industry Benchmarks and Best Practice.

However, the critical issue for the Shire to note is the increasing awareness by Local Government agencies of tourism as a key generator of local employment and "new" money to the region. As such, despite overall growth in tourism numbers across Australia, increasingly intense competition is impacting on the performance of local tourism regions, and their capacity to draw in tourism dollars. Many other Local Governments have recognised the value of tourism and have sought to increase their investment into the sector to improve their share of the tourist dollar. As a consequence of this increased competition, COS and the local industry will need to be focussed, strategic and aggressive in its attempt to secure higher levels of visitation and visitor expenditure. In this highly competitive environment reducing support for tourism could seriously jeopardise the long-term viability of tourism in the Colac Otway Shire.

Another key competitive theme in the tourism industry is termed "yield" – the need to get existing visitors to spend more money and/or attract new visitors who will spend more money than existing visitors. Vital to improving yield is having a good understanding of the segmentation of the tourism markets. This means understanding who is coming, who is likely to come and what they seek from their visit to the region and then being able to consistently deliver on that experience. In order to capture more tourism dollars it is the role of Local Government to ensure

appropriate levels of professionalism, tourism product diversity and infrastructure are in place within the region. In addition, having the capacity to deliver appropriate marketing programs that will attract these preferred segments is critical, and whilst acknowledging that more spend on marketing is always desirable, the existing cooperative marketing arrangements with Geelong Otway Tourism (GOT) offers a very good return on investment for COS in terms of its external marketing spend.

As a consequence of increasing competition and the need to raise yield it will require more strategic and concerted efforts on the part of COS, and the tourism industry, to continue to capture its share of both the domestic and international tourism market and increase overall tourism expenditure in the region.

These issues are discussed in more detail in Section 7 Shire Comparative Analysis and Benchmarking, supported by data presented in APPENDIX SEVEN – Industry Benchmarks and Best Practice.

COS Tourism Functions

According to the Economic Development and Tourism Strategy for COS (adopted by Council, 22 Sept 2004), the Shire is involved in a suite of tourism functions, including:

- Tourism Product
- Customer Service and Visitor Satisfaction
- Business and Industry Capacity
- Branding and Marketing
- Events and Festivals
- Partnerships
- Infrastructure
- Township Development
- Signage
- Visitor Information
- Visitor Data and Research

In reviewing these functions the following points summarise the delivery of the core elements of the Tourism unit:

- Tourism is seen as a integral function of the Economic Development Department of the Shire
- The Shire employs a full-time Tourism Development Officer (TDO), with shared administrative support, and has several paid Visitor Services staff reporting to this position
- The TDO reports to the Economic Development Manager, who reports to the General Manager, Corporate and Community Services (until fairly recently, the TDO was positioned alongside the Economic Development Manager and reported directly to the General Manager, Corporate Services)
- The Shire operates two Visitor Information Centres (VICs), one in Colac and one in Apollo Bay

- Apollo Bay VIC operates with only paid staff (3 full-time and 1.5 equivalent full time using part-time/casual staff) and no volunteers, whilst Colac VIC operates with paid staff (1 full-time and 1 part-time) and approximately 30 volunteers. The VICs fund a total of 6 equivalent full time staff across both Centres
- The Shire invests approximately \$600,000 per annum into tourism to cover all of its tourism functions, including marketing
- Tourism is funded out of general revenue from Core Rates
- Events currently sits within the Arts and Culture Department and there is no direct relationship with Tourism, although the two areas work together
- Two different COS Councillors play key tourism roles, both sit on the OT Board and one on the GOT Board, whilst the Shire's Tourism Development Officer attends meetings of all industry groups.

4.3 Tourism Industry Structure for the Region

Sub-Local Tourism Associations

The tourism industry is represented at a local level by four Sub-Local Tourism Associations distributed on a regional basis around the Shire, with three essentially located along the Great Ocean Road and one representing tourism businesses located in the Otway hinterland and around Colac. They are Otways Coast Tourism (OCT), Apollo Bay Chamber of Commerce and Tourism (ABCCT), Otway Scenic Circle Association (OSCA) and Otway Hinterland Tourism Association (OHTA). The associations vary in size and capacity and operate at varying degrees of effectiveness, given they all have very limited resources available to them. Funding for each of these associations is derived from membership by local tourism operators of their LTA, with fees paid to Geelong Otway Tourism (GOT) and based upon an agreed differential rate determined by the industry and GOT. The sub-LTA's each receive 40% of their local member fees back from GOT in order to operate, which is paid through COS on an annual basis. Strategic Business Plans have been produced for each of these sub-LTA's in recent times, but as stated previously, there has been little integration across each of the industry associations, and strategically each has been written as if they are stand-alone entities operating in an isolated regional and strategic environment. The sub-LTA's and their core operating details are listed in the table below:

| | Otways Coast Tourism (OCT) | Apollo Bay Chamber of Commerce and Tourism (ABCCT) | Otway Scenic Circle Association (OSCA) | Otway Hinterland Tourism Association (OHTA) |
|---------------------------------------|--|--|--|--|
| Location | Members based in the Wye River and Kennett River areas | Members based in the Apollo Bay area | Members based in the Glenaire, Johanna and Lavers Hill areas | Members based in the Otway hinterland and around Colac |
| Membership (approximate) | 25 members | 130 members | 25 members | 60 members |
| Operating Budget (approximate) | \$2,000 | \$13,000, | \$2,000 | \$6,000 |
| Main Function | Local marketing and networking functions including the maintenance of a website and local marketing collateral | Produces destination marketing brochure for Apollo Bay | Produces a local touring map and networking | Produces a local destination brochure |
| Other Comments | Highly motivated group of operators, with strong links to Lorne and Surf Coast region | Main political force in the region, due to size of the industry, given Apollo Bay is the primary tourism destination in the Shire. Has greatest capacity to grow its m'ship as many local businesses remain outside of the association | Acknowledged that OSCA is the oldest tourism association along the Great Ocean Road and has strong history representing the industry | At time of writing OHTA was not functional as an effective industry association due to its inability to find Committee representatives |

Otways Tourism Inc. – the Local Tourism Association

Otways Tourism Inc. operates as a not-for-profit, incorporated body and essentially performs the coordination role of the Local Tourism Association (LTA). The organisation functions with a volunteer Board made up of two representatives from each of the sub-LTA's, two Councillors from COS, two shire wide "by application" tourism industry positions, plus the TDO and a representative from Parks Victoria (PV). The Chair is elected from within the Board and is always an industry representative. Essentially the organisation has been operating as an industry advisory board to COS and receives limited funding from COS to perform its basic functions. In 2005, more stringent guidelines were placed on its performance by COS through the implementation of a Service Contract. Its primary role is to identify local tourism development issues and develop internal marketing initiatives for the whole of region. In addition it provides Board representatives to GOT to represent local issues at the GOT level.

In assessing the effectiveness of OT, it is useful to consider what the key roles and functions of a LTA should be, as identified by Tourism Alliance Victoria in a document titled "Functions of a Local Tourism Association" (May, 2005). Several key roles and functions of an LTA are identified and these have been paraphrased in the following points:

1. Co-ordinate and represent all businesses, organisations and individuals involved and interested in tourism in the local area
2. Provide and support visitor services, including supporting the VIC, producing visitors' guides and advise Local Government on the provision of basic visitor amenities
3. Drive tourism business development by conducting networking functions, familiarisation tours and promote accreditation
4. Undertake industry research to evaluate the performance and impact of the tourism industry to the local economy
5. Drive tourism industry development by working with Local Government to encourage the development of new tourism businesses and events
6. Implement clear and unambiguous communications within the LTA and externally to the broader community and stakeholders
7. Drive Partnerships with other tourism industry groups, non tourism industry groups, Local Government and State Government, particularly through Tourism Victoria, and other major stakeholders.

The document also identified a number of other key success factors for an LTA including having a Committee or Board with a suite of skills, especially high level strategic planning skills, business skills and an intimate knowledge of the broad structure and functioning of the tourism industry.

Generally OT is not seen to be delivering outcomes for the tourism industry and much of this can be linked to its fundamental lack of executive and administrative resources. In addition there has been a lack of formal responsibility for performing the tourism marketing and development functions for the industry. Responsibility for the delivery of the basic functions of OT has not been clearly articulated between industry and Local Government with responsibility for tasks often blurred and therefore outcomes have not been achieved. Industry perceives OT as being able to provide a more vital role in the success of tourism for the region, with some reservation regarding equity of representation and influence, but recognises the organisations ability for success has been restricted given its existing funding and resource limitations. OT is seen as being able to

perform more effectively providing greater resources are made available. There needs to be parity of responsibility for providing these resources, from both COS and the industry.

Another important industry group in the Shire is Otway Business Inc (OBI), essentially performing the function of a chamber of commerce for businesses located in Colac. Currently OBI has virtually no engagement with the tourism industry, although some Colac businesses that are members do provide tourism services to visitors. OBI does recognise that tourism is an important part of the overall economic success of the region. It is important that in moving forward and achieving greater success for tourism within the community that more formal ties are established between OT and OBI.

Geelong Otway Tourism – Regional Tourism Association

COS Shire is part of the broader Geelong Otway Product Region, with Geelong Otway Tourism (GOT) performing the function of the Regional Tourism Association (RTA). GOT is made up of membership of four Local Governments (City of Greater Geelong, Borough of Queenscliffe, Surf Coast Shire and Colac Otway Shire, all administered via a Memorandum of Understanding (MOU) or Service Agreement), various LTO's and just over 1,100 industry members, plus several corporate sponsors. GOT's Board is made up of two representatives from each of the regions, including a Council representative plus an industry association representative. Its primary functions are to stimulate and develop partnerships, lobby Local and State Government, stimulate development of infrastructure and services, product development, marketing and industry professionalism for the entire Great Ocean Road region.

GOT in conjunction with Great Ocean Road Marketing (GORM) and Great Southern Touring Route Inc. takes on the primary function of delivering external marketing programs for the Great Ocean Road region aimed at stimulating intra-state, interstate and international visitation. GOT is therefore the primary external marketing organisation for COS.

Approximately 225 tourism operators in the Colac Otway region pay a total of \$57,000 in membership fees to GOT of which \$34,000 stays with GOT (60%) for regional marketing contributions and \$23,000 (40%) goes back to the member groups via COS. In addition, COS pays an amount of \$55,000 for external marketing purposes directly to GOT.

Whilst it is acknowledged that some concerns about GOT's performance were raised at the local level, it is also recognised that GOT is considered one of the most successful RTA's in the country, and its structure and performance is often used as a benchmark for Local Government regions across Australia.

Communication between GOT and local operators is intended to be delivered through a chain of communication and representation from the local groups, through Otway Tourism to Geelong Otway Tourism and vice versa, with lines of communication to the Shire. In addition, GOT provides formal annual reports and regular updates which are available to all members.

Whilst the effectiveness of GOT's cooperative marketing structure, functions and other services, plus the cooperative value of funding arrangements does offer COS and the local industry

significant benefits, the management of the relationship between the three entities (GOT, OT and COS) warrant careful review and consideration.

TAV has produced a document outlining the roles of the Regional Tourism Association. Whilst reviewing and commenting on the performance of GOT is well beyond the scope of this consultancy, the following information is provided so that COS and OT can use it as guide to assist in its formal dealings with GOT and provide a basis for the evaluation of GOT's performance against agreed service outcomes. The key points are paraphrased as follows:

- Represent local tourism associations and/or Local Government on regional tourism issues
- Develop (monitor and review) a strategic business plan to provide clear direction for sustainable tourism growth across the region
- Drive the marketing for the region beyond the region
- Work with Local Government and local tourism associations to identify gaps in the tourism product offering
- Promote and facilitate professional development of industry practitioners and accreditation
- Provide clear communication to the industry through the LTA, and beyond to key stakeholders
- Undertake research to assess the benefit of tourism to the region, visitor satisfaction and commercial opportunities
- Forge partnerships with LTA's, Local Government, Tourism Victoria and other key stakeholders.

Source: *Tourism Alliance Victoria, 2005*

The success factors are essentially the same as for the LTA, but as the regions RTA, it includes a larger and more substantial marketing and development role both within, and external to the GOR region.

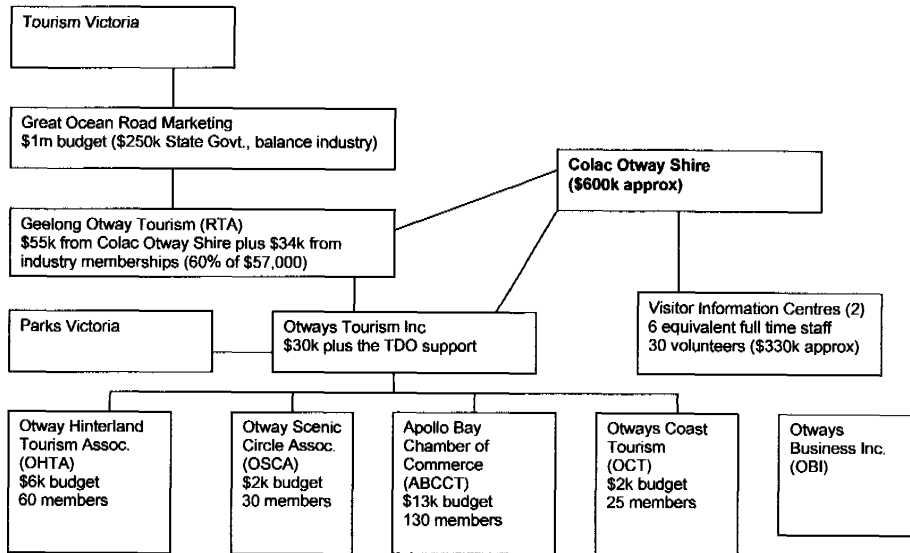
State Government and Industry Organisations

Tourism at State Government level is coordinated by Tourism Victoria (TV). The organisation's primary responsibility is the marketing of Victoria and its regions, both domestically and internationally. It works closely with various regional Campaign Committees and RTA's to develop marketing strategies to achieve this outcome. TV works closely with Tourism Australia in delivering international marketing programs. In addition it also provides strategic policy and industry development support across the State. Assisting TV to achieve outcomes at the local level is Tourism Alliance Victoria (TAV), an industry based organisation responsible for the management and coordination of VICs with Local Government, providing support at the local level and working directly with the industry to develop tourism professionalism and capacity.

Two other relevant government agencies that play a major part in tourism within the Colac Otway Region are the Department of Sustainability and Environment (DSE) and Parks Victoria (PV). DSE serves as the policy agency for the management of protected areas and public land, including National Parks and State Forests. PV acts as DSE's management agency, responsible for the day-to-day management and operation of protected areas. Given the sizable area of land under the jurisdiction of PV and DSE and as this area forms a significant part of the tourism assets in the region, it is vital that COS and the industry maintains strong and positive relationships with both of these organisations.

Overview of the Tourism Structure in Colac Otway Shire

The following diagram provides a simple overview, or summary, of the current tourism structure relevant to Colac Otway Shire.



APPENDIX THREE: Delivery of Tourism Tasks for the Region provides a summary of the Core Tourism Functions and specific tasks that need to be delivered for the region and which organisations play a part in delivering those functions.

Australian Government Tourism Organisations

The Department of Industry, Tourism and Resources (DITR) is responsible for the development and implementation of national tourism policy making and strategic development. Tourism Australia (TA) is the national agency responsible for the marketing of Australia and its regions internationally, and also provides some support at domestic marketing level. It is also responsible for the coordination of Tourism Research Australia that collects and publishes tourism data, including the NVS and IVS.

4.4 Review of Current Tourism Situation

With regard to COS and its tourism performance, investigations have identified a number of challenges and areas where the execution of the tourism roles and functions have been problematic and the success ingredients somewhat absent. Whilst we acknowledge the active and enthusiastic involvement of several key individuals from both within the Shire and the industry, it is evident that:

- There is a lack of a clear strategic vision for the tourism industry in the Shire
- There is confusion amongst the key parties with regard to responsibility for the aforementioned roles, especially setting policy and executing programs to fulfil the policy requirements
- There is a lack of cohesion within the industry and a sense of distrust amongst the key industry groups operating in the Shire. In particular, there is a view amongst the sub-LTA's that OT and tourism more generally is dominated by Apollo Bay interests.
- There is a lack of integration and co-ordination with key stakeholders' and their activities in the Shire
- There is a need for a change in the funding mix of the tourism function by the Shire that better reflects the benefits derived by the tourism industry from the Shire's investment in tourism
- There is a general lack of accountability in the expenditure of resources on various aspects of the tourism function
- Despite a multiplicity of representations on various industry committees and panels, there is a lack of communication throughout the industry with regard to the activities of stakeholders inside and outside the Shire.

It is acknowledged that the Tourism Development unit within the Shire has been in a state of flux for sometime. There have been changes within the Shire over the past year with a new CEO and a new General Manager Corporate and Community Services, as well as a change in reporting lines for the TDO. Furthermore, there have been ongoing changes in terms of individual representation amongst the four sub-LTA's, and OT. As a consequence of this situation, this review has been commissioned by COS, to assist in resolving the problems identified and bring focus and stability to the local tourism industry.

Visitor Information Centres

The Shire operates two Visitor Information Centres (VICs), one in Apollo Bay and the other in Colac. Investigations indicate that both of the VICs are operating effectively, servicing over 200,000 visitors per year. Great Ocean Road (GOR) VIC located in Apollo Bay plays an important role in servicing visitors travelling along the GOR, whilst Colac VIC is playing an increasingly important service for visitors travelling down the Princes Highway, en-route to the 12 Apostles.

The Great Ocean Road (GOR) VIC services approximately 180,000 visitors per annum, whilst Colac services approximately 30,000 visitors. Both are fully accredited VICs within the sanctioned national accreditation framework and form part of a broader network of VICs for the GOR, and as such are bound by certain restraints imposed through GOT. The operating budget for the VIC exceeds \$300,000 per annum, and forms a major component of the overall expenditure by COS from its tourism budget.

The VICs operate with a mix of paid and volunteer staff. Colac VIC operates with 1 full time Coordinator, 1 part-time person and approximately 30 volunteers. GOR VIC operates utilising paid staff including a Coordinator, full-time and part-time/casual staff (4.5 equivalent full time staff) and no volunteers. It is noted that the use of only paid (professional) staff at GOR VIC was adopted by Council five years ago, due to a broad range of issues experienced with the volunteer system that existed at that time. It is recognised that the use of paid staff is justified by various arguments relating to impartiality of advice and the problems of using volunteers to engage in commercial activities and handle cash. Despite this some operators still find fault with the staffing system.

Acknowledging that the use of only paid (professional) staff in a VIC is highly desirable, the cost implications are significant. A review of several VIC operations in other regions suggest that the use of only paid staff is not a viable approach, unless the VIC has a strong commercial capability and the services offered can pay for the staffing requirements. No other VIC along the GOR uses only paid staff and most VICs around the country operate with a majority of volunteer staff. Typically, the VIC will have one full time and perhaps one part time staff member who are responsible for the overall operation of the Centre, including volunteer recruitment and training. This has to balance with the actual visitor demand on the VIC. It is recommended that the Shire considers introducing volunteers at the GOR VIC, as a means of directly reducing operating costs and therefore reducing the overall tourism expenditure by COS. Challenges associated with advice procedures and policies, use of technology, handling accommodation referrals and commercial transactions are fundamentally an operational and training issue and thus should be dealt with as such, as is the case in other VICs. It is acknowledged that this may require a restructuring of existing staffing structures, however immediate consideration needs to be given to the implementation of volunteers at GOR VIC, as means of reducing the COS tourism budget.

Trying to "over" commercialise the VICs is also somewhat problematic. Again, based on a review of several VICs it would suggest that the most successful VICs operate as "loss leaders" that seek to provide visitor services rather than a commercial return for the Local Government. In particular, we note that overly aggressive commercial activity can place the VIC in direct competition with nearby rate payers, thus potentially compromising the Shire's impartiality in its support for tourism. Opportunity to increase revenue through various means should however be continuously evaluated and an immediate solution would be to implement the sale of the official touring map for the Otways region at both of the local VICs. This is discussed in more detail in the section relating to brochures and maps.

Colac VIC is a bright, airy and reasonably attractive (if somewhat understated) facility. The consultants enjoyed a positive "mystery shopper" experience there (engaging with volunteers) and are satisfied that it is well run. The layout of information and retail appears to flow fairly well from a visitor's perspective.

The visitor experience at the GOR VIC, from a personal service perspective, is very positive. However it must be noted that the VIC is poorly laid out from a design perspective. Space is limited and there is a confusing mixture of interpretation, visitor information and retail operations. It is recommended that this VIC is in need of refurbishment to enhance the visitor experience, and partnership should be sought with other agencies such as PV and DSE to improved and upgrade

the interpretive experience and allow for more visitor information and brochure space to be created. Grant funding should be considered to support the refurbishment of the VIC. It is recommended that the Shire retains an appropriately skilled individuals/organisation to assist in redesigning the layout of both the VICs so as to provide easier access to relevant visitor information and retail opportunities based on the visitors' needs, rather than simply based on an alphabetised listing of the towns and precincts in the Shire.

Simplifying the local tourism organisation membership structure (and hence GOT membership) for tourism businesses within the Shire (i.e. ensuring all tourism businesses are contributing membership fees to GOT) would better enable the staff and volunteers to service the needs of visitors. It is recommended that COS implements a strategy where membership fees are collected "automatically" as part of a revised Rating funding model. See Section Six for more detail.

Servicing visitor information needs are a core function of Local Government's tourism responsibility and therefore the VICs and the staffing requirements should remain under the direct management and funding of COS. Maintaining the staffing levels and operation of the two VICs consumes more than half of the existing tourism budget (approximately \$330,000) and this must be addressed by introducing volunteer staff at GOR VIC. In addition raising additional revenue through the sale of Regional Maps at the local VICs should also be considered. It is also recommended that GOR VIC undergoes a refurbishment to remove and/or upgrade unnecessary interpretive material and increase the available space for visitor services use.

Strategic Planning

Overall, whilst there appears to be an ongoing strategic planning process in place for the tourism unit, concern is raised that until fairly recently, there does not appear to have been a sufficiently critical review, explanation and remediation of past performance. As previously stated, eight reports since 2001 have been sighted dealing with various aspects of strategic planning, economic and tourism development and marketing and promotion in the Shire. Apart from these reports there have been several "internally" produced strategic and business plans for the Tourism Development Unit, Otways Tourism as well as the four sub regional tourism associations. Acknowledging these documents were well written and easy to follow, it should be noted that they are fundamentally flawed due to a lack of critical review, explanation and remediation of past performance and appear to have been written in isolation from each other.

Given the need for a cohesive and integrated approach to regional tourism management, it is recommended that the COS, in conjunction with OT, and the industry, develop a single strategic plan outlining the tourism future of the Shire.

Economic and Tourism Development

In terms of infrastructure and product development, a coordinated and cooperative approach does not appear to be in place. It is noted that there has been some confusion regarding the role of overseeing economic and tourism development in the Shire and whilst originally the responsibility of the Tourism Development Officer, this has recently become the responsibility of the Economic Development Manager.

In a manner similar to that with regard to professional development, the Shire finds itself in a fortuitous position regarding the development of tourism infrastructure and product development. DSE, a key industry stakeholder, has committed to the development of several major infrastructure projects within the Shire as part of the \$7 million forestry industry restructure projects. These projects are supported by the "Economic Development and Tourism Strategy" adopted by the Council on 22 September 2004, which sets out an ambitious program of economic and tourism development activities. Acknowledging that this may have been seen as a "replacement for lost opportunity" its tourism potential is significant. The region has the unique opportunity to take advantage of these funded capital development and industry development projects, and the projects must be well supported and embraced as new opportunities by the Shire.

It is recommended that the COS through its Economic Development unit, places greater strategic importance on tourism development and ensures there is sufficient support for the Economic Development Manager to play a greater role in the strategic development of tourism within the Shire.

Professional Development

The delivery of professional development programs for the tourism industry by COS has been variable. Programs have not been actively developed or effectively promoted, therefore they have tended not to be valued and often ignored by many in the industry.

COS now finds itself in a challenging, but fortuitous position, with regard to professional development. On the one hand industry consultations and surveys indicate a perception that the COS does not provide adequate professional development for the industry, however, the success of the "Streetlife" program was well recognised. The two year "Streetlife" Program was initiated and funded by COS (from the tourism and OT budgets) at a cost of \$41,000 and delivered a range of industry development programs.

In addition to this program the emerging three year professional development / capacity building program being managed and undertaken by Tourism Alliance Victoria as part of DSE's forestry industry restructuring program, offers the industry a great opportunity to achieve several professional development outcomes. This program, now at the end of its first year of implementation, has great potential to deliver good professional development outcomes for the industry. Interest and take-up by the industry of the initial networking opportunity, delivered at the end of 2005, was relatively good and OT and COS need to continue to encourage tourism businesses to take advantage of this unique opportunity.

Analysis would suggest that whilst these programs (which are effectively delivered at no expense to the Shire) are of a high quality, a combination of lack of effective communication and a degree of industry apathy has dampened the potential to enhance the professional conduct of the industry. We would strongly urge COS, OT and the broader industry to engage much more closely and proactively with TAV in the conduct and delivery of this project over the remaining two years of its life.

Tourism Industry Engagement and Support

Part of the performance of COS support for the tourism industry is focussed on the provision of administrative and operational support to the various tourism associations operating within and outside the Shire. It is acknowledged that the Tourism Development Officer plays an active role in supporting these organisations by attending meetings and assisting with certain administrative functions.

Whilst the continuity of the TDO on all of the various tourism Boards and Committees within and beyond the Shire (and Councillors) would normally be considered a desirable outcome, it is evident that a lack of a clear, cohesive and shared vision of the tourism industry in the Shire, combined with some elements of role ambiguity, has led to a situation where this benefit is not being maximised. There is certainly evidence of ongoing breakdown in communication and this has resulted in a great deal of goodwill amongst the industry having been lost. Simplifying the administrative and operational function across all of the tourism associations is highly desirable.

External stakeholder engagement needs to be maintained. The presence of Tourism Victoria, Great Ocean Road Marketing and Geelong Otway Tourism are a consequence of State and Australian Government decisions and as such are fixed entities that perform a vital destination development role for the region. Whilst a level of dissatisfaction with the performance of Geelong Otway Tourism was expressed amongst some of the sub-LTA's, it is not advisable for COS or these groups to consider withdrawing support from GOT. Independently marketing the region is not a viable option. Rather, it is recommended that COS adopts a more proactive and vigorous approach to its dealings with GOT, as well as OT and the sub-LTA's encouraging better communication and performance outcomes. OT, on behalf of the industry, needs to take on a greater role in understanding, assessing, participating and supporting GOT activities.

In a similar fashion, given the large number of protected areas in the region, Parks Victoria (PV), as the land management agency of DSE, and DSE are major stakeholders within the Shire and surrounding areas. Strategic tourism opportunities need to be actively developed and supported by COS and relationships strengthened with both of these key organisations.

From a political perspective, OT and the sub-LTA's (OHTA, OSCA, ABCCT and OCT) are seen to deliver a level of equity and democratic representation in the key decision making forums for the tourism industry. Representatives from the four sub-LTA's are present on the Otway Tourism Board which in turn has representation on the Geelong Otway Tourism Board. However, there is a clear lack of understanding and appreciation for the efforts of the various parties involved and no direct relationship between OT and individual tourism businesses across the region. This is attributed to poor communications between the organisations and individuals involved. This is

not to suggest that more reports need to be written and tabled, but rather a more regular and personal, yet cohesive and systematic approach to communicating and working together needs to be adopted. In particular, it is clear that there is a lack of a shared common vision, strategic goals, programs to be undertaken and responsibilities assumed by the various parties. Most importantly, there has been limited progress towards meeting goals and achieving effective overall performance. OT must therefore take on a greater leadership function and responsibility for the industry, develop means of communicating and working directly with individual tourism business and driving the future of the industry. It is noted that OT has expressed a willingness and desire to take on a greater role in managing and delivering tourism outcomes for the industry, as part of this tourism review. Consideration should be given to bringing the sub-LTA's into a more formalised structure under the direct jurisdiction of OT, with each of the regions adequately represented, both on the Board of OT and in the delivery of local strategic outcomes.

Industry association funding currently flows through a number of streams. Individual businesses pay membership to Geelong Otway Tourism (GOT), with 60% of this money retained by GOT and the remaining 40% returned to the sub-LTA's. Furthermore, the Shire makes a direct payment to GOT of \$55,000 per annum as well as an annual payment of \$30,000 to OT. The Shire also makes the Tourism Development Officer (and administrative support) available to OT and the local groups. The evidence shows that the combination of a lack of clear focus and understanding of responsibilities, plus the dissipation of small amounts of money across the five tourism entities in the Shire is not conducive to the successful pursuit of appropriate strategic goals. It is recommended that all monies rebated from GOT be directed to OT rather than the individual sub-local associations. However, in receiving this benefit, OT must demonstrate a clear commitment to the long term, equitable well being of operators currently represented by each of the sub-local associations and ensure appropriate marketing representation for the various sub-regions.

Collateral, Brochures, Maps and Websites

Concern is raised regarding the extensive range of printed marketing materials for the region, either produced directly by COS and OT, or by the sub-LTA's as well as the development of various independent websites by the sub-LTA's. Under the current industry structure imposed by independent market forces, and supported by the Commonwealth and State Governments, small tourism operators should market their businesses externally in a cooperative and concerted fashion. Focus should be on raising awareness of the region, bringing people to the region and then having individual businesses market to those visitors committed to coming to the region.

The region is serviced by a plethora of maps, brochures and collateral promoting The Great Ocean Road, Surf Coast and the Otways, the Colac Otway Shire and the various precincts within the Shire. Such a volume of collateral can create clutter and confusion in the marketplace and ultimately lead to "brochure fatigue". A helpful VIC volunteer may give a visitor a raft of brochures and maps which are subsequently considered overwhelming by the visitor and simply thrown out (See APPENDIX THREE). This is clearly an unnecessary waste.

The provision of high quality websites, informative maps, brochures and collateral has always been, and continues to be a challenge in a co-operative marketing environment. The challenge

of sub- LTA's and individual operators all trying to ensure that they get their fair share of visitors to their broader region and precinct is well understood and appreciated. However, trying to promote directly to visitors before they arrive, and in competition with other precincts in the region, is expensive and can be counterproductive. A consolidation of regional marketing material, under the direct control of OT and supported by COS's VIC printed material is recommended. Attempts to continue to "go it alone" by the sub-LTA's will see a greater dissipation of what little marketing budgets these small organisations have and achieve limited success.

To this end, we recommend that COS, empowers OT to work more closely with the local operators across the region to develop a broad based, inclusive Colac Otway Shire Official Visitors Guide that has three key goals:

1. To attract and keep visitors within the Shire boundaries
2. To move visitors throughout the Shire, and not just along the two major thoroughfares
3. To encourage greater visitor spending in the Shire to enhance tourism yield and thus business profitability.

We also recommend that the OVG be designed in such a fashion so as to clearly communicate the region's tourism brand, enhance the visitor experience and give equitable coverage to all of the precincts within the Shire. It is acknowledged that the current OVG for the region is produced by GOT and includes the Surf Coast. This issue needs to be resolved as the local industry has expressed concerns about the combined collateral and its ability to adequately portray Colac Otway region's unique assets.

Finally, in recognising the need to improve the commercial viability of the VICs, or to at least reduce their financial burden, it is recommended that COS gives serious consideration to selling some of its key visitor aides. It is envisaged that the visitors will still receive a tear off, pad based, mono-colour map of the region for free (as is currently the case with the "blue" tear-off maps), however there is strong evidence to justify charging a \$1.00 fee for the provision of the high quality, Official Touring Map of the Otways and its key tourism precincts and entities. It is possible that such a map could generate as much as \$75,000 in revenue per annum and be produced in conjunction with OT.

Community Engagement and Communication

There appears to be little community engagement with tourism and limited promotion of the success of tourism to the wider community. It is strongly recommended that all parties seek a more effective industry structure that ensures greater collaboration and delivery of outcomes for the industry. A structure needs to be implemented that ensures the full efforts and achievements of all parties are properly acknowledged and valued. Networking functions that expand tourism businesses knowledge (currently being delivered by TAV) should continue, as well as less formal functions that enhance engagement between the tourism industry, the broader business sector and the community. The development of a strategic local public relations program should be implemented, such as a regular feature or "tourism news" in local papers, and tourism "good news" stories on local radio.

5. STAKEHOLDER, INDUSTRY & COMMUNITY CONSULTATION

As part of the project, face-to-face consultations were held with several internal and external stakeholders including:

- COS Councillors
- COS Shire Officers
- The four sub-Local Tourism Associations
- Otway Tourism
- CORRA and OBI
- Geelong Otway Tourism
- Other external stakeholders.

A full schedule of our meetings is provided in APPENDIX FOUR: Stakeholder Consultations.

Our consultations can be broadly categorised into three main groups:

1. Those involved in tourism within the Shire - OT, OSCA, ABCCT, OHTA, OCT
2. Those not involved with tourism within the Shire - Colac Otway Residents and Ratepayers Association (CORRA), Otway Business Inc (OBI) and the Community consultations
3. Those involving external stakeholders outside of the Shire - GOT, TAV, TV, and DSE

However, the meetings with CORRA, OBI and the Community consultations were considerably different and will be treated individually. In addition, two questionnaires were distributed, one via mail to all identified tourism businesses in the region (also made available as an Adobe Acrobat .pdf file on the COS website) and one targeted at the community available via the COS website.

Industry within the Shire

With this first group of industry practitioners, there were a couple of recurring themes involving frustration in dealing with the Shire, the other tourism groups within the Shire (most notably OT) and GOT outside the Shire. There was a general consensus that the Shire, Otway Tourism and GOT have been unresponsive to the needs of the smaller players in the industry. There was also disquiet that this consultancy was simply a cynical attempt by the Shire to remove itself from the tourism industry by cutting funding. We also note that as a result of these frustrations several of these groups have sought to "go it alone" and develop their own independent promotional material and run their own administration in parallel to the administrative support offered by the Shire. As part of the consultation process, OT has formally indicated its willingness to take on a greater function in the delivery of core tourism services for the region, and develop a more united approach to managing tourism.

Otway Business Inc.

A meeting was held with the President of Otway Business Inc. According to OBI, the industrial base of the shire is fundamentally strong but can be enhanced by a robust tourism industry. OBI view tourism as an industry sector that has considerable potential in the Shire, particularly in the

short term conference and meetings market. However, this potential is untapped and largely unrecognised by the wider business community and relationships need to be strengthened. The development and promotion of tourism needs to be invigorated with an appropriate, honest communication of the benefits and consequences to the wider business community.

Colac Otway Residents and Ratepayers Association (CORRA)

The meeting with CORRA focussed on the funding of tourism by the Shire and the impact of tourism development on the Shire's zoning process and subsequently agricultural activities. Firstly, the CORRA representatives expressed concern about the amount of funding the Shire provides to tourism and advocated that the Shire should provide no more than \$300,000 from Core Rates to the tourism industry and that any extra money given to the industry should be sourced by way of special levies and charges borne directly by the tourism industry. It was acknowledged that an immediate reduction of 50% of tourism funding from Core Rates was not viable and that a staged approach over a number of years would be acceptable, providing the main target of \$300,000 was achieved within a reasonable time-frame. CORRA also raised concern that the area north of the highway is almost exclusively agricultural and that encroaching tourism development is potentially having a negative impact on certain agricultural practices.

Community Consultations

Two community consultation sessions were held, one at Apollo Bay and the other at Colac. Whilst these were advertised and promoted to the broader community via local media and the COS website, all of the attendees at both session had an interest (either proprietorial or employment) in the tourism industry. Many of the concerns raised by the local tourism groups were raised in these consultations. The lack of interest shown by the broader community raises concern regarding the effective engagement with the community by the industry.

External Stakeholders

As indicated we met with several important stakeholders that are external to, but have a keen interest in the Shire and the tourism industry in the Shire. Our meetings identified four key points:

- The Shire is blessed with a lot of tourism potential, good location, growing range of good quality tourism and ecotourism product, direct access to the Great Ocean Road and high quality road infrastructure throughout the Shire for touring. It has considerable potential.
- The Shire is particularly fortunate to have DSE's \$7 million forestry industry restructure package spent in the Shire, resulting in the implementation of 19 infrastructure and industry capacity building projects. The region has a great opportunity to leverage off the substantial sums of money being spent on these tourism projects as part of this package.
- The tourism industry in the Shire appears to be challenged internally by a lack of cohesion and common purpose. As a result, it appears that considerable energies and resources are expended without appropriate planning and co-ordination thus weakening their impact.
- The tourism industry in the Shire also appears reluctant to engage with the wider tourism industry, particularly through the formal established structures established for the industry by the State and Australian Governments.

As a result of these last two points, it appears that some individuals and groups with the broader industry in the shire are perceived to "go it alone" and act outside the established channels and structures. Concern was raised at the highly localised focus on issues, without consideration of the wider industry implications. This has the potential to lead to wasted and misguided marketing and tourism development efforts, which in turn will lead to further product fragmentation and isolation. This will make the region vulnerable to other competitor regions that have a shared vision, a coordinated industry working together and a cooperative, focussed approach to regional marketing.

Industry Survey

A paper based survey was distributed to more than 600 tourism related businesses in the Shire in late October. The survey addressed three key areas:

- An assessment of the size of the business
- An evaluation of a variety of aspects related to tourism and its impact on the respondent's business and the Shire
- An opinion as to future options for tourism in the Shire.

By mid December 105 respondents were received, giving a response rate of 17.5%. Responses were received from a wider range of precincts within the Shire. The bulk of the respondents came from Apollo Bay (47 respondents) and Colac (11 respondents). Responses were also received from businesses in Barongarook, Barramunga, Beech Forest, Berrybank, Birregurra, Cape Otway, Colac West, Forrest, Gellibrand, Glenaire, Irrewarra, Irrewillipe, Johanna, Kennett River, Separation Creek, Skenes Creek, Wongarra and Wye River.

According to the results, the typical tourism business in the Shire employs 2 to 3 people full time and four to five people part time, generating a total of about 80 hours paid employment per week. About two thirds of these people are drawn from the local town and about a quarter are from elsewhere in the Shire. About eight percent of tourism staff are from outside the Shire.

In terms of purchases of operating supplies, just over one third of supplies are purchased in the immediate town of the business with a further 20% purchased from elsewhere in the Shire. Just over 40% of good are purchased from suppliers outside the Shire (mostly Geelong).

The views towards tourism were generally positive. A range of statements about the tourism industry were provided and the respondent could indicate his or her level of agreement or disagreement with the statement on a scale of 1 to 5. A score of 1 indicated that the person strongly disagreed with the statement whilst a score of 5 indicated that the person strongly agreed with the statement. A score of 3 was in the mid point and indicated a neutral or ambivalent position.

Not surprisingly, given that these were tourism industry respondents, the vast majority of responses were positive and highly supportive of tourism and tourism development. Please note that some of the lower scored items indicate a high level of disagreement with the statement, which tend to be in the negative. For example, in response to the statement "Tourism has changed the character of Colac Otway Shire for the worse" received a score of 1.55 – which

indicates strong disagreement with the statement. The aggregated results are shown in detail in APPENDIX FIVE: Industry Survey.

The results clearly established a high level of support for both the VICs and their value to the local tourism industry. However, there was some discrepancy between the overall opinion of the VICs and their knowledge of the respondent's particular business. Whilst there is still some support for the work of GOT, OT and GORM, the results indicate that the respondents are somewhat ambivalent about the value of these entities to their tourism business. There appears to be a high level of support for more environmental or ecotourism attractions, more festivals and more investment in tourism infrastructure. There is not much support for more accommodation or a big resort like a golf resort.

A range of written comments were also provided by respondents and examples of these are provided in APPENDIX FIVE.

Community Survey

A web-based survey, aimed at the general community and launched in late October, was promoted by COS in the local media and on the COS website over several weeks. The survey site was accessed from the Colac Otway web site. The survey addressed two key areas, an evaluation of a variety of issues related to tourism and its impact on the community and opinion as to future options for tourism in the Shire. By end of December only 15 respondents had been received. Because of the low response rate, it is not appropriate to read much into these results, however the aggregated results have been collated and are provided in APPENDIX SIX: Community Survey with some examples of written comments.

Overall, the views towards tourism are generally positive. Of those who responded, the results indicate a high level of support for more environmental or ecotourism attractions, more festivals and more investment in tourism infrastructure. There is not much support for more accommodation or a big resort like a golf resort.

5.1 Assessment of Industry and Community Consultations and Surveys

The issues raised by the tourism industry are justified in many instances. It is evident that the Shire and the tourism industry have not enjoyed a shared common vision for some time, despite ongoing discussion. This lack of shared vision has had some unfortunate consequences;

- it has prevented the various parties from working together, which in turn has led to
- an abdication of responsibility amongst the different groups
- and an absence of accountability.

In this environment it is not surprising that lots of meetings are being held, plans are made but not much is being enacted or executed.

The concerns raised by CORRA are not unreasonable. The principle that all beneficiaries contribute in a just and equitable manner is quite legitimate. There is also evidence from other regions that both the tourism industry and the agricultural industry would benefit from a long term

development master plan for the Shire that makes fair and adequate provision for the long term well being of these significant sectors of the local economy.

There is clear opportunity for the tourism industry to strengthen relationships with the broader Colac business community. The views expressed by OBI are very positive regarding the potential of tourism. An area highlighted would be to improve business meeting facilities in the Colac area, and should the opportunity present itself, it would be expected that COS would support the completion of a detailed feasibility assessment for any proposed conferencing facility in the Shire.

The assessments offered by most of the outside stakeholders are a reflection of the state of the industry. Evidence from this project supports the concerns raised regarding the lack of cohesion within the wider tourism industry in the Shire. It is recognised that a lack of common vision and the attendant poor communication has led to an unfortunate situation of mistrust, frustration and, in some instances, antagonism amongst the key players in the industry. The difficulty of this situation has been further exacerbated by the perception that these issues are "not new" and have also been identified previously in other reports, strategies and business plans.

It is quite clear that the challenges confronting the tourism industry are fairly fundamental and require strong co-operative leadership by both the Shire and the Industry. The notion of strong leadership is based on the principles of mutual respect, collegiality and support for a shared vision and not on an iron fisted, autocratic approach, which is likely to be unhelpful. The industry must take responsibility for providing good leadership and offering all of the operators in the region a positive and viable solution to the current and future challenges facing the industry.

6. TOURISM FUNDING MODELS

Several sources of information on tourism funding models have been reviewed. There is an emerging trend for Local Governments to "quarantine" funding for tourism via a series of levies, surcharges and differential rates. Where such models have been successfully implemented there are some clear indicators:

1. There has been open communication between the Local Government and the industry
2. Industry has been able to see the direct benefits of the funding
3. Local Government has made a long term funding commitment to the industry as part of the revised funding mix.

6.1 Industry Reports

Various industry reports were reviewed, including the discussion paper prepared by the Tourism Development Unit of COS, dated July 2004. A report commissioned by the Sustainable Tourism Co-operative Research Centre (STCRC) for Tourism Queensland titled "Funding Options for Regional Tourism Organisations", was reviewed, including the annual reports, budgets and rating documents of a selection of Local Governments. To further contribute to this review, primary research was also gathered via interviews of a selected sample of Local Government representatives to discuss how they developed and applied their Rate model.

The STCRC Report (page ii), identified a number of emerging trends since 2000. They are:

- *Increased number of successful examples where differential and benefited area levies have been introduced to source funds for local and regional tourism activities*
- *An increase in the use of negotiated partnership agreements between LTA's and Local Government*
- *More examples of stronger key performance indicators (KPI's) being introduced in association with annual grants or service agreements*
- *Concern over the appropriateness of these KPI's*
- *More requests for a common set of RTA/LTA performance benchmarks which can be applied across the state*
- *A stronger degree of entrepreneurial activities (booking service fees, sale of merchandise etc.). Additionally, the development of a philanthropic 'community trust' has been examined by one RTA (based on donations which have a tax advantage)*
- *Increased levels of sponsorships/in kind financial support*
- *All RTA's have been active in recent years to review the structure of their membership (membership categories, membership services, pricing, base entry levels etc.)*
- *Several successful joint RTA/LTA membership schemes have now been introduced*

The report also identified a number of conditions for success in Local Government funding schemes (page iv). They include:

1. *The levy proposed (whether it is a differential or special rate charge) must be clearly defined and simple in construction (see Noosa and Caloundra case studies, section 4.3.2) equitable in its application and defensible under the Local Government Act and Regulations.*
2. *It is important that broad-based industry support (general business and tourism operators) is achieved prior to the introduction of a differential rate or special rate or charge. Formal written support should be sought from the business community and Council stakeholders prior to the placement of the initiative before Council for its deliberation.*
3. *A professional business and marketing plan needs to be prepared and placed before Council. This plan will need to indicate how funds will be spent each year and the reporting mechanisms which will be adhered to. The Local Government Act sets very clear guidelines on what is expected with regard to accountability.*
4. *An appropriate management structure representing appropriate stakeholder interests needs to be established to ensure industry ownership of the levy.*
5. *Successful schemes such as City of Ballarat, Broome, Geelong, Mildura etc., have negotiated 3-4 year funding agreements based upon achievable performance criteria.*
 - a. *In the Geelong Otway example a best practice performance review is undertaken each year by an independent management consultant.*
6. *In all case studies Councils undertook extensive modelling of various levy formulas across the rate base of the local Authority prior to establishing a preferred formula. In some instances a preferred budget limit was set and then modelling undertaken to determine how the desired fund could be raised.*
7. *There are some excellent case studies such as Surf Coast Shire Council, Noosa and Ballarat where extensive promotional work was undertaken to demonstrate the economic benefits of introducing a tourist levy. This included newsletters, brochures, personal letters to residents and editorials in local newspapers (see attachment 6 for examples).*
8. *A key consideration for RTA's / LTA's is the need to establish upfront a clear policy position on key performance measures and services provided to Council each year.*
9. *A nine step implementation formula is outlined in section 4.3.2 as part of the Caloundra Shire Council case study.*

6.2 Broad Comparison across Various Local Government Areas

The primary research and discussions with various Local Government officers confirmed these findings. In reviewing how Local Governments fund tourism, the review included their financial reports to identify their rate structure, how much is spent on tourism and how much that is compared to the total budget. A summary of these results is presented in the table below.

| LGA | Funding Model |
|------------------------|---|
| Geelong | The City has an annual budget of \$155m. It uses 8 differential rates plus two charges to generate \$96m in rates. Tourism is managed by GOT. Geelong spends just under \$1.2m on GOT. Average rates per property: \$849.96. \$9.38 on tourism, \$6.28 on economic development, events 7.94, Wool Museum \$3.83. |
| Queenscliffe | The Borough has a total budget of \$5.6m of which \$3.4m is derived from rates. It spends \$315,000 on tourism. The Borough has also received a grant to build a Visitor Information Centre. |
| Surf Coast | The Shire has an annual budget of nearly \$35m of which nearly \$20m is from rates. It has four different rates, two types of holiday home charges a municipal charge and a two tier garbage charge (urban and rural). Of the nearly \$900k spent on economic development, approximately \$625k is spent on tourism. |
| Corangamite | The Shire has a total budget of nearly \$29m of which nearly \$11m is derived from rates. The Shire has four rating categories and two charges. It appears to spend about \$100k net on tourism promotions. |
| Warrnambool | The City has an annual budget of nearly \$29m of which \$11m is derived from four different rates and two charges. Nearly \$900k is spent on economic development and marketing, including tourism development and marketing. |
| Bass Coast | The Shire has an annual budget of \$35m of which \$21m is derived from rates. It has five rate categories and two charges for 25,249 rateable entities. The Shire has an economic Development and Tourism budget of just over \$2m, of which \$220k is spent on the VICs, \$750k on marketing and promotion and \$300k on corporate overhead allocation amongst others. |
| South Gippsland | The Shire has an annual budget of \$36m of which nearly \$17m is raised from five differential rates and three charges. |
| Armidale Dumaresq | The Shire has a budget of \$30m of which half is raised with three differential rates and two charges. It spends \$1m on "economic affairs" which includes; tourism and area promotion, saleyards and markets etc. |
| Great Lakes | The Great Lakes Shire generates just over \$18m in rates from four differential rates across 7 precincts within the Shire. The Shire spends \$660k on tourism development, including the maintenance of four VICs. |
| Meander Valley | Meander Valley has an annual budget of \$18m of which half is generated from rates. |
| Augusta Margaret River | The Shire raises \$8.7m in rates using 8 differential rates out of a total budget of \$14m. It spends just under \$1m annually on "economic services" which includes tourism.. |
| Victor Harbour | The Shire has an annual budget of \$14m of which nearly \$9m is raised from three differential rates. The Shire spends \$525k on economic development and tourism of which \$222k is on tourism marketing and \$144k on the Visitor Information Centre. |

| | |
|------------|--|
| Shoalhaven | The Shire has a total budget of nearly \$130m of which half is raised by three differential rates and six charges. |
| Noosa | Noosa has excised tourism from its operating budget. It has a two tier commercial/tourism levy which includes holiday homes and is based on location and raises \$1.6m all of which (except a \$5k service fee) is directed to an external entity "Tourism Noosa". |

Surf Coast Shire

In terms of precedents and models, the two Local Governments which are most relevant and illuminating for Colac Otway Shire are Surf Coast and Great Lakes.

According to its 2004 Annual Report, Surf Coast Shire has a number of similarities to Colac Otway, it too is a member of Geelong Otway Tourism, it has a number of tourism, business and trader groups representing various commercial interests, it has a clearly differentiated coastal zone and hinterland and it has a high number of holiday homes that are commercially let to holiday makers.

Surf Coast Shire has an annual budget of nearly \$35million of which nearly \$20million is from rates. It has four different rates, two types of holiday home charges a municipal charge and a two tier garbage charge (urban and rural). Of the nearly \$900,000 spent on economic development, approximately \$630,000 is spent on tourism.

| Rate Structure 2005-2006 | Number of Rateable Properties | Charge | Revenue |
|-------------------------------------|-------------------------------|----------|---------------------|
| Residential Rates | 13,456 | 0.002077 | \$11,786,891 |
| Farm Rates | 616 | 0.001766 | \$989,921 |
| Commercial/Industrial Rates | 897 | 0.003947 | \$1,468,556 |
| Vacant Residential Land | 1,632 | 0.002493 | \$1,230,279 |
| Municipal Charge | 16,346 | \$85.00 | \$1,389,410 |
| Tourism Charge – Holiday Home | 2,480 | \$65.00 | \$161,200 |
| Tourism Charge – Other accomm. | 152 | \$200.00 | \$30,400 |
| Garbage Chare – Urban | 11,769 | \$180.00 | \$2,118,420 |
| Garbage Charge - Rural | 1,283 | \$196.00 | \$251,468 |
| Total Rates Revenue | | | \$19,426,545 |
| Total Shire Operating Budget | | | \$30,040,417 |
| Total Shire Budget | | | \$34,934,589 |

What is particularly interesting is the nearly \$200,000 the Shire raises from the holiday home market via the special tourism charge. In fact, the Shire raises nearly \$900,000 from the tourism industry in various charges. Whilst all of this is spent by tourism and economic development, \$630,000 is spent explicitly on tourism related activities. Some of these activities of particular relevance to Colac Otway are:

| Expenditure Item | Amount |
|---------------------------------------|-----------|
| Local Tourist Association Sponsorship | \$25,000 |
| Tourism Marketing | \$16,052 |
| GOT | \$112,966 |
| Web site | \$5,000 |
| Volunteer Support | \$14,590 |
| Lorne VIC (net) | \$118,751 |
| Torquay VIC (net) | \$52,143 |
| Anglesea Information Booth | \$3,350 |
| Winchelsea Vic (net) | \$7100 |

Great Lakes Shire

Great Lakes Shire, located on the mid North Coast of New South Wales, is a comfortable 2 to 3 hours drive north of Sydney and has a rapidly expanding population of approximately 34,000. Its residents enjoy a diverse lifestyle similar to COS. The combination of 5 national parks, 10 state forests, mountain ranges, rolling hills and valleys, a triple lake system, numerous rivers and 27 beaches has turned the Great Lakes into a major recreational area. Main industry sectors in the Great Lakes include retail trade, health and community services, tourism, fishing and construction. As such, it too has a number of common features with Colac Otway.

The Great Lakes Shire generates just over \$18m in rates from four differential rates across 7 precincts within the Shire. The Shire spends \$660,000 on tourism development, including the maintenance of four VICs. One aspect of their differential rating model that is particularly interesting is their use of land use purpose and location to arrive at a broad base of rates. For those not familiar with the Shire, Forster/Tuncurry is the main commercial centre, but unlike Colac, it is located on the coast.

| | Residential | Farmland | Business | Mining |
|------------------|-------------|----------|----------|----------|
| Forster/Tuncurry | 0.005467 | | 0.010086 | |
| Pacific Palms | 0.005089 | | 0.007246 | |
| Smiths Lake | 0.007225 | | 0.007246 | |
| Lower Coastal | 0.004073 | | 0.007246 | |
| Nabiac | 0.005928 | | 0.007246 | |
| Bulahdelah | 0.010949 | | 0.007246 | |
| Stroud | 0.009511 | | 0.007246 | |
| Shire wide | | 0.003784 | 0.007246 | 0.007246 |

The Shire maintains a formal VIC in Forster and in Bulahdelah and has an information kiosk at Pacific Palms and Tea Garden. The Shire also has an active community program and spends \$72,000 directly supporting events.

The example of these two Shires provides good precedence for Colac Otway. Surf Coast has been able to expand its tourism budget by nearly \$200k by charging holiday home owners (who are clearly beneficiaries of all tourism and promotional efforts) a tourism levy. In a similar fashion, Great Lakes has identified those precincts and areas of the Shire that benefit most from tourism and commercial activity and thus impose a higher levy to reflect that benefit.

6.3 Future Funding Model for COS

It is acknowledged that COS is in the process of reviewing its Rating strategy and community consultation is currently taking place. It is recommended that the Shire give serious consideration to a rating strategy that might contain the following elements:

1. A differential commercial rate for all businesses, irrespective of the nature of the business i.e. the rate applies to all businesses, as opposed to a set of separate residential, tourism, farming, retail, manufacturing or industrial rates
2. For those identified as tourism businesses (approximately 600 businesses), add an additional "levy" that will contribute towards the GOT (and OT) marketing/membership fees so that the Shire is able to make membership of GOT and OT automatic for ALL tourism businesses in the region. The additional levy effectively collects the membership subscriptions on GOT's and OT's behalf, and contributes to the tourism operating function of the Shire ie. VICs. The levy needs to reflect the current charging model in place for GOT membership plus raise additional funds to cover the remaining tourism functions within the Shire. The intent would be to increase the overall contribution by the industry, ensure all tourism businesses are contributing to tourism marketing and industry development costs for the region, plus ensuring equitable access to the services offered by the VICs.
3. A differential rate based upon the geography of the Shire that reflects the significance of tourism in each precinct. That is, in those precincts where tourism is clearly the dominant economic activity (such as Apollo Bay) all businesses would pay a higher rate whilst those precincts where there is no or little tourism activity (such as in the northern areas of the shire) all businesses would pay a lower rate.
4. A flat surcharge imposed on all commercially let, holiday homes (approximately 800 homes) that are not identified as commercial operations (as in point 1 above) or tourism businesses (as in point 2 above) eg. those who advertise (via the internet or paper) and manage themselves, or those who rent out through Real Estate agents or property managers
5. For those holiday home owners who do not let their property, normal CIV based rates and standard council charges will apply i.e. no additional tourism or commercial levies (such as those described in points 1 to 4 above) will apply.

The essence of this recommendation is that Tourism receives no more than \$300,000 from Core Rates, being Council's stated position on the matter, plus the additional tourism levy, plus the Tourism precinct levy, plus the commercially let holiday home surcharge. Acknowledging the lessons learnt by other Shires it is strongly recommended that the Shire institutes a proactive communication campaign that clearly demonstrates the benefits of this revised funding approach to both the tourism industry and the wider community. Whilst it is recognised that many of the structural and operational recommendations can be implemented promptly, subject to a considered Action Plan and relevant timeline, it is appropriate to consider implementing the changes to the Rating system over a three year period.

7. ECONOMIC IMPACT OF TOURISM

The economic impact of tourism has been assessed via three approaches:

1. a simple employment sector analysis
2. a survey of existing tourism businesses
3. the use of an input output model i.e. the Tourism Impact Model (TIM)

Each of these approaches has been utilised to determine the approximate economic contribution of the tourism industry to the region. The results consistently demonstrate that there is significant economic value from tourism to COS.

Employment Sector Analysis

In terms of the simple employment sector analysis, the following table highlights the current and potential impact of tourism on the Shire's economy.

| DIRECT EMPLOYMENT | 2002 | % | 2012 | % | CHANGE |
|--------------------------|--------------|-------------|---------------|-------------|---------------|
| Agriculture | 2,350 | 24% | 2,025 | 19% | -14% |
| Tourism | 1,935 | 20% | 2,205 | 20% | 14% |
| Professional Services | 1,592 | 16% | 2,420 | 22% | 52% |
| Retail | 1,493 | 15% | 1,645 | 15% | 10% |
| Manufacturing | 1,160 | 12% | 1,149 | 11% | -1% |
| Private Community Sector | 676 | 7% | 777 | 7% | 15% |
| Trade | 513 | 5% | 636 | 6% | 24% |
| TOTAL | 9,719 | 100% | 10,857 | 100% | 12% |

Source: Colac Otway Shire, ABS Census 2001

Survey of Existing Tourism Businesses

Based upon part of the primary research undertaken for this project, responses from 105 tourism businesses in the Shire has been analysed and the data has been pro-rated up to more accurately reflect the approximate 600 tourism businesses located in the region. Based upon this analysis it is noted that:

- Gross tourism revenue is in the vicinity of \$200 million per annum
- Gross investment in tourism is in the vicinity of \$640 million
- There are approximately 500 individuals who are "tourism entrepreneurs" and who employ a further 1,376 full time staff
- As well, these "tourism entrepreneurs" provide up to 60,000 hours of casual employment each year
- This indicates that the tourism industry generates approximately \$65 million in salaries and wages, of which two thirds stays in the local township and a further quarter goes elsewhere in the Shire. About 8 percent leaks outside the Shire.

From this analysis it is evident that the tourism industry forms a vital component of the Shire's economy.

Tourism Impact Model

The Tourism Impact Model (TIM) is the accepted Australian Government model for evaluating the financial impact of tourism on a Shire's budget (as opposed to the total economy of the shire) and the consequent benefits of tourism to a Local Government area. It must be recognised that the theoretical principle of the TIM measures the impact on the basis that should funding support be removed completely, the tourism industry would cease to function over time. This model was facilitated by COS finance officers and is based upon existing Shire data.

According to the TIM, tourism in its totality is worth approximately \$4 million per annum to the Shire's operating budget. The operating income from tourism based upon rates and other charges levied on tourism businesses and persons employed in the tourism industry is \$4,107,914 per annum. In contrast, the current direct tourism expense from the COS budget (of \$600,000 approximately) plus the provision of council services to tourism businesses and those persons employed in the tourism industry (\$3,582,537) totals \$4,182,537. This implies that Council would "save" \$75,000 per annum by not having a tourism industry in the region.

Whilst this may appear tempting, it would ultimately be done at the cost of reducing the totality of the Shire's operating budget by 14%. More to the point, apart from the \$600,000 spent directly on tourism, the bulk of that reduction (\$3,582,537) would come from direct expenditure on non-tourism items. Carving \$3,582,537 out of the existing Shire's expenditure programs will have a significant impact on resident services and facilities such as the provision of Council's community and health services eg. the leisure centre, Community Arts Centre, etc.

Furthermore, implicit in this analysis is that the termination of the tourism industry in the shire would leave 2,207 resident tourism employees and business owners unemployed. The effect being that those individuals previously living in the shire and employed in the tourism industry would likely be forced to leave the shire and find work elsewhere.

In effect, the Shire could shrink by as much as 10% in terms of its population and up to 14% in terms of its budget. Under such a scenario, the viability of the shire would be under question. It should be noted that this may be understating the total impact because of the restructuring of the timber industry that is currently underway.

Conclusion

In summary, the Tourism industry is worth approximately \$200 million to the local economy and supports the employment of over 2,000 people in the Shire, or 10% of the population. It accounts for 14% of the financial budget of COS.

Tourism must therefore be seen as a valuable and significant contributor to the overall economy of the Shire and contributes significantly to the Shire's operating budget. Critically, it is worth noting that none of the stakeholders interviewed questioned the fundamental value of tourism to the Shire, the key discussion point was the total amount of direct support provided by the Shire and the adequacy of its return on investment.

8. SHIRE COMPARATIVE ANALYSIS AND BENCHMARKING

As part of this study an analysis was conducted of a variety of Local Government areas to determine whether Colac-Otway Shire is performing at a comparable rate to other Local Government areas. Data was sourced from ABS Census 2001, IVS, NVS and ABS Tourist Accommodation.

Recognising that that no two Local Government areas are identical, this benchmarking exercise provides some insights into how Colac-Otway Shire is performing in comparison to:

- Its immediate neighbours (some of which are fellow members of GOT):
 - Corangamite
 - Greater Geelong (GOT member)
 - Queenscliffe (GOT member)
 - Surf Coast Shire (GOT member)
 - Warrnambool

- Other comparable Local Governments elsewhere in Victoria and Australia:
 - Armidale Dumaresq (NSW)
 - Great Lakes (NSW)
 - Shoalhaven (NSW)
 - Bass Coast (VIC)
 - Indigo (VIC)
 - South Gippsland (VIC)
 - Wangaratta (VIC)
 - Warwick (QLD)
 - Victor Harbor (SA)
 - Augusta Margaret River (WA)

- Certain significant, large scale Local Governments that have a very active and successful tourism industry:
 - Cairns (QLD)
 - Gold Coast (QLD)
 - Noosa (QLD)

8.1 Summary of Key Socio-demographic Characteristics

Whilst Colac Otway is comparable to Corangamite in terms of its general population profile, it is evident that it is at a considerable strategic disadvantage in comparison to its larger neighbours along the GOR. In particular, whilst it has a similar population to Surf Coast, it is much more decentralised and sparsely populated with a significantly less well educated population.

More the point, it is considerably smaller and less well resourced than some of its key competitors both here in Victoria and interstate. Furthermore, whilst discussions about the education profile of a region can be problematic, it is generally recognised that a well educated population gives a region considerable intellectual and productive capacity to deal with major competitive and strategic challenges. The high incidence of high school leavers, in contrast to those with a university degree suggests that the COS workforce is less well prepared to meet the challenges of a 21st. century economy and, most importantly, less able to attract and secure new millennium industries to the Shire.

The detailed tables are provided in APPENDIX SEVEN – Industry Benchmarks and Best Practice

| Local Government | PERSONS | DENSITY
Persons per
sq. km | Tourism
as a
percent
of Budget | Did Not
Complete
High
School | Under
Graduate
Degree |
|---------------------------|----------------|---|---|---|--------------------------------------|
| Colac-Otway | 20,089 | 5.85 | 2.40% | 49% | 4% |
| Corangamite | 16,673 | 3.79 | 0.34% | 49% | 4% |
| Greater Geelong | 184,331 | 147.83 | 0.74% | 44% | 6% |
| Queenscliffe | 3,078 | 359.58 | 5.00% | 40% | 12% |
| Surf Coast | 19,628 | 12.64 | 1.86% | 37% | 9% |
| Warmambool | 28,754 | 238.24 | 5.52% | 44% | 6% |
| Armidale Dumaresq NSW | 24,134 | 5.70 | 2.90% | 33% | 8% |
| Great Lakes NSW | 31,388 | 9.30 | 1.67% | 56% | 4% |
| Shoalhaven NSW | 83,546 | 18.29 | | 50% | 4% |
| Bass Coast | 24,076 | 27.86 | 2.14% | 48% | 4% |
| Indigo | 13,928 | 6.81 | | 44% | 6% |
| South Gippsland | 24,597 | 7.46 | | 49% | 5% |
| Wangaratta | 25,668 | 7.05 | 2.09% | 48% | 5% |
| Warwick QLD | 20,697 | 4.68 | | 48% | 4% |
| Victor Harbor SA | 10,561 | 27.40 | 3.79% | 54% | 5% |
| Augusta-Margaret River WA | 9,852 | 4.39 | 5.74% | 39% | 8% |
| Cairns QLD | 133,200 | 72.01 | 0.25% | 36% | 6% |
| Gold Coast QLD | 441,736 | 314.06 | 0.48% | 40% | 5% |
| Noosa QLD | 47,320 | 54.47 | 1.13% | 41% | 6% |

Further, the Shire is also confronting increasing competitive pressures in the tourism sector.

- Whilst there may be some debate about the medium to long term prognosis for the international markets in the tourism industry, there is a prevailing view that the industry will continue to grow at the macro level. Domestically, it is reasonable to assume that despite fluctuating changes in economic conditions, aggregate domestic tourism will continue to grow at about 2 percent to 3 percent per annum. International tourism, whilst potentially more volatile, represents a considerably smaller share of the tourism market.
- However, the critical issue for the Shire to note is the increasing awareness amongst Local Government agencies of tourism as a key generator of local employment. As such, despite overall growth in tourism numbers, increasingly intense competition is impacting on the performance of local tourism areas.
- Finally, the key emerging competitive theme in the tourism industry is termed "yield" – the need to get existing visitors to spend more money and/or attract visitors who will spend more money than existing visitors.
- As a consequence, increasing competition and the need to raise yield, will require more strategic and concerted efforts on the part of Local Government entities to capture their fair share of both the domestic and international tourism market and their expenditure.

These points will be expanded upon in the following discussion on tourism performance.

8.2 Summary of Tourism Performance

In comparison to its immediate neighbours, Colac-Otway is doing better than the smaller and more remote Local Governments, but not as well as the major destinations within Geelong Otway region. Similarly, it is performing at a comparable level to the competitive Local Governments elsewhere in Victoria and Australia.

The detailed tables are provided in APPENDIX SEVEN – Industry Benchmarks and Best Practice

| Local Government | Domestic Visitors ('000) 1998-2004 | Domestic Visitor Nights ('000) 1998-2004 | International Visitors ('000) 1999-2004 | International Visitor Nights ('000) 1999-2004 |
|---------------------------|------------------------------------|--|---|---|
| Colac-Otway | 2,371 | 6,394 | 221 | 388 |
| Corangamite | 1,022 | 2,350 | 134 | 206 |
| Greater Geelong | 5,770 | 15,214 | 169 | 1,906 |
| Queenscliffe | 1,116 | 2,879 | 12 | 45 |
| Surf Coast | 4,607 | 12,402 | 195 | 629 |
| Warrnambool | 2,464 | 6,112 | 168 | 498 |
| Armidale Dumaresq NSW | 1,823 | 4,579 | 70 | 1,033 |
| Great Lakes NSW | 4,495 | 16,493 | 106 | 340 |
| Shoalhaven NSW | 8,628 | 29,040 | 149 | 1,188 |
| Bass Coast | 5,079 | 14,592 | 200 | 522 |
| Indigo | 1,160 | 2,549 | 32 | 68 |
| South Gippsland | 2,424 | 7,022 | 91 | 283 |
| Wangaratta | 1,304 | 2,700 | 25 | 187 |
| Warwick QLD | 1,150 | 2,677 | 20 | 90 |
| Victor Harbor SA | 1,781 | 4,435 | 43 | 152 |
| Augusta-Margaret River WA | 2,610 | 9,093 | 324 | 1,291 |
| Cairns QLD | 5,681 | 27,772 | 4,491 | 26,580 |
| Gold Coast QLD | 21,821 | 116,734 | 26,830 | 35,745 |
| Noosa QLD | 5,523 | 24,978 | 742 | 3,822 |

8.3 Summary of Commercial Accommodation Performance

In terms of annual occupancy, the Colac-Otway Shire performs marginally better than some of its interstate competitors, but tends not to outperform its immediate neighbours in the Geelong Otway region. The same can be said about its annual average room rate.

The two seasonality measures (calculated as an adjusted standard deviation) determine just how much, in percentage terms, the occupancy and rate vary around the annual average. That is, in Colac-Otway Shire, for 68% of the time, the occupancy swings through an arc of +/- 13.63%. It is worth noting the Colac-Otway Shire is one of the most volatile Local Government areas in terms of its seasonality. From a strategic management perspective, this suggests that some consideration needs to be given to developing a long term winter mitigation strategy to reduce this volatility and improve overall annual occupancy and rate.

Finally, demand sensitivity is measured using a simple correlation between the annual occupancy and annual average rate for each Local Government area. The higher the value, the closer the alignment in movement between occupancy and average rate. A high value also means a higher reliance on seasonality and weather based demand to drive room rates. That is, the hotels and motels rely on good demand over summer to push up their rates which they then drop when things are quiet over the winter. In contrast, markets with a low sensitivity value indicate that despite changes in demand, the hotel operators are working hard to maintain high room rates, especially during the quiet period. The detailed tables are provided in APPENDIX SEVEN – Industry Benchmarks and Best Practice

| Local Government | Annual Occupancy (%) | Annual Average Rate (\$) | Occupancy Seasonality (%) | Rate Seasonality (%) | Price - Demand Sensitivity |
|---------------------------|----------------------|--------------------------|---------------------------|----------------------|----------------------------|
| Colac-Otway | 53.7 | 103.93 | 13.63 | 11.65 | 0.578 |
| Corangamite | 60.1 | 117.54 | 10.77 | 10.50 | 0.619 |
| Greater Geelong | 55.2 | 111.99 | 6.16 | 6.31 | 0.551 |
| Queenscliffe | 38.7 | 114.11 | 8.68 | 8.75 | 0.537 |
| Surf Coast | 61.0 | 146.58 | 12.54 | 10.78 | 0.730 |
| Warrnambool | 51.9 | 94.70 | 6.91 | 9.37 | 0.639 |
| Armidale Dumaresq NSW | 51.1 | 85.68 | 6.92 | 3.17 | -0.101 |
| Great Lakes NSW | 48.6 | 102.84 | 8.80 | 11.20 | 0.711 |
| Shoalhaven NSW | 44.4 | 105.85 | 8.70 | 9.14 | 0.677 |
| Bass Coast | 44.4 | 128.42 | 14.14 | 13.54 | 0.789 |
| Indigo | n.a. | n.a. | n.a. | n.a. | n.a. |
| South Gippsland | 39.4 | 75.51 | 9.11 | 9.26 | 0.605 |
| Wangaratta | 51.8 | 97.45 | 6.75 | 6.06 | 0.274 |
| Warwick QLD | 45.1 | 75.40 | 6.47 | 3.28 | 0.257 |
| Victor Harbor SA | 51.5 | 93.71 | 8.17 | 8.56 | 0.486 |
| Augusta-Margaret River WA | 52.2 | 130.35 | 11.31 | 11.66 | 0.547 |
| Cairns QLD | 69.3 | 118.07 | 9.28 | 2.73 | 0.434 |
| Gold Coast QLD | 70.0 | 122.13 | 6.37 | 10.29 | 0.537 |
| Noosa QLD | 64.7 | 149.41 | 12.27 | 10.42 | 0.319 |

9. STRATEGIC RECOMMENDATIONS AND ACTIONS

Underpinning the analysis and resultant strategic recommendations this report reinforces the core functions of Local Government in tourism and its vital role in ensuring the ongoing, vibrant future for the tourism industry. The core elements that COS must ensure continue to be effectively delivered within the region include visitor services, tourism marketing and communication, tourism industry development, tourism infrastructure and product development.

It must be noted that the recommendations contained throughout this report are made in the context of achieving the key objectives of the project which were to undertake a review of Colac Otway Shire's tourism functions to ensure that its investment in tourism is expended appropriately having regard to tourism marketing, industry development, visitor services and product development and evaluate the Return On Investment having regard to economic, social and environmental returns to both Council and industry and specifically:

Based upon the research, consultation and analysis of data, it is recommended that COS implements action to achieve the following major outcomes:

- Implement a restructured funding model for tourism that is based upon part funding from Core Rates and the implementation of a differential funding rate that targets tourism businesses, commercially let holiday homes and tourism precincts within the Shire
- Restructure the internal COS tourism function and the way it engages with the tourism industry, which will result in the existing TDO position and tasks no longer being a delivered as a core tourism function of COS
- Ensure that the Economic Development Manager is adequately resourced and supported so as to play a more direct role in the strategic development of tourism for COS
- Work with the tourism industry to develop stronger industry leadership, coordinated tourism development and improved marketing functions that will unite the industry and improve its performance under a shared vision for the region
- Make the tourism industry more accountable and independent, whilst giving it the opportunity to generate greater revenue to invest in marketing, professional development and other appropriate activities that support the development of the tourism industry.
- Whilst it is recognised that these structural and operational recommendations can be implemented promptly, subject to a considered Action Plan and relevant timeline, it is appropriate to consider implementing the changes to the Rating system over a three year period.

These recommendations are expanded in following section and have been discussed in detail in the body of this report.

9.1 Funding Restructure

As stated in the previous section, COS needs to consider the following important elements in developing a revised funding structure for tourism. To ensure success, COS must engage in proactive communication campaign that clearly demonstrates the benefits of this revised funding approach to both the tourism industry and the wider community.

Key aspects of the recommendations include:

- The Shire pursues its plans to reduce direct funding to tourism from Core Rates over the next three years and to achieve a target of a maximum of \$300,000 per annum from Core Rates
- COS places a higher expectation on industry to replace this reduction in funding from Core Rates
- The Shire adopts a rating model which has the following characteristics:
 - All businesses in the Shire pay a "commercial" Rate
 - That identified tourism businesses pay an additional levy that covers membership of GOT and OT and contributes to the tourism function of the Shire
 - The various Wards within the Shire boundaries pay a specific "tourism" Rate which reflects the relevance of tourism to the economic wellbeing of that Ward, ie. Apollo Bay would be the highest rating Ward as it is clearly the area that benefits most from tourism
 - That commercially let holiday homes, not identified as commercial or tourism businesses are identified and pay a "holiday home tourism" surcharge
- A commitment from COS to the industry that monies raised by the explicit tourism levy and surcharge is remitted directly into the tourism budget
- The Shire efficiently utilises the above mentioned "Tourism Rates" to fund the various tourism functions, and provides a long-term funding commitment to the industry directly via OT and GOT
- Supplement income to the tourism budget through sales of visitor collateral at both of the VICs

Indicative Tourism Budget

The existing tourism budget for COS has been used as a benchmark and compared with an indicative budget that reflects the recommendations contained in the report. The indicative budget is intended to demonstrate the potential financial impact of the recommendations, but is not meant to be prescriptive. The budget provides a guide only and a proper cost analysis must be undertaken and considered before implementation. The key points of difference are highlighted in ***italic bold*** in the following pages.

Salaries

The restructure of the Visitor Services function is proposed as an obvious means to achieve a significant reduction in salary and wages costs across the Visitor Services area and meet the requirements of reducing the overall tourism budget. The proposed structure includes:

- Visitor Services Coordinator – 1 person (\$52,000)

- Colac VIC - at least 1 full-time, or 2 part-time paid staff (\$40,000) – plus casuals (\$15,000) - plus volunteers
- GOR VIC - 1 full-time (\$47,500) and 2 part-time positions and/or casuals (\$40,000) – plus volunteers. It is acknowledged that this reduction in professional services and the introduction of volunteers at GOR VIC may require some time to be effectively phased in.

Based on the revised budget we anticipate the annualised wages for Visitor Services/VICs can be reduced from currently \$310,000 to approximately \$195,000.

Geelong Otway Tourism Membership

Currently 225 tourism businesses pay approximately \$57,000 in membership fees, which averages at \$253 per organisation, of which 40 percent is retained in Colac Otway. Allowing for the Shire to compulsorily collect membership fees for all 600 tourism businesses in the Shire, the membership remittance to GOT on behalf of the tourism businesses will be in the vicinity of \$91,200 (allowing for the retention of 40% of the remittance in the Shire).

Otway Tourism

A CEO / General Manager for Otway Tourism, including on-costs, has been budgeted at \$100,000 per annum, which will be in the form of an Operating and Marketing grant from COS.

The administrative costs of running OT has been estimated at \$75,000 including cost of producing the brochures/maps per annum, which will be funded as part of the Operational and Marketing grant - in addition OT will receive \$60,800 being the 40% rebate on GOT membership fees for additional operating expenses.

Revenue Raising at VICs

The sale of maps in the VICs should produce net revenue in the vicinity of \$75,000 per annum, directly offsetting part of the Operating and Marketing grant.

Net Cost of Tourism

The total net cost of the tourism function will be in the vicinity of \$660,000 per annum – which is comparable to current expenditure – albeit in a different manner.

After the Shire's contribution from Core Rates of \$300,000, the special tourism levies and charges will need to raise \$365,000. Whilst the Shire's officers are more expert in these matters, the following suggestions are offered:

| | | |
|-------------------|---|------------------|
| Tourism Levy | 600 business @ \$350 on average (compared to \$253 currently) | \$210,000 |
| Precinct Levy | Estimated as a balancing item. | \$75,000 |
| Holiday Home Levy | 800 homes at \$100 each | \$80,000 |
| TOTAL | | \$365,000 |

| FINANCIAL COMPARISON SHOWING CURRENT TOURISM BUDGET AND INDICATIVE TOURISM BUDGET | | | | | | | | | | |
|---|------------------|----------------|------------------|--------------------------------|------------------|------------------|-----------------|----------------|------------------|------------------|
| ITEM | CURRENT BUDGET | | | INDICATIVE BUDGET | | | TOTAL | | | |
| | COLAC | APOLLO BAY | CENTRAL | COLAC | APOLLO BAY | CENTRAL | COLAC | APOLLO BAY | CENTRAL | TOTAL |
| Expenses | | | | | | | | | | |
| Staffing Costs | 79,000 | 216,900 | 97,300 | 61,500 | 111,300 | 68,300 | 61,500 | 111,300 | 68,300 | 242,100 |
| Operating Costs | 27,300 | 52,300 | - | 27,300 | 52,300 | - | 27,300 | 52,300 | - | 79,600 |
| Administration Costs | 10,000 | 8,500 | 9,500 | 14,000 | 12,500 | 9,500 | 14,000 | 12,500 | 9,500 | 36,000 |
| Internal Costs | 10,800 | 38,100 | 24,500 | 10,800 | 38,100 | 24,500 | 10,800 | 38,100 | 24,500 | 73,400 |
| Miscellaneous | 2,000 | 3,500 | - | 2,000 | 3,500 | - | 2,000 | 3,500 | - | 5,500 |
| Brochures | 1,000 | 2,000 | 15,000 | 1,000 | 2,000 | 15,000 | 1,000 | 2,000 | 15,000 | - |
| Souvenirs, Books & Posters | 26,500 | 88,000 | - | 26,500 | 88,000 | - | 26,500 | 88,000 | - | 114,500 |
| Promotion and Marketing | 500 | - | 4,000 | - | - | - | - | - | - | 4,500 |
| Geelong Otway Tourism Subs | - | - | 54,000 | - | - | 54,000 | - | - | 54,000 | 54,000 |
| Otways Tourism Contribution | - | - | 30,000 | - | - | 30,000 | - | - | 30,000 | - |
| Geelong Otway Tourism Membership | | | | | | | | | | |
| Other Projects | - | - | - | - | - | - | - | - | - | 91,200 |
| Streetlife Project | - | - | - | - | - | - | - | - | - | - |
| Tourism Review | - | - | 43,000 | - | - | 43,000 | - | - | 43,000 | - |
| Other Miscellaneous Projects | - | - | 30,000 | - | - | 30,000 | - | - | 30,000 | - |
| Otway Tourism Board CEO | - | - | 16,000 | - | - | 16,000 | - | - | 16,000 | - |
| Ot operating/ marketing grant (includes map production) | | | | | | | | | | |
| Ot membership rebate from GOT | - | - | - | - | - | - | - | - | - | 100,000 |
| | - | - | - | - | - | - | - | - | - | 75,000 |
| | - | - | - | - | - | - | - | - | - | 60,800 |
| Total Expenses | 157,100 | 409,300 | 323,300 | 142,100 | 305,700 | 484,300 | 142,100 | 305,700 | 484,300 | 932,100 |
| Revenue | | | | | | | | | | |
| Brochures / Souvenir Charges | 40,000 | 140,000 | - | 40,000 | 140,000 | - | 40,000 | 140,000 | - | 180,000 |
| World Longest Lunch Contrib. | - | 8,000 | - | - | - | - | - | - | - | - |
| Streetlife Projects Grants/Contrib. | - | 33,000 | - | - | - | - | - | - | - | - |
| Commission Fee | - | 7,000 | - | - | - | - | - | - | - | 7,000 |
| Miscellaneous Revenue | 2,000 | 700 | 8,000 | 2,000 | 700 | 8,000 | 2,000 | 700 | 8,000 | 2,700 |
| Maps for sale | | | | | | | | | | |
| | - | - | - | 12,500 | 62,500 | - | 12,500 | 62,500 | - | 75,000 |
| Total Revenue | 42,000 | 147,700 | 49,000 | 54,500 | 210,200 | 284,700 | 54,500 | 210,200 | 284,700 | 667,400 |
| NET | - 115,100 | 261,600 | - 274,300 | - 87,600 | 95,500 | - 484,300 | - 87,600 | 95,500 | - 484,300 | 300,000 |
| Council Contribution from Core | | | | | | | | | | 367,400 |
| Balance to be made by tourism levies | | | | | | | | | | |
| REVENUE RAISING MODEL | | | | | | | | | | |
| Tourism Levy | | | | Additional Expense to Industry | Number of Payers | Charge | | | Total Raised | |
| Precinct Levy | | | | \$97 | 600 | \$350 | | | \$210,000 | |
| Holiday Home Levy | | | | \$125 | 600 | \$125 | | | \$75,000 | |
| | | | | \$0 | 800 | \$100 | | | \$80,000 | |
| | | | | Total | | Total | | | Total | \$385,000 |

9.2 Internal Tourism Restructure

It is recommended that the Shire assess its direct role in delivering tourism functions for the region and seeks greater responsibility for delivery of core functions from the industry directly. In particular, we make the following recommendations:

- The full time role of the Tourism Development Officer is no longer required
- Restructure the Visitor Information Centres so that there is an overarching Manager of VICs responsible for the delivery of both VICs performance and success. The person should report directly to the Economic Development Manager
- GOR VIC should still employ a full-time coordinator supported by paid and unpaid, volunteer staff, whilst Colac VIC is likely to need at least one full-time paid staff, plus part-time support. Operations of both VICs need to be supplemented by the use of volunteer staff. This approach should effectively reduce the wages component of the tourism area by at least 1.5 persons, acknowledging that there will be some costs in training and recruitment of volunteers
- The Shire, in conjunction with the industry, through Otway Tourism, develop a cohesive strategic vision for tourism in Shire which recognises the Shire's desires for the character of the Shire, the planning functions of the Shire, the activities of key, major stakeholders and the resources available to the Shire
- Ensure that the Economic Development Manager is adequately resourced and supported so as to play a more direct role in the strategic development of tourism for COS
- The Shire encourage the industry to become more cohesive and to clearly identify a leadership team that can work with the Shire at the highest level
- The Shire should divest itself of its operational engagement with GOT, OT and the sub-LTA's and assume a higher, overseeing role by the Economic Development Manager to ensure that the Shire's investments in tourism are maximised
- Only one Councillor should be appointed to take on the tourism portfolio that includes holding a permanent position on both the OT and GOT Board's
- The Shire must retain responsibility for high end economic development, particularly that which requires major capital investment.
- COS should develop a "case management" approach to capital development projects so that the tourism entrepreneur/investor is lead through the Shire's planning processes by a single contact person who can liaise between the investor and appropriate specialist staff in the Shire.

9.3 External Tourism Restructure

Industry Leadership

It is imperative that the industry move beyond its current impasse and develops a shared and cohesive vision. The structure and operating modes imposed by the Australian and State Governments demand that the local tourism industry (including the regional tourism organisations, local tourism association, local operators and the Local Government) work in a strategic and co-operative manner with each player focussing on their key task and working within established parameters.

With the added benefit of addressing the concerns of the smaller members of the industry, the Shire must work closely with the industry to help it identify a leader from within, who will forge the shared vision, facilitate change and effectively manage the Board of OT through a period of significant industry re-structuring. The emergent leader of the industry will need the leadership skills and temperament to move the various players away from a position of dysfunctional self-interest to one of shared, common interest and mutual benefit and offer strong support to a paid Executive Officer / General Manager. This person will also need to be able to build a strong working relationship with GOT and GORM to ensure that the local industry's interests are protected and advanced. We acknowledge that this will not be an easy task, but it has been done elsewhere and is critical if the Shire is to nurture a vibrant, robust and financially viable tourism industry.

Otway Tourism Restructure

It is recommended that the industry, through OT, takes greater responsibility for delivery of key tourism functions.

- OT to identify a broad base of individuals from within the industry who can provide effective leadership and support change at the local level
- COS to provide OT with sufficient financial support, from the special tourism levies and charges, so that it can employ an appropriately qualified and skilled CEO / General Manager who will be able drive change and ensure the execution of OT's roles and responsibilities
- It is expected that this incumbent will have a close working relationship with the Economic Development Manager, who will effectively "manage" the Service Agreement between COS and OT and will also meet regularly with the CEO of COS
- OT to supplement its income through receipt of the 40% Membership fees currently paid to the sub-LTA's. In addition, OT must develop additional means of generating funding through relevant membership and marketing strategies.
- OT to deliver all internal marketing programs, and coordinate external marketing programs including the production of a Otway Region OVG, with GOT.
- The agreement between COS and OT should clearly allocate the responsibilities for the execution of the major roles and tasks involved in the tourism function. The following table provides an outline of the structure that should be adopted:

| FUNCTION | CORE RESPONSIBILITY |
|--|--|
| Colac Otway Shire (COS) | |
| Visitor Services | COS - through a Visitor Information Centre (VIC) Manager who reports to the Economic Development Manager |
| Strategic and Business Planning | COS Economic Development Unit with input from OT |
| Destination and Infrastructure Development | COS Economic Development Unit with input from OT |
| Otway Tourism (OT) | |
| Marketing | External marketing - GOT with the OT and the Shire exercising close scrutiny of GOT's performance
Internal marketing - OT with the Shire exercising scrutiny of OT's performance based upon the Service Agreement |
| Communications and Public Relations | OT with the Shire exercising scrutiny of OT's performance based upon the Service Agreement. |
| Industry Professional Development | OT with the Shire exercising scrutiny of OT's performance based upon the Service Agreement. However, it is noted that TAV is at the end of the first year of a three year capacity building project and thus this function will need to be coordinated between TAV, OT and the Shire |
| Research and Monitoring | Otway Tourism (OT) with the Shire exercising scrutiny of OT's performance based upon the Service Agreement |
| Product Development | Otway Tourism (OT) with the Shire exercising scrutiny of OT's performance based upon the Service Agreement |

These recommendations will result in significant change within the Shire operating environment, however it must be acknowledged that without substantial change the industry will continue to fragment and struggle to demonstrate effectiveness. The changes are likely to cause concern amongst some of the smaller tourism operators and groups. However, the industry must learn to lead itself rather than look to the Shire for leadership. Again, it is imperative that the Shire clearly and carefully articulate its vision for OT to the wider tourism industry and, if necessary, provide appropriate oversight to ensure that all parties are treated equitably.

As part of this process, we make the following recommendations:

- The current industry structure, of local tourism groups feeding representatives into OT and to GOT be maintained in the short-term, however the sub-LTA's may in future become Advisory Groups or Sub-Committees sitting under the OT Board, once confidence has been established

- The emergent leader of OT, and the new CEO work closely together and with key industry stakeholders to ensure high quality communications leading to high levels of co-operation
- The remittance of membership fees back to the sub-LTA's be stopped and this money be directed to and consolidated into OT to better deliver coordinated marketing collateral for the local areas. OT must work hard to be inclusive and considerate of the individual group's needs.
- In pooling the resources of the sub-LTA's, we strongly recommend that the plethora of collateral be rationalised to produce a coherent, single official visitors guide (OVG) for the Colac Otway Shire and that the tone, style and layout of the OVG is sufficiently innovative and user friendly to meet the needs of visitors and address the concerns of the sub-LTA's regarding the dominance of Apollo Bay.

Finally, it is recommended that the Shire takes advantage of this changing environment and uses the existing tourism reports and strategies to develop a medium to long term tourism development master plan that is supported by an appropriate zoning and planning framework. Once this is in place, the Shire, OT Board and the CEO / General Manager of OT can develop a pragmatic and sound set of strategies and programs to ensure the long term viability of the tourism industry in the Shire.

LIST OF APPENDICES

- APPENDIX ONE: Literature Review
- APPENDIX TWO: Changing Demography of the Region
- APPENDIX THREE: Delivery of Tourism Tasks for the Region
- APPENDIX FOUR: Stakeholder Consultations
- APPENDIX FIVE: Industry Survey
- APPENDIX SIX: Community Survey
- APPENDIX SEVEN: Industry Benchmarks and Best Practice

APPENDIX ONE: Reports and Documents Consulted in Literature Review

Colac Otway Shire

- Tourism Industry Profile, Colac Otway Shire (2004)
- Tourism Unit Business Plan & Budgets, Colac Otway Shire (2004/05)
- Council Workshop Tourism Report, Colac Otway Shire (2005)
- Colac Otway Tourism Funding Paper, Colac Otway Shire (July 2004)
- Colac Otway Shire Economic Development & Tourism Strategy, Colac Otway Shire (Sept 2004)
- Visitor Information Centre Business Plans/Operations Manual, Colac Otway Shire (2005)
- Otways Tourism Inc – Strategic Review & Roles and Responsibilities, Otways Tourism (2004)
- The Strategic Business Plans for sub-LTA's
- Position Descriptions and task lists for TDO and VIC staff
- Accommodation Referral System Survey
- Colac Otway Shire Five Year Nature-Based Tourism Strategy 2002 – 2006
- Colac Otway Food & Wine Tourism Strategy (Adopted 26 September 2001)
- A Marketing Strategy for Colac (October 2005)
- Feasibility Study into Increased Economic Activity in Forrest (April 2005)

Victorian State Government

- Annual Community Satisfaction Survey, 2005
- Local Government in Victoria 2004

Department of Sustainability and Environment

- Great Ocean Road Region: A Land Use and Transport Strategy 2004 (Summary)
- A New Future for the Otways: Tourism Initiative
- Tourism Plan for Public Land in the Otway Hinterland
- Otway Hinterland Capacity Building Project: Phase 2 Research Report
- Otway Hinterland Capacity Building Project: Midway Coordination Phase Report
- Population Forecasts 2001 - 2031

Tourism Victoria

- Strategic Plan 2002-2006
- Great Ocean Road Regional Tourism Development Plan 2004-2007
- Marketing Opportunities Guide
- Market Segmentation Studies:
- Motivations and behaviours of Interstate Cultural Tourists
- Arts & Cultural Heritage Tourism
- Food and Wine Tourism Plan 2004-2007
- Nature Based Tourism Strategy (currently under review)

Tourism Alliance Victoria

- Otway Hinterland Capacity Building Project: Project Background
- Otway Hinterland Capacity Building Project: Steering Committee December 2005 Update
- Capacity Building Matrix

Geelong Otway Tourism

- Backpacker Tourism Marketing Strategy
- Annual Projects Plan (2005- 2006)
- Three Year Strategic Business Plan (2004-2007)
- Executive Director's Stakeholder Presentation 2005
- Annual Report 2004-2005
- Surveys of Members & Municipal Partners 2003-2004

Sustainable Tourism CRC (STCRC)

- Improving the Yield of Tourism in Regional Areas: National Visitor Information Centre Study
- Regional Tourism Modelling Study
- PROSPER: an evaluation of tourism's contribution to regional economies
- Communities as Regional Destinations; a development potential index
- Drive Tourism: up the wall and around the bend
- Engagement of the Capital Region Tourism Industry with the Local Community
- Good Living Tourism: lifestyle aspects of food and wine tourism
- Hinterland Sustainable tourism Development Study
- Marketing-Oriented Tool to Assess Destination Competitiveness
- Public/Private Partnerships for Sustainable Tourism
- Regional Touring Route Travellers: users' motivations, attitudes and behaviours
- Regional Tourism Cases: Innovation in Regional Tourism
- Funding Options for Regional Tourism Organisations

Commonwealth Government

- Productivity Commission Research Paper: Assistance to Tourism
- Rates and Taxes: A Fair Share for Responsible Local Government
- Toward a National Benchmarking System
- Demand for Nature-based and Indigenous Tourism Product

Other Sources

- Meander Valley Tourism Review (2005)
- Cairns Tourism Industry Discussion Paper (2002)
- Surf Coast Shire Annual Budget (2005-2006)
- Destination Warrnambool Tourism Development Plan (2004-2007)
- Corangamite Shire Annual Budget (2005-2006)
- City of Warrnambool Annual Report Financials (2004-2005)
- Bass Coast Shire Budget (2005-2006)
- The Economic Impact of Tourism in Promontory Country (2004)
- South Gippsland Shire Annual Report (2005)

- Borough of Queenscliffe Annual Report Financials (2005)
- Meander Valley Annual Report (2004-2005)
- August Margaret River Annual Report (2004)
- Great Lakes Shire Budget (2005)
- Victor Harbour Annual Report (2003-2004)
- City of Geelong Annual Report (2003-2004)
- City of Geelong Rating Strategy (2005-2006)

APPENDIX TWO: Changing Demography of the Region

Colac Otway Shire is confronting significant strategic forces in terms of socio-demographic and economic change within and outside the Shire. The following assessment utilises data published by the Department of Sustainability and Environment (DSE), based upon the 2001 ABS Census.

| Population Growth 2001 - 2031 | POPn. 2001 | POPn. 2031 | Growth |
|--------------------------------------|-------------------|-------------------|---------------|
| Colac-Otway (S) | 21,005 | 22,374 | 6.52% |
| Corangamite (S) | 17,558 | 15,347 | -12.59% |
| Greater Geelong (C) | 194,478 | 270,749 | 39.22% |
| Queenscliffe (B) | 3,276 | 3,314 | 1.15% |
| Surf Coast (S) | 20,872 | 34,266 | 64.17% |
| Warrnambool (C) | 29,629 | 41,612 | 40.44% |
| Bass Coast (S) | 25,631 | 45,379 | 77.05% |
| South Gippsland (S) | 26,159 | 31,934 | 22.08% |

Source: Population Forecasts 2001 - 2031

The Shire's population is growing at a much slower rate than its neighbours except for Corangamite Shire. The Shire's population is expected to grow by approximately 7.52% over the next 25 years compared to Geelong's 39.22% and Surf Coast's 64.17% forecast growth. In fact, whilst Colac Otway Shire is currently slightly larger than Surf Coast Shire (21,005 persons compared to 20,872), by 2031, Surf Coast Shire will have slightly fewer residents than Colac Otway Shire and Corangamite Shire combined (34,266 compared to 37,721 persons).

The Changing Socio-demographic Profile

The Shire's population is "aging" at a faster rate than its neighbours except Corangamite. Its representation of young people (Under 40 years) in the population will fall at much the same rate as Geelong and Surf Coast and Warrnambool. The representation of older people (Over 60 years) in the population will increase at much the same rate as Surf Coast and Warrnambool. However, representation in the critical 40 to 60 years (the key economic productive years) will fall in Colac Otway whilst it will remain relatively stable in Geelong and Surf Coast. Basically, this implies that the Shire's productive capacity will fall at much the same rate as Corangamite and Queenscliffe whilst the productive capacity of Geelong and Surf Coast and Warrnambool will grow.

| 2001 | Total | Under 40 | 40-60 | 60 plus |
|---------------------|--------------|-----------------|--------------|----------------|
| Colac-Otway (S) | 21,005 | 52% | 27% | 21% |
| Corangamite (S) | 17,558 | 52% | 26% | 21% |
| Greater Geelong (C) | 194,478 | 54% | 26% | 20% |
| Queenscliffe (B) | 3,276 | 37% | 26% | 36% |
| Surf Coast (S) | 20,872 | 54% | 28% | 17% |
| Warrnambool (C) | 29,629 | 57% | 25% | 18% |
| | | | | |
| Bass Coast (S) | 25,631 | 44% | 27% | 29% |
| South Gippsland (S) | 26,159 | 50% | 29% | 21% |

Source: Population Forecasts 2001 - 2031

The following table projects the population to 2031 and the impending change in age distribution of the population.

| 2031 | Total | Under 40 | 40-60 | 60 plus |
|---------------------|--------------|-----------------|--------------|----------------|
| Colac-Otway (S) | 22,374 | 39% | 23% | 38% |
| Corangamite (S) | 15,347 | 32% | 22% | 46% |
| Greater Geelong (C) | 270,749 | 42% | 25% | 33% |
| Queenscliffe (B) | 3,314 | 22% | 23% | 55% |
| Surf Coast (S) | 34,266 | 39% | 28% | 33% |
| Warrnambool (C) | 41,612 | 43% | 23% | 34% |
| | | | | |
| Bass Coast (S) | 45,379 | 35% | 24% | 41% |
| South Gippsland (S) | 31,934 | 34% | 24% | 42% |

Population Growth

Source: Population Forecasts 2001 - 2031

In addition, the economic profile of the Shire is in the process of significant change with the impending cessation of old growth logging in the Otways. As part of this change, the State Government, through DSE, has invested approximately \$14 million in and around the Shire to diversify the economic base of the region and compensate it for the loss of logging. Of this almost \$7 million is being spent on capacity building projects for the tourism industry including tourism infrastructure projects and professional development.

Coupled with this change, broader technological changes driven by major capital investments in the agricultural sector implies, that despite growth in production, there is likely to be a fall in employment opportunities, particularly for unskilled and semi-skilled workers in various forms of agriculture. Once again, the tourism industry can offer opportunities to off-set the impacts of this loss in employment opportunity, providing valuable service skill training.

APPENDIX THREE: Current delivery of Tourism Tasks for the Region

The following table provides a summary of Core Tourism Functions and specific tasks that need to be delivered for the region. The organisations currently responsible for delivering those tasks have been identified, and it is evident that there is considerable overlap across the region. Many of the tasks require coordinated communication and contribution to a single strategy or activity, but it is clear that a simplification of responsibility would better the delivery of outcomes within the region.

| Core Function | Task List | TV | GORM | GOT | OT | Sub - LTA's | COS |
|---|--|----|------|-----|----|-------------|-----|
| Strategic and Business Planning | Strategic Marketing Plan for whole region | y | y | y | | | |
| | Detailed Marketing Plan and Niche Activity plans for whole region | | | y | y | | |
| | Regional Marketing and Business Plan LTA Business Plan | | | | y | y | y |
| Marketing | Market region internationally | | y | | | | |
| | Support Campaign Committee strategies | | | y | y | | |
| | Support Tourism Victoria initiatives | | y | y | | | |
| | Market destination and attractions to interstate visitors | | | y | | | |
| | Market regional destinations and attractions to intra-state visitors | | | y | | | |
| | Market destinations and attractions within Shire boundaries and GOR region | | | | | y | y |
| | Develop image library | | | | y | | y |
| | Host familiarisations | | | y | y | y | y |
| | Stimulate new markets | | y | y | | | |
| | Market attractions within Shire boundaries | | | | y | y | y |
| | Produce major cooperative marketing collateral (Jigsaw brochure and Visitor Guides websites) | | y | y | y | | |
| | Produce other cooperative marketing collateral (local brochures, maps, websites, etc.) | | | | y | y | y |
| Communication and Public Relations | Provide link between TV GOT, and LTA's via Campaign Committee | | y | y | y | y | |
| | Profile tourism in local areas | | | y | y | y | y |
| | Recruit members | | | y | | y | |
| | Facilitate local Media campaign | | | | y | | y |
| | Lobby Local, State and Australian government | | | y | y | | y |

| Core Function | Task List | TV | GORM | GOT | OT | Sub - LTA's | COS |
|---|---|------------|------|------------|----|-------------|-----|
| Visitor Services | Operate VICs in AB and Colac | | | | | | y |
| | Recruit, train and manage staff and volunteers for VICs | | | | | | y |
| | Provide key visitor infrastructure (signage/toilets, etc.) | | | | | | y |
| | Benchmark VICs | | | y with TAV | | | y |
| Research and Monitoring | Identify research needs | | y | y | y | | y |
| | Collect and compile data | | | y | y | y | y |
| | Visitor satisfaction monitoring | | | | y | | y |
| Product Development | Identify new/expanded product needs for region | | | y | y | | y |
| | Support new product development | | | y | y | | y |
| | Support expanding existing product as appropriate | | | y | y | | y |
| | Facilitate network development | | | | y | y | |
| Industry Professional Development | Improve operator and staff skills - training and professional development | y with TAV | | y | y | y | y |
| | Deliver seminars and workshops in regions etc. | y with TAV | | y | y | y | y |
| | Facilitate networking functions | | | Y with TAV | y | y | y |
| | Facilitate links with broader business community in Shire | | | | y | y | y |
| Destination and Infrastructure Development | Identify gaps in infrastructure and community capacity | y | | y | y | | y |
| | Prepare Regional Development Plans | | | y | y | | y |

CURRENT MARKETING COLLATERAL AND MATERIAL AVAILABLE FOR THE REGION

| Marketing Material | GSTR | GORM | GOT | COS | OT's | OHTA | OSCA | ABCCT | OCT |
|--------------------------------------|-------------------|--------------------------|--|--|---|----------------|--------------------------------|-------------------------------------|----------------|
| Brochures (product or destinational) | GSTR Trade manual | GOR Jigsaw brochure | | Things to see and do (printed flyers) | Otways (out of print) | Otways Country | | Apollo Bay brochure (destinational) | |
| | | Surf Coast & Otways OVG | Surf Coast & Otways OVG
Conference Marketing brochures
Food & Wine Lovers Guide to GOR | | | | | Apollo Bay Eating Out Guide | |
| Trail Maps | GSTR Map | GOR Official Touring Map | | Otways Official Touring Map | Otways Official Touring Map (funded by COS) | | Otways and Surrounds Trail map | | GOR Trail map |
| Website | | greatoceanroad.org | Beyond Melbourne Map
greatoceanroad.org | Printed tear off maps
colacotway.vic.gov.au | visitotways.com | | | visitapollobay.com | otwaycoast.com |
| Other | | | Media familis | | Media familis | Media familis | Media familis | Media familis | Media familis |

APPENDIX FOUR: Stakeholder Consultations

| DATE | FACE TO FACE MEETING ATTENDEES |
|--------|--|
| 3 Oct | Steering Committee |
| 14 Nov | Otway Coast Tourism |
| 14 Nov | Apollo Bay Chamber of Commerce and Tourism |
| 15 Nov | Cape Otway Centre for Conservation Ecology |
| 15 Nov | Cape Otway Lighthouse |
| 15 Nov | Otway Tourism Board |
| 15 Nov | Apollo Bay Visitor Information Centre |
| 15 Nov | Apollo Bay Community Consultation |
| 16 Nov | Otway Scenic Circle Association |
| 16 Nov | Otway Fly Treetop Walk |
| 16 Nov | Otway Hinterland Tourism Association |
| 16 Nov | Colac Community Consultation |
| 17 Nov | Colac Visitor Information Centre |
| 17 Nov | Colac Otway Residents and Ratepayers Association |
| 17 Nov | Otway Business Inc. |
| 23 Nov | Council Workshop |
| 23 Nov | Otway Tourism/Festivus |
| 23 Nov | COS Senior staff meetings |
| 25 Nov | Ballarat Tourism |
| 1 Dec | Tourism Alliance Victoria |
| 2 Dec | Otways Tourism |
| 2 Dec | Geelong Otway Tourism |
| 2 Dec | Steering Committee |
| 2 Dec | Colac Otway Shire |
| 5 Dec | Department of Sustainability and Environment |
| 6 Dec | Tourism Victoria |
| 19 Dec | Tourism Alliance Victoria |

APPENDIX FIVE: Industry Survey

A paper based survey was distributed to more than 600 tourism related businesses in the Shire in late October. The survey addressed three key areas; an assessment of the size of the business, an evaluation of a variety of aspects related to tourism and its impact on the respondent's business and the Shire and an opinion as to future options for tourism in the Shire.

By mid December 105 respondents were received, a response rate of 17.5%. Responses were received from a wider range of precincts within the Shire. The bulk of the respondents came from Apollo Bay (47 respondents) and Colac (11 respondents). Responses were also received from businesses in Barongarook, Barramunga, Beech Forest, Berrybank, Birregurra, Cape Otway, Colac West, Forrest, Gellibrand, Glenaire, Irrewarra, Irrewillipe, Johanna, Kennett River, Separation Creek, Skenes Creek, Wongarra and Wye River.

According to the results, the typical tourism business in the Shire employs 2 to 3 people full time and four to five people part time, generating a total of about 80 hours paid employment per week. About two thirds of these people are drawn from the local town and about a quarter are from elsewhere in the Shire. About eight percent of tourism staff are from outside the Shire.

In terms of purchases of operating supplies, just over one third of supplies are purchased in the immediate town of the business with a further 20 percent purchased from elsewhere in the Shire. Just over 40 percent of goods are purchased from suppliers outside the Shire (mostly Geelong).

The views towards tourism are generally positive. We posed a range of statements about the tourism industry and the respondent could indicate his or her level of agreement or disagreement with the statement on a scale of 1 to 5. A score of one indicated that the person strongly disagreed with the statement whilst a score of 5 indicated that the person strongly agreed with the statement. A score of 3 is in the mid point and indicates a somewhat neutral or ambivalent position. Our experience indicates that an average score above 4.0 indicates almost universal strong agreement. A score from 3.5 to 4.0 indicates well spread, fairly strong agreement. A score below 2.0 indicates highly uniform strong disagreement whilst a score from 2.5 to 2.0 indicates well spread, fairly strong disagreement.

| Statement about tourism | SCORE |
|--|-------|
| Tourism has had a positive impact on the quality of my life | 4.14 |
| Tourism has been good for the Colac Otway Shire as a whole | 4.58 |
| Tourism is good for the economy as tourist expenditure helps stimulate the economy, employment opportunities and local business | 4.76 |
| Tourism makes local residents feel more proud of their town and good about themselves and their community | 3.69 |
| Tourism promotes the development and better maintenance of public facilities | 4.05 |
| Tourism has changed the character of Colac Otway Shire for the better | 4.00 |
| There are more interesting things to do in Colac Otway Shire because of tourism development | 4.13 |
| Tourism showcases Colac Otway Shire in a positive light and helps to encourage future tourism and/or business development | 4.18 |
| Tourism promotes the development of infrastructure such as restaurants and shops for local residents | 4.35 |
| Tourism leads to increases in the prices of some things such as restaurants and supermarket shopping | 3.53 |
| Tourism leads to increases in the prices of houses and businesses | 4.11 |
| Tourists behave inappropriately, perhaps in a rowdy or delinquent way | 2.06 |
| Tourism development has had a negative impact on the environment of Colac Otway Shire | 1.92 |
| Too much money is spend on developing facilities for tourists that would be better spent on other facilities for local residents | 1.82 |
| Tourism disrupts the lives of local residents and creates inconveniences such as traffic congestion and parking difficulties | 2.44 |
| The benefits of tourism are distributed unfairly across the community | 2.34 |
| The costs of tourism are distributed unfairly across the community | 2.44 |
| Sporting and community facilities are less available to local residents because of tourism overcrowding | 1.69 |
| Tourism has changed the character of Colac Otway Shire for the worse | 1.55 |
| Tourism development is proceeding too fast in Colac Otway Shire | 2.05 |

Not surprisingly, given that these were tourism industry respondents, the vast majority of responses were positive and highly supportive of tourism and tourism development. Please note that some of the lower scored items indicate a high level of disagreement with the statement, which tend to be in the negative. For example, in response to the statement "Tourism has changed the character of Colac Otway Shire for the worse" received a score of 1.55 – which indicates strong disagreement with the statement.

In the next section we investigated how the respondents viewed the performance of key aspects of the Shire and the broader support infrastructure provided to them. These results were less positive.

| Performance item | SCORE |
|--|-------|
| Tourism helps promote a more professional service attitude in the Shire - staff in other businesses (retail, trade, professional services) are more friendly and helpful | 3.61 |
| The staff and volunteers in the Visitor Information Centres (VIC) are knowledgeable about my business and refer customers to me | 3.43 |
| The staff and volunteers in the VICs are knowledgeable about things to do in the region | 4.13 |
| The staff and volunteers in the VIC are always friendly and helpful | 4.37 |
| The VICs are not helpful in any way to my business | 1.90 |
| My business and staff benefit from the professional development opportunities provided by Otway Tourism (OT) | 3.01 |
| My business benefits from the marketing services provided by OT | 3.26 |
| My business benefits from the policy and advocacy services provided by OT | 3.18 |
| OT is not helpful in any way to my business | 2.25 |
| My business benefits from the marketing services provided by Geelong Otway Tourism (GOT) | 3.42 |
| My business benefits from the policy and advocacy services provided by GOT | 3.21 |
| GOT is not helpful in any way to my business | 2.10 |
| The Surf Coast and Otways Official Visitor guide (Jigsaw brochure) produced by GORM is of benefit to my business | 2.80 |

These results clearly establish a high level of support for the VICs and their value to the local tourism industry. However, there is a discrepancy between the overall opinion of the VICs and their knowledge of the respondent's particular business. Whilst there is still some support for the work of GOT, OT and GORM, the results indicate that the respondents are somewhat ambivalent about the value of these entities to their tourism business.

Next, respondents were asked about their views towards future development options. Again, a five point scoring scale was used.

| In terms of tourism and hospitality I would like to see in Colac Otway Shire.. | Score |
|---|-------|
| ..more restaurants | 3.06 |
| ..more small hotels, farm stays and bed and breakfasts | 2.72 |
| ..a big resort like a golf resort | 2.72 |
| ..more environmental or ecotourism attractions | 4.19 |
| ..more festivals, such as a food and wine festival | 4.14 |
| ..more tourism signage | 3.74 |
| ..a 50-80 person conference facility | 3.23 |
| ..a farmers market | 3.87 |
| ..more visitor information facilities | 3.24 |
| ..a local employment agency specialising in hospitality and tourism work | 3.32 |
| ..more tourism product development | 3.83 |
| ..more investment in tourism infrastructure | 4.10 |
| ..more tourism promotional activities within the Shire | 3.92 |
| ..more tourism promotional activities outside the Shire | 3.99 |
| ..more co-operative marketing programs | 3.85 |
| ..a more professional tourism industry | 3.75 |
| ..a more independent tourism industry | 3.52 |
| ..more professional development activities for hospitality and tourism operations | 3.54 |

The results indicate a high level of support for more environmental or ecotourism attractions, more festivals and more investment in tourism infrastructure. There is not much support for more accommodation or a big resort like a golf resort.

Finally, the respondents were invited to offer any comments they wish to make about tourism, tourism development and the Shire's involvement in tourism. Of the 105 respondents, 58 elected to write something. The responses touched on a range of issues including:

The economic value of tourism to the Shire and the need for the Shire to be more supportive of the tourism industry.

For tourism to be successful it MUST have the full support of the Local Govt. organisation (Shire). Councillor attitude (in some cases) is frustrating! Tourism development has provided a huge increase in rate income to the Council - this needs to be recognised. Tourism is a major economic drive in the coastal location and needs to have ongoing support and encouragement of the Shire.

I believe the total advertising spend by individual operators must be considered for its major contribution in dollar terms for attracting visitors to the region. Operators outside serviced areas effectively get nothing for their rates and with responsibility to guests face an expensive cost in terms of waste disposal and provision of water, power and sewerage. The contribution by operators is

arguably well in excess of anything provided by the Shire and operators may be in a position to demand a greater share of Shire revenue. Add to this, costs of compliance, licenses permits & (ends)

I don't believe the Shire contributes (monetary or otherwise) enough towards the costs of tourism in the Apollo Bay area. Local businesses are constantly being relied upon to provide sponsorship of the likes of the courtesy bus, music festival, marathon etc. etc. All these things, particularly the courtesy bus should be funded more by council. The same businesses every year - not necessarily those making the most money are hit up for sponsorship.

The need for the Shire to provide high quality infrastructure to support not just the industry but also the broader community aesthetics.

Foreshore development to continue - including the saving of "at risk" sections in Apollo Bay. An upgraded picture theatre in Apollo Bay. Water storage tanks proposal, amendment C26 for Mariners' Lookout, North Apollo Bay: proposed tanks must be totally underground.

The role the Shire should play in the tourism industry.

The Shire really needs to promote & support sustainable culture events and activities, products and services, and help in the development of the health and well-being industry & sustainable culture industries and their role within the tourism industry. It is vitally important that smaller environmentally sustainable events activities, services are given as much support, publicity and marketing as possible. The Shire should encourage & support campaigns that encourage the purchase and consumption of locally owned/ made/ grown produce. And all it can to facilitate the implementation of sustainable cultural practices and help with the development of cottage industries. Provisions should be made to ensure that any outside investors/developers put back into the community, to ensure a sustainable community.

The need for a more strategic and cohesive approach to tourism management.

The GOT Strategic Plan declares the region's competitive advantage as a "return to nature". I don't think we have gathered a sufficient inventory of our nature assets (eg. Including marine parks as well as forest parks, the road, towns and beaches). What infrastructure is needed for visitors to see marine creature and/or the output of marine parks? How would such experiences link to forest experiences? If we can't pull all the assets together and maximise the product and its marketing then we are not a regional tourism group at all.

There were some positive comments, particularly about the VICs.

The Apollo Bay VIC which is well conducted could be enhanced with more visitor information offers (trained volunteers that we used to have and exist in other VICs to defray costs). Also there should be less retail products as they compete with other retail privately operated outlets. Retail operations in VICs mean high stock levels, loss of stock by theft, computer systems, cash handling procedures - all very costly and time consuming and best left to the private sector. Information centres should be primarily visitor information and marketing with promotional assistance. Otway Tourism seems irrelevant - too bureaucratic. Much better value from Geelong Otway Tourism as it is very professionally conducted. The Shire's primary role should be: 1) Visitor information (no retail) 2) Marketing of the shire's Tourist Attractions so as to benefit the economy of the whole Shire.

The benefits of tourism are wide spread through the Shire and so all beneficiaries should contribute.

More businesses are reaping the benefits of tourism without any financial input via membership or support!!

And..

Rental houses in Apollo Bay and on Ocean Road should pay. May be higher rates. Shire waste money on having tourism staff at Shire headquarters.

But not everyone is happy. With GOT...

We belong to the worst performing regional tourist market in Victoria (Geelong Otway Tourism). See regional tourism results 1999-2004 by Advance Tourism, dated 11 OCT 2005. Geelong region has declined by 33% - 1,528,000 visitors. The Peninsula Phillip Island Regions declined by 21% Ballarat & West Grampians declined by approx. 9%. Also, GOT has no credible plan to address the affect of seasonality (off peak) see two graphs attached, visitors to Apollo Bay Visitor Info Centre. GOT is more about "spin" than substance in assessing the performance of the (our) tourism industry.

With OT...

Shire's current support for tourism in region is pretty good. I question the value of Otway Tourism Board (OT) as currently structured, but local representation IS critical. I would abolish OT and allow each sub LTA a position on GOT to achieve genuine representation at grassroots level and save the Shire \$\$\$. Shire should consider improving road infrastructure to benefit of all (as well as tourism).

Or the Shire...

The Shire should be helping and promoting new businesses trying to open in the Colac area. Make it easier for new businesses to open instead of fighting issues at VCAT.

More businesses can reap the benefits of tourism without any financial input via membership or support!!

APPENDIX SIX: Community Survey

A web-based survey was launched in late October and was promoted by the Shire in the local media. The survey site was accessed from the Colac Otway web site. The survey addressed two key areas: an evaluation of a variety of aspects related to tourism and its impact on the community and an opinion as to future options for tourism in the Shire.

By mid December 15 respondents were received. Because of the low response rate, it is not appropriate to read too much into these results. However, in compliance with our obligations to the Shire, the results are provided below.

The views towards tourism are generally positive. We posed a range of statements about the tourism industry and the respondent could indicate his or her level of agreement or disagreement with the statement on a scale of 1 to 5. A score of one indicated that the person strongly disagreed with the statement whilst a score of 5 indicated that the person strongly agreed with the statement. A score of 3 is in the mid point and indicates a somewhat neutral or ambivalent position. Our experience indicates that an average score above 4.0 indicates almost universal strong agreement. A score from 3.5 to 4.0 indicates well spread, fairly strong agreement. A score below 2.0 indicates highly uniform strong disagreement whilst a score from 2.5 to 2.0 indicates well spread, fairly strong disagreement.

| Statement about tourism | SCORE |
|--|--------------|
| Tourism has had a positive impact on the quality of my life | 4.00 |
| Tourism has been good for the Colac Otway Shire as a whole | 4.40 |
| Tourism is good for the economy as tourist expenditure helps stimulate the economy, employment opportunities and local business | 4.60 |
| Tourism makes local residents feel more proud of their town and good about themselves and their community | 4.20 |
| Tourism promotes the development and better maintenance of public facilities | 4.13 |
| Tourism has changed the character of Colac Otway Shire for the better | 4.00 |
| There are more interesting things to do in Colac Otway Shire because of tourism development | 3.93 |
| Tourism showcases Colac Otway Shire in a positive light and helps to encourage future tourism and/or business development | 4.20 |
| Tourism promotes the development of infrastructure such as restaurants and shops for local residents | 4.13 |
| Tourism leads to increases in the prices of some things such as restaurants and supermarket shopping | 3.67 |
| Tourism leads to increases in the prices of houses and businesses | 4.13 |
| Tourists behave inappropriately, perhaps in a rowdy or delinquent way | 2.47 |
| Tourism development has had a negative impact on the environment of Colac Otway Shire | 2.33 |
| Too much money is spent on developing facilities for tourists that would be better spent on other facilities for local residents | 2.47 |

| | |
|--|------|
| Tourism disrupts the lives of local residents and creates inconveniences such as traffic congestion and parking difficulties | 2.40 |
| The benefits of tourism are distributed unfairly across the community | 2.73 |
| The costs of tourism are distributed unfairly across the community | 2.47 |
| Sporting and community facilities are less available to local residents because of tourism overcrowding | 2.40 |
| Tourism has changed the character of Colac Otway Shire for the worse | 1.80 |
| Tourism development is proceeding too fast in Colac Otway Shire | 2.13 |

Please note that some of the lower scored items indicate a high level of disagreement with the statement, which tend to be in the negative. For example, in response to the statement "Tourism has changed the character of Colac Otway Shire for the worse" received a score of 1.80 – which indicates strong disagreement with the statement.

Next, we asked the respondents about their views towards future development options. Again, a five point scoring scale was used.

| In terms of tourism and hospitality I would like to see in Colac Otway Shire.. | Score |
|--|-------|
| ..more restaurants | 3.80 |
| ..more small hotels, farm stays and bed and breakfasts | 3.07 |
| ..a big resort like a golf resort | 2.87 |
| ..more environmental or ecotourism attractions | 4.20 |
| ..more festivals, such as a food and wine festival | 4.20 |
| ..more tourism signage | 3.67 |
| ..a 50-80 person conference facility | 3.67 |
| ..a farmers market | 4.07 |
| ..more visitor information facilities | 3.67 |
| ..a local employment agency specialising in hospitality and tourism work | 3.60 |
| ..more tourism product development | 3.93 |
| ..more investment in tourism infrastructure | 4.20 |
| ..more tourism promotional activities within the Shire | 4.07 |
| ..more tourism promotional activities outside the Shire | 3.73 |
| ..a more professional tourism industry | 4.07 |
| ..a more independent tourism industry | 3.47 |

The results indicate a high level of support for more environmental or ecotourism attractions, more festivals and more investment in tourism infrastructure. There is not much support for more accommodation or a big resort like a golf resort.

Finally, the respondents were invited to offer any comments they wish to make about tourism, tourism development and the Shire's involvement in tourism. Of the 15 respondents, seven elected to write something.

The responses were generally supportive of tourism. But it was not a carte blanche. Some were concerned that future developments be appropriate and sympathetic to the character of the Shire.

It provides enormous opportunities for all industry sectors. I would like to see an emphasis on the promotion of the health & well being aspect of our region to attract visitors for longer stays, as opposed to just experiencing The Great Ocean Road and the Twelve Apostles, and thus providing a higher yield within the Shire and more respect for the beauty, fragility and benefits our remarkable region has to offer both visitor and resident alike.

Infrastructure was also considered important.

really REALLY need to improve access quality and number of public toilet facilities. They are stunningly bad compared even to smaller towns like Winchelsea and Camperdown. The toilets by the lake and in the only shopping complex are old, hard to access and spend too much time being locked up. The lake frontage needs more than one scabby old toilet block, which has no disabled facilities. Colac's public amenities are well below par of every other country town I visited in Victoria. It has to improve these services if it wants to attract tourists - and keep them returning.

Finally, some argued that tourism needs to be seen in a broader perspective, especially with regards to the needs of local residents.

We pin too much on 'being saved by tourism' instead of treating as the icing on the cake i.e. develop more that locals can participate in and benefit from 12mths. a year.

APPENDIX SEVEN: Industry Benchmarks and Best Practice

Size and Density

Size and density are two key indicators of the economic challenges confronting Local Government. High population and high density indicates a very urban government that will be able to generate sufficient economies of scale to offer a range of services. In contrast, low populations and low densities indicate a more rural environment. Colac-Otway can be seen as one of the least dense municipalities in this selection. This lack of density, especially when compared to direct tourist and residential competitors like Surf Coast and Bass Coast, can create a competitive disadvantage if the Shire is seeking to enhance the provision of infrastructure and services to meet the needs of both residents and tourists.

It should be noted that COS expenditure on tourism, as a portion of its total budget tends to fall in the middle of a broad range of values and should not be seen as excessive.

| Local Government | AREA
Sq
KMS | PERSONS | DENSITY
Persons
per sq.
km | COUNCIL
BUDGET
\$m | TOURISM
BUDGET
\$m | TOURISM
AS
PERCENT |
|---------------------------|-------------------|---------|-------------------------------------|--------------------------|--------------------------|--------------------------|
| Colac-Otway | 3,433 | 20,089 | 5.85 | 25 | 0.60 | 2.40% |
| Corangamite | 4,404 | 16,673 | 3.79 | 29 | 0.10 | 0.34% |
| Greater Geelong | 1,247 | 184,331 | 147.83 | 155 | 1.15 | 0.74% |
| Queenscliffe | 9 | 3,078 | 359.58 | 6 | 0.30 | 5.00% |
| Surf Coast | 1,553 | 19,628 | 12.64 | 35 | 0.65 | 1.86% |
| Warrnambool | 121 | 28,754 | 238.24 | 29 | 1.60 | 5.52% |
| Armidale Dumaresq NSW | 4,235 | 24,134 | 5.70 | 31 | 0.90 | 2.90% |
| Great Lakes NSW | 3,376 | 31,388 | 9.30 | 36 | 0.60 | 1.67% |
| Shoalhaven NSW | 4,568 | 83,546 | 18.29 | 129 | n/a ¹ | |
| Bass Coast | 864 | 24,076 | 27.86 | 35 | 0.75 | 2.14% |
| Indigo | 2,044 | 13,928 | 6.81 | n/a | n/a | |
| South Gippsland | 3,295 | 24,597 | 7.46 | 36 | n/a | |
| Wangaratta | 3,639 | 25,668 | 7.05 | 35 | 0.73 | 2.09% |
| Warwick QLD | 4,422 | 20,697 | 4.68 | 25 | n/a ² | |
| Victor Harbor SA | 385 | 10,561 | 27.40 | 14 | 0.53 | 3.79% |
| Augusta-Margaret River WA | 2,243 | 9,852 | 4.39 | 14 | 0.80 ³ | 5.74% |
| Cairns QLD | 1,850 | 133,200 | 72.01 | 161 | 0.40 | 0.25% |
| Gold Coast QLD | 1,407 | 441,736 | 314.06 | 652 | 3.10 | 0.48% |
| Noosa QLD | 869 | 47,320 | 54.47 | 142 | 1.60 | 1.13% |

1. Whilst it is not possible to determine the amount spent by Shoalhaven Shire, it is noted that in conjunction with two neighbouring shires and local businesses, they will spend \$1.13 million on tourism promotion this coming year
2. The Shire established a Tourism and Events Board in 2005
3. Include "economic development" as well as "tourism".

Highest Education Level Achieved

Any discussion regarding education levels often has potential to be clouded by a perception that the analysis is somewhat condescending. This should not be seen as the case. However, there is ample evidence that a well educated and trained population and workforce has a much greater capacity to respond to changes in the economy and develop new products and services to meet new and emerging needs. As such, the promotion of greater participation in education is seen as a key economic driver.

Whilst Colac Otway has a fairly typical profile amongst most of the regional coastal Local Governments (such as Bass Coast Shoalhaven and Victor Harbour), it is considerably less well educated than Surf Coast, August-Margaret River and the larger, exemplar Local Governments. These figures are expressed as percentage of the total population.

| Local Government | Did Not Complete High School | Completed High School | Trade Training | Under Graduate Degree | Post Graduate Degree |
|---------------------------|------------------------------|-----------------------|----------------|-----------------------|----------------------|
| Colac-Otway | 49% | 19% | 4% | 4% | 0% |
| Corangamite | 49% | 18% | 3% | 4% | 0% |
| Greater Geelong | 44% | 25% | 5% | 6% | 1% |
| Queenscliffe | 40% | 33% | 7% | 12% | 2% |
| Surf Coast | 37% | 30% | 6% | 9% | 1% |
| Warrnambool | 44% | 23% | 4% | 6% | 1% |
| Armidale Dumaresq NSW | 33% | 37% | 4% | 8% | 4% |
| Great Lakes NSW | 56% | 17% | 4% | 4% | 1% |
| Shoalhaven NSW | 50% | 18% | 4% | 4% | 1% |
| Bass Coast | 48% | 19% | 4% | 4% | 0% |
| Indigo | 44% | 22% | 5% | 6% | 1% |
| South Gippsland | 49% | 19% | 4% | 5% | 0% |
| Wangaratta | 48% | 21% | 4% | 5% | 0% |
| Warwick QLD | 48% | 19% | 3% | 4% | 1% |
| Victor Harbor SA | 54% | 21% | 4% | 5% | 1% |
| Augusta-Margaret River WA | 39% | 30% | 6% | 8% | 1% |
| Cairns QLD | 36% | 27% | 4% | 6% | 1% |
| Gold Coast QLD | 40% | 28% | 5% | 5% | 1% |
| Noosa QLD | 41% | 28% | 6% | 6% | 1% |

Employment Profile

The employment profile of Colac-Otway is not substantially different to that of its neighbours. Hospitality tends to include tourism, however there are some subtle, but significant differences, especially when compared to Queenscliffe (in terms of retail and hospitality). The following table provides a broader breakdown of employment sectors and includes Agriculture, Manufacturing, etc. The differences become more noticeable when consideration is given to the agricultural sector, included in the table on the following page. These figures are expressed as percentage of the total population.

| | RETAIL | HOSPITALITY | FINANCE | PROPERTY | CULTURE | PERSONAL | UNEMPLOYED |
|---------------------------|--------|-------------|---------|----------|---------|----------|------------|
| Local Government | | | | | | | |
| Colac-Otway | 6% | 3% | 1% | 2% | 1% | 1% | 1% |
| Corangamite | 5% | 2% | 0% | 1% | 1% | 1% | 1% |
| Greater Geelong | 7% | 2% | 1% | 4% | 1% | 2% | 1% |
| Queenscliffe | 3% | 5% | 1% | 3% | 1% | 2% | 1% |
| Surf Coast | 6% | 4% | 1% | 4% | 1% | 2% | 1% |
| Warrnambool | 8% | 3% | 1% | 3% | 1% | 2% | 1% |
| | | | | | | | |
| Armidale Dumaresq NSW | 6% | 3% | 1% | 3% | 1% | 2% | 1% |
| Great Lakes NSW | 6% | 3% | 1% | 2% | 1% | 1% | 1% |
| Shoalhaven NSW | 6% | 2% | 1% | 3% | 1% | 1% | 1% |
| Bass Coast | 5% | 3% | 1% | 2% | 1% | 1% | 1% |
| Indigo | 5% | 2% | 0% | 3% | 1% | 1% | 1% |
| South Gippsland | 6% | 2% | 1% | 2% | 1% | 1% | 1% |
| Wangaratta | 7% | 2% | 1% | 2% | 1% | 2% | 1% |
| Warwick QLD | 7% | 2% | 1% | 2% | 0% | 1% | 1% |
| Victor Harbor SA | 6% | 3% | 1% | 2% | 1% | 2% | 1% |
| Augusta-Margaret River WA | 7% | 5% | 1% | 3% | 1% | 1% | 1% |
| | | | | | | | |
| Cairns QLD | 7% | 4% | 1% | 4% | 1% | 2% | 1% |
| Gold Coast QLD | 7% | 4% | 1% | 5% | 2% | 2% | 1% |
| Noosa QLD | 6% | 4% | 1% | 4% | 1% | 1% | 1% |

Part B

| | AGRICULTURE | MANUFACTURE | CONSTRUCTION | WHOLESALE | TRANSPORT | COMMUNICATION | FINANCE | PROPERTY | GOVT | EDUCATION | HEALTH | UNEMPLOYED |
|---------------------------|-------------|-------------|--------------|-----------|-----------|---------------|---------|----------|------|-----------|--------|------------|
| Local Government | | | | | | | | | | | | |
| Colac-Otway | 7% | 5% | 3% | 2% | 2% | 0% | 1% | 2% | 1% | 3% | 5% | 1% |
| Corangamite | 16% | 4% | 2% | 2% | 1% | 0% | 0% | 1% | 1% | 3% | 4% | 1% |
| Greater Geelong | 1% | 7% | 3% | 2% | 2% | 1% | 1% | 4% | 1% | 3% | 5% | 1% |
| Queenscliffe | 1% | 2% | 3% | 1% | 2% | 1% | 1% | 3% | 2% | 4% | 5% | 1% |
| Surf Coast | 3% | 5% | 4% | 2% | 1% | 0% | 1% | 4% | 1% | 5% | 5% | 1% |
| Warrambbool | 1% | 6% | 3% | 2% | 1% | 0% | 1% | 3% | 1% | 4% | 6% | 1% |
| Armidale Dumaresq NSW | 3% | 1% | 2% | 1% | 1% | 0% | 1% | 3% | 2% | 8% | 5% | 1% |
| Great Lakes NSW | 2% | 2% | 3% | 1% | 1% | 0% | 1% | 2% | 1% | 2% | 3% | 1% |
| Shoalhaven NSW | 1% | 3% | 3% | 1% | 1% | 0% | 1% | 3% | 2% | 2% | 3% | 1% |
| Bass Coast | 3% | 3% | 4% | 1% | 1% | 0% | 1% | 2% | 1% | 2% | 4% | 1% |
| Indigo | 5% | 8% | 3% | 2% | 1% | 1% | 0% | 3% | 2% | 4% | 6% | 1% |
| South Gippsland | 11% | 4% | 3% | 2% | 1% | 0% | 1% | 2% | 1% | 3% | 4% | 1% |
| Wangaratta | 5% | 8% | 2% | 2% | 1% | 0% | 1% | 2% | 1% | 3% | 6% | 1% |
| Warwick QLD | 6% | 5% | 2% | 3% | 2% | 0% | 1% | 2% | 1% | 3% | 3% | 1% |
| Victor Harbor SA | 3% | 3% | 3% | 1% | 1% | 0% | 1% | 2% | 1% | 2% | 4% | 1% |
| Augusta-Margaret River WA | 7% | 6% | 4% | 1% | 1% | 0% | 1% | 3% | 1% | 3% | 3% | 1% |
| Cairns QLD | 1% | 3% | 3% | 2% | 3% | 0% | 1% | 4% | 3% | 3% | 4% | 1% |
| Gold Coast QLD | 0% | 4% | 4% | 2% | 2% | 1% | 1% | 5% | 1% | 2% | 4% | 1% |
| Noosa QLD | 1% | 3% | 3% | 1% | 1% | 0% | 1% | 4% | 1% | 3% | 4% | 1% |

Tourism Performance Analysis

Tourism Research Australia (TRA) is the Australian Government agency responsible for gathering major tourism statistics. It does this via two surveys, the International Visitor Survey (IVS) and the National Visitor Survey (NVS). The data for both of these surveys are collected by way of interview. An exit interview is conducted at the airport prior to departure for the IVS, of about 80,000 international visitors each year. The NVS data is gathered quarterly via a telephone interview. The tables on the following pages provide a quick overview of the relative tourism performance of the Shire in terms of domestic and international visitation measured as visits to an area, the numbers of visitor nights spent in an area and the average length of stay (average number of visitor nights) spent in an area.

Australian Residents Visits to Local Government Areas (Domestic Tourism) in (000s)

| Local Government | 1998 | 1998 | 2000 | 2001 | 2002 | 2003 | 2004 | 7 Year Growth | Last Year Growth |
|---------------------------|-------|-------|-------|-------|-------|-------|-------|---------------|------------------|
| Colac-Otway | 348 | 306 | 335 | 309 | 374 | 398 | 301 | -14% | -24% |
| Corangamite | 135 | 166 | 111 | 161 | 169 | 133 | 147 | 9% | 11% |
| Greater Geelong | 939 | 837 | 771 | 818 | 874 | 789 | 742 | -21% | -6% |
| Queenscliffe | 162 | 169 | 196 | 159 | 169 | 132 | 129 | -20% | -2% |
| Surf Coast | 575 | 520 | 690 | 650 | 763 | 693 | 716 | 25% | 3% |
| Warrambool | 342 | 324 | 366 | 338 | 377 | 336 | 361 | 6% | 7% |
| Armidale Dumaresq NSW | 260 | 267 | 266 | 257 | 276 | 220 | 277 | 7% | 26% |
| Great Lakes NSW | 735 | 857 | 588 | 585 | 637 | 563 | 530 | -28% | -6% |
| Shoalhaven NSW | 1,234 | 1,240 | 1,107 | 1,214 | 1,270 | 1,314 | 1,249 | 1% | -5% |
| Bass Coast | 833 | 698 | 748 | 620 | 758 | 754 | 668 | -20% | -11% |
| Indigo | 146 | 210 | 124 | 152 | 199 | 175 | 154 | 5% | -12% |
| South Gippsland | 372 | 358 | 324 | 314 | 285 | 420 | 351 | -6% | -16% |
| Wangaratta | 289 | 177 | 204 | 133 | 166 | 163 | 172 | -40% | 6% |
| Warwick QLD | 130 | 196 | 161 | 147 | 168 | 217 | 131 | 1% | -40% |
| Victor Harbor SA | 262 | 273 | 295 | 244 | 287 | 211 | 209 | -20% | -1% |
| Augusta-Margaret River WA | 157 | 230 | 377 | 374 | 433 | 547 | 492 | 213% | -10% |
| Cairns QLD | 667 | 795 | 884 | 822 | 715 | 863 | 915 | 37% | 4% |
| Gold Coast QLD | 2,830 | 3,153 | 3,053 | 3,239 | 3,123 | 3,236 | 3,187 | 13% | -2% |
| Noosa QLD | 839 | 912 | 794 | 632 | 837 | 674 | 835 | 0% | 24% |

Australian Residents Visitor Nights spent in Local Government Areas (Domestic Tourism) in ('000s)

| Local Government | 1998 | 1998 | 2000 | 2001 | 2002 | 2003 | 2004 | 7 Year Growth | Last Year Growth |
|---------------------------|--------|--------|--------|--------|--------|--------|--------|---------------|------------------|
| Colac-Otway | 1,020 | 829 | 942 | 829 | 861 | 1,009 | 904 | -11% | -10% |
| Corangamite | 247 | 612 | 234 | 376 | 336 | 259 | 286 | 16% | 10% |
| Greater Geelong | 2,154 | 2,439 | 2,055 | 2,061 | 2,444 | 2,234 | 1,827 | -15% | -18% |
| Queenscliffe | 434 | 446 | 404 | 399 | 501 | 322 | 373 | -14% | 16% |
| Surf Coast | 1,503 | 1,521 | 1,834 | 1,869 | 2,078 | 1,740 | 1,857 | 24% | 7% |
| Warrnambool | 746 | 997 | 938 | 855 | 862 | 824 | 890 | 19% | 8% |
| Armidale Dumaresq NSW | 693 | 658 | 828 | 502 | 654 | 450 | 794 | 15% | 76% |
| Great Lakes NSW | 2,779 | 3,013 | 1,887 | 2,058 | 2,143 | 2,517 | 2,096 | -25% | -17% |
| Shoalhaven NSW | 4,427 | 4,555 | 3,742 | 3,807 | 4,076 | 4,507 | 3,926 | -11% | -13% |
| Bass Coast | 2,452 | 2,071 | 1,934 | 1,904 | 2,232 | 2,095 | 1,904 | -22% | -9% |
| Indigo | 305 | 464 | 262 | 385 | 419 | 346 | 368 | 21% | 6% |
| South Gippsland | 999 | 999 | 1,011 | 843 | 1,118 | 1,077 | 975 | -2% | -9% |
| Wangaratta | 558 | 470 | 447 | 281 | 321 | 283 | 340 | -39% | 20% |
| Warwick QLD | 299 | 458 | 425 | 287 | 251 | 487 | 470 | 57% | -3% |
| Victor Harbor SA | 654 | 688 | 771 | 552 | 689 | 574 | 507 | -22% | -12% |
| Augusta-Margaret River WA | 500 | 677 | 1,213 | 1,261 | 1,424 | 1,679 | 2,339 | 368% | 39% |
| Cairns QLD | 3,213 | 3,723 | 4,144 | 4,110 | 3,394 | 4,558 | 4,630 | 44% | 2% |
| Gold Coast QLD | 14,895 | 16,455 | 16,386 | 16,521 | 17,199 | 17,528 | 17,750 | 19% | 1% |
| Noosa QLD | 3,544 | 4,209 | 3,398 | 2,923 | 3,412 | 3,782 | 3,710 | 5% | -2% |

Australian Residents Average Number of Visitor Nights spent in Local Government Areas (Domestic Tourism)

| Local Government | 1998 | 1998 | 2000 | 2001 | 2002 | 2003 | 2004 | 7 Year Growth | Last Year Growth |
|---------------------------|------|------|------|------|------|------|------|---------------|------------------|
| Colac-Otway | 2.93 | 2.71 | 2.81 | 2.68 | 2.30 | 2.54 | 3.00 | 2% | 18% |
| Corangamite | 1.83 | 3.69 | 2.11 | 2.34 | 1.99 | 1.95 | 1.95 | 6% | 0% |
| Greater Geelong | 2.29 | 2.91 | 2.67 | 2.52 | 2.80 | 2.83 | 2.46 | 7% | -13% |
| Queenscliffe | 2.68 | 2.64 | 2.06 | 2.51 | 2.96 | 2.44 | 2.89 | 8% | 19% |
| Surf Coast | 2.61 | 2.93 | 2.66 | 2.88 | 2.72 | 2.51 | 2.59 | -1% | 3% |
| Warmambool | 2.18 | 3.08 | 2.43 | 2.53 | 2.29 | 2.45 | 2.47 | 13% | 1% |
| Armidale Dumaresq NSW | 2.67 | 2.46 | 3.11 | 1.95 | 2.37 | 2.05 | 2.87 | 8% | 40% |
| Great Lakes NSW | 3.78 | 3.52 | 3.21 | 3.52 | 3.36 | 4.47 | 3.95 | 5% | -12% |
| Shearwater NSW | 3.59 | 3.67 | 3.38 | 3.14 | 3.21 | 3.43 | 3.14 | -12% | -8% |
| Bass Coast | 2.94 | 2.97 | 2.59 | 3.07 | 2.94 | 2.78 | 2.85 | -3% | 3% |
| Indigo | 2.09 | 2.21 | 2.11 | 2.53 | 2.11 | 1.98 | 2.39 | 14% | 21% |
| South Gippsland | 2.69 | 2.79 | 3.12 | 2.68 | 3.92 | 2.56 | 2.78 | 3% | 8% |
| Wangaratta | 1.93 | 2.66 | 2.19 | 2.11 | 1.93 | 1.74 | 1.98 | 2% | 14% |
| Warwick QLD | 2.30 | 2.34 | 2.64 | 1.95 | 1.49 | 2.24 | 3.59 | 56% | 60% |
| Victor Harbor SA | 2.50 | 2.52 | 2.61 | 2.26 | 2.40 | 2.72 | 2.43 | -3% | -11% |
| Augusta-Margaret River WA | 3.18 | 2.94 | 3.22 | 3.37 | 3.29 | 3.07 | 4.75 | 49% | 55% |
| Cairns QLD | 4.82 | 4.68 | 4.69 | 5.00 | 4.75 | 5.16 | 5.06 | 5% | -2% |
| Gold Coast QLD | 5.26 | 5.22 | 5.37 | 5.10 | 5.51 | 5.42 | 5.57 | 6% | 3% |
| Noosa QLD | 4.22 | 4.62 | 4.28 | 4.63 | 4.08 | 5.61 | 4.44 | 5% | -21% |

International Visitors Visits to Local Government Areas (International Tourism)

| Local Government | 1998 | 2000 | 2001 | 2002 | 2003 | 2004 | 6 Year Growth | Last Year Growth |
|---------------------------|-----------|-----------|-----------|-----------|-----------|-----------|---------------|------------------|
| Colac-Otway | 31,672 | 30,174 | 39,937 | 34,190 | 36,703 | 47,880 | 51% | 30% |
| Corangamite | 19,843 | 19,423 | 26,389 | 17,551 | 25,766 | 24,900 | 25% | -3% |
| Greater Geelong | 29,595 | 20,137 | 31,342 | 25,362 | 32,585 | 29,660 | 0% | -9% |
| Queenscliffe | 1,970 | 2,177 | 1,913 | 1,749 | 2,558 | 1,607 | -18% | -37% |
| Surf Coast | 19,648 | 31,791 | 36,408 | 30,381 | 37,670 | 39,424 | 101% | 5% |
| Warrambool | 25,491 | 22,786 | 30,443 | 28,305 | 30,322 | 31,117 | 22% | 3% |
| Armidale Dumaresq NSW | 10,965 | 16,027 | 17,007 | 10,099 | 6,496 | 9,477 | -14% | 46% |
| Great Lakes NSW | 29,648 | 14,675 | 11,632 | 13,714 | 21,458 | 14,693 | -50% | -32% |
| Shoalhaven NSW | 23,199 | 28,967 | 25,318 | 26,237 | 18,941 | 25,976 | 12% | 37% |
| Bass Coast | 33,755 | 33,675 | 31,799 | 28,705 | 30,186 | 42,305 | 25% | 40% |
| Indigo | 6,333 | 7,201 | 4,141 | 3,837 | 4,619 | 5,786 | -9% | 25% |
| South Gippsland | 15,219 | 17,543 | 14,585 | 13,213 | 15,130 | 15,466 | 2% | 2% |
| Wangaratta | 4,944 | 6,553 | 2,657 | 2,539 | 3,762 | 4,503 | -9% | 20% |
| Wanwick QLD | 2,925 | 4,408 | 1,835 | 3,605 | 4,466 | 3,034 | 4% | -32% |
| Victor Harbor SA | 8,306 | 6,633 | 6,969 | 7,884 | 7,402 | 5,534 | -33% | -25% |
| Augusta-Margaret River WA | 17,322 | 74,026 | 57,049 | 59,556 | 63,398 | 52,897 | 205% | -17% |
| Cairns QLD | 737,721 | 746,784 | 771,506 | 757,267 | 716,118 | 761,779 | 3% | 6% |
| Gold Coast QLD | 4,143,101 | 4,566,551 | 4,475,410 | 4,462,796 | 4,384,829 | 4,796,861 | 16% | 9% |
| Noosa QLD | 126,049 | 136,109 | 140,332 | 106,524 | 105,542 | 126,955 | 1% | 20% |

International Visitors Nights Spent in Local Government Areas (International Tourism)

| Local Government | 1998 | 2000 | 2001 | 2002 | 2003 | 2004 | 7 Year Growth | Last Year Growth |
|---------------------------|-----------|-----------|-----------|-----------|-----------|-----------|---------------|------------------|
| Colac-Otway | 70,825 | 43,209 | 63,677 | 59,213 | 70,077 | 80,600 | 14% | 15% |
| Corangamite | 30,771 | 40,328 | 43,065 | 19,877 | 40,577 | 31,349 | 2% | -23% |
| Greater Geelong | 293,836 | 299,687 | 272,349 | 345,408 | 346,238 | 348,164 | 18% | 1% |
| Queenscliffe | 7,085 | 10,743 | 3,616 | 2,472 | 8,924 | 12,024 | 70% | 35% |
| Surf Coast | 40,843 | 106,403 | 118,648 | 100,065 | 111,909 | 151,419 | 271% | 35% |
| Warrambool | 39,230 | 66,489 | 145,709 | 116,576 | 42,375 | 87,546 | 123% | 107% |
| Armidale Dumaresq NSW | 89,563 | 238,984 | 195,504 | 162,127 | 55,112 | 291,917 | 226% | 430% |
| Great Lakes NSW | 99,139 | 38,199 | 30,860 | 35,259 | 91,768 | 44,775 | -55% | -51% |
| Shoalhaven NSW | 193,263 | 212,743 | 141,572 | 202,509 | 135,092 | 302,454 | 56% | 124% |
| Bass Coast | 80,466 | 75,493 | 71,084 | 61,537 | 86,557 | 146,506 | 82% | 69% |
| Indigo | 13,499 | 11,054 | 11,673 | 7,834 | 7,302 | 17,012 | 26% | 133% |
| South Gippsland | 35,955 | 53,088 | 41,514 | 54,851 | 40,909 | 56,938 | 58% | 39% |
| Wangaratta | 32,343 | 18,358 | 3,714 | 90,398 | 14,021 | 27,722 | -14% | 98% |
| Warwick QLD | 6,942 | 16,636 | 10,766 | 15,703 | 21,408 | 18,928 | 173% | -12% |
| Victor Harbor SA | 37,551 | 26,122 | 19,481 | 19,867 | 17,263 | 32,095 | -15% | 86% |
| Augusta-Margaret River WA | 36,472 | 324,767 | 213,128 | 348,208 | 206,769 | 162,355 | 345% | -21% |
| Cairns QLD | 4,372,926 | 4,215,389 | 4,819,019 | 4,544,377 | 4,282,662 | 4,345,725 | -1% | 1% |
| Gold Coast QLD | 5,573,362 | 5,778,749 | 6,297,445 | 5,319,527 | 5,953,353 | 6,822,863 | 22% | 15% |
| Noosa QLD | 661,383 | 620,988 | 782,876 | 577,070 | 540,955 | 638,557 | -3% | 18% |

International Visitors Average Number of Nights Spent in Local Government Areas (International Tourism)

| Local Government | 1998 | 2000 | 2001 | 2002 | 2003 | 2004 | 7 Year Growth | Last Year Growth |
|---------------------------|------|-------|-------|-------|-------|-------|---------------|------------------|
| Colac-Otway | 2.24 | 1.43 | 1.59 | 1.73 | 1.91 | 1.68 | -25% | -12% |
| Corangamite | 1.55 | 2.08 | 1.63 | 1.13 | 1.57 | 1.26 | -19% | -20% |
| Greater Geelong | 9.93 | 14.88 | 8.69 | 13.62 | 10.63 | 11.74 | 18% | 10% |
| Queenscliffe | 3.60 | 4.93 | 1.89 | 1.41 | 3.49 | 7.48 | 108% | 114% |
| Surf Coast | 2.06 | 3.35 | 3.26 | 3.29 | 2.97 | 3.84 | 85% | 29% |
| Warrnambool | 1.54 | 2.92 | 4.79 | 4.12 | 1.40 | 2.81 | 83% | 101% |
| Armidale Dumaresq NSW | 8.17 | 14.91 | 11.50 | 16.05 | 8.48 | 30.80 | 277% | 263% |
| Great Lakes NSW | 3.34 | 2.60 | 2.65 | 2.57 | 4.28 | 3.05 | -9% | -29% |
| Shoalhaven NSW | 8.33 | 7.34 | 5.59 | 7.72 | 7.13 | 11.64 | 40% | 63% |
| Bass Coast | 2.38 | 2.24 | 2.24 | 2.14 | 2.87 | 3.46 | 45% | 21% |
| Indigo | 2.13 | 1.54 | 2.82 | 2.04 | 1.58 | 2.94 | 38% | 86% |
| South Gippsland | 2.36 | 3.03 | 2.85 | 4.15 | 2.70 | 3.68 | 56% | 36% |
| Wangaratta | 6.54 | 2.80 | 1.40 | 35.60 | 3.73 | 6.16 | -6% | 65% |
| Warwick QLD | 2.37 | 3.77 | 5.87 | 4.36 | 4.79 | 6.24 | 163% | 30% |
| Victor Harbor SA | 4.52 | 3.94 | 2.80 | 2.52 | 2.33 | 5.80 | 28% | 149% |
| Augusta-Margaret River WA | 2.11 | 4.39 | 3.74 | 5.85 | 3.25 | 3.07 | 46% | -5% |
| Cairns QLD | 5.93 | 5.64 | 6.25 | 6.00 | 5.98 | 5.70 | -4% | -5% |
| Gold Coast QLD | 1.35 | 1.27 | 1.41 | 1.19 | 1.36 | 1.42 | 6% | 5% |
| Noosa QLD | 5.25 | 4.56 | 5.58 | 5.42 | 5.13 | 5.03 | -4% | -2% |

Hotel and Motel Room Nights Sold

Another measure of tourism performance is the commercial accommodation data provided by the Australian Bureau of Statistics (ABS). This data is compulsorily gathered under the Census Act and provides several key measures of commercial accommodation performance. In this instance, monthly data for the financial year ending June 2005 for, rooms nights sold, percentage of available rooms occupied, total room sales revenue and average room selling price. Whilst the room nights sold and total revenue figures give a good measure of the magnitude of the accommodation sector, the occupancy gives a good insight into the overall success of attracting visitors whilst the average room rate gives a good measure of the quality of the infrastructure in the market and the strength of demand for accommodation product. Both higher occupancies and average rates suggest that the industry is operating efficiently and effectively and profitably, because of privacy and disclosure restrictions, data may not be available.

| Room Nights (actual) | Jul-04 | Aug-04 | Sep-04 | Oct-04 | Nov-04 | Dec-04 | Jan-05 | Feb-05 | Mar-05 | Apr-05 | May-05 | Jun-05 |
|---------------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| Colac-Otway | 2,097 | 2,404 | 2,996 | 4,244 | 4,255 | 3,689 | 5,329 | 4,766 | 5,584 | 4,632 | 3,993 | 2,971 |
| Corangamite | n.a. | n.a. | n.a. | n.a. | n.a. | n.a. | 3,631 | 3,124 | 4,093 | 2,761 | 2,256 | 2,066 |
| Greater Geelong | 11,515 | 10,738 | 11,596 | 12,844 | 13,437 | 11,374 | 14,858 | 12,379 | 15,318 | 13,029 | 11,425 | 10,553 |
| Queenscliffe | 1,012 | 1,066 | 1,054 | 1,220 | 1,287 | 1,447 | 2,154 | 1,719 | 2,014 | 1,791 | 1,221 | 1,265 |
| Surf Coast | 4,866 | 4,687 | 5,455 | 6,484 | 6,766 | 7,368 | 9,034 | 7,262 | 8,063 | 7,208 | 5,178 | 4,588 |
| Warrambool | 7,662 | 7,547 | 7,976 | 9,783 | 9,828 | 9,717 | 12,850 | 9,264 | 12,417 | 10,686 | 9,491 | 8,245 |
| Armidaile Dumaresq NSW | 6,981 | 6,195 | 8,138 | 7,966 | 6,944 | 5,838 | n.a. | n.a. | n.a. | 10,715 | 8,637 | 7,303 |
| Great Lakes NSW | 6,652 | 5,850 | 7,601 | 8,316 | 8,097 | 8,582 | 14,823 | 12,170 | 12,553 | 10,834 | 8,798 | 7,792 |
| Shoalhaven NSW | 7,644 | 6,249 | 8,117 | 10,898 | 9,707 | 9,932 | 19,201 | 15,686 | 16,323 | 13,166 | 11,704 | 10,145 |
| Bass Coast | 3,154 | 2,963 | 4,203 | 4,598 | 4,783 | 4,477 | 7,489 | 6,476 | 5,515 | 5,105 | 3,090 | 2,953 |
| Indigo | n.a. | n.a. | n.a. | n.a. | n.a. | n.a. | n.a. | n.a. | n.a. | n.a. | n.a. | n.a. |
| South Gippsland | 1,013 | 992 | 1,326 | 1,653 | 1,382 | 1,262 | 1,509 | 1,341 | 1,854 | n.a. | n.a. | n.a. |
| Wangaratta | 4,390 | 4,027 | 4,003 | 4,868 | 4,622 | 3,205 | 3,773 | 3,647 | 4,756 | n.a. | n.a. | 3,478 |
| Warwick QLD | 3,608 | 3,314 | 3,317 | 3,776 | 2,816 | 2,448 | 3,245 | 3,300 | 3,929 | 3,834 | 3,611 | 3,361 |
| Victor Harbor SA | 2,474 | 2,602 | 2,677 | 3,705 | 3,174 | 2,795 | n.a. | n.a. | n.a. | n.a. | n.a. | n.a. |
| Augusta-Margaret River WA | 4,637 | 4,098 | 5,845 | 6,643 | 6,463 | 6,577 | 7,758 | 6,653 | 7,973 | 6,067 | 4,361 | 3,853 |
| Cairns QLD | 199,568 | 197,040 | 176,120 | 187,846 | 170,673 | 144,787 | 144,537 | 132,838 | 152,854 | 138,238 | 152,750 | 159,257 |
| Gold Coast QLD | 280,030 | 280,999 | 284,358 | 306,023 | 286,043 | 279,408 | 328,281 | 270,994 | 274,881 | 261,368 | 249,414 | 235,533 |
| Noosa QLD | 31,103 | 34,278 | 36,420 | 38,458 | 32,419 | 32,586 | 40,087 | 26,685 | 31,524 | 28,452 | 22,660 | 23,546 |

Colac Otway Shire Tourism Review, 2005-2006

Hotel & Motel Room Occupancy (%)

| Room Nights (%) | Jul-04 | Aug-04 | Sep-04 | Oct-04 | Nov-04 | Dec-04 | Jan-05 | Feb-05 | Mar-05 | Apr-05 | May-05 | Jun-05 |
|---------------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| Colac-Otway | 31.3 | 35.9 | 46.2 | 63.1 | 65.4 | 54.8 | 67.1 | 66.5 | 70.4 | 58.0 | 48.4 | 37.2 |
| Corangamite | n.a. | n.a. | n.a. | n.a. | n.a. | n.a. | 66.2 | 63.0 | 74.6 | 61.8 | 48.8 | 46.2 |
| Greater Geelong | 51.1 | 47.6 | 53.2 | 57.0 | 61.6 | 50.5 | 63.1 | 58.2 | 65.0 | 58.5 | 49.6 | 47.3 |
| Queenscliffe | 29.1 | 30.7 | 31.4 | 35.1 | 38.3 | 41.7 | 54.3 | 48.0 | 50.8 | 42.1 | 30.3 | 32.4 |
| Surf Coast | 45.9 | 44.2 | 53.2 | 61.2 | 65.9 | 69.5 | 80.3 | 71.4 | 71.7 | 72.4 | 50.3 | 46.1 |
| Warmambool | 44.2 | 43.6 | 47.6 | 52.2 | 54.1 | 51.8 | 64.7 | 51.6 | 62.5 | 57.1 | 49.1 | 44.0 |
| Armidale Dumaresq NSW | 48.7 | 43.3 | 58.7 | 54.3 | 48.9 | 39.8 | n.a. | n.a. | n.a. | 67.4 | 52.6 | 45.9 |
| Great Lakes NSW | 41.3 | 36.3 | 48.7 | 50.6 | 50.9 | 52.2 | 64.5 | 58.7 | 54.6 | 49.9 | 39.6 | 36.3 |
| Shoalhaven NSW | 37.7 | 31.8 | 41.4 | 53.3 | 49.1 | 48.6 | 58.2 | 52.6 | 49.4 | 42.0 | 36.1 | 32.4 |
| Bass Coast | 30.6 | 28.8 | 42.2 | 46.5 | 46.3 | 42.0 | 70.2 | 67.2 | 51.7 | 49.6 | 29.1 | 28.7 |
| Indigo | n.a. | n.a. | n.a. | n.a. | n.a. | n.a. | n.a. | n.a. | n.a. | n.a. | n.a. | n.a. |
| South Gippsland | 27.2 | 26.7 | 36.8 | 44.4 | 38.4 | 33.9 | 48.2 | 47.4 | 51.6 | n.a. | n.a. | n.a. |
| Wangaratta | 54.7 | 50.2 | 51.5 | 60.6 | 59.5 | 39.9 | 47.0 | 50.3 | 59.2 | n.a. | n.a. | 44.6 |
| Warwick QLD | 54.1 | 49.7 | 51.4 | 56.1 | 43.3 | 36.4 | 37.8 | 42.5 | 45.8 | 44.5 | 40.6 | 39.0 |
| Victor Harbor SA | 43.4 | 45.6 | 48.5 | 65.0 | 57.5 | 49.0 | n.a. | n.a. | n.a. | n.a. | n.a. | n.a. |
| Augusta-Margaret River WA | 43.9 | 38.8 | 57.1 | 63.2 | 56.2 | 53.2 | 64.2 | 60.9 | 65.9 | 52.8 | 36.7 | 33.5 |
| Cairns QLD | 85.1 | 83.3 | 76.4 | 76.8 | 72.1 | 59.2 | 60.1 | 61.2 | 64.6 | 60.0 | 64.1 | 69.1 |
| Gold Coast QLD | 70.5 | 70.7 | 73.9 | 77.6 | 74.9 | 70.8 | 78.9 | 72.1 | 66.1 | 65.1 | 60.1 | 58.7 |
| Noosa QLD | 64.7 | 71.3 | 78.3 | 82.2 | 71.6 | 69.6 | 76.0 | 56.0 | 59.7 | 56.7 | 43.7 | 46.9 |

Hotel and Motel Average Room Rate (\$)

| Room Nights (\$) | Jul-04 | Aug-04 | Sep-04 | Oct-04 | Nov-04 | Dec-04 | Jan-05 | Feb-05 | Mar-05 | Apr-05 | May-05 | Jun-05 |
|---------------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| Colac-Otway | 96.30 | 86.60 | 90.90 | 90.50 | 96.20 | 108.40 | 127.40 | 106.60 | 116.10 | 108.70 | 91.80 | 101.00 |
| Corangamite | n.a. | n.a. | n.a. | n.a. | n.a. | n.a. | 138.30 | 115.20 | 115.30 | 115.90 | 107.60 | 102.10 |
| Greater Geelong | 105.40 | 102.70 | 105.30 | 108.80 | 105.90 | 118.40 | 118.90 | 114.20 | 127.10 | 110.50 | 110.40 | 110.20 |
| Queenscliffe | 107.10 | 96.30 | 106.20 | 118.50 | 125.00 | 130.90 | 118.60 | 118.20 | 115.00 | 108.10 | 100.50 | 113.80 |
| Surf Coast | 126.60 | 129.60 | 141.00 | 135.10 | 139.90 | 155.40 | 183.10 | 157.30 | 143.30 | 138.70 | 150.00 | 128.80 |
| Warrnambool | 82.70 | 82.20 | 82.60 | 89.80 | 87.90 | 99.10 | 111.20 | 98.50 | 97.00 | 94.50 | 101.60 | 96.50 |
| Amidale Dumaresq NSW | 84.70 | 83.30 | 82.00 | 87.70 | 80.00 | 85.50 | n.a. | n.a. | n.a. | 81.90 | 95.30 | 90.50 |
| Great Lakes NSW | 87.70 | 88.70 | 87.70 | 103.30 | 99.40 | 113.50 | 127.50 | 99.20 | 100.10 | 107.50 | 95.60 | 97.40 |
| Shoalhaven NSW | 97.60 | 94.80 | 94.90 | 106.20 | 97.60 | 117.50 | 126.90 | 101.30 | 105.90 | 105.90 | 97.50 | 100.50 |
| Bass Coast | 107.10 | 102.50 | 108.60 | 134.50 | 117.60 | 140.40 | 162.40 | 127.80 | 132.10 | 125.60 | 108.50 | 112.70 |
| Indigo | n.a. | n.a. | n.a. | n.a. | n.a. | n.a. | n.a. | n.a. | n.a. | n.a. | n.a. | n.a. |
| South Gippsland | 68.50 | 66.40 | 66.70 | 74.50 | 73.50 | 83.70 | 85.70 | 76.70 | 78.20 | n.a. | n.a. | n.a. |
| Wangaratta | 102.10 | 93.00 | 96.50 | 104.40 | 104.00 | 100.20 | 93.90 | 88.10 | 91.20 | n.a. | n.a. | 99.40 |
| Wanwick QLD | 76.10 | 75.80 | 78.10 | 76.80 | 75.50 | 73.20 | 73.90 | 76.00 | 69.00 | 76.50 | 75.70 | 78.20 |
| Victor Harbor SA | 85.50 | 84.50 | 89.60 | 95.20 | 99.30 | 104.70 | n.a. | n.a. | n.a. | n.a. | n.a. | n.a. |
| Augusta-Margaret River WA | 124.00 | 121.90 | 118.20 | 118.80 | 121.60 | 149.90 | 161.40 | 137.80 | 136.60 | 120.10 | 109.70 | 117.80 |
| Cairns QLD | 120.20 | 120.30 | 121.10 | 118.10 | 117.10 | 120.00 | 116.40 | 111.00 | 112.40 | 119.00 | 120.40 | 118.50 |
| Gold Coast QLD | 109.80 | 111.90 | 118.00 | 133.70 | 114.20 | 139.80 | 148.40 | 115.00 | 119.00 | 122.40 | 115.70 | 109.20 |
| Noosa QLD | 122.20 | 132.30 | 148.40 | 151.40 | 151.00 | 175.20 | 171.90 | 156.10 | 145.50 | 153.30 | 144.60 | 130.30 |

ATTACHMENT 2

Colac Otway Tourism Review

14 March 2006

Response to Review prepared by Wine Food Tourism Strategies Pty Ltd

The Colac Otway Tourism Review was completed for Colac Otway Shire (COS) by Wine Food Tourism (WFT) Strategies Pty Ltd early February 2006.

"The purpose was to complete a strategic review of the current tourism structure, function and performance and make recommendations. The focus of the review was to investigate the current financial investment by Council into tourism, determine its return on investment and investigate alternative means of funding tourism. The project was managed by a Steering Committee, independently chaired by Tourism Alliance Victoria (TAV) and comprising of representatives from the local tourism industry, COS Councillors, Shire staff and the Department of Sustainability and Environment (DSE)."

p. 13 Review

Introduction

The Colac Otway Shire is fortunate to have a robust economy with a diverse range of industry sectors. The industry sectors which employ a majority of our community are:

- Agriculture – 24%
- Tourism 20%
- Professional services – 16%
- Retail - 15%

The shire supports the growth of all of our key industries in a number of ways including; providing safe access for agricultural, logistics, tourism industry (via road and bridge infrastructure), education and training opportunities for all sectors, businesses facilitation for new and expanding businesses, promotion and marketing of the shire as a place to live, work and invest. The Economic Development unit takes a strong and active role in supporting all sectors including those that have been identified as having the potential to grow. The tourism industry is one that has been identified as a growth sector and as a result mechanisms need to be in place to support this industry so it can meet its full potential, while reducing its reliance on Council funding over the mid term to long term.

As a result the Tourism Review has been undertaken which indicates that tourism activities should be less reliant on funding from Council core rates and supported more by resource directly derived from the tourism industry itself.

The Review was guided by a number of important factors including the role that Local Government is expected to play in supporting the tourism industry and the key elements that drive success in regional tourism.

The Review was initiated by COS to assist in clarifying the issues previously raised and to make recommendations for change. The opportunity must now be embraced by Council, Otways Tourism and the broader tourism industry to develop a cohesive strategy for the future of the tourism industry in the region.

It will be important that there is a combined cohesive vision and approach for the changes to be implemented.

"Four key issues need to be considered in the process of embracing tourism development as a major economic activity.

Tourism needs to be viewed as one of a range of potential areas to assist Regional growth and development rather than a panacea for all local economic ills.

The extent of tourism development needs to be considered in the context of a community's wider goals and aspirations.

Tourism planning needs to be part of an integrated approach that occurs in the context of social, environmental and cultural factors as well as the economic ones.

Local Government is one of a number of parties involved, and that Local Governments' relative strengths lie in facilitating private and community sector involvement rather than becoming directly involved itself."

Local Government and Tourism Facilitators for Growth

Recommendations from Tourism Review

The Review makes recommendations under the following areas:

1. Colac Otway Shire
 1. 1 Visitor Information Centres
 1. 2 Economic & Tourism Development
 1. 3 Tourism Funding Models
2. Strategic Planning
3. Otways Tourism (Tourism Industry Engagement & Support)
4. Collateral
5. Community Engagement & consultation

This report outlines the recommendations from the review document, officers response to the recommendations (outlining issues, options and risks), and a recommendation to Council.

1.1 Visitor Information Centres

1.1.1 Review recommendation: *Consider introducing volunteers at the GOR VIC*

Issues

The report notes that maintaining the staffing levels and operation of the two VICs consumes more than half of the existing COS tourism budget (approximately \$330,000). As a way of reducing operating costs and therefore reducing the overall tourism expenditure by COS it suggests the introduction of volunteers to GORVIC. The Report outlines that there were issues associated with the use of volunteers at the centre when they previously utilised. These issues included: procedures and policies, use of technology, handling accommodation referrals and commercial transactions. It suggests these issues can be overcome via operational procedures and training. The report recommends that staffing of the centre is reduced from 4.5 EFT to the equivalent of 1.5 EFT plus volunteers.

In a briefing session with Council the consultants confirmed that introducing volunteers was only being recommended as a cost reduction strategy.

Other issues associated with utilising volunteers at GORVIC include:

- Difficulty in recruiting volunteers over winter due to the limited permanent population of Apollo Bay
- Lack of space for additional staff/volunteers and inadequate facilities ie staff room, storage space
- Cost of training and recruitment
- Community resistance based on previous experiences
- The need for clear procedures for volunteers recruitment/operations/training

Options

- To maintain current staffing levels
- To phase out casual and staffing summer position and replace with volunteers once centre is physically equipped and systems are in place
- To investigate utilising students to assist with staffing (ie TAFE or VET/VCAL placements)

Risks

The introduction of volunteers could:

- cause reduced levels of service and product knowledge
- lead to inadequate numbers of volunteers being available during winter
- community resistance due to past issues relating to volunteering at the centre

Recommendation to Council

Stage 1 – Refine operational policies and procedures for the use of volunteers at the GORVIC to ensure the role, scope and type of volunteers is clearly defined.

Stage 2 - To phase out casual and staffing summer position and replace with volunteers (be they students or otherwise) once centre is physically equipped and systems are in place.

Stage 3- Aim to reduce full time staff from 4.5 EFT to 3 over a three year period.

- 1.1.2 Review recommendation: **Restructure the Visitor Information Centres so that there is an overarching Manager of VICs.**

Issues

- The report states this manager would be responsible for the delivery of both VICs performance and success. The person should report directly to the Economic Development Manager
- It is assumed this role would ensure effective communications and procedures between both VICs
- This role may also be responsible for volunteer and staff training, recruitment, retailing, rostering etc
- The report states this role would be paid in the vicinity of \$52,000, and that the two current role's of VIC co-ordinators would remain (although it is assumed the VIC co-ordinators roles would be modified to delete the tasks that would be taken on by the new manager)
- If the aim of this role is to ensure better communication, consolidation of resources, and to achieve reduction in salary and wages there may be other options that can be explored (outlined below)

Options

- To appoint a Manager of VICs
- Not to appoint a Manager of VICs
- Not to appoint a Manager of VICs, but introduce procedures and systems to ensure better communication, co-ordination and efficiencies occur between the two VICs (eg phone system that can transfer overflow calls between centres at busy times, combined familiarisations and training sessions, staff swaps, co-ordinated retailing purchasing system)

Risks

- That if a Manager is not appointed there may be a lack of communication, co-ordination and efficiencies occur between the two VICs
- That if a Manager is appointed there is a duplication of roles between the Co-ordinators and Manager

Recommendation to Council

That Council do not appoint a Manager of VICs, but introduce procedures and systems to ensure better communication, consistency, co-ordination and efficiencies occur between the two VICs at Colac and Apollo Bay.

1.1.3 Review recommendation: ***Undertake a refurbishment of GORVIC to enhance the visitor experience***

The report states that the GORVIC is poorly laid out from a design perspective. Space is limited and there is a confusing mixture of interpretation, visitor information and retail operations.

It recommends

- "that the VIC is in need of refurbishment to enhance the visitor experience, and partnership should be sought with other agencies such as PV and DSE to improved and upgrade the interpretive experience and allow for more visitor information and brochure space to be created.
- Grant funding should be considered to support the refurbishment of the VIC.
- that the Shire retains an appropriately skilled individuals/organisation to assist in redesigning the layout of both the VICs so as to provide easier access to relevant visitor information and retail opportunities based on the visitors' needs, rather than simply based on an alphabetised listing of the towns and precincts in the Shire.

Issues

- As visitation to the centre has increased pressure has been placed on the amount of space there is for visitors to flow through the centre and gain information
- There is a severe lack of storage, staffing, information and retail display space.
- The interpretive displays, which were installed in 1996, contain dated and inaccurate information and do not add to the visitor experience
- Lack of displays on the local area and attractions
- There is a need for a clearly defined retail space
- Potential for future implementation of volunteer program relates to space available to accommodate them

Options

- Employ an architect to assist with the redesign of the internal fit out of GORVIC (considered to be the most expensive options)
- Use an interior shelving company to undertake design (at minimal fee) with consultation with staff (including additional internet access) and a consultant to provide advice on staffing and storage space (less expensive option compared to above)
- Leave centre as it is currently

Risks

- If the centre is left in its current layout we will continue to experience the same issues and the visitor experience will be limited.
- The option of introducing volunteers will be limited due to lack of staffing space and storage (OH&S issues)

Recommendation to Council

Stage 1 – That a design layout be established for all areas of the GORVIC (at minimal fee) in conjunction with staff (including additional internet access). This to be carried out using funds in the current operational budget.

Stage 2 - That a business case be submitted to the 06/07 budget process for one third of the funding of the refurbishment of the centre and that a grant be applied for the remaining two thirds (this needs to occur in consultation with DSE & PV).

Stage 3 – Once centre is refurbished, volunteers be introduced as per recommendations 1.1.1.

1.2 Economic & Tourism Development

1.2.1 Review recommendation: *Ensure MED is adequately resourced to play a more direct role in the strategic development of tourism*

The report makes this recommendation as it suggests a number of new tasks are taken on by the Manager of Economic Development (MED). These include:

- Maintain strong and positive relationships with both DSE & PV as they provide a significant part of the tourism assets in the region
- Placing greater strategic importance on tourism development and play a greater role in the strategic development of tourism within the Shire.
- Developing a "case management" approach to capital development projects so that the tourism entrepreneur/investor is lead through the Shire's planning processes by a single contact person who can liaise between the investor and appropriate specialist staff in the Shire.
- Proactively managing service level agreements with Otways Tourism (OT) to ensure that OT maximises the investment from COS
- Directly managing the VIC Co-ordinators/manager

Issues

- There are a number of considerable tasks that will need to be undertaken by the Economic Development unit if the recommendations of the review are adopted. These will require additional resources within the unit or re-prioritising of existing tasks which would see some of the functions currently being undertaken ceased or these tasks being delegated to new position (possibly part time)(ie business development officer).

Options

- Monitor workloads as the Review recommendations are implemented.
- Increase resources as required

Risks

- If no new resources are allocated and the review is expected to be implemented some of the current services provided by the unit will be reduced or ceased and opportunities may be lost

Recommendation to Council

That as Review Recommendations are implemented that a 0.5 EFT position is employed in the Economic Development Unit to offset the Tourism Development Officer. (refer 1.2.5)

- 1.2.2 Review recommendation: ***Restructure the internal COS tourism function and the way it engages with the tourism industry, TDO position and tasks no longer being a delivered as a core tourism function of COS.***

Issues

The report states "It is imperative that the industry move beyond its current impasse and develops a shared and cohesive vision. The structure and operating modes imposed by the Australian and State Governments demand that the local tourism industry (including the regional tourism organisations, local tourism association, local operators and the Local Government) work in a strategic and co-operative manner with each player focussing on their key task and working within established parameters.

With the added benefit of addressing the concerns of the smaller members of the industry, the Shire must work closely with the industry to help it identify a leader from within, who will forge the shared vision, facilitate change and effectively manage the Board of OT through a period of significant industry re-structuring. The emergent leader of the industry will need the leadership skills and temperament to move the various players away from a position of dysfunctional self-interest to one of shared, common interest and mutual benefit and offer strong support to a paid Executive Officer / General Manager. This person will also need to be able to build a strong working relationship with GOT and GORM to ensure that the local industry's interests are protected and advanced. We acknowledge that this will not be an easy task, but it has been done elsewhere and is critical if the Shire is to nurture a vibrant, robust and financially viable tourism industry".

The report also states "Whilst recognising that internal changes have recently been made in response to problems identified, the current structure, roles and responsibilities of Council's tourism functions and the Otways Tourism (OT) Board are not performing at an optimum level within the complex, competitive environment confronting the Shire. The result is that neither organisation is delivering effective strategic outcomes to the local tourism industry"

In order for OT to employ an Executive Officer, Council will need to introduce a rating model to facilitate this (refer to recommendation 1.3).

This recommendation relates to recommendation 1.2.5 which suggests once an Executive Officer is in place the need for Council to employ a TDO is no longer required.

Options

- That Council implement a rating model that provides funding for OT to employ an Executive Officer/General Manager and other support roles so OT can take on the roles suggested in the report
- That Council retains the current funding model, structure and functions

Risks

- If Council does not pursue alternate rating models, it will continue to experience the issues that have occurred in the past ie industry fragmentation, lack of vision and criticism from non-tourism/commercial rate payers.

Recommendation to Council

That Council investigate funding models as part of its Rating Review with the long term goal of providing funding to OT so they can employ an Executive Officer and other appropriate resources to take on the roles of marketing, professional development, product development and other appropriate activities that support the development of the tourism industry.

- 1.2.3 Review recommendation: ***Withdraw from active involvement in major tourism functions such as marketing, professional, and product development***

Issues

- The report recommends that Council withdraw from these roles as they will be provided by OT
- This can not occur until OT resourced to undertake these tasks
- Will need to ensure that a Service Level Agreement is developed and in place before functions are transferred.

Options

- Continue these function until such time OT are in a position to be able to deliver these roles (ie once they are resourced and have appointed staff)

Risks

- Council will loose control of these tasks and direct involvement will decline
- If Council continue to undertake these functions there will continue to be a lack of industry involvement, shared ownership and fragmentation
- That a Service Level Agreement is not in place to ensure that both Council and OT have a clear understanding re: expectations.

Recommendation to Council

That once appropriate funding models, resources and structures are in place for OT, Council agrees to withdraw from active involvement in major tourism functions such as marketing, professional, and product development

- 1.2.4 Review recommendation: ***That Council closely monitor the above activities to ensure maximum return for its investment***

Issues

- This will occur via a Service Level agreement referred to recommendation 1.2.3 and 2.3

Recommendation to Council

That once OT is resourced, Council closely monitor its service agreement with OT to ensure maximum return for its investment

1.2.4 Review recommendation: **Maintain strong and positive relationships with both DSE & PV**

Issues

The report states that Department of Sustainability and Environment (DSE) & Parks Victoria (PV) play a major part in tourism within the Colac Otway Region. "DSE serves as the policy agency for the management of protected areas and public land, including National Parks and State Forests. PV acts as DSE's management agency, responsible for the day-to-day management and operation of protected areas. Given the sizable area of land under the jurisdiction of PV and DSE and as this area forms a significant part of the tourism assets in the region, it is vital that COS and the industry maintains strong and positive relationships with both of these organisations".

Options

- Council staff currently meet with PV and DSE on an "as needs" basis. They also sit on a number of committees relating to the Otways initiatives such as the Mountain Bike Trail Project (Forrest), A New Future for the Otways Events program and Community Capacity Building Project.
- That MED co-ordinate more regular meetings with PV & DSE to discuss more strategic issues and opportunities relating to the Great Otway National Park

Risks

- If a more co-ordinated approach is not taken opportunities may be lost.

Recommendation to Council

That the MED co-ordinate quarterly meetings with key agencies to discuss strategic issues relating to the Great Otway National Park and tourism opportunities.

1.2.5 Review recommendation: **COS through its Economic Development unit, places greater strategic importance on tourism development and ensures there is sufficient support for the Economic Development Manager to play a greater role in the strategic development of tourism within the Shire.**

Issues

The report states "In terms of infrastructure and product development, a coordinated and cooperative approach does not appear to be in place. It is noted that there has been some confusion regarding the role of overseeing economic and tourism development in the Shire and whilst originally the responsibility of the Tourism Development Officer, this has recently become the responsibility of the Economic Development Manager.

In a manner similar to that with regard to professional development, the Shire finds itself in a fortuitous position regarding the development of tourism infrastructure and product development. DSE, a key industry stakeholder, has committed to the development of several major infrastructure projects within the Shire as part of the \$7 million forestry industry restructure projects. These projects are supported by the "Economic Development and Tourism Strategy" adopted by the Council on 22 September 2004, which sets out an ambitious program of economic and tourism development activities. Acknowledging that this may have been seen as a

9

“replacement for lost opportunity” its tourism potential is significant. The region has the unique opportunity to take advantage of these funded capital development and industry development projects, and the projects must be well supported and embraced as new opportunities by the Shire”.

- As outlined in recommendation 1.2.1 there are a number of considerable tasks that will need to be undertaken by the ED unit if the recommendations of the review are adopted. The MED will be expected to take on some of the more strategic tasks that are currently undertaken by the TDO. If this occurs, additional resources within the unit or re-prioritising of existing tasks will be required

Risks

- If no new resources are allocated and the review is expected to be implemented some of the current services provided by the unit will be reduced or ceased and opportunities may be lost

Recommendation to Council

That once OT has employed an Executive Officer, and the TDO position is no longer in place the MED be appropriately resourced with a 0.5 EFT position so they can play a greater role in the strategic development of tourism within the shire (as per recommendation 1.2.1).

- 1.2.6 Review recommendation: ***Undertake a detailed feasibility assessment for any proposed conferencing facility in the Shire.***

Issues

The report states that during its consultation with Otway Business Inc. it was identified that there was an opportunity to increase tourism potential via improving business meeting facilities in the Colac area. “should the opportunity present itself, it would be expected that COS would support the completion of a detailed feasibility assessment for any proposed conferencing facility in the Shire”.

A confidential study has been completed by a private investor into the viability of developing a conference centre in Colac. The study found that “it is unlikely that a conference facility could be justified at this time” (completed July 2005)

It should also be noted that Council has contributed significant funding to building and running COPACC which acts as a conferencing centre for Colac and surrounds.

The Colac and Apollo Bay Structure Plans will also identify potential development opportunities including potential re-zoning of land to provide incentive for these types of facilities.

Recommendation to Council

That there is no need for Council to undertake a detailed feasibility assessment for any proposed conferencing facility in the Shire.

- 1.2.7 Review recommendation: *That Council develop a "case management" approach to capital development projects*

Issues

- The report recommends this approach "so that the tourism entrepreneur/investor is lead through the Shire's planning processes by a single contact person who can liaise between the investor and appropriate specialist staff in the Shire".

Options

- It as agreed that this approach is appropriate and should be co-ordinated by the MED in the same way as the Shire does already for all major economic development opportunities.

Recommendation to Council

That Council adopt a "case management" approach to capital development projects.

1.3 Tourism Funding Models

- 1.3.1 Review recommendation: *The Shire adopts a rating model which has the following characteristics:*

- *All businesses in the Shire pay a "commercial" Rate*
- *That identified tourism businesses pay an additional levy that covers membership of GOT and OT and contributes to the tourism function of the Shire*
- *The various Wards within the Shire boundaries pay a specific "tourism" Rate which reflects the relevance of tourism to the economic wellbeing of that Ward, ie. Apollo Bay would be the highest rating Ward as it is clearly the area that benefits most from tourism*
- *That commercially let holiday homes, not identified as commercial or tourism businesses are identified and pay a "holiday home tourism" surcharge*

Issues

- The report identifies a possible rating model. There are a number of possible options which will need to be investigated as part of the review of the Rating Strategy.
- As part of the development of any new rates and charges the Council will need to establish clear objectives as to the reason for any new differential rates and/or charges. The objectives would include that the additional funding is to be used for particular programs, funds to be provided to Otways Tourism etc.
- A comprehensive communication strategy would need to be in place as per the recommendations of the review

Options

- Make no change to the rating structure
- Refer the Tourism Review report to the consultants carrying out the Rating Strategy
- That Council consider the appropriate rating structure after completion of the rating review

- That a comprehensive communication strategy is implemented based on Council's recommendations on the Rating Strategy

Risks

- That the review of rating and possible new charges does not raise the required revenue.
- That the community does not except the new rating structure

Recommendation to Council

That the Tourism Review recommendations concerning the implementation of rates and charges for tourism be referred to the consultants carrying out the review of the Rating Strategy.

That Council consider the rates and charges for tourism in conjunction with the recommendations from the Rating Review.

That a communications strategy is planned for any new changes to rating.

- 1.3.2 Review recommendation: ***A commitment from COS to the industry that monies raised by the explicit tourism levy and surcharge is remitted directly into the tourism budget.***

Issues

- The raising of any new rates and/or charges will need to be clearly documented as to the objectives of each rate/charge
- The budget documentation will need to clearly indicate how the additional revenue raised is to be expended on tourism related expenditure
- The raising of new rates and charges to cover Economic Development expenditure which Tourism is a part of

Options

- Council does not raise any additional revenue through new rates and charges
- The Council raises new rates and charges to the total indicated in the Tourism Review, with the preferred option to be determined as part of the Rating Review
- As part of the Rating Review that additional rates and charges are raised and clearly identified as expended on Economic Development functions (including tourism)

Risks

- The required amount cannot be raised

Recommendation to Council

That subject to the Rating Review that Council makes a firm commitment that any additional revenue raised through new/additional rates and charges to the commercial/tourism sectors will be clearly documented that funds will be spent on Economic Development related expenditure. (including tourism)

- 1.3.3 Review recommendation: ***COS must engage in proactive communication campaign that clearly demonstrates the benefits of this revised funding approach to both the tourism industry and the wider community.***

Issues

- The revised funding approach will need to be communicated to various Tourism bodies including OT, local tourism associations and GOT as well as individual tourism operators
- The campaign will need to be jointly run from both the Council and Otways Tourism
- It is important that the lessons learnt from the previous attempt to implement new charges are taken on board

Options

- The communication campaign can be run at different levels as part of the rating strategy recommendations, as part of the normal budget process and additional targeted campaigns to tourism related industries and individuals.
- The Tourism Review document and this report will provide an initial introduction to Council's proposed direction on the introduction of new rates/charges

Risks

- That the benefits of the revised funding approach are not accepted by those involved in the tourism industry and the wider community

Recommendation to Council

That this report addressing each of the recommendations in the tourism review be released for public comment in conjunction with the Rating Review.

That once Council has received the report on the Rating Review and adopted its position that the community be advised through various consultation processes.

2. Strategic Planning

- 2.1 Review recommendation: *COS, in conjunction with OT and the industry, develop a single strategic plan outlining the tourism future of the Shire.*

Issues

- The report suggests "The Shire, in conjunction with the industry, through Otway Tourism, develop a cohesive strategic vision for tourism in Shire which recognises the Shire's desires for the character of the Shire, the planning functions of the Shire, the activities of key, major stakeholders and the resources available to the Shire".
- The Report states that there appears to be a lack of critical review, explanation and remediation of past performance of strategic plans and that they appear to have been written in isolation from each other.
- It is agreed there is a need for a cohesive and integrated approach to regional tourism management and that a strategic plan needs to be developed once appropriate funding models, resources and structures are in place.

Options

- Once appropriate funding models, resources and structures are in place work with OT in developing a strategic plan
- Do not produce a strategic plan.

Risks

- If a more strategic direction is not taken fragmentation and uncoordinated activities will continue to occur.

Recommendation to Council

That once appropriate funding models, resources and structures are in place COS, in conjunction with OT and the industry, develop a single strategic plan outlining the tourism future of the Shire within the context of overall economic development strategies.

That Council ensure the growth of tourism is complementary and not at odds with other major sectors of the Colac Otway Shire economy such as agriculture etc

- 2.2 Review recommendation: *COS, through its Economic Development unit, places greater strategic importance on tourism development and ensures there is sufficient support*

Refer to recommendation 1.2.5

Recommendation to Council

That once OT has employed an EO, and the Colac Otway Shire's TDO position is no longer in place the MED be appropriately resourced so they can play a greater role in the strategic development of tourism within the shire.

- 2.3 Review recommendation: ***The COS implement and proactively manage service level agreements with OT to ensure that OT maximises this investment from COS***

Issues

- The report suggests that the OT EO will have a close working relationship with the MED, who will effectively "manage" the Service Agreement between COS and OT and will also meet regularly with the CEO of COS
- The agreement between COS and OT should clearly allocate the responsibilities for the execution of the major roles and tasks involved in the tourism function. The following table provides an outline of the structure that should be adopted:

| FUNCTION | CORE RESPONSIBILITY |
|--|--|
| Colac Otway Shire (COS) | |
| Visitor Services | COS - through a Visitor Information Centre (VIC) Manager who reports to the Economic Development Manager |
| Strategic and Business Planning | COS Economic Development Unit with input from OT |
| Destination and Infrastructure Development | COS Economic Development Unit with input from OT |
| Otway Tourism (OT) | |
| Marketing | External marketing - GOT with the OT and the Shire exercising close scrutiny of GOT's performance
Internal marketing - OT with the Shire exercising scrutiny of OT's performance based upon the Service Agreement |
| Communications and Public Relations | OT with the Shire exercising scrutiny of OT's performance based upon the Service Agreement. |
| Industry Professional Development | OT with the Shire exercising scrutiny of OT's performance based upon the Service Agreement. However, it is noted that TAV is at the end of the first year of a three year capacity building project and thus this function will need to be coordinated between TAV, OT and the Shire |
| Research and Monitoring | Otway Tourism (OT) with the Shire exercising scrutiny of OT's performance based upon the Service Agreement |
| Product Development | Otway Tourism (OT) with the Shire exercising scrutiny of OT's performance based upon the Service Agreement |

- The report states "These recommendations will result in significant change within the Shire operating environment, however it must be acknowledged that without substantial change the industry will continue to fragment and struggle to demonstrate effectiveness. The changes are likely to cause concern amongst some of the smaller tourism operators and groups. However, the industry must learn to lead itself rather than look to the Shire for leadership. Again, it is imperative that the Shire clearly and carefully articulate its vision for OT to the wider tourism industry and, if necessary, provide appropriate oversight to ensure that all parties are treated equitably".

Recommendation to Council

That once appropriate funding models are in place COS implement and proactively manage service level agreements with OT to ensure that OT maximises this investment from Council.

- 2.4 Review recommendation: **Consider a mitigation strategy to reduce winter seasonality.**

Issues

The report suggests:

- "the Shire and industry should identify and explore strategic and tactical opportunities to improve tourism performance including increasing visitor yield, directing high spending tourists off the Great Ocean Road and up into the hinterland and consider a mitigation strategy to reduce winter seasonality"
- "In terms of overall accommodation occupancy, the Colac Otway Shire performs marginally better than some of its interstate competitors, but tends not to outperform its immediate neighbours in the Geelong Otway region. The same can be said about its annual average room rate. It is worth noting the Colac Otway Shire is one of the most volatile Local Government areas in terms of its seasonality. From a strategic management perspective, this suggests that some consideration needs to be given to developing a long term winter mitigation strategy to reduce this volatility and improve overall annual occupancy and rate.
- It should be noted that Council, together with a number of key agencies, have been working toward developing key infrastructure that will encourage increased off-peak visitation. Some examples include: Old Beechy Rail Trail, waterfall upgrades, Lake Elizabeth improvements, Otways Trails. Another major piece of infrastructure that will encourage year round visitation is the Apollo Bay Harbour redevelopment project (in particular the hot sea baths concept).

Options

- That a strategy be developed as part of the process outlined in recommendation 2.1
- That no strategy be formed
- That a Strategy be developed as soon as possible

Risks

- If no strategy is developed, winter seasonality will continue to be an issue and increased visitor yield will not be captured
- If a Strategy is developed as soon as possible it may occur in isolation to other strategic processes recommended as part of this review

Recommendation to Council

That once appropriate funding models, resources and structures are in place, COS, in conjunction with OT and the industry, develop as part of the single strategic plan a mitigation strategy to reduce winter seasonality.

- 2.5 Review recommendation: ***The Shire encourage the industry to become more cohesive and to clearly identify a leadership team that can work with the Shire at the highest level.***

Issues

This recommendation is related to recommendation 3.7 that suggests "OT must provide leadership function for the industry, OT need to identify a broad base of individuals from within the industry who can provide effective leadership and support change at the local level".

It is assumed that the industry leadership team would be the industry board.

Recommendation to Council

That Council encourage the industry to become more cohesive and to clearly identify a leadership team that can work with the Shire at the highest level.

- 2.6 Review recommendation: ***The Shire should divest itself of its operational engagement with GOT, OT and the sub-LTA's and assume a higher, overseeing role by the MED to ensure that the Shire's investments in tourism are maximised.***

Issues

- This should only occur once appropriate funding models, resources and structures are in place

Recommendation to Council

Once appropriate funding models, resources and structures are in place the Shire should divest itself of its operational engagement with GOT, OT and the sub-LTA's and assume a higher, overseeing role by the MED to ensure that the Shire's investments in tourism are maximised.

- 2.7 Review recommendation: ***Only one Councillor should be appointed to take on the tourism portfolio that includes holding a permanent position on both the OT and GOT Board's.***

Issues

The report outlines:

- currently "two different COS Councillors play key tourism roles, both sit on the OT Board and one on the GOT Board, whilst the Shire's Tourism Development Officer attends meetings of all industry groups"
- It is understood that this recommendation is made to ensure consistency of representation and stop duplication /confusion
- Industry have indicated support for this and have already made a request of Council for this occur
- This model is what has occurred in the past and worked effectively to ensure there is no confusion between what is occurring at the two board levels

Options

- That one Councillor should be appointed to take on the tourism portfolio (including positions on both the OT and GOT Board's)
- That two different Councillors take on the tourism portfolio (including positions on both the OT and GOT Board's) (as currently is the case)

Risks

- If option two continues, confusion and lack of consistency may continue to occur and industry support will continue to waiver

Recommendation to Council

That one Councillor should be appointed to take on the tourism portfolio (including positions on both the OT and GOT Boards).

- 2.8 Review recommendation: ***The Shire must retain responsibility for high end economic development, particularly that which requires major capital investment.***

- It is agreed that this is a role for Council rather than an industry body.

Recommendation to Council

The Shire must retain responsibility for high end economic development, particularly that which requires major capital investment.

- 2.9 Review recommendation: ***Take advantage of the changing environment and use the existing tourism reports and strategies to develop a medium to long term tourism development master plan that is supported by an appropriate zoning and planning framework.***

Issues

This recommendation links to recommendation 2.1 "COS, in conjunction with OT and the industry, develop a single strategic plan outlining the tourism future of the Shire". It also implies that this strategy needs to be developed taking into account the recently commenced strategic planning processes ie Structure Plans, MSS reviews and Rural Land review.

Options

- Develop a medium to long term tourism development master plan that is supported by an appropriate zoning and planning framework (in partnership with key stakeholders).
- Do not develop a medium to long term tourism development master plan that is supported by an appropriate zoning and planning framework (in partnership with key stakeholders).

Risks

- If a master plan/ strategy is not developed opportunities and strategic directions may not be lost

Recommendation to Council

Once appropriate funding models, resources and structures are in place Council work with OT to develop a medium to long term tourism development master plan that is supported by an appropriate zoning and planning framework. This needs to be prepared taking into account existing structure plans, MSS and economic development strategy.

3. Otways Tourism (Tourism Industry Engagement & Support)

- 3.1 Review recommendation: ***COS work with the tourism industry to help it develop stronger leadership, coordinated tourism development and improved marketing functions***

Issues

The following points are highlighted in the report:

- OT must take on a greater leadership function and responsibility for the industry, as well as develop means of communicating and working directly with individual tourism business and driving the future of the industry. It is noted that OT has expressed a willingness and desire to take on a greater role in managing and delivering tourism outcomes for the industry as part of this tourism review.
- COS needs to work with the tourism industry to develop stronger industry leadership, coordinated tourism development and improved marketing functions that will unite the industry and improve its performance under a shared vision for the region
- COS needs to make the tourism industry more accountable and independent, whilst giving it the opportunity to generate greater revenue to invest in marketing, professional development and other appropriate activities that support the development of the tourism industry.
- There is a need for Strong leadership from local tourism industry including:
 - Leadership emerging from within the tourism industry – at both the organisational level i.e. Regional and Local Tourism Associations and individuals within business who are willing to take up leadership roles and are generally supported by the industry
 - Vision for the industry – a shared vision for the industry with Local Government
 - Cohesiveness – the industry recognises the importance of working together to achieve greater success, both regionally and individually
 - Representation – the industry feels they have a say in the function and operation of tourism, both internal and external to the region
 - Accountability – the industry is willing to be accountable and take responsibility for its own performance
 - External engagement – the industry actively promotes itself and drives local community and external communication, media, marketing and Public Relations
 - Industry must learn to lead itself rather than look to the Shire for leadership.

Options

- That Council investigate a funding model to facilitate stronger leadership, coordinated tourism development and improved marketing functions of the tourism industry body
- That Council leaves current structure in place.

Risks

- Continued lack of leadership and communication amongst industry and Council

Recommendation to Council

That COS work with the tourism industry to help it develop stronger leadership, coordinated tourism development and improved marketing functions

- 3.2 Review recommendation: ***OT needs a dynamic, professional and suitably skilled CEO/General Manager to drive the execution of its new responsibilities.***

Issues

- The report outlines "It is critical that the operation and organisation of OT and the Board's function be restructured and revitalised. In particular, OT needs a dynamic, professional and suitably skilled CEO/General Manager to drive the execution of its new responsibilities. This person will also need to be able to build a strong working relationship with GOT and GORM to ensure that the local industry's interests are protected and advanced. It is expected that this incumbent will have a close working relationship with the Economic Development Manager, who will effectively "manage" the Service Agreement between COS and OT and will also meet regularly with the CEO of COS
- A CEO / General Manager for Otway Tourism, including on-costs, has been budgeted at \$100,000 per annum, which will be in the form of an Operating and Marketing grant from COS. The administrative costs of running OT has been estimated at \$75,000 including cost of producing the brochures/maps per annum, which will be funded as part of the Operational and Marketing grant - in addition OT will receive \$60,800 being the 40% rebate on GOT membership fees for additional operating expenses".
- This recommendation relates to recommendations 1.2.2 & 1.2.3.

Options

- That Council investigate a funding model to facilitate OT's employment of an CEO/EO/ GM
- That Council do not investigate a funding model to facilitate OT's employment of an CEO/EO/ GM

Recommendation to Council

That Council investigate a funding model to facilitate OT's employment of an CEO/EO/ GM

- 3.3 Review recommendation: ***Use the recommended funding model to make the tourism industry more accountable and independent, whilst giving it the opportunity to generate greater revenue to invest in marketing, professional development and other appropriate activities that support the development of the tourism industry.***

Issues

- Refer to part 1.3 with respect to possible new rates and charges
- An active tourism industry properly coordinated should have the opportunity to generate additional revenue to invest in other tourism activities

Options

- That the new OT be given the funds from Council and no additional revenue to be raised
- That the tourism industry through a new OT be given the opportunity to raise additional funds

Risks

- That no additional revenue is raised.

Recommendation to Council

That once appropriate funding models, resources and structures are in place OT be encouraged to generate greater revenue to invest in marketing, professional development and other appropriate activities that support the development of the tourism industry.

- 3.4 Review recommendation: **It is recommended that all monies rebated from GOT be directed to OT rather than the individual sub-local associations.**

Issues

The report suggests:

- the existing structural relationships between OT and the sub-LTA's should be maintained, in the short term. However, remittances to the sub-LTA's from GOT membership should be centralised with OT to maximise its spending power. In turn, OT must demonstrate an equitable approach in the expenditure of these funds. Future consideration should be given to revising the local tourism structure and achieving a more centralised structure under OT
- It is recommended that all monies rebated from GOT be directed to OT rather than the individual sub-local associations. However, in receiving this benefit, OT must demonstrate a clear commitment to the long term, equitable well being of operators currently represented by each of the sub-local associations and ensure appropriate marketing representation for the various sub-regions.
- In pooling the resources of the sub-LTA's, we strongly recommend that the plethora of collateral be rationalised to produce a coherent, single official visitors guide (OVG) for the Colac Otway Shire and that the tone, style and layout of the OVG is sufficiently innovative and user friendly to meet the needs of visitors and address the concerns of the sub-LTA's regarding the dominance of Apollo Bay.

Options

- Continue with the current arrangements where funds are distributed as per number of members for each Tourism association.
- As part of the recommendations in the Tourism Review, Council would collect membership fees for all tourism businesses in the Shire and forwards the remittance to GOT. \$40% would then be returned to OT.

Risks

- That OT does not have effective leadership and support to implement the required changes
- That the sub-LTA's not support the recommendation that all monies rebated from GOT be directed to OT
- That consideration is not given to the views and ideas of the various sub-LTAs.

Recommendation to Council

That Council supports that that all monies rebated from GOT be directed to OT rather than the individual sub-local associations and be part of a Service Level Agreement.

- 3.5 Review recommendation: ***Consideration should be given to bringing the sub-LTA's into a more formalised structure under the direct jurisdiction of OT, with each of the regions adequately represented, both on the Board of OT and in the delivery of local strategic outcomes.***

Issues

The report suggests:

- the existing structural relationships between OT and the sub-LTA's should be maintained, in the short term. However, remittances to the sub-LTA's from GOT membership should be centralised with OT to maximise its spending power. In turn, OT must demonstrate an equitable approach in the expenditure of these funds. Future consideration should be given to revising the local tourism structure and achieving a more centralised structure under OT
- It is recommended that all monies rebated from GOT be directed to OT rather than the individual sub-local associations. However, in receiving this benefit, OT must demonstrate a clear commitment to the long term, equitable well being of operators currently represented by each of the sub-local associations and ensure appropriate marketing representation for the various sub-regions.
- Consideration should be given to bringing the sub-LTA's into a more formalised structure under the direct jurisdiction of OT, with each of the regions adequately represented, both on the Board of OT and in the delivery of local strategic outcomes.
- The current industry structure, of local tourism groups feeding representatives into OT and to GOT be maintained in the short-term, however the sub-LTA's may in future become Advisory Groups or Sub-Committees sitting under the OT Board, once confidence has been established

Recommendation to Council

That Council supports the review recommendation "Consideration should be given to bringing the sub-LTA's into a more formalised structure under the direct jurisdiction of OT, with each of the regions adequately represented, both on the Board of OT and in the delivery of local strategic outcomes" to ensure a better return on the funds that are recommended to be provide to OT.

- 3.6 Review recommendation: ***That COS adopts a more proactive and vigorous approach to its dealings with GOT, as well as OT and the sub-LTA's encouraging better communication and performance outcomes.***

Issues

The report highlights "Whilst it is acknowledged that some concerns about GOT's performance were raised at the local level, it is also recognised that GOT is considered one of the most successful RTA's in the country, and its structure and performance is often used as a benchmark for Local Government regions across Australia.

Communication between GOT and local operators is intended to be delivered through a chain of communication and representation from the local groups, through Otway Tourism to Geelong Otway Tourism and vice versa, with lines of communication to

the Shire. In addition, GOT provides formal annual reports and regular updates which are available to all members.

Whilst the effectiveness of GOT's cooperative marketing structure, functions and other services, plus the cooperative value of funding arrangements does offer COS and the local industry significant benefits, the management of the relationship between the three entities (GOT, OT and COS) warrant careful review and consideration".

Options

- That COS adopts a more proactive and vigorous approach to its dealings with GOT, as well as OT and the sub-LTA's encouraging better communication and performance outcomes.
- That COS continues to operate as they have in the past in relation to these matters.

Risks

- That the effectiveness of the cooperative marketing structure, functions, services, and the cooperative value of funding arrangements with GOT will not offer COS or OT significant benefits

Recommendation to Council

That COS adopts a more proactive and vigorous approach to its dealings with GOT, as well as OT encouraging better communication and performance outcomes via a Memorandum of Understanding/service level agreements

- 3.7 Review recommendation: ***OT must provide leadership function for the industry, OT need to identify a broad base of individuals from within the industry who can provide effective leadership and support change at the local level***

Refer to recommendation 2.5 and 3.1.

- 3.8 Review recommendation: ***OT to supplement its income through receipt of the 40% Membership fees currently paid to the sub-LTA's.***

Refer to recommendation 3.4

- 3.9 Review recommendation: ***OT to deliver all internal marketing programs, and coordinate external marketing programs including the production of a Otway Region OVG, with GOT.***

Issues

- This recommendation can not occur until OT has the resources and capacity to undertake these tasks

- This recommendation is directly related to recommendation 1.2.3

Recommendation to Council

That once OT is resourced, it delivers all internal marketing programs, and coordinate external marketing programs including the production of a Otway Region OVG, with GOT.

- 3.10 Review recommendation: ***The emergent leader of OT, and the new CEO work closely together and with key industry stakeholders to ensure high quality communications leading to high levels of co-operation***

Issues

- There is no doubt that if OT were to appoint a CEO one of their key roles would be to develop a comprehensive communication plan to ensure buying and co-operation of all key stakeholders

This recommendation is really one for OT to consider rather than Council.

Recommendation to Council

That Council note the review recommendation "The emergent leader of OT, and the new CEO work closely together and with key industry stakeholders to ensure high quality communications leading to high levels of co-operation".

4. Collateral

- 4.1 Review recommendation: ***A consolidation of regional marketing material is recommended, under the direct control of OT and supported by COS's VIC printed material.***

Issues

- The report strongly recommends that the plethora of collateral be rationalised to produce a coherent, single official visitors guide (OVG) for the Colac Otway Shire and that the tone, style and layout of the OVG is sufficiently innovative and user friendly to meet the needs of visitors and address the concerns of the sub-LTA's regarding the dominance of Apollo Bay.
- Attempts to continue to "go it alone" by the sub-LTA's will see a greater dissipation of what little marketing budgets these small organisations have and achieve limited success
- It suggests that COS, empowers OT to work more closely with the local operators across the region to develop a broad based, inclusive Colac Otway Shire Official Visitors Guide that has three key goals:
 1. To attract and keep visitors within the Shire boundaries
 2. To move visitors throughout the Shire, and not just along the two major thorough fares
 3. To encourage greater visitor spending in the Shire to enhance tourism yield and thus business profitability.
- That the OVG be designed in such a fashion so as to clearly communicate the region's tourism brand, enhance the visitor experience and give equitable coverage to all of the precincts within the Shire. It is acknowledged that the current OVG for the region is produced by GOT and includes the Surf Coast. This issue needs to be resolved as the local industry has expressed concerns about the combined collateral and its ability to adequately portray Colac Otway region's unique assets.

Options

- The region take on responsibility, control and ownership for an Otways Visitor Guide. Sub-LTA brochures, the Otways Touring Map and other in-house material would ideally be rolled into this brochure where possible to avoid duplication. Several sub-LTAs have shown support for this concept.
- Have more input into the current Surfcoast/Otways Visitor Guide, but it remain under the control of GOT/GORM
- Brochure production remains as per currently

Risks

- Marketing funding will need to be sourced via industry, COS or sponsorship from GOT to keep advertising costs reasonable and ensure a good proportion of editorial to advertising.
- Sub-LTA publications are likely to be unsustainable in the long-term if this recommendation is not taken up.
- Ineffective visitor collateral and duplication.

Recommendation to Council

That Council work with OT and GOT to immediately implement an Otways Visitor Guide in 2006/07 at the same level of funding that is currently provided - \$15,000.

4.2 Review recommendation: *That COS, empowers OT to work more closely with the local operators across the region to develop a broad based, inclusive Colac Otway Shire Official Visitors Guide that has three key goals:*

1. *To attract and keep visitors within the Shire boundaries*
2. *To move visitors throughout the Shire, and not just along the two major thoroughfares*
3. *To encourage greater visitor spending in the Shire to enhance tourism yield and thus business profitability.*

Issues

- This recommendation can not occur until OT has the resources and capacity to undertake this tasks

Recommendation to Council

That once appropriate structures are in place, that COS, empowers OT to work more closely with the local operators across the region to develop a broad based, inclusive Colac Otway Shire Official Visitors Guide.

4.3 Review recommendation: *Opportunity to increase revenue through various means should be continuously evaluated and an immediate solution would be to implement the sale of the official touring map for the Otways region at both of the local VICs.*

Issues

The report suggests:

- that the opportunity to increase revenue through various means should be continuously evaluated and an immediate solution would be to implement the sale of the official touring map for the Otways region at both of the local VICs.
- That COS gives serious consideration to selling some of its key visitor aides. It is envisaged that the visitors will still receive a tear off, pad based, mono-colour map of the region for free (as is currently the case with the "blue" tear-off maps), however there is strong evidence to justify charging a \$1.00 fee for the provision of the high quality, Official Touring Map of the Otways and its key tourism precincts and entities. It is possible that such a map could generate as much as \$75,000 in revenue per annum and be produced in conjunction with OT).
- Issues associated with the sale of the map include:
 - Not all visitor centres have retailing facilities thus it could not be sold at some of the regions key VIC's (ie Geelong Visitors Centres)
 - If the map were to be free at some centres and a \$1 at others, it would be confusing and small amounts of money messy
 - GOT are not generally in support of sale of tourism collateral and consider that it is a marketing expense for the region
 - GORM have trialled this concept with a saleable version of the jigsaw brochure, without great success.

Options

- The option outlined in the report is not a feasible option
- Develop a separate collateral piece, which is only available locally and is either sold or brings in advertising revenue (ie town maps)

27

- Increase revenue via other sources, and possible considerations include internet usage, sale of VIC display space to operators/events, user-pays accommodation booking service

Risks

- A saleable map may mean visitors are less likely to buy the map thus reducing opportunities to increase length of stay. Visitors may not pick up the information we want them to receive, which is best promoting the area.

Recommendation to Council

That Council investigate all options via other Centre activities, to raise additional funding.

5. Community Engagement & Consultation

5.1 Review recommendation: *Development of a strategic local public relations program*

Issues

The report states:

- There is a lack of communication throughout the industry with regard to the activities of stakeholders inside and outside the Shire.
- Community engagement with the industry is required
- The public relations program should highlight how the tourism industry supports the community – support can be in form of purchasing goods and services, provides education and training, sponsorship of community events, etc.; and how the community supports the industry – the local community values tourism and sees it as a vital part of the success of the region
- There is a lack of effective communication of the benefits of tourism to the wider community
- There appears to be little community engagement with tourism and limited promotion of the success of tourism to the wider community. It is strongly recommended that all parties seek a more effective industry structure that ensures greater collaboration and delivery of outcomes for the industry. The development of a strategic local public relations program such as a regular feature or "tourism news" in local papers, and tourism "good news" stories on local radio should be implemented.
- The Shire and industry must take a more proactive role in extolling the values and benefits that tourism provides to the economy, community and environment in the shire

Options

- That the EDU with OT develop a strategy to promote the tourism industry
- That no public relations strategy is developed

Risks

- The risks associated with developing a strategy specifically promoting this industry is that it gives preferential treatment over other industries
- There would be a cost associated with the strategy implementation ie advertising or circulation costs
- If a strategy is not developed the community will continue to not understand the benefits of tourism

Recommendation to Council

That development of a communications and public relations strategy be undertaken as part of the strategic planning process (outlined in recommendation 2.1)

- 5.2 Review recommendation: ***Networking functions that expand tourism businesses knowledge (currently being delivered by TAV) should continue, as well as less formal functions that enhance engagement between the tourism industry, the broader business sector and the community***

Issues

- This recommendation relates to recommendations 2.3 and 3.1 which states that OT be responsible for Industry Professional Development. As a result this action is one for OT to consider.

Recommendation to Council

That Council notes the recommendation that "Networking functions that expand tourism businesses knowledge (currently being delivered by TAV) should continue, as well as less formal functions that enhance engagement between the tourism industry, the broader business sector and the community.

14th March 2006

| OT Members Survey | | | | | | | | | | | | |
|---|---------------|---------------|--------------------|---------------|-----------------------|--------|-----------|--------|-------|-------------|------------|--|
| Attraction | Tour Operator | Entertainment | Transport Operator | Accommodation | Industry Organisation | Winery | Govt Dept | Retail | Other | Art Gallery | Restaurant | |
| 1 | 1 | | | 30 | 2 | 1 | | 2 | | 7 | 5 | |
| Business Type | | | | | | | | | | | | |
| Coordination & Representation | | | | | | | | | | | | |
| How would you rate Otways Tourism Inc. leadership in the local tourism industry? | | | | | | | | | | | | |
| 1 | 2 | 5 | 3 | 12 | 4 | 17 | 5 | 3 | | | | |
| How would you rate Otways Tourism Inc. performance on advocacy for member issues? | | | | | | | | | | | | |
| 1 | 3 | 10 | 3 | 11 | 4 | 12 | 5 | 4 | | | | |
| Marketing | | | | | | | | | | | | |
| How would you rate Otways Tourism Inc. local initiatives e.g. 'Breath Easy' and the Photography Competition? | | | | | | | | | | | | |
| 1 | 2 | 8 | 3 | 10 | 4 | 17 | 5 | 2 | | | | |
| How would you rate Otways Tourism Inc. involvement in regional marketing programs e.g. the Off Peak Campaign? | | | | | | | | | | | | |
| 1 | 3 | 10 | 3 | 9 | 4 | 16 | 5 | 1 | | | | |
| Visitor Services | | | | | | | | | | | | |
| How would you rate the information and tourism collateral provided by the Colac and Great Ocean Road Visitor Information Centres? | | | | | | | | | | | | |
| 1 | 2 | 2 | 3 | 5 | 4 | 22 | 5 | 12 | | | | |
| How would you rate the promotion of Otways Tourism Inc. and its members through the VICs? | | | | | | | | | | | | |
| 1 | 3 | 4 | 3 | 10 | 4 | 17 | 5 | 5 | | | | |
| Tourism Business Development | | | | | | | | | | | | |
| How would you rate the opportunities provided by Otways Tourism Inc. for industry professionalism and development of a service culture? | | | | | | | | | | | | |
| 1 | 2 | 4 | 3 | 17 | 4 | 13 | 5 | 5 | | | | |
| Tourism Industry Development | | | | | | | | | | | | |
| How would you rate the impact of Otways Tourism Inc on the development of new tourism product and experiences in the region? | | | | | | | | | | | | |
| 1 | 4 | 6 | 3 | 12 | 4 | 12 | 5 | 4 | | | | |
| How would you rate the impact of Otways Tourism Inc on promoting the local region's competitive strength? | | | | | | | | | | | | |
| 1 | 4 | 4 | 3 | 12 | 4 | 16 | 5 | 3 | | | | |
| Partnerships | | | | | | | | | | | | |
| How would you rate the effectiveness of Otways Tourism Inc. in keeping members and key stakeholders informed of the latest tourism related information and opportunities? | | | | | | | | | | | | |
| 1 | 3 | 2 | 3 | 8 | 4 | 20 | 5 | 7 | | | | |
| How would you rate the effectiveness of Otways Tourism Inc. network development e.g. interaction with members, events, dinners, Sub LTA liaison, industry networking. | | | | | | | | | | | | |
| 1 | 2 | 5 | 3 | 12 | 4 | 14 | 5 | 6 | | | | |
| Surveys 44 returned 2014 sent | | | | | | | | | | | | |
| Some respondents did not reply or rate every question | | | | | | | | | | | | |

OT Members Comments

| QUESTION | COMMENT |
|--|---|
| Coordination & Representation | |
| How would you rate Otways Tourism Inc. leadership in the local tourism industry? | <ul style="list-style-type: none"> • They don't have sufficient funds to perform this task • Poor • How is leadership being measured • What are the key leadership goals of OT • Perhaps hindered by structure under GOT and not master of its own direction • Lack of interest in local initiatives • No development of local initiatives • The system is too complicated for small business to understand • Very Poor • OT doing a good job as far as it can • More entertainment – there is scope for this • Unless we operate on the coast no value. Still no brand 'Otway Hinterland' |
| How would you rate Otways Tourism Inc. performance on advocacy for member issues? | <ul style="list-style-type: none"> • Have no knowledge of performance • Need to talk one on one to operators and visit their operations • They don't have sufficient funds to perform this task • Poor • Recent request for OT to 'advocate' the impasse between COS, Parks and VicRoads on the toilet issues at Castle Cove OT declined, despite the fact that all parties agreed on the need. • Relationship with OT members needs to be improved so the Board is more aware of members concerns. In defence of the Board many members are apathetic • GOT need to put themselves forward more • Extremely Poor • As well as busy Board members and 1 ¼ paid people can go – very high |
| Marketing | |
| How would you rate Otways Tourism Inc. local initiatives e.g. 'Breath Easy' and the Photography Competition? | <ul style="list-style-type: none"> • What is the purpose of 'Internal Marketing'? We want external exposure! • Limited impact on industry • Calendar of Events should be |

| | |
|--|--|
| | <p>emailed to be copied as a resource – not one of our guests has picked up either of the two issues</p> <ul style="list-style-type: none"> • I like the logo / message behind the term Breathe Easy • OT is finally starting to show some initiative • 1 for Breathe Easy – pathetic • 3 for Photography • 2 for Breathe Easy – no benefit at ground level • 4 Photography – too early to determine increased visitation except for photographers • Very Poor - ok if you are in Apollo Bay • Not sure as I am not on the Board. • Breathe Easy – not useful • Photo comp minor interest to locals, not professional enough to engage new visitors, overall interesting ideas little action |
| <p>How would you rate Otways Tourism Inc. involvement in regional marketing programs e.g. the Off Peak Campaign?</p> | <ul style="list-style-type: none"> • Non- existent • It needs more infrastructure to make winter more interesting • Pathetic outcomes – no change in ten years • Off peak marketing campaign appears to be a poor investment • Don't know – no involvement X 2 • Poor • There are many opportunities through GOT but I don't use them |
| <p>Visitor Services</p> | |
| <p>How would you rate the information and tourism collateral provided by the Colac and Great Ocean Road Visitor Information Centres?</p> | <ul style="list-style-type: none"> • GORVIC is a great help during the off season • booking system still does not promote bookings through info centres • Bookings depend on who is working there, friends and relatives are always favoured • Shire's promotional materials should be improved • Note toilet issues at Castle Cove above and lack of rubbish bins at same • Improving and great to see effort going into updating of collateral • Staff do a great job with the info they are given • GORVIC phone is frustrating and unfriendly need real people to |

| | |
|--|--|
| | <p>answer. More volunteers needed</p> <ul style="list-style-type: none"> • Visitor Centres are ok • Information & collateral of high standard but OHTA information sparse • Could be open longer hours • Colac building set too far off road, outside not enticing, collateral plentiful but not displayed or relayed well |
| <p>How would you rate the promotion of Otways Tourism Inc. and its members through the VICs?</p> | <ul style="list-style-type: none"> • Most arrivals have no idea of what there is to see & do. Most stay one night as they didn't know about anything except the Twelve Apostles • Depends if they are Geelong-centric or not. Apollo Bay can feel like the poor relation. • Many guests see us first through the Apollo Bay VIC and some from Lorne • VICs are shire managed. OT is irrelevant • Don't have experience with this • VICs do a great job • Yes enough room, need more than the logo for promotion • Why would you promote OT to visitors – not sure I understand this question • Very few referrals , Surfcoast centre has better knowledge of our business |
| <p>Tourism Business Development</p> | |
| <p>How would you rate the opportunities provided by Otways Tourism Inc. for industry professionalism and development of a service culture?</p> | <ul style="list-style-type: none"> • They try hard but we don't have sufficient staff to allow us to attend workshops • We don't have professional leadership at OT • Difficult to answer, what are the deliverables and is OT meant to deliver a set number of events • Improving and hopefully growing • They try with seminars but not many take up the offer. • I didn't know this was being done • Vague question, poorly designed survey looks like it is intended to get a negative response • Have heard of a few workshops but no 'benchmark' tourism businesses for comparison |
| <p>Tourism Industry Development</p> | |
| <p>How would you rate the impact of Otways Tourism Inc on the development of new</p> | <ul style="list-style-type: none"> • Haven't seen any impact or new product |

| | |
|--|---|
| <p>tourism product and experiences in the region?</p> | <ul style="list-style-type: none"> • Non-existent • Where is the data to help answer this? • Don't know of any • Management uninterested in developing new experiences or promoting local towns / districts • No visible contact with new ventures, council equally to blame make it hard for new / interested operators • OK if in Apollo Bay • Not actively engaged with hinterland towns, Birregurra festival should be supported & developed with OT. A little initiative |
| <p>How would you rate the impact of Otways Tourism Inc on promoting the local region's competitive strength?</p> | <ul style="list-style-type: none"> • Don't understand how you can measure this • Non-existent • Where is the data to help answer this? • Uninterested in any initiatives, does not understand the importance of tourism to the district • Trails great, needs to be more of them • Non- existent • Don't understand e.g. competitive strength in relation to who? – GOR, Victoria or who? • Hinterland still without a name, brand or strategy, local produce has not been promoted |
| <p>Partnerships</p> | |
| <p>How would you rate the effectiveness of Otways Tourism Inc. in keeping members and key stakeholders informed of the latest tourism related information and opportunities?</p> | <ul style="list-style-type: none"> • Regular newsletter is helpful to a degree • Pretend communication processes exist on trivia. Serious ideas put forward are ignored. • OT has worked hard to provide information through the electronic newsletter, however location of the office does not help • Does not use established networks or foster new network groups • OT should convey to members and non members what they do and update on latest tourism info • Unwilling – only ever provide obstacles • As far as one man can, unpaid Board promote own agendas not regions. • Receive GOT newsletter and occasional mailouts. |

| | |
|--|---|
| <p>How would you rate the effectiveness of Otways Tourism Inc. network development e.g. interaction with members, events, dinners, Sub LTA liaison, industry networking.</p> | <ul style="list-style-type: none"> • They try hard but we don't have sufficient staff to allow us to attend workshops • Pathetic! Generally the management group are doing their own thing • Our Sub LTA dissolved after struggling for years. The whole structure needs review • OT is working hard to develop this area, good to see Lindy attending Sub LTA meetings • Dinners are not the answer – very ineffective • I think they are trying • Have invited OT to many meetings with other pro-bodies but not even the courtesy of a reply • Wonderful initiatives from Darren poor response from some. Where are our Councillors and where are COS staff? • Attended Apollo Bay dinner, most there hardly knew of Birregurra |
| <p>Further comment</p> | <ul style="list-style-type: none"> • Lack of network marketing by almost all members • “Vacancies” it angers me that we have to ring in each day with our daily vacancy no's when we have already provided this to the Apollo Bay office with our weekly vacancy list and automatically notify them when we are full. I realise they forward the list to Geelong but they don't use the list themselves for any reference. • Overall they do a great job. Staff all seem keen to help and are bright and cheerful • Otway hinterland needs direction and links with OBI • www.visitotways – needs to improve and add downloads • Market to local community the 'benefits of tourism to the Otways' • It would be helpful if major/ key tourism personnel refrained from siding with the scientists and making public statements about losing coastal towns to climate change – my advice – 'leave it to the experts' • OT with its constituent Local Tourism Associations is fundamental to the local tourism industry. It is there not only to support and enhance the profile of the Otways area in conjunction with its members of GOT but also to provide information to visitors and support local businesses. • We are grateful for the events staged in Apollo Bay Music festival, GOR Marathon, Otway Odyssey etc • We understand there are insufficient funds to mount a measuring tool, advertising campaigns to the external market • The Apollo Bay VIC is extremely supportive and we appreciate it. |

| | |
|--|---|
| | <ul style="list-style-type: none"> • Excellent representation of our products • Colac seems to be neglected in the overall promotion of the Otways • Properties in adjoining regions are compelled to pay two memberships to have full access to programs offered by both. Surely a reduced rate for these members in both regions would benefit members and OT • My contact is not great – flyers in VIC and that’s it. They do a good service • OT is of little value to the tourism industry in the shire.(VICs run by council are of great value) • The involvement of OT with GOT and the control of marketing of the Shire by GOT prevents Colac Otway from ‘standing out in the region.’ We have a levelling of all tourism destinations. Geelong is not equal to the Colac Otway Shire as a tourism destination • You will note the visitors to the Apollo Bay VIC have not increased over the past 10 years and the ‘off peak’ periods have not improved. We do not have a sustainable (employment) tourism industry • We should not go on funding OT through Council Funds they have not performed to the satisfaction of our business • Tourism at present is almost entirely based on accommodation. Little provision for seasonal attractions and the costs imposed by GOT cannot be recouped through increased sales. Two VICs do a reasonable job and are worth supporting • Apologies but I cannot comment as I don’t have many dealings with them, but those dealing they have been very professional • Little value for money from Shire and members • OT has had no affect on sustainability in Apollo Bay and Otways • VIC numbers haven’t increased and OT has not addressed the issue. • Colac Otway deserves a better marketing approach • A good resource for identifying funding avenues for projects • While not ‘Best Practice’ OT is probably the most effective and responsive office we deal with under the Colac Otway Shire umbrella • I am disappointed with a) cost of marketing on top of annual membership. B) main regional website and pace of changes and development c) inability of OT to address issues of sub LTA not working and the need to review the structure. • The OT responsibilities require a better evaluation part to each point as these current ones are not able to be measured in a way that shows effectiveness of the terms of the agreement.... • Forwarding emails from GOT is not service |
|--|---|

| | |
|--|--|
| | <ul style="list-style-type: none"> • OT is following Council's disastrous lack of interest in tourism • Can't even get the local map correct • I would suggest the Councillors seriously consider their attitude to local (more than Colac & Apollo Bay) tourism. The Tourism Officer is merely following their lack of action. • Biggest hurdle is the fee structure. Firstly OT money paid to GOT then Council taking tourism levy therefore members leave OT as it looks like double dipping form Shire system • Much concern over GOT and GORM re the website , which needs to be sorted out and new fee structure worked out then maybe we can move forward • Frustrated, angry, Apollo Bay centric, Nepotism, feel cheated! • We are a small business without funds to promote ourselves, we need the infrastructure of OT to promote our area • As an active tourism member of 20 years I am disappointed that councillors and staff do not understand the economic benefits of tourism to our shire. We are well positioned to receive visitor number growth from China & India but what is being done about this? Get moving, get infrastructure happening and get national funding. • More parking is needed in Apollo Bay. It is difficult for visitors and more so for operators trying to park anywhere near shops to pick up supplies • I find the Colac Information Centre very helpful in my business • Currently more suited to coastal accommodation providers Need more marketing for hinterland towns, boost local communities and product to offer a better visitor experience. |
|--|--|

Rental Properties Comments

| QUESTION | COMMENT |
|---|---|
| Are you aware that Otways Tourism Inc. is the local tourism industry association to market and promote tourism in the region through brand development, education, advocacy and networking? | <ul style="list-style-type: none"> • Aware? Yes. Aware of activities in this case not really. No apparent impact to my situation • Not aware of Otways Tourism Inc. as a brand in its own right. • It has done nothing but conduct surveys |
| Are you aware that you are eligible to become a member of Otways Tourism Inc? | <ul style="list-style-type: none"> • Yes, but at what cost? • Strange! I pay extra rates levy for 'services' so why become a member of an incorporated body working for |

| | | |
|---|---|-----------|
| | <p>the Shire? I should already have a democratic access to the activity of the body.</p> <ul style="list-style-type: none"> • No how much! • Yes but I would be as useful to OT as it would be to me • Yes but at what cost, we are already penalized as rental property owners. | |
| <p>Are you aware that you can join Otways Tourism Inc. through your local Sub Local Tourism Association (LTA) e.g. the Apollo Bay Chamber of Commerce and Tourism, Otways Coast, Otway Scenic Circle Association, Otway Hinterland Tourism Association?</p> | <ul style="list-style-type: none"> • The Association has done nothing so far so I can't see it being useful to me • Yes – at what cost? | |
| <p>Would you like an explanation of Otways Tourism Inc member services?</p> | <p>Yes</p> <p>22</p> | <p>No</p> |
| <p>What do you believe Otways Tourism Inc should be doing to add value to your tourism business?</p> | <ul style="list-style-type: none"> • Not encouraging overdevelopment • Accent should be on eco-tourism not destroying environment • Need to be innovative, sustainable and educational • Work at local sites to support simple sustainable tourism and ensure cross – shire tourism. This works effectively along the GOR and Otways on a sense. I don't think what is outlined in the information provided is very relevant and visitor yield and many other aims are not our interests • Continuing to promote the values of the region as a tourism destination • Promote off peak tourism would be good • Nothing but Council should stop charging ridiculous rates for people who own residential real estate in Apollo Bay • Increasing tourism numbers • Promoting Tourism beyond Victoria • I would like to see their plan and understand what they're doing, who they are and how they believe they're delivering benefits/ value • Add more affordable shops • Customers especially want prices of pizzas etc. to meet Melb prices • Why is the locally caught fish more expensive? • Promote creative local business | |

| | |
|--|---|
| | <p>people, their achievements and the region in their publications.</p> <ul style="list-style-type: none">• What happened to the play gym centre and equipment, wasn't it popular?• We prefer peace and quiet and not to promote tourism• As a holiday rental owner COS has made no attempt to inform me of<ol style="list-style-type: none">1. - Issues in Q2 & Q32. - Has used the holiday rental rates as a scam for easy revenue3. - No measuring mechanism of benefits to holiday rental properties for extra costs4. - COS not passing on to OT full amount of extra money collected• If I was aware of what they did or could offer I could answer this question• Upgrade facilities, development of tourist attraction and promotion of tourism• Advertising• Provide a website that we can advertise our business on• Encourage a higher standard of food and service in Apollo Bay restaurants• Our rental property is only rented out 1 month of the year, very unfair to be rated holiday – should only be 1/12th holiday rates. We receive no benefits from this rating.• Promotional Opportunities• Targeted campaigns• Encourage Council to adopt lenient approach to parking restrictions – nothing sticks in holiday memory more than \$100 fine• By lobbying the COS to withdraw the rental property rate to assist tourism in the Shire• No idea I am a marketer• Prevent Barwon water establishing a water basin on proposed site of future golf course. Golf is biggest tourism attraction in our town• Not sure they can as preference is given to members not rental properties• Skenes Creek does not rate high enough on tourist map – those who stay here know the place. |
|--|---|

| | |
|--|--|
| | <ul style="list-style-type: none"> • Commercial members such as hotels/motels and larger operators. • Road improvements and signage • More exposure encourage stopping at AB on GOR • Promote more than just GOR • Keep improving facilities in the area, but keep hills 'green' not built out or AB will lose its appeal |
| <p>How would you rate the opportunities provided by Otways Tourism Inc. for industry professionalism and development of a service culture?</p> | <ul style="list-style-type: none"> • No idea / Don't know x5 • Difficult to answer • As I am not aware of Otways Tourism I don't know what they do or could do in this area • We have little to do with the industry (Otways Tourism) • Low score as we are not aware of the organisation • Not well enough advised to comment • No value as my property is residential rental |
| <p>How would you rate the impact of Otways Tourism Inc on promoting the local region's competitive strength?</p> | <ul style="list-style-type: none"> • No idea / Not known x 4 • Not visible to me • As I am not aware of Otways Tourism I don't know what they do or could do in this area • Never heard of it |
| <p>How would you rate the information and tourism collateral provided by the Colac and Great Ocean Road Visitor Information Centres (VIC)?</p> | <ul style="list-style-type: none"> • Not known • Generally good • I have used a lot of their information • Very Good • Focus on larger members like hotels and motels • Appears to be used by visitors |
| <p>Further Comments</p> | <ul style="list-style-type: none"> • Hope it helps thanks • The GOR needs to be improved, particularly the road shoulders • Review the parking at the bottom of Tuxion Rd for its usefulness, appropriateness and fitness for use. • Considering Council is charging a falsely increased level of rates, the number of tourists is down and it's blatant fund raising exercise is simple extortion • Concerns over loss of shopping choices and local accommodation too expensive for families • Not being a member I cannot rate the above. Our flat is lucky to achieve 5-6 weeks rental a year. • I may have used their products and |

| | |
|--|--|
| | <p>services but not been aware of their brand. More visible self marketing may assist</p> <ul style="list-style-type: none"> • We do not run a business and should not pay the levy – other shires have rejected the levy. • I'm paying higher rates for Apollo Bay but get nothing for it • Holiday properties inhabited for only 10 weeks of year but charged more than locals what a disgrace. • All that has been done is add 12 ½ % to my rates and absolutely nothing in return • Is it worth joining as our Real Estate management advertise out property on their website? • Holiday Rental property ratepayers are penalised where those who rent full time to residents are not. Also not all are targeted only those who list with a real estate agent or on the web, so not all are being charged the rate. This is unfair. • My property (as a business rented 8 – 10 weeks a year) runs at a loss of \$3,000 per year why would I join OT and spend more money • Lots – not have a talkfest |
|--|--|

Key Stakeholders Comments

| QUESTION | COMMENTS |
|---|---|
| Co-ordination & Representation | |
| How would you rate Otways Tourism Inc. leadership in the local tourism industry? | <ul style="list-style-type: none"> • Better now that clearer role definition has been developed |
| How would you rate Otways Tourism Inc. performance on advocacy for member issues? | <ul style="list-style-type: none"> • Always making local representations on behalf of members |
| Marketing | |
| How would you rate Otways Tourism Inc. local initiatives e.g. 'Breath Easy' and the Photography Competition? | <ul style="list-style-type: none"> • Very good local initiatives |
| How would you rate Otways Tourism Inc. involvement in regional marketing programs e.g. the Off Peak Campaign? | <ul style="list-style-type: none"> • Industry still required to 'put their \$\$' into co-operative marketing |

| | |
|---|--|
| | |
| Visitor Services | |
| How would you rate the information and tourism collateral provided by the Colac and Great Ocean Road Visitor Information Centres? | <ul style="list-style-type: none"> • Very good |
| How would you rate the promotion of Otways Tourism Inc. and its members through the VICs? | |
| Tourism Business Development | |
| How would you rate the opportunities provided by Otways Tourism Inc. for industry professionalism and development of a service culture? | <ul style="list-style-type: none"> • The key and actual role of OT Inc |
| Tourism Industry Development | |
| How would you rate the impact of Otways Tourism Inc on the development of new tourism product and experiences in the region? | <ul style="list-style-type: none"> • Tourism development often falls outside OT structure (i.e. other Council / Partnerships – GOT, G21, other State Dept) |
| How would you rate the impact of Otways Tourism Inc on promoting the local region's competitive strength? | <ul style="list-style-type: none"> • Always providing story leads etc. • New? |
| Partnerships | |
| How would you rate the effectiveness of Otways Tourism Inc. in keeping members and key stakeholders informed of the latest tourism related information and opportunities? | <ul style="list-style-type: none"> • Again via other partnerships |
| How would you rate the effectiveness of Otways Tourism Inc. network development e.g. interaction with members, events, dinners, Sub LTA liaison, industry networking. | <ul style="list-style-type: none"> • Networking a critical role for LTAs |
| Further comment | <ul style="list-style-type: none"> • Otways Tourism plays a critical role, particularly in industry and local networking. Works well with GOT. Particularly now that roles have been refined and made clearer • OT plays a role in broader industry structure. • OT Inc. does not have resources (man power, expertise, \$\$ to stand alone) |

CONSENT CALENDAROFFICERS' REPORT

D = Discussion

W = Withdrawal

| ITEM | D | W |
|---|---|---|
| <p><u>GENERAL BUSINESS</u></p> <p><u>OM102402-11</u> <u>ITEM FOR SIGNING & SEALING - SECTION 173 AGREEMENT, 6234 GREAT OCEAN ROAD, APOLLO BAY</u></p> <p>Department: General Business</p> <p><u>Recommendation(s)</u></p> <p><i>That Council</i></p> <p><i>1. Sign and seal the Section 173 Agreement for 6234 Great Ocean Road, Apollo Bay between the Colac Otway Shire and Nigel Henry Mark Strauss convenanting Certificate of Title Volume 10915 Folio 798 that:</i></p> <p><i>a) no further subdivision of the land takes place to create any additional lots;</i></p> <p><i>b) no more dwellings be constructed on the land; and</i></p> <p><i>c) vegetation be maintained in accordance with the approved landscaping plan.</i></p> | | |
| <p><u>OM102402-12</u> <u>ITEM FOR SIGNING & SEALING - SECTION 173 AGREEMENT, 288 SUNNYSIDE ROAD, WONGARRA</u></p> <p>Department: General Business</p> <p><u>Recommendation(s)</u></p> <p><i>That Council</i></p> <p><i>1. Sign and seal the Section 173 Agreement for 288 Sunnyside Road Wongarra between the Colac Otway Shire and Arnold Barker, Kenneth James Barker and Karl Ernest Barker Certificate of Title Volume 9212 Folio 043, Lot 13 Plan of Subdivision 128817; and that the 173 Agreement should record on the title that "The shed must not be converted into or be used as a habitable dwelling as defined in the Planning Scheme or be used for commercial purposes."</i></p> | | |

| | | |
|--|--|--|
| <p><u>OM102402-13</u> <u>ITEM FOR SIGNING AND SEALING - SECTION 173 AGREEMENT - 44-54 GRANT STREET, FORREST</u></p> <p>Department: General Business</p> <p><u>Recommendation(s)</u></p> <p><i>That Council sign and seal the Section 173 Agreement for 44-54 Grant Street, Forrest between Colac Otway Shire and Geoffrey James Speirs covenanting Certificate of Title Volume 8584 Folio 123 and that the land be managed in accordance with an approved Land Management Plan as endorsed as part of Planning Permit PP49/09.</i></p> | | |
|--|--|--|

Recommendation

That recommendations to items listed in the Consent Calendar, with the exception of items, be adopted.

MOVED

SECONDED

**OM102402-11 ITEM FOR SIGNING & SEALING - SECTION 173
AGREEMENT, 6234 GREAT OCEAN ROAD, APOLLO BAY**

| | | | |
|-------------|---------------|-----------|-----------|
| AUTHOR: | Rhonda Deigan | ENDORSED: | Rob Small |
| DEPARTMENT: | Executive | FILE REF: | PP384/04B |

The applicant agreed to enter into a Section 173 Agreement as per Condition 4 of Planning Permit PP384/04B that allowed for Use and Development of a Dwelling.

Condition 4 reads:

“Before the use and development starts, the owner must enter into an agreement with the Responsible Authority made pursuant to Section 173 of the Planning and Environment Act 1987 to provide for the following:

- (a) No further subdivision of the land to create any additional lots take place.*
- (b) That no more dwellings be constructed on the land*
- (c) Ongoing maintenance of vegetation as shown on the approved landscaping plan referred to in Condition 3.*

Before occupation of the dwelling application must be made to the Registrar of Titles to register the Section 173 Agreement on the title to the land under Section 181 of the Act.

The owner under this permit must pay the reasonable costs of the preparation, execution and registration of the Section 173 Agreement.”

Attached is a copy of the planning permit and a locality plan.

Attachments

1. Planning permit and Locality Plan

Recommendation(s)

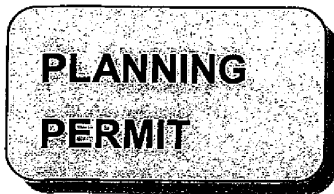
That Council

1. ***Sign and seal the Section 173 Agreement for 6234 Great Ocean Road, Apollo Bay between the Colac Otway Shire and Nigel Henry Mark Strauss covenanting Certificate of Title Volume 10915 Folio 798 that:***
 - a) no further subdivision of the land takes place to create any additional lots;***
 - b) no more dwellings be constructed on the land; and***
 - c) vegetation be maintained in accordance with the approved landscaping plan.***

~~~~~\ ~~~~~

THIS PAGE HAS BEEN LEFT BLANK

'A'



TO:  
DR NIGEL STRAUSS  
C/- PAUL TOUZEAU  
ARCHITECT  
2 LONGMORE STREET  
WEST ST KILDA 3182

Assessment No. - 430162320  
Permit No - PP384/04B  
Planning Scheme - Colac-Otway Scheme  
Responsible Authority - COLAC OTWAY SHIRE

**ADDRESS OF THE LAND:**

6234 GREAT OCEAN ROAD, APOLLO BAY  
LOT 2 PS532599N, PARISH OF KRAMBRUK

**THE PERMIT ALLOWS:**

USE AND DEVELOPMENT OF A DWELLING IN ACCORDANCE WITH THE  
ENDORSED PLANS.

**THE FOLLOWING CONDITIONS APPLY TO THIS PERMIT**

1. This permit will expire if one of the following circumstances applies :
  - The development is not started within two (2) years of the date of this permit.
  - The development is not completed within four years of the date of this permit.

The Responsible Authority may extend the periods referred to if a request is made in writing before the permit expires, or within three months afterwards.
2. The layout of the site and the size of the proposed buildings and works as shown on the endorsed plans must not be altered or modified without the written consent of the Responsible Authority.
3. Before the development starts, a landscape plan to the satisfaction of the Responsible Authority must be submitted to and approved by the Responsible Authority. When approved, the plan will be endorsed and will then form part of the permit. The plan must be drawn to scale with dimensions and three copies must be provided. The landscaping plan must:

**Date Issued: 20 May 2005**  
**Date Amended: 11 December 2007**  
**Date Amended: 9 December 2008**

**Signature for the Responsible Authority:**

Note: Under Part 4, Division 1A of the Planning and Environment Act 1987, a permit may be amended. Please check with the responsible authority that this permit is the current permit and can be acted upon.

A handwritten signature in black ink, appearing to be "Nigel Strauss", written over a horizontal line.

**PLANNING PERMIT NO. PP384/04B CONTINUED**

- (a) a survey (including botanical names) of all existing vegetation to be retained.
4. Before the use and development starts, the owner must enter into an agreement with the Responsible Authority made pursuant to Section 173 of the *Planning and Environment Act 1987* to provide for the following:
- (a) no further subdivision of the land to create any additional lots take place.
- (b) that no more dwellings be constructed on the land
- (c) Ongoing maintenance of vegetation as shown on the approved landscaping plan referred to in Condition 3.
- Before occupation of the dwelling application must be made to the Registrar of Titles to register the section 173 Agreement on the title to the land under Section 181 of the Act.
- The owner under this permit must pay the reasonable costs of the preparation, execution and registration of the section 173 Agreement.
5. The roof and exterior walls of the dwelling and the outbuildings must be constructed of a non-reflective material which will effectively blend the development in with the natural colours of the surrounding landscape (ie. not white, off-white, beige, cream, fawn, light yellow or similar colour, galvanised or zincalume, surfmist, shale grey, gull grey or any other unsuitable colour as determined by the Responsible Authority).
6. All run off from stormwater, including overflow from water storage, must be taken to a legal point of discharge to the satisfaction of the Responsible Authority.
7. An all waste septic tank disposal system is to be constructed concurrently with the new dwelling, such that all liquid waste must at all times be contained within the curtilage of the title. Such system must be designed and installed to the satisfaction of the Responsible Authority.
8. A Permit to Install an all waste septic tank system must be lodged and approved by the Responsible Authority prior to the commencement of works. Such system must be designed and installed to the satisfaction of the Responsible Authority before a Permit to Use the waste septic tank system can be issued.
9. The proposed septic tank system must not be located within 60 metres of the bank of any surface waters, unless the liquid waste is treated to the satisfaction of the Responsible Authority. Any such reduction in distance to the surface waters will be at the discretion of the Responsible Authority.

**Date Issued: 20 May 2005**  
**Date Amended: 11 December 2007**  
**Date Amended: 9 December 2008**

**Signature for the Responsible Authority:**

Note: Under Part 4, Division 1A of the Planning and Environment Act 1987, a permit may be amended. Please check with the responsible authority that this permit is the current permit and can be acted upon.



**PLANNING PERMIT NO. PP384/04B CONTINUED**

10. The proponent must follow the recommendations contained in the Geotechnical Risk Assessment 16202 by PJ Yttrup & Associates Pty Ltd dated 16<sup>th</sup> November 2004.

11. **Conditions Required by Country Fire Authority**

Water Supply Requirements

A static water supply, such as a pool, tank or dam, must be provided.

A static water supply must meet the following requirements:

A minimum of 10,000 litres on-site static storage must be provided on the lot and be maintained solely fire fighting.

Water supply must be located within 60 metres of the dwelling.

Fire brigade vehicles must be able to get to within four metres of the water as indicated on the wildfire development plan.

The water supply must be readily identifiable from the building or appropriate signage (see *Appendix A: Figure 1*) must point to water supply.

All belowground water pipelines must be installed to the following depths:

- Subject to vehicle traffic – 300 mm
- Under houses or concrete slabs – 75 mm
- All other locations – 225 mm
- All fixed aboveground water pipelines and fittings, including water supply, must be constructed of non-corrosive and non-combustible materials or protected from the effects of radiant heat and flame.

If the static water supply is above ground the following additional standards apply:

All above-ground static water supply must provide at least one 64 mm. 3 thread/25 mm x 50 mm nominal bore British Standard Pipe (BSP), round male coupling (see *Appendix A: Figure 2*).

All pipe work and valving between the water supply and the outlet must be no less than 50 mm nominal bore.

If less than 20 metres from the building, each outlet must face away from the building to allow access during emergencies.

12. **Access Requirements**

Access to the dwelling must be designed to allow emergency vehicles access. The minimum design requirements are as follows:

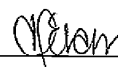
**Date Issued: 20 May 2005**

**Date Amended: 11 December 2007**

**Date Amended: 9 December 2008**

Note: Under Part 4, Division 1A of the Planning and Environment Act 1987, a permit may be amended. Please check with the responsible authority that this permit is the current permit and can be acted upon.

**Signature for the Responsible Authority:**



**PLANNING PERMIT NO. PP384/04B CONTINUED**

Curves in driveway must have a minimum radius of ten metres;

13. Vegetation Management Requirements

The wildfire management plan (30.11.04) must be endorsed as part of the Permit.

The vegetation management areas as indicated on the wildfire management plan be maintained to the following standard:

Inner Zone

A distance of ten metres around the proposed dwelling must be maintained to the following requirements during the declared 'Fire Danger Period' to the satisfaction of the responsible authority.

- Grass must be no more than 100 mm in height.
- Leaf litter must be less than 10 mm deep.
- There must be no elevated fuel on at least 50% of the area. On the remaining 50% the elevated fuel must be at most, sparse, with very little dead material.
- Dry native shrubs must be isolated in small clumps more than 10 m away from the dwelling.
- Trees must not overhang the roofline of the dwelling.

Outer Zones

Vegetation in outer zones, as specified in the wildfire development plan must be maintained to the following requirements during the declared 'Fire Danger Period' to the satisfaction of the responsible authority.

- Grass must be no more than 100 mm in height.
- Leaf litter must be less than 20 mm deep.
- There must be no elevated fuel on at least 50% of the outer zone area.
- Clumps of dry native shrubs must be isolated from one another by at least ten metres.

**Note:** Non-flammable features such as tennis courts, swimming pools, dams, patios, driveways, or paths should be incorporated into the vegetation management plan, especially on the north and western sides of the proposed building. Features with high flammability such as coir doormats, firewood stacks should not be located near the dwelling during the fire danger period. Clumps of hedges of shrubs with low flammability and/or high moisture content may be retained to act as a barrier to embers and radiant heat.

**Date Issued: 20 May 2005**  
**Date Amended: 11 December 2007**  
**Date Amended: 9 December 2008**

Note: Under Part 4, Division 1A of the Planning and Environment Act 1987, a permit may be amended. Please check with the responsible authority that this permit is the current permit and can be acted upon.

**Signature for the Responsible Authority:**



**PLANNING PERMIT NO. PP384/04B CONTINUED**

**Note for Category of Bushfire Attack**

The land is in a bushfire prone area designated under regulation 6.4 of the Building Regulations 1994. The planning permit conditions mean the building is located within 100 metres of vegetation with a high fuel load, which corresponds to a high category of bushfire attack under AS 3959.

THIS PERMIT HAS BEEN AMENDED AS FOLLOWS:

| Date of amendment | Brief description of amendment                                                                                                                                                                                                                                |
|-------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 11 December 2007  | * Amended plans provide for a reduced dwelling, including only one bedroom, not four, and being constructed of Scyon Axon cladding, the building is sited in the same location as previously approved.                                                        |
| 29 May 2007       | * Permit extended. The permit will expire if the development is not completed by 20 May 2009.                                                                                                                                                                 |
| 9 December 2008   | * Address of the land altered from '6232 Great Ocean Road Apollo Bay Lot 2 PS422432R Parish of Krambruk' to '6234 Great Ocean Road, Apollo Bay Lot 2 PS532599 Parish of Krambruk' to correctly show the property description for which the permit was issued. |

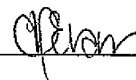
**Date Issued: 20 May 2005**

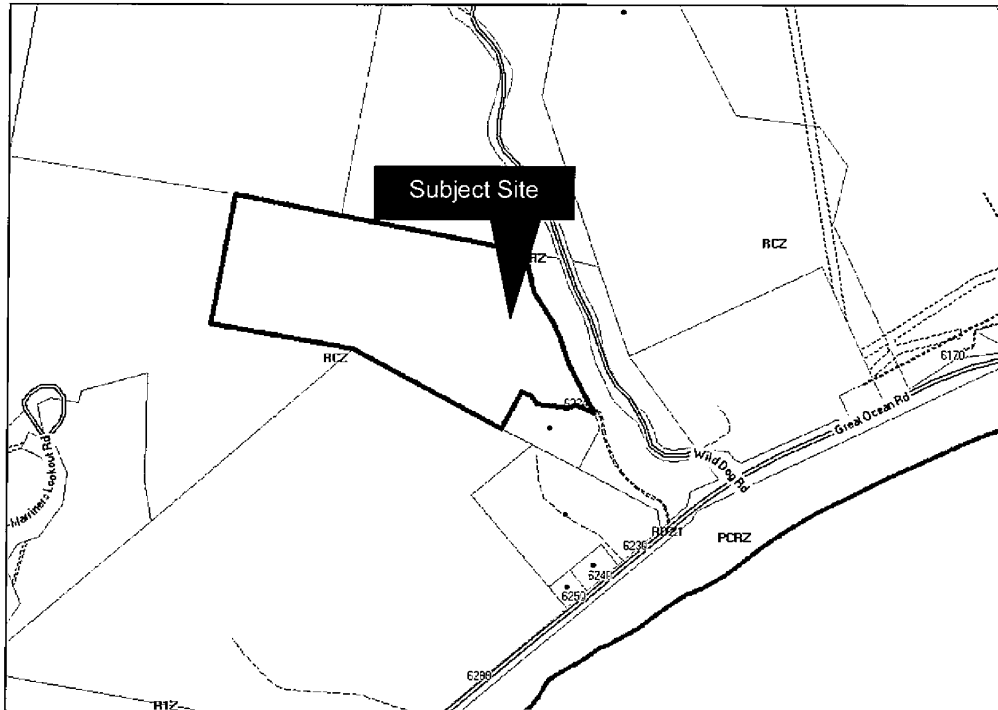
**Date Amended: 11 December 2007**

**Date Amended: 9 December 2008**

Note: Under Part 4, Division 1A of the Planning and Environment Act 1987, a permit may be amended. Please check with the responsible authority that this permit is the current permit and can be acted upon.

**Signature for the Responsible Authority:**







**OM102402-12      ITEM FOR SIGNING & SEALING - SECTION 173  
AGREEMENT, 288 SUNNYSIDE ROAD, WONGARRA**

|             |               |           |           |
|-------------|---------------|-----------|-----------|
| AUTHOR:     | Rhonda Deigan | ENDORSED: | Rob Small |
| DEPARTMENT: | Executive     | FILE REF: | PP74/2008 |

The applicant agreed to enter into a Section 173 Agreement as per condition 11 of Planning Permit PP74/2008 that allowed for Additions & Alterations to an existing shed.

Condition 11 of Planning Permit PP74/2008 reads:

*“ 11. Prior to the issue of a Building Permit, the owner must enter into an agreement with the Responsible Authority under Section 173 of the Planning and Environmental Act 1987 requiring that:*

*(a) The shed must not be used as a habitable dwelling as defined in the Planning Scheme or be used for commercial purposes.*

*Evidence of lodging of this agreement in accordance with Section 181 of the Planning and Environment Act 1987 must be submitted to the Responsible Authority. All costs associated with the agreement will be met by the owner/applicant.”*

Attached is a copy of the planning permit and a locality plan.

**Attachments**

1. Planning Permit & Locality Map

**Recommendation(s)**

***That Council***

1. ***Sign and seal the Section 173 Agreement for 288 Sunnyside Road Wongarra between the Colac Otway Shire and Arnold Barker, Kenneth James Barker and Karl Ernest Barker Certificate of Title Volume 9212 Folio 043, Lot 13 Plan of Subdivision 128817; and that the 173 Agreement should record on the title that “The shed must not be converted into or be used as a habitable dwelling as defined in the Planning Scheme or be used for commercial purposes.”***

~~~~~\ ~~~~~

THIS PAGE HAS BEEN LEFT BLANK

PP74/2008 288 Sunnyside Road WONGARRA
Anne Sorensen/jc



12 August 2009

KRIS THOMAS BUILDING DESIGN & DRAFTING SERVICES
60 NOEL STREET
APOLLO BAY VIC 3233

Dear Sir/Madam

PLANNING APPLICATION: PP74/2008
SUBJECT LAND: 288 Sunnyside Road WONGARRA
PROPOSAL: ADDITIONS & ALTERATION TO AN EXISTING
SHED

Council has received a response from the Victorian Civil and Administrative Tribunal (VCAT) in relation to the above planning application and review hearing held on 23 March 2009.

I advise that VCAT has determined that the decision of Council be varied and a planning permit be issued subject to the conditions being modified as set out in the VCAT determination. Please find enclosed a copy of the permit and endorsed plans.

The planning permit is a legal document, please read the planning permit conditions carefully such that you are aware of your obligations in relation to the permit.

NOTES

- a. A Permit to install an all waste septic tank system must be lodged and approved by the Responsible Authority prior to the commencement of works. Such system must be designed and installed to the satisfaction of the Responsible Authority before a Permit to Use the waste septic tank system can be issued.

If you have any queries about this application, I can be contacted on 5232 9509.

Yours faithfully

Anne Sorensen
Statutory Planning Co-ordinator

Colac Otway Shire
PO Box 283
Colac Victoria 3250
www.colacotwayvic.gov.au
inq@colacotwayvic.gov.au

Colac Service Centre
2-6 Rae Street
Colac Victoria 3250
Ph: (03) 5232 9400
Fax: (03) 5232 1046

Apollo Bay Service Centre
69-71 Nelson Street
Apollo Bay Victoria 3233
Ph: (03) 5237 6504
Fax: (03) 5237 6734



TO: **Assessment No –** 20257
Permit No – PP74/2008
Kris Thomas Building Design & Drafting Services
60 Noel Street
APOLLO BAY VIC 3233
Planning Scheme – Colac Otway Scheme
Responsible Authority - COLAC OTWAY SHIRE

ADDRESS OF THE LAND:

288 Sunnyside Road Wongarra
Lot: 13 LP: 128817 Parish of Wongarra

THE PERMIT ALLOWS:

Additions & alteration to an existing shed in accordance with the endorsed plans.

THE FOLLOWING CONDITIONS APPLY TO THIS PERMIT

1. The plans to be endorsed and which will then form part of the permit are the plans submitted with the application.
2. Before the issue of a building permit, a Land Stability and Landslip risk Assessment must be prepared to the satisfaction of the Responsible Authority. The assessment must be for the area proposed for use as the waste disposal envelope associated with the building and be prepared by a suitably qualified Geotechnical Engineer.
3. The layout of the site and the size of the proposed buildings and works as shown on the endorsed plans must not be altered or modified without the written consent of the Responsible Authority.
4. Stormwater discharge from access roads and buildings and structures must be dealt with on the site to the satisfaction of the Responsible Authority. No sheet flow discharge point will be permitted within five (5) metres of the lowest property boundaries and any discharge point must not be located so as to surcharge the septic effluent disposal system.

Date Issued 17 July 2009

Signature for the Responsible Authority

AP Samson
Council/Delegate

CONDITIONS CONTINUED FOR PERMIT NO. PP74/2008-1

5. A packaged wastewater treatment system is to be constructed concurrently with the redevelopment of the shed to ensure that all liquid waste is to be contained within the curtilage of the title at all times. Such system must be located on the higher ground away from the watercourse, and designed and installed to the satisfaction of the Responsible Authority.

The treated effluent from the packaged system must be pumped to effluent disposal fields established on the eastern side of the waterway, more than 30m from the banks of the waterway to the satisfaction of the Responsible Authority.

6. The installation of a packaged waste water treatment system requires the installation of either a flashing light or audible alarm in both the proposed shed and the main dwelling to warn of any pump malfunction in the system to the satisfaction of the responsible authority. The alarm can be located outside of the buildings, but must not be audible beyond the boundaries of the site.

7. Before a Building Permit can be issued, a landscape plan to the satisfaction of the Responsible Authority must be submitted to and approved by the Responsible Authority. When approved, the plan will be endorsed and will then form part of the permit. The plan must be drawn to scale with dimensions and three copies must be provided. The plan must show:

- (a) a survey (including botanical names) of all existing vegetation to be retained and/or removed in the vicinity of the shed;
- (b) planting of areas around the shed not designated as accessways to screen the building where possible from Groves Court, Sunnyside Road and the dwelling located at 290 Sunnyside Road.
- (c) a schedule of all proposed trees, shrubs and ground covers, including botanical names, common names, pot sizes, sizes at maturity, and quantities of each plant

All species selected must be to the satisfaction of the Responsible Authority.

8. The landscaping must be established within 6 months of the completion of the development hereby permitted and must be maintained to the satisfaction of the Responsible Authority.
9. All development and works associated with the permit must be carried out in strict conformity with the recommendations of the Geotechnical Engineers Report prepared by Saunders Consulting Group Pty Ltd, Number 29550, dated 24 July 2007 and any recommendations contained in the Land Stability and Landslip Risk Assessment prepared in accord with Condition 2 of Permit PP74/08.
10. The roof and exterior walls of the outbuilding must be constructed of a non-reflective material which will effectively blend the development in with the natural colours of the surrounding landscape (i.e. not white, off-white, beige, cream, fawn, light yellow or similar colour, galvanised or zincalume, gull grey or any other unsuitable colour as determined by the Responsible Authority).

Date Issued 17 July 2009

Signature for the
Responsible Authority


Council/Delegate

CONDITIONS CONTINUED FOR PERMIT NO. PP74/2008-1

11. Prior to the issue of a Building Permit, the owner must enter into an agreement with the Responsible Authority under Section 173 of the Planning and Environment Act 1987 requiring that:

- a. The shed must not be converted into or be used as a habitable dwelling as defined in the Planning Scheme or be used for commercial purposes.

Evidence of lodging of this agreement in accordance with in Section 181 of the Planning and Environment Act 1987 must be submitted to the Responsible Authority. All costs associated with the agreement will be met by the owner/applicant.

12. In accordance with Section 68 of the Planning and Environment Act 1987, this permit will expire if one of the following circumstances applies:

- The development and use are not started within two (2) years of the date of this permit.
- The development is not completed within four (4) years of the date of this permit.

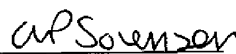
In accordance with Section 69 of the Planning and Environment Act 1987, the Responsible Authority may extend the periods referred to if a request is made in writing before the permit expires, or within three months afterwards.

THIS PERMIT HAS BEEN MODIFIED AS DIRECTED BY VCAT:

| Date of amendment | Brief description of amendment |
|-------------------|--|
| 17 July 2009 | Condition 1 amended
Condition 2 amended
Condition 9 amended
Condition 11(a) amended |

Date Issued 17 July 2009

Signature for the
Responsible Authority

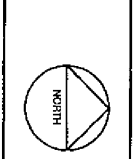

Council/Delegate

KRIS THOMAS BUILDING DESIGN
 5 DRAFTING SERVICES
 60 Neal Street, Apollo Bay, Victoria, 3233.
 Ph: 0323777272 Email: ktd@kristhomasdesign.com.au

| | | |
|-----|------|-----------|
| No. | DATE | AMENDMENT |
| | | |

CLIENT: **A. BARKER**
 PROJECT: **PROPOSED SHED REFURBISHMENT & ADDITIONS**
 SITE: **288 SUNNYSIDE ROAD, WONGARRA 3221**

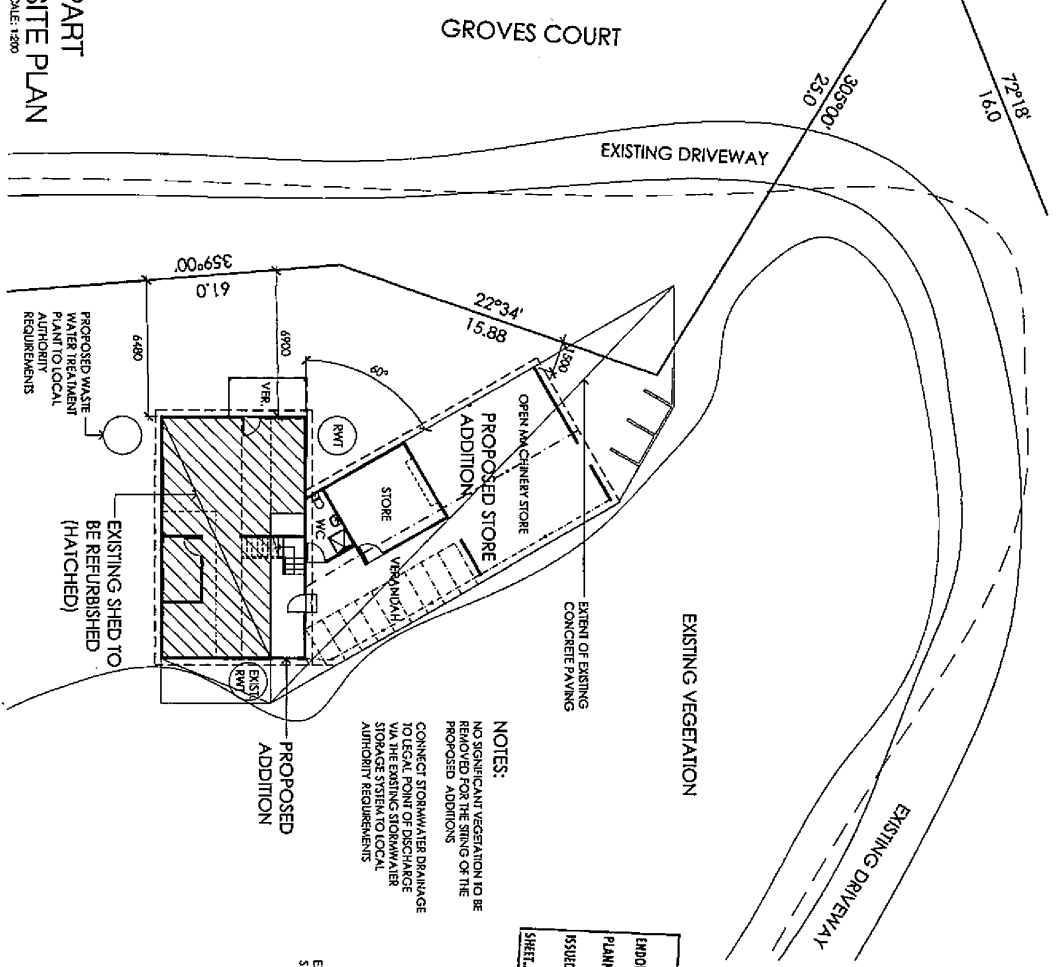
TITLE: **SITE PLAN & PART SITE PLAN**
 COPYRIGHT: **PLANNING APPROVAL**



DESIGNER: **KT**
 DRAWN: **KT**
 CHECKED: **KT**
 RFP No. **DP-AD 24874**

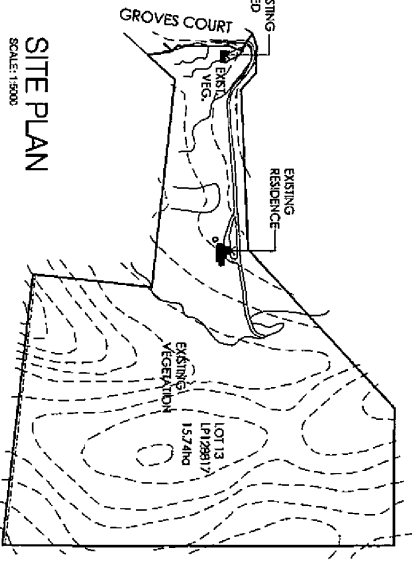
DATE: **8/12/2008**
 SHEET No. **1 OF 5** REV. **0**
 SCALE: **AS SHOWN**
 JOB No. **08-002**

PART SITE PLAN
 SCALE: 1:200



NOTES:
 NO SIGNIFICANT VEGETATION TO BE REMOVED FOR THE Siting OF THE PROPOSED ADDITIONS
 CONNECT STORMWATER DRAINAGE TO LEGAL POINT OF DISCHARGE VIA THE EXISTING STORMWATER STORAGE SYSTEM TO LOCAL AUTHORITY REQUIREMENTS

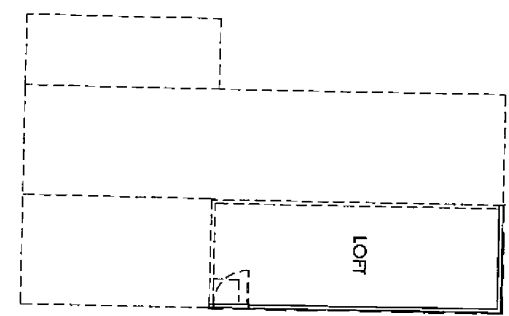
COLLAC OTWAY SHIRE
 ENDORSED PLAN FORMING PART OF
 PLANNING PERMIT No. **P144/08**
 ISSUED DATE: **19/04/09**
 SHEET 1 of 5
[Signature]
 PLANNING OFFICER



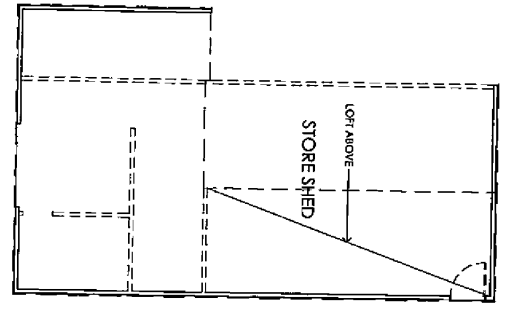
SITE PLAN
 SCALE: 1:500

DEMOLITION PLAN

UPPER FLOOR

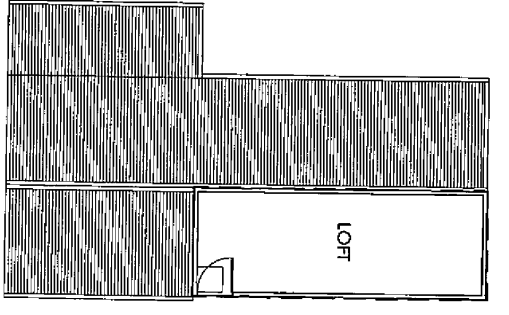


GROUND FLOOR

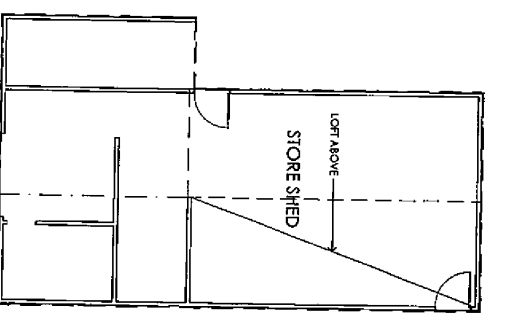


EXISTING PLAN

UPPER FLOOR



GROUND FLOOR



LEGEND:

— EXISTING STUD FRAMED WALL

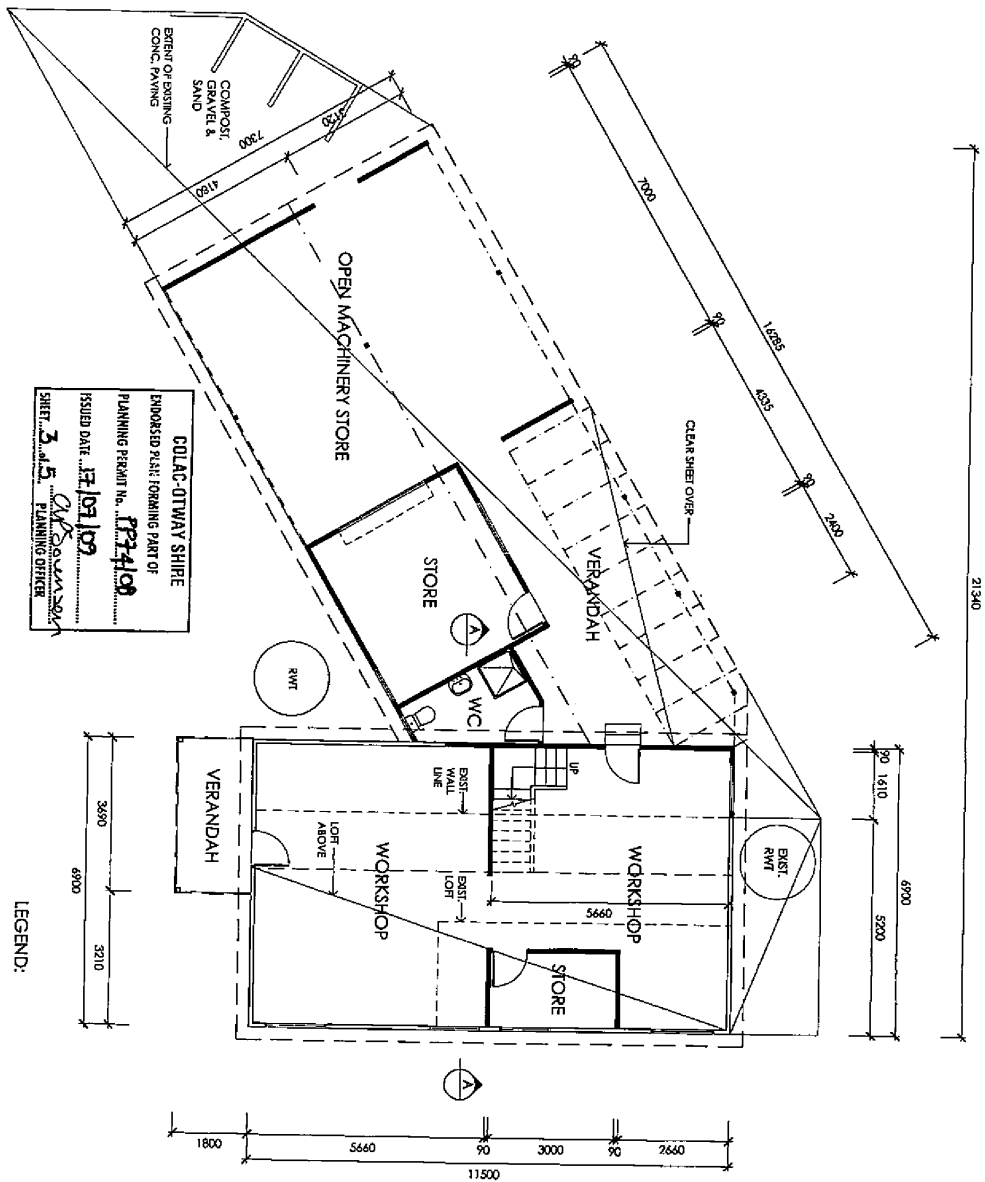
- - - - - DEMOLISHED WALL

COLLAC-OTWAY SHIRE
ENDORSED PLAN FORMING PART OF
PLANNING PERMIT No. **PA4408**
ISSUED DATE **13/01/09**
SHEET **2** OF **5** *AS PLANNING OFFICER*

KRIS THOMAS BUILDING DESIGN
DRAFTING SERVICES
40 West Street Apollo Bay, Victoria, 3235
Tel: 03 5237 7171 Fax: 03 5237 7172 Email: kris@ktdesign.com.au

| | | | | | |
|--|------|-----------|---|--|--|
| No. | DATE | AMENDMENT | | | |
| | | | | | |
| CLIENT: A. BARKER | | | TITLE: EXISTING PLAN & DEMOLITION PLAN | | |
| PROJECT: PROPOSED SHED REPAIR/REBUILT & ADDITIONS | | | COPYRIGHT: © 2008 | | |
| SITE: 288 SUNNYSIDE ROAD, WONGARRA 3221 | | | PLANNING APPROVAL | | |
| DRAWN: KT | | | DATE: 04/12/08 | | |
| CHECKED: | | | SHEET No. 2 OF 5 REV: 0 | | |
| JOB No. 08-002 | | | SCALE: 1:100 | | |
| JOB No. 08-002 | | | JOB No. 08-002 | | |

PROPOSED GROUND FLOOR PLAN



COLLAC-OTWAY SHIRE
 ENDORSED PLANS FORMING PART OF
 PLANNING PERMIT No. **P24108**
 ISSUED DATE: **12/01/09**
 SHEET **3** of **5** **AKB**
 PLANNING OFFICER

LEGEND:
 — NEW 90mm STUD FRAMED WALL
 — EXISTING STUD FRAMED WALL
 - - - DEMOLISHED WALL

AREAS:

| | |
|-----------------------|--------------------|
| EXISTING GROUND FLOOR | 14.4m ² |
| LOFT | 18.9m ² |
| ADDITIONS | 33.9m ² |
| LOFT ABOVE | 7.7m ² |
| TOTAL | 74.9m ² |
| VERANDAHS | 24.3m ² |
| OPEN MACHINERY STORE | 51.7m ² |

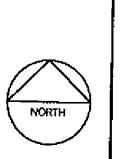
NOTES:
 THE EXISTING ROOF IS TO BE REMOVED AND REPLACED WITH A NEW TIMBER FRAMED ROOF AS INDICATED
 NEW STUD FRAMED WALLS ARE TO BE RANMED ABOVE THE EXISTING TO PROVIDE INCREASED PROTECTING HEIGHT AS INDICATED
 NEW TIMBER FRAMED FLOOR IS TO BE CONSTRUCTED ABOVE THE EXISTING CONCRETE SLAB FLOOR TO CLEAR THE EXISTING CONCRETE ROOF WALLS
 THE NORTHERN ADDITIONS TO THE EXISTING BUILDING ARE TO REMAIN WITHIN THE EXISTING CONCRETE PAVING

KRIS THOMAS BUILDING DESIGN
 6 DRAFTING SERVICES
 40 Noel Street Apollo Bay, Victoria, 3233
 Ph: 03237722 Email: kris@krisbuildingdesign.com.au

| | | |
|-----|------|-----------|
| NO. | DATE | AMENDMENT |
| | | |

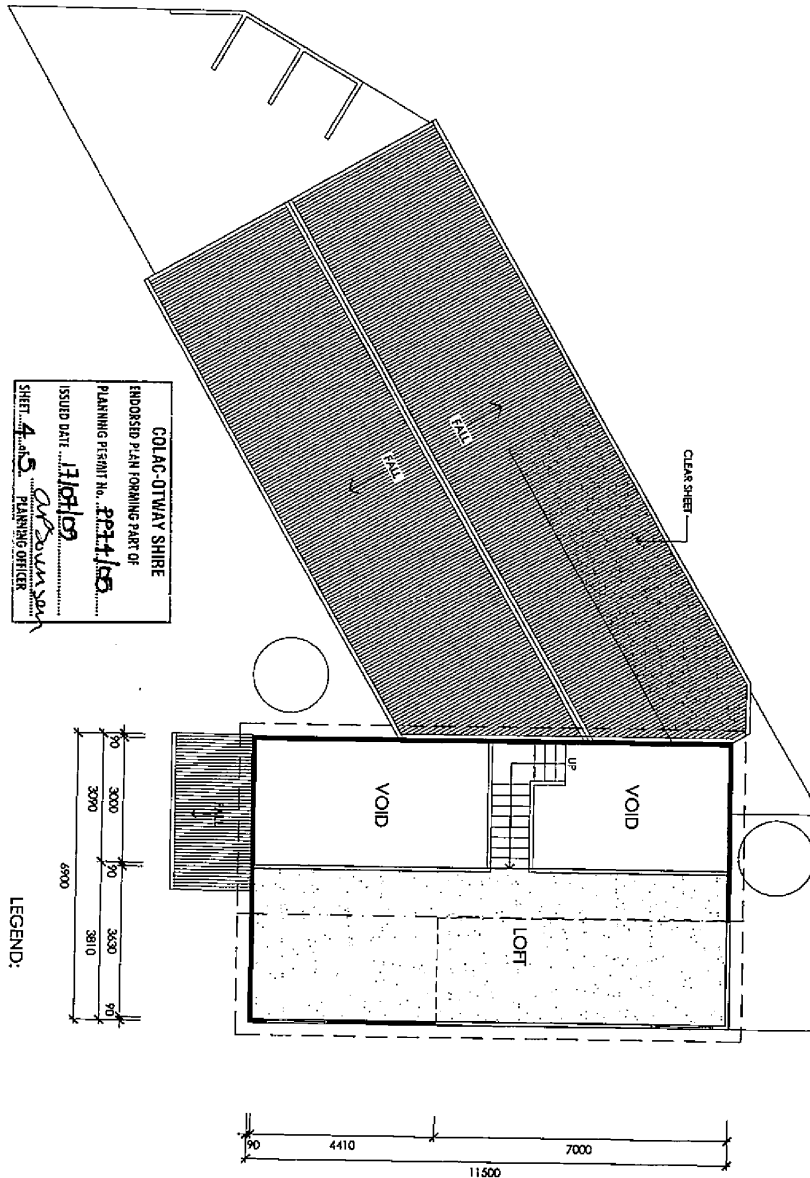
CLIENT: **A. BARKER**
 PROJECT: **PROPOSED SHED REFURBISHMENT & ADDITIONS**
 SITE: **288 SUNNYSIDE ROAD, WONGARRA 3221**

TITLE: **PROPOSED GROUND FLOOR PLAN**
 PLANNING APPROVAL

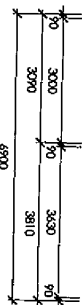


| | |
|----------------------------|--|
| DESIGN: KT | DATE: 8/12/08 |
| DRAWN: KT | SHEET No. 3 OF 5 REV. 0 |
| CHECKED: | SCALE: 1:100 |
| REP No. DP-AD 24574 | JOB No. 08-002 |

PROPOSED UPPER FLOOR PLAN

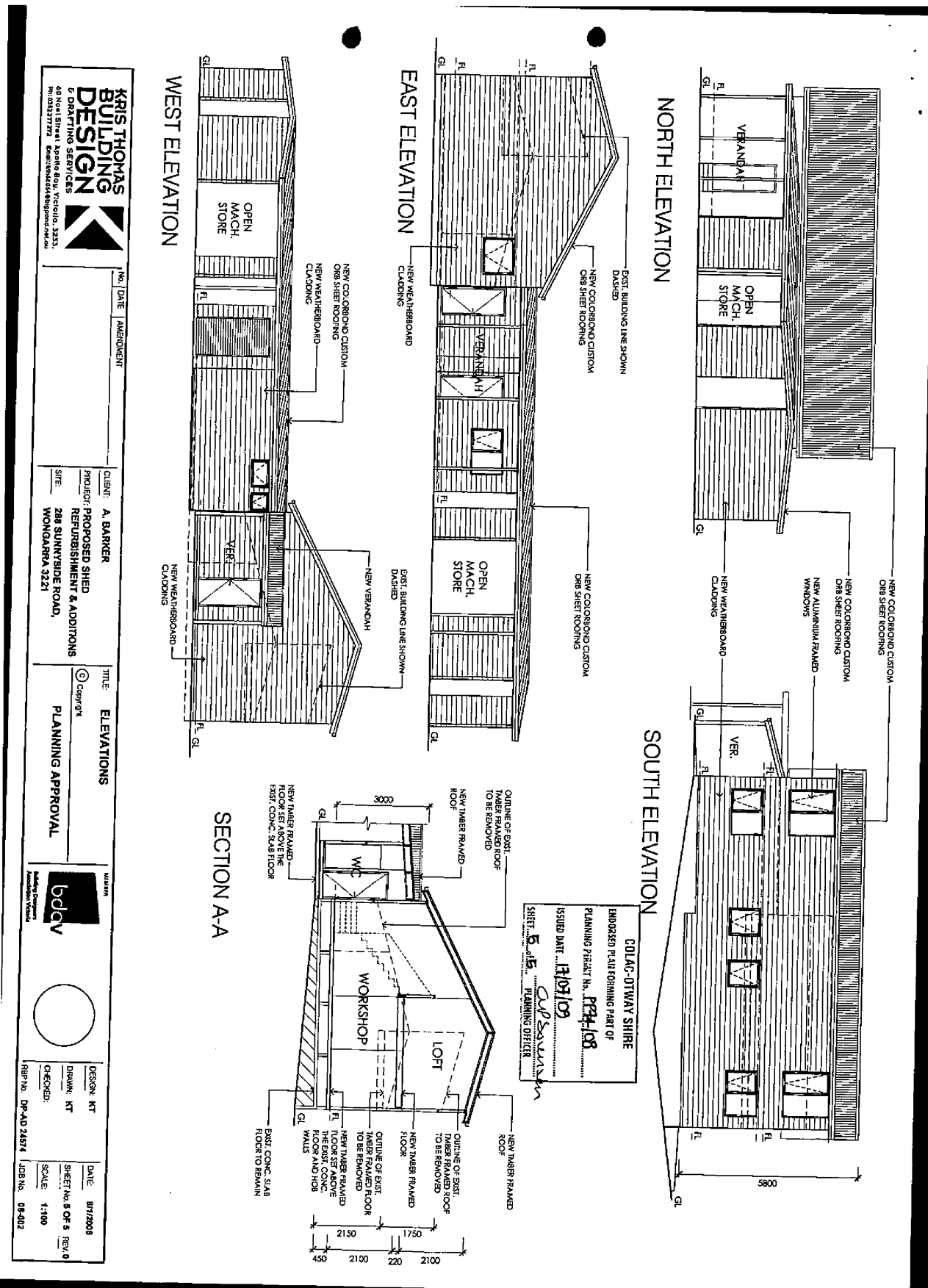


ENDORSED PLAN FORMING PART OF
 COLIAC-DITWAY SHIRE
 PLANNING PERMIT No. **PP14/15**
 ISSUED DATE: **13/01/15**
 SHEET **4** OF **5** DRAWING OFFICER
CHRISTINA SPAN



- LEGEND:
- NEW 700mm STUD FRAMED WALL
 - - - - - EXISTING STUD FRAMED WALL
 - DEMOLISHED WALL
- AREAS:
- | | |
|--------------|--------------------|
| EXISTING | 42.4m ² |
| GROUND FLOOR | 18.5m ² |
| LOFT | 18.5m ² |
| ACROSS | |
| GROUND FLOOR | 65.4m ² |
| LOFT | 43.5m ² |
| TOTAL | 79.2m ² |
| VERANDAS | 36.3m ² |
| OVER WALKWAY | 31.7m ² |
| STORE | |

| | | | |
|--|--|------|-----------|
| KRIS THOMAS BUILDING DESIGN
D DRAFTING SERVICES
40 Mack Street Apollo Bay, Victoria, 3233.
Ph: 035373725 Fax: 035373725
www.krisbuildingdesign.com.au | No. | DATE | AMENDMENT |
| | | | |
| CLIENT: A. BARKER
PROJECT: PROPOSED SHED REPAIR/REBUILT & ADDITIONS
SITE: 288 SUNNYSIDE ROAD, WONGARRA 3221 | TITLE: PROPOSED UPPER FLOOR PLAN
(c) Copyright
PLANNING APPROVAL | | |
| bdcv
Building Design Consultancy Victoria | DESIGN: KT
DRAWN: KT
CHECKED: | | |
| RBP No. DP-AD 24574 | DATE: 21/12/2013
SHEET No. 4 OF 5 REV. 0
SCALE: 1:100 | | |
| | JOB No. 08-2013 | | |



KRIS THOMAS BUILDING DESIGN
 70 DARTING SERVICES
 40 STIVERS ROAD, WONGARRA, VIC. 3235.
 Ph: 03232 7777 Fax: 03232 7777
 www.krisbuildingdesign.com.au

No. DATE AMENDMENT


CLIENT: A. BARKER
 PROJECT: PROPOSED SHED REFURBISHMENT & ADDITIONS
 SITE: 288 SUNNYSIDE ROAD, WONGARRA 3221

TITLE: ELEVATIONS
 Copyright
 PLANNING APPROVAL




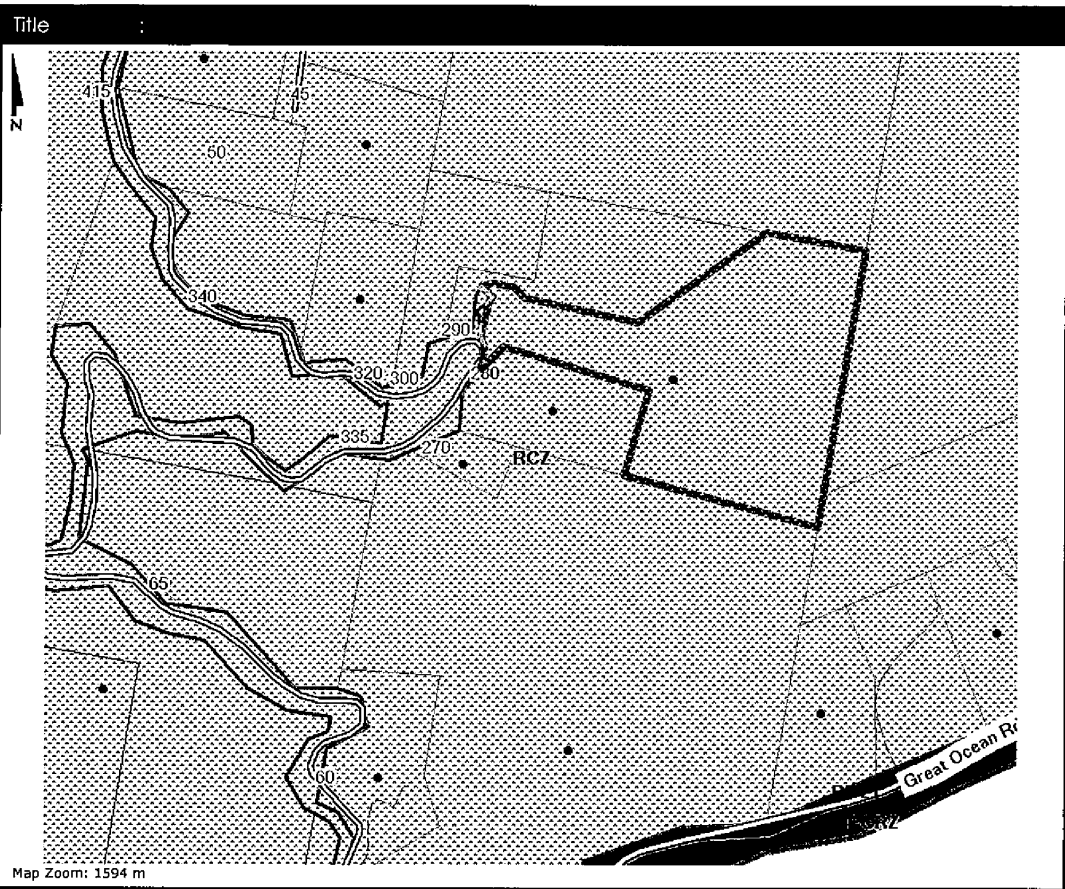
DESIGN: KT
 DRAWN: KT
 CHECKED:
 DATE: 07/20/08
 SHEET No. 5 OF 5 REV. 0
 SCALE: 1:100
 RBP No. DP-AD 24874 LDB No. 08-012

Created by planning on Monday, 25 January 2010



PLANNING DEPARTMENT
Admin Map





Map Zoom: 1594 m

Advertising (1)(Lot Boundary)

| MI_Key | assess num: | title desc: | prop address: | prop locality: |
|--------|-------------|-----------------|--------------------|----------------|
| 16169 | 20257 | LOT 13 LP128817 | 288 SUNNYSIDE ROAD | WONGARRA |

Advertising-Zones (1)(Lot Boundary)

| MI_Key | title desc: | prop address: | zone: | parcel overlap: |
|--------|-----------------|--------------------|-------------------------|-----------------|
| 16169 | LOT 13 LP128817 | 288 SUNNYSIDE ROAD | RURAL CONSERVATION ZONE | 100.0% |

Advertising-Overlays (3)(Lot Boundary)

| MI_Key | title desc: | prop address: | overlay: | parcel overlap: |
|--------|-----------------|--------------------|----------|-----------------|
| 16169 | LOT 13 LP128817 | 288 SUNNYSIDE ROAD | SLO3 | 100.0% |
| 16169 | LOT 13 LP128817 | 288 SUNNYSIDE ROAD | EMO1 | 100.0% |
| 16169 | LOT 13 LP128817 | 288 SUNNYSIDE ROAD | WMO | 100.0% |

Legend

| | | | |
|--|------------------|--|---------------------------------------|
| | Overlays - ALL | | PUBLIC CONSERVATION AND RESOURCE ZONE |
| | Planning Apps | | ROAD ZONE - CATEGORY 1 |
| | Property | | FARMING ZONE |
| | Parcel | | RURAL LIVING ZONE |
| | Parcel Proposed | | TOWNSHIP ZONE |
| | Crown Land | | PUBLIC USE ZONE - EDUCATION |
| | Easement | | PUBLIC PARK AND RECREATION ZONE |
| | Watercourse | | INDUSTRIAL 1 ZONE |
| | Floodway (CHA) | | RESIDENTIAL 1 ZONE |
| | Floodplain (CHA) | | RESIDENTIAL 2 ZONE |
| | | | BUSINESS 1 ZONE |
| | | | BUSINESS 4 ZONE |
| | | | LOW DENSITY RESIDENTIAL ZONE |
| | | | PUBLIC USE ZONE - TRANSPORT |
| | | | INDUSTRIAL 3 ZONE |
| | | | RURAL CONSERVATION ZONE - SCHEDULE 2 |
| | | | INDUSTRIAL 2 ZONE |
| | | | SPECIAL USE ZONE - SCHEDULE 1 |
| | | | URBAN FLOODWAY ZONE |

Disclaimer

Contains VICMAP Information
 ©The State of Victoria, Dept. of Sustainability & Environment, 2003
 Reproduced by permission of the Dept. of Sustainability & Environment.

This material may be of assistance to you but the State of Victoria, Colac-Otway Shire and its employees do not guarantee that the publication is without flaw of any kind or is wholly appropriate for your particular purposes and therefore disclaims all liability for any error, loss or consequences which may arise from your relying on any information contained herein

Colac Otway Shire
 2-6 Rae Street.
 COLAC. VIC. 3250
 Ph: 03 5232 9400
 Fax: 03 5232 1046
 Email:
info@colacotway.vic.gov.au
 Web:
www.colacotway.vic.gov.au



This map is produced on the Geocentric Datum of Australia (GDA94). GDA94 supersedes the Australian Geodetic Datum 1966 (AGD66). Colac-Otway Shire Council uses the Map Grid of Australia (MGA94) Zone 54 projection.

** Not all layers depicted here are necessarily shown on map **

**OM102402-13 ITEM FOR SIGNING AND SEALING - SECTION 173
AGREEMENT - 44-54 GRANT STREET, FORREST**

| | | | |
|-------------|---------------|-----------|--------------------------------|
| AUTHOR: | Suzanne White | ENDORSED: | Rob Small |
| DEPARTMENT: | Executive | FILE REF: | 44-54 Grant Street,
Forrest |

The applicant agreed to enter into a Section 173 Agreement as per Condition 2 of Planning Permit PP49/09 that allowed for use and development of a dwelling, shed, associated works and vegetation removal.

Condition 2 reads:

“Prior to the occupancy of the dwelling, the owner must enter into an Agreement with the Responsible Authority under Section 173 of the Planning and Environment Act 1987 to the effect that:

(a) The land will be managed in accordance with an approved Land Management Plan as endorsed as part of Planning Permit PP49/09.

Evidence of lodging of the agreement/covenant with the Registrar of Titles in accordance with Section 181 of the Act must be submitted to the Responsible Authority. All costs associated with the agreement/covenant must be met by the owner”.

Attachments

1. Planning Permit and Locality Plan

Recommendation(s)

That Council sign and seal the Section 173 Agreement for 44-54 Grant Street, Forrest between Colac Otway Shire and Geoffrey James Speirs covenanting Certificate of Title Volume 8584 Folio 123 and that the land be managed in accordance with an approved Land Management Plan as endorsed as part of Planning Permit PP49/09.

~~~~~\ ~~~~~

THIS PAGE HAS BEEN LEFT BLANK



|                                                                      |                                                                                                                                        |
|----------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------|
| TO:<br>DAVID ROWE<br>BOND HOMES<br>P O BOX 157<br>WENDOUREE VIC 3355 | Assessment No. - 250504400<br>Permit No - PP49/09<br>Planning Scheme - Colac-Otway Scheme<br>Responsible Authority - COLAC OTWAY SHIRE |
|----------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------|

**ADDRESS OF THE LAND:**

44-54 GRANT STREET, FORREST  
LOT 15, LP10064, PARISH OF YAUGHER


**THE PERMIT ALLOWS:**

DEVELOPMENT AND USE OF THE LAND FOR A DWELLING, SHED, ASSOCIATED WORKS AND VEGETATION REMOVAL IN ACCORDANCE WITH ENDORSED PLANS

**THE FOLLOWING CONDITIONS APPLY TO THIS PERMIT**

1. The layout of the site and the size of the proposed buildings and works as shown on the endorsed plans must not be altered or modified without the written consent of the Responsible Authority.
2. Prior to the occupancy of the dwelling, the owner must enter into an Agreement with the Responsible Authority under Section 173 of the Planning and Environment Act 1987 to the effect that:
  - (a) The land will be managed in accordance with an approved Land Management Plan as endorsed as part of Planning Permit PP49/09.

Evidence of lodging of the agreement/covenant with the Registrar of Titles in accordance with Section 181 of the Act must be submitted to the Responsible Authority. All costs associated with the agreement/covenant must be met by the owner.
3. Prior to the occupancy of the dwelling, a Land Management Plan must be prepared and submitted to and approved by the Responsible Authority. When approved, the plan will be endorsed and will then form part of the permit. The plan must include (but not limited to):

Date Issued: 28/09/2009      Signature for the Responsible Authority 

**CONDITIONS CONTINUED FOR PERMIT NO. PP49/09**

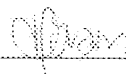
- (a) Identification of a habitation zone;
- (b) Identification of vegetation to be removed;
- (c) Identification of offsets areas and requirements in accordance with Condition 18 and 19;
- (d) Retention, protection and enhancement of all native vegetation outside the habitation zone;
- (e) The control of noxious and environmental weeds and feral animals on the site;
- (f) The protection and enhancement of waterways and/or wetlands;
- (g) The exclusion of stock from waterways and areas of native vegetation;
- (h) The management of erosion/sedimentation on the site;
- (i) The management of domestic animals (specifically cats and dogs);
- (j) Timeframe for implementation of the management plan.

The Plan must include both a site plan (to scale) and a description of how and when all works will occur (eg. detailed timeframes). The management of the land and the activities on the site thereafter must accord with this Land Management Plan.

- 4. Vegetation removal is only permitted strictly in accordance with the endorsed plans to the satisfaction of the Responsible Authority.
- 5. Access from Grant Street must be constructed to VicRoads approval.
- 6. Footpath levels must be maintained to the satisfaction of the Responsible Authority when providing access to the property.
- 7. Stormwater discharge must only be distributed across the property by sheet flow (i.e. along a contour) or to a legal point of discharge as approved by the Responsible Authority. No sheet flow discharge point must be permitted within five (5) metres of the lowest property boundaries and any discharge point must not be located so as to surcharge the septic effluent disposal system.
- 8. An all waste septic tank disposal system is to be constructed concurrently with the new dwelling, such that all liquid waste must at all times be contained within the curtilage of the title. Such system must be designed and installed to the satisfaction of the Responsible Authority.
- 9. The proposed septic tank system must not be located within 60 metres of the bank of any surface waters, unless the liquid waste is treated to the satisfaction of the Responsible Authority. Any such reduction in distance to surface waters will be at the discretion of the Responsible Authority.
- 10. The roof and exterior walls of the dwelling and the outbuildings must be constructed of a non-reflective material which will effectively blend the development in with the natural colours of the surrounding landscape (ie. not white, off-white, beige, cream, fawn, light yellow or similar colour, galvanised or zincalume, surfmist, shale grey, gull grey or any other unsuitable colour as determined by the Responsible Authority).

Date Issued: 28/09/2009

Signature for the Responsible Authority





**CONDITIONS CONTINUED FOR PERMIT NO. PP49/09**

11. All environmental weeds as outlined in "Environmental Weeds of the Colac Otway Shire" brochure must be controlled on the property at all times and prevented from spreading to neighbouring land to the satisfaction of the Responsible Authority.
12. No environmental weeds as referred to in "Environmental Weeds of the Colac Otway Shire" brochure will be planted on or allowed to invade this site.

**Conditions required by DSE:**

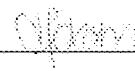
13. Underground services must be located to avoid the need for removal of vegetation.
14. To prevent damage to remaining vegetation there must be no temporary or permanent storage of any materials, vehicles or equipment within the areas of native vegetation identified to be retained in accordance with the endorsed plans. All storage sites must be restricted to existing cleared areas close to existing roads and tracks, and must not adversely impact upon native vegetation, including root zones of existing trees.
15. Tree trimming operations must be undertaken using the natural target pruning 'three cut method' as described in the *Roadside Handbook (VicRoads 2006)*, which accords with the *Australian Standard for Pruning Amenity Trees (AS 4373-1996)*.
16. Where works are undertaken in accordance with the endorsed plans all native vegetation retained on the site must not be damaged and care must be taken not to damage the root zone of the vegetation.
17. All trees approved for removal in accordance with the endorsed plan must be clearly marked by painting an 'X' or with flagging tape and must be felled within the prescribed works area in such a manner to avoid damaging vegetation to be retained. All trees approved for branch trimming must be marked with a painted coloured 'T'.
18. The offsets to compensate for the removal of 18 trees older than 10 years as shown on the application must include the protection and revegetation of 1,000sqm, including 300 trees to the satisfaction of the Responsible Authority.
19. Offsets must be in accordance with the submitted plan and must be implemented within 12 months of the vegetation being removed.

**Conditions required by VicRoads:**

20. The access driveway from the subject land to Forrest-Apollo Bay Road (Grant Street) must be constructed to a standard acceptable to VicRoads. The applicant must contact VicRoads (telephone 52252525) prior to carrying out any works within the Grant Street road reserve to discuss construction standards and traffic management arrangements.

Date Issued: 28/09/2009

Signature for the Responsible Authority



**CONDITIONS CONTINUED FOR PERMIT NO. PP49/09**

**Conditions required by CFA:**

Water Supply Requirements:

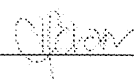
21. A static water supply, such as a tank, must be provided and meet the following requirements:
- a minimum of 10,000 litres on-site static storage must be provided on the lot and be maintained solely for fire fighting;
  - the water supply must be located within 60 metres of the dwelling;
  - fire brigade vehicles must be able to get to within four metres of the water supply outlet as indicated on the wildfire development plan;
  - the water supply must be readily identifiable from the building or appropriate signage (see Appendix A: Figure 1) must point to water supply. All below-ground water pipelines must be installed to the following depths:
    - subject to vehicle traffic – 300 mm
    - under houses or concrete slabs – 75 mm
    - all other locations - 225 mm
    - all fixed above-ground water pipelines and fittings, including water supply, must be constructed of non-corrosive and non-combustible materials or protected from the effects of radiant heat and flame.
22. If the static water supply is above ground the following additional standards apply:
- all above-ground static water supply must provide at least one 64 mm, 3 thread/25 mm x 50 mm nominal bore British Standard Pipe (BSP), round male coupling (see Appendix A: Figure 2);
  - all pipe work and valving between the water supply and the outlet must be no less than 50 mm nominal bore;
  - if less than 20 metres from the building, each outlet must face away from the building to allow access during emergencies.

Access Requirements:

23. Access to the dwelling must be designed to allow emergency vehicles access. The minimum design requirements are as follows:
- curves in driveway must have a minimum inner radius of ten metres;
  - the average grade must be no more than 1 in 7 (14.4%) (8.1°) with a maximum of no more than 1 in 5 (20%) (11.3°) for no more than 50 metres;
  - dips must have no more than a 1 in 8 (12.5%) (7.1°) entry and exit angle.
24. If the driveway from the road to the dwelling and water supply, including gates, bridges and culverts, is greater than 30 m long, the driveway:
- must be designed, constructed and maintained for a load limit of at least 15 tonnes;
  - be all weather construction;
  - must provide a minimum trafficable width of 3.5 metres, and

Date Issued: 28/09/2009

Signature for the  
Responsible Authority



**CONDITIONS CONTINUED FOR PERMIT NO. PP49/09**

- be clear of encroachments 4 metres vertically (see Appendix A: Figure 3).

Vegetation Management Requirements:

Inner Zone

25. A distance of ten metres around the proposed dwelling must be maintained to the following requirements during the declared 'Fire Danger Period' to the satisfaction of the responsible authority.

- Grass must be no more than 100mm in height
- Leaf litter must be less than 10mm deep
- There must be no elevated fuel on at least 50% of the area. On the remaining 50% the elevated fuel must be at most, sparse, with very little dead material.
- Dry shrubs must be isolated in small clumps more than ten metres away from the dwelling.
- Trees must not overhang the roofline of the dwelling.

Outer Zone

26. A distance of 50 metres around the proposed dwelling must be maintained within the North-western zone and a distance of 20 metres around the proposed dwelling must be maintained within the Eastern Zone, to the following requirements during the declared 'Fire Danger Period' to the satisfaction of the responsible authority.

- Grass must be no more than 100mm in height
- Leaf litter must be less than 20mm deep
- There must be no elevated fuel on at least 50% of the Outer Zone area.
- Clumps of dry shrubs must be isolated from one another by at least ten metres.

Expiry of permit:

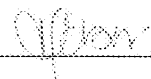
27. This permit will expire if one of the following circumstances applies:

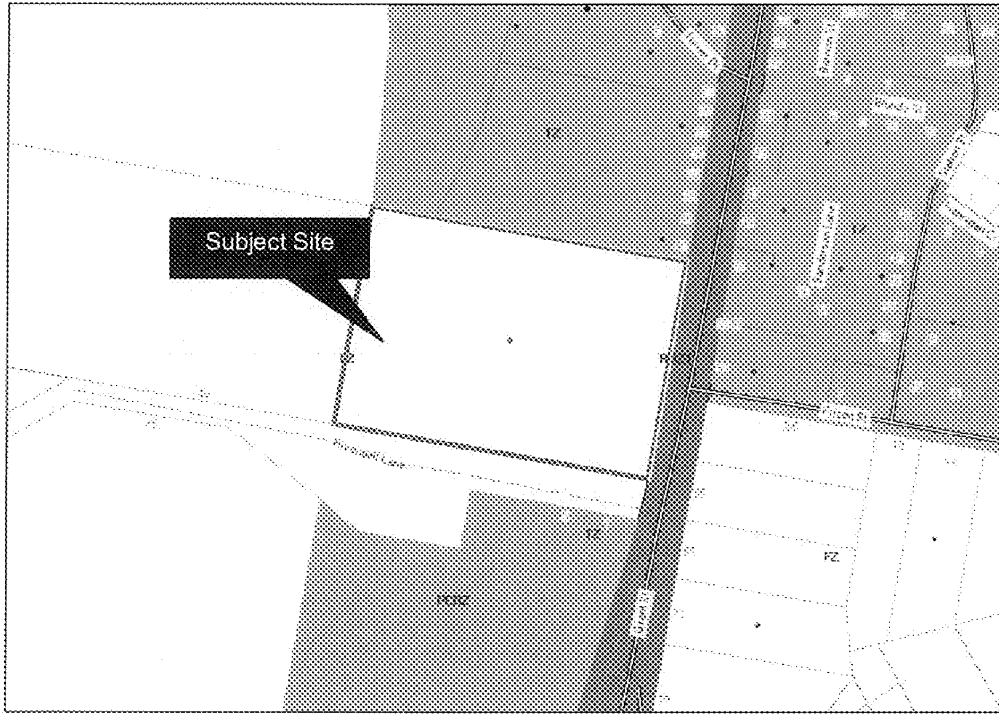
- a) The development is not started within two years of the date of this permit.
- b) The development is not completed within four years of the date of this permit.

The Responsible Authority may extend the periods referred to if a request is made in writing before the permit expires or within three months afterwards.

Date Issued: 28/09/2009

Signature for the  
Responsible Authority





**CONSENT CALENDAR**

**OFFICERS' REPORT**

**D = Discussion**  
**W = Withdrawal**

| ITEM                                                                                                                                                                                                                                                                                            | D | W |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|---|
| <p><b><u>NOTICE OF MOTION</u></b></p> <p><b><u>OM102402-14 CORANGAMITE REGIONAL LIBRARY CORPORATION (CRLC) - HEAD OFFICE</u></b></p> <p>Department: Notices of Motion</p> <p><b><u>Recommendation</u></b></p> <p><b><i>That Council consider the contents of this Notice of Motion.</i></b></p> |   |   |

**Recommendation**

***That recommendations to items listed in the Consent Calendar, with the exception of items ....., be adopted.***

**MOVED** .....

**SECONDED** .....

THIS PAGE HAS BEEN LEFT BLANK

**OM102402-14            CORANGAMITE REGIONAL LIBRARY CORPORATION  
(CRLC) - HEAD OFFICE (CR STEPHEN HART)**

TAKE NOTICE that it is my intention to move at the Ordinary Council Meeting of the Colac Otway Shire to be held on 24 February 2010:

Council notes that: The Corangamite Regional Library Corporation (CRLC) currently occupies part of the Council owned building in Gellibrand Street, Colac for their head office. The CRLC pay \$30,000 per annum rent. Council wishes to offer the CRLC a more secure arrangement for their head office.

Council's Chief Executive Office is to write to the CRLC to ask whether they would be interested in a lease for the area currently occupied for CRLC office functions initially until 30 June 2016 with the CRLC having an option to extend the lease for an additional five years to 30 June 2021. Council's view is that any such lease should include the following terms:

1. Continuation of the current rental with no increase during the lease term, and
2. The option of the CRLC to terminate the lease without penalty on written notice to Council should they no longer require the office space.

In addition, the Chief Executive Officer is to ensure that any lease has appropriate terms to allow for re-negotiation, should the CRLC be restructured or should Council leave the CRLC.

The Chief Executive Officer is to ensure that all legislative requirements are adhered to and to inform the CRLC that final approval of the lease by Council is subject to the these requirements, including those in the Local Government Act, being adhered to by the Council.

**Recommendation**

***That Council consider the contents of this Notice of Motion.***

~~~~~U~~~~~

IN COMMITTEE

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 "In-Committee" in order to deal with:

| SUBJECT | REASON | SECTION OF ACT |
|--|---|---------------------------|
| Confidential Memo Regarding Meeting Procedure Local Law For Consideration | <i>this matter deals with legal advice</i> | Section 89 (2) (f) |
| Municipal Association of Victoria procurement TC4322 Telecommunications Tender - Fixed Services | <i>this matter deals with contractual matters</i> | Section 89 (2) (d) |
| Colac Municipal Aerodrome - Signing And Sealing Of Two (2) New Hangar Leases | this matter deals with contractual matters | Section 89 (2) (d) |