



Colac Otway
SHIRE

AGENDA

ORDINARY COUNCIL MEETING
OF THE
COLAC-OTWAY SHIRE
COUNCIL

27 APRIL 2011

at 3:00 PM

COPACC Meeting Rooms

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

27 APRIL 2011

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NOTICE is hereby given that the next *ORDINARY COUNCIL MEETING OF THE COLAC-OTWAY SHIRE COUNCIL* will be held in COPACC Meeting Rooms on 27 April 2011 at 3:00 pm.

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.

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.

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Thank you, now question time. 30 minutes is allowed for question time. I remind you that you must ask a question, if you do not have a question you will be asked to sit down and the next person will be invited to ask a question. This is not a forum for public debate or statements.

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

5. QUESTION TIME

6. DECLARATION OF INTEREST

7. CONFIRMATION OF MINUTES

- **Ordinary Council Meeting held on the 30/03/11.**

Recommendation

That Council confirm the above minutes.

OFFICERS' REPORTS

Chief Executive Officer

OM112704-1 CEO'S PROGRESS REPORT TO COUNCIL

Corporate and Community Services

OM112704-2 PUBLIC HEALTH & WELLBEING PLAN 2010-2013
OM112704-3 2012 GENERAL REVALUATION
OM112704-4 APOLLO BAY SENIORS CITIZEN CENTRE - LEASE RENEWAL
OM112704-5 AUTHORISATION OF OFFICERS (PLANNING AND ENVIRONMENT ACT)
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OM112704-8 THIRD QUARTER PROGRESS REPORT TO COUNCIL

Infrastructure and Services

OM112704-9 BARWON REGIONAL WASTE MANAGEMENT GROUP (BRWVG) PROPOSAL FOR SECONDHAND SATURDAYS RESOURCE RECOVERY PROGRAM
OM112704-10 RESPONSE TO COUNCIL OF AUSTRALIAN GOVERNMENTS (COAG) ROAD REFORM PLAN - HIGHER PRODUCTIVITY VEHICLES

Sustainable Planning and Development

OM112704-11 COLAC AND APOLLO BAY CARPARKING STUDY - DRAFT STRATEGY

General Business

OM112704-12 ITEM FOR SIGNING & SEALING - SAFETY INTERFACE AGREEMENT – AUSTRALIAN RAIL TRACK CORPORATION
OM112704-13 ITEMS FOR SIGNING & SEALING - TRANSFER OF LAND DOCUMENTS
OM112704-14 ASSEMBLY OF COUNCILLORS

Notice of Motion

OM112704-15 NOTICE OF MOTION 167-1011 CONTAINER DEPOSIT LEGISLATION

Rob Small
Chief Executive Officer

CONSENT CALENDAR

OFFICERS' REPORT

D = Discussion
W = Withdrawal

ITEM	D	W
<u>CHIEF EXECUTIVE OFFICER</u>		
<u>OM112704-1 CEO'S PROGRESS REPORT TO COUNCIL</u>		
Department: Executive		
<u>Recommendation(s)</u>		
<i>That Council notes the CEO's Progress Report to Council.</i>		

Recommendation

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

MOVED

SECONDED

OM112704-1

CEO'S PROGRESS REPORT TO COUNCIL

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

EXECUTIVE**G21 Geelong Regional Alliance - Health & Wellbeing Meeting**

Cr Lyn Russell and the CEO attended this meeting on 4 April 2011. Agenda items included:

- Addressing Disadvantage taskforce
- Determination of Success Indicators
- Revised Vision
- Project Insights
- Mae La refugee camp on Thai Burmese border: Karen/Karenni community
- Freedom against Violence
- Freedom against Discrimination
- G21 Health & Wellbeing Pillar presentation to the G21 Board
- Corio & Norlane planning update: guest presentation
- G21 Board update
- Working/Leadership Group updates
- Regional Research & Information Centre
- Primary Care reforms: Medicare Local expression of interest & health workforce
- Health Promotion & Community Strengthening
- Early Years – State of G21'8s children report

Healthy Parks Healthy People Physical Activity Program Stakeholder Briefing Session

The CEO was asked by Parks Victoria to give a presentation at this briefing session on 6 April 2011 in Geelong. The CEO spoke about the importance and history of the Healthy Parks Healthy People movement in front of an audience of: representatives from G21 Health & Wellbeing, Environment and Sport & Recreation Pillars, Council CEOs, Mayors and Councillors and representatives from Dept of Health, Dept Planning & Community Development, Barwon Health, Corangamite CMA and the District Chief Ranger. The briefing session also included a presentation on the Barwon River Parklands, a walk along the Barwon River and a presentation about the physical activity program.

Transport Solutions Plan Workshop

The CEO attended this workshop, hosted by VicRoads, on 8 April 2011, in Geelong. The workshop provided an important opportunity for councils to be briefed on the objectives, timelines and strategic context of the Transport Solutions Plan. It also provided participating Councils with an opportunity to discuss further with the Department of Transport their transport priorities, including those identified in regional plans.

Great South Coast Municipalities Group – CEO's Forum

The Great South Coast Councils' CEOs met on the 15 April 2011 in Warrnambool. The meeting included discussion on:

- Regional Land Use Plan
- Local Government Infrastructure Fund
- Great South Coast Regional Strategic Plan Project Prioritisation
- Great South Coast Budget
- National Broadband Network rollout.

MAV Native Vegetation Working Group

The CEO has attended 3 meetings of this group which is discussing outcomes of the Royal Commission on Bushfires as well as general roadside clearance.

Vic roads are developing and testing a methodology for risk management with roadside vegetation assessment. Some ground has also been made on developing processes to remove onerous reporting requirements under the memorandum of understanding between Councils and Dept of Sustainability Environment that waives individual permit requirements for roadside clearance.

CORPORATE & COMMUNITY SERVICES**Colac Otway Portsea Childrens Holiday Camp**

This year's Portsea Childrens Holiday Camp was attended by 42 children from Colac and district. These children were the recipients of the generosity of Colac businesses, with the event being administered by the Shire. The journey commenced at the Colac Bowling Club on Sunday 10 April, accompanied by camp co-ordinator George Roberts and four leaders. The trip to the ferry consisted of lunch donated by Kentucky Fried Chicken, fruit and drinks donated by local businesses. Bulla Ice Cream donated and delivered a pallet of ice cream to the camp. A large range of activities were offered whilst at the camp giving these children a wonderful opportunity to have a happy experience.

Environmental Health**Activities undertaken during March**

- Of a total of 367 Food Premises, 34 Inspections were carried out in March 2011.
- 27 inspections of selling points for tobacco were carried out to ensure legislations requirements are being met.
- 3 Caravan Park inspections were carried out to ensure compliance with new legislation.
- 6 Prescribed Accommodation Premises were inspected.
- 6 food recalls were received and were advised to suppliers within the municipality.
- 23 Septic Tank inspections were carried out with 6 permits to install and 4 permits to use systems being issued.
- 7 complaints were investigated in relation to the condition of facilities, including;
 - State of non-Council public convenience
 - State of backyards and rodents.
 - Disposal of dead animal on farm property.
 - Noise from trucks
 - Barking Dogs.
- Staff attended a Family Day Care Network Forum in relation to immunisation and 5 meetings in relation to proposed premises.
- Major events inspected:
 - Kana Festival
 - Apollo Bay Show

Immunisation

New figures supplied from the ACIR (Australian Childhood Immunisation Register) indicated that Council is currently effecting immunisation to 33.7 % of the eligible population and the local doctors are immunising 64.3 %. This represents a drop of 3% in council's last reported figures.

Schools immunisation commenced in March for year 7 and year 10 students and 92 members of staff were immunised against influenza. This year's vaccination contained the swine flu vaccination element.

March quarter figures for fully immunised infants

Age	State Average	Colac Otway
12 – 15 months	92.2 %	96.2 %
24 – 27 months	93.5	96.7
60 – 63 months	90.0	89.2

Aged & Disability Services

Active Service Model Update

The Active Service Model project aims to map and develop both referral and client pathways for Health & Community Care (HACC) clients within the Colac Otway Shire ensuring they reflect the Active Service Model (ASM). An important component of the program will be developing existing partnerships with HACC service providers and community organisations and establishing new partnerships with other community organisations.

The Manager Health & Community Services, Coordinator Aged & Disability Services and the Department of Health's Health & Community Care Active Service Model Industry Consultant will develop a 12 month plan with timelines and desired outcomes by early May 2011.

Approval and funding of \$40,000 by the Department of Health Victoria to fund 0.6 of a staff position over a 12 month period to undertake this project.

Anticipated Project Outcomes:

1. Identification of referral sources to Council's HACC Program.
2. Information provision and education with referral sources about the Active Service Model.
3. Development of available resources for HACC clients which support the ASM approach, enabling assessment officers to further develop goal oriented care plans with clients.
4. Documentation of the referral and client pathways, including the policy and procedures required and the relevant partnerships.
5. Documentation of 8-10 case studies highlighting the connections of clients to community supports with goals related to maintaining and/or improving their health, well being and independence.

Kanyana Centre

A new User Group has been established for the Kanyana Centre comprised of representatives from the Kanyana Seniors, University of the Third Age (U3A) and staff from Council's Aged & Disability Services Unit. The group will meet monthly and work within the guiding principles of a Memorandum of Understanding that is currently in the First Draft stage.

A number of queries from other seniors groups have been received in relation to how they may access usage of the Kanyana building. Consideration in future planning and direction on how the centre can be utilised by other service clubs should be part of any upcoming reviews of the Kanyana Centre.

National HACC Conference 2011

The Coordinator Aged & Disability Service attended the Australian Government, Department of Health and Ageing National HACC Conference 2011 in April 2011. The theme of the conference was "*Integration & Innovation into the Future*". The program looked at the last 25 years of HACC service across all States and Territories, what the next 25 years of HACC services will be striving for, and the demands around the service. The Hon Mark Butler, MP, Minister for Mental Health and Ageing, spoke at length of the challenges, new reforms, supporting diversity, flexibility of service delivery and local knowledge, and responsiveness to local needs.

New reforms will commence from July 2011 and continue through to 2015. Victoria will continue with the current Best Practice Model and will not be incorporated into the new model until an agreement through the Council of Australian Governments (COAG) process occurs. This will not exclude Victoria from meeting the Commonwealths Community Care Common Standards Guide and adhering to new funding principles and guidelines.

Sessions around the next 25 years of service delivery included current practices but also looked at where future funding would be directed. The following is a sample of what is currently being achieved throughout the HACC field:

- Wellness & re-enablement approaches to HACC service delivery.
- A new front end one stop shop.
- Assessment, through a multi-layered approach.
- Active ageing and the way forward.
- Innovative practices using modern day technology.
- Partnerships.
- Attracting staff to HACC services.

Maternal & Child Health

This month has highlighted some of the more vulnerable families in Colac resulting in a doubling of our families requiring counselling or referrals. As a result, 10 families have been identified with particular high needs. The Maternal & Child Health (MCH) staff have also participated in the School Immunisation program extending this for the first time to infants at Lavers Hill as an outreach project.

MCH has been invited to participate in the steering committee for the Perinatal Emotional Health Program being conducted by Barwon Mental Health. A staff member has participated in 2 community building exercises with "*Bubs on the Hub*". Staff are also about to participate in a Nursery Equipment program which has been established to provide safe nursery furniture and equipment for vulnerable Victorian families where a safety concern has been identified by a MCH nurse.

Activities undertaken during March 2011

Number of infants enrolled from birth notifications 20
First Time mothers 5

Key Ages and Stages Consultations

Home visits	17				
2wks	20	8mths	16	3.5yrs	13
4wks	27	12mths	18		
8wks	24	18mths	16		
4mths	19	2yrs	15		

- 84 Additional Consultations
- 25 Phone Consultations
- 13 Opportunistic immunisations
- 30 Referrals (20 last month)
- 48 Counselling sessions provided (28 last month)
- New Parents Groups - 8 sessions in Colac
- 47 Families currently enrolled under Enhanced Home Visiting service (Vulnerable and at risk families)

Meetings attended by staff include;

- MCH Service Review
- Internal Staff Meeting
- PROV Training
- Professional networking with Family Support Team Colac Area Health
- Co-ordinators workshop Creswick
- Conflict Resolution Training
- Professional Clinical Supervision

Rural Access

Accessible Computer and Internet Training in Easy English

In October 2010, Council was successful in attaining “top-up” funding from Vicnet, State Library of Victoria and Department of Planning and Community Development towards continuing the successfully funded 2009/10 Internet Training for People with a Disability Rural Access project.

Rural Access leads this stage two of the project in partnership with Colac Neighbourhood House and has structured the training to not only include the minimum of ten people with a disability, but others in the community who think they can benefit from ‘back to basics’ computer training in plain Easy English.

Many people in the community find it difficult to read and understand written information, especially when learning about complex things such as computers and how to use the Internet. Vicnet developed this project and award winning training workbooks in “Easy English”, which is a way of writing and illustrating information to make it easier to understand for people who otherwise may find it difficult to follow training and instruction.

In early April, Vicnet coached five local tutors to train and empower participants to use computers and the internet in a variety of applications to suit each person's individual interests and needs. Tutors will help small groups of people get ‘online’ and, depending on interest, how to email, search the internet, You Tube, Facebook and Skype.

Training is scheduled to commence mid term 2 and will take place at the Colac Community Library and Learning Centre. The aim of the project is for participants to confidently access and utilise the internet in public places such as at the Library, Colac Neighbourhood House and Community Hub Inc.

Universal Design and Access in the Colac CBD Master Plan

Council's Rural Access Officer recently conducted a presentation to Council managers, promoting the importance of Universal Design and accessibility in the development of the Colac CBD master plan, to ensure equitable access for the entire Colac community.

Universal Design is an inclusive design philosophy which spans age, gender and ability beyond the minimum standards of the Federal Disability Discrimination Act and is a way of assuring equitable access in initial planning for all conceivable users. As an example; gentle slopes can be used by everyone, steps cannot. It is the design of products, services and environments to be easily used and understood by all people, to the greatest extent possible, without the need for adaptation or specialised design.

The Federal Disability Discrimination Act makes it unlawful to discriminate against people with a disability and provides protection for everyone in Australia against discrimination.

Discrimination can occur when people with a disability are treated less fairly than people without a disability and the Act encourages everyone to be involved in shaping the overall benefits to the community and the economy that can flow from participation by its widest range of people.

Colac already has a high demand to consider access and universal design, because of its high population of people with a disability, and the demand will increase significantly with the ageing of the population. Figures from the 2006 census indicate that 5.4 percent of the Colac Otway population has a need for assistance with core activities and Colac already has one of the highest percentages of mobility scooters users in the state.

Universal Design provides a business advantage to organisations that provide public services by:

- Providing a seamless experience that creates a positive emotional impact that is remembered and valued
- Providing new and interesting experiences to the public, resulting in a higher rate of return visitors
- Demonstrating goodwill to the community and thus creates investment in social capital
- Creating broader marketing opportunities by addressing the diversity of the population.

Rural Access aims to create a process to ensure that equitable access is considered in the initial stages of any relevant Council projects and that the principles of universal design are a standard part of any project briefs and specifications that have outcomes for Colac Otway communities.

Family Day Care

Family Day Care Australia has released their five year plan – “*Working for a Stronger Future*”. The goal of the plan is to provide the highest quality care, learning and development outcomes for children in the Family Day Care (FDC) environment, supported by a qualified and well resourced workforce.

Key Result areas;

1. Operating Framework
2. Workforce
3. Environment
4. Sustainability
5. Partnerships & Networks
6. Image & Profile

Family Day Care's "child centred" approach puts the child's wellbeing first. The service respects the key role of parents and works within a collaborative partnership model that helps children to thrive.

FDC currently has 16 Educators including a new educator at Coragulac. The FDC Training Calendar for April is about working within the framework and liaising with other professionals in the field. Council's Environmental Health Co-ordinator has volunteered to talk about Infectious diseases and immunisation. Council's MCH Co-ordinator is also speaking about Maternal Child Health and its role.

The FDC unit attended the Victorian FDC State Conference where the five year plan was released and informative sessions were given from Department of Education and Early Childhood Development (DEECD) and Department of Education, Employment and Workplace Relations (DEEWR) about Regulations and legislative requirements. A copy of the five year plan can be found on the Family Day Care Australia Website.

Events

National Youth Week – 1 to 10 April 2011

National Youth Week was celebrated by the FReeZA group hosting the inaugural "COOL" awards on Friday 1 April. The evening was a great success and recognised those young people who are the 'quiet achievers' of the Colac Otway Shire. It is hoped that this event will become an annual ceremony celebrating young people and their achievements.

FReeZA also celebrated National Youth Week by hosting "The Next Wave" competition on Friday 8 April followed by "The Next Wave Stage" on Saturday 9 April at the Apollo Bay Music Festival. The competition was well received in both the performer and songwriters categories. The winners of the performance section "The Underhanded" went on to play on the Saturday stage followed by suitable youth orientated bands. The final band to perform was Colac's own "The Fire Alive" who had recent success at the "Pushover" concert in Melbourne winning the APRA song writing competition.

Calendar of Events

The 2011 Autumn/Winter Calendar of Events went to print in mid March 2011 and 2,500 Calendar of Events Flyers and 50 posters were distributed throughout the Shire in early April 2011. A full page colour advertisement of the calendar featured in the Colac Herald on 1 April 2011.

Australia Day 2012

The Expression of Interest Process for small towns to host the 2012 Australia Day Celebrations opened on the 14 April 2011. Application forms have been distributed to community groups and progress associations and are also available at the Shire Offices and on the Colac Otway Shire website. Submissions close on Friday 27 May 2011. Submissions will be considered by the Australia Day Advisory Committee in June and a recommendation will go to the June Council meeting.

Event Organiser's Workshop

Plans are currently being made for the 2011 Event Organiser's Workshop. The Events Unit is working with Council's Rural Access Officer to deliver a workshop on how to make events in the Colac Otway Shire access friendly. The workshop will aim to provide event organisers with an understanding of a range of access issues that may be experienced by people with a disability, parents with prams and older adults when attending local events. The Events Unit and the Rural Access Officer see this workshop as the first step towards developing an

Accessible Events Guide for the Colac Otway Shire and hope to incorporate this work into Council's Events Approval process.

Upcoming Events

Events which will be held throughout the Colac Otway Shire in May will be the Great Ocean Road Marathon (14 & 15 May in Apollo Bay) and the Duck Drop Derby (22 May in Colac).

Recreation

Old Beechy Rail Trail

The Old Beechy Rail Trail Signage subcommittee is currently putting the finishing touches on the draft copy content for the 31 new interpretive signs planned for installation along the 45 kilometres of Trail. It is anticipated that the signs will be ready for installation early May 2011.

Colac Skate Park Redevelopment Project

The Colac Skate Park redevelopment project is expected to be completed by late April 2011, weather permitting. Plans are underway for the staging of an official opening launch comprising demonstrations, coaching clinics and competitions for skaters and BMX and scooter riders. This event will be hosted by recognised skater Tony Hallam and his "crew" of young riders.

2011-2012 Community Funding Program Review

The 2011-2012 Festival and Events Support Scheme and the 2011-2012 Council Community Funding Program (which includes Recreation Facilities, Community Projects and COPACC Hire Assistance) opened Friday 25 March 2011. Two information sessions were held in early April in Colac and Apollo Bay, providing potential applicants with further details about the program. Leisure Networks partnered with the Colac Otway Shire at these information sessions and presented attendees with information on how to successfully write a funding application and attract grants. Applications close Friday 6 May 2011.

Tennis Strategy

Tennis Victoria conducted an audit of 25 Council and DSE managed tennis court facilities the week commencing 18 April 2011. The physical audit along with consultation through workshops and surveys will combine to provide Council with direction on the future management, maintenance and development of tennis facilities. It is expected that the Tennis Strategy will be completed in June 2011.

COPACC

Civic Hall Redevelopment Project

The new tiered seating in the Civic Hall has been used for a variety of performances, including comedy, theatre and a civic event. Community feedback has been very positive. The seating was used for two events within 24 hours of it being delivered by the manufacturer.

The \$648,000 capital works project, funded by Regional Development Victoria and Council, will transform the Hall into a black box theatre/conventions venue and will be completed by the end of April.

April School Holiday Program

The puppet-making workshops held during the April 2011 school holidays both sold out, attracting a total of 50 children. The Night Zoo, a children's theatre production, also sold out in the newly refurbished Civic Hall, attracting an audience of 240.

Blue Water Fitness Centre

Bluewater Fitness Centre Stadium Redevelopment

Council has submitted an application to the Federal Government for \$3.78m as promised by Member for Corangamite Darren Cheeseman during the 2010 election campaign. It is anticipated that the project funding will be approved within the next three months which will enable Council to commence detailed design. Council is currently refining the concept plan through consultation with local user groups and the Colac Secondary College.

Programming

The Centre is planning on starting up a "Lungs in Action" program to support the large number of people each year (approx 40) who undertake pulmonary rehabilitation through Colac Area Health. This would provide them with a follow up exercise program which is endorsed by the Australian Lung Foundation.

Learn to Swim re-enrolments for Term 2 are currently underway with 225 places already taken.

Staffing

Ten staff undertook a lifeguard requalification on the 11 April 2011.

Centre improvements

Major switchboard rewiring, which required a centre closure, was complete during April. Staff room upgrade works also commenced in April and are expected to be completed in early May.

Youth Council

Youth Councillors have worked in conjunction with The Colac Herald to develop a fortnightly VOX-POP column. Youth Council decides on a question and topic at their fortnightly meeting and Youth Councillors will take turns in interviewing young Colac and district residents, providing a photograph and copy to the newspaper. The purpose of the column is to push the youth agenda and keep the voice and opinion of young people in the media.

The Youth Council also presented ideas and opinions to the Colac Otway Shire Open Space Strategy and spent time with Mercy Place in Colac playing games and providing company for the residents.

INFRASTRUCTURE & SERVICES

CAPITAL WORKS UNIT

Cressy Shelford Road Rehabilitation

Roadside Management Plan

Earlier this year, Council met with key stakeholders in the Cressy area to discuss the draft Cressy-Shelford Road Grassland and Management Plan in order to gain feedback. Following the workshop, the plan was modified to reflect the feedback provided and forwarded to key stakeholders again for comment. At the close of the submission period, a total of three (3) written submissions were received. The comments and questions raised in these submissions will be considered by the Cressy-Shelford Road Steering Committee, prior to forwarding the Plan to the Department of Sustainability and Environment (DSE) for endorsement.

External Awareness Raising

As part of the external awareness campaign, Council's Infrastructure Environment Officer recently presented at the Environment Institute of Australia and New Zealand (EIANZ) forum, about Council's experience along the Cressy-Shelford Road. The presentation was part of an information session to planning and environmental professionals about the requirements of the Commonwealth *Environmental Protection and Biodiversity Conservation Act* (1999). Feedback from the audience was very encouraging, with many commenting on the excellent recovery of the damaged area and Council's positive response to the enforcement.

Internal Awareness Raising

Council has engaged the services of Ecology Partners to conduct the internal biodiversity conservation training, as committed to in the legal agreements with the Department of Sustainability, Environment, Water, Population and Communities (SEWPaC) and the DSE. This training will be provided to all levels of Council, including the CEO, Councillors, General Managers, Managers, Coordinators and Officers. The training will explain the value and importance of biodiversity conservation, with a focus on native species and associated threatened species. A survey will follow each of the sessions to assess the effectiveness and relevance of the training.

Roadside Vegetation Management

The review of the Roadside Vegetation Management Agreement, which precludes Council from obtaining planning permits for native vegetation removal along local roads, has commenced through the 'DSE/Local Government Native Vegetation Joint Working Group' (the Working Group). Council's CEO is a member of this Working Group. Over the past two years Council has communicated its concerns to DSE and the Municipal Association of Victoria (MAV) about the onerous requirement of the Agreement, with the interest of a review. In a formal submission to the Working Group, Council outlined a number of issues and improvements that would assist the DSE and Local Government in operating under the Agreement. Specific focus has been drawn on the need to apply a consistent approach to all Road Management Authorities, including DSE, VicRoads and Local Government.

Drainage Issues

Council Officers have been undertaking a large number of drainage investigations, especially given the wet summer and heavy storm events that have occurred recently. The following gives an outline of the progress on some of the larger drainage investigations undertaken:

Morley Avenue, Wye River

A report outlining possible options to implement a private drainage line for properties in the vicinity of the land slip area at Morley Avenue, Wye River has been completed. The preferred option has been forwarded to the property owners for consideration, with the aim of undertaking the works when VicRoads carry out the slip rehabilitation works along the Great Ocean Road. As the drainage line will be for private drainage, the costs are likely to be apportioned among the benefitting property owners.

Karlson Street, Skenes Creek

A report has been completed following an investigation of the drainage issues particularly in the vicinity of Helen Court and Karlson Street, Skenes Creek. A preferred improvement option has been assessed and costed, with a budget request prepared for consideration in future budgets.

Cressy township

A review of the general township drainage is being carried out to determine possible drainage options to assist with stagnant water issues. Generally options are limited given the flat terrain, however options are being costed prior to budget requests being prepared.

Old Beechy Rail Trail

A draft Cultural Heritage Management Plan (CHMP) for the Dinmont to Ditchley section was received on 11 March 2011. The draft is currently being reviewed.

Cosworks have commenced work on the Banool to Wimba section. Approximately 400m of works have been completed with the remaining 1,200 metres expected to be completed by end of May 2011.

Quotes for the fencing of the section of trail through 1485 Old Beech Forest Road have been called. Quotes close on 27 April 2011.

It was anticipated that construction of the section of trail between Ditchley Park and Dinmont would have been completed in the 2010/11 financial year. Because of delays with finalising the Cultural Heritage Management Plan and with agreeing on details of the works through the private property at 1485 Old Beech Forest Road, the construction of the trail along this section will have to be delayed until after winter. The start of these works is now expected to be postponed until October 2011. Fencing of this section of trail will (as per the quote) separate the proposed trail alignment from the farm allowing the trail construction to proceed as soon as the weather is suitable without impacting on the farm operations.

The design for the extension of the trail from Beech Forest to Ferguson is continuing.

Apollo Bay Drainage Study

Tenders have been called for the Apollo Bay Drainage Study and will close Wednesday 20 April 2011.

SUSTAINABLE ASSETS UNIT**Building Maintenance and Renewal**

<i>SP&D Accommodation</i>	Corangamite Regional Library Corporation (CRLC) vacated the building on 4 March 2011. Council's architect has prepared a number of concept plans which were presented to the project team on 23 March 2011. The preferred option has been endorsed by Executive and detailed drawings are now in the process of being prepared. A Quantity Surveyor has been engaged to provide a detailed cost estimate for budgeting purposes.
<i>Stonyford Hall</i>	A Contractor has been engaged to construct a concrete access path. Officers are currently seeking further quotations for upgrade of kitchen, repair of weatherboards, and interior/exterior painting.

<i>Beech Forest Hall</i>	Officers are in the process of seeking quotations for various elements of the upgrade works. These include: <ul style="list-style-type: none"> ▪ Kitchen replacement; ▪ Re-wiring; ▪ Painting (exterior and interior); ▪ Roofing; ▪ Plumbing; ▪ Appliances; and ▪ Floor coverings
<i>Cororooke Hall</i>	An access ramp has been constructed. Contractors are waiting on a hand rail to be installed in order to finalise works. Officers are currently seeking further quotations for upgrade of toilets and painting of interior areas. This project is fully funded under the Regional and Local Community Infrastructure Program.
<i>Botanic Cafe</i>	A new external door and handrail have been installed. Painting is expected to be completed by the end of April 2011.
<i>Library Annexe Signage</i>	All roadway directional signage and annexe entry sign writing has now been completed.

Routine Road and Footpath Inspections

The following is a summary of the routine road and footpath network inspections completed for the month of March 2011:

<i>Carlisle River Rural</i>	Potholes and minor corrugations were identified in the gravel roads in this inspection area. Regrading works have been completed by Cosworks. A number of fallen tree limbs were also identified and have been removed. Missing and damaged guide posts were the most significant issues noted during these inspections. All other identified maintenance works have been programmed to be completed by Cosworks in order to meet maintenance response times detailed in Council's Road Management Plan.
<i>Footpath Area 3 Colac</i>	This inspection zone incorporates footpaths located in the south west area of Colac and Elliminyt. Various raised sections of footpath were noted and have been reported to Cosworks for intervening maintenance. These areas will continue to be monitored until such time that they are included on Council's footpath replacement program. Encroaching vegetation from private property continues to be identified as a prevalent issue. Encroaching vegetation is referred to Council's Local Laws Unit for follow up action. Inspections in the area have been delayed due to inclement weather and are expected to be completed by the end of April 2011.
<i>Rural Link Roads</i>	Inspections of Council's rural link roads have commenced and will continue over the coming weeks.

Queen Street Drainage Rehabilitation

As previously reported a section of underground stormwater pipe located at the corner of Queen Street and Murray Street collapsed following heavy rains in late November 2010.

It was expected that works to replace the failed section of pipe would be completed by mid April 2011. The completion date has been delayed due to the non-availability of sub contractors. All works are now hoped to be finalised by the end of April 2011 which will include the reinstatement of the immediate surrounds. The area continues to be cordoned off for the purposes of public safety.

MAV Regional Asset Management Services Program

Through funding received from the Commonwealth Government's Local Government Reform Fund (LGRF), the Municipal Association of Victoria has funded the establishment of a Regional Asset Management Services program as a means of assisting rural Councils to:

1. Raise the standard of Asset Management practices within each region through a process of mentoring, coordination, support, and collaboration;
2. Improve the sustainability of Councils through the adoption of sound Asset Management practices; and
3. Create a more efficient Asset Management model by avoiding unnecessary duplication of work and sharing of knowledge.

The implementation of this program commenced in June 2010 and has seen the establishment of five (5) Regional Groups across Victoria. Colac Otway Shire Council has been actively involved in the South West Region of Councils which includes; Corangamite Shire; Moyne Shire; Golden Plains Shire; Warrnambool City; Surf Coast Shire; Borough of Queenscliffe and Southern Grampians Shire. Each Region is facilitated by a dedicated Project Manager. The role of the Project Manager is to oversee and monitor outcomes and to ensure that participating Councils are achieving progress towards meeting a core level of asset management capability.

Since the commencement of this program, Council has made a number of important steps towards improving its asset management processes. These improvements include:

- The finalisation of the Asset Management Strategy which provides Council with the actions necessary to improve its asset management capabilities over the next five (5) years;
- The establishment of a cross functional Asset Management Steering Group which includes core membership of staff from the Finance and Sustainable Assets Units. The major function of this Group will be to oversee the implementation of the Action Plan arising from the Asset Management Strategy ;
- Documentation of an asset classification framework which defines common asset groups, asset categories, and asset types for consistent reporting;
- Definition of a roles and responsibilities matrix which determines the roles within the organisation which have asset management and service related responsibilities; and
- Commencement in defining a skills matrix which will enable a review of existing officer knowledge and capabilities against asset management and service functions. This will identify any gaps in skill requirements from which an improvement plan can be prepared.

One of the major outcomes of the Regional Asset Management Services program has been the development of an asset management plan template. This template, which follows various industry standards, provides Councils with a framework which defines the minimum standard to which asset management plans should be drafted to. It is intended that asset management plans for Council's remaining asset groups will be prepared using this

template. Existing plans will be reviewed over time to so that they are consistent with this accepted standard.

COSWORKS

Cosworks have undertaken the following:

Capital Works: Queen Street reconstruction completed
Warrobie Road reconstruction 50% completed
Old Iluka Road slip works completed
Old Ocean Road works completed

Storm Damage: There have been minor storm damage events in the Otways during the last month.

Road Regrading: Maintenance regrading has been ongoing as weather permits in all areas of the Shire.

Road Pavement Minor Patching: Minor patching works continue on sealed roads in all areas of the Shire.

Major Patching: Major patching works have been undertaken on Old Yeo Road & Stones Road.

Linemarking: Statcons in Rural areas and townships 90% complete
Railway Crossings completed
Bike lane symbols started in Colac

Gravel Road Re-sheeting: Resheeting works have been undertaken on Binns Road, Wild Dog Road, Tuxion Road, Benwerrin-Mt Sabine Road, Grey River Road and Sunnyside Road.

Major Drainage Works: Major drainage works have been undertaken on Railway Line Road, Old Beech Forest Road, Frys Road, Sunnyside Road, Hordern Vale Road, Blue Johanna Road, Kents Road, McDonalds Road, Yeodene Birregurra Road, Kervins Road and Wickhams Lane.

Routine Drainage Works: Routine drainage works have been completed in Kennett River, Wye River, Grey River, Separation Creek, Skenes Creek and Marengo. Works also undertaken on Wild Dog Road, Binns Road, Busty Road areas, Old Beech Forest Road, Murchisons Road, Blue Johanna Road, McDonalds Road, Cressy township, Yeo Yeodene Road, Mahers Road, Kettles Lane and Strachan Street, Birregurra.

Bridge Maintenance Works: Bridge maintenance works have been undertaken on the Lavers Hill Boardwalk anti slip surface.

Vegetation Control: Vegetation control works have been undertaken in the Gellibrand Valley and Moomoowrong areas.

Roadside Slashing: Roadside slashing works have been completed in Barongarook, Pirron Yallock, Irrewillipe, Carpendeit and Cororooke areas.

Tree Maintenance: Trimming works have been ongoing around Melba Gully, Staffords, Colac and Gellibrand areas.

Township Mowing: Township mowing continues due to rapid grass growth from unseasonal rain patterns. Weed spraying has occurred throughout the Shire.

Gardens: General maintenance of all gardens has been undertaken.

Playground Maintenance: Playground maintenance has been completed as per recommendations and inspections required under the playground audits.

MAJOR CONTRACTS/WASTE UNIT

Local Port Managers Meeting

The quarterly Local Port Managers meeting was held on Friday 25 March 2011 at the Glenelg Shire Offices in Portland. The meeting was attended by senior Department of Transport (DOT) officials and local Port Managers from various Ports.

A number of items relating to ongoing Port issues were discussed at the meeting as follows:

- DOT issues – DOT is currently working on development of a long term strategic program for Local Ports. The Boating Safety grant will soon be displayed on the website for seeking funding support for recreational boating activities. DOT is busy establishing the new Authority for the Port of Hastings and undertaking a Study on possible relocation of car trade facility in the Port of Geelong.
- DOT/Government Budget process – Attention is being paid to State Government priorities and commitments taking into account the government's financial capacity and consideration towards the current economic environment. It was suggested that the Port Managers should address the funding criteria when preparing the funding submissions incorporating the following information:
 - consideration of options;
 - strong evidence for the project;
 - method of measuring the success of the project; and
 - risks assessment requirements to be addressed.
- Case Study on successful budget submission, Port of Portland Bay - A Case Study was presented by the management of Port of Portland on making a successful budget submission. In 2007 BECA Consultants were commissioned and finalized the Masterplan with an estimated implementation cost of \$40M. The Masterplan was subsequently broken into a number of stages and priorities set for each stage. Detailed design and cost estimates were prepared for the top priority stage and a business case study undertaken. It was discussed with various Government Departments driving the business case. The process has resulted in the Port of Portland securing a government grant of \$3.1M for extension of the marina facility.
- Fee and Charges – A number of models for review of Port Fees and Charges were put forward by the finance personnel of DOT for discussion by Port Managers. The suggested models relied on various accounting principles such as the full cost recovery model, average cost recovery model – two part pricing and willingness to pay. The Minister for Ports will soon be advised of the review process and further discussions will be held at future Port Meetings for continuing with the Fees and Charges review process.
- Local Ports Program Update – The 12 months interim Port Management Agreements for Local Ports will come to an end on 30 June 2011. It was suggested that these agreements be extended for another period of 12 months allowing a thorough review of the Management Agreements. Consideration will be given to the public liability insurance requirements, Asset Management Plan update and briefing the Minister on funding requirements.

- The Safety and Environment Management Plan (SEMP) – The certification dates will come to an end in 2011. It has been suggested that the certification dates be extended for another 12 months for undertaking a review of the SEMP documents. The intention is that upon extension of 12 months, an ongoing three year audit cycle will be implemented meaning that there will not be any need for recertification, however the SEMP will be subject to ongoing audits.
- Waterway Management Plan – A Waterway Management Plan developed by Gippsland Port was presented to the forum. The document can be utilised as a reference document for developing a Port of Apollo Bay Waterway Management Plan.

Barwon Regional Waste Management Group Special Board Meeting

A Special Board meeting of the Barwon Regional Waste Management Group (BRWMG) was held on 31 March 2011. The purpose of the Special Board meeting was to discuss a number of important waste management issues on a regional basis. A summary of the key issues discussed is as follows:

- Review of Regional Waste Management Groups – considering that the new Government has put a hold on the restructuring of Regional Waste Management Groups, it has been decided that the Board write to the Minister for Environment and Climate Change and Youth Affairs explaining its views on the review process and future directions.
- Container Deposit Legislation (CDL) – Discussion took place on supporting the Container Deposit Legislation as initiated by the Surfcoast Shire. It was discussed that the Board should consider possible impacts on current recycling contracts and any variations thereof prior to preparing a submission on the National Container Deposit Legislation scheme. The BRWMG is supportive of organising a CDL forum to assess the impact of the proposed CDL.
- Barwon Regional Future Waste Management Directions – under the future waste directions, a number of recommendations were discussed as follows:
 - Facilitating the transition of regional inert landfill site at Fyansford;
 - Group supporting the City of Greater Geelong advertisement for Greenwaste Receival and Processing Tender for a three (3) year period;
 - Consideration towards a contingency plan for green waste processing on a regional basis;
 - Writing to the Minister for Environment and the Minister for Planning to fast track the planning approvals for the Letheridge site for onsite composting of greenwaste;
 - BRWMG to facilitate on Farm Composting Pilot Project for a period of one (1) year;
 - BRWMG to facilitate development of diversion strategies for residual waste material, for materials such as textiles, e-waste, household reusable items, bric a brac, batteries etc;
 - Exploring funding options from Government for development of a transition plan that could assist with up to 30% reduction to the current landfill diversion rates.

Tenders

No tenders have been opened since the last reporting period.

Tenders awarded since the last reporting period are:

1015 – Casual Recruitment Services – to CQ Recruitment and Superior Staff Pty Ltd

1032 – Supply of Recruitment Services – to Panel of Suppliers

Tenders advertised since the last reporting period are:

1106 – Colac Youth Club Refurbishment, closed 13 April 2011

1107 – Supply and Deliver 3-Tonne Tip Truck, closed 13 April 2011

1108 – Supply and Deliver Grader, closed 13 April 2011

- 1109 – Supply and Deliver Bridge Maintenance Truck, closed 13 April 2011
 1110 – Drainage Design and Analysis – Apollo Bay, closed 20 April 2011
 1101 – External Plant Hire, closing 11 May 2011
 1103 – Annual Supply of Concrete Works, closing 11 May 2011
 1104 – Birregurra Neighbourhood Character Study, closing 11 May 2011

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	A certificate of compliance has been issued and outstanding works guaranteed with a security bond. The developer is continuing to complete all works for stage 1.
Rankin Street Subdivision 19 lots	Contractors have completed construction works for this subdivision. Repair work is required for concrete kerb and footpath prior to handover of infrastructure to Council.
Wyuna Estate Stage 11 24 lots	The Civil works have been completed and a compliance certificate has been issued.
38-46 Cawood Street Subdivision 20 lots & reserve	Construction plans have been approved by Council's Infrastructure & Services Department for this Apollo Bay residential subdivision with contractors expected to commence works in April 2011.

Bituminous Sealing Works

Sprayline Surfacing Services have been undertaking additional sealing works in Colac Otway Shire and are currently completing all works (weather permitting). Rain related delays over several months have generally impacted on their Victorian works program.

Colac Botanic Gardens Footpath Construction

Concrete paving for the viewing platform and access paths has been constructed with the footpath virtually complete. The viewing platform currently remains barricaded until a safety rail fence is installed. An amended design for proposed access steps down from the viewing platform will see the construction finished.



Viewing Platform

COPACC Civic Hall Alterations

In April 2011, BDH Constructions are expected to fully complete building works for alterations to the Civic Hall following installation of an electrical switchboard and finishing off minor construction work.

Work on this project has progressed well, on time and to a high standard of quality. The Civic Hall was available for use during the construction period and was fully functional for a performance by 30 March due to the cooperation between the Contractor and Council.



Colac Skate Park Extension

It is expected that BDH Constructions Pty Ltd. will complete works by May 2011 on the contract to construct extensions to Colac Skate Park.



SUSTAINABLE PLANNING & DEVELOPMENT

Rural Living Strategy

The draft Rural Living Strategy was on public exhibition for two months over February and March, with the submissions period concluding on 4 April 2011. The draft Strategy reviews potential areas for rural living development in the Shire as well as the boundary of each of the Shire's small towns. It also recommends refinements to the existing policy relating to houses and subdivision in rural areas. Officers and the project consultant will review issues raised in the submissions prior to a final version of the Strategy being prepared for Council consideration.

Apollo Bay Harbour Master Plan Planning Scheme Amendment

Council has received a \$95,000 grant from the State Government under its Creating Better Places program and a contribution of \$160,000 from Tourism Victoria to prepare and exhibit a planning scheme amendment that incorporates the Apollo Bay Harbour Master Plan into the Planning Scheme. Officers are currently engaging with the community to explain the project prior to appointing a project manager and commencing the process.

Draft Birregurra Structure Plan

The closing date for submissions on the draft Birregurra Structure Plan has been extended until 30 June 2011 to allow further information sessions and engagement with interested members of the public. A Community Reference Group was appointed by Council in February to assist in this process, and had its first meeting on 28 March 2011. A public information session will be held in Birregurra in late May 2011.

Birregurra Neighbourhood Character Study

Tenders have been called for the preparation of a Neighbourhood Character Study for Birregurra. The project will document the valued aspects of the character of the town, and develop a framework of planning controls for inclusion in the Planning Scheme to guide

future decision making on planning permit applications. The Community Reference Group established for the draft Birregurra Structure Plan will be used as a means of providing community input into the Neighbourhood Character Study. It is expected a consultant will be appointed early in May 2011.

Draft Forrest Structure Plan

Officers and the consultant are reviewing the submissions prior to finalising the final draft of the Structure Plan and preparing a report for consideration by Council over the coming months. The Forrest Structure Plan will now be processed separately to the Birregurra Structure Plan following extension of the exhibition period for that Plan.

Apollo Bay Future Settlement Boundary and Urban Design Review

An Issues Analysis Paper produced by the project consultant Planisphere was recently on public exhibition, including a successful “drop-in” community information session on 26 March 2011. The closing date for written submissions was 22 April 2011. The project consultant is now reviewing community feedback and will prepare a draft report for Council consideration over the coming months.

Planning Scheme Amendment VC79 (Licenced Premises)

The State Government gazetted Amendment VC79 to all planning schemes in Victoria on 8 April 2011. The amendment makes minor changes to an existing clause 52.27 relating to Licenced Premises. The amendment introduces a planning permit requirement for the sale of packaged liquor for consumption elsewhere (this previously only required a liquor licence, not a planning permit). It also clarifies that a planning permit is required to extend an area where liquor is allowed to be consumed/supplied, and improves the readability of the clause.

Colac CBD and Entrances Project

The Colac CBD and Entrances Project is seeking to guide streetscape and amenity improvements in central Colac and provide an inviting sense of arrival at the town's entry points. A Discussion Paper prepared by the project consultant is currently on public exhibition, and Council is seeking feedback from the community about what they value most about the central Colac area, and in what ways they think the design or function of the CBD or the entrances into town could be improved. People can contribute their ideas through a Community Bulletin feedback form that was posted to households in Colac, or through an on-line survey. Two public information sessions were held at the Colac Bowls Club on 12 April 2011. Written submissions will be received until Friday 29 April 2011.

MAV STEP Planning Process Improvement Program

The Planning Department has completed participation in Phase 1 of the MAV's STEP Planning Process Improvement Program. The program highlighted that Council performs well in the time taken to process planning permit applications compared to other Shires in the region, but has identified some areas where further improvements to processes can be made. Officers attended an annual conference of the STEP program on Thursday 7 April 2011 where presenters highlighted examples of best practice in the industry relating to planning operations.

State Government Changes to Bushfire Planning Provisions

Planning officers attended an information session on Wednesday 6 April 2011 sponsored by the MAV which provided an update on the State Government's progress in drafting new provisions for Council planning schemes in relation to development in bushfire prone areas. The Government is refining state policies on planning related to fire, as well as drafting a new Bushfire Prone Overlay to replace the current Wildfire Management Overlay. The new overlay will contain a schedule to provide for local policy direction in different parts of the Shire. In addition, the mapping of fire prone areas will be revised using a new methodology developed since the 2009 Black Saturday fires. The Government is also preparing new

guidelines in partnership with the CFA to assist decision making on new development in bushfire prone areas. These new products are still in the development stage and will be introduced by the State Government later in the year.

Future Coasts Project Update

Officers recently took part in consultation undertaken by a consultant firm on behalf of the Future Coasts project. The consultant was seeking the views of stakeholders about the products sought from the project, and the best way for these to be delivered. Officers attended a focus group session in Colac and completed an on-line survey. It is expected that the State Government will release modelling of predicted sea level rise along the Victorian coast some time in 2011.

Business Development

The Economic Development Unit in partnership with Otway Business Inc. held a 2011 Powercor Business Awards Launch at COPACC on 5 April 2011. The launch was a first for Colac Otway and 60 people including sponsors, guest speakers and past winners, along with members of the public were among those who attended.

The Economic Development Unit Business Survey has been sent out to businesses within the Colac Otway Shire with responses to be completed by 20 April 2011. The survey will gauge business interest in sustainability initiatives, training programs, networking opportunities and government assistance. We will also be surveying investment forecasts, employment prospects and general business confidence.

Colac Marketing Strategy

Geelong company, Warne Marketing, has been appointed to develop the Colac Marketing Strategy. The project will articulate the strengths of Colac as a place to live and develop a Colac brand that will clearly identify and differentiate Colac from other Victorian rural centres. Warne Marketing will work with Planisphere the company developing the Colac CBD and Entrances project to capture information gathered by that project on the things that local people have identified as important characteristics of Colac.

Small Town Improvement Program (STIP)

Project proposals for the coming year have been circulated to officers to ensure the proposed projects will meet statutory requirements. The projects in Cressy, Beeac, Gellibrand, Carlisle River, Barwon Downs, Forrest, Wye River and Birregurra will then be presented to the STIP Advisory Committee of Council for selection. It is anticipated that several of these projects will be able to attract external funding.

Dairy Industry

The Economic Development Unit has submitted an application to the Gardiner Foundation on behalf of the Dairy Industry Training Reference Group to fund a partnership project between Council, Colac Secondary College, West Vic Dairy and local farmers. The project will integrate a dairy industry innovation research and report writing exercise into the Colac Secondary College Yr 12 Ag/Hort curriculum. The Gardiner Foundation has funded three previous projects for the Dairy Industry Training Reference Group.

Tourism

Regional Tourism Action Plan (RTAP)

The regional restructure is still to be resolved. This has placed uncertainty over the future of Geelong Otway Tourism (GOT) and Otways Tourism (OT). Council is waiting on information from Tourism Victoria on the next steps. If the matter is not resolved before the end of the financial year, which coincides with the completion date for both the GOT MOU and the OT Service Agreement, Council may have to consider an interim short term arrangement to ensure organisational stability and sustainability until the matter is resolved.

Otways Tourism

Otways Tourism is working on two new initiatives:

- Apollo Bay Seafood Focus – to showcase the local fishing industry and array of restaurants and cafes – to entice visitors to the area.
- Visitor Welcome Hubs at Otways Tourist Park, Otway Treetop Adventures and the Wye General Store.

Visitor Centres

Visitation has been down slightly in comparison to last year at the Great Ocean Road VIC. Visitor trends identify a steady flow of younger international visitors from the UK and Germany many seeking seasonal paid work in the region. The main counter enquiries have been for natural activities ranging from short walks to picturesque waterfalls located in the Great Otway National Park to coastal day hikes along the iconic Great Ocean Walk.

A flagpole is to be constructed on the Great Ocean Road at Apollo Bay. The whale flag will fly when there are whale sightings in Apollo Bay. The flagpole may also be used for other major events e.g. The GOR Marathon and the Apollo Bay Music Festival.

G21 Economic Development Strategy

AEC Group has been appointed to develop the G21 Economic Development Strategy. The City of Greater Geelong is leading the project with Council represented by the CEO on the Project Steering Group and Manager Economic Development on the Project Working Group. The company toured Colac Otway Shire on its first excursion into the region and is currently working on background research and key stakeholder engagement. The Strategy will be an umbrella document that will guide integrated regional economic development planning into the future.

Integrated Fire Management Planning

A special meeting of the Municipal Fire Management Planning Committee was held on 11 April 2011 to make further progress in relation to four Neighbourhood Safer Places and nine Township Protection Plans in the very high risk towns in the Colac Otway region. In addition the committee identified the steps that needed to be taken to get the first draft of a Municipal Fire Management Plan completed by October 2011. A Council report will be submitted to Council in May 2011 explaining what the next steps are in relation to designating Neighbourhood Safer Places.

Timber Towns Annual General Meeting

The Timber Towns Victoria (TTV) Annual General Meeting was held at Parliament House in Melbourne on 8 April 2011. The key outcomes of the meeting were the endorsement of the new strategic plan for TTV, the formal submission of the Timber Industry Road Evaluation Report and the election of the Executive for the next twelve months. The new strategic plan states that the role of TTV is to be the local government voice on timber related issues. TTV provides a forum for local government to share information and to work together on timber related issues. One example of these issues is the impact of the timber industry on Council Managed roads. The Timber Industry Road Evaluation Report that was provided to the State Government highlighted that nearly 100 million dollars is required to help maintain the Council managed roads used for timber cartage. Although no formal commitment was made by the Minister for Roads at the meeting the report was received and has been the basis for Councils receiving substantial funding for timber roads in the past. Council's Manager for Environment and Community Safety was re-elected to the Executive for TTV for the next 12 months.

Fishing Grants

Council's Social Justice and Environment Officer has been working with the Colac Specialist School every Wednesday over the past term on a project that encourages community involvement in a number of environmental activities. The activities will continue next term and so far have included doing drain stencilling around the school block with the students and water monitoring in the local creek to learn about our water quality. The program is an important part of the school's curriculum and the plan is to introduce more schools to the program to raise the students' awareness and pride in their respective local environments within the Colac Otway Shire.

Attachments

Nil

Recommendation(s)

That Council notes the CEO's Progress Report to Council.

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**CONSENT CALENDAR****OFFICERS' REPORT**

D = Discussion

W = Withdrawal

| ITEM                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | D | W |
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| <p><b><u>CORPORATE AND COMMUNITY SERVICES</u></b></p> <p><b><u>OM112704-2 PUBLIC HEALTH &amp; WELLBEING PLAN 2010-2013</u></b></p> <p>Department: Corporate and Community Services</p> <p><b><u>Recommendation</u></b></p> <p><b><i>That Council adopts the Public Health &amp; Wellbeing Plan and Action Plan 2010-2013.</i></b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |   |   |
| <p><b><u>OM112704-3 2012 GENERAL REVALUATION</u></b></p> <p>Department: Corporate and Community Services</p> <p><b><u>Recommendation(s)</u></b></p> <p><b><i>That Council:</i></b></p> <ol style="list-style-type: none"> <li><b><i>1. Resolves that it cause a revaluation of properties and Council assets within the Shire to be conducted by its contract valuer Landlink Opteon to be returned by 30 April 2012 in accordance with Section 13DC (5) of the Valuation of Land Act.</i></b></li> <li><b><i>2. Resolves that the Valuer General and other rating authorities in the area be notified of this resolution in accordance with Section 6(1) of the Valuation of Land Act.</i></b></li> <li><b><i>3. Resolves that Council's contract valuer, Landlink Opteon be advised of this resolution.</i></b></li> </ol> |   |   |
| <p><b><u>OM112704-4 APOLLO BAY SENIORS CITIZEN CENTRE - LEASE RENEWAL</u></b></p> <p>Department: Corporate and Community Services</p> <p><b><u>Recommendation(s)</u></b></p> <p><b><i>That Council signs and seals the lease of the Apollo Bay Senior Citizens Centre for a further 5 year period with Otway Health and Community Services at a lease fee of \$1 per annum from 1/7/2010 to 30/6/2015.</i></b></p>                                                                                                                                                                                                                                                                                                                                                                                                           |   |   |

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|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|
| <p><b><u>OM112704-5</u></b>      <b><u>AUTHORISATION OF OFFICERS<br/>(PLANNING AND ENVIRONMENT ACT)</u></b></p> <p>Department: Corporate and Community Services</p> <p><b><u>Recommendation(s)</u></b></p> <p><b><i>That:</i></b></p> <ol style="list-style-type: none"> <li><b><i>1. Council appoints Daniel Pech and Craig Cameron as authorised officers pursuant to the Planning and Environment Act 1987;</i></b></li> <li><b><i>2. The Instrument of Appointment and Authorisation come into force immediately the common seal of Council is affixed to the Instrument and remains in force until Council determines to vary or revoke it; and</i></b></li> <li><b><i>3. The Instrument of Appointment and Authorisation be sealed.</i></b></li> </ol> |  |  |
| <p><b><u>OM112704-6</u></b>      <b><u>TERMS OF REFERENCE - COLAC<br/>COMMUNITY LIBRARY AND LEARNING<br/>CENTRE JOINT COMMITTEE</u></b></p> <p>Department: Corporate and Community Services</p> <p><b><u>Recommendation(s)</u></b></p> <p><b><i>That Council notes that the Terms of Reference for the Colac Community Library and Learning Centre Joint Use Committee have been agreed to by all parties.</i></b></p>                                                                                                                                                                                                                                                                                                                                       |  |  |
| <p><b><u>OM112704-7</u></b>      <b><u>S86 COMMITTEE OF COUNCIL -<br/>ELECTION OF COMMITTEE</u></b></p> <p>Department: Corporate and Community Services</p> <p><b><u>Recommendation(s)</u></b></p> <p><b><i>That Council:</i></b></p> <ol style="list-style-type: none"> <li><b><i>1. Pursuant to Section 86 of the Local Government Act 1989, resolve to appoint the following nominated members to the Pirron Yallock Recreation Reserve Committee of Management until March 2014:</i></b></li> </ol> <p><b><i>Kevin Boyd, Elaine Menzies, David Latham, Aidan Fawkes, Merin Trebilcock, Dean Tevelein, Alan Osborne, John Sherman, Peter Mulheron.</i></b></p>                                                                                            |  |  |



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|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|
| <p>2. <i>In accordance with Section 81 sub-section(2) sub-section(a) of the Local Government Act 1989, resolve to exempt members of the Committee from being required to submit a primary or ordinary conflict of interest return in accordance with this section.</i></p> <p>3. <i>Advise the Committee that a copy of minutes of meetings held be forwarded to Council for its record after each meeting and that a Treasurer's Report be provided annually.</i></p> |  |  |
| <p><b><u>OM112704-8 THIRD QUARTER PROGRESS REPORT TO COUNCIL</u></b></p> <p>Department: Corporate and Community Services</p> <p><b><u>Recommendation(s)</u></b></p> <p><b><i>That Council receives the 2010/11 Third Quarter Performance progress report for the period ending 31 March 2011.</i></b></p>                                                                                                                                                              |  |  |

**Recommendation**

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

**MOVED .....**

**SECONDED .....**



OM112704-2

**PUBLIC HEALTH & WELLBEING PLAN 2010-2013**

|             |                                |           |              |
|-------------|--------------------------------|-----------|--------------|
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**Purpose**

This report is to seek Council's adoption of the Public Health and Wellbeing Plan and Action Plan 2010 -2013 following community feedback and subsequent meetings with partner agencies.

**Declaration of Interests**

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

**Background**

The consultation paper released for community comment has been in the public arena since September 2010. It was not in the form of a final document but rather evidence based information with recommended actions. The Plans attached to this report are the result of the community consultation process. A number of conversations have been held with health and wellbeing planners, providers and purchasers. There was very little feedback from individuals and communities who were understandably more interested in issues that impact them directly in a very definite way than the planning processes.

Input from local and regional agencies and networks has highlighted the need to set sound strategies to manage ongoing challenges and opportunities to help improve public health and wellbeing. The need for ongoing conversations with the community, partners and funders is a fundamental principal of this Plan. Otherwise, it will become outdated within a very short period of time.

**Council Plan / Other Strategies / Policy  
Community Health and Wellbeing**

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**

Many of the issues raised in the feedback process and conversations form part of the general narrative of the plan while individual changes will be addressed on a case by case basis.

In order to address a number of comments regarding the consultation paper an individual document called the Action Plan was created to provide a quick and clear presentation of priorities, goals, objectives and strategies. This Action Plan is an attachment to the main Plan, to legitimise its part in the final product. This Action Plan has been discussed with representatives from local health agencies who support its focus, accountability, its readability, the development of Council's capacity and the recognition of partners.

Since the release of the consultation paper last year there has been a significant number of developments in health and wellbeing planning. These include the commencement of the Towards Liveable Communities Consultative Committee (TLC3); the Volunteering Central –

Colac project; the G21 Food Security network; planning for a Community Food Share (formerly known as a Food Bank) service in Colac; the Colac CBD project; commencement of a local Footpath Strategy; commencement of the Public Open Space Strategy; the national Medicare Locals proposal, results from the final Neighbourhood Renewal survey, G21 conducting a high level forum on Addressing Disadvantage; and St. Laurence conducting a high level forum on Social Inclusion. This Plan has been discussed with partners in each of these activities and as a result they have influenced the way the document has evolved. This flexible process demonstrates the way in which community consultation has been part of the development of the Plan.

Conversations through the TLC3 meetings have provided an ongoing opportunity to discuss links between a Health and Wellbeing Alliance and the committee for TLC3. These conversations will continue in May 2011 with a strategic planning day organised for agency representatives to further consider links, structures and strategies. A hierarchical 'authority map' to explain health and wellbeing issues from the Federal level to the local level has been included in this Plan as a result of TLC3 conversations.

Many of the strategies mentioned in the Plan look at embedding health and wellbeing principles into planning processes within Council by developing guides and tools and applying a health lens to all that we do.

Comments from Otway Health and Community Services (OHCS) have influenced the following changes:

- Reduce repeating the listing of strengths and other duplications.
- Ensure that Social Determinants of Health are linked to each action and why.
- Have clear statements of intent for each action.
- This Plan needs to recognise, as well as influence, other Council and local plans (OHCS & CAH) documents and reflect regional strategies and planning.
- The Plan needs to be less conceptual and inspirational and should consider more pragmatic and achievable targets.
- Continue the joined-up work with local health agencies, commenced in 2009, that illustrated best practice in urban and social planning (such as Healthy Spaces and Places) that promote positive upstream determinants for health and wellbeing.

The inclusion of Food Security in the Plan was questioned by OHCS. However, this priority has been retained due to evidence based information on food insecurity within Colac Otway and the prioritising of this work at a regional level.

Colac Area Health has supported the inclusion of Food Security and cites a number of good work being conducted locally including the G21 Integrated Health Promotion and Community Strengthening Strategic Plan, G21 Food Security Working group, VicRelief Food Bank, the Community Garden, Café Meals Club, the Active Service Model, Smiles for Miles, and Go For Your Life.

Managers within Council have raised the following issues:

- It remains difficult to include specific commitment to climate change and growing green economies until there is a clearer direction from government.
- Physical activity opportunities in recreation facilities and public open space need to be discussed further.
- A number of Recreation, Arts and Culture plans need to be mentioned in the Plans.

- Due to the evolution of emergency management planning processes since the release of the consultation paper all references to emergency management need to be updated to reflect current thinking and activities.

### **Proposal**

It is proposed that Council adopts the Public Health and Wellbeing Plan and Action Plan 2010 – 2013.

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

Many of the objectives in the Plan are to develop capacity, resources, understanding and partnerships. Others focus on applying a health and wellbeing lens on current and future activities which have already received budgetary approval.

Whilst developing this Plan, it has become clear that Council has in many ways either initiated or has been a partner to plans and projects that will have a significant impact on health and wellbeing. Resource implications will include staff and partners identifying how these existing plans and projects can influence upstream determinants that support health and wellbeing.

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

This Public Health and Wellbeing Plan 2010 – 2013 has been produced to meet the Public Health & Wellbeing Act 2008 requirements. The next Plan will need to be prepared in 2013 (to coincide with the new Council). Annual reviews and a final evaluation of this Plan will need to take place in 2013.

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

This Plan considers climate change adaptation and mitigation as a core priority and has identified a number of strategies to support health and wellbeing.

### **Community Engagement**

The community engagement strategy will follow the recommendations of the Colac Otway Shire Council Community Engagement Policy of January 2010, which details five levels of engagement – inform, consult, involve, collaborate and empower.

To comply with the Act Council will need to work in partnership with the Department of Human Services and other agencies undertaking public health initiatives, projects and programs to accomplish the goals and strategies identified in this Public Health and Wellbeing Plan. There is also the requirement to involve people in the local community in the development, implementation and evaluation of the Plan.

Varying engagement processes within the IAP2 spectrum will be adapted to meet these requirements within the Act.

The future layout and presentation of the Plan will be considered from a marketing and branding viewpoint. Branding this Plan in a similar fashion to other Council plans that involve people and communities will create a recognisable suite of plans that have linked strategies. Included in this suite of plans are the Early Years Plan, Positive Ageing Strategy, Access, Equity & Inclusion Plan, Barwon Region (Colac) Drug Action Plan and the Health and Community Services Business Plan to name a few.

### **Implementation**

The Action Plan provides objectives, strategies, allocates responsibility, identifies measures and sets time frames for each priority.

**Conclusion**

The development of this Public Health and Wellbeing Plan has been a long journey. It has involved many conversations with many people. It has taken into account evidence based information and supports working with partners and the community to improve health and wellbeing now and well into the future. This Plan outlines the first steps of developing local capacity, understanding and governance in a way that local communities and agencies can work together towards a truly liveable Colac Otway community.

**Attachments**

1. Public Health & Wellbeing Plan 2010-2013
2. Public Health & Wellbeing Action Plan 2010-2013

**Recommendation**

***That Council adopts the Public Health & Wellbeing Plan and Action Plan 2010-2013.***

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COLAC OTWAY SHIRE

**Public Health &
Wellbeing Plan**

2010-2013

Preface

Colac Otway is a great place.
We see ourselves clearly and
know our strengths.
Our contribution to the regions
livability is significant.
There are challenges to face and
actions to take.
We have the Plans and
Partnerships to move forward.
Through community
conversations we will make it
happen and
We will know when we have.



Foreword

Mayor, Councillor Brian Crook

Planning for the Public Health and Wellbeing of residents, visitors and workers within Colac Otway is a responsibility that Council takes very seriously. In order to do this we need to regularly review evidence based information on the public health and wellbeing of people within our municipality; identify the determinants that lead to ill-health and a lack of wellbeing; and plan for actions that will have a positive impact.

Council through its studies, services and strategies is in the best position to understand what is required within the shire to protect, improve and promote public health and wellbeing.

This Plan focuses on who we are, our strengths and some of the challenges that we need to address. It talks about working through these challenges with local communities. In this Plan strategies and actions have been developed to address these challenges.

Challenges can only be effectively addressed when there is a shared awareness and understanding of the issues by governments,

communities and individuals. This plan purposely sets a new beginning, where Council is adopting a “whole of organisation” approach to public health and wellbeing. Council is committed to working with the local community to develop, implement and evaluate this plan. Robust and mature partnerships will be necessary to build on current strategies and guide future ones.

I see this plan as strengthening Council’s resolve to make Colac Otway a great place where the

capital of its people, communities, environments and opportunities all lead to increasing public health and wellbeing.

A handwritten signature in black ink, appearing to read "Burch".

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Executive Summary

This Plan and Action Plan have been developed to meet the legislative requirements of Council as defined under the Public Health & Wellbeing Act 2008. This is to produce a Municipal Public Health & Wellbeing Plan that:

- examines data about health status and health determinants in the municipal district;
- identifies goals and strategies based on available evidence for creating a local community in which people can achieve maximum health and wellbeing;
- provides for the involvement of people in the local community in the development, implementation and evaluation of the Public Health & Wellbeing Plan; and
- specifies how the Council will work in partnership with the Department and other agencies undertaking public health initiatives, projects and programs to accomplish the goals and strategies identified in the Public Health & Wellbeing Plan.

To achieve this requirement the Plan outlines enabling strategies and actions to increase Council's capacity across all of its functions to improve the public health and wellbeing of people within the municipality. A health and wellbeing impact lens needs to be applied to all of Council's plans, strategies and activities to promote health for all and reduce health inequality. The direction used for this process is taken from the work known as "Health in All Policies".

To this end, it is fundamental that Council understands and supports positive upstream determinants of health such as universally accessible open spaces and infrastructure, urban design, sustainability, liveability, sanitation, active transport, and reducing disadvantage.

The preface to this plan recognises our wonderful people and the communities they are part of; their contribution to the region; and the natural environment beauty and primary industry potential that surrounds us. However, it does identify, through evidence based information, that there are some public health and wellbeing elements that need improving. These have been divided into two levels of priority – "significant" and "core".

The identified priorities have been assessed in a local context, as well as, in a regional context within the Great South Coast Region and the G21 Region Alliance. Where actions can be planned and implemented across the regions in which Colac Otway exists, they will be. Where priorities are unique or significant to Colac Otway local planning and actions will occur. The priorities identified in the plan are divided into six themes:

Some People Are Doing Better Than Others

- Our Children are At Risk
- Not all young people are getting the start they deserve
- Some households are not connected to the internet
- Not everyone can get an affordable place to live
- Getting around is a problem for some

Health & Wellbeing

- Food security improves health and can strengthen communities
- We could improve our health

Climate Change

- Climate Change Adaptation and Mitigation

Emergency Response

- Planning for Emergencies

Establishing a COS Community Health & Wellbeing Alliance

Sustainability and Livability

- Developing Population Sustainability and Livability Strategies

The table on page 62 demonstrates that a number of Council's high level plans include many of these priorities. These plans and their community relevance have been improved with a health in all policies lens.

Local and regional partnerships are vital in achieving the objectives of this plan. There are many examples of where these partnerships are working towards improving public health and wellbeing. One example is the Colac and District "Towards Liveable Communities Consultative Committee" (TLC3) which will focus on how to increase livability and reduce disadvantage. The concept of this committee was endorsed by the Regional Managers Forum and consists of decision makers from many of Council's state government planning and funding authorities.

Finally, but most importantly, the key success factor to any public health and wellbeing strategy is the ability to access the wisdom of the community. How we listen to and communicate with people is the fundamental first step to planning. Neighbourhood Renewal Action Groups are an example of Council having conversations with communities. This document adopts IAP2 Spectrum (developed by the International Association for Public Participation) but it also recognises IAP2 as simply, a tool that supports seeking community wisdom through conversations and understanding that lead to attitudinal changes.

Acknowledgements

Traditional Owners

The Aboriginal people of the Colac Otway region have existed on this land for thousands of years. They nurtured Australia for thousands of years, acknowledging a responsibility to care for the country. We must genuinely engage with each other, learn from each other, and recognise the value of our collective knowledge.

Colac Otway Public Health & Wellbeing Plan 2010-2013

Introduction

The Victorian Parliament, through the recently legislated Public Health and Wellbeing Act (2008) acknowledges the successful intervention of local government in improving the health of their communities.

The Colac Otway Public Health & Wellbeing Plan (COPHWBP) shows how Council intends to make a difference to the health and wellbeing of its residents over the next four years.

There are multiple factors influencing the health of people including the social, economic, natural and built environments and these factors highlight the importance of incorporating health planning into whole-of-council planning, and with partners across different levels of government and sectors. This Plan is based on the key issues identified by Colac Otway residents in the community consultations taken in 2009 and 2010. What we know about the health of residents was obtained from:

- health data;
- key National, State, Regional and Local policy directions; and
- consultation with local service providers, non-government agencies and State departments including the Department of Health, Department of Planning and Community Development and the Department of Education and Early Childhood Development, G21 and the Great South Coast Regional Planning Group.

The Community engagement processes included 680 responses to the Colac Otway Shire, Community Health, Wellbeing and Social Capital Indicator report 2005, the community engagement processes in 2009 as part of the lead up process to develop the Council Plan and the Colac Neighborhood Renewal Community Surveys of 2004, 2007 and 2009 which are in the process of being prepared for final release. With the winding up of the Colac Neighborhood Renewal project in July 2011 it will be up to Community Hub Inc. and other partners to move forward with initiatives to complement all of the work to date.

Council develops a broad range of plans and strategies. These documents contain local information gathered through investigation, research and community engagement. Content from these documents has been used as evidence based information for this Plan.

Regional, State and National evidence based information has been gathered to build a picture on the status of public health and wellbeing within the Shire. This Plan will provide a brief summary of evidence based information, provide a commentary on its relevance to health and wellbeing and provide links to the extensive range of data and information that is available in other documents.

DEVELOPING CAPACITY

It is important to develop capacity within Council, including councilors, management, staff and volunteers to understand and be party to implementing actions for public health and wellbeing in the future.

Over the term of this Plan our capacity will be developed through enacting the Principles outlined in the Public Health and Wellbeing Plan. Mechanisms will be required to support the development of governance and evaluation structures. Our future strategies, plans and projects will provide opportunities for embedding health and wellbeing needs into Council planning processes.

Table 1: Planning for Public Health and Wellbeing

| ENABLING STRATEGIES | PROPOSED ACTIONS* |
|--|--|
| <p>Establish governance structures to oversee the implementation of the Plan.</p> | <p>Develop the Interdepartmental Planning Group with senior representation from across Council departments to ensure health and wellbeing planning principles and lens are embedded into Council practice.</p> <p>Develop a Colac Otway Health & Wellbeing Alliance to oversee the implementation of the Plan.</p> <p>Health and Wellbeing implications are considered in all reports to Council.</p> |
| <p>Embed health and wellbeing planning principles into Council planning.</p> | <p>Develop tools to assist staff in their planning to ensure they consider health and wellbeing needs across the planning lens of universal access, life stage, gender, cultural background, etc.</p> <p>Ensure that health and wellbeing needs identified in other people-based plans are linked to and reported on similarly to this Public Health & Wellbeing Plan. These other plans include Council's:</p> <ul style="list-style-type: none"> • Early Years Plan • Positive Ageing Strategy • Access, Equity & Inclusion Plan • Barwon Region (Colac) Drug Action Plan • Health and Community Services Business Plan • Public Open Space Strategy (health & wellbeing determinants) |
| <p>Evaluation and evidence based planning.</p> | <p>Develop an evaluation strategy for the Plan, including a review of current community wellbeing indicators to benchmark and monitor health and wellbeing in Colac Otway.</p> <p>Develop and maintain a Health and Wellbeing Profile compiled from local evidence-based information and through G21 and the Great South Coast alliances to inform future planning.</p> |

* These actions are the responsibility of Council's Manager for Health & Community Services

Social Determinants of Health¹

To improve the health status of residents, Australian and international evidence show that the World Health Organisation's (WHO) "Social Determinants" framework will make a difference. This framework shows that health is influenced by more than genetics, individual choices and provision of health care, and that political, social, economic and environmental factors play a critical role.

The following ten 'social determinants of health' were developed in 2000 by the World Health Organisation (WHO) to assess the health of a community. They are based on an increasing understanding of this sensitivity of health to the social environment. These determinants have been applied to our understanding the health of residents and what steps Council and its partners can take to improve health for all. These social determinants will be linked to the actions within this Plan.

Table 2: Social Determinants of Health

| Social Determinants of Health | | |
|-------------------------------|--------------------------|---|
| 1 | The Social Gradient | Life expectancy is shorter and most diseases are more common further down the social ladder in each society. |
| 2 | Work | Stress in the workplace increases the risk of disease. People who have more control over their work have better health. |
| 3 | Unemployment | Job security increases health, wellbeing and job satisfaction. Higher rates of unemployment cause more illness and premature death. |
| 4 | Social Exclusion | Life is short where its quality is poor. By causing hardship and resentment, poverty, social exclusion and discrimination there is a cost on lives. |
| 5 | Education and Early Life | A good start in life means supporting mothers and young children: the health impact of early development and education lasts a lifetime. |
| 6 | Stress | Stressful circumstances, making people feel worried, anxious and unable to cope, are damaging to health and may lead to premature death. |
| 7 | Social Support | Friendship, good social relations and strong supportive networks improve health at home, at work and in the community. |
| 8 | Transport | Healthy transport means less driving and more walking and cycling, backed up by better public transport. Cycling, walking and the use of public transport promote health in four ways. They provide exercise, reduce fatal accidents, increase social contact and reduce air pollution. |
| 9 | Food Insecurity | A good diet and adequate food supply are central for promoting health and wellbeing. A shortage of food and lack of variety cause malnutrition and deficiency diseases. |
| 10 | Addiction | Drug use is both a response to social breakdown and an important factor in worsening the resulting inequities in health. |

¹ www.health.vic.gov.au/healthpromotion/foundations/determinants.htm

Raphael D., 2003, 'Addressing the Social Determinants of Health in Canada: Bridging the gap between research findings and public policy', Policy Options, March 2003; Wilkinson, R. and Marmot, M. 2003. Social Determinants of Health: The Solid Facts, World Health Organisations, Europe

Other Determinants of Health

There are a number of other determinants of health that have been considered in developing this Plan.

Table 3: Other Determinants of Health

| Other Determinants of Health | | |
|------------------------------|-----------------------|--|
| 1 | Housing | Housing is an absolute necessity for living a healthy life. Living in unsafe, unaffordable or insecure housing increases the risk of many health problems. |
| 2 | Public Health | Public health is an organised response by society to protect and promote health, and to prevent illness, injury and disability. |
| 3 | Upstream Determinants | As well as social determinants, there are physical, economic and environmental determinants that impact on health and wellbeing. These are influenced by government and council policy, and action. |
| 4 | Disability | People with a disability have poorer overall health outcomes and require specific and targeted interventions |
| 5 | Cultural Diversity | Migrant and refugee groups are disproportionately impacted by labour market segregation, unemployment and income inequality. |
| 6 | Gender | Gender is a significant component when describing patterns of morbidity and mortality; life expectancy; quality of life; access to health care and health promotion resources; and expectations of physical, mental and emotional wellbeing. |
| 8 | Extreme Events | Climate change, natural physical disasters, pandemics, diseases and man-made disasters all contribute to ill health and a loss of wellbeing. Interventions and developing resilience can reduce their impact on public health and wellbeing. |

Health in All Policies

In April 2010 the WHO convened an international meeting in Adelaide which led to the development of the **Adelaide Statement on Health in All Policies**². The Adelaide Statement outlines the need for a new social contract between all sectors to advance human development, sustainability and equity, as well as to improve health outcomes.

This requires a new form of governance where there is joined-up leadership within governments, across all sectors and between levels of government. The Statement highlights the contribution of the health sector in resolving complex problems across government.

The approach described above is referred to as 'Health in All Policies' and has been developed and tested in a number of countries. It assists leaders and policy-makers to integrate considerations of health, well-being and equity during the development, implementation and evaluation of policies and services. Health in All Policies works best when:

- a clear mandate makes joined-up government an imperative;
- systematic processes take account of interactions across sectors;
- mediation occurs across interests;


² http://www.who.int/social_determinants/hiap_statement_who_sa_final.pdf This link provides a précis of the Adelaide Statement on Health in All Policies.

- accountability, transparency and participatory processes are present;
- engagement occurs with stakeholders outside of government; and
- practical cross-sector initiatives build partnerships and trust.

In addition to these elements, a healthy community is underpinned by sound governance including community engagement and participation. Colac Otway Shire has adopted the International Association for Public Participation (IAP2) Public Participation Spectrum³ which demonstrates how Council can engage with its residents.

This Plan includes a proposal to develop the Colac Otway Shire Health and Wellbeing Alliance and will incorporate Council’s commitment to IAP2. The Alliance will oversee the implementation of the Plan and respond to new challenges and opportunities over the next four years.

IAP2 Spectrum of Public Participation

| | Increasing Level of Public Impact  | | | | |
|----------------------------------|---|--|---|---|---|
| | Inform | Consult | Involve | Collaborate | Empower |
| Public participation goal | To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions | To obtain public feedback on analysis, alternatives and/or decisions. | To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered. | To partner with the public in each aspect of the decision including the development of alternatives and identification of the preferred solution. | To place final decision making in the hands of the public. |
| Promise to the public | We will keep you informed. | We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision. | We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influences the decision. | We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible. | We will implement what you decide. |
| Example techniques | <ul style="list-style-type: none"> • Fact sheets • Web sites • Open houses | <ul style="list-style-type: none"> • Public comment • Focus groups • Surveys • Public Meetings | <ul style="list-style-type: none"> • Workshops • Deliberative polling | <ul style="list-style-type: none"> • Citizens advisory committees • Consensus-building • Participatory decision-making | <ul style="list-style-type: none"> • Citizen juries • Ballots • Delegated decision |

© 2007 International Association for Public Participation

³ IAP2 Spectrum of Public Participation <http://www.iap2.org/associations/4748/files/spectrum.pdf>. Accessed September 2010

OUR PRINCIPLES

Council upholds “Our Principles” that have guided the development of this plan.

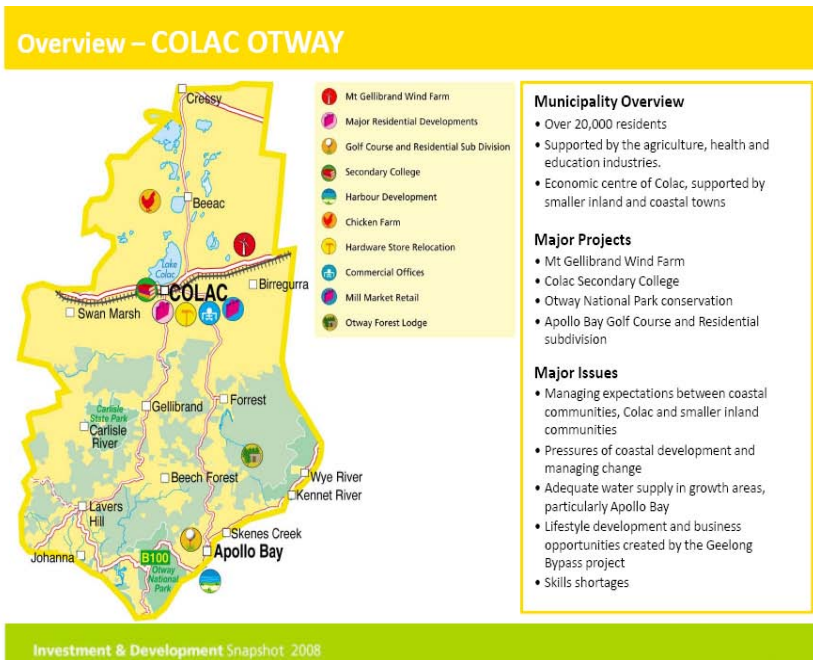
OUR PRINCIPLES

- **Planning is by and with the People**
- **Safety and Wellness for all the Community**
- **Equitable Access to Services and Information**
- **An Inclusive Community**
- **Seek Community Wisdom**
- **Accountable Governance**
- **Business Excellence for Best Value**
- **Partnerships and Collaboration**
- **Sustainable Practices**
- **Liveable Communities**
- **Evaluation for Quality Outcomes**



Colac Otway is a great place,

Colac is a major regional town and an agricultural, industrial, commercial and service centre. Colac is the key industrial, commercial and service centre for the Shire and surrounding region with a population of 12,000. Apollo Bay is the other major urban centre with a permanent population of 1,000 that swells to over 15,000 during the summer season. Being located in the centre of the Barwon South West affords strategic planning, economic and social opportunities and partnerships with both G21 and the Great South Coast.



Colac Otway is regarded as one of the most environmentally diverse municipalities in Victoria. It comprises spectacular coastal areas, lush rain forested hinterlands and vast open plains with rare native grasslands. Access to these natural assets makes Colac Otway a great place to live with abundant healthy places and spaces for the community to enjoy and venture. The rest of the nation knows this too as the Great Ocean Road attracts the most

domestic tourism throughout Australia. There is great potential to grow the tourism economy thereby increasing local and regional employment and opportunity.

Economically, the region's growth and prosperity is linked to its export oriented primary producers – milk production and dairy products, retail, services, health and community services, hospitality, timber and transport industries that support primary producers, local businesses and the region's tourism based developments and industries. The region is well supplied with existing infrastructure in terms of power and water and is well placed to take advantage of future proposals to extend the natural gas grid.

Farming activities are influenced by the temperate climate, high rainfall and rich volcanic soils. Commercial fishing activities are focused on the Apollo Bay Harbour.

Colac Otway offers many lifestyles choices from the vibrant urban centre of Colac with, proximity to Geelong, Ballarat, Warrnambool and Melbourne; to smaller townships in the Otways and inland plains; coastal towns, hamlets and villages and farming life. The Shire has the capacity to grow with substantial potential to accommodate more residents and is experiencing pressure for rural living properties. Its proximity to Geelong, Melbourne and Ballarat, means that it is well placed to be a growth centre for the region⁴. There is a regular railway service between Colac and Melbourne to the east and Warrnambool to

⁴ Great South Coast Regional Strategic Plan 2010

the west. However, efforts are currently being made to increase the number and timing of Geelong services. The Shire has good road access to the Melbourne and Avalon Airports which will be considerably enhanced by the proposed dual highway development. This transport network will provide the Shire and its industries excellent access to both domestic and international markets.

Colac Otway has potential for excellent transport links with the region. For young people, these links will help access to tertiary education allowing them to remain living in Colac Otway remaining connected to family, friends and the community. For many young people, leaving Colac Otway for education and employment is a preferable option. However, the exodus of young people from the region to Warrnambool, Geelong, Melbourne, or elsewhere, diminishes the cultural fabric of local communities, and reduces the population and workforce.

We see ourselves clearly and know our strengths,

Understanding who we are, our strengths and challenges are important to planning our steps forward.

The Colac Otway Shire has many comparative advantages



- ✓ Established strong professional services sector
- ✓ Diverse employment opportunities
- ✓ Housing options and plentiful supply of residential land
- ✓ Cultural opportunities
- ✓ Recreational facilities
- ✓ Health services
- ✓ Education - strong primary and secondary schools
- ✓ Strong partnerships and collaboration within the public health and wellbeing providers
- ✓ Good domestic and export access to Melbourne and Avalon Airports
- ✓ Natural assets
- ✓ Established strong, local manufacturing sector
- ✓ Strategic location one hour each from Geelong, Ballarat and Warrnambool
- ✓ Development of a major highway and rail links to market
- ✓ Established strong transport sector
- Major highway and rail links to market

Our Strengths

- We live in a place of great natural beauty and have a diverse economy with growing opportunity
- Unemployment rate lower than for Victoria
- Second highest proportion of people in Great South Coast (GSC) employed in agriculture, fishing or forestry
- Higher labour force participation rate than Victoria and third highest labour force participation rate of all GSC and G21 municipalities
- We are a multicultural community with skilled migrants from Africa, China and Korea making a valuable contribution to the local seasonal and permanent workforce.
- Community Indicators 2007 report that 74% of people have participated in a community engagement activity in the previous year compared to 68.1% for the Barwon South West and 53.8% for Victoria.
- We have strong partnerships across health and wellbeing agencies
- Colac Otway Shire scored higher in 68% of Community Strength Indicators compared with the other municipalities in the Barwon South West (BSW) region
- Half of all international overnight visits to regional Victoria are in the Great Ocean Road region
- We Are Rich In Natural Assets
- And our People Have An Abundance of Community Strength⁵



⁵ Great South Coast Health and Wellbeing Profile 2010

Our People

Colac Otway Shire is classified as a large rural municipality within the BSW region. Around 53% of residents live in Colac, the remainder live in towns and small rural communities spread across the Shire with 17% in the southern and 30% in the northern area of the municipality.

The population is expected to grow by 10% between 2006 and 2026 and like the rest of the Nation the proportion of people over the age of 65 years is increasing. In 2006 the median age of the Shire was 40 years, older than only Warrnambool in GSC and younger than only the Borough of Queenscliffe in the G21. Also in 2006, there were one in six people over the age of 65 and by 2026 there will be one in four in this age group. The ratio of retirees to workers is expected to rise from 1 retiree for every 4 workers to 1 retiree for every 2 workers by 2026⁶

Young people are moving out of the region to major centre's, such as Melbourne, Warrnambool, Geelong and Ballarat for education, employment and lifestyle changes. Across the GSC, there was a net loss of 2000 persons aged 15- 24 years between 2001-2006⁷.

The Colac Otway Shire faces challenges common to other municipalities of the G21 and GSC regions and these challenges are recognised as critical issues. The Colac Otway Shire Public Health & Wellbeing Plan has identified specific local priorities for action from within these regional priorities.

The regional challenges include:

- **Strengthening communities, supporting families**

A strong community and family life can give people support, resilience and outlook to fulfill personal aspirations and contribute to community life. Family is the most common form of support for all people especially during times of hardship and crisis. Strong and supported families form the foundation of strong communities.

Not all people live in the traditional supportive family model. Single person households are increasing and single parent families form over 790 of 5283 family compositions within the Shire. This highlights the increasing importance of communities and support networks outside the home.

- **Service access and engagement**

Long distances/time to get to services, and the lack of mobility, impact on a person's ability to access care from general practitioners, hospital services including health promotion, chronic disease management programs, mental health services and allied health services. The inability to access services locally increases the risk of residents not receiving timely care (including health protection, disease prevention, and early intervention).

Many of the local health and community services are provided throughout the Shire in the home (home care) and in locations close to where people live. Some residents have limited transport options and are unable to access services and opportunities for further education, recreation or employment.

⁶ Great South Coast Health and Wellbeing Profile 2010

⁷ Ibid p26-7

- **Capacity of services to deliver for increasing numbers of older people**

Older persons experience a higher prevalence of conditions such as physical illness, disability and mental health disorders. The number of people needing services may exceed the availability of current services. The current workforce across many sectors is ageing. For health services this may require the development of new infrastructure and technologies, models of services, new roles and responsibilities for current workers and new partnerships between services to meet the demand of increasing numbers of older people and to support their independence and good health.

- **New arrivals**

New arrivals create opportunities there are however risks of isolation, discrimination and missed chances for themselves and the community. Whether new arrivals are young families escaping urban mortgage stress, older people seeking new affordable housing or recent refugees from Africa and the Middle East, all need to be offered systemic support to settle in and make connections within the Colac Otway community.

With an ageing workforce across many sectors combined with the loss of young people, new arrivals may increase, especially from overseas, to meet the emerging and existing workforce gaps. New arrivals will require community systems to welcome people and to connect families, with local services including health, education, worship, housing, sport and other community events that make living in the Colac Otway Shire enjoyable.

New arrivals may be from low income and disadvantaged households being forced to move to smaller rural communities and the outskirts of regional centres to access affordable accommodation. Lack of access to services and public transport may result in significant isolation and social exclusion.

- **Climate Change**

Climate change will affect all communities and disadvantaged people will be most at risk.

The prolonged “green drought”, while it may appear to have a reprieve, has left many financial, environmental and personal scars and poses a continuing threat. Drought is a ‘slow burn crisis’ which affects individuals, families and communities.⁸

Persistent threats from the bush fires, heatwaves, king tides, storms and floods persist and require a new level of community preparation to respond to emergency and catastrophic events.

Communities which are resilient; can identify and contribute to reducing vulnerability; and have access to basic and essential services will be better equipped to cope with the social, environmental and economic impacts of climate change and will have greater capacity to make the most of opportunities.

⁸ Victorian Council of Social Service Rural and Regional Statement 2010 -2011.
<http://www.vcoss.org.au/documents/VCOSS%20docs/Housing/VCOSS%20rural%20and%20regional%20statement.pdf>
Accessed August 2010

Our People's Strengths⁹

- Life Expectancy for women is highest and for men second highest compared with all other GSC municipalities
- In the G21 region, we have a greater overall level of community strength than other municipalities, and in line with Queenscliff¹⁰
- Personal Wellbeing Index Score and the adult population Self-Reporting Health as Excellent or Very Good, is higher than Victoria
- Second highest populated municipality in the GSC region
- Third highest number of youth (15-24 yrs) in the GSC region
- Proportion of children (0-14years) is higher than for Victoria
- The proportion of people with a vocational qualification is higher than Victoria and third highest across GSC municipalities
- Three quarters of the population believe that multiculturalism makes life better and this is highest for GSC group of municipalities and second highest across the G21
- Ninety four percent of people report they can get help from neighbours or friends when needed.



⁹ Great South Coast Health and Wellbeing Profile 2010

¹⁰ G21 Health and Wellbeing Profile 2009

Our Community Capital

Healthy, liveable communities are places where people want to live. They have good local social infrastructure and services, economic and social activities, a diverse and sustainable natural environment, affordable housing and a sense of security where rights are protected and diversity is welcomed.¹¹

The Community Capital introduces the concept of measuring success in communities based on seven dimensions. Community capitals are all of the things in a community that have the potential to be a resource that can be invested, saved, or used up. Capital is any type of resource capable of producing additional resources. When those resources or assets are invested, they become capital^{12 13}.

Table 4: Dimensions of Community Capital

| The Seven Dimensions of Community Capital | |
|--|--|
| Natural Capital | Healthy air, water and soil, forests, mountains, natural beauty |
| Cultural Capital | Stories, traditions, spirit, attitude, habits |
| People Capital | Skills, abilities, leadership, knowledge, wisdom |
| Social Capital | Bonds among family & friends, ties to organisations & resources |
| Political Capital | Connections with political and local leaders, voice and power |
| Built Capital | Telecommunications, roads, rail and air infrastructure, health, community and recreation services and facilities, parks, main streets |
| Financial Capital | Money, access to funding, grants, wealth, economic drivers |

Colac Otway has many great assets which through development and time have become capitals which benefit our communities.

¹¹ Barwon South West Healthy Liveable Communities Draft Plan April 2010

¹² Flora, C., M. Emery, S. Fey, C. Bregendahl. Community Capitals: A Tool for Evaluating Strategic Interventions and Projects. Online at www.ag.iastate.edu/centers/rdev/projects/commcap/7-capitalshandout.pdf. Accessed August 2010

¹³ Jacobs, C (2007) Measuring Success in Communities: Understanding the Community Capitals Framework SDSU College of Agriculture & Biological Sciences <http://aqbiopubs.sdstate.edu/articles/ExEx16005.pdf>. Accessed August 2009.



NATURAL CAPITAL

Our geography provides for natural water security, and catchments and reservoirs provide 70 and 60 % water for the Barwon and GSC regions respectively

Almost half of all international overnight visits to regional Victoria are in the Great Ocean Road region. Natural attractions include: The Great Ocean Walk, Otway rainforest, Otway Fly, Coastal Scenery (90 km coastline), Whales, Great Southwest Walk, Mountain Biking, Fishing; Ecotourism (including Aboriginal cultural heritage), Lake Colac, Adventure Nature retreats in the Great Otway National Park, and the Bay of Islands Coastal Park and the Twelve Apostles Marine National Park nearby. Approximately 43% of the land in the Shire is Crown Land.

FINANCIAL CAPITAL

Colac Otway Shire has a diverse economic base with opportunities for growth. The local economy is export oriented with 77% of the regions skim milk powder sold overseas. Small business is a significant yet under rated component of the local economy. Small business plays an important role in maintaining diversity in the economy and provides an important buffer to negative offshore impacts to the agricultural sector in particular.



Agriculture – This sector is a well-established and the dairy farming future is financially secure.

Education and Training – Provides opportunity for collaboration to bring new jobs and local training to Colac Otway Shire

Health and Community Services – Contribution to the local economy is significant and growing

Retail and Professional Sector – present opportunities for growth

Tourism – Tourism is well established with a long term strategy within the region and Shire.

Town Development – Innovative planning will contribute to business and industry prosperity

Partnership and Regional Structures – Will contribute to economic opportunities for the Colac Otway Shire

ECONOMIC RESILIENCE

There are a number of ways to build economic diversity and subsequently resilience into the local economy including tourism development, high end product, sector marketing and regional tourism co-ordination. Diversifying farming functions and income streams will reduce risks associated with offshore influences. Participation in carbon and eco markets provides the agricultural sector with new income streams. Growing the niche and local markets is another means of building resilience into the sector.

Premier of Victoria Friday 21 January 2011

Breakwater upgrade for Apollo Bay Breakwater upgrade for Apollo Bay

“Work will commence in February on the Apollo Bay breakwater upgrade which will ensure Apollo Bay continues to provide a safe harbour for vessels. Minister for Ports, Dr Denis Naphthine, inspected the works site on Thursday together with Minister for Public Transport, Terry Mulder and the Mayor of Colac Otway Shire, Brian Cook.

Dr Naphthine said the Victorian Government had provided \$953,000 towards the project which will improve the long term safety of the Apollo Bay harbour. “This is a key project for the port of Apollo Bay and will help to ensure commercial and recreational boating in the area continues to thrive,” Dr Naphthine said. “It is critical that the safe harbour facility is supported and maintained, as it provides the only option for vessels between Port Fairy and Port Phillip Bay.”

OUR BUILDINGS AND INFRASTRUCTURE CAPITAL

Beechy Precinct – the aim of this built precinct is to integrate education (Colac College and Colac High School) recreation (Blue Water Fitness and multi-purpose centre) and community facilities including the Central Reserve Area to provide a focus for an active lifelong learning community.

Library services and associated activities have been greatly enhanced with the development of the Colac Community Library and Learning Centre located in the Beechy Precinct. This provides an intergenerational opportunity to support learning across all ages and stages in life.

Colac Otway offers an extensive range of health and community services including acute health services; community health; GP clinics; children’s and aged care services; residential aged care facilities and disability and emergency services.

Apollo Bay Harbour is one of only three safe blue water havens in Victoria west of Port Phillip Bay. The vision for the Apollo Bay Master Precinct Plan is for the harbour to be a focal point for the town and the region.



Telecommunications

Access to high speed broadband is not universal across the shire and development of telecommunications infrastructure is critical capital. This will enable access to key services that facilitate the social, economic and cultural wellbeing of people as well as the growth and development of Colac Otway communities and their connectivity to the nation and beyond. Increasing telecommunications capital will also increase choice and opportunity to people developing and running businesses, receiving health services, and for education providers and primary, secondary, tertiary and lifelong learners.

Water Security and Infrastructure

Colac Otway Shire provides the water catchment for the G21 and GSC regions, 70% and 60%. On August 24th 2010 it was announced that a \$12.8m project will be funded to improve Colac pipeline Barwon Water will fast-track a \$12.8 million project to improve Colac's main water supply pipeline.

Source Barwon Water



OUR PEOPLE CAPITAL

Volunteer networks provide vital capital for services across the region and act as important social connectors. Volunteer networks underpin emergency response systems and are the foundation of sporting and health support structures. Colac Otway Shire Council has committed to IAP2 in order to capture the community voice in planning and decision making.

People capital is their knowledge of the land and local industry. Agencies capacity to work in partnership and achieve collaborative outcomes.

The culture of a community, its paradigms and norms need to be understood to make an impact on public health and wellbeing outcomes.

Source: Colac Herald Picture Archive



PRESSURE: South Colac's Cassie Karacsay beats Irrewarra-Beeac's Eleanor Prime to the ball during the Roos' one-goal win in the 15-and-under clash.



YOUR'RE GONE: South Colac's Jake O'Dwyer gets Bomber Carl Angus in his clutches.



CULTURAL CAPITAL

Arts can have a powerful positive impact on issues such as discrimination, homelessness and violence in the community. It can also have benefits for participants; increasing self-esteem, self-confidence and developing skills.

Colac Otway Shire has a strong arts and culture foundation from which to encourage greater diversification and participation. Colac Otway Performing Arts Centre embraces the skills, arts, beliefs, traditions and aspirations of the community including arts, films and exhibitions.

The Colac and District Historical Society provides records on people, places, events and community social life back to 1883.

84 % of residents state that multiculturalism in the Colac Otway Shire makes life in the area better.

Source: Community Indicators Victoria 2008

Colac Otway Shire hosts many local events attracting international and local interest including the Apollo Bay Music Festival; International lighthouse weekend; Jazz in the wineries and markets.



GATHERING: People packed into Birregurra's Town Hall on Australia Day for the formal component of the day



CITIZENS: Birregurra welcomed the shire's newest citizens at Australia Day celebrations yesterday. Pictured from left, Babak Parsa, Khyle Almariego, Mary Dwyer, Kol Nyak, Lorraine Chipangura, Nyabil Nyak, Anter Titit and Titit Nyak.

Our contribution to the region's livability is significant

Tourism

Almost half of all international overnight visits to regional Victoria are in the Great Ocean Road region. Colac Otway has significant natural assets for nature based and marine tourism, which is Victoria's fastest growing tourism sector. Tourist destinations in and close to the Shire include: The Great Ocean Walk, Otway rainforest, Otway Fly, Coastal Scenery, Whales, Great Southwest Walk, Mountain Biking, Fishing; Ecotourism (including Aboriginal cultural heritage), Adventure Nature retreats Great Otway National Park, the Bay of Islands Coastal Park and the Twelve Apostles Marine National Park.

In partnership with Otways Tourism, Colac Otway Shire Council has responsibility for the development of tourism strategic plans, providing and maintaining infrastructure that supports the tourism industry needs including Visitor Information Centre's, and ensuring Council's Planning Scheme recognises tourism related developments/activities as being integral to the municipality's development.



Source: ¹⁴

Council through its Tourism Strategy promotes the region as an environmentally sensitive area through sustainable industry practices. Partnerships are important to the strategy to promote regional tourism development and marketing. The economic contribution the Colac Otway Shire brings to the region through tourism is significant. Tourism is a key economic driver for the entire region and has the capacity to grow further and disperse the tourism income throughout the region.

Transport

An extensive road network provides access to and between the Shire's principal towns of Colac and Apollo Bay. Major highways and rail connect the Shire to external markets, population and regional service centre's. Colac Otway Shire is a unique municipality with major topographical, climatic and geological differences within the shire that have a direct impact on Council's capacity to provide a suitable road network. Council's contribution to the road network is significant to Victoria's economy as they support freight traffic taking increasing loads of agricultural products to local and export markets.

¹⁴ Regional Tourism Action Plan 2009 – 2012, www.tourism.vic.gov.au/...plans/...plans/regional-tourism-action-plan/ and www.tourism.vic.gov.au/naturebasedtourism/ Accessed July 2010

Council's vision for roads will ensure that the local community and visitors are provided with a road system that returns optimum economic benefit while recognising social, safety, environmental and user needs.

Water

The Colac Otway Shire provides 70% of the Barwon Region's and 60% of the Wannon Water's - Great South Coast water supply catchment capability¹⁵. The Barwon River system, from its Otway Ranges catchment provides the water for Geelong, the Bellarine Peninsula and Surf Coast via the Wurdee Boluc Reservoir and water treatment plant. The West Barwon Reservoir, in the Otway Ranges, is the second largest reservoir of Barwon Water which provides water for over one quarter of a million residents and many businesses. In the Great South Coast, Wannon Water obtains water from the Otways system of the Arkins Creek Catchment and Gellibrand River, as well as the Grampians system and the Dilwyn Aquifer¹⁶.

Demand is increasing due to population growth in major urban areas around Geelong and the Surf Coast with annual forecast growth rates to 2021 of 1.55% and 2.66% respectively. Whilst Colac Otway is expected to grow at 0.6% per annum to 2021, in real terms this is 2200 people compared to 53,000 for Greater Geelong and 11,000 for Surf Coast.

Council's management of its water ways and wastewater from septic tank systems, in an environment of increasing population and climate change, is critical. Water supply has decreased and is forecast to decrease due to climate change resulting in less rainfall and below average stream flows into catchments. The Corangamite Regional Catchment Strategy 2003-2008 states the degradation of stream condition is widespread, with removal of streamside vegetation, bed and bank erosion, obstructions to fish passage, extensive woody weed invasion and reduced water flows being the major causes. The condition of the lakes and wetlands in the region are also degraded¹⁷.



West Barwon Reservoir, in the Otway Ranges, is one of the region's main catchments

¹⁵ Wannon Water Supply Demand Strategy 2007-2055

<http://www.wannonwater.com.au/images/pdf/AboutWater/wsds.pdf> Accessed July 2010

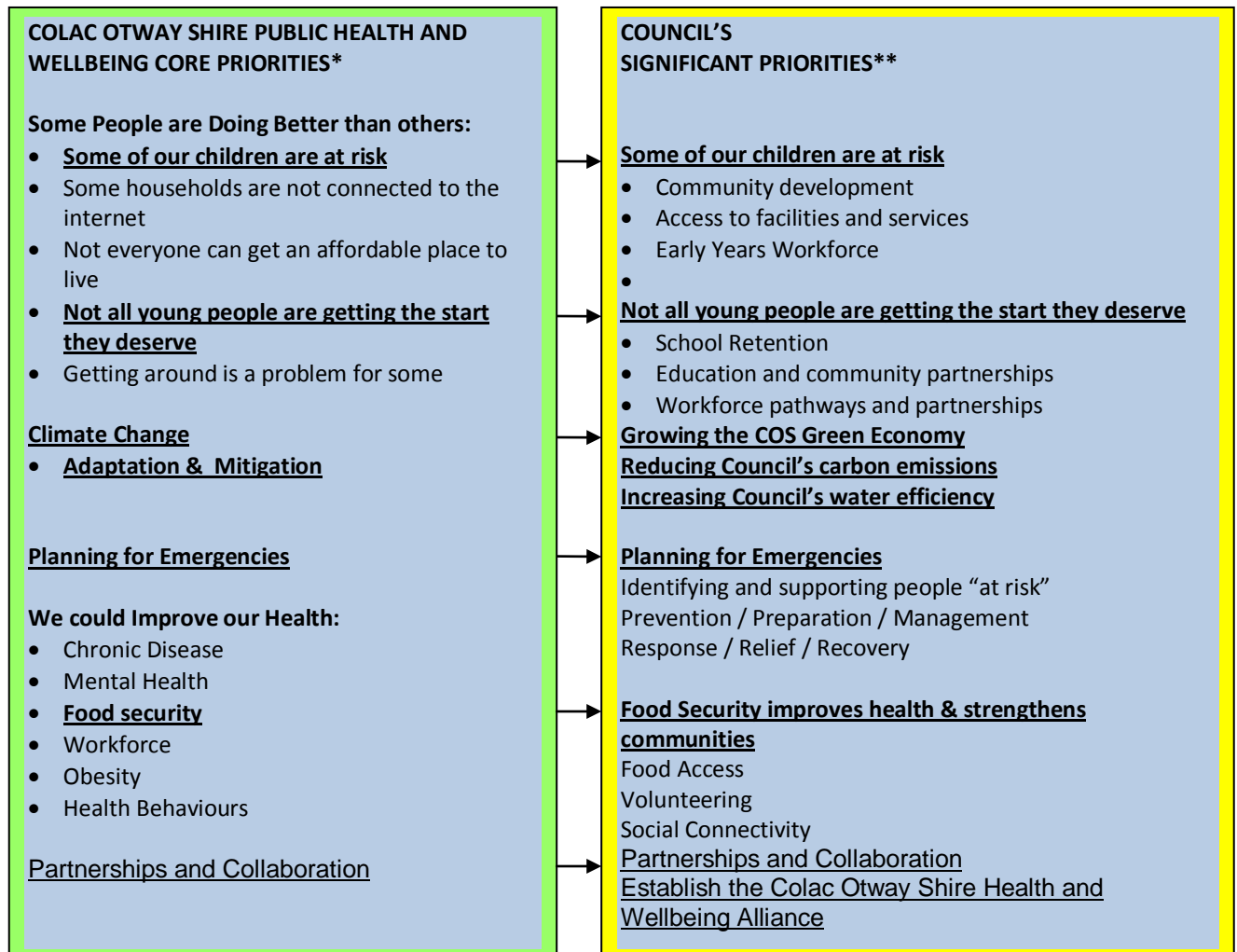
¹⁶ Draft Western Region Sustainable Water Strategy (2010)

http://www.wannonwater.com.au/index.php?option=com_content&task=view&id=446&Itemid=442 Accessed July 2010

¹⁷ Corangamite Regional Catchment Strategy 2003-2008 <http://www.ccma.vic.gov.au/rcs/theregion/default.asp>. Accessed August 2010

There are challenges to face and actions to take,

This Plan has identified four priority areas and four achievable Colac Otway Shire Priority Actions.



***Core Priority** – Will be addressed by the Colac Otway Health and Wellbeing Alliance and require commitment from the Alliance and partner agencies.

****Significant Priority** – Immediate, high level of effort and resources required. Council Managers will be appointed to report to Council and to the Colac Otway Health and Wellbeing Alliance (see section: "We have the Plans and the Partnerships to Move Forward").

Resources for Priority Actions and Core Actions require whole of community effort, and are likely to have been or will be part of a State or Federal focus and resourcing program eg from DEECD; DPCP; DH; or funding opportunities announced in "A Fairer Victoria" (\$1.3 billion) or "Ready for Tomorrow" the State Blueprint for Regional Victoria (\$603 million). Initiatives within this Plan may be able to source State and Federal funding; joined-up partnerships with other agencies; and opportunities for funding other sources such as philanthropic funds.

Some people are able to do better than others

CORE PRIORITY

People who have less income also experience higher levels of disadvantage, poor health and chronic disease.

FACT – We all want a liveable community

Over half (54%) of all households earned less than \$1000 per week, which is similar to the Rural Victorian measure, but well below that of Victoria (42%).

Household income was estimated to be \$780, well below the Victorian measure of \$1022 per week and closer to the rural median of \$820 per week.

19% of all households earned less than \$350 per week, on par with Rural Victoria but above the measure for Victoria as a whole.

More than two thirds (63%) of working individuals earned less than \$600 per week, similar to the Rural Victorian measure, but well above the rate of Victoria overall (55%).

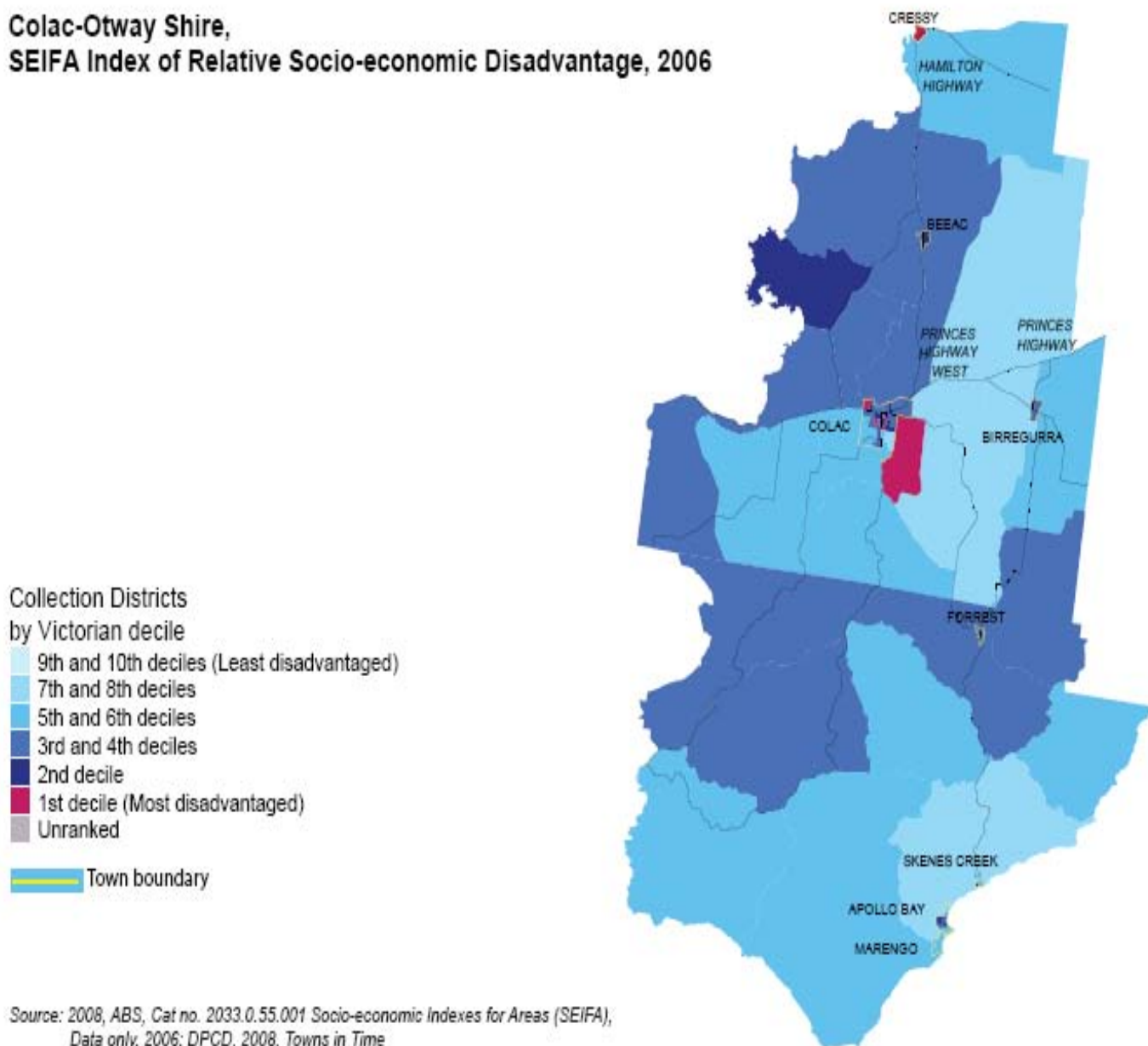
The estimated monthly gaming machine expenditure is between \$592K and \$756K with an estimated total yearly expenditure of \$7.7 million.

The number of gaming machines per capita of adult population is 6.72 machines per 1000 which is higher than the Victorian rate of 6.41 machines per 1000 but similar to Country Victoria.

Local areas of disadvantage for the municipality are described using the Socio-Economic Indexes for Areas (SEIFA) which summarise a range of socio-economic variables associated with disadvantage. SEIFA scores are a measure of relative disadvantage and is a measure from a suite of four data indexes that have been created from the 2006 census data collected by the Australian Bureau of Statistics (ABS).

When all areas of Colac Otway Shire were scored for disadvantage, non urban areas scored 3-5 out of 10 indicating a moderate level of relative socio-economic disadvantage. The rural area to the east of Colac was ranked 7-8 out of 10. In the Shire's urban areas, including large proportions of Colac, there were areas of highest socio-economic disadvantage ie a score of 1 out of 10.

Colac-Otway Shire, SEIFA Index of Relative Socio-economic Disadvantage, 2006



Some of Our Children are At Risk

SIGNIFICANT PRIORITY

Communities play a crucial role in influencing early childhood development. To thrive, children need both supportive and caring families, and communities. Supporting children in the years before school greatly increases their chances of a successful transition to school and better learning outcomes while at school.

More than one in ten people in the Shire are 8 years or under. This is about the same as regional Victoria and Melbourne (11.4 and 11.1% respectively). There are 1330 families with children, 20% of these are with a single parent compared to 17% for the whole of Victoria and the median net income of the Shire's families is significantly lower than Melbourne families.

The Australian Early Development Indicators (AEDI) Index measures the health and development of children to help communities assess how well they are doing in supporting young children and their families¹⁸.

FACT

We can do better for our children

Overall there are 23.6% of children developmentally vulnerable on one or more domains of the AEDI and 12.9 per cent are developmentally vulnerable on two or more domains.

Despite the large number of early year's service providers in the Shire there is a critical need to find answers for the AEDI Index results, especially in Colac. Council's Early Years Plan is solely focused on the future needs for early year's development and following conversations with the community will be in a position to implement strategic actions to address our AEDI Index results.

Fact

Council is Committed to Improving Early Years Outcomes

Council's Maternal and Child Health Service has been established for over 85 years and provides over 80 hours of service per week throughout the Shire to support parents raising children. Support, information and advice is available regarding parenting, child health and development, child behaviour, maternal health and well-being, child safety, immunisation, breastfeeding, nutrition and family planning.

In October 2010, Colac Otway Shire Council Adopted its Early Years Plan

The most significant issues identified in the Early Years Plan are:

- Universal Access in kindergartens for four year olds.
- Providing integrated early years facilities that are managed, located, sized and equipped to meet future family and childhood needs.
- Implementing actions to reduce developmental vulnerability of children in Colac before they reach prep.
- Introducing community based strategies to inform and support parents.

¹⁸ Australian Early Development Index Indicators http://www.rch.org.au/aedi/index.cfm?doc_id=13051
Accessed July 2010

FACT

Parents are trying hard

More parents are accessing Maternal and Child Health services, having their children immunised, breastfeeding more, there are decreasing levels of child protection notifications and fewer children hospitalised for asthma.

Participation in the maternal and child health program improved markedly and was higher in 2006 than Melbourne and Rural Victoria. The figure for 3.5 years consultation was much higher than Melbourne (by 5%) and jumped from 50% in 2001 to 64% in 2006.

The rate of child protection notifications in the Shire increased significantly in the period 2001-2003 but fell sharply in 2004-2006. The notification rate of 20% in 2006 was significantly less than the figure for Rural Victoria (34%). This has been due to increased child protection services provided through Colac Area Health. The Shire's immunisation rates increased slightly and remained just above the rates for Melbourne and Rural Victoria.

Breast feeding rates improved considerably between 2001 and 2006 – from 5% below the Melbourne and Rural Victorian rates to 5% above.

The rates of hospital separations for asthma fell dramatically from 9 per 1000 children in 2002 to 3.6 per 1000 in 2006. The Shire's rate dropped from well above those for Rural Victoria and Melbourne to well below.

GOAL:

All Colac Otway children will have the best start in life to achieve optimal health, wellbeing

OBJECTIVES:

Implement and evaluate Council's Early Years Plan including:

- Introducing community based strategies to inform and support parents
- Complete the Shire's kindergarten facilities plan
- Demonstrate a staff:child ratio in 4 years old kindergarten to 1:11 by 2013
- Increase access to family and children's services in the catchment area of Otway Health Services.
- Increase the number of Colac Area Health settings and stakeholders engaged in activities or programs which increase children's and young people's protective factors

Increase 4 year old kindergarten participation from 10 to 15 hours by 2013

COUNCIL'S PARTNERS

Department of Education and Early Childhood Development
Colac Otway Kindergarten community
Otway Health Service
Colac Area Health
Glastonbury Children's Services

EVALUATION INDICATORS

| | |
|------|--|
| 2012 | Early Years Facility Plan evaluation and report to Council by July 2012 |
| 2012 | Increase the number of Colac Area Health settings and stakeholders engaged in activities or programs which increase children's and young people's protective factors |
| 2013 | Decrease in the number children with measured developmental vulnerability (Australian Early Development Index Indicator monitoring) |
| 2012 | Increase in kindergarten attendances and visits to Maternal and Child Health Centre for 3.5 year old visit |

STRATEGIC DOCUMENTATION

COS Early Years Plan
Colac Area Health- Health Promotion Plan 2010
Otway Health Strategic Plan
Great South Coast Health and Wellbeing Profile 2010
Great South Coast Regional Strategic Plan 2010
Australian Early Years Indicators Index for Colac Otway Shire
DEECD Blue Print for Education and Early Childhood Development

Not All Young People are Getting the Start They Deserve

SIGNIFICANT PRIORITY

Literacy and numeracy skills of Prep and Year 1 and 2 children in Colac Otway are slightly above the average for Victoria¹⁹. The basic skills acquired in early childhood and school years, particularly literacy and numeracy, are the necessary foundation for developing higher order skills that leads to a more productive workforce.

FACT

More effort is needed to increase school retention and develop pathways between education and areas of workforce shortage as we transition to a low carbon economy. Colac Otway's rate of teenage pregnancy is the highest for GSC and G21 regions and in 2007 ranked third highest LGA in the State.

This municipality performs badly for the highest year of school completed. People aged 20 to 24 are:

- 100% more likely to have left school after Year 8 than the average for Victoria
- 164% more likely to have left school after Year 9
- 84% more likely to have left school after Year 10
- 125% more likely to have left school after Year 11 and
- 28% LESS likely to have completed Year 12 than the rest of Victorian students²⁰

In 2008, Colac Otway Shire Year 12 leavers were less likely to move onto university education than the other leavers across the South West Employment and Local Learning Network (SWLLEN) catchment but more likely to commence an apprenticeship. A higher proportion was looking for work and in employment either full time or part time.

According to the AEDI Index, SEIFA and My School rankings of disadvantage, there is clear evidence that Colac secondary school students are vulnerable to an intensification of disadvantage. Efforts to counter disadvantage at schools in Colac will require focused intervention at a regional level.

The Parliamentary Enquiry into *Geographical Differences in the Rate in Which Victorian Students Participate in Higher Education* found that students from disadvantaged socio-economic backgrounds and students living away from home (ie students from rural and regional areas) experience the greatest financial disincentive for participating in tertiary studies²¹.

SWELLN reports that the need to increase educational achievement in the region is a community issue because it is a limiting factor for both the life chances of individuals and the regional economy and that Year 12 students defer university at 2.5 times the rate of their metropolitan counterparts. SWELLN analysis of the data has shown a possible link between poor retention rates and the number of youth aged 15+ living in single parent households. The scan also flags the need to prepare minority group families such as the Sudanese, for the educational transitions of their children.

¹⁹ AEDI Australian Early Development Index Indicators

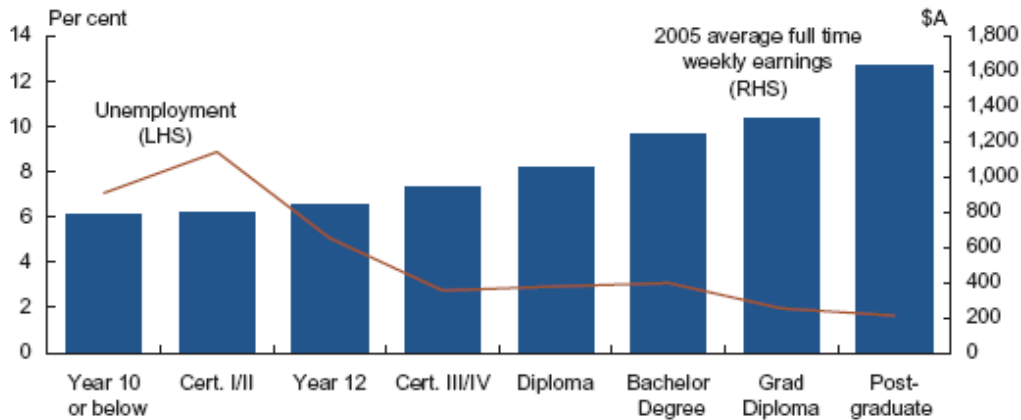
http://www.rch.org.au/aedi/index.cfm?doc_id=13051 Accessed July 2010

²⁰ South West Employment and Local Learning Network (SWELLN) Strategic Plan 2010 and Environmental Scan <http://www.swllen.net.au/> Accessed August 2010

²¹ The Parliamentary Enquiry into *Geographical Differences in the Rate in Which Victorian Students Participate in Higher Education* <http://www.parliament.vic.gov.au/etc/inquiries/article/261>. Accessed August 2010

Gaining an apprenticeship or place at university is an encouraging step for the future of a young person. The level of education and skills attainment significantly increases an individual's future employment and earnings potential. On average, higher levels of education increase earnings for individuals. For example, in Australia the latest available Australian Bureau of Statistics (ABS) data indicates that average weekly full time earnings for people with Certificate III level qualifications and above, are at least 10 per cent above, and up to double, those without these qualifications²².

Improved educational outcomes increase people's opportunities in life



The Colac Otway Shire recognises that it must play a leading role in the development of its current local and future workforce and in doing so work in partnership with education and training providers to consolidate local area planning and development of education and employment pathways.

²² Australia to 2050:future challenges the 2010 intergenerational report, 2010 http://treasury.gov.au/igr/igr2010/report/pdf/IGR_2010.pdf Accessed July 2010

GOAL:

Increasing the number of young people completing all years of secondary school

OBJECTIVES

Establish a partnership and collaborative group (eg COS Alliance Schools Working Party of the Health and Wellbeing Alliance).

COS Alliance Schools Working Party to review the DEECD evidence based catalogue of strategies for increasing school retention rates.

Schools Working Party to develop a partnership with SWELLEN to identify barriers and enablers to COS vocational and workforce education and training sector (SWELLEN Strategic Plan 2010) and report to the COS Alliance Schools Working Party.

Plan for the resourcing and implementation of selected DEECD evidence based strategies (Possible Programs include: Check and Connect; Careers Academies; Maryland's Tomorrow Program, Stairs Program).

COUNCIL'S PARTNERS

Department of Education and Early Childhood Development
South West Employment and Local Learning Network (SWLLEN)
Colac Otway Shire secondary schools
Colac Otway Shire vocational providers
Community and student representatives

EVALUATION INDICATORS

| | |
|-----------|---|
| 2010-2011 | Establish Colac Otway Shire Health and Wellbeing Alliance |
| 2011-2012 | Establish Alliance Schools Working Party |
| 2013 | Evaluate the partnerships capacity and agreed actions of the Working Party |
| 2012-2013 | School retention rates and school leavers report ("On Track" data monitoring) |
| 2012-2013 | Engagement of young people in education, training or work (ABS and SWELLEN data Monitoring) |

STRATEGIC DOCUMENTATION

MYSCHOOLS Report for Colac Otway Shire
DEECD evidence based catalogue of actions to increase school retention rates
DEECD Blue Print for Education and Early Childhood Development
Great South Coast Health and Wellbeing Profile 2010
SWELLEN "On Track" data for Colac Otway Shire School
Great South Coast Regional Strategic Plan 2010

Some Households are Not Connected to the Internet

CORE PRIORITY

FACT

Almost half of all households do not have access to the internet.

Colac Otway has the highest proportion of homes without internet connection of all GSC municipalities, 19% below the Victorian average and the lowest in the Barwon South West.

Internet access is significant to everyday life and livability. It is critical for enabling access to key services that facilitate the social, economic and cultural wellbeing of people and contributes to the economic development of the Colac Otway Shire and its people. Fast broadband and mobile phone coverage are essential to attract and retain young people and business activity. All students from primary to University of the Third Age rely on internet connection and to be without a connection would impact upon education success. There is also direct correlation between education levels, broadband use, innovation, value adding, productivity, average wages and social disadvantage²³²⁴.

The Great South Coast Regional Strategic Plan and G21 Regional Plan have identified access to broadband is a regional issue. The Colac Otway Shire will be an active participant in increasing broadband access for residents.

²³ Connecting Communities: the Second Wave 2010-
<http://www.dvc.vic.gov.au/web14/dvc/dvcmain.nsf/headingpagesdisplay/building+stronger+communitiesconnecting+communities>

²⁴ Victorian Competition & Efficiency Commission 2008 "A State of Livability: An Inquiry into Enhancing Victoria's Livability FINAL REPORT"
[http://www.vcec.vic.gov.au/CA256EAF001C7B21/WebObj/VCECLiveabilityReport-FINALFULLREPORT/\\$File/VCEC%20Liveability%20Report%20-%20FINAL%20FULL%20REPORT.pdf](http://www.vcec.vic.gov.au/CA256EAF001C7B21/WebObj/VCECLiveabilityReport-FINALFULLREPORT/$File/VCEC%20Liveability%20Report%20-%20FINAL%20FULL%20REPORT.pdf)

GOAL:

Universal access to opportunity afforded by telecommunications

OBJECTIVE

Advocate* for equitable and adequate** access to telecommunications for education, employment and social networking.

* Advocacy aims to create or change policies, laws, regulations, distribution of resources or other decisions that affect people's lives and to ensure that such decisions lead to the desired changes.

** Equitable and adequate access to telecommunications aims to meet people's economic, social and cultural communication needs that is timely, reliable, and affordable, and has quality functionality.

COUNCIL'S PARTNERS

G21

GSC

BSW Regional Management Forum

BSW Regional Development Australia

EVALUATION INDICATORS

2012 Defining the advocacy* strategy

2013 Number and outcome of advocacy actions

STRATEGIC DOCUMENTATION

Great South Coast Regional Strategic Plan 2010

Regional Telecommunications Independent Review 2009

South West Local Learning and Employment Network, Environmental Scan 2010

Connecting Communities the Second Wave 2010

Getting Around is a Problem for Some

CORE PRIORITY

Distance, remoteness and isolation all impact on people's ability to participate in community life. Colac Otway has the second highest number of households across the GSC without motor vehicle access. In the G21 region, Colac Otway had the second highest proportion (18%) of people who had experienced restricted travel options in the preceding 12 months.

Being without a vehicle and unable to access public transport due to distance from public transport, disability or affordability places people in social disadvantage due to reduced ability to access family, friends, work, education, health services, shops and other services. This situation is common for regional cities and towns that do not have the critical mass of population needed to support higher levels of service. Critical mass is most often regarded as around 20,000 people or similar populations to Warrnambool. Colac central has approximately half this population²⁵.

FACT

The Colac Neighbourhood Renewal Survey 2007 included 300 people surveyed in Neighbourhood Renewal Areas (NRA) and 150 people in Non-Neighbourhood Renewal Areas:

For "How would you generally rate public transport services for people in your neighbourhood?"

- 76% of NRA respondents rated it as Poor or Average in 2007 compared to 73% in 2004
- 81% of Non NRA respondents rated it as Poor or Average in 2007 compared to 70% in 2004

For the open question "What do you think needs to be done to improve public transport services for people in your neighbourhood?"

- 48% commented on "having a bus service, more buses and more bus routes"
- 15% said "improve taxi service/more taxis"
- 10% said "more information about what (Public Transport) is available"
-

Council supports the goals, objectives and strategies of the Transport Connections Strategy – Bringing Communities Together Plan.

²⁵ Great South Coast Regional Strategic Plan 2010

GOAL:

Increased transportation, mobility and access

OBJECTIVE

Increase capacity of Council to implement transport options that provide for connectedness and promote health.

COUNCIL'S PARTNERS

Colac Otway Shire business and recreation partners
Colac Area Health
Victorian Department of Transport
VicRoads
G21 & GSC
BSW Regional Management Forum
BSW Regional Development Australia

EVALUATION INDICATORS

- 2010 Open space strategy completed
- 2012 Colac Central Business District Strategic Plan includes active transport, mobility and access issues.
- 2013 Number and impact of initiatives that Transport Connection Phase Three has successfully completed
- 2012 Best practice strategies are identified and used as guiding principles.
- 2013 Reviews are undertaken and acted upon.

STRATEGIC DOCUMENTATION

Transport Connections Strategic Plan

Not Everyone can get an Affordable Place to Live

CORE PRIORITY

FACT

Our changing demographic is putting the pressure on housing for all.

Housing types will need to cater for the forecast increase in the 60 plus age group of 40% or 1870 people by 2031 from a base of 4,634 in 2006.

Lone person households will increase from 27.5% in 2006 to 32.6% in 2030. This is a net increase of 1163 households by 2030.

Families with dependants will decrease from 29.2% in 2006 to 25.7% in 2030. This will still see a net increase in the number of households of 280.

Household sizes are forecast to decrease from 2.43 persons per household average in 2006 to 2.29 in 2030.

Colac Otway has the highest level of reported mortgage and rental stress compared with other municipalities in the G21 and GSC regions.

A healthy community depends on an adequate supply of affordable and suitable well located housing. Affordable and stable housing is an important enabler for employment, social relationships and community participation²⁶. New industries may bring housing pressures in terms of driving-up rent/mortgage prices, providing additional pressure for vulnerable groups.

Other factors that impact on affordable housing are issues of livability; demographics and considerations within Council's land planning scheme. Increasing property values in coastal towns (such as Apollo Bay) are creating a difficult situation for working families and those on fixed incomes. There is evidence of locals leaving town for more affordable options. Their departure leaves a town that is increasingly "empty" in non-holiday periods, which makes the provision of community and recreational services more and more challenging for Council.

Affordable housing encompasses both rental and ownership, relates to more than simply the cost of housing and is:

- Well located with regard to accessing community, retail, education and medical facilities as well as employment opportunities.
- Appropriate to the requirements of a given household such as safety of children, accessibility issues for older persons and people with a disability.
- Priced at a reasonable cost, with payments (whether mortgage repayment or rent) being no more than 30% of that household's income, to enable payment of other essential expenses including utility costs, food and clothing.²⁷

²⁶ Barwon South West Department of Health Draft Healthier Together Strategy April 2010

²⁷ G21 Health and Wellbeing Pillar

Housing affordability is also more than simply about providing accommodation, it also relates to how a society operates and provides for its constituents. Without affordable housing local households cannot access employment, health, transport and other services. As well as the impacts on individuals and households, lack of affordable housing will influence local industries such as manufacturing, retail and hospitality services where the workforce often relies on casual and part time arrangements.

Colac Otway Affordable Housing Audit, June 2007, demonstrated evidence that there is high number of people with special housing needs including: the young and elderly, single people, young families, new arrivals and people with disabilities. In Apollo Bay there is a shortage of affordable houses to rent or purchase due to the tourism and investment affected market.

Lack of housing options can inhibit business and employment growth. In Colac Otway the issues affecting the supply of affordable housing include the needs of an ageing population, availability and cost of homes to rent and purchase, increasing numbers of coastal homes being acquired for holiday houses and the availability of public housing. The lack of affordable housing accommodation for employees, both current and prospective is a significant problem²⁸.

The Inquiry into Retaining Young People in Rural Towns and Communities²⁹ found that “there are serious concerns regarding the availability and affordability of accommodation for younger people in rural areas”. The inquiry made a number of recommendations in relation to student housing and accommodation including developing accommodation exchange programs, expanding student accommodation in Melbourne for regional students, assessing rural private rental markets, and improving financial assistance packages.

²⁸ Colac Otway Shire Housing Audit 2007

²⁹ Inquiry into Retaining Young People in Rural Towns and Communities
<http://www.parliament.vic.gov.au/archive/rrc/inquiries/YoungPeople/RetainingYoungPeopleReportFinal.pdf> Accessed July 2010

GOAL:

Increase access to affordable housing in Colac and Apollo Bay

OBJECTIVES:

Increase local capacity to increase affordable housing options.

Integrate affordable housing into Council's planning scheme.

COUNCIL'S PARTNERS

Department of Health

Public Housing

Real Estate Agencies

Boarding Houses

Emergency Housing Providers

G21 Housing Group

EVALUATION INDICATORS

2012 Annual Housing Affordability Audit completed in Colac and Apollo Bay and report to Council

2013 Decrease in the number of low income households with rental stress (DH, ABS, Census of Population and Housing data monitoring)

2013 Decrease in low income households with mortgage stress (DH, ABS, Census of Population and Housing data monitoring)

2013 Decrease in the number of rent assistance recipients (Centrelink data monitoring)

STRATEGIC DOCUMENTATION

COS Housing Affordability Audit

GSC Regional Strategic Plan 2010

GSC Health and Wellbeing Profile 2010

G21 Health and Wellbeing Pillar

Climate Change Presents Challenges & Opportunities

The consequences of Climate Change are not unique to Colac Otway Shire. Climate Change will affect the Shire and community in areas of the economy, agriculture, biodiversity, land use, emergency response, infrastructure provision and maintenance³⁰.

Climate Change is characterised by average and extreme temperature increases, lower rainfall, increased storm events and raised sea levels. This challenge has three elements with the first being the most difficult to influence locally in:

- Minimising the prime cause of Climate Change in greenhouse gas emissions
- Adapting to the impacts of climate change
- Adopt local initiatives where people can reduce their own climate changing impacts

The Colac Otway Shire's natural assets, such as Lake Colac, Great Otway National Park and the Otway Forest Park, are vulnerable to climate change, as is the agricultural and primary industry based sectors.

Climate Change will also present opportunities, for example:

| | |
|---------------------|--|
| CLEAN AIR | Carbon Credit Schemes
Financial Incentives for Re-forestation |
| CLEAN WATER | Water Trading |
| BIODIVERSITY | Vegetation Protection and Re-forestation Incentives |
| NEW ENERGY | Wind, Geothermal, Solar Investment |
| BIOFUELS | Increased demand for Feed Stock
Refinery Investment |

In the "*Climate Change White Paper*"³¹, the Victorian Government is determined to increase its GreenPower commitment from the current 25% to 35% by 2015 and 50% by 2020. This means that by 2020 half the electricity consumed by major departments and agencies will come from renewable sources. The White Paper states that local government is best placed to help their communities prepare for and respond to climate change impacts.

In response to the impact of climate change on farming communities Victorian qualitative research (VCOSS, 2009) indicates that virtually all farming families were forced to eat into their physical, financial and personal/emotional reserves to cope with the drought. This research also points to the widespread effects of drought throughout communities which persist long after drought has officially 'broken'. The mental health impacts of drought combined with existing rural adjustment trends can be profound, leading to increased levels of depression and anxiety for farming families and, indeed, whole communities. Financial impacts flow through communities, and community members who do not identify as 'low income' or 'welfare recipients' increasingly need to access financial and social support services

³⁰ Victorian Climate Change Green Paper (2009) <http://www.climatechange.vic.gov.au/Greenhouse/wcmn302.nsf/LinkView/EF3BD0CABED3B830CA2575BC000E22A2BBA69776518142B6CA2575C400224496> Accessed July 2010

³¹ Victorian Climate Change White Paper (2010) <http://www.climatechange.vic.gov.au/index.html> Accessed September 2010

through Centrelink, emergency relief providers and health services. Targeted strategies will be required to promote participation of vulnerable groups when developing 'whole-of-community' health strategies.

FACT

Temperatures have been rising and rainfall declining.

The average annual temperatures will increase by a minimum 0.8C by 2030 on top of the 1.0C increase in Victoria since 1950 (CSIRO).

There has been a 12% decline in the region's rainfall between the periods 1961-1990 and 1998-2007.

A sea level rise of a minimum 0.8m is anticipated in 100 years (CSIRO).

Higher temperature ranges, sea level rises, more severe storm events and an increased potential for fire will impact severely upon local people/communities, Council's services, infrastructure, property and open space, as well as state and national parks.

Climate Change Adaptation and Mitigation

SIGNIFICANT PRIORITY

In addition to emergency management preparation and a focus on food security, Council's Economic Development Unit, Council's Planning Unit and Council's Environmental Sustainability Strategy and the Colac Otway Shire Green Business Network have identified several initiatives that will impact positively upon the health and wellbeing of the Colac Otway Shire.

These initiatives include:

Growing the Green Economy – thereby increasing prosperity. As mentioned earlier in this plan there is a clear relationship between socio-economic status and health.

Reducing carbon emissions – there is evidence that carbon emissions contribute to the environmental impacts of climate change which impact up the health and wellbeing of communities eg heat waves; coastal inundation and floods, bush fires, and pandemics for example³².

Increasing water security – access to a clean and abundant water supply is critical for people's physical, social and emotional needs.

Council's Planning Scheme – amendments to promote energy and water efficiency in new building developments, community safety and tourism market security.

³² Taking Action for Victoria's Future. Victorian Climate Change White paper 2010

GOAL:

Colac Otway Shire making a successful transition to a low carbon and water efficient community and economy

OBJECTIVES:

- Growing the green economy and community
- Reduce carbon emission across the Colac Otway Shire
- Increasing water efficiency across the Colac Otway Shire

COUNCIL'S PARTNERS

Whole of Community
Cola Otway Shire Green Business Network
Schools
Vocational Providers
Business Communities
Employment Agencies

EVALUATION INDICATORS

Reducing Council's Carbon Emissions

2010 – 2011 Evidence based methodology for measuring Carbon Emissions adopted by Council .
2013 Reduced Council Carbon Emissions by 5%

Increasing Council's Water Efficiency

2010-2011 Evidence based methodology for measuring Water Efficiency adopted by Council
2013 Increased Council Water Efficiency by 10%

Green Council Planning

2013 Council adoption of amendments in COS Planning Scheme

Growing the Green Economy and Community

2011-12 Increased business and community awareness, and capacity to measure energy and water usage
2013 Increased local opportunities for Green vocational and workforce education and training

STRATEGIC DOCUMENTATION

COS Environment Strategy
COS Greenhouse Action Plan
COS Sustainable Water Strategy
COS Economic Development Strategy
GSC Regional Strategic Plan
G21 Regional Plan
Victorian Climate Change White Paper
Community Hub Inc. – Families Go Green

Planning for Emergencies

SIGNIFICANT PRIORITY

Events such as heatwaves, bushfires, floods and storm events are expected to become more frequent and severe due to climate change³³. The consequences of these challenges include:

- Responding to major emergencies is a very stressful experience for the people directly affected and the people who are called upon to help
- The strain on community members, emergency management and response groups that need to cope with the extra workload is demanding in both mental and physical terms;
- The positive consequences are that emergency events can help galvanise communities which can enable many initiatives to be undertaken that would not normally be possible and it allows emergency response systems to be implemented and improvements made.³⁴

FACT

Colac Otway Shire needs to be prepared

Over the five days, 27-31 January 2009, maximum temperatures were 12-15°C above normal over much of Victoria. The temperature was above 43°C for three consecutive days reaching a peak of 45.1°C. This heat wave had a substantial impact on the health of Victorians, particularly the elderly through heat stress, dehydration and death measured by ambulance attendances, locum doctor visits and hospital emergency department attendances.

The highest temperature ever recorded in Victoria was on Saturday 7th February 2009 at Laverton, near Geelong, at 47.9°C triggering one of the most devastating fires in Victorian history.

³³ Victorian Climate Change Green Paper (2009)

³⁴ Taking Action for Victoria's Future. Victorian Climate Change White paper 2010

GOAL:

The residents and service response teams of the Colac Otway Shire are informed and prepared for an emergency.

OBJECTIVES:

Identify, prepare and plan for vulnerable people in the event of an emergency.

Identify and develop Neighbourhood Safer Places.

Review the COS draft Recovery Plan.

Review draft Relief and Recovery Centre Plans.

Form a Recovery Committee with representatives from key relief and recovery agencies.

COUNCIL'S PARTNERS

Whole of Community
CFA / Police / SES /DSE /DH/DEECD
Colac Area Health
Otway Health Services
General Practitioners
Ambulance Victoria
Aged Care Facilities
Child Care Facilities
Schools
Utility Providers
Vic Roads

EVALUATION INDICATORS

| | |
|-------------|--|
| 2010 – 2011 | Implementation COS Heatwave & Bushfire Strategy for Home & Community Care |
| 2010 | Identify and list where vulnerable people may be located at times of emergency |
| 2010-2011 | COS Community Bushfire Communication Strategy developed and evaluated |
| 2012 | Community confidence in responding to an emergency |

STRATEGIC DOCUMENTATION

COS Integrated Fire Management Plan
COS Municipal Emergency Management Plan
COS HACC Heatwave & Bushfire Strategy
COS Pandemic Influenza Plan
Colac Area Health –Health Promotion Plan
Great South Coast Health and Wellbeing Profile 2010
Great South Coast Health Regional Strategic Plan 2010
COS Positive Ageing Strategy
Victorian Climate Change White Paper
Bushfire Royal Commission Report
Emergency Management Manual Victoria (EMMV)

We Could Improve our Health

CORE PRIORITY

As a nation, we are healthy compared to many others. We are living longer and longer with the life expectancy highest in the GSC region for men but lowest for the G21 region. For women, life expectancy is also lowest in the G21 region and equal second lowest with Southern Grampians in the GSC³⁵.

The health of residents living in the Colac Otway Shire is challenged by poor nutrition, obesity, lack of physical exercise, smoking and misuse of alcohol and drugs. These are all risk factors in the development of chronic illnesses such as cardiovascular disease, diabetes, respiratory disease and cancer³⁶.

It has been estimated that across Australia, 30 minutes of physical activity would save the Australian healthcare system \$1.5 billion dollars annually³⁷. Disturbingly across the Colac Otway Shire about one third of residents state they are physically inactive. This proportion is higher than Victoria, rural Victoria, and all GSC municipalities, and lower than only Greater Geelong (Corio) in the G21³⁸.

The National Preventative Health Taskforce identified an urgent need to focus on embedding physical activity in the everyday lives of Australians and to implement comprehensive and effective programs and policies in key settings where people live, work and play³⁹. An increase in physical activity would make a positive difference to the health of residents including lower rates of overweight and obesity, heart disease, stroke, diabetes, colon and breast cancer and some weight bearing musculoskeletal disorders.

³⁵ Barwon South West Healthier Together Draft Plan 2010

³⁶ Great South Coast Health and Wellbeing Profile 2010

³⁷ An Australian Vision for Active Transport 2010

http://www.alga.asn.au/policy/transport/ActiveTransport_Draft_5.pdf Accessed August 2010

³⁸ G21 Health and Wellbeing Profile 2009

³⁹ National Preventive Health Taskforce Strategy 2010 <http://www.preventativehealth.org.au/> Accessed July 2010

The specific health challenges include:

OUR HEALTH BEHAVIOURS^{40 41 42}

Our rate of **SMOKING** for men and women is higher than Victorian average.

For females, **SMOKING** rates were highest in Colac-Otway (notably Colac SLA) where it was also more than 40% higher than the Victorian average.

The rate of **DRINKING** in amounts to harm health is equal highest in Colac Otway compared with GSC municipalities, but well above the G21 region, Rural Victoria and Victoria.

FRUIT INTAKE was lower than Victorian average, highest of all GSC municipalities except Southern Grampians but in the G21 region was one of the lowest rates.

For children in the G21 region, **VEGETABLE CONSUMPTION** in children was lower than the recommended 5 serves per day.

FOOD SECURITY - 8.2% of the adult population ran out of food and could not afford to buy more on at least one occasion. The prevalence of younger adults (18-54 years) who ran out of food was higher than for older adults (>54 Years), 12% and 2 % respectively. Colac Otway **FOOD SECURITY** was over 30% lower than Victorian average.



⁴⁰ G21 Health and Wellbeing Profile 2009

⁴¹ GSC Health and Wellbeing Profile 2010

⁴² Barwon South West Department of Health, Healthier Together Strategy Draft April 2010

OUR PHYSICAL ACTIVITY LEVELS

About one third of the population state they are physically inactive. This proportion is higher than for Victoria, rural Victoria, and all GSC municipalities and lower than only Greater Geelong (Corio) in the G21. Throughout 2001-2005 the rate of physical inactivity increased from 310 to 354 per 1000 people.



HEALTH SCREENING BEHAVIOURS

Cervical Screening – FOR ALL WOMEN

Colac Otway has the highest rate of screening for all GSC municipalities and higher rates than Victoria, still 30% of women are not being screened.

Breast Cancer- FOR WOMEN AGED 50-69

53% of women aged 50-69 years participated in breast screening in 2006-07. This rate is lower than Victoria and almost equal lowest with Corangamite Shire in the GSC.

For Women aged 50-69

13 20 50

Information | appointments

OUR VIOLENT BEHAVIOURS TOWARD OTHER PEOPLE

89 family violence offences were recorded in 2008/09. This represents a rate per 1000 of 4.2 % which is lower than Victoria and higher than only Moyne and Corangamite in the GSC and lower than only the Greater Geelong municipality in the G21.



WORKPLACE INJURIES

41% of the 150 Colac Otway workplace injuries in 2009 occurred in the manufacturing industries. This percentage is twice the rate for Victoria and second only to Warrnambool in the GSC.



ROAD INJURIES

Colac Otway recorded the highest rate of serious road injuries; with a rate more than double that of Rural Victoria, metropolitan Melbourne and Victoria.

The rate of road accident fatalities per 10,000 is higher than Victoria and Rural Victoria.



OUR HEALTH CONDITIONS

OBESITY

The rate of obesity for men and women is higher than Victoria, Rural Victoria, the GSC and Colac SLA have the highest rate of obesity in the G21.

Rates of inactivity for men and women were higher than Victoria and Regional Victoria and in 2005, the GSC region.



CHRONIC CARDIOVASCULAR DISEASE

The proportion of population with at least one of four major health risk factors (smoking, harmful use of alcohol, physical inactivity and obesity) rates per 1000 are higher than Victoria, most of the GSC and highest in Colac for the G21 region.

Rates for high cholesterol are higher than other areas of rural Victoria, lower than Victoria, but higher than all GSC municipalities except Warrnambool and Greater Geelong (Corio) in the G21 region.

Disease rates for the circulatory systems including high blood pressure are higher than rural Victoria and Victoria, all GSC municipalities except Warrnambool and all G21 municipalities except Greater Geelong (Corio).



PSYCHOLOGICAL DISTRESS AND MENTAL HEALTH

The rate of high or very high psychological distress levels in Colac-Otway – Colac SLA are substantially higher than rural, metro and Victorian averages.

Estimate rate per 1000 of people with mental and behavioural problems were highest for men and women in the G21, GSC, Rural Victoria and Victoria. The rates have increased between 2001 and 2005.

Estimated number of people with mood affective problems is higher for men and women than Victoria and Rural Victoria.



ASTHMA 2004/05

Rates for asthma are higher than for all areas.

MUSCULOSYSTEM DISEASES 2004/05

(ie arthritis diseases) rates are higher than Victoria and rural Victoria, all GSC municipalities except Southern Grampians and highest for all except osteoporosis in the G21.



DENTAL HEALTH ADMISSIONS TO HOSPITAL 2008/09

Rates are higher compared with Victoria and higher for men in the GSC.

CAUSES OF AVOIDABLE MORTALITY 2002-2006

Total avoidable mortality for men and women is the lowest of all GSC municipalities and lower than Victoria.

Chronic obstructive pulmonary disease and stroke rates are higher for men and women compared with Victoria.

For men, rates are higher for road traffic injury, colorectal cancer, suicide and diabetes compared with Victoria.



GOAL:
Improved health and wellbeing and strengthened service systems throughout the Colac Otway Shire

OBJECTIVES:
 Establish Colac Otway Shire Health and Wellbeing Alliance.
 Improve places, spaces and settings to support healthy living and prevent chronic disease.
 Improve Chronic disease prevention and management programs, and pathways between GP’s and health services.
 Reduced smoking rates, drug use and alcohol intake.

COUNCIL’S PARTNERS

| | | |
|------------------------------------|-----------------------|----------------------|
| Schools | Health Services | Retail Outlets |
| Otway Division of General Practice | General Practice | Department of Health |
| Funded Agencies | Colac Area Health | Licensed premises |
| Sporting Clubs | Retail Liquor Outlets | |

EVALUATION INDICATORS

| | |
|---------|---|
| 2012-13 | Partnership capacity evaluation of the Alliance and Working Groups. |
| 2011 | Develop an Open Space Strategy to map spaces and settings that amongst other things support active lifestyles such as walking, cycling and recreation.
Alliance participation in the development of a regional strategy that prioritises needs for additional resources to increase physical activity. |
| 2012 | Medicare Local progress |
| 2012-13 | Reduce rate of alcohol related hospital admissions.
Increase in the number of signatories to the Liquor Accord.
Decrease smoking rates.
Increase physical activity.
<i>(Data sources, DH, National Health Survey, Public Health and Development Unit, University of Adelaide and ABS).</i> |

STRATEGIC DOCUMENTATION
 The Australian Local Government Association, the Heart Foundation and the Planning Institute of Australia
 Healthy Spaces and Places Strategy
 BSW DH -Healthier Together Plan
 G21 Health and Wellbeing Strategic Plan
 GSC Regional Strategic Plan Otway Division of General Practice Strategic Plan
 2009-2013 COS Drug and Alcohol Plan
 Colac Area Health –Health Promotion Plan

Food Security Improves Health & Strengthens Communities

SIGNIFICANT PRIORITY

Food and nutrition are important aspects of health and wellbeing. Poor nutrition due to insufficient, low quality or unreliable food intake leads to ill health. It also contributes to existing inequities in health because inadequate or poor quality food intakes are most commonly experienced by people with the worst social and economic status.

Concerns about food intake among disadvantaged groups are encapsulated in the term *food security*. Food security refers to the ability of individuals, households and communities to acquire appropriate and nutritious food on a regular and reliable basis. Food security is determined by people's local food *supply* and their capacity and resources to *access* and use that food⁴³.

FACT

Community Indicators Victoria estimate that in 2009, 8% of the adult population living in Colac Otway Shire ran out of food and could not afford to buy more on at least one occasion. The prevalence of younger adults (18-54 years) who ran out of food was higher than for older adults (>54 Years), 12% and 2 % respectively.

Food insecurity is experienced by people who are socioeconomically disadvantaged and/or have low disposable incomes. Examples include the unemployed, low wage earners, single mothers and indigenous communities. Across the Colac Otway Shire in 2006, 19% of all households earned less than \$350 per week.

The cost and availability of healthy food is a major determinant of food and nutrition security. The Australian Household Expenditure Survey (2003-04) indicated that Australians spend, on average, 17% of their income on food. For welfare recipients and other people with low incomes, this proportion is much higher. The data tells us that low income families in the Great South Coast spend around 40% of total income on a typical basket of basic supermarket food items. By location across the GSC, the cost ranged from \$383 in Hamilton to \$433 in Colac. Single mothers spend the next highest proportion of their income on a typical basket of basic supermarket food items and, again, the data highlights highest prices for Colac.

⁴³ Food Security Options Paper. A Planning framework and menu of options for policy and practice interventions. NSW Centre for Public Health 2003.

GOAL:

All people in Colac Otway are able to access food that is nutritious, affordable and secure

OBJECTIVE

Increase capacity to implement food security initiatives that support access to a safe, nutritious and sustainable food supply.

ACTIONS

Develop a Colac Otway Food Security Policy and Action Plan.

Identify populations who are food insecure and work collaboratively to improve access to fruit and vegetables by 2012.

Investigate growing fruit and vegetables in Council owned and managed land – edible landscapes by 2012

Increase in growing and consumption of local fruit and vegetables by 2013

- home gardens
- community allotments
- community gardens
- school gardens –Edible School Yards

COUNCIL'S PARTNERS

COS Health and Wellbeing Alliance

Schools

Salvation Army

Public housing

Colac Area Health

Otway Health & Community Services

Retail fresh food outlets

Commercial food outlets

EVALUATION INDICATORS

2011 Action plan developed and adopted after reviewing relevant documentation.

2011-2013 Implement Action Plan.

2011-2013 Increase in fruit and vegetable intake. *(DH, National Health Survey and ABS data)*

2012 Decrease in the percentage of people which ran out of food and could not afford to buy more food in 2011. *(Community Indicators Victoria data monitoring).*

STRATEGIC DOCUMENTATION

Ten Ways Local Government Can Act on Food Security, *VicHealth*, June 2010

Food Sensitive Planning and Urban Design, *VicHealth*, March 2011

Great South Coast Regional Strategic Plan 2010

Great South Coast Health and Wellbeing Profile 2010

G21 Regional Plan – Health and Wellbeing Pillar

Victorian Climate Change White Paper 2010

Community Strengthening – the Second Wave DPCD

Developing Population Sustainability & Livability Strategies

CORE PRIORITY

Demographic changes in the coming generation present significant challenges throughout Australia where there is a continuum of population increases in urban and metropolitan areas in contrast to rural and regional decline. The State of Regions Report 2008-09 contains three “Stylised Facts” that generally describe what is happening in the Colac Otway Shire:

- The young are leaving and migrating to high income, low unemployment regions.
- The old are moving to low cost rural and regional areas from high cost urban areas.
- Low productivity regions are rapidly ageing, while high productivity regions are ageing relatively slowly.

Population changes present challenges and opportunities across the municipality including the challenge of an ageing population, the exit of youth and opportunity of new overseas arrivals, new people of all ages escaping mortgage stress, congestion in large cities, new retirees looking for affordable housing and new lifestyle changes on the coast or forested areas.

Improving the livability of the municipality to attract and retain a diverse workforce to meet future industry and sector needs is a significant challenge and opportunity. Livability challenges include for example: access to high speed internet; access to health and community services in town centres and throughout the rural areas; safe roads; safe communities and perception of personal safety; opportunities to participate as a community member; good kindergartens and schools with parental participation in the education community; access to affordable recreation and cultural centres; affordable and appropriate housing; and the ability to have a say and to be heard. In addressing the population and livability challenges a benchmark of the Shire’s livability assets will provide a baseline against which to measure progress and the impact of population and livability strategies.

FACT

By 2021, the age structure of Colac Otway is forecast to change significantly with a 13.6% net shift in the age structure from young to older people in just 15 years – this is less than one generation.

The working age group (18 to 60) will increase at only one sixth the rate of the retirement age group (60+) placing increased pressure on the already tight skills and labour market.

A significant increase of 32% in the 60 + age group by 2021 will not contribute to profitability as this group has restricted disposable incomes compared to the working age group of 18 - 60 years.

Service level increases of 30% by 2021 will be needed to cater for similar forecast increases in the 60+ age group. Services include areas such as home and community care, meals on wheels, wellbeing focused services, residential aged care, and hospital beds for acute care.

At the same time the Colac Otway “working age” of 18 to 59 years will increase by just 5.2% or 595 people from a base of 11,520 people in 2006. Years 0 to 17 will hardly change with a 1.1% increase or 56 people.

GOAL:

Colac Otway Shire Population and Livability Strategy

OBJECTIVES

Improve and support livability for vulnerable groups.

Increase Environmental Sustainability across the Shire

COUNCIL'S PARTNERS

COS Health & Wellbeing Alliance

G21 Health and Wellbeing Pillar

COS Green Business Network

Department of Health

EVALUATION INDICATORS

2013 TLC3 (Towards Livable Communities) governance and operations developed and implemented.

2014 Increase volunteering capacity

2013 Environmental Sustainability Policy adopted by Council

STRATEGIC DOCUMENTATION

G21 Health and Wellbeing Strategy

G21 Regional Plan

GSC Regional Strategic Plan 2010

<http://www.healthyplaces.org.au/site/>

Colac Otway Health and Wellbeing Alliance

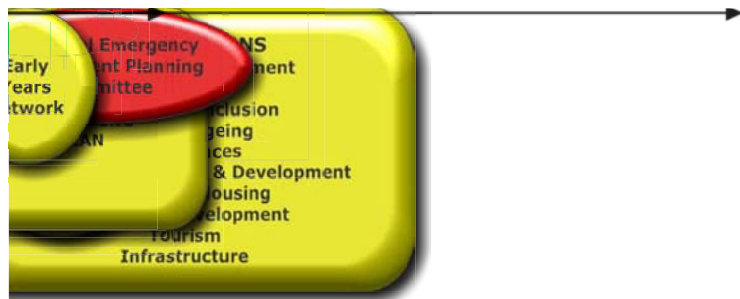
SIGNIFICANT PRIORITY

Colac Otway Shire is in the enviable position of being located in the centre of the G21 Geelong Region Alliance (G21) and Great South Coast (GSC) planning districts. Colac Otway Shire Council has made the strategic decision to participate in both the G21 and GSC planning partnerships.

This arrangement affords several opportunities, including;

- The capacity to influence, participate and benefit from both G21 and GSC projects and initiatives.
- The opportunity to form partnerships and build capacity in rural issues affecting the Colac Otway Shire. For example there is more affinity with GSC in areas of disadvantage, compromised health and its leading contributing factors (e.g. high female smoking levels), agriculture, new energy development, rural road infrastructure, skills and workforce innovation, the impact of climate change, rural health practice; community transport; population change and challenges including the retention of youth.
- Whereas the G21 partnership affords the benefits of firming relationships and partnerships with advanced educational, health, employment, marketing and tourism sectors.

Evidence based data referred to throughout this Plan (eg. Our Health Behaviours section) demonstrates that “business as usual” is not an option to improve local health outcomes. A paradigm shift is needed in the way public health and wellbeing planners, service providers, inter-sectoral partners, whole-of-government partners and the community work together to find local solutions to complex issues requiring a willingness to take action together. The vision for the Alliance is that it provides a local focus for integrated health and well-being planning. The Alliance will not operate in isolation and will be connected to planning activities across the nation, state and regions, as depicted in the following planning hierarchy.



Note: the hatched area between TLC3 and the Health & Wellbeing Alliance is where strategies and actions will satisfy both committees and a joined up approach can be used. It is also felt that agency capacity development being overseen by the Alliance will increasingly enable local agencies to work on issues common to both.

The local Colac Otway community has already demonstrated and with international recognition, that it can turn around complex health and wellbeing issues. The *Colac Be Active Eat Well Project* in 2005-2008 demonstrated that local partnerships between families, health services, schools and the retail sector can influence the obesity epidemic in young children by reducing the waist to hip ratio, a key risk factor to cardiovascular disease. This significant achievement started with a simple “community conversation” between local parents, teachers and the health community. The willingness to share wisdom, work together and provide healthier school canteens, after school activities and healthier food choices introduced in a number of settings was the turning points for change.

The Healthy Community Plan for Corio/Norlane⁴⁴ provides another excellent example of accessing community wisdom to support the development and increase the success rate of implementing actions.

The Colac Otway Community Health & Wellbeing Alliance is being proposed to:

- build on the belief that at the local level we can make a difference;
- support Council’s IAP2 commitment to the Colac Otway community, capture community wisdom and build social capital;
- face challenges, develop platforms for change and promote change;
- identify and support local champions;
- embed “community conversations” into Colac Otway health and wellbeing planning and evaluation;
- strengthen the representation of Colac Otway Shire and stakeholder in regional G21 and GSC planning and implementation;
- influence the alignment of local planning cycles;
- provide robust governance for “whole-of-government” health and wellbeing in the Colac Otway Shire;
- build local inter-sectoral and “whole-of-government” partnerships; and
- provide “whole-of-government” accountability for the implementation of the COS Health and Wellbeing Plan.

It is proposed that the Colac Otway Health & Wellbeing Alliance will commence a process of Planning By and With the People which will form the future direction and the development, implementation and evaluation of public health and wellbeing initiatives.

⁴⁴The Healthy Community Plan for Corio/ Norlane
http://corionorlane.org.au/healthy_community_plan.php Accessed September 2010

GOAL:

Improve livability and the health and wellbeing of Colac Otway residents

OBJECTIVES:

Strengthen partnerships, and integrated social planning within the Colac Otway Shire and regionally.

Improve service access for people with disabilities, mental health and chronic conditions and older people.

Reduce health inequalities including access to affordable housing, transport, telecommunications, education and jobs.

Council considers Healthy Spaces and Places, planning principles as a standard operating procedure throughout the municipality.

COUNCILS PARTNERS

Whole of community

Health and community service agencies

Non Government Agencies

State and Federal Government (Department of Health; Department of Planning and Community Development; Department of Education and Early Childhood for example)

G21 & GSC

Neighbourhood Houses

Colac Community Building Network

EVALUATION INDICATORS

2011 Alliance partnering agreement adopted and reviewed annually

2012 Resourced Alliance action plan and implementation framework in place

2013 Evaluation of the partnership capacity of the Alliance (Partnership assessment methodology Department of Health).

STRATEGIC DOCUMENTATION

BSW DH -Healthier Together Plan

G21 Health and Wellbeing Strategic Plan

GSC Regional Strategic Plan

GCS Health & Wellbeing Profile

G21 Health and Wellbeing Profile

We have the Plans and Partnerships to Move Forward

The Plans

The Colac Otway Shire Public Health & Wellbeing Plan has developed with full consideration of other council plans and strategies. Councillors and Council staff across Departments have been consulted in the development of the Plan.

The priorities for the Public Health & Wellbeing Plan have been developed in response to community and stakeholder conversations, health and wellbeing evidence from the G21 and GSC Health and Wellbeing Profiles. They reflect the strategies in other council plans ability to directly influence and achieve the outcomes for the Public Health & Wellbeing Plan. The Health & Wellbeing Plan is well aligned with Council Plans.

| | Some People are Doing Better Than Others | Climate Change | Emergency Response | Health & Wellbeing | Sustainable Population and Livability Strategies | COS Community Health & Wellbeing Alliance |
|--|--|----------------|--------------------|--------------------|--|---|
| Council Plan | x | x | x | x | x | X (IAP2) |
| Council Planning Scheme | | | | x | | |
| Economic Development Strategy | x | x | | | x | |
| Environment Strategy | | x | | x | x | |
| Green Business Network Plan | x | x | | | | |
| Sustainable Water Use Plan | | x | | | | |
| Greenhouse Action Plan | | x | | | | |
| Emergency Management Plan | | x | x | | x | |
| Fire Prevention Plan | | x | x | | x | |
| Pandemic Plan | | x | x | x | x | |
| Heat wave strategy | | x | x | x | x | |
| Footpath Strategic Network | | | | x | x | |
| Early Years Plan | x | | | x | x | |
| Access and Inclusion Plan | x | x | x | x | x | |
| Rural Access Plan | x | | x | x | x | |
| Transport Connections Plan | | | | x | x | |
| Positive Ageing Strategy | x | | x | x | x | |
| Affordable Housing Strategy | x | | | x | x | |
| Drug and Alcohol Plan | | | | x | x | |
| Recreation Strategy | | x | | x | x | |
| Festival and Events Strategy | | x | x | x | x | |
| Arts and Culture Strategic Plan | | | | x | x | |
| Public Open Space Strategy | x | x | | x | x | |

The rationale for a “whole-of-council” approach is that there are many factors influencing health including economic, natural, social and built environments thereby demonstrating the importance of incorporating health planning into “whole-of-council” planning. It has been developed with full consideration of the G21 Health and Wellbeing Strategic Plan, the recent Great South Coast Region Strategic Plan and its Health and Wellbeing Profile and the Barwon South West Department of Health “Healthier Together” Strategic Plan. The regional plans have been developed from a process of conversation across business, industry, government sectors and with all health and community service agencies across the South West.

The regional plans have also been informed by rigorous researching of evidence base data within State, Federal and Local Government Policies, Strategies, Plans and Frameworks.

COS Public Health & Wellbeing Plan Alignment Matrix with Regional Plans & Partnerships

| | Some People are Doing Better Than Others | Climate Change | Emergency Response | Health & Wellbeing | Sustainable Population and Livability Strategies | COS Community Health & Wellbeing Alliance |
|---|--|----------------|--------------------|--------------------|--|---|
| G21 HEALTH AND WELLBEING PILLAR STRATEGIC PLAN | | | | | | |
| Understand Populations, Planning and Impacts of Change | | | | | | |
| Connect People Communities and Services | | | | | | |
| Build Healthy Resilient Communities | | | | | | |
| Strengthen Community Infrastructure and Service Systems | | | | | | |
| GREAT SOUTH COAST REGIONAL STRATEGIC PLAN | | | | | | |
| Position the GSC for Economic Growth | | | | | | |
| Improve Our Connections | | | | | | |
| Sustain Our Natural Assets | | | | | | |
| Strengthen Our Communities | | | | | | |
| Increase Regional Collaboration | | | | | | |
| Barwon South West DEPARTMENT OF HEALTH –GSC HEALTHIER TOGETHER | | | | | | |
| Develop Healthy Liveable Communities | | | | | | |
| Improve Health Equity | | | | | | |
| Mitigate and Adapt to Climate Change | | | | | | |
| Provide Better Access to Safe, Continuous & Quality Services | | | | | | |
| Develop sustainable service models and partnerships | | | | | | |
| Integrated Planning | | | | | | |

Through community conversations and actions we will
make it happen and we will know when we have.

This plan promotes Planning By and with the People whereby individual and community needs, aspirations and expectations are integrated into Council's economic, built, environment, population and livability strategies.

The Colac Otway Public Health & Wellbeing Plan 2010 – 2013 has applied Planning by and with the People principles to the development of its strategies and to its aspiration for the future.

The foundation principle for Planning By and with the People is that the community holds all of the local wisdom. Individual and community dreams, pride, expectations and capital cannot be defined in evidence based data. They are intangible concepts that ultimately determine the success or otherwise of any law or strategy. This Plan supports having conversations with the people to ensure their wisdom is captured by the strategies and evaluation indicators.

For each strategy, evaluation indicators have been developed to be measurable within defined timeframes to support a rigorous evaluation framework so 'We will know when we have' made progress against the plan and its strategic actions.

Appendices

Appendix 1

Colac Otway Shire Health and Wellbeing Alliance Terms of Reference (TOR)

PURPOSE

The Alliance has been established to:

- strengthen the representation of Colac Otway Shire and stakeholders in regional G21 and GSC planning and implementation;
- influence the alignment of local planning cycles;
- provide robust governance for “whole-of-government” health and wellbeing in the Colac Otway Shire;
- build local inter-sectoral and “whole-of-government” partnerships;
- provide for a “whole-of-government” accountability for the implementation of COS Health and Wellbeing Plans; and
- support Council’s IAP2 commitment to the Colac Otway community, capture community wisdom and build social capital.

FUNCTIONS

- Build on the belief that at the local level local people can make a difference;
- Face challenges, develop platforms for change and promote change;
- Identify and support local champions;
- Embed “community conversations” into Colac Otway health and wellbeing planning and evaluation;
- Consult broadly with the community, particularly those who live in rural and regional areas;
- Undertake a range of awareness raising activities to enhance participation in the consultation by a wide cross section of COS diverse community;
- Seek out the diverse range of views held by the community about the health and wellbeing;
- Identify key issues raised by the community in relation to health and wellbeing;
- Have the capacity to consider issues from both a regional and local perspective;
- Undertake responsibilities with professionalism and confidentiality;
- Review it’s TOR annually; and
- Report to the COS community annually.

PRINCIPLES

Frequency of meetings:

The Alliance will meet regularly. *(This is to be determined)*

Membership

- xxxx who xxxx how many xxxxx. *(This is to be determined)*
- Senior representation will be sought, i.e. at Executive Management or Board level, to ensure that members have the authority to make decisions and/or allocate resources on behalf of their organisation as required.

Role and Responsibilities of Members

- Role of the Chair
Role of the Secretary
Role of Non office bearing members
- Conduct, rights and responsibilities of members
- Attendance and substitution

MEETINGS

- Agenda for meetings
- Frequency and Duration
- Minutes of meetings
- Quorum
- Resolving problems and disputes:
- Resignation
- Decision making

COMMUNICATION

- Recording meeting proceedings
- Community communication strategy

REVIEW

- The TOR will be reviewed annually

APPENDIX 2

**Colac Otway Shire Public Health and Wellbeing
MEMORANDUM OF UNDERSTANDING
DRAFT CONTENT**

THIS MoU is an Agreement made BETWEEN the parties named and described in Parties to the Agreement.

Parties to the Agreement

| Organisation | Name of agency representative | Position of representative |
|--------------|-------------------------------|----------------------------|
| | | |

PURPOSE OF THIS AGREEMENT

AIMS OF THIS AGREEMENT

PRINCIPLES

STATEMENT OF AGREEMENT

ROLES AND RESPONSIBILITIES OF SIGNATORIES

DEFINITIONS

STATEMENT OF LIMITATION

CONFLICT RESOLUTION PROCESS

TERM OF THE AGREEMENT

Preface

Public Health & Wellbeing in Colac Otway

Colac Otway is a great place,
 We see ourselves clearly and know our strengths.
 Our contribution to the regions liveability is significant.
 There are challenges to face and actions to take.
 We have the Plans and Partnerships to move forward.
 Through community conversations we will make it
 happen and
 We will know when we have.

Foreword

Mayor, Councillor Brian Crook

Planning for the Public Health and Wellbeing of residents, visitors and workers within Colac Otway is a responsibility that Council takes very seriously. In order to do this we need to regularly review evidence based information on the public health and wellbeing of people within our municipality; identify the determinants that lead to ill-health and a lack of wellbeing; and plan for actions that will have a positive impact.

Council through its studies, services and strategies is in the best position to understand what is required within the shire to protect, improve and promote public health and wellbeing.

This Plan focuses on who we are, our strengths and some of the challenges that we need to address. It talks about working through these challenges with local communities. In this Plan strategies and actions have been developed to address these challenges.

Challenges can only be effectively addressed when there is a shared awareness and understanding of the issues by governments, communities and individuals. This plan purposely sets a new beginning, where Council is adopting a “whole of organisation” approach to public health and wellbeing. Council is committed to working with the local community to develop, implement and evaluate this plan. Robust and mature partnerships will be necessary to build on current strategies and guide future ones.

I see this plan as strengthening Council’s resolve to make Colac Otway a great place where the capital of its people, communities, environments and opportunities all lead to increasing public health and wellbeing.

Action Plan

It is important to develop capacity within Council, including Councilors, management, staff and volunteers to understand and be party to implementing actions for Public Health and Wellbeing in the future.

Over the term of this Plan our capacity will be developed through enacting the Principles outlined in the Plan and partnerships will be required to support the development of governance and evaluation structures. Our future strategies, plans and projects will provide opportunities for embedding health and wellbeing needs into Council planning processes.

Table 1: Planning for Public Health & Wellbeing

Develop the Interdepartmental Planning Group with senior representation from across Council departments to ensure health and wellbeing planning principles and lens are embedded into Council practice.

Develop a Colac Otway Health & Wellbeing Alliance to oversee the implementation of the Plan.

Review the Council Agenda template for inclusion of a Social Implications section as part of all Council reports.

Develop tools to assist staff in their planning to ensure they consider health and wellbeing needs across the planning lens of universal access, life stage, gender, cultural background, etc.

Ensure that health and wellbeing needs identified in other people-based plans of Council are linked to and reported on similarly to this Public Health and Wellbeing Plan. These other plans include Council's:

- Early Years Plan
- Positive Ageing Strategy
- Access, Equity & Inclusion Plan
- Health and Community Services Business Plan
- Open Space Strategy

Develop an evaluation strategy for the Plan, including a review of current community wellbeing indicators to benchmark and monitor health and wellbeing in Colac Otway.

Develop and maintain a Health and Wellbeing Profile compiled from local evidence-based information and through G21 and the Great South Coast alliances to inform future planning.

* These actions are the responsibility of Council's Manager for Health & Community Services

PLANNING CONSIDERATIONS

There are specific factors that are central to the existence of this Plan.

These are:

- Evidence-based information
- Social Determinants of Health
- Health in All Policies
- Community Wisdom
- Council commitment to community engagement through the International Association for Public Participation (IAP2) spectrum
- Business Excellence
- Partnerships and Collaboration
- Planning for liveable communities

ACTION PLAN

Actions to help achieve health and wellbeing have been divided into the six strategic themes of:

- **Some People are Doing Better Than Others**
- **Climate Change**
- **Emergency Response**
- **Health & Wellbeing**
- **Sustainability and Livability**
- **Colac Otway Shire Community Health & Wellbeing Alliance**

Each theme is further divided into priority and core issues.

Priority Issues are deemed to need an immediate, high level of effort and resources to ensure that they can be implemented. Priority actions have a sense of urgency due to evidence-based data, and the significance of impact if something is not done in the short term. These issues need to be addressed in partnership with other agencies.

Core Issues will be addressed by the Colac Otway Shire Health and Wellbeing Alliance and require commitment from the Alliance and partner agencies. Core actions have identified through evidence-based information and community consultation and address the environments and services that support health and wellbeing; reduce health inequalities, promote safety and provide for liveable communities.

SOME PEOPLE ARE DOING BETTER THAN OTHERS

Significant Priority 1: Some of Our Children are At Risk

| | |
|----------------------------|--|
| Goal: | All Colac Otway children will have the best start in life to achieve optimal health and wellbeing. |
| Determinant: Social | A good start in life means supporting mothers and young children. The health impact of early development and education lasts a lifetime. |

| Objective | Proposed Actions | Responsibility | Measure | Y1 | Y2 | Y3 |
|--|--|---|---|----|----|----|
| Implement and evaluate Council's Early Years Plan.

Increase 4 year old kindergarten participation from 10 to 15 hours by 2013 | EYP1.1 Implement Council's Early Years Plan. | <ul style="list-style-type: none"> Health & Community Services | <ul style="list-style-type: none"> Actions are implemented. Recommendations made to Council. | | | |
| | EYP1.2 Early Years Networks in Colac and Apollo Bay develop capacity and a strategic planning approach for early childhood development. | <ul style="list-style-type: none"> Health & Community Services Early Years Services Providers & Funders | <ul style="list-style-type: none"> Level of participation from agencies. Number of settings and stakeholders Number of action Outcomes achieved Australian Early Years Index reporting | | | |
| | EYP1.3 Undertake planning and support change management within early years services. | <ul style="list-style-type: none"> Health & Community Services | <ul style="list-style-type: none"> A plan for change is developed. Number settings and stakeholders | | | |

EYP = Early Years Priority

Significant Priority 2: Not all young people are getting the start they deserve

| | |
|----------------------------|--|
| Goal: | Increasing the number of young people completing all years of secondary school. |
| Determinant: Social | A good start in life means supporting mothers and young children: the health impact of early development and education lasts a lifetime. |

| Objective | Proposed Actions | Responsibility | Measure | Y1 | Y2 | Y3 |
|---|--|--|---|----|----|----|
| Develop capacity to research, plan and implement actions that will increase school retention. | YPP2.1 Establish a partnership and collaborative group. | <ul style="list-style-type: none"> Health & Community Services Education providers | <ul style="list-style-type: none"> Formation of a working group. Number of agencies participating. Partnership capacity. | | | |
| | YPP2.2 Plan for the resourcing and implementing of Dept. Education & Early Childhood Development evidence based strategies. | <ul style="list-style-type: none"> Health & Community Services Education providers | <ul style="list-style-type: none"> Obtain funding to resource actions. | | | |
| | YPP2.3 Develop strategies to increase the success and retention of young people at school. | <ul style="list-style-type: none"> Health & Community Services Education providers | <ul style="list-style-type: none"> A strategic direction is developed and commences implementation. School retention rates On Track data. School Leavers report On Track data. | | | |

YYP = Young People Priority

Core Priority 2: Some households are not connected to the internet

| | |
|---------------------|--|
| Goal: | Universal access to opportunity afforded by telecommunications |
| Determinant: Social | <ul style="list-style-type: none"> The health impact of early development and education lasts a lifetime. Friendship, good social relations and strong supportive networks improve health at home, at work and in the community. |

| Objective | Proposed Actions | Responsibility | Measure | Y1 | Y2 | Y3 |
|--|--|---|--|----|----|----|
| Increase access to telecommunications for all. | IUC2.1 Advocate* for equitable and adequate** telecommunications access. | <ul style="list-style-type: none"> Economic Development Infrastructure & Services Health and Community Services TLC3, G21, GSC COS Health and Well Being Alliance BSW RMF and RDA | <ul style="list-style-type: none"> Defining the advocacy strategy (yr 1) Number and outcome of advocacy actions (yr 3) Number of households without internet access (yr 3) | | | |
| | IUC2.2 Build advocacy capacity of disadvantaged groups without adequate access to telecommunications. | <ul style="list-style-type: none"> Health and Community Services TLC3, G21, GSC COS Health and Well Being Alliance | <ul style="list-style-type: none"> Defining the advocacy strategy (yr 1) Number and outcome of advocacy actions (yr 3) | | | |

IUC = Internet Usage Core

*Advocacy aims to create or change policies, laws, regulations, distribution of resources or other decisions that affect people's lives and to ensure that such decisions lead to the desired changes

** Equitable and adequate access to telecommunications aims to meet people's economic, social and cultural communication needs that is timely, reliable, affordable and has quality functionality⁴⁵

⁴⁵ Regional Transport Telecommunications Review of the adequacy of telecommunications services in regional, rural and remote Australia 2008. <http://www.rtrc.gov.au/> Accessed June 2010

Core Priority 3: Getting around is a problem for some

| | |
|----------------------------|--|
| Goal: | Increased transportation, mobility and access |
| Determinant: Social | By causing hardship and resentment, poverty, social exclusion and discrimination there is a cost on lives. Healthy transport means less driving and more walking and cycling, backed up by better public transport. Cycling, walking and the use of public transport promote health in four ways. They provide exercise, reduce fatal accidents, increase social contact and reduce air pollution. |

| Objective | Proposed Actions | Responsibility | Measure | Y1 | Y2 | Y3 |
|---|--|---|---|----|----|----|
| Increase capacity of Council to implement transport options that provide for connectedness and promote health. | MAC3.1 Undertake an Open Space Strategy including healthy transport opportunities and environments that promote health and wellbeing. | <ul style="list-style-type: none"> Recreation, Arts & Culture Infrastructure & Services | <ul style="list-style-type: none"> Open Space Strategy completed with an action plan for initiatives that will promote health and wellbeing. | | | |
| | MAC3.2 Develop a strategic plan for the Colac Central Business District that provides for healthy transport opportunities and provides universal access. | <ul style="list-style-type: none"> Sustainable Planning and Development Economic Development | <ul style="list-style-type: none"> The Colac Central Business District Strategic Plan identifies healthy transport, mobility and access issues for implementing. | | | |
| | MAC3.3 Implement <i>Transport Connections Phase Three</i> to provide people with transport and access options to meet their social, health and wellbeing needs. | <ul style="list-style-type: none"> Health & Community Services Community Committee | <ul style="list-style-type: none"> Number and impact of initiatives that Transport Connection Phase Three has successfully completed by 2013. | | | |
| | MAC3.4 Adopt best practice principles in consultation and urban design by using recognised government and industry strategies (eg. Healthy Spaces and Places). | <ul style="list-style-type: none"> Rec., Arts & Culture Infrastructure & Services Sustainable Planning & Development Economic Development Health & Community | <ul style="list-style-type: none"> Best practice strategies are identified and used as guiding principles. | | | |
| | MAC3.5 Review infrastructure, transport options and equipment on a regular basis to identify gaps to address needs. | <ul style="list-style-type: none"> Rec., Arts & Culture Infrastructure & Services Health & Community | <ul style="list-style-type: none"> Reviews are undertaken and acted upon. | | | |
| | MAC3.6 Continue lobbying for improved transport services to Geelong. | <ul style="list-style-type: none"> Council G21 & GSC BSW RMF & RDA | <ul style="list-style-type: none"> Ongoing attendance at G21 Transport Pillar to lobby for services. | | | |

MAC = Mobility & Access Core

Core Issue 4: Not everyone can get an affordable place to live

Goal: Increased access to affordable housing in Colac and Apollo Bay
Determinant: Housing Housing is an absolute necessity for living a healthy life. Living in unsafe, unaffordable or insecure housing increases the risk of many health problems.

| Objective | Proposed Actions | Responsibility | Measure | Y1 | Y2 | Y3 |
|--|--|---|--|----|----|----|
| Increase local capacity to increase affordable housing options | AHC4.1 Maintain and support Colac Otway / Apollo Bay Affordable Housing Advisory Group. | <ul style="list-style-type: none"> Affordable Housing Advisory Group Health & Community services G21 | <ul style="list-style-type: none"> Number of meetings and member attendance. Annual housing affordability audit. | | | |
| | AHC4.2 Ongoing participating in the G21 Affordable Housing Working Group including sign off on MOU between Council and the G21 Housing Association. | <ul style="list-style-type: none"> Affordable Housing Advisory Group Health and Community Services G21 | <ul style="list-style-type: none"> MOU sign off | | | |
| Integrate affordable housing into Planning | ACH4.3 Integrate affordable housing goals within Colac Otway Shire’s Planning Scheme. | <ul style="list-style-type: none"> Affordable Housing Advisory Group Sustainable Planning & Development Economic Development | <ul style="list-style-type: none"> Number of Affordable Housing Goals integrated within Planning Scheme. | | | |

AHC = Affordable Housing Core

CLIMATE CHANGE**Significant Priority 1: Climate Change Adaptation and Mitigation**

Goal: Colac Otway Shire making a successful transition to a low carbon and water efficient community and economy.
Determinant: Climate change, natural physical disasters, pandemics, diseases and man-made disasters all contribute to ill health and a loss of wellbeing. Interventions and developing resilience can reduce their impact on public health and wellbeing.

| Objective | Proposed Actions | Responsibility | Measure | Y1 | Y2 | Y3 |
|--|--|--|---|----|----|----|
| Growing the Green Economy and Community | CCP1.1 Implement Council environment Strategy. | <ul style="list-style-type: none"> Sustainable Planning & Development Infrastructure & Services | <ul style="list-style-type: none"> Strategies within the Environment Strategy are implemented as proposed through to 2018. | | | |
| | CCP1.2 Introduce COS Planning Scheme amendments to promote energy and water efficiency in new building developments. | <ul style="list-style-type: none"> Sustainable Planning & Development Economic Development | <ul style="list-style-type: none"> Amendments yr 2 Amendment's yr 3 | | | |
| Reduce carbon emission across the Colac Otway Shire | CCP1.3 Liaise with the Colac Trade Training Centre to request that the principles of environmental sustainability are included in vocational education and training curriculum. | <ul style="list-style-type: none"> Economic Development Sustainable Planning & Development | <ul style="list-style-type: none"> Principles agreed (yr 1) Principles integrated into curriculum (yr 3) | | | |
| Increase water and energy efficiency | CCP1.4 Inform local business and the community on incentives for carbon reduction and avoidance of high carbon footprint penalties. | <ul style="list-style-type: none"> Economic Development COS Green Business Network | <ul style="list-style-type: none"> communication strategy Number of businesses / community groups reporting value in the initiative (yr 3) | | | |
| | CCP1.5 Introduce evidence based methodology to measure COS carbon emissions and water efficiency. | <ul style="list-style-type: none"> Economic Development In Sustainable Planning & Development Infrastructure & Services | <ul style="list-style-type: none"> Methodology sourced & adopted yr2 Carbon emissions reduced by 5% yr3 Council water efficiency increased by 10% (yr 3) | | | |

CCP = Climate Change Priority

EMERGENCIES

Significant Priority 1: Planning for Emergencies

Goal: The residents and service response teams of the Colac Otway Shire are informed and prepared for an emergency.

Determinants:

- Social
- Public Health
- Extreme Events
- Friendship, good social relations and strong supportive networks improve health at work and in the community.
- Public health is an organised response by society to protect and promote health, and to prevent illness, injury and disability.
- Climate change, natural physical disasters, pandemics, diseases and man-made disasters can all contribute to ill health and a loss of wellbeing. Interventions and developing resilience can reduce the impact of extreme events on public health and wellbeing.

| Objective | Proposed Actions | Responsibility | Measure | Y1 | Y2 | Y3 |
|---|--|---|---|----|----|----|
| Identify, prepare and plan for vulnerable people in the event of an emergency. | EMP1.1 Review and develop best practice Relief and Recovery Plans and Procedures for emergencies. | <ul style="list-style-type: none"> • Sustainable Planning & Development • Health & Community | <ul style="list-style-type: none"> • Reviewed and adopted. • Community and emergency services self-reported confidence in capacity to respond to emergencies. | | | |
| | EMP1.2 Implement Relief and Recovery actions as identified in the review. | <ul style="list-style-type: none"> • Sustainable Planning & Development • Health & Community | <ul style="list-style-type: none"> • Actions implemented within the required timeframe. | | | |
| Identify and develop Neighborhood Safer Places. | EMP1.3 Complete and implement the Bushfire Planning and Heatwave Plan for people receiving Home & Community Care. | <ul style="list-style-type: none"> • Health & Community Services | <ul style="list-style-type: none"> • Developed and adopted. | | | |
| Review the COS draft Recovery Plan. | EMP1.4 Develop processes to identify, record, vulnerable people for emergencies. | <ul style="list-style-type: none"> • Sustainable Planning & Development • Health & Community Services | <ul style="list-style-type: none"> • Evaluation of Geographic Information System (GIS) system to identify and track vulnerable HACC clients | | | |
| Review draft Relief and Recovery Centre Plans. | EMP1.5 Develop processes eg communication strategy to inform vulnerable people for emergencies. | <ul style="list-style-type: none"> • Health & Community Services | <ul style="list-style-type: none"> • Evaluation of communication strategy. | | | |
| Form a Recovery Committee with representatives from key relief and recovery agencies. | EMP1.6 Continue to develop capacity and facilities to support people during an emergency. | <ul style="list-style-type: none"> • Health & Community Services | <ul style="list-style-type: none"> • Number of training sessions for staff and volunteers. | | | |

EMP = Emergency Management Priority

HEALTH & WELLBEING

Core Priority 1: We could improve our health

| | |
|-------------------|---|
| Goal: | Improved health and well being and strengthened service systems throughout the Colac Otway Shire. |
| Determinants: All | All of the Social, Physical, Environmental and Economic determinants impact on health and wellbeing in varying degrees. These are influenced by government and council policy and action. |

| Objectives | Proposed Actions | Responsibility | Measure | Y1 | Y2 | Y3 |
|---|---|--|--|----|----|----|
| Establish Colac Otway Shire Health and Well Being Alliance. | IHWC1.1 Develop Health and Wellbeing Alliance partnering agreement, terms of reference and governance structure. | <ul style="list-style-type: none"> Health & Community Services Health & Wellbeing Agencies | <ul style="list-style-type: none"> Alliance is formed and operates. | | | |
| Reduced smoking rates, drug use and alcohol intake. | IHWC1.2 Promote evidence based information and strategies across organisations responsible for public health and wellbeing. | <ul style="list-style-type: none"> Health & Community Services Otway Health Colac Area Health Drug Action Group | <ul style="list-style-type: none"> Record and report on rates and initiatives. | | | |
| Improve, places, spaces and settings to support healthy living and prevent chronic disease. | IHWC1.3 Establish the Towards Liveable Communities Consultative Committee (TLC3). | <ul style="list-style-type: none"> Regional Managers Forum Government agencies | <ul style="list-style-type: none"> TLC3 is formed and operates. | | | |
| Improve Chronic disease prevention and management programs and pathways between GP's and health services. | <p>IHWC1.4 Upstream determinants of health are considered with each infrastructure of service development project.</p> <p>IHWC1.5 Support the development of a Medicare Locals to benefit health and wellbeing.</p> | <ul style="list-style-type: none"> Health & Community Services Recreation, Arts & Culture Infrastructure Council | <ul style="list-style-type: none"> Public Open Space strategy adopted. Colac CBD project completed. Bluewater Fitness Centre upgrade completed. Master Trails program continues. Footpath Strategy completed. Medicare locals is developed for the Geelong - Colac region. | | | |

IHWC = Improved Health & Wellbeing Core

Significant Priority 1: Food security improves health and can strengthen communities

| | |
|---------------------|---|
| Goal: | All people in Colac Otway are able to access food that is nutritious, affordable and secure |
| Determinant: Social | A good diet and adequate food supply are central for promoting health and wellbeing. A shortage of food and lack of variety cause malnutrition and deficiency diseases. |

| Objective | Proposed Actions | Responsibility | Measure | Y1 | Y2 | Y3 |
|---|--|---|---|----|----|----|
| Increase capacity to implement food security initiatives that support access to a safe, nutritious and sustainable food supply. | FSP1.1 Develop a Colac Otway Food Security Policy and Action Plan. | <ul style="list-style-type: none"> Health & Community Services | <ul style="list-style-type: none"> Developed and adopted. | | | |
| | FSP1.2 Participate in the implementation of the G21 Food Security Network Action Plan. | <ul style="list-style-type: none"> Health & Community Services | <ul style="list-style-type: none"> Actions implemented | | | |
| | FSP1.3 Base and implement the Food Security Plan on “Ten ways local government can act on food security” , <i>VicHealth, June 2010</i> . These include: <ul style="list-style-type: none"> Identify who carries the agenda Establish an evidence base Incorporate food security into policy/plan Set a good example Use regulatory responsibility to make changes Support healthy eating options Support people to grow and harvest food Advocate on food security | <ul style="list-style-type: none"> Health & Community Services | <ul style="list-style-type: none"> Report on actions undertaken to implement “Ten ways local government can act on food security”, <i>VicHealth, June 2010</i>. | | | |
| | FSP1.4 Ensure that food providers prepare, cook, store and serve food safely. | <ul style="list-style-type: none"> Environmental Health | <ul style="list-style-type: none"> Number of food premises inspected annually. | | | |
| | FSP1.5 Support the development of a Community Food Share operation in Colac that is able to provide free food for agencies to distribute to vulnerable community members. | <ul style="list-style-type: none"> Health & Community Services | <ul style="list-style-type: none"> A Community Food Share enterprise is developed. | | | |
| | FSP1.6 Review VicHealth’s reports on food sensitive planning, urban design and food supply scenarios . | <ul style="list-style-type: none"> Health & Community Services | <ul style="list-style-type: none"> A report and recommendations coming from the review. | | | |

FSP = Food Security Priority

SUSTAINABILITY AND LIVEABILITY

Core Priority 1: Developing Population Sustainability and Liveability Strategies

Goal: Implement Population and Liveability Strategies within Colac Otway Shire.
Determinants: All All of the determinants for public health and wellbeing need to be considered and actions implemented when achievable.

| Objective | Proposed Strategies | Responsibility | Measure | Y1 | Y2 | Y3 |
|---|---|--|--|----|----|----|
| Improve and support liveability for vulnerable groups. | SLC1.1 Establish a Towards Liveable Communities Consultative Committee (TLC3) and develop strategies to increase liveability and reduce disadvantage. | <ul style="list-style-type: none"> COS Chief Executive Officer | <ul style="list-style-type: none"> TLC3 formed and strategies developed. | | | |
| | SLC1.3 Develop a local site on the State Government internet Volunteering Portal. | <ul style="list-style-type: none"> Health & Community Services | <ul style="list-style-type: none"> “Volunteering Central – Colac” is developed and becomes operational. | | | |
| Increase Environmental Sustainability across Colac Otway Shire. | SLC1.4 Develop and implement a Council Environmental Sustainability Policy to Direct Council’s programs, projects, processes and services and undertake audits to ensure compliance. | <ul style="list-style-type: none"> Sustainable Planning & Development | <ul style="list-style-type: none"> Environmental Sustainability Policy developed and adopted. | | | |

SLC = Sustainability & Liveability Core

COLAC OTWAY SHIRE HEALTH & WELLBEING ALLIANCE

Significant Priority 1: Establishing a Colac Otway Health and Well Being Alliance

Goal: Improve the livability, health and wellbeing of people in Colac Otway.
Determinants: All Establishing a Colac Otway Health and Well Being Alliance provides a way to consider and implement actions that consist of one or more determinants.

| Objective | Proposed Actions | Responsibility | Measure | Y1 | Y2 | Y3 |
|--|---|--|--|----|----|----|
| Strengthen partnerships, integrated and social planning within Colac Otway Shire, G21 and GSC. | HWP1.1 Engage Alliance members and develop a governance structure. | <ul style="list-style-type: none"> Alliance members Health and Community Services TLC3 G21 & GSC | <ul style="list-style-type: none"> Partnering Agreement drafted | | | |
| | HWP1.2 Adopt Alliance Partnering Agreement | <ul style="list-style-type: none"> Alliance members | <ul style="list-style-type: none"> Partnering Agreement adopted | | | |
| Develop Alliance Action Plan | HWP1.3 Obtain baseline Alliance Partnership Capacity. | Alliance members
Health and Community Services | <ul style="list-style-type: none"> Implementation of Dept Health partnership capacity assessment tool (yr 1 and yr 3) | | | |
| Implement Action Plan | HWP1.5 Identify high priority actions to address service access and health inequality. | <ul style="list-style-type: none"> Alliance members Health and Community Services TLC3 G21 & GSC | <ul style="list-style-type: none"> Number of agreed partnering actions | | | |
| | HWP1.6 Develop and implement action plan. | <ul style="list-style-type: none"> Alliance members TLC3 G21 & GSC | <ul style="list-style-type: none"> Number of actions completed Reported outcomes of actions to Council and BSW RMF | | | |

HWP = Health & Wellbeing Alliance Priority

OM112704-3**2012 GENERAL REVALUATION**

| | | | |
|-------------|--------------------------------|-----------|--|
| AUTHOR: | Paul Carmichael | ENDORSED: | Colin Hayman |
| DEPARTMENT: | Corporate & Community Services | FILE REF: | GEN00123
Valuations & Rating/2012 Revaluation |

Purpose

The purpose of this report is to initiate the 2012 general revaluation as required by section 6 (1) and section 13DC (3) of the Valuation of Land Act. This requires Council to cause a valuation of all properties in the Shire to be returned to the Council before 30 June 2012.

Declaration of Interests

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

Background

Council's valuations are provided by its contract valuer, Landlink Opteon (previously Southern Cross Property Services) and are prepared in accordance with the Valuation Best Practice Guidelines (VBP) provided by the Valuer General of Victoria (VGV). The valuations provided as the 2012 general revaluation will be used for the calculation of municipal rates for the 2012-2013 and 2013-2014 financial years.

As with previous valuations, the 2012 general revaluation will be conducted in five stages.

The stages and the due dates are as follows:-

| Stage | Action to Occur | Due Date |
|-------|--|------------|
| 1 | Preparation of data tables & review of 2010 data against sales | 28/02/2011 |
| 2 | Prepare preliminary residential and rural property valuations | 31/10/2011 |
| 3 (a) | Prepare specialist property valuations | 31/08/2011 |
| (b) | Prepare commercial and industrial property valuations | 31/01/2012 |
| 4 | Review and finalize Stage 2 valuations | 31/03/2012 |
| 5 | Review all valuations and return revaluation to Council | 30/04/2012 |

Once returned, the valuations are used by Council for rate modelling as part of the budget preparation process for the following year (ie: 2012-2013).

Stage 1 of the revaluation has been completed to the satisfaction of the Valuer General and the first part of Stage 2 data (for residential properties in Colac and small towns) has been provided by the valuer and submitted to the Valuer General for checking and analysis.

The valuations returned represent an estimate of the market value of all properties within the shire at as 1 January 2012. The valuations for residential and farm properties are based primarily on sales of similar properties in the period from July 2010 – January 2012. Valuations for commercial and industrial properties are based on other factors as well, such as rental return able to be generated from the property within the same period.

Council Plan / Other Strategies / Policy**Leadership and Governance**

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

Causing the 2012 general revaluation to be undertaken complies with the Leadership and Governance objective outlined in the Council Plan in that it meets Council's statutory and legal obligations to its community by ensuring that the basis of municipal rating is fair and equitable and complies with relevant legislation.

Issues / Options

The recommended resolution is a legislative requirement. There are there no other options available as Council must cause a revaluation of properties to be prepared.

Proposal

A Council resolution is required under section 13DC of the *Valuation of Land Act 1960* to cause a general revaluation of all properties within the shire as at the prescribed date of 1 January 2012.

Financial and Other Resource Implications

Funds for the cost of the revaluation are budgeted for. Total cost of the revaluations and other valuation services will be approximately \$205,000.

The State Revenue Office also pays an amount to Council for use of its valuations for Land Tax purposes. This amount has not yet been determined, but is expected to be approximately \$95,000 which will be included in the 2012-13 budget.

Risk Management & Compliance Issues

Staff employed by Landlink Opteon are required to observe Occupational Health and Safety requirements that apply to Council staff. It is pointed out that work conducted under this contract constitutes a minimal risk.

Environmental and Climate Change Considerations

Not applicable.

Community Engagement

The community engagement strategy will follow the recommendations of the Colac Otway Shire Council Community Engagement Policy of January 2010, which details five levels of engagement – inform, consult, involve, collaborate and empower.

The method selected would be inform and includes provision of information regarding the new valuations by the issue of Valuation and Rates Notices in August 2012. There is a two month period after issue of this notice for objections to the valuation to be lodged.

Implementation

The preparation of the general revaluation will be conducted in accordance with the stages set out above.

Conclusion

Council is required by the Valuation of Land Act to cause a revaluation of all properties within the Shire to be prepared.

Attachments

Nil

Recommendation(s)***That Council:***

- 1. Resolves that it cause a revaluation of properties and Council assets within the Shire to be conducted by its contract valuer Landlink Opteon to be returned by 30 April 2012 in accordance with Section 13DC (5) of the Valuation of Land Act.***
- 2. Resolves that the Valuer General and other rating authorities in the area be notified of this resolution in accordance with Section 6(1) of the Valuation of Land Act.***
- 3. Resolves that Council's contract valuer, Landlink Opteon be advised of this resolution.***

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**OM112704-4****APOLLO BAY SENIORS CITIZEN CENTRE - LEASE RENEWAL**

|             |                                |           |                             |
|-------------|--------------------------------|-----------|-----------------------------|
| AUTHOR:     | Greg Fletcher                  | ENDORSED: | Colin Hayman                |
| DEPARTMENT: | Corporate & Community Services | FILE REF: | 4 Whelan Street, Apollo Bay |

**Purpose**

This report is to provide Council the opportunity to renew the lease of the Apollo Bay Senior Citizens Centre (the Centre) to Otway Health & Community Services (OHCS), with an amendment made to the lease since this matter was first raised with Council in December 2010.

**Declaration of Interests**

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

**Background**

The principal lease for the Apollo Bay Senior Citizens Centre was made between the former Shire of Otway and the Apollo Bay & District Hospital (“the tenant”) on 24 August 1994 for a period of 3 years. This lease arrangement has been regularly renewed on a number of occasions. Prior to the previous lease Council undertook extensive consultation which guided the development of a lease that considered communication and operational procedures. An Advisory Committee consisting of representatives from OHCS, an officer from Colac Otway Shire Council and current user groups meets on a quarterly basis to discuss issues of maintenance, usage, coordination and issues of concern. This is a progressive and cooperative approach to discuss issues of importance and carry out actions that are deemed necessary.

The Centre is currently used by a number of groups on a regular basis including the Senior Citizens Club, Probus, Red Cross, Lionsville and OHCS.

At the 15 December 2010 Council Meeting it was resolved:

*“That Council signs and seals the lease of the Apollo Bay Senior Citizens Centre for a further 5 year period with Otway Health and Community Services at a lease fee of \$1 per annum.”*

It should be noted that the Lease attached to the Council Report was not the final lease document.

A number of changes have been made to the document that was previously presented to Council. These included wording changes to the insurance clause in item 6 and associated Schedules.

Other changes:

- Schedule A 1.11 refers to the servicing of existing safety equipment by OHCS. This has been amended to the read servicing of existing fire extinguishers by OHCS.
- Schedule A 1.15 has been extended with the words ‘as required by standards for a building of class and use’.

- Schedule A 10 has been amended to require OHCS to provide a list of all equipment to Council annually for insurance purposes.
- Schedule 11 has been amended to include Council, as well as OHCS, as not accepting responsibility for any equipment which is for the exclusive use of a Club.

Some other very minor grammatical changes have been to the lease.

A copy of the current lease showing tracked changes is attached to this report.

### **Council Plan / Other Strategies / Policy**

#### Community Health and Wellbeing

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**

Otway Health & Community Services have overseen a process to harmonise usage of the Centre with respect and fairness to the Seniors' Club and ongoing welcoming and support for other groups that involve seniors. The Centre has also been utilised for health and wellbeing activities provided they are appropriate to be held within the Centre. Community and civic functions and private celebrations are also held at the Centre. All ongoing bookings and activities are arranged through OHCS.

The changes in the proposed amendments recognise the roles and goodwill that OHCS and Council have to see the promotion and implementation of health and wellbeing initiatives in Apollo Bay.

### **Proposal**

It is proposed that OHCS continues as the lessee for the Centre after considering their commitment to community health and wellbeing, particularly for the senior citizens of the Apollo Bay region.

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

It is proposed that the lease be set at \$1 per annum, which continues the current leasing arrangements. OHCS would be responsible for all gas, electrical, telephone, water and sewerage charges. Under Schedule A OHCS would reimburse Council for insurance premiums.

OHCS would also be responsible for maintaining the buildings and surrounds and undertaking other obligations as defined in the lease.

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

Details of risk are outlined in clauses 5 and 6 of the lease.

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

Not applicable.

### **Community Engagement**

The community engagement strategy will follow the recommendations of the Colac Otway Shire Council Community Engagement Policy of January 2010, which details five levels of engagement – inform, consult, involve, collaborate and empower.

The engagement method used for the Advisory Committee would include all of the five levels of IAP2 depending on the issue.

The renewal of the lease has involved ongoing discussions with OHCS.

**Implementation**

It is proposed that Council sign both copies of the lease and forward them to OHCS for signing. After which, one copy is to be retained by OHCS and the other copy by Colac Otway Shire.

**Conclusion**

This long standing lease arrangement with OHCS has provided an ideal way to promote and support community health and wellbeing for elders and others from the Apollo Bay region.

**Attachments**

1. Apollo Bay Senior Citizens Lease - 2010

**Recommendation(s)**

***That Council signs and seals the lease of the Apollo Bay Senior Citizens Centre for a further 5 year period with Otway Health and Community Services at a lease fee of \$1 per annum from 1/7/2010 to 30/6/2015.***

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LEASE

COLAC OTWAY SHIRE COUNCIL

-and-

***THE OTWAY HEALTH AND
COMMUNITY SERVICES***



THIS LEASE made the 1st day of July 2010

BETWEEN

COLACOTWAY SHIRE COUNCIL of 2-6 Rae Street Colac 3250 ("the Council")

and

THE OTWAY HEALTH AND COMMUNITY SERVICES of McLachlan Street, Apollo Bay 3233 ("OHCS")

WITNESSES as follows:

1. In Consideration of the rent and the covenant by OHCS hereinafter reserved and contained the Council hereby demises OHCS all that piece of land ("the premises") being situated at 4 Whelan Street, Apollo Bay together with the improvements thereon TO HOLD unto OHCS for a term of five years commencing on 1 July 2010 and expiring 30 June 2015 paying therefore during the term (and proportionately for any fraction of a year) the rent, subject to Clause 4(7) of one dollar a year payable yearly in advance if and when demanded by the Council.
2. OHCS hereby covenants with the Council to observe and perform the provisions and stipulations contained in Schedule A hereto.
3. The Council hereby covenants with OHCS and OHCS observing and performing the provisions and stipulations contained in Schedule A hereto shall peaceably hold and enjoy the leased premises during the tenancy without any interruption by the Council or any person rightfully claiming under or in trust for it.
4. Provided always and it is agreed as follows:
 - (1) The Council may forthwith determine the tenancy hereby created without prejudice to the Council's rights and remedies in respect of any such breach if:
 - (a) The reserved rent or any part thereof shall be in arrears for twenty-one days (after legal demand); or
 - (b) There is a breach of any stipulation or provision contained in Schedule A which continues for fourteen days after notice thereof given by the Council to OHCS; or
 - (c) OHCS shall cease to exist; or
 - (d) OHCS vacates the premises without the approval of the Council which approval shall not be unreasonably withheld, for a continuous period in excess of two (2) months.
 - (2) OHCS may not remove on the termination of the tenancy all or any building structures or fixtures placed on the premises by it.
 - (3) Any notice required to be given to OHCS shall be duly served if sent by post in a prepaid letter addressed to the Chief Executive officer of OHCS at the premises and

any notice to the Council shall be duly served if sent in like manner addressed to its' business address. Any such notice shall be deemed to have been received on the day on which it ought in due course of post to have been delivered.

- (4) If the premises shall be destroyed or damaged whether by fire or otherwise so as to be unfit for occupation or use OHCS may forthwith by notice in writing to the Council:
 - (a) Determine this Lease; or
 - (b) Shall be entitled to a reduced rental during the period the premises are unfit for occupation or use provided the notice also specifies that OHCS intends reinstating the premises and OHCS substantially effects the reinstatement within twelve months of the date of giving the notice and if any dispute shall arise as to whether such notice was properly given the same shall be determined under and in accordance with the Commercial Arbitration Act 1984, as amended or re-enacted. If the premises are not substantially reinstated during the period of twelve months then this Lease may be determined by the Council.
 - (c) The Council shall not be obliged to reinstate the premises if they are substantially or totally destroyed by fire.
- (5) OHCS will ensure that a public risk policy is in force with respect to the premises (and shall provide evidence of such policy at the Council's request) for any single incident indemnifying OHCS and the Council against claims in the sum of not less than ten million dollars.
- (6) ~~The Council OHCS will take out and keep in force in the joint names of the Council and OHCS a policy of insurance with an Insurance office approved by the Council (such approval not to be unreasonably withheld) to insure and to keep insured the demised buildings and any general property and equipment identified in the asset register as required in Schedule A10 ("the Contents") from loss or damage by fire, flood, lightning, storm, tempest, earthquake, riot, civil commotion, explosion, malicious damage, impact of vehicles or aircraft or articles dropped there from to the full replacement cost of the said buildings and the Contents, and to pay all premiums necessary for that purpose before the same shall become due and whenever required to produce to the Council the policy of insurance and the receipt for the current year's premium and (unless in the case of destruction or damage by fire any moneys payable under a policy shall be refused payment by reason of any act of default of OHCS or the servants or agents of OHCS) to cause all moneys received by virtue of any such insurance together with such other sums as may be required to be forthwith laid out in rebuilding or reinstating or~~

~~replacing the said buildings and the Contents so that the same may be as commodious and convenient in all respects as they were before the destruction or damage took place.~~

- (7) If OHCS assigns or sublets the premises or any part of it to any person or entity and, in the unfettered discretion of the Council, the Council is of the opinion that the assignee or the sub-tenant, as the case may be, will not use the premises as assigned or the part sub-let, as the case may be, for the Primary Purposes as here in defined then the Council may demand that the rental for the premises as assigned or the part sub-let, as the case may be, be redetermined and the rental from the date of assignment or sub-letting for the premises as assigned or the part sub-let, as the case may be, at the time as agreed between the Council and the assignee or sub-tenant, as the case may be, but if they are unable to agree within one month of the date of assignment or sub-letting, as the case may be:
- (a) The Council and the assignee or sub-tenant, as the case may be, may each appoint a valuer to decide the market rent;
 - (b) When the first party to appoint a valuer notifies the other party of the appointment and the identity of the valuer, the other party must, not later than 14 days after that time, appoint its valuer and notify the first-mentioned party of the appointment and of the identity of its valuer, and it is essential to comply with this time limit;
 - (c) If only one valuer is appointed and notified to the other party within time, that valuer alone will decide the market rent;
 - (d) If each party appoints a valuer, the valuers must try to decide the market rent jointly;
 - (e) If each party appoints a valuer and the valuers have not decided the market rent jointly within thirty days from the date of appointment of the valuer last appointed, each valuer will separately decide the market rent and notify the other valuer of his or her determinations;
 - (f) When the first valuer to decide the market rent notifies the other valuer of his or her determination, the other valuer must notify the first valuer of his or her determination within seven days after being notified, and it is essential to comply with this time limit;
 - (g) The rent as from the date of assignment or sub-letting will be:
 - (A) If only one value has decided the market rent or has notified the other valuer of his or her determination within time, the market rent decided by that valuer;

- (B) If both valuers have jointly decided the market rent, the market rent decided by them; or
- (C) If both valuers have separately decided the market rent, the average of the market rents decided by them.
- (8) OHCS shall have the right at its expense to make repairs and carry out reasonable maintenance to the building on the premises including the roof and roof guttering and the down pipes and the external walls and windows.
- (9) OHCS may determine the tenancy hereby created at any time by giving one month's notice in writing to the Council.

EXECUTED AS A DEED

SCHEDULE A

Obligations of OHCS

- 1.1 To pay when due all gas electricity telephone water and sewerage charges.
- 1.2 To keep and maintain the gardens and grounds of the premises in reasonable order and condition.
- 1.3 To keep the buildings on the premises in the same condition as at the commencement of the term (fair wear and tear excepted) or as altered or modified in accordance with the provisions of the Lease and properly cleaned repaired and maintained.
- 1.4 To keep the buildings on the premises free of rubbish and keep all waste in proper receptacles and arrange for its regular removal.
- 1.5 To replace all cracked or broken glass with glass of similar quality as required by standards for a building of class and use.
- 1.6 To immediately repair or replace all defective or missing services lights doors windows and fastenings.
- 1.7 To immediately notify the Council in writing of any missing or defective locks and keys.
- 1.8 To maintain in proper working order all drains toilets sinks guttering and pipes.
- 1.9 To promptly give notice in writing to the Council of any damage to or defect in the premises or any of its services and of the service by any authority of any Notice of Order affecting the premises.

- 1.10 To permit the Council and its agents and workmen if necessary with equipment to enter the premises during normal business hours upon reasonable notice and in cases of emergency at any time:-
 - (I) To inspect the premises;
 - (II) To carry out any repair or alteration; and
 - (III) To comply with any notice or order of any competent authority.
- 1.11 To take all reasonable precautions required by law against fire including the servicing of existing safety equipment but OHCS shall not be liable to make structural alterations or install equipment.
- 1.12 To keep the driveway in reasonable order and repair so as to provide proper access for vehicles.
- 1.13 Not do or allow anything which may cause nuisance damage or disturbance to the Council or the owners of the occupiers of adjacent premises.
- 1.14 Not do or allow anything which may result in any insurance on any building becoming void or voidable, or any claim being declined or any premium being increased and to indemnify Council should damage eventuate.
- 1.15 Not keep or use chemicals flammable liquids or other hazardous materials on the premises other than any as may be required for the purposes for which OHCS uses the premises and only if any safety precautions recommended by the manufacturer and/or the supplier are complied with as well as compliance with any legislative requirements.
- 1.16 Not make any alterations or additions to the premises except in accordance with the Council's consent which may be given or withheld at the Council's discretion save that OHCS may install without the Council's consent any fixtures or fittings reasonably required for the permitted use.
- 1.17 Not interfere with any of the services in or to the premises except in an emergency.
- 1.18 To pay during each year of the term all outgoings affecting the premises including all rates charges taxes (including any Goods and Services Tax so that any rent or other amount receivable by the Council is nett of any tax) and other liabilities payable on the premises and any special rates or charges imposed by any Statutory Authority or Public Utility and in so far as necessary OHCS shall join with the Council ensuring that the premises are separately metered or charged.
- 1.19 Not to put any safe or safes or other heavy articles machinery or equipment in the premises save of such weight and in such place as may be approved by the Council.
- 1.20 To comply with and observe at its expense all notices orders or directions given by any Statutory or Public Authority.

2. To use the premises in a fair and reasonable manner and keep and at the end thereof deliver up the premises to the Council in good repair as at present or as hereafter improved or modified by the Council or, with its consent, by OHCS (fair wear and tear excepted) with the glass all whole in the windows and doors and the locks and keys and doors and door fastening and sewage connections and sanitary and other fittings and conveniences thereto belonging in good order except as aforesaid.
3. Not to assign, underlet or part with the possession of the leased premises or any part thereof without first obtaining the written consent of the Council.
4. Not to make any alterations in or additions to the demised buildings or other structures on the premises except as shall be approved of as to site dimensions or otherwise by the Council or its surveyor after submission to the Council by OHCS of the proposed plans and specifications thereof or otherwise permitted by the Lease.
5. To use the premises for the:
 - 5.1 Primary Purposes of a Senior Citizens Centre (“the Centre”);
 - 5.2 Purposes of that comply with the zoning and, if required, any applicable legislation, permit, local law or licence;
 - 5.3 Other users of the Centre include HACC funded or community based activities for HACC clientele.
6. To comply with the zoning and any permit or local law of the Council relating to the premises.
7. To pay;
 - 7.1 To Council the cost of the insurance premiums due as required in item 6
 - 7.1.2 the Council’s costs of and incidental to the preparation and stamping of this Lease and of any assignment or sub-tenancy; and
 - 7.1.3 The stamp duty on this Lease and of any assignment or sub-tenancy.
8. To notify the Council of any hazards or items of concern which may result in liability to OHCS or to the Council or damage to the premises.
9. OHCS will provide for the ongoing maintenance of general use equipment at the Centre.
10. That an asset register be kept by OHCS of all general use equipment, including but not limited to chairs, tables, crockery, cutlery, electrical equipment and appliances, and stage equipment, and to forward this list to the Council annually for insurance purposes. Any new equipment purchased by OHCS would remain the property of OHCS and would be contained in their asset register, although located at the Centre.

11. Clubs that use the Centre, and have exclusive use of their equipment will be required to secure and maintain that equipment. OHCS is to obtain an asset register from each Club of its equipment, indicating which equipment is for that Club's exclusive use and which is for general use. OHCS and Council will not accept any responsibility for equipment which is for the exclusive use of a Club but will maintain any equipment which is for general use.
12. The Centre will be cleaned at least three times per week by OHCS or their contractor, and at other times dependant on bookings. A light vacuum cleaner will be made available for use by user groups, if required.
13. The telephone located at the Centre is for local calls only. Telephone calls for taxis can be made through OHCS whose staff will immediately order a taxi on behalf of the caller.
14. That an Advisory Committee be established and chaired by OHCS to advise on issues related to the activities at the Centre. These issues would include equipment and property maintenance, funding opportunities and user group issues. OHCS is to review Terms of Reference for the Advisory Committee, which are to be approved by the Council.

This Advisory committee should consist of 2 representatives from OHCS, an officer from Council and representatives in such number as determined by the Terms of Reference from the Senior Citizens club, Lionsville, Probus, Apollo Bay Branch Red Cross and other HACC groups that regularly use the Centre.

The Terms of Reference should designate the number of representatives from each group and include consideration of successor or new groups of seniors and their representation on the Advisory Committee.

15. To deliver up the premises at the termination of the tenancy in a condition consistent with the foregoing provisions.
16. The OHCS Occupational Health and Safety policies, practices and procedures are applicable to the Apollo Bay Senior Citizens Centre for employees, centre users, community members and contractors.

THE COMMON SEAL of THE OTWAY)
HEALTH AND COMMUNITY SERVICES)
was hereto affixed by order of the Board of)
Management in the presence of:)

..... Chief Executive Officer

THE COMMON SEAL of COLAC OTWAY)
SHIRE COUNCIL was hereto affixed in)
Accordance with its Local Law No. 4)

..... Chief Executive Officer

OM112704-5

AUTHORISATION OF OFFICERS (PLANNING AND ENVIRONMENT ACT)

| | | | |
|-------------|--------------------------------|-----------|---------------------|
| AUTHOR: | Colin Hayman | ENDORSED: | Rob Small |
| DEPARTMENT: | Corporate & Community Services | FILE REF: | GEN0460 Delegations |

Purpose

To appoint authorised officers under the *Planning and Environment Act 1987*.

Declaration of Interests

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

Background

- (a) The *Planning and Environment Act 1987* regulates enforcement and is reliant on authorised officers acting on behalf of the Responsible Authority.
- (b) Currently Council's authorised officers are acting under a broader Appointment and Authorisation by the Chief Executive Officer pursuant to Section 224 of the *Local Government Act 1989*.
- (c) Council previously received legal advice recommending that authorised officers be appointed by Council using a new instrument to address specific authorisation provisions of Section 147(4) of the *Planning and Environment Act 1987* versus the broader authorisations of Section 224 of the *Local Government Act 1989*.
- (d) The broader Instrument of Appointment and Authorisation by the Chief Executive Officer pursuant to Section 224 of the *Local Government Act 1989* must also be retained as it appoints the officers as authorised officers for the administration and enforcement of other acts.

Council Plan / Other Strategies / PolicyLeadership and Governance

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

Issues / Options

This Instrument of Authorisation relates only to the powers arising from the *Planning and Environment Act 1989*. Currently, the power to commence proceedings in Council's name is also delegated under the Instrument of Delegation from CEO to Council Staff. Staff members authorised under other legislation, such as the *Local Government Act 1989*, are appointed under delegation by the CEO.

Proposal

The proposal is to appoint Daniel Pech and Craig Cameron as authorised officers pursuant to Section 147(4) of the *Planning and Environment Act 1987* and the regulations made under that Act.

Financial and Other Resource Implications

Nil

Risk Management & Compliance Issues

The *Planning and Environment Act 1987* regulates enforcement and is reliant on authorised officers acting on behalf of the Responsible Authority. The authorisation of officers under this Instrument is consistent with legal advice received.

Environmental and Climate Change Considerations

Nil

Community Engagement

The community engagement strategy will follow the recommendations of the Colac Otway Shire Council Community Engagement Policy of January 2010, which details five levels of engagement – inform, consult, involve, collaborate and empower.

Legal advice was provided as part of the Delegations and Authorisations Service. Information that Council subscribes to.

Implementation

The attached Instrument of Appointment and Authorisations (*Planning and Environment Act 1987*) come into force immediately upon their executing.

Conclusion

Council received legal advice recommending that Council appoint authorised officers pursuant to Section 147(4) of the *Planning and Environment Act 1987* for matters relating to planning compliance and enforcement.

Attachments

1. Instrument of Appointment and Authorisation

Recommendation(s)

That:

- 1. Council appoints Daniel Pech and Craig Cameron as authorised officers pursuant to the Planning and Environment Act 1987;***
- 2. The Instrument of Appointment and Authorisation come into force immediately the common seal of Council is affixed to the Instrument and remains in force until Council determines to vary or revoke it; and***
- 3. The Instrument of Appointment and Authorisation be sealed.***

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INSTRUMENT OF APPOINTMENT AND AUTHORISATION

(*Planning and Environment Act 1987*)

In this Instrument “**officer**” means –

**DANIEL PECH**

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

1. Under section 147(4) of the *Planning and Environment Act 1987* appoints the officer to be an authorised officer for the purposes of the *Planning and Environment Act 1987* and the regulations made under that Act; and
2. Under section 232 of the *Local Government Act 1989* authorises the officer generally to institute proceedings for offences against the Acts and Regulations prescribed in this Instrument.

It is declared that this Instrument –

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

This Instrument is authorised by a resolution of the Colac Otway Shire Council on 27 April 2011.

THE COMMON SEAL of Colac Otway Shire  
Council was hereunto affixed in the presence of:

.....  
Chief Executive Officer

Dated .....



INSTRUMENT OF APPOINTMENT AND AUTHORISATION

(*Planning and Environment Act 1987*)

In this Instrument “**officer**” means –

**CRAIG CAMERON**

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

3. Under section 147(4) of the *Planning and Environment Act 1987* appoints the officer to be an authorised officer for the purposes of the *Planning and Environment Act 1987* and the regulations made under that Act; and
4. Under section 232 of the *Local Government Act 1989* authorises the officer generally to institute proceedings for offences against the Acts and Regulations prescribed in this Instrument.

It is declared that this Instrument –

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

This Instrument is authorised by a resolution of the Colac Otway Shire Council on 27 April 2011.

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

.....  
Chief Executive Officer

Dated .....

OM112704-6

**TERMS OF REFERENCE - COLAC COMMUNITY LIBRARY  
AND LEARNING CENTRE JOINT COMMITTEE**

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

**Purpose**

To note that the Terms of Reference for the Joint Committee of the Colac Community Library and Learning Centre (CCLLC) have been agreed to by all parties.

**Declaration of Interests**

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

**Background**

As part of the Development and Joint Use Agreement for the CCLLC facility a “*Terms of Reference*” are to be established and are to form Annexure D of the Agreement.

The Terms of Reference have been developed over a number of months and have now been agreed to by all parties to the Agreement.

**Council Plan / Other Strategies / Policy****Leadership and Governance**

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

**Issues / Options**Terms of Reference

The Terms of Reference are to form Annexure D of the Development and Joint Use Agreement.

The Terms of Reference include:

- Mandate
- Vision
- Principles
- Objectives
- Member of the Joint Committee
- Attendance of others at Joint Use Advisory Committee
- Terms of Committee Members
- Resignation
- Role of the Committee, Chair and Members
- Meeting Procedures
- Planning Requirements
- Report and Communication
- Conflict of Interest
- Dispute Resolution

### Creation and Operation of the Joint Committee

Clause 15.1 of the Development and Joint Use Agreement indicates that the parties will establish a Joint Committee in respect of the facility.

The clause also provides details on the membership and functioning of the Committee.

### Approval by all Parties

The Terms of Reference have been agreed to by all parties to the Agreement:

- The Minister for Education;
- Council of Colac Secondary College; and
- Colac Otway Shire

### **Proposal**

That Council notes that the Terms of Reference have been agreed to by all parties.

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

Not applicable

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

A Terms of Reference (Roles and Functions) are required under the Development and Joint Use Agreement.

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

Not applicable

### **Community Engagement**

The community engagement strategy will follow the recommendations of the Colac Otway Shire Council Community Engagement Policy of January 2010, which details five levels of engagement – inform, consult, involve, collaborate and empower.

The community engagement strategy will follow the recommendations of the Colac Otway Shire Council Community Engagement Policy of January 2010, which details five levels of engagement – inform, consult, involve, collaborate and empower.

The development of the Terms of Reference has involved consultation with the various parties as well as extensive involvement of the Joint Use Committee who have discussed the Terms of Reference at a number of meetings.

### **Implementation**

The Terms of Reference will form part of the Development and Joint Use Agreement – Annexure D.

### **Conclusion**

The Terms of Reference (Role and Functions) for the Joint Use Advisory Committee is a requirement under the Development and Joint Use Agreement.

The Terms of Reference have been developed following a number of discussions including meetings of the Project Management Group, a joint governance workshop and the Joint Use Advisory Committee.

**Attachments**

1. Terms of Reference - Annexure D - CCLLC

**Recommendation(s)**

***That Council notes that the Terms of Reference for the Colac Community Library and Learning Centre Joint Use Committee have been agreed to by all parties.***

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Colac Community Library
and Learning Centre

ANNEXURE D

TERMS OF REFERENCE Colac Community Library and Learning Centre Joint Committee

Background

A Joint Committee is to be established pursuant to clause 15 of the Development and Joint Use Agreement (DJUA) entered into between the Minister for Education, the Council of Colac Secondary College and the Colac Otway Shire Council.

The purpose of the Joint Committee, as defined in clause 15.1(f) of the DJUA is to ensure consistent approaches to the use of the Facility which reflect the needs of the College, the Shire Council and the community.

These Terms of Reference have been developed to meet the requirements of clause 15.1(i) of the DJUA setting out the role and functions of the Joint Committee. The Terms of Reference form Annexure D to the DJUA.

The name of the facility was obtained through public consultation and is hereafter referred to as the Colac Community Library and Learning Centre.

Vision

The Colac Community Library and Learning Centre offers an energising focal point that embraces learning, education and social connection for our community.

Principles

Access

all areas and services in the *Colac Community Library & Learning Centre* to be available within the context of the Joint Use Agreement to the community during operating hours, with adequate provision for use out of hours.

Opportunity

stakeholders to have input and participate in the planning, use and evaluation of the *Colac Community Library & Learning Centre*

Life long learning

promote and recognise the *Colac Community Library & Learning Centre* as a community asset.

Positive relationships

encourage staff and all user groups to build on creating a friendly and safe environment.

Leadership

all partners are responsible for the leadership and delivery of the *Colac Community Library & Learning Centre*.

Consensus oriented

a shared understanding of the objectives and management of the partnership.

Transparency

decisions are based on clear criteria and are able to be scrutinised

Integrity and stewardship

the *Colac Community Library & Learning Centre* must be delivered legally and ethically

Objectives

The Colac Community Library and Learning Centre

1. Provides a welcoming community space that supports and advances intergenerational learning.
2. Enriches lives through reading.
3. Delivers a contemporary library service for the community.
4. Offers for all stages of life an exciting variety of educational and learning activities.
5. Promotes and integrates early years service delivery and activities.
6. Provides an accessible place where the community can connect to meet and have opportunities to pursue their interests and wellbeing.
7. Embeds educational leadership with the wider community through the facility.
8. Offers a technical rich environment and cultural opportunities to connect each other and the world.

Membership of the Joint Committee

Clause 15.1 (a) of the Development and Joint Use Agreement.

- (i) 2 members appointed by the College Council ("the College Council Representatives");
- (ii) 2 members appointed by the Shire Council ("the Shire Council Representatives");
- (iii) 1 member of the Library Operator (if one is appointed) ("the Library Operator Representative");
- (iv) 2 independent community representatives who have submitted an expression of interest and whose appointment is approved by both the Shire Council and the College Council.

TOTAL = maximum seven members

Note:

The number of community representatives was increased to 3 following approval of the various parties involved which increased the membership of the Committee to **eight members**.

Attendance of others at Joint Committee

School and Municipal Councillors may attend the Committee meetings as observers with no voting rights. If items of confidentiality arise observers will be asked to leave the meeting until item has been resolved.

If the Committee wishes to have a guest speaker or an expert to present to the group it would generally require discussion and agreement with the Committee before proceeding. The Chair has the right to invite guests as appropriate to further discussions. Guests have no right to voting.

Term of Committee Members

The representatives from Colac Otway Shire Council, the Colac Secondary College Council and the library operator from Corangamite Regional Library Corporation will be elected according to the protocols of each organisation.

The community representatives' positions will be open to the community on a three year basis through an expression of interest process.

Resignation

If a member of the Joint Committee resigns his/her position, a replacement is to be found from the sector they represent as soon as practicable. The exception is the community representatives, which will be opened through an expression of interest process to the community.

Role of the Committee, Chair and Members

Role of the Joint Committee

- Recommend strategic actions and specific policy.
- Develop and maintain an active business plan.
- Establish community identified priorities for early action.
- Ensure that the perspectives of all people in particular those people that are experiencing disadvantage are taken into account.
- Advocate the functions and activities of the Colac Community Library & Learning Centre.
- Encourage innovation and community development.

The Chair will ensure that:

- meetings reflect the principles and are consistent with the Terms of Reference.
- meetings start and end at the appointed times.
- the agenda is relevant and manageable within the time constraints of the meeting.
- minutes are taken.
- agreed actions are followed up and resolved within the allocated timeline.

All members will:

- attend meetings and participate in accordance with the Terms of Reference.
- collaborate with other members regarding the development and implementation of the Joint Committee Plan.
- agree in principle to a consensus decision making model.

All members will be responsible for upholding the following values:

- respecting the ideas and beliefs of all members.

- providing an atmosphere where all members feel comfortable to participate.
- being transparent, honest and trustworthy.

Meeting Procedures

Meeting schedule

Clause 15.1 (g) of the Development and Joint Use Agreement:

"The Joint Committee will meet at least quarterly, unless the parties agree otherwise."

Members will be required to RSVP to the Chair for non-attendance of meetings. Work Group or Sub-Committee meetings will be scheduled as required.

Location

The location of the meetings will be the Colac Community Library and Learning Centre.

Meeting/ Minutes: Protocol

Meeting outcomes and actions will be recorded as minutes and will include any recommendations in line with the Joint Committee Plan. Minutes will follow a template. All attendees and apologies will be included. Minutes will be forwarded to members of the Committee within two weeks of the meeting.

Minutes of the meetings will be forwarded to the Colac Otway Shire Council and the College Council with confidential items clearly identified

Quorum

Clause 15.1 (h) of the Development and Joint Use Agreement:

"The Joint Committee must not conduct any business unless:

(ii) if a Library Operator has been appointed, at least 4 members are present in person including the Library Operator Representative, at least 1 of the members appointed by the College Council and at least 1 of the members appointed by the Shire Council."

Recommendation protocol

The meetings are intended to be formal, collaborative and inclusive. The aim is to reach consensus and if this is not achieved a majority voting model shall be practised. The chair will have the casting vote if required after the members have voted in cases of tied voting. Voting numbers will be recorded in the minutes.

Planning Requirements

The Committee is required to develop a three year Joint Committee Plan and an Annual Plan taking into account other plans such as the Corangamite Regional Library Corporation and the College Business Plan. The Joint Committee Plan needs to be endorsed by both College and Shire Council. This may include the following elements but not be limited to:

Vision

Objectives

- Customer/community service
- Human resource management
- Risk management
- Financial management
- Marketing and communications
- Policy & procedure framework (The hiring of the facility is within this framework)

Reporting and Communication

Annual Report

The Joint Committee must submit an Annual Report to both Colac Secondary School Council and Colac Otway Shire Council on the progress and outcomes from the Joint Committee Plan and Annual Plan actions in line with the calendar year.

Communications protocol

If further communication/reporting are required this will be through the senior administrator, College Council nominated and the senior executive, Shire Council nominated on the Joint Committee.

Media Protocol

All media enquiries need to be approved by the College and Shire Council. Spokesperson will be the Chair of the Committee or a person nominated by the Committee. To ensure consistency, members of the Joint Committee are not to speak directly to the media in relation to the Joint Committee.

Confidentiality

Members are required to maintain an appropriate standard of confidentiality. Any disclosures of confidential information in the agenda and minutes will be treated as a serious offence.

Conflict of Interest

If a member of the Joint Committee has a conflict of interest in relation to a matter in which the Joint Committee is concerned, or is likely to be considered or discussed, the member must disclose the conflict of interest to the Joint Committee before the matter is considered or

discussed at the meeting. Disclosure must include the nature of the relevant conflict of interest and be recorded in the minutes of the meeting.

- (a) Where a member has declared a conflict of interest they are to leave the room while any discussions or any vote is taken in relation to the matter.
- (b) The member is to remain outside the room or other area while meetings are being conducted so that they are both out of view or hearing of the matter.
- (c) The member may return to the room after consideration and voting on the matter have been finalised.

Dispute Resolution

Clause 15.1 (j) of the Development and Joint Use Agreement:

"If the Shire Council's Representatives and the College Council's Representatives have attempted to resolve an issue through the Joint Committee yet the issue has not been resolved to the satisfaction of all parties then any party may submit the issue to dispute resolution in accordance with clause 17."

Notice of dispute

Clause 17.1 of the Development and Joint Use Agreement:

"The parties agree to consult in good faith with each other, but if any dispute or difference arises between the parties with respect to or arising out of or in connection with this Agreement (except in relation to a dispute under clause 19.2), then a party may serve upon the other parties a notice of the dispute or difference which shall be resolved in the manner set out in this clause 17."

Expert

Clause 17.2 of the Development and Joint Use Agreement:

"If a dispute or difference that is the subject of a notice served under clause 17.1 is not settled within 14 days of receipt of the notice, it will be settled by an expert appointed by the Chairperson or acting Chairperson of the Victorian Chapter for the Institute of Arbitrators and Mediators, Australia, who shall be requested to appoint an independent person reasonably expert in the matter or areas the subject of the dispute or difference."

OM112704-7

S86 COMMITTEE OF COUNCIL - ELECTION OF COMMITTEE

| | | | |
|-------------|--------------------------------|-----------|--------------------------------|
| AUTHOR: | Colin Hayman | ENDORSED: | Rob Small |
| DEPARTMENT: | Corporate & Community Services | FILE REF: | 370 Swan Marsh Road Swan Marsh |

Purpose

To consider appointment of newly elected committee members to the Pirron Yallock Recreation Reserve Committee of Management.

Declaration of Interests

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

Background

Council appoints Committees of Management under Section 86 of the *Local Government Act 1989* as Special Committees to Council to act in accordance with rules and conditions of appointment adopted by Council. The purpose of the Committees is to manage the operations of the facility. Council policy is that Committee of Management members are appointed for a three year term.

A meeting to appoint new Committee members was conducted on the following date:

Pirron Yallock Recreation Reserve

21 March 2011

Council Plan / Other Strategies / Policy**Leadership and Governance**

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

The Council Plan 2009-2013 has the following vision and mission:

Our Vision – Council will work together with our community to create a sustainable, vibrant future.

Our Mission – Council will work in partnership with our community and other organisations to provide:

- Effective leadership, governance and financial accountability;
- Affordable and effective services;
- An advocacy and engagement approach to sustainably grow our community.

Committees of Management play an important role in the community, in partnership with Council.

Issues / Options**Option 1**

Council's policy is that Committee of Management members are appointed for a 3 year term or less where applicable.

The current three year term for the Pirron Yallock Recreation Reserve Committee of Management has been completed and the nominations of community persons have been put forward to be on the committee for a period of three years for Council endorsement.

Option 2

Not to appoint the community persons put forward. It is an important process that each 3 years the members of the particular community/facility consider the membership of the S86 committee.

Proposal

It is proposed to appoint the following community persons to the committee named for a term of 3 years until March 2014.

Pirron Yallock Recreation Reserve Kevin Boyd, Elaine Menzies, David Latham, Aidan Fawkes, Merin Trebilcock, Dean Tevelein, Alan Osborne, John Sherman, Peter Mulheron

Financial and Other Resource Implications

The Committee holds their own bank account and administers budgets set by the Committee in accordance with funds within these accounts.

The Committee is required to provide copies of annual financial statements/treasurer's report to Council.

Risk Management & Compliance Issues

The committee has been provided with a Risk Management and Insurance Manual which has been developed for Council Committees of Management. The Committee operates under an Instrument of Delegation which sets out the powers, functions and duties of the committee.

Environmental and Climate Change Considerations

Not applicable

Community Engagement

The community engagement strategy will follow the recommendations of the Colac Otway Shire Council Community Engagement Policy of January 2010, which details five levels of engagement – inform, consult, involve, collaborate and empower.

The method selected would be inform and consult. Advertisements were placed in the local media seeking nominations to the committee. Consultation also took place with Committee members as to the preferred time for the meetings to be held.

Implementation

A letter will be forwarded to the Management Committees advising them of the appointments to the committee.

Conclusion

The decision to appoint the Committee as a Special Committee of Council is in keeping with Council's policy of working with its community in the management of halls, reserves and other facilities throughout the Shire.

Attachments

Nil

Recommendation(s)***That Council:***

1. ***Pursuant to Section 86 of the Local Government Act 1989, resolve to appoint the following nominated members to the Pirron Yallock Recreation Reserve Committee of Management until March 2014:***

Kevin Boyd, Elaine Menzies, David Latham, Aidan Fawkes, Merin Trebilcock, Dean Tevelein, Alan Osborne, John Sherman, Peter Mulheron
2. ***In accordance with Section 81 sub-section(2) sub-section(a) of the Local Government Act 1989, resolve to exempt members of the Committee from being required to submit a primary or ordinary conflict of interest return in accordance with this section.***
3. ***Advise the Committee that a copy of minutes of meetings held be forwarded to Council for its record after each meeting and that a Treasurer's Report be provided annually.***

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**OM112704-8****THIRD QUARTER PROGRESS REPORT TO COUNCIL**

|             |                                |           |                 |
|-------------|--------------------------------|-----------|-----------------|
| AUTHOR:     | Mark Gunning                   | ENDORSED: | Colin Hayman    |
| DEPARTMENT: | Corporate & Community Services | FILE REF: | GEN01329 Budget |

**Purpose**

This report provides information to Council and the community on the progress of achieving the Key Actions from the Council Plan 2009-2013, Capital Works Program and key operational areas for the third quarter of the 2010/2011 year.

**Declaration of Interests**

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

**Background**

Council approved the revised 2009-2013 Council Plan on 23 June 2010. Council adopted the budget for 2010/2011 including the Capital Works Program at the Council meeting held 28 July 2010.

**Council Plan / Other Strategies / Policy****Leadership and Governance**

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

As discussed above this report is discussing performance against the following Council approved documents:

Council Plan 2009-2013  
 Council Capital Works Program  
 Council Budget 2010/2011

**Issues / Options****Purpose**

This report provides information to Council and the community on the progress of achieving the Key Actions from the Council Plan 2009-2013, progress on the Capital Works Program and key operational areas for the third quarter of the financial year, ending March 2011.

Please refer to the Attachments to this report for more detailed information on:

- Council Plan Progress Report
- Capital Works Progress Report
- Financial Performance Report
- Contract Performance Report

**Council Plan Update**

The attached report provides Council with the third quarterly progress report as at 31 March 2011 against the Council Plan 2009-2013.

The Council Plan consists of six Key Result Areas for the four year Council Plan period:

- Leadership and Governance
- Physical Infrastructure and Assets
- Land Use and Development
- Environmental Management
- Economic Development
- Community Health and Wellbeing

Each Key Result Area incorporates a number of Council Plan Strategies (what we want to achieve) and Key Actions (how we will do it). The Strategies and Key Actions are reviewed every 12 months for currency and form the basis of Annual Business Plans and Budgets for each Business Unit of Council.

The Council Plan contains 135 Key Actions allocated for the 2010/11 financial year. Progress is measured cumulatively over the year, with a target set for each quarter. The status of the Key Actions at the close of the second quarter is as follows:

- 104 Actions at least 90% of target
- 4 Actions between 70% and 90% of target
- 27 Actions less than 70% of target

The majority of actions are proceeding either on or ahead of target.

Of the actions less than 70%, the majority of these are expected to close in on acceptable targets in the remainder of the financial year or, due to renegotiated timelines, will be completed early in the 2011/12 financial year. Also included in this group are actions awaiting grant funding before they can proceed or are dependent on information from external bodies before they can progress further.

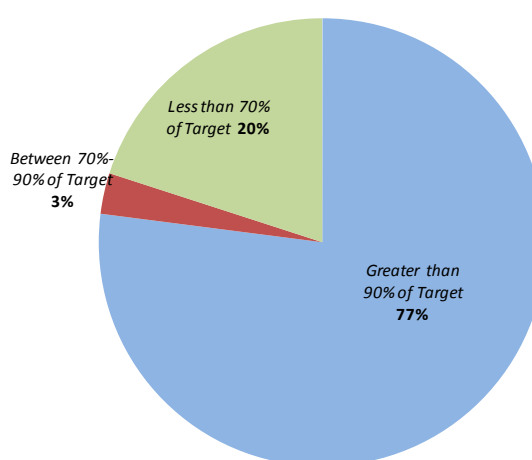
Progress against the Council Plan Key Actions and annual Business Plan actions are routinely updated in the interplan® business software performance system. Along with progress comments, responsible officers are required to indicate the current status and percentage of achievement. For Council Plan Key Actions, percentage progress is represented by 'traffic lights' throughout the attached report, with cumulative progress for each of the six Key Result Areas reflected in the progress gauges on the first page of the report. The first gauge in the report depicts total progress for the quarter against the 2010/11 Council Plan actions.

### Capital Works Program Update

The capital works and major projects budget for the year in 2010/11 is \$16.246 million of which \$13.305 million relates to capital asset works.

The three main components relating to project management and implementation relate to time, cost and quality. As such, for the 2010/11 Capital Works and Major Projects Program, project managers have been required to report on a monthly basis, relating to timelines, review of budget expenditure and providing defined and detailed project scope. This all allows for each project to be assessed to ensure that a successful project is delivered.

**Progress on Council Plan Key Actions  
January – March 2011**



Overall, there are 128 Major Projects to be undertaken within the 2010/11 program. To date, of the 128 projects, work has commenced on 95 projects. Project expenditure year to date for Capital Works and Major Projects is approximately \$9.123 million or approximately 56.2%, from a \$16.246 million budget.

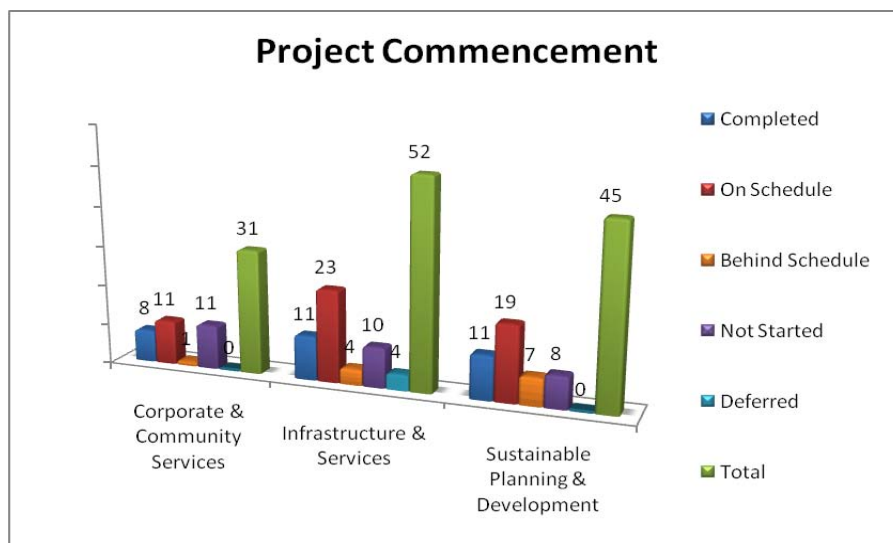
Within the 2010/11 Capital Works and Major Projects program, four (4) projects have been identified for deferral. The projects relate to the re sheeting and renewal works along Old Beech Forest Road and Pipeline Road, as well as Ferrier Drive, Marengo road rehabilitation and the pavement works associated with the Apollo Bay Transfer Station. Old Beech Forest Road and Pipeline projects were subject to funding through the “Better Roads Victoria Fund”, of which Council was unsuccessful. A new funding application has been lodged, at which time, if successful these projects will be included in future programs. Ferrier Drive has been identified as a deferred project due to the rehabilitation of the Marengo Transfer Station. It is preferable to complete the road rehabilitation following the completion of the transfer station which to date has not started. The road pavement works associated with the Apollo Bay Transfer Station has been deferred to allow for pavement settling prior to applying an asphalt surface. This will limit potential surface defects resulting from sub-pavement settling.

Through the monthly reporting, project managers have generally indicated that projects are mostly on track to be completed by June 2011, and that there are no identified major budget issues.

A number of factors including an unseasonal wet summer has placed pressure on the delivery of Council’s Capital Works program, however all civil works are largely complete, with the exception of the reseal program. It is likely some roads identified within this year’s reseal program will be deferred until next financial year due to the wet summer and significant storm damage that has occurred across the state. Pressures from the storm damage and flood impacts has reduced the contractors ability to complete all projects within the program.

Attached to this report is the project status report for all projects listed within the Capital Works and Major Projects Program for 2010/11.

The graph represents the number of projects that have commenced relative to the total number of major projects allocated to each Department of Council.



### **Financial Summary**

As we conclude the third quarter of the 2010/11 financial year, it is worth mentioning a number of significant highlights that have occurred during the year to-date. The most important highlight is the adoption of the annual financial statements and the annual report by Council. With a great deal of effort by those involved the annual financial statements were completed, audited, adopted and presented to the Minister for Local Government within the legislative timeframes. In addition to this, Colac Otway Shire was able to have approved an alternative Income Statement which provides a more meaningful analysis of the financial information presented. Adding to this was the opening of the long awaited Apollo Bay Transfer Station, the successful roll out of new kerb side bins and the opening of the Colac Community Library and Learning Centre.

At the time the budget for 2010/11 was prepared, it was expected that Council would see an operating surplus of \$1.998 million. Council continues to revise the estimate of the 2010/11 year activities as more accurate information comes to hand with the current operating surplus forecast to be \$2.655 million.

The achievement of an operating surplus for the 2010/11 year continues to be a priority of Council. It is important for Council and the community to understand that we will continue to refine our forecasts and adjust our activities to ensure that Council is in the position to report an operating surplus for the 2010/11 financial year.

Council currently has cash at bank balance of \$11.698 million, which is very similar to the same time in 2009/10.

Considerable rates collection activity occurred over the last quarter as we approached the statutory annual payment date of 15<sup>th</sup> February. Reminder notices for outstanding rates and charges were issued to rate payers in late February for all remaining outstanding charges.

We are continuing to monitor the status of Council's financial position with the following aims in mind:

- An operating surplus achieved for the fourth consecutive year;
- Council continuing to meet the Infrastructure Renewal Gap;
- Delivery of responsible projects designed to enhance the community;
- Delivery of a responsible capital works programme; and
- An improved positive financial position.

In light of this, we are undertaking several important projects over the coming months in the areas of:

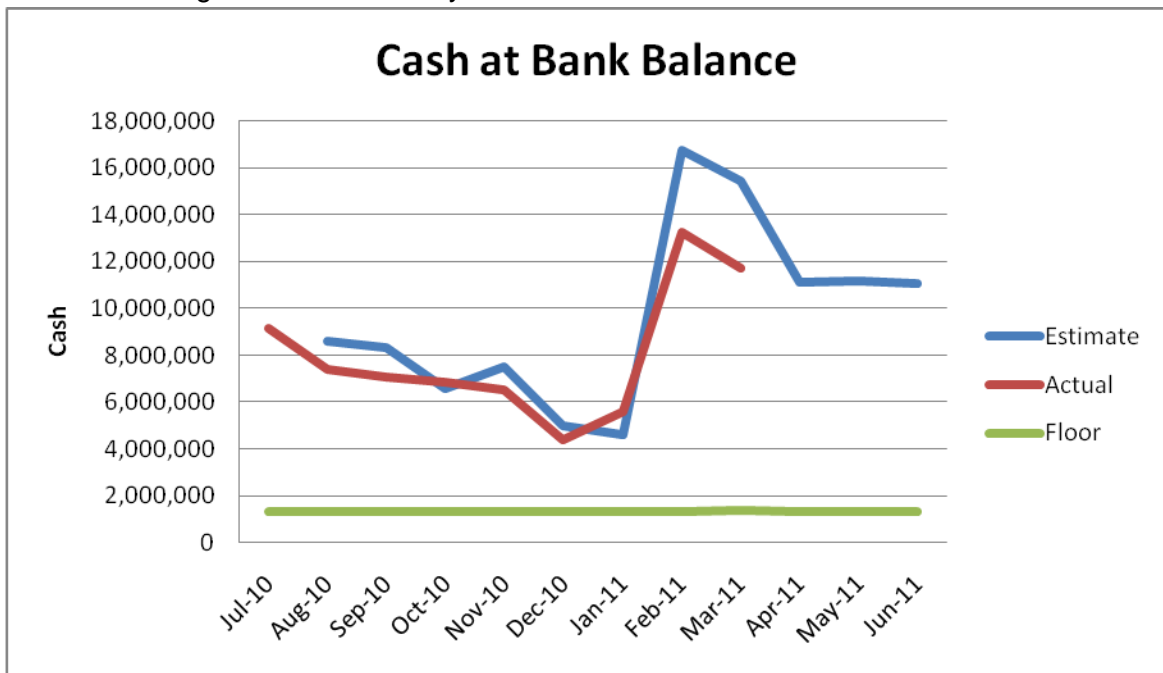
- Continued development of improved monthly reporting to management and Council;
- Development of Investment strategy and policy documents;
- Review of Councils financial management policies, procedures and practices;
- Participation in the LG Credibility programme;
- Completion of the new Strategic Resource Plan;
- Completion of the Long Term Financial Plan;
- Initiation of a review of Council's Fees and Charges Strategy; and
- Delivery of new community focussed budget document.

The forecast indicates that the financial viability of Council will continue to improve, provided balanced decisions are made with financial sustainability considerations built into all decision

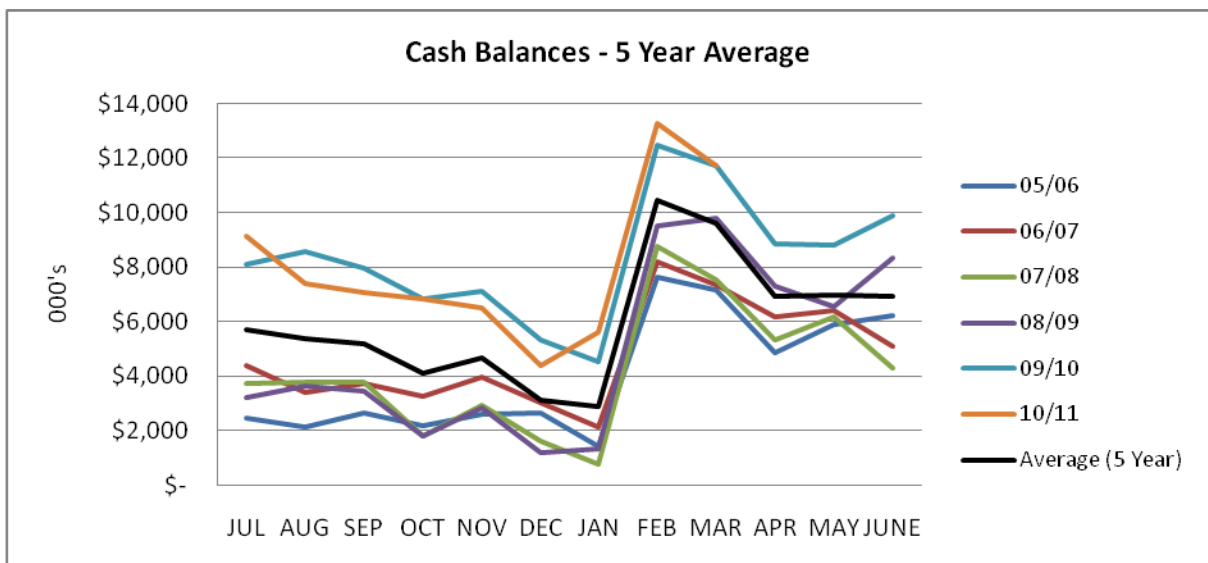
making processes. Key information concerning the position of Council at the end of March is included as attachments to this report.

The charts below gives an indication of how the cash balances of Council may perform over the course of the 2010/11 financial year. The first chart, Cash at Bank Balance, portrays:

- The Estimate – which is estimation of what the cash balance may be at the end of each month based entirely upon historical averages.
- The Actual – which is the actual balance at the end of each month of the year up to and including March 2011.
- The Floor – which is the value of Council cash balance at which point Council’s operating funds are zero (0). With cash balances below the “Floor”, Council would be using its overdraft facility.



The following chart provides details on the cash balances at month end for the five (5) years prior to the 2010/11 financial year. The chart also includes the five (5) year average of those cash balances.



The Natural Disaster Event relating to flooding early in the 2010/11 financial year has placed an additional impost on Council's already stretched resources. At this stage the Department of Finance & Treasury has approved \$232,216 of Natural Disaster Relief funding. Further Natural Disaster claims will be made as the rectification works are complete. This, along with a shortfall in funds to provide for the events of the previous financial year, illustrates that there are no surplus funds from Council's activities. We continue to utilise funding from the 2010/11 financial year to provide for the completion of activities from 2009/10.

Council's overall position, although appearing strong in the financial statements, remains susceptible to shocks and is limited in its ability to take advantage of opportunities as they arise. Council can be sustainable in the longer term provided it:

- Ensures it is in a position to undertake the necessary changes to make business more efficient; and
- Seeks other and opportunistic revenue generation, such as grants funding, structured borrowing strategies, charge schemes and other entrepreneurial activities.

Given the level of expected future demands on Council and the level of current reserves, Council must critically evaluate its resource capability before any commitment is made to additional works or projects, regardless of the opportunity it may offer. Council needs to vigilantly adhere to the principles of planning before committing to funding any new or expanded activities.

Any savings generated from projects through the course of the year are being firstly offset against the deficit from the 2009/10 financial year and then against any possible shortfall from the natural disaster.

The information portrayed below provides an operating statement as per the data at 31 March 2011. The four (4) columns of data provide actual year to date results as compared to the budget year to date, the original budget as it was adopted by Council and finally the revised budget or forecast position as at 31 March 2011. The revised budget includes the value of all carried forward projects.

## Colac Otway Shire Council

### Operating Statement



#### Third Quarter Report

| Category                                 | March Actual<br>YTD | March Budget<br>YTD | Adopted<br>Budget   | Revised<br>Budget   |
|------------------------------------------|---------------------|---------------------|---------------------|---------------------|
| <b>Income</b>                            |                     |                     |                     |                     |
| Contributions - cash                     | (224,476)           | (291,951)           | (368,280)           | (389,280)           |
| Finance revenue                          | (202,829)           | (332,738)           | (453,000)           | (453,000)           |
| Grants - capital                         | (1,141,620)         | (2,793,042)         | (2,878,255)         | (3,724,505)         |
| Grants - operating                       | (7,396,862)         | (7,628,766)         | (8,751,268)         | (10,237,379)        |
| Net gain / loss on disposal of<br>assets | (288,665)           | (389,979)           | (520,000)           | (520,000)           |
| Other revenue                            | (222,507)           | (201,775)           | (126,694)           | (269,054)           |
| Rates and charges                        | (20,261,365)        | (20,060,262)        | (20,060,262)        | (20,068,262)        |
| Reimbursements                           | (345,273)           | (273,031)           | (246,086)           | (363,747)           |
| Statutory fees and charges               | (470,332)           | (511,797)           | (591,600)           | (654,450)           |
| User fees and charges                    | (2,321,963)         | (2,204,223)         | (2,696,963)         | (2,939,134)         |
| <b>Total Income</b>                      | <b>(32,875,892)</b> | <b>(34,687,564)</b> | <b>(36,692,408)</b> | <b>(39,618,811)</b> |
| <b>Expense</b>                           |                     |                     |                     |                     |
| Contracts                                | 5,410,039           | 6,897,443           | 7,023,037           | 9,140,559           |
| Depreciation                             | 6,306,750           | 6,207,750           | 8,277,000           | 8,277,000           |
| Employee benefits                        | 10,733,233          | 10,102,089          | 12,988,433          | 13,470,061          |
| Finance expenses                         | 211,332             | 193,352             | 389,801             | 262,626             |
| Materials and services                   | 3,381,989           | 3,954,334           | 5,469,306           | 4,961,381           |
| Other expenses                           | 677,943             | 640,896             | 837,416             | 852,008             |
| <b>Total Expenses</b>                    | <b>26,721,287</b>   | <b>27,995,864</b>   | <b>34,984,993</b>   | <b>36,963,635</b>   |
| <b>Operating Result</b>                  | <b>(6,154,605)</b>  | <b>(6,691,700)</b>  | <b>(1,707,415)</b>  | <b>(2,655,176)</b>  |

The information below provides details on the capital works expenditure as at 31 March 2011.

## Colac Otway Shire Council

### Capital Works



#### Third Quarter Report

| Category                       | March Actual YTD | March Budget YTD | Adopted Budget    | Revised Budget    |
|--------------------------------|------------------|------------------|-------------------|-------------------|
| Bridge & Culvert               | -                | 194,247          | 259,000           | 259,000           |
| Building- Other Structures     | 163,763          | 339,570          | 386,800           | 452,800           |
| Building Structures            | 943,359          | 1,004,643        | 791,383           | 1,339,783         |
| Drainage                       | 475,451          | 412,011          | 549,365           | 549,365           |
| Footpath and Cycleways         | 214,447          | 503,973          | 626,000           | 672,000           |
| Kerb & Channelling             | -                | 45,756           | 61,000            | 61,000            |
| Land Improvements              | 1,364,743        | 914,679          | 175,000           | 1,220,000         |
| Land                           | 634,579          | 502,299          | -                 | 670,000           |
| Off Street Car Parking         | -                | 112,500          | 150,000           | 150,000           |
| Plant, Furniture and Equipment | 1,059,934        | 1,909,053        | 2,488,800         | 2,545,500         |
| Roads                          | 2,464,651        | 4,039,137        | 5,385,766         | 5,385,766         |
| <b>Capital Works Total</b>     | <b>7,320,928</b> | <b>9,977,868</b> | <b>10,873,114</b> | <b>13,305,214</b> |

The information in the following pages provides an indication of the income and expense attributed to each department, business unit and section of Council as at 31 March 2011. Capital works values are as loaded into the financial systems of Council. Any variance from the adopted budget is as a result of the determination of activities between capital and operating.





| Department | Business Unit                                            | March<br>Actual YTD | March<br>Budget YTD | Forecast<br>Budget  |
|------------|----------------------------------------------------------|---------------------|---------------------|---------------------|
|            | <b>Information Services</b>                              | <b>927,970.37</b>   | <b>967,051.00</b>   | <b>1,238,315.00</b> |
|            | <i>Information Management Section</i>                    | <b>201,834.12</b>   | <b>217,134.00</b>   | <b>289,512.00</b>   |
|            | Expense                                                  | 203,334.12          | 217,134.00          | 289,512.00          |
|            | Income                                                   | (1,500.00)          | 0.00                | 0.00                |
|            | <i>Information Services Unit Section</i>                 | <b>726,136.25</b>   | <b>749,917.00</b>   | <b>948,803.00</b>   |
|            | Expense                                                  | 733,783.18          | 754,417.00          | 954,803.00          |
|            | Income                                                   | (7,646.93)          | (4,500.00)          | (6,000.00)          |
|            | <b>Organisation Support &amp; Development</b>            | <b>783,195.07</b>   | <b>799,191.00</b>   | <b>1,071,644.00</b> |
|            | <i>Human Resources Section</i>                           | <b>231,800.28</b>   | <b>253,503.00</b>   | <b>338,008.00</b>   |
|            | Expense                                                  | 238,267.62          | 257,256.00          | 343,008.00          |
|            | Income                                                   | (6,467.34)          | (3,753.00)          | (5,000.00)          |
|            | <i>Organisational Development Section</i>                | <b>187,496.92</b>   | <b>202,482.00</b>   | <b>275,997.00</b>   |
|            | Expense                                                  | 187,496.92          | 202,482.00          | 275,997.00          |
|            | <i>Risk Management Section</i>                           | <b>363,897.87</b>   | <b>343,206.00</b>   | <b>457,639.00</b>   |
|            | Expense                                                  | 395,952.72          | 343,224.00          | 457,639.00          |
|            | Income                                                   | (32,054.85)         | (18.00)             | 0.00                |
|            | <b>Recreation Arts &amp; Culture</b>                     | <b>1,515,370.01</b> | <b>1,385,709.00</b> | <b>1,836,875.00</b> |
|            | <i>Bluewater Fitness Centre Section</i>                  | <b>264,884.09</b>   | <b>304,380.00</b>   | <b>405,889.00</b>   |
|            | Expense                                                  | 818,010.40          | 818,298.00          | 1,091,089.00        |
|            | Income                                                   | (553,126.31)        | (513,918.00)        | (685,200.00)        |
|            | <i>COPACC Section</i>                                    | <b>273,884.31</b>   | <b>306,989.00</b>   | <b>409,339.00</b>   |
|            | Expense                                                  | 584,001.02          | 611,604.00          | 815,518.00          |
|            | Income                                                   | (310,116.71)        | (304,615.00)        | (406,179.00)        |
|            | <i>Leisure and Fitness Centres Section</i>               | <b>0.00</b>         | <b>0.00</b>         | <b>0.00</b>         |
|            | Expense                                                  | 0.00                | 0.00                | 0.00                |
|            | <i>Other Leisure &amp; Fitness Centres Section</i>       | <b>14,381.27</b>    | <b>25,344.00</b>    | <b>33,800.00</b>    |
|            | Expense                                                  | 28,061.06           | 34,344.00           | 45,800.00           |
|            | Income                                                   | (13,679.79)         | (9,000.00)          | (12,000.00)         |
|            | <i>Recreation &amp; Events Section</i>                   | <b>846,309.24</b>   | <b>505,664.00</b>   | <b>635,078.00</b>   |
|            | Expense                                                  | 881,926.77          | 926,960.00          | 1,197,028.00        |
|            | Income                                                   | (35,617.53)         | (421,296.00)        | (561,950.00)        |
|            | <i>Recreation, Arts &amp; Culture Management Section</i> | <b>115,911.10</b>   | <b>243,332.00</b>   | <b>352,769.00</b>   |
|            | Expense                                                  | 207,256.55          | 325,070.00          | 461,769.00          |
|            | Income                                                   | (91,345.45)         | (81,738.00)         | (109,000.00)        |
|            | <b>Infrastructure &amp; Services</b>                     | <b>4,295,668.80</b> | <b>6,620,066.00</b> | <b>8,546,386.00</b> |
|            | <b>Capital Works Management</b>                          | <b>357,651.56</b>   | <b>1,246,305.00</b> | <b>1,662,118.00</b> |
|            | <i>Capital Works Management Section</i>                  | <b>303,138.83</b>   | <b>866,199.00</b>   | <b>1,155,118.00</b> |
|            | Expense                                                  | 450,251.47          | 869,952.00          | 1,160,118.00        |
|            | Income                                                   | (147,112.64)        | (3,753.00)          | (5,000.00)          |
|            | <i>Footpath K&amp;C Program Section</i>                  | <b>14,880.99</b>    | <b>34,488.00</b>    | <b>46,000.00</b>    |
|            | Expense                                                  | 14,880.99           | 34,488.00           | 46,000.00           |
|            | <i>Parks &amp; Reserves Program Section</i>              | <b>39,631.74</b>    | <b>345,618.00</b>   | <b>461,000.00</b>   |
|            | Expense                                                  | 39,631.74           | 345,618.00          | 461,000.00          |
|            | <b>COSWORKS</b>                                          | <b>2,422,368.13</b> | <b>2,708,316.00</b> | <b>3,611,281.00</b> |
|            | <i>COSWORKS Management Section</i>                       | <b>549,794.38</b>   | <b>434,952.00</b>   | <b>579,974.00</b>   |
|            | Expense                                                  | 782,010.38          | 434,952.00          | 579,974.00          |
|            | Income                                                   | (232,216.00)        | 0.00                | 0.00                |
|            | <i>Drainage Maintenance Section</i>                      | <b>237,302.58</b>   | <b>243,891.00</b>   | <b>325,185.00</b>   |
|            | Expense                                                  | 237,302.58          | 243,891.00          | 325,185.00          |
|            | <i>Livestock Selling Centre Operations Section</i>       | <b>(163,238.09)</b> | <b>(73,800.00)</b>  | <b>(98,422.00)</b>  |
|            | Expense                                                  | 285,047.11          | 350,298.00          | 467,058.00          |
|            | Income                                                   | (448,285.20)        | (424,098.00)        | (565,480.00)        |
|            | <i>Parks &amp; Reserves Maintenance Section</i>          | <b>572,778.40</b>   | <b>754,452.00</b>   | <b>1,006,010.00</b> |
|            | Expense                                                  | 586,555.30          | 759,699.00          | 1,013,010.00        |
|            | Income                                                   | (13,776.90)         | (5,247.00)          | (7,000.00)          |
|            | <i>Private Works Section</i>                             | <b>(2,028.72)</b>   | <b>(3,753.00)</b>   | <b>(5,000.00)</b>   |
|            | Expense                                                  | 14,636.96           | 11,250.00           | 15,000.00           |
|            | Income                                                   | (16,665.68)         | (15,003.00)         | (20,000.00)         |
|            | <i>Road Maintenance Section</i>                          | <b>1,227,759.58</b> | <b>1,352,574.00</b> | <b>1,803,534.00</b> |
|            | Expense                                                  | 1,227,759.58        | 1,352,574.00        | 1,803,534.00        |
|            | <b>Infrastructure Services Management</b>                | <b>235,821.99</b>   | <b>309,042.00</b>   | <b>412,114.00</b>   |
|            | <i>Infrastructure Services Management Section</i>        | <b>235,821.99</b>   | <b>309,042.00</b>   | <b>412,114.00</b>   |
|            | Expense                                                  | 235,821.99          | 309,042.00          | 412,114.00          |

| Department | Business Unit                                                    | March<br>Actual YTD   | March<br>Budget YTD   | Forecast<br>Budget    |
|------------|------------------------------------------------------------------|-----------------------|-----------------------|-----------------------|
|            | <b>Major Contracts</b>                                           | <b>523,858.09</b>     | <b>2,083,046.00</b>   | <b>2,496,254.00</b>   |
|            | <i>Aerodrome Section</i>                                         | <b>7,626.45</b>       | <b>14,121.00</b>      | <b>18,835.00</b>      |
|            | Expense                                                          | 7,959.86              | 16,596.00             | 22,135.00             |
|            | Income                                                           | (333.41)              | (2,475.00)            | (3,300.00)            |
|            | <i>Contract Management Section</i>                               | <b>167,287.34</b>     | <b>159,615.00</b>     | <b>212,825.00</b>     |
|            | Expense                                                          | 198,965.39            | 179,676.00            | 239,575.00            |
|            | Income                                                           | (31,678.05)           | (20,061.00)           | (26,750.00)           |
|            | <i>Waste Management Section</i>                                  | <b>348,944.30</b>     | <b>1,909,310.00</b>   | <b>2,264,594.00</b>   |
|            | Expense                                                          | 2,797,302.79          | 3,832,073.00          | 4,828,297.00          |
|            | Income                                                           | (2,448,358.49)        | (1,922,763.00)        | (2,563,703.00)        |
|            | <b>Plant Operations</b>                                          | <b>(978,603.79)</b>   | <b>(785,349.00)</b>   | <b>(1,047,197.00)</b> |
|            | <i>Heavy Plant</i>                                               | <b>(776,694.73)</b>   | <b>(496,332.00)</b>   | <b>(661,820.00)</b>   |
|            | Expense                                                          | (776,694.73)          | (457,335.00)          | (609,820.00)          |
|            | Income                                                           | 0.00                  | (38,997.00)           | (52,000.00)           |
|            | <i>Light Plant</i>                                               | <b>(201,909.06)</b>   | <b>(289,017.00)</b>   | <b>(385,377.00)</b>   |
|            | Expense                                                          | (201,909.06)          | (289,017.00)          | (385,377.00)          |
|            | <b>Sustainable Assets</b>                                        | <b>1,734,572.82</b>   | <b>1,058,706.00</b>   | <b>1,411,816.00</b>   |
|            | <i>Council Facilities (not buildings) Section</i>                | <b>1,137,864.79</b>   | <b>355,284.00</b>     | <b>473,900.00</b>     |
|            | Expense                                                          | 1,169,364.79          | 331,668.00            | 442,400.00            |
|            | Income                                                           | (31,500.00)           | 23,616.00             | 31,500.00             |
|            | <i>Sustainable Assets Management Section</i>                     | <b>384,065.88</b>     | <b>398,115.00</b>     | <b>530,826.00</b>     |
|            | Expense                                                          | 384,065.88            | 398,115.00            | 530,826.00            |
|            | <i>Council Facilities Section</i>                                | <b>212,642.15</b>     | <b>305,307.00</b>     | <b>407,090.00</b>     |
|            | Expense                                                          | 215,357.88            | 305,307.00            | 407,090.00            |
|            | Income                                                           | (2,715.73)            | 0.00                  | 0.00                  |
|            | <b>Sustainable Planning &amp; Development Services</b>           | <b>2,348,624.41</b>   | <b>2,816,034.00</b>   | <b>3,689,665.00</b>   |
|            | <b>Economic Development</b>                                      | <b>714,037.54</b>     | <b>1,002,339.00</b>   | <b>1,336,466.00</b>   |
|            | <i>Business Section</i>                                          | <b>225,794.92</b>     | <b>492,462.00</b>     | <b>656,673.00</b>     |
|            | Expense                                                          | 420,024.21            | 670,365.00            | 893,927.00            |
|            | Income                                                           | (194,229.29)          | (177,903.00)          | (237,254.00)          |
|            | <i>Tourism Section</i>                                           | <b>488,242.62</b>     | <b>509,877.00</b>     | <b>679,793.00</b>     |
|            | Expense                                                          | 749,650.74            | 732,987.00            | 977,293.00            |
|            | Income                                                           | (261,408.12)          | (223,110.00)          | (297,500.00)          |
|            | <b>Environment &amp; Community Safety</b>                        | <b>737,652.20</b>     | <b>883,635.00</b>     | <b>1,113,199.00</b>   |
|            | <i>Emergency Management Section</i>                              | <b>168,557.46</b>     | <b>236,463.00</b>     | <b>290,267.00</b>     |
|            | Expense                                                          | 218,805.22            | 256,488.00            | 341,967.00            |
|            | Income                                                           | (50,247.76)           | (20,025.00)           | (51,700.00)           |
|            | <i>Environment Section</i>                                       | <b>289,523.39</b>     | <b>381,483.00</b>     | <b>508,685.00</b>     |
|            | Expense                                                          | 326,676.27            | 381,483.00            | 508,685.00            |
|            | Income                                                           | (37,152.88)           | 0.00                  | 0.00                  |
|            | <i>Local Laws Section</i>                                        | <b>279,571.35</b>     | <b>265,689.00</b>     | <b>314,247.00</b>     |
|            | Expense                                                          | 434,428.29            | 433,746.00            | 578,347.00            |
|            | Income                                                           | (154,856.94)          | (168,057.00)          | (264,100.00)          |
|            | <b>Planning &amp; Building</b>                                   | <b>702,578.56</b>     | <b>726,255.00</b>     | <b>968,248.00</b>     |
|            | <i>Building Control Section</i>                                  | <b>53,757.00</b>      | <b>120,204.00</b>     | <b>160,280.00</b>     |
|            | Expense                                                          | 165,313.91            | 205,398.00            | 273,880.00            |
|            | Income                                                           | (111,556.91)          | (85,194.00)           | (113,600.00)          |
|            | <i>Statutory Planning Section</i>                                | <b>474,234.92</b>     | <b>522,864.00</b>     | <b>697,165.00</b>     |
|            | Expense                                                          | 618,076.41            | 656,523.00            | 875,365.00            |
|            | Income                                                           | (143,841.49)          | (133,659.00)          | (178,200.00)          |
|            | <i>Strategic Planning Section</i>                                | <b>174,586.64</b>     | <b>83,187.00</b>      | <b>110,803.00</b>     |
|            | Expense                                                          | 231,754.83            | 323,931.00            | 431,803.00            |
|            | Income                                                           | (57,168.19)           | (240,744.00)          | (321,000.00)          |
|            | <b>Sustainable Planning &amp; Development Management</b>         | <b>194,356.11</b>     | <b>203,805.00</b>     | <b>271,752.00</b>     |
|            | <i>Sustainable Planning &amp; Development Management Section</i> | <b>194,356.11</b>     | <b>203,805.00</b>     | <b>271,752.00</b>     |
|            | Expense                                                          | 194,356.11            | 203,805.00            | 271,752.00            |
|            | <b>Grand Total</b>                                               | <b>(9,255,425.85)</b> | <b>(2,627,342.00)</b> | <b>(3,908,823.00)</b> |



## CONTRACTS AWARDED AND TENDERS ADVERTISED FOR JANUARY 2011 TO MARCH 2011

### JANUARY

#### Contracts Awarded

| Contract No. | Description                                    | Contractor                           | Value \$<br>(excluding GST) |
|--------------|------------------------------------------------|--------------------------------------|-----------------------------|
| 1010         | Road Hierarchy and Heavy Truck Route for Colac | Aurecon Group                        | \$118,220                   |
| 1018         | Apollo Bay Main Breakwater Remediation         | Australian Project Solutions Pty Ltd | \$792,224                   |
| 1028         | Linemarking Services                           | Supalux Group                        | \$49,100                    |
| 1033         | Provision of Marketing Services                | Panel of Suppliers                   | Schedule of Rates           |

#### Tenders Advertised

| Tender No.                 | Description | Closing Date |
|----------------------------|-------------|--------------|
| No Tenders were advertised |             |              |

### FEBRUARY

#### Contracts Awarded

| Contract No. | Description                          | Contractor     | Value \$<br>(excluding GST) |
|--------------|--------------------------------------|----------------|-----------------------------|
| 1006         | Enterprise Content Management System | Civica Pty Ltd | \$369,204                   |

#### Tenders Advertised

| Tender No.                 | Description | Closing Date |
|----------------------------|-------------|--------------|
| No Tenders were advertised |             |              |

### MARCH

#### Contracts Awarded

| Contract No.            | Description | Contractor | Value \$<br>(excluding GST) |
|-------------------------|-------------|------------|-----------------------------|
| No Tenders were awarded |             |            |                             |

#### Tenders Advertised

| Tender No. | Description                                 | Closing Date |
|------------|---------------------------------------------|--------------|
| 1106       | Colac Youth Club Refurbishment              | 13/04/11     |
| 1107       | Supply and Deliver 3-Tonne Tip Truck        | 13/04/11     |
| 1108       | Supply and Deliver Grader                   | 13/04/11     |
| 1109       | Supply and Deliver Bridge Maintenance Truck | 13/04/11     |
| 1110       | Drainage Design and Analysis – Apollo Bay   | 20/04/11     |

**Conclusion**

As at 31 March 2011, the end of the third quarter, the organisation is on track to achieve a successful outcome for this financial year.

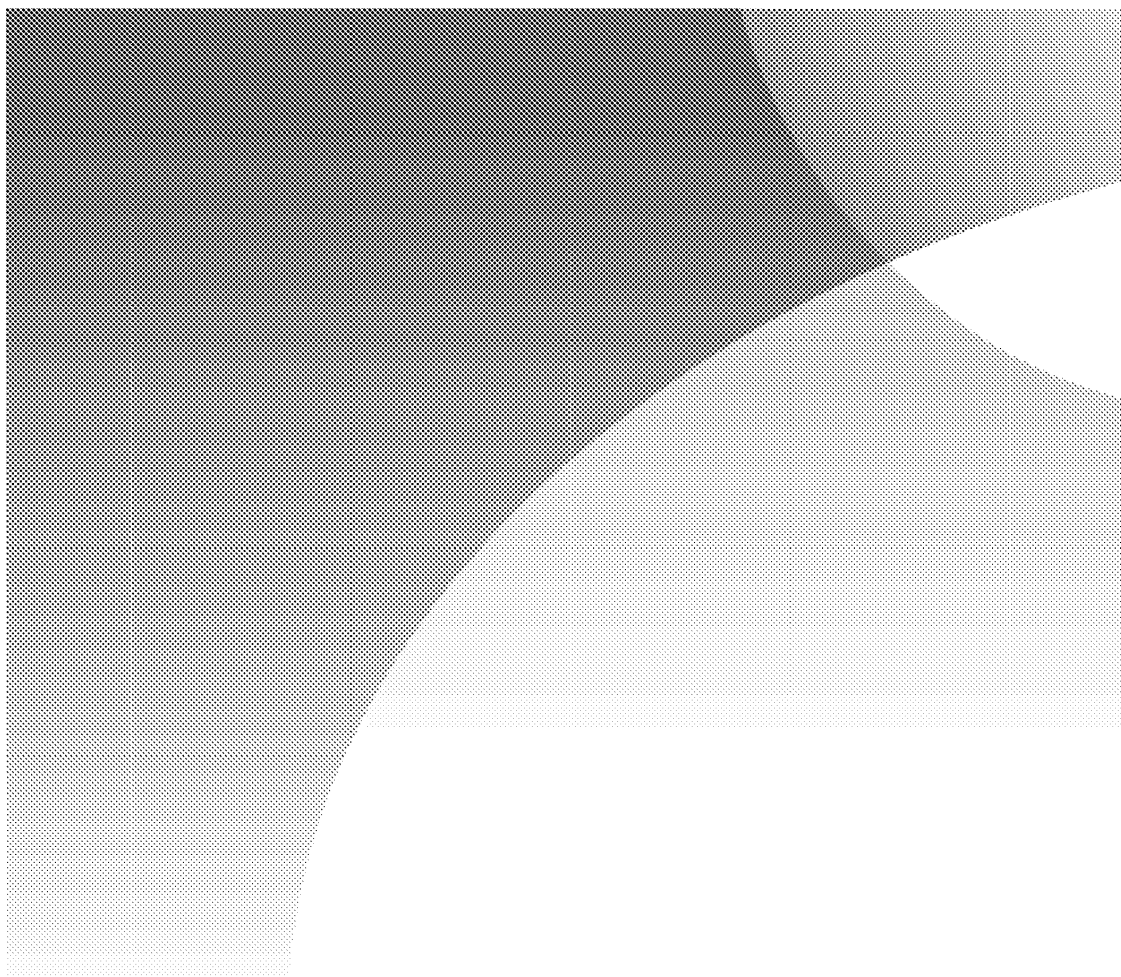
**Attachments**

1. Council Plan Progress Report to 31 March 2011
2. Third Quarter Progress Report - Project Update

**Recommendation(s)**

***That Council receives the 2010/11 Third Quarter Performance progress report for the period ending 31 March 2011.***

~~~~~\) ~~~~~

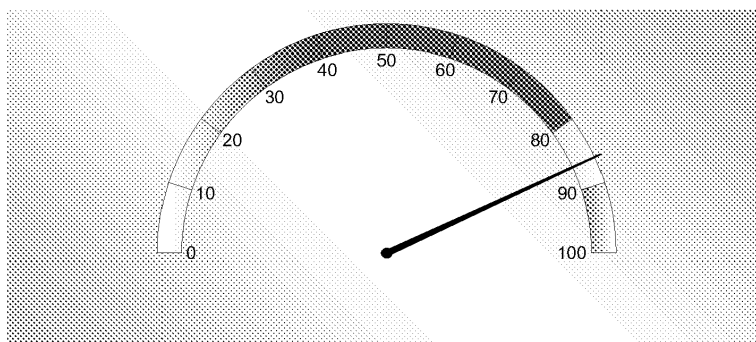



Quarterly Council Plan Progress Report

Period: 01/01/11 - 31/03/11

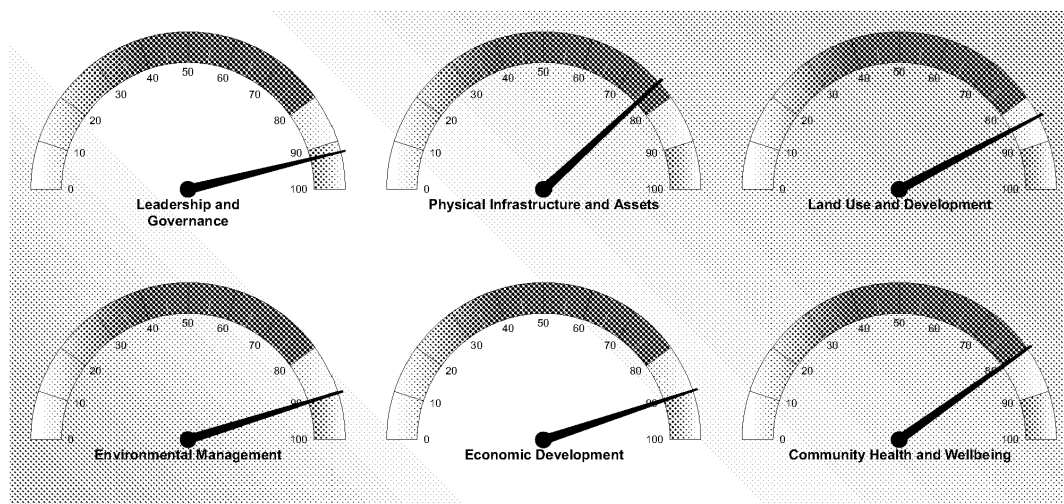


Quarterly Progress against Council Plan Actions



| Description | Indicator |
|--|-----------|
| 135 Council Plan Actions reported on | |
| 104 Council Plan Actions at least 90% of target | |
| 4 Council Plan Actions between 70% and 90% of target | |
| 27 Council Plan Actions less than 70% of target | |
| 0 Council Plan Actions with no target set & ongoing | |

Overall Progress against Key Result Areas in Council Plan



| KEY RESULT AREA | NO. OF COUNCIL PLAN ACTIONS REPORTED | NO. OF ACTIONS AT LEAST 90% OF TARGET | NO. OF ACTIONS BETWEEN 70 & 90% OF TARGET | NO. OF ACTIONS LESS THAN 70% OF TARGET | NUMBER OF ONGOING ACTIONS | ACTIONS WITH NO TARGET |
|---------------------------------------|--------------------------------------|---------------------------------------|---|--|---------------------------|------------------------|
| 1. Leadership and Governance | 33 | 29 | 0 | 4 | 0 | 0 |
| 2. Physical Infrastructure and Assets | 19 | 11 | 1 | 7 | 0 | 0 |
| 3. Land Use and Development | 19 | 14 | 0 | 5 | 0 | 0 |
| 4. Environmental Management | 18 | 16 | 0 | 2 | 0 | 0 |
| 5. Economic Development | 23 | 20 | 0 | 3 | 0 | 0 |
| 6. Community Health and Wellbeing | 23 | 14 | 3 | 6 | 0 | 0 |



Top 12 Council Plan Actions



Less than 70% of Action target achieved



Between 70% and 90% of Action target achieved



At least 90% of Action target achieved

| ACTION | SYMBOLIC COMMITMENTS | BUSINESS UNIT | COMPL. DATE | PROGRESS |
|---|---|--|-------------|----------|
| Key Result Area: 1 Leadership and Governance | | | | |
| Council Plan Objective: 1.1 Fulfil leadership, statutory & legal obligations to community & staff in a fair, ethical, inclusive, sustainable and financially responsible way to meet current & future needs & practical aspirations. | | | | |
| Council Plan Strategy: 1.1.3 Provide responsible financial management. | | | | |
| 1.1.3.4 Develop a ten year financial plan that is integrated with Council's Asset Management Strategy. | A draft Strategic Resource Plan has been prepared and a draft Long Term Financial Plan have been prepared and a copies provided to Councillors. | Corporate & Community Services GM's Office | 30/06/2011 | |
| Council Plan Strategy: 1.1.7 Provide a fair, safe and healthy work environment. | | | | |
| 1.1.7.1 Review Council Offices and Staff Accommodation to ensure appropriate space is provided to accommodate staff. | Planning is well in hand for the Sustainable Planning and Development Department (SPD) to occupy part of the former library building and for Community Health and Community Services to be relocated from Murray Street to Rae Street. The library has been relocated to the Beechy Precinct and an annexe has been constructed in part of the former library building. The balance of the area is being designed for the relocation of the SPD Department. Design of the balance of the Rae street office for the Corporate and Community Services staff is complete. The Corangamite Regional Library Corporation has relocated out of the Building making the move of the SPD Department possible. | Chief Executive Office | 30/06/2011 | |
| Key Result Area: 2 Physical Infrastructure and Assets | | | | |
| Council Plan Objective: 2.1 Council will provide and maintain Council infrastructure and assets that meet community needs now and in the future. | | | | |
| Council Plan Strategy: 2.1.1 Ensure infrastructure development, renewal and maintenance plans address current and forecast community needs. | | | | |
| 2.1.1.4 Develop a 10 year capital works and major projects program according to adopted priorities. | Budget requests have been incorporated into the 10 year program. | Capital Works | 30/06/2011 | |




Colac Otway Shire Council **QUARTERLY COUNCIL PLAN PROGRESS REPORT (Jan to Mar)**

| ACTION | EXECUTIVE COMMENTS | BUSINESS UNIT | COMP DATE | PROGRESS |
|---|--|--------------------------------|------------|----------|
| Council Plan Strategy: 2.1.2 Implement and manage Colac Otway Shire's Road Management Plan | | | | |
| 2.1.2.2 Continue active participation and involvement in the STEP Asset Management Program with the Municipal Association of Victoria. | Ongoing participation in the Municipal Association of Victoria's Regional Asset Management Program. | Sustainable Assets | 30/06/2011 | |
| Key Result Area: 3 Land Use and Development | | | | |
| Council Plan Objective: 3.1 Engage, plan & make decisions about land use & development that takes into account Council's regulatory role, diverse geography, social, community, economic & environmental impacts now & in the future | | | | |
| Council Plan Strategy: 3.1.1 Ensure a partnership approach to land use planning that reflects the needs, values and aspirations of the community. | | | | |
| 3.1.1.4 Finalise a Rural Living Strategy and implement findings. | The draft Strategy was considered by Council at the January meeting, and placed on public exhibition until 4 April. Four public information sessions were held late in February. | Planning & Building Services | 30/06/2012 | |
| 3.1.1.5 Finalise and implement a car parking study for Colac & Apollo Bay. | A draft Car Parking Strategy for Colac and Apollo Bay has been received from the consultant and is being finalised following a project Steering Group meeting. It is scheduled for a Council workshop in April prior to public exhibition. | Planning & Building Services | 31/12/2012 | |
| Key Result Area: 4 Environmental Management | | | | |
| Council Plan Objective: 4.1 Council will protect and enhance the environment entrusted to us, demonstrate efficient use of natural resources and minimise climate change impacts. | | | | |
| Council Plan Strategy: 4.1.1 Develop a coordinated approach to managing environmental issues across all Council activities. | | | | |
| 4.1.1.2 Implementation of the Environment Strategy. | Works are being undertaken across various Council Units in accordance with the 2010-2012 Environment Action Plan. Actions include improving weed mapping, reducing emissions through installation of solar panels and reducing potable water consumption through the installation of water tanks at Central Reserve. | Environment & Community Safety | 30/06/2011 | |
| Council Plan Strategy: 4.1.6 Minimise, recycle and manage residential waste. | | | | |





Colac Otway Shire Council **QUARTERLY COUNCIL PLAN PROGRESS REPORT (Jan to Mar)**

| ACTION | EXECUTIVE COMMENTS | BUSINESS UNIT | COMP. DATE | PROGRESS |
|---|--|-----------------|------------|---|
| 4.1.6.4 Implement the Waste Management Plan and new contractual arrangements. | The Apollo Bay Transfer Station was completed on 25 November 2010 and commenced operating on 20 December 2010. This will make the waste management operations more efficient and operations can cease at Marengo landfill for necessary rehabilitation works. An official inauguration ceremony was held on 10 March 2011. | Major Contracts | 30/06/2011 |  |
| Key Result Area: | 5 Economic Development | | | |
| Council Plan Objective: | 5.1 Council is committed to facilitating a healthy and resilient economy through effective leadership, advocacy, and partnership. | | | |
| Council Plan Strategy: | 5.1.3 Support local business to develop and succeed. | | | |





Colac Otway Shire Council **QUARTERLY COUNCIL PLAN PROGRESS REPORT (Jan to Mar)**

| ACTION | EXECUTIVE COMMENTS | BUSINESS UNIT | COMP DATE | PROGRESS |
|---|---|---|-------------------|---|
| <p>5.1.3.1 Develop a Master Plan to support the redevelopment of the Colac Central Business District streetscape including traffic management, parking and the Memorial Square.</p> | <p>Revised project scope and funding agreement negotiated with Regional Development Victoria. Consultants appointed and scoping meeting and walk/drive inspection of the project area conducted. Community Reference Group appointed and Council workshop/briefing undertaken followed by initial Community Reference Group meeting conducted with consultants attending/reporting. Community Bulletin posted to 8,000 households, both within the Shire and to external property owners, inviting comment and advising locations where the CBD & Entrances Project Discussion Paper can be accessed - including on line. The discussion paper had been prepared by the consultants following the initial Steering Committee meeting and tour and revised following the Council briefing and Community Reference Group meeting. Project on track with revised timeline and proceeding very well. Consultants are presenting as very competent, qualified and having a very strong understanding of the issues, objectives and overall required outcomes of the project.</p> | <p>Sustainable Planning & Development
GM's Office</p> | <p>30/06/2011</p> |  |
| <p>Council Plan Strategy:</p> | | <p>5.1.5 Participate in regional and Shire based marketing and promotion initiatives designed to promote 'brand awareness' of the Colac Otways and Great Ocean Road region.</p> | | |
| <p>5.1.5.4 Continue to provide strategic support to tourism including operation of the Colac and Apollo Bay Visitor Information Centres and provision of funding to Otways Tourism.</p> | <p>Attended Otways Tourism (OT) Board Meeting between OT, Geelong Otway Tourism and Colac Otway Shire to discuss collaborative working arrangements. Plans developed for an expansion of Great Ocean Road Visitor Information Centre to provide greater space for OT Staff.</p> | <p>Economic Development</p> | <p>30/06/2011</p> |  |
| <p>Key Result Area:</p> | | <p>6 Community Health and Wellbeing</p> | | |



Colac Otway Shire Council **QUARTERLY COUNCIL PLAN PROGRESS REPORT (Jan to Mar)**

| ACTION | EXECUTIVE COMMENTS | BUSINESS UNIT | COMP DATE | PROGRESS |
|--|--|-------------------------------|------------|---|
| Council Plan Objective: 6.1 Promote community health & wellbeing in partnership with other health services to provide a broad range of customer focussed health, recreation, cultural & community amenities, services and facilities | | | | |
| Council Plan Strategy: 6.1.1 Provide, facilitate or advocate for a range of health, recreation, community services and facilities. | | | | |
| 6.1.1.20 Continue in partnership with the Colac Community and project stakeholders to plan and develop the Beechy Precinct in accordance with Council approvals and review Council's continued involvement in the Beechy Precinct in respect of all elements that still require Council approvals. | Work continues on progressing development of the Beechy Precinct. This includes working in partnership with Colac Secondary College on Stage 3 of the school redevelopment, preparing detailed design for the Bluewater Fitness Centre Stadium Redevelopment and the Youth Club Redevelopment Project. | Recreation, Arts and Culture | 30/06/2011 |  |
| Council Plan Strategy: 6.1.3 Adopt a partnership approach to addressing the current and future health and wellbeing needs of the community | | | | |
| 6.1.3.23 Implement and promote the Municipal Public Health Plan. | Plan is to be presented to Council in April for adoption. | Health and Community Services | 30/06/2011 |  |



Council Plan Actions



Less than 70% of Action target achieved



Between 70% and 90% of Action target achieved



At least 90% of Action target achieved

| ACTIVITY | RESPONSIBLE OFFICER(S) | BUSINESS UNIT | COMPL. DATE | PROGRESS |
|--|---|--|-------------|-------------|
| Key Result Area: 1 Leadership and Governance | | | | |
| Council Plan Objective: 1.1 Fulfill leadership, statutory & legal obligations to community & staff in a fair, ethical, inclusive, sustainable and financially responsible way to meet current & future needs & practical aspirations. | | | | |
| Council Plan Strategy: 1.1.1 Lead the community in responding to the current and long term sustainability challenges facing the municipality. | | | | |
| 1.1.1.2 Review and where possible, simplify Council's Local Laws. | Further discussion to take place on clauses within the General Local Law. | Corporate & Community Services GM's Office | 30/06/2011 | No Progress |
| 1.1.1.3 Pursue the development of a collaboratively developed Sustainable Population Strategy that takes into account the demographic, social, environment, economic, land use and leadership factors that make a great municipality. Participate in the G21 Regional Land Use Plan. | Work continues on the G21 Regional Land Use Plan. Regular advice taken from a range of expert authorities on Population Trends. | Chief Executive Office | 30/06/2011 | |
| 1.1.1.3 Review of Council's Policies. | Further policies reviewed. Confirmed by the Audit Committee and Council. | Corporate & Community Services GM's Office | 30/06/2011 | |
| Council Plan Strategy: 1.1.2 Improve community engagement to ensure open, accessible, transparent planning and decision making. | | | | |
| 1.1.2.2 Continuously improve and implement Council's Community Engagement Policy, Procedure and Toolkit. | Review conducted with Management staff on engaging our communities better and a report prepared for Council agreement. Toolkit developed and well understood. New Community Engagement Policy has been implemented and is being used by staff. Project completed. | Chief Executive Office | 30/06/2011 | |
| 1.1.2.3 Conduct community forums throughout the Shire. | Community forums held to consult over parking strategies, Rural Living Zones and Birregurra and Forrest Structure Plans. | Chief Executive Office | 30/06/2011 | |





Colac Otway Shire Council **QUARTERLY COUNCIL PLAN PROGRESS REPORT (Jan to Mar)**

| ACTION | EXECUTIVE COMMENTS | BUSINESS UNIT | COMP DATE | PROGRESS |
|--|--|---|------------|----------|
| Council Plan Strategy: | | 1.1.3 Provide responsible financial management. | | |
| 1.1.3.1 Facilitate a strategic and integrated approach for grants applications which ensures alignment with the Council Plan and Budget. | Implemented improved internal process for monitoring project management and compliance with acquittal processes and key dates. Improved external process agreed with Regional Development Victoria. New Regional Development Australia Fund Guidelines assessed and distributed. | Economic Development | 30/06/2011 | |
| 1.1.3.2 Secure multiple grants for major projects, where possible, to reduce Council's matching contribution from other than rate revenue. | New Regional Development Australia Fund Guidelines assessed and distributed. Grants officer attends the interdepartmental meeting to discuss planned projects options for attracting external funds. | Economic Development | 30/06/2011 | |
| 1.1.3.4 Develop a ten year financial plan that is integrated with Council's Asset Management Strategy. | A draft Strategic Resource Plan has been prepared and a draft Long Term Financial Plan have been prepared and a copies provided to Councillors. | Corporate & Community Services GM's Office | 30/06/2011 | |
| 1.1.3.4 Support the Audit Committee and maintain an internal audit program ensuring an Audit Plan is developed and implemented annually based on the outcomes of the Risk Profiling project. | Three of four Audit Committee meetings for the 2010/11 financial year have been held. As a result of the Risk Analysis performed by the internal auditors, the audit plan has been refined to address any risks identified as part of the analysis. | Finance & Customer Service | 30/06/2011 | |
| 1.1.3.13 Introduce the revised Procurement Policy and Council's Tendering & Contracting Procedures to ensure cost efficiency and transparency. | The procurement policy has been implemented. Practices continue to be reviewed to ensure compliance with the new policy. | Finance & Customer Service | 30/06/2011 | |
| Council Plan Strategy: | | 1.1.4 Continuously improve the services directly provided by Council. | | |





Colac Otway Shire Council **QUARTERLY COUNCIL PLAN PROGRESS REPORT (Jan to Mar)**

| ACTION | EXECUTIVE COMMENTS | BUSINESS UNIT | COMP DATE | PROGRESS |
|---|--|---|-------------------|---|
| <p>1.1.4.3 Carry out continuous improvement reviews on Council operations and implement the prescribed actions.</p> | <p>Systems reviews are continuing with Prince2 Project Management Methodology being introduced to the organisation in the third quarter. This process will enhance the rigour of project management and will be gradually implemented across all business units of the organisation. The move to the Business Excellence Framework continues to progress with Executive planning the rollout together with other systems improvements. The Business Excellence Framework will enhance quality assurance for all programmes and projects as well as providing a strong evidentiary basis for our Local Government Reporting.</p> | <p>Organisational Support and Development</p> | <p>30/06/2011</p> |  |
| <p>1.1.4.3 Improve Council's Customer Service capability to increase customer satisfaction.</p> | <p>Several activities have been undertaken to improve the consistency and capability of the organisation to deliver customer service to both the community and the organisation. These activities include:
 # Attendance of Customer Service representative at Executive to raise the profile of customer service and to engrain the recognition of customer service as an organisational activity.
 # Review of Council's MERIT System.
 # Inclusion of Customer Service representatives in the interview process for all customer service related positions.
 # Representatives of Customer Service attending departmental and inter-departmental meetings to raise the profile of customer service.
 # Customer Service Benchmarking exercise undertaken by external party.</p> | <p>Finance & Customer Service</p> | <p>30/06/2011</p> |  |





Colac Otway Shire Council **QUARTERLY COUNCIL PLAN PROGRESS REPORT (Jan to Mar)**

| ACTION | EXECUTIVE COMMENTS | BUSINESS UNIT | COMP DATE | PROGRESS |
|--|--|---------------------------------------|------------|---|
| 1.1.4.4 Actively promote the delivery of responsive customer service across the organisation. | Several strategies continue to be employed from both a Business Unit and an organisational perspective to further enhance the delivery of responsive service to both internal and external customers. | Finance & Customer Service | 30/06/2011 |  |
| Council Plan Strategy: 1.1.5 Advocate for improved infrastructure, services and utilities provided to our community by other organisations or levels of Government. | | | | |
| 1.1.5.1 Advocate and influence the development of water authorities' water supply demand policies and strategies. | Meetings have been held with the Community reference group and Barwon Water in relation to the Wye River Sewerage Scheme implementation. Draft proposals have been developed by Barwon Water, which are in excess of \$20 million. Council considered a report at its Meeting on 23 February 2011, which recommended; That Council writes to Barwon Water and advises that it has no firm position in relation to any of the options proposed, however, Council recommends that a sewerage scheme be implemented for the Wye River and Separation Creek townships and that the sewerage scheme be based on the removal of all septic tank systems from existing properties to minimise potential of landslip. The report also requested that the minister be advised of the background in relation to this matter. Council is awaiting Barwon Waters response before any further action can be undertaken. | Infrastructure & Services GM's Office | 30/06/2011 |  |



Colac Otway Shire Council **QUARTERLY COUNCIL PLAN PROGRESS REPORT (Jan to Mar)**

| ACTION | EXECUTIVE COMMENTS | BUSINESS UNIT | COMP DATE | PROGRESS |
|---|--|---|-------------------|---|
| <p>1.1.5.1 Advocate for appropriate fire prevention activities in the Great Otway National park and other public land.</p> | <p>Council continues to work with other relevant agencies to facilitate the development of the Otway Landscape Fire Management Plan. Council receives regular reports from the relevant authorities on the fire prevention activities being undertaken on public land. The relevant agencies have been able to burn off considerably more this year due to the wet conditions and the short term forecast suggests that they will be able to exceed the target for this financial years burns by a considerable margin. The General Manager Sustainable Planning & Development has been appointed as the Deputy Chair of the Regional Integrated Fire Management Planning Committee.</p> | <p>Sustainable Planning & Development
GM's Office</p> | <p>30/06/2011</p> |  |
| <p>1.1.5.2 Advocate for increased State Government recognition and funding as compensation for the Shire's larger than average area of non-rateable land.</p> | <p>Staff are actively supporting initiatives to argue the case for greater Grant funding to rural shires, such as Colac Otway Shire, through three initiatives, being: support for a lobby group of the National Rural shires earning more than 100 million dollars in primary produce per annum, organising for greater road grants and an initiative with VECCI (Victorian Employers' Chamber of Commerce and Industry), VFF (Victorian Farmers Federation) and the MAV (Municipal Association of Victoria, and the MAV's Sustainable Councils Programme. \$1 Million/year for next 4 years allocated by the State Government as a result of election promises and direct lobbying by Colac Otway Shire, among others.</p> | <p>Chief Executive Office</p> | <p>30/06/2011</p> |  |






Colac Otway Shire Council **QUARTERLY COUNCIL PLAN PROGRESS REPORT (Jan to Mar)**

| ACTION | EXECUTIVE COMMENTS | BUSINESS UNIT | COMP DATE | PROGRESS |
|---|--|--|------------|----------|
| 1.1.5.3 Advocate for appropriate State and Federal Government funding for community priorities. | The Economic Development Unit has been very successful in raising grants. Lobbying through Federal and State elections has produced spectacular results with a myriad of projects being committed. | Chief Executive Office | 30/06/2011 | |
| 1.1.5.4 Participate in G21 and Great South Coast resource sharing forums and negotiations on regional strategic objectives. | Completed the GSC (Great South Coast) Regional Strategic Plan and are now committed to the actions in the Plan. We will be participating in several subregional initiatives with GSC and are actively pursuing a number of initiatives with G21, including the Regional Land Use Strategy, TLC 3 planning and active involvement in all pillars. Discussions have been held with VicRoads and these will continue. Interviews have been conducted for consultants and a decision is pending with works to be carried out on a road hierarchy and an alternate heavy transport route to be commenced in 2011. | Chief Executive Office | 30/06/2011 | |
| Council Plan Strategy: | | | | |
| 1.1.6 Attract and retain quality staff | | | | |
| 1.1.6.4 Negotiate the fifth Colac Otway Shire Enterprise Agreement. | Project completed. The Colac Otway Shire Enterprise Agreement 2010 was approved by Fair Work Australia on 14 September 2010, with the agreement coming into effect on 1 October 2010. The negotiating period was successful and all parties contributed to a positive outcome for employees and employer. | Organisational Support and Development | 30/06/2011 | |
| 1.1.6.5 Work in partnership with local and industry groups on employment branding initiatives that enhance the profile and appeal of local government as an "employer of choice". | Council has engaged a number of trainees in 2011 and also has had success in engaging students from Deakin University as part of the University's student placement program. These initiatives, as well as participation in local forums, continue to promote Local Government as a viable career opportunity. | Organisational Support and Development | 30/06/2011 | |






Colac Otway Shire Council **QUARTERLY COUNCIL PLAN PROGRESS REPORT (Jan to Mar)**

| ACTION | EXECUTIVE COMMENTS | BUSINESS UNIT | COMP DATE | PROGRESS |
|---|---|--|------------|---|
| Council Plan Strategy: | | | | |
| 1.1.7 Provide a fair, safe and healthy work environment. | | | | |
| 1.1.7.1 Review Council Offices and Staff Accommodation to ensure appropriate space is provided to accommodate staff. | Planning is well in hand for the Sustainable Planning and Development Department (SPD) to occupy part of the former library building and for Community Health and Community Services to be relocated from Murray Street to Rae Street. The library has been relocated to the Beechy Precinct and an annexe has been constructed in part of the former library building. The balance of the area is being designed for the relocation of the SPD Department. Design of the balance of the Rae street office for the Corporate and Community Services staff is complete. The Corangamite Regional Library Corporation has relocated out of the Building making the move of the SPD Department possible. | Chief Executive Office | 30/06/2011 |  |
| 1.1.7.4 Enhance and implement the corporate occupational health and safety systems (SafetyMap) and ensure ongoing compliance with all relevant regulations. | Council's Safety map audit has been completed and action plans have been prepared in response to issues identified. This action plan will be incorporated into our Risk and OH&S improvement practices. | Organisational Support and Development | 30/06/2011 |  |
| Council Plan Strategy: | | | | |
| 1.1.8 Continuously improve operational systems, processes and minimise risk. | | | | |
| 1.1.8.2 Develop and implement Council's Information Services disaster recovery environment. | All aspects of the Disaster Recovery (DR) Environment have been completed, including a DR test to confirm the technical infrastructure is working within specification. Project completed. | Information Services | 30/06/2011 |  |





Colac Otway Shire Council **QUARTERLY COUNCIL PLAN PROGRESS REPORT (Jan to Mar)**

| ACTION | EXECUTIVE COMMENTS | BUSINESS UNIT | COMP DATE | PROGRESS |
|---|--|--|------------|---|
| 1.1.8.2 Seek opportunities for sharing of resources and expertise across the region. | The organisation's Systems Review Team is examining operational processes and policy to minimise operational risks and improve efficiencies. Council is actively participating, where appropriate, in the Municipal Association of Victoria's shared initiatives and any opportunities that occur with either G21 or Great South Coast. | Chief Executive Office | 30/06/2011 |  |
| 1.1.8.3 Implement Council's Information Communication Technology strategic plan. | The 2010/11 iteration of the Information Communication and Technology Strategy governs the project work we undertake. All our 2010/11 project work is on track and will be finalised by the end of June 2011. The 2011/12 iteration of the Information Communication and Technology Strategic Plan has been developed. The initiatives scheduled for action in the 2011/12 financial year have had Budget Requests lodged for consideration as part of the current budget process. | Information Services | 30/06/2011 |  |
| 1.1.8.3 Review and update Council's Risk Management Policy and Procedures Manual including compliance audits. | Council officers recently reviewed Council's Risk Management Policy, adopted by Council on 30 March. The policy continues to ensure protection against general risks and targeted risks identified by business units. | Organisational Support and Development | 30/06/2011 |  |





Colac Otway Shire Council **QUARTERLY COUNCIL PLAN PROGRESS REPORT (Jan to Mar)**

| ACTION | EXECUTIVE COMMENTS | BUSINESS UNIT | COMP DATE | PROGRESS |
|--|---|---|-------------------|---|
| <p>1.1.8.5 Implement the Systems and Processes Review project to ensure that systems and processes are operating effectively and providing support to eliminate risk.</p> | <p>In this quarter managers of business units have all been trained in the use and functionality of the Interplan Risk Management Software tool to ensure risks are logged and managed within our business reporting framework. In addition, the implementation of the Prince2 Project management methodology will further focus on risk strategy and systems in the delivery of Council's many operational and capital projects.</p> | <p>Organisational Support and Development</p> | <p>30/06/2011</p> |  |
| <p>Council Plan Strategy: 1.1.9 Communicate regularly, effectively and honestly with the community</p> | | | | |
| <p>1.1.9.5 Provide relevant, timely and accurate information to the community using print, radio and web media, as well as non-media channels such as newsletters and the Colac Otway Shire website.</p> | <p>Regular media updates and information packages are produced and a consideration of how we can better communicate with the community about the things that we do is under consideration. A report outlining the community Consultation strategy for Council in future is being prepared by the Chief Executive Officer and is expected to be presented to Council in May 2011.</p> | <p>Chief Executive Office</p> | <p>30/06/2011</p> |  |





Colac Otway Shire Council **QUARTERLY COUNCIL PLAN PROGRESS REPORT (Jan to Mar)**

| ACTION | EXECUTIVE COMMENTS | BUSINESS UNIT | COMP. DATE | PROGRESS |
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| <p>1.1.9.6 Ensure Colac Otway Shire's website is accessible, easy to navigate, utilises appropriate web technologies and contains relevant and up-to-date information.</p> | <p>While the website is regularly updated (at least several times a week), we do not have sufficient human resources to recognise the website's full potential. The website is also limited by its ageing Content Management System (CMS). The Communications and Information Technology teams are working together to ascertain Council's web needs and the possibility of participating in a group purchase of a new CMS to enable participating councils to better utilise web 2.0 technology and improve their web presence. Failure to secure funding for a web upgrade at budget was disappointing. We are continuing to keep information up to date.</p> | <p>Chief Executive Office</p> | <p>30/06/2011</p> |  |
| <p>Council Plan Strategy:</p> | | <p>1.1.10 Meet our statutory obligations for community safety, security and responses to emergency situations.</p> | | |
| <p>1.1.10.1 Undertake an annual review of the Municipal Emergency Management Plan (MEMP) from a Shire perspective and implement awareness training and readiness programs for community and staff.</p> | <p>Council has undertaken a very thorough review of the existing Municipal Emergency Management Plan. The revised version of the Plan was audited by the State Emergency Service in December 2010. Council was advised that the plan had passed the audit at the Municipal Emergency Management Planning Committee meeting in February 2011. Although the plan passed the audit there were some areas that needed further work. Accordingly an updated version of the plan will be submitted to Council for endorsement in May 2011.</p> | <p>Sustainable Planning & Development GM's Office</p> | <p>30/06/2011</p> |  |






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| ACTION | EXECUTIVE COMMENTS | BUSINESS UNIT | COMP DATE | PROGRESS |
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| 1.1.10.6 Implement the Domestic Animal Management Plan. | Council continues to carry out its obligations in accordance with the Domestic Animal Management Plan. Recent achievements include organising for the animal registration renewal forms to be sent out in a timely fashion, even though software issues were encountered, and the adoption of a tiered payment structure to encourage more animals to be microchipped and desexed. | Environment & Community Safety | 30/06/2011 |  |
| 1.1.10.7 Implement the Municipal Fire Prevention Plan. | The Municipal Fire Prevention Plan is being implemented effectively. An updated version of the Plan needs to be presented to the Municipal Fire Management Planning Committee in May 2011. Council completed fire inspections in accordance with the Plan. Fire prevention notices were issued to land owners who did not comply with requirements to maintain their property to a suitable standard. Although there were a number of land owners who failed to comply the overall level of compliance was good given that it was a wet summer with prolific grass growth. | Environment & Community Safety | 30/06/2011 |  |



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| <p>1.1.10.8 Establish integrated fire management practices and endorse Township Protection Plans and neighbourhood Safer Places where appropriate.</p> | <p>Council continues to work in partnership with the CFA (Country Fire Authority) and DSE (Department of Sustainability and Environment) on the development of Township Protection Plans and Neighbourhood Safer Places (NSP). The nine township protection plans endorsed in 2009 have been updated in a new format and two new plans developed. The CFA presented all of these plans to the Municipal Fire Management Planning Committee in March 2011. Comment will be provided back to the CFA with a view to getting the plans endorsed at the Municipal Fire Management Planning Committee in May. Work continues on trying to establish NSP in four of the high risk towns and three lower risk townships.</p> | <p>Environment & Community Safety</p> | <p>30/06/2011</p> |  |
| <p>Key Result Area:
Council Plan Objective:
Council Plan Strategy:</p> | | <p>2: Physical Infrastructure and Assets
2.1 Council will provide and maintain Council infrastructure and assets that meet community needs now and in the future.
2.1.1 Ensure infrastructure development, renewal and maintenance plans address current and forecast community needs.</p> | | |
| <p>2.1.1.1 Plan and implement infrastructure projects that transform townships and promote economic development and community strengthening.</p> | <p>The 2010/11 round of funding is currently open. The Economic Development Officer is working with small towns groups to develop applications. The Biregurra and Forrest Small Town Infrastructure Plans have commenced to review current community priorities.</p> | <p>Economic Development</p> | <p>30/06/2011</p> |  |
| <p>2.1.1.3 Review and implement Asset Management Plans to ensure that the level of funding for asset development, maintenance and upgrade meets the community's expectations.</p> | <p>Draft Building Asset Management Plan being revised. Other existing plans will be reviewed over the coming period to assess their alignment with common templates which have been introduced as part of the Municipal Association of Victoria's STEP Regional Asset Management Program.</p> | <p>Sustainable Assets</p> | <p>30/06/2011</p> |  |



| Colac Otway Shire Council | | QUARTERLY COUNCIL PLAN PROGRESS REPORT (Jan to Mar) | | |
|--|--|---|------------|----------|
| ACTION | EXECUTIVE COMMENTS | BUSINESS UNIT | COMP DATE | PROGRESS |
| 2.1.1.4 Develop a 10 year capital works and major projects program according to adopted priorities. | Budget requests have been incorporated into the 10 year program. | Capital Works | 30/06/2011 | |
| 2.1.1.5 Review the 10 year capital works and major projects program annually. | Program has been reviewed as part of Council's budget process. | Capital Works | 30/06/2011 | |
| Council Plan Strategy: 2.1.2 Implement and manage Colac Otway Shire's Road Management Plan | | | | |
| 2.1.2.1 Develop a Strategic Footpath Plan for Colac. | A draft plan has been developed, and will be forwarding to Council prior to sending out for public consultation | Capital Works | 30/06/2011 | |
| 2.1.2.1 In line with the Road Management Act 2004 requirements, review and update Colac Otway Shire's Road Management Plan. | Ongoing review is required to ensure that there is compliance with the Road Management Act 2004 and Council's Plan. This has been happening through regular reporting to Council. Based on the monitoring, any issues identified are considered as part of the review. The formal review must be completed by 30 June 2013, following the Council elections in November 2012. Work has been in progress. | Infrastructure & Services GM's Office | 30/06/2011 | |
| 2.1.2.2 Continue active participation and involvement in the STEP Asset Management Program with the Municipal Association of Victoria. | Ongoing participation in the Municipal Association of Victoria's Regional Asset Management Program. | Sustainable Assets | 30/06/2011 | |
| 2.1.2.2 Review and implement the Strategic Footpath Plan for Apollo Bay. | A draft plan has been developed and is being reviewed. | Capital Works | 30/06/2011 | |
| Council Plan Strategy: 2.1.3 Manage Council's buildings and facilities in a responsible, safe and sustainable manner. | | | | |





Colac Otway Shire Council **QUARTERLY COUNCIL PLAN PROGRESS REPORT (Jan to Mar)**

| ACTION | EXECUTIVE COMMENTS | BUSINESS UNIT | COMP DATE | PROGRESS |
|--|---|---------------------------------------|------------|----------|
| 2.1.3.1 Develop a Land Rationalisation Program. | This is part of a longer program. There is no external funding to undertake this review and so it is intended to be undertaken internally with a scheduled completion date of March 2014. | Infrastructure & Services GM's Office | 30/06/2013 | |
| 2.1.3.2 Develop a Building Rationalisation Program. | This is part of an ongoing program. There is no external funding to undertake this review and so it is intended to be undertaken internally with a scheduled completion date of March 2014. | Infrastructure & Services GM's Office | 30/06/2012 | |
| 2.1.3.2 Develop Building Assets Management Plan and implement according to adopted priorities. | Planned presentation to Executive Management Team (EMT) deferred as draft Building Asset Management Plan is being revised to ensure alignment with Asset Management Plan templates, which have recently been introduced as part of the STEP Regional Asset Management Program. Intended to present draft to EMT prior to 30 June 2011. | Sustainable Assets | 30/06/2011 | |
| Council Plan Strategy: | 2.1.4 Improve local and regional transport networks to ensure safety and accessibility | | | |
| 2.1.4.1 Advocate for duplication of the Princes Highway from Winchelsea to Colac. | Lobbying during the Federal election saw bipartisan support for the Princes Highway duplication from Winchelsea to Colac from this level of Government. The State Government elections saw a similar level of support from both main parties and the Liberal government has given its commitment to the project. The funds are now secure. Timelines have been locked in for the Geelong to Winchelsea stage of this project, which is currently having planning and acquisition works completed. Construction on the Geelong to Winchelsea part of the Princes highway is progressing. | Chief Executive Office | 30/06/2011 | |



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| ACTION | EXECUTIVE COMMENTS | BUSINESS UNIT | COMP DATE | PROGRESS |
|---|--|---------------------------------------|------------|---|
| 2.1.4.1 Advocate for strategic transport initiatives. | <p>Letter sent to G21 requesting a review of priorities for Colac Otway Shire. The priorities proposed include the following:</p> <ul style="list-style-type: none"> - Transport Connections Program connectivity for the rail network does not adequately address the community expectations in relation to timetabling of trains between Colac and Geelong. - Enhanced use of the Warrnambool to Geelong/Melbourne railway for freight. - Princes Highway West. - Colac Ring Road – existing project. - Colac – Skenes Creek Road Upgrade and overtaking lanes. - Great Ocean Road Upgrade. - Colac Park and Ride Project. <p>This matter has also been taken up with VicRoads at a number of meetings and at a Community Forum in Forrest on 4 April 2011.</p> | Infrastructure & Services GM's Office | 30/06/2011 |  |
| 2.1.4.2 Advocate for further improvements to the Princes Highway from Colac to the South Australian border. | <p>The new Liberal Government has committed to providing 17 passing bays between Colac and the South Australian border and 4 of these are to be constructed in the 2011/2012. Meetings conducted with Terry Mulder and Darren Cheeseman on a quarterly basis.</p> | Chief Executive Office | 30/06/2011 |  |







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| ACTION | EXECUTIVE COMMENTS | BUSINESS UNIT | COMP DATE | PROGRESS |
|--|--|--|------------|-------------|
| 2.1.4.3 In partnership with VicRoads identify options and plan for alternative road access through or around Colac, particularly relating to freight movement. | Road Hierarchy and Heavy Truck Route Consultancy has been advertised and a Consultant appointed. Community reference group established at the 30 March 2011 Council meeting. Project reference group has meet to discuss project at an inception meeting. VicRoads are on the Project Steering Group. The project will extend into the next financial year, with an anticipated completion date prior to the end of December 2011. | Infrastructure & Services GM's Office | 30/06/2011 | |
| 2.1.4.4 Advocate for improved commuter Rail Services and safe Railway Crossings. | Advice has been received from the Municipal Association of Victoria that the Safety Interface Agreement is approved. The matter now needs to be formally reported to Council for adoption. It is anticipated that this will occur prior to the end of June 2011. | Infrastructure & Services GM's Office | 30/06/2011 | |
| 2.1.4.5 Implement the parts of the G21 Transport Plan relevant to Colac Otway Shire. | A revised priority list of the Colac Otway Shire Transport Plan was presented to G21 for consideration in a letter from the Chief Executive Officer on 16 March 2011. This matter will be ongoing. | Infrastructure & Services GM's Office | 30/06/2011 | |
| Council Plan Strategy: | | 2.1.5 Ensure environmental risks are adequately addressed for Council infrastructure works, including impacts of climate change. | | |
| 2.1.5.1 Implement sound procedures to ensure that environmental constraints are adequately considered in the planning and implementation of Council's infrastructure maintenance activities. | Procedures have now been adopted by Executive and are being implemented through Council's Environment Officer. | Infrastructure & Services GM's Office | 30/06/2011 | |
| 2.1.5.2 Develop a proposed long term management response to sea level rise for Council assets. | Council is waiting on the Victorian Government to release the modelling on the Future Coasts Strategy. Until the model is released, Council cannot proceed any further. | Infrastructure & Services GM's Office | 30/06/2013 | No Progress |
| Key Result Area: | | 3 Land Use and Development | | |
| Council Plan Objective: | | 3.1 Engage, plan & make decisions about land use & development that takes into account Council's regulatory role, diverse geography, social, community, economic & environmental impacts now & in the future | | |





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| ACTION | EXECUTIVE COMMENTS | BUSINESS UNIT | COMP DATE | PROGRESS |
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| Council Plan Strategy: | | 3.1.1 Ensure a partnership approach to land use planning that reflects the needs, values and aspirations of the community. | | |
| 3.1.1.2 Advocate to have Colac Otway Shire included in the State Government urban land monitoring program. | Officers have advocated for this to occur through the G21 Regional Land Use Plan project. The State Government is considering the request. Council has funded a Colac Commercial Strategy, which will include an industrial land supply/demand assessment, subject to receipt of external matching funding. Officers are currently pursuing options for grant funding. | Planning & Building Services | 30/06/2013 |  |
| 3.1.1.3 Advocate for more detailed mapping of the Erosion Management Overlay by State Government. | The need for State Government to fund further improved mapping of the Erosion Management Overlay has been identified in the Planning Scheme Review report which was submitted to State Government in November 2010. | Planning & Building Services | 30/06/2011 |  |
| 3.1.1.4 Finalise a Rural Living Strategy and implement findings. | The draft Strategy was considered by Council at the January meeting, and placed on public exhibition until 4 April. Four public information sessions were held late in February. | Planning & Building Services | 30/06/2012 |  |
| 3.1.1.5 Finalise and implement a car parking study for Colac & Apollo Bay. | A draft Car Parking Strategy for Colac and Apollo Bay has been received from the consultant and is being finalised following a project Steering Group meeting. It is scheduled for a Council workshop in April prior to public exhibition. | Planning & Building Services | 31/12/2012 |  |






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| ACTION | EXECUTIVE COMMENTS | BUSINESS UNIT | COMP. DATE | PROGRESS |
|--|---|--|------------|---|
| 3.1.1.6 Finalise and implement Birregurra and Forrest Structure Plans. | The Structure Plans were on public exhibition through November and December. A report will be put to Council for adoption of the Forrest Structure Plan early in 2011, but the exhibition period for the Birregurra Structure Plan has been extended to 30 June 2011. Council has resolved to initiate a Neighbourhood Character Study, and this is subject to a current tender process. A Community Reference Group has been established to work with Council on both projects. | Planning & Building Services | 31/12/2011 |  |
| 3.1.1.9 In conjunction with the State Government, and subject to external funding, exhibit a Planning Scheme amendment for the Apollo Bay Harbour Master Plan. | State Government funding was received late in 2010 following extensive discussions with various State agencies/departments over a couple of years, providing the impetus for Council to begin preparation of the amendment. The appointment of a project manager to commence the project has been held off whilst a community engagement strategy is implemented to address community concerns. An extension to the milestones in the Department of Planning and Community Development grant has been sought. | Planning & Building Services | 30/06/2012 |  |
| Council Plan Strategy: | | 3.1.2 Ensure that responsible planning mechanisms are used to control development in areas potentially affected by climate change. | | |



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| 3.1.2.1 Work with State Government to develop appropriate planning controls that respond to predicted sea level rise. | Ongoing participation in climate change forums and other related initiatives through the Department of Sustainability and Environment and the Future Coasts Working Group to ensure appropriate planning controls are introduced into the operational processes of Council's planning consideration and the Planning Scheme as soon as practicable. Currently awaiting release of Future Coasts modelling. | Sustainable Planning & Development
GM's Office | 30/06/2011 |  |
| Council Plan Strategy: 3.1.3 Ensure all Council land use plans and strategies are current and responsive. | | | | |
| 3.1.3.2 Undertake a four year review of the Planning Scheme. | The Planning Scheme Review was finalised and adopted by Council in October 2010, and the report has been forwarded to the Planning Minister. | Planning & Building Services | 30/06/2011 |  |
| 3.1.3.3 Regularly update and improve the Colac Otway Planning Scheme through Planning Scheme amendments. | Amendment C12 (flooding amendment) was gazetted by the Minister in March. Amendment C58 was adopted by Council at the February meeting and has been forwarded to the Minister for approval. Council has authorised the commencement of amendments to update the EMO mapping and Schedule at its March meeting. The C55 "follow-on" amendment is currently being prepared for Council consideration. | Planning & Building Services | 30/06/2011 |  |
| 3.1.3.4 Prepare a Commercial Strategy for Colac. | Project funded in 2010/11 budget by Council subject to attracting a matching external grant. Have commenced negotiations with Regional Development Victoria for funding under the Blueprint Victoria project. Have not yet been successful in securing a grant to enable commencement of the project. | Planning & Building Services | 30/06/2011 | No Progress |







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|---|---|------------------------------|------------|----------|
| 3.1.3.5 Undertake a review of future growth options for Apollo Bay. | Consultant appointed in November. An Issues Analysis Paper has been placed on public exhibition until mid April. A public information session was held on 26 March. | Planning & Building Services | 30/06/2011 | |
| Council Plan Strategy: 3.1.4 Enforce planning and building regulations to meet legislative requirements | | | | |
| 3.1.4.1 Implement comprehensive monitoring of the Essential Safety legislative requirements. | Currently developing a policy to guide Council's prioritisation of enforcement of these requirements. Have completed auditing of all Council owned/managed buildings, and have commenced auditing of the highest risk privately owned buildings. | Planning & Building Services | 30/06/2011 | |
| 3.1.4.3 Implement mechanisms to improve knowledge of building and planning requirements/ responsibilities. | A web site review group has been established to review provision of web based information. Significant progress has been made. Planning information sheets are being reviewed, and a working group between Planning and Economic Development has been established. A quarterly Planning and Building stakeholder newsletter is under development. | Planning & Building Services | 30/06/2011 | |
| Council Plan Strategy: 3.1.5 Ensure consistent and timely decision making for building and planning applications that meet Council's policy framework. | | | | |
| 3.1.5.1 Document and continuously improve processes and procedures for assessment and determination of building and planning permit applications. | Significant progress has been made in the documentation of planning processes with the development of a draft Manual. There have been several workshops between Planning and Infrastructure relating specifically to subdivision. Council has also participated in the Municipal Association of Victoria STEP Planning Process Improvement Program which has identified further opportunities to improve processes. | Planning & Building Services | 30/06/2011 | |






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| 3.1.5.2 Prepare and develop a more comprehensive Information Kit on building and planning application requirements. | Planners currently developing a revised set of information checklists and brochures. A small working group has been formed between Economic Development and Planning to deliver a themed set of documents that address commercial oriented development proposals. | Planning & Building Services | 30/06/2011 |  |
| 3.1.5.3 Provide improved access to building and planning information on Council's website. | Considerable work has been done to improve the structure and content of the Planning and Building component of the web site. Expect revised content to be uploaded and operational by early 2011. | Planning & Building Services | 30/06/2011 |  |
| Council Plan Strategy: | | 3.1.6 Ensure that environmental risks are adequately addressed for new development and land use. | | |
| 3.1.6.1 Work with State Government to develop improved mapping and introduce planning controls that accurately reflect areas known to potentially have acid sulfate soils. | The need for improved mapping has been documented in the Planning Scheme Review report that was submitted to the State Government in November 2010. Officers are also leading a project in conjunction with other agencies to better map inland acid sulphate soils. | Planning & Building Services | 30/06/2013 |  |
| 3.1.6.3 Introduce a Salinity Management Overlay to affected areas. | Council resolved to proceed with an amendment to introduce a Salinity Management Overlay in September 2009 but cannot prepare and exhibit the amendment until revised mapping is provided by the Corangamite Catchment Management Authority. | Planning & Building Services | 30/06/2011 |  |






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| 3.1.6.4 Work with State Government to review policies and provisions in fire risk areas as appropriate following the conclusion of the Bushfire Royal Commission. | The State Government has released its response to the Bushfire Royal Commission findings, and Council will take part in initiatives as opportunities arise. There have been meetings with State Government concerning this issue having regard to the Rural Living Strategy. Awaiting State Government announcements on policy direction. Attended a Municipal Association of Victoria information session in March. | Planning & Building Services | 30/06/2011 |  |
| Key Result Area:
Council Plan Objective:
Council Plan Strategy: | | 4 Environmental Management
4.1 Council will protect and enhance the environment entrusted to us, demonstrate efficient use of natural resources and minimise climate change impacts.
4.1.1 Develop a coordinated approach to managing environmental issues across all Council activities. | | |
| 4.1.1.2 Implementation of the Environment Strategy. | Works are being undertaken across various Council Units in accordance with the 2010-2012 Environment Action Plan. Actions include improving weed mapping, reducing emissions through installation of solar panels and reducing potable water consumption through the installation of water tanks at Central Reserve. | Environment & Community Safety | 30/06/2011 |  |
| 4.1.1.3 Development of annual Action Plans for the Environment Program. | The Annual Environment Action Plan has been completed. | Environment & Community Safety | 30/06/2011 |  |
| Council Plan Strategy: | | 4.1.2 Ensure the protection and enhancement of environmental values on Council owned and managed land. | | |






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| 4.1.2.1 Develop and implement action plans to manage the threats to environmental assets on Council managed land in accordance with the Environment Strategy 2010-2018. | Revegetation and weed control works are being carried out in a strategic manner on Council Managed land in accordance with the 2010-2012 Environment Action Plan. Recent works include weed control and revegetation along the Lake Colac Foreshore, Barongarook Creek, Marengo Flora Reserve, the Barongarook Covenant property and at the Deepdene Reserve. | Environment & Community Safety | 30/06/2011 |  |
| 4.1.2.2 Continue to implement the Lake Colac Management Plan and the Re-vegetation and Weed Control Master Plan. | Works continue on Barongarook Creek and on the Lake Colac Foreshore in accordance with the Lake Colac Revegetation and Weed Control Plan. Recent works include spreading of over 90 cubic metres of mulch along the Lake Colac Foreshore and planting over 3,000 plants. This work has been carried out in partnership with the local Rotary group. Clean Up Australia Day was also undertaken along Barongarook Creek an over a tonne of rubbish was removed. | Environment & Community Safety | 30/06/2011 |  |
| Council Plan Strategy: | | 4.1.3 Facilitate the protection and enhancement of environmental values on private land. | | |
| 4.1.3.1 Update the environmental overlays in the Planning Scheme to introduce the latest biodiversity mapping prepared by State Government. | Have begun preparation of amendment documentation to implement the latest Department of Sustainability and Environment and Council biodiversity mapping. | Planning & Building Services | 30/06/2011 |  |






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| 4.1.3.2 Continue to carry out audits of forestry operations on private land. | Audits are being undertaken on an ongoing basis. Timber Harvesting Plans have been regularly assessed for compliance with the Code of Practice for Timber Production. Compliance rates are very high. Council is currently reviewing the Forest Industry Prescriptions for Colac Otway. New prescriptions will be submitted to Council for approval by May 2011. | Environment & Community Safety | 30/06/2011 |  |
| 4.1.3.3 Continue to raise the awareness of private landholders on their responsibilities in relation to the environment. | Council continually responds to private landholders requests for information on a variety of environmental issues and provides timely and professional assistance and advice on topics such as: reducing carbon emissions, environmental responsibilities on private land, species lists for sustainable land management practices, vegetation removal and environmental fire safe practices, weed management and responsibility in relation to road sides, weed issues on neighbouring properties, and fauna and flora species identification. | Environment & Community Safety | 30/06/2011 |  |
| Council Plan Strategy: | | 4.1.4 Minimise environmental impacts and the use of natural resources associated with Council operations in accordance with Council's Environment Strategy 2010-2018. | | |
| 4.1.4.1 Implementation of the planning scheme and Council processes to manage environmental issues associated with Council works. | Planning has worked constructively with Infrastructure in relation to roadside maintenance procedures having regard to the Memorandum of Understanding with the Department of Sustainability and Environment, and is in the process of preparing an amendment to implement new biodiversity mapping of roadside vegetation. | Planning & Building Services | 30/06/2011 |  |






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| 4.1.4.2 Continue program of works and practices in the Greenhouse Action Plan to reduce Council's carbon footprint. | Actions/projects approved by the Sustainability Working Group are being implemented in a timely manner. A community forum will be held at the Barham River Festival in May to enable the local community to identify local sustainability actions they wish to pursue. Council will then help to facilitate activity in partnership with the local community. Council has submitted a grant application to enable the development of a carbon neutral plan. New under sink water filters have been installed in Council's Rae Street Office in order to allow for the removal of bottled water. This will prevent the need to transport water by truck and hence reduce the associated emissions. | Environment & Community Safety | 30/06/2011 |  |
| 4.1.4.3 Continue to implement agreed, viable water saving measures via Council's Sustainable Water Use Plan. | Two new water tanks have been installed at Central Reserve and Bluewater Fitness Centre. The new tanks will hold rainwater that will be used for toilets and showers. This will significantly reduce the amount of potable water used at these facilities. | Environment & Community Safety | 30/06/2011 |  |
| 4.1.4.5 Develop and implement an Environmental Sustainability Policy. | The draft Sustainability Policy has been examined by the Sustainability Working Group. A number of potential changes were discussed at the meeting in February. The changes have been made and the policy will be sent to Executive for endorsement in April 2011. | Environment & Community Safety | 30/06/2011 |  |
| Council Plan Strategy: | | 4.1.5 Promote environmental values in the broader community and work with other stakeholders on managing large scale issues in accordance with the process identified in the Environment Strategy 2010-2018. | | |



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| <p>4.1.5.1 Advocate where appropriate community views on environmental issues outside the direct responsibility of Council.</p> | <p>Council continues to work on environmental issues outside the direct responsibility of Council through various means and forums. The MAV (Municipal Association of Victoria) Roadside Weeds Working Group has engaged a consultant to develop an options paper on how progress the issues associated with clarifying roles and responsibilities for roadside weeds. The General Manager Sustainable Planning and Development has been appointed by the Minister as a member of the Steering Committee and Working Group for Roadside Weeds and Pest Animals. Council has advocated for the need to review Barwon Waters licence conditions for the extraction of water from the Barwon Downs Borefield. Given that the borefield is not being used currently and the fact that other water supplies are coming online soon Council believes it would be a good time to undertake this review.</p> | <p>Sustainable Planning & Development
GM's Office</p> | <p>30/06/2011</p> |  |
| <p>4.1.5.1 Coordinate a range of environmental events across the region.</p> | <p>Environment Officers have organised a number of events across the region including: Clean Up Australia Day and Earth Hour.</p> | <p>Environment & Community Safety</p> | <p>30/06/2011</p> |  |
| <p>4.1.5.3 Promote awareness of environmental issues through various media and forums.</p> | <p>The Environment Unit has developed many media releases on works undertaken such as revegetation works, clean up days and fire prevention. A monthly environment column has also been printed in the Colac Herald on various environmental issues.</p> | <p>Environment & Community Safety</p> | <p>30/06/2011</p> |  |



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| 4.1.5.4 Encourage energy efficiency including the use of renewable and alternative energy sources. | Council helped to organise a community event in Colac to look at a bulk purchase of solar panels. The event gathered a significant amount of interest and a bulk purchase of solar panels has been undertaken. Council also intends to buy solar panels for its Rae Street Office through this bulk purchase programme. | Environment & Community Safety | 30/06/2011 | |
| Council Plan Strategy: 4.1.6 Minimise, recycle and manage residential waste. | | | | |
| 4.1.6.3 Implement the Landfill Rehabilitation Plan. | Budget submission placed for continued work at the Marengo Landfill site. | Major Contracts | 30/06/2011 | |
| 4.1.6.3 Implementation of the Waste Water Management Strategy. | Sewerage is to be available in Birregurra later this year. The Wye River and Separation Creek sewerage proposal requires further work to identify a way forward. Council has requested Barwon Water to seek a solution. | Health and Community Services | 30/06/2011 | |
| 4.1.6.4 Implement the Waste Management Plan and new contractual arrangements. | The Apollo Bay Transfer Station was completed on 25 November 2010 and commenced operating on 20 December 2010. This will make the waste management operations more efficient and operations can cease at Marengo landfill for necessary rehabilitation works. An official inauguration ceremony was held on 10 March 2011. | Major Contracts | 30/06/2011 | |
| Key Result Area: | 5 Economic Development | | | |
| Council Plan Objective: | 5.1 Council is committed to facilitating a healthy and resilient economy through effective leadership, advocacy, and partnership. | | | |
| Council Plan Strategy: | 5.1.1 Support the development of a diverse, skilled and capable workforce. | | | |





Colac Otway Shire Council **QUARTERLY COUNCIL PLAN PROGRESS REPORT (Jan to Mar)**

| ACTION | EXECUTIVE COMMENTS | BUSINESS UNIT | COMP DATE | PROGRESS |
|--|--|--|------------|----------|
| 5.1.1.2 Participate in local and regional task groups to improve access to vocational education and training and post compulsory education and training. | Attended COVEC (Colac Otway Vocational Education Cluster) Fed and State Government briefing on the Colac Trade Training Centre. Continued to attend COVEC local planning meetings. Organised a Colac Training Forum with Colac Otway Shire Industry Advisory Committee for April 2011. | Economic Development | 30/06/2011 | |
| 5.1.1.3 Work with industry sectors on strategic workforce planning initiatives, including training and education. | Participated in Steering Committee of South West Workforce Development Plan to discuss implementation. Maintained email correspondence with the Colac Industry Advisory Committee to advise it of Trade training Centre progress and the South West Workforce Development Plan. | Economic Development | 30/06/2011 | |
| Council Plan Strategy: | | 5.1.2 Work with business to recognise growth potential from climate change and renewable energy initiatives. | | |
| 5.1.2.1 Form a climate change business reference group and participate in regional networks and initiatives that promote sustainable economic development and growth in 'green collar employment' and 'green economy' workforce development. | Business Survey to be distributed early April 2011 will include questions on business interest in Climate Change and the necessity for information and training. | Economic Development | 30/06/2011 | |
| 5.1.2.2 Encourage and promote renewable and alternative energy opportunities for the Colac Otway Shire. | Facilitated discussions between Regional Development Victoria and an alternative energy company that wants to manufacture in Colac. Also assisted with Planning Advice. | Economic Development | 30/06/2011 | |
| Council Plan Strategy: | | 5.1.3 Support local business to develop and succeed. | | |








Colac Otway Shire Council **QUARTERLY COUNCIL PLAN PROGRESS REPORT (Jan to Mar)**

| ACTION | EXECUTIVE COMMENTS | BUSINESS UNIT | COMP DATE | PROGRESS |
|---|---|---|-------------------|---|
| <p>5.1.3.1 Develop a Master Plan to support the redevelopment of the Colac Central Business District streetscape including traffic management, parking and the Memorial Square.</p> | <p>Revised project scope and funding agreement negotiated with Regional Development Victoria. Consultants appointed and scoping meeting and walk/drive inspection of the project area conducted. Community Reference Group appointed and Council workshop/briefing undertaken followed by initial Community Reference Group meeting conducted with consultants attending/reporting. Community Bulletin posted to 8,000 households, both within the Shire and to external property owners, inviting comment and advising locations where the CBD & Entrances Project Discussion Paper can be accessed - including on line. The discussion paper had been prepared by the consultants following the initial Steering Committee meeting and tour and revised following the Council briefing and Community Reference Group meeting. Project on track with revised timeline and proceeding very well. Consultants are presenting as very competent, qualified and having a very strong understanding of the issues, objectives and overall required outcomes of the project.</p> | <p>Sustainable Planning & Development
GM's Office</p> | <p>30/06/2011</p> |  |
| <p>5.1.3.1 Implement new business support and facilitation services that make it easy to do business in the Shire.</p> | <p>Convened meetings to develop new Planning Department public hand out material.</p> | <p>Economic Development</p> | <p>30/06/2011</p> |  |



Colac Otway Shire Council **QUARTERLY COUNCIL PLAN PROGRESS REPORT (Jan to Mar)**

| ACTION | EXECUTIVE COMMENTS | BUSINESS UNIT | COMP. DATE | PROGRESS |
|--|---|---|------------|---|
| 5.1.3.6 Continue to provide world standard tourism support services. | Participating in Otways Tourism Board. Participating in the Regional Tourism Action Plan Implementation Committee. Providing support to the Shire Visitor Information Centres on continuous improvement in customer service and retail development. Facilitated the move of Otways Tourism staff into the Visitor Information Centres to improve industry servicing. | Economic Development | 30/06/2011 |  |
| 5.1.3.7 Implement Business Development training programs, networking events and Business Awards. | Delivered the annual ANZ Business Breakfast in October. 'On the Front Foot for Business' events proceeding but Grow Me the Money and Climate Change events scheduled for November were cancelled due to lack of registrations. | Economic Development | 30/06/2011 |  |
| 5.1.3.8 Provide on line information for customers and potential investors to access businesses in the Shire. | Database used for notification of business development and training opportunities. Maintenance continuing. | Economic Development | 30/06/2011 |  |
| 5.1.3.11 Enhance Colac's regional service centre status through the development of a Marketing strategy. | Marketing consultant appointed | Economic Development | 30/06/2011 |  |
| Council Plan Strategy: | | 5.1.4 Lead, support and/or participate in regional and local development networks and partnerships. | | |
| 5.1.4.7 Promote and encourage the development of infrastructure to support Nature Based Tourism (NBT) development of Great Otway National Park/Otway Forest Park and Great Ocean Walk. Undertake internal review NBT Strategy. | Commenced review of the Colac Otway Shire Nature Based Tourism Strategy but incomplete due to other projects taking priority e.g. Apollo Bay Harbour Precinct Redevelopment; Colac CBD and Entrances project; Regional Tourism Action Plan. Geelong Otway Tourism developing a regional strategy in partnership with the Department of Sustainability and Environment and Parks Victoria. | Economic Development | 30/06/2011 |  |



Colac Otway Shire Council **QUARTERLY COUNCIL PLAN PROGRESS REPORT (Jan to Mar)**

| ACTION | EXECUTIVE COMMENTS | BUSINESS UNIT | COMP DATE | PROGRESS |
|---|--|----------------------|------------|----------|
| 5.1.4.8 Promote and encourage the development of infrastructure to support Lake Colac tourism and community use. | Lake Colac Cultural Heritage Management Plan in progress. Botanic Gardens pathway link to foreshore pathway completed. Review of Lake Colac Management Plan completed. | Economic Development | 30/06/2011 | |
| 5.1.4.9 Support local business associations such as Otway Business Inc, Apollo Bay Chamber of Commerce and Tourism. | Met with Otway Business Inc and agreed to jointly develop an launch for the Powercor Colac Otway Business Awards. Council to fund the event as part of its business development series of events. | Economic Development | 30/06/2011 | |
| Council Plan Strategy: | 5.1.5 Participate in regional and Shire based marketing and promotion initiatives designed to promote 'brand awareness' of the Colac Otways and Great Ocean Road region. | | | |
| 5.1.5.1 Promote the Shire's strengths and competitive advantages to attract new investment. | Colac 'It's a great place' interim marketing document completed. Marketing consultant engaged. | Economic Development | 30/06/2011 | |
| 5.1.5.2 Identify the capacity, demand and rating of accommodation in Colac including the attraction of a high end quality star hotel. | Planning completed to review previous contacts and opportunities and complete another round of contacting relevant development organisations. | Economic Development | 30/06/2011 | |
| 5.1.5.3 Facilitate the development of services and a calendar of business events / industry conferences designed to attract and engage external business and job opportunity for families and young people. | Conducted two 'On the Front Foot Business' events including Colac and Apollo Bay. | Economic Development | 30/06/2011 | |
| 5.1.5.4 Continue to provide strategic support to tourism including operation of the Colac and Apollo Bay Visitor Information Centres and provision of funding to Otways Tourism. | Attended Otways Tourism (OT) Board Meeting between OT, Geelong Otway Tourism and Colac Otway Shire to discuss collaborative working arrangements. Plans developed for an expansion of Great Ocean Road Visitor Information Centre to provide greater space for OT Staff. | Economic Development | 30/06/2011 | |
| Council Plan Strategy: | 5.1.6 Facilitate the development of infrastructure for business investment, growth and liveability. | | | |
| 5.1.6.5 Lobby for improved telecommunications in the Colac Otway Shire for broadband and mobile coverage. | Project completed. | Economic Development | 30/06/2011 | |



Colac Otway Shire Council **QUARTERLY COUNCIL PLAN PROGRESS REPORT (Jan to Mar)**

| ACTION | EXECUTIVE COMMENTS | BUSINESS UNIT | COMP DATE | PROGRESS |
|--|---|---|------------|-------------|
| 5.1.6.7 Support the Apollo Bay Harbor Precinct development. | Planning Scheme amendment process commenced. | Economic Development | 30/06/2011 | |
| 5.1.6.9 Develop small town / community capability by providing infrastructure and resources, including continued support for the Small Town Improvement Program. | Current projects:
•Gellibrand pathway completed.
•Cressy BBQ project in progress
•Forrest and Birregurra Master Plans consultant appointed
•Forrest advance tourist signs have been installed
Nearing completion:
•Beeac Windmill Park and Heritage Walk completed
•Forrest Tiger Rail Trail (2360 hits on counter in 6 weeks) completed
•Birregurra Park Upgrade in final stage of completion. | Economic Development | 30/06/2011 | |
| 5.1.6.10 Develop a strategy to establish a mini technology/ business facility in Apollo Bay to service local knowledge based and visitor requirements. | No action due to other priorities. | Economic Development | 30/06/2013 | No Progress |
| Council Plan Strategy: | | 5.1.7 Work in partnership with business, industry groups, government and agencies on sustainable economic growth. | | |
| 5.1.7.1 Develop improved educative material on Council policy and practices to assist business with development proposals. | Attended Economic Development and Planning Staff working group to develop improved educational/marketing material for the public. Commenced work on the Planning Application guide. | Economic Development | 30/06/2011 | |
| 5.1.7.2 Review business attraction and local business development policies. | Due for Review in Third Quarter 2010/11. | Economic Development | 30/06/2011 | No Progress |
| Key Result Area: | 6 Community Health and Wellbeing | | | |
| Council Plan Objective: | 6.1 Promote community health & wellbeing in partnership with other health services to provide a broad range of customer focussed health, recreation, cultural & community amenities, services and facilities | | | |
| Council Plan Strategy: | 6.1.1 Provide, facilitate or advocate for a range of health, recreation, community services and facilities. | | | |



Colac Otway Shire Council **QUARTERLY COUNCIL PLAN PROGRESS REPORT (Jan to Mar)**

| ACTION | EXECUTIVE COMMENTS | BUSINESS UNIT | COMP DATE | PROGRESS |
|---|--|--|------------|----------|
| 6.1.1.1 Develop a Civic and Cultural Precinct Plan for Colac. | General discussions about creating parking and other facilities have been undertaken at a staff level and at a political level as far as park and ride facilities for the train or bus services are concerned. Part of the rail services lobbying has involved land acquisition and development of better parking facilities for the Civic precinct and Park and Ride for train/bus travel. Approval has been given to progress these matters with VicTrack V-Line and other bodies. | Chief Executive Office | 30/06/2011 | |
| 6.1.1.1 Review and reconsider the recommendations from the 'Apollo Bay Library and Facility Development Project'. | A report is being prepared on the precinct at Otway Health which includes an extension to the current Library building. Council has budgeted \$10,000 as a contribution to the development of plans etc. | Corporate & Community Services GM's Office | 30/06/2011 | |
| 6.1.1.3 Implement the recommendations of Council for the Colac Library Annexe/Sub-Branch. | The Library Annexe opened on 20 December 2010. Hours were agreed to for the Annexe. | Corporate & Community Services GM's Office | 30/06/2011 | |
| 6.1.1.5 Implement strategies in the Drug Action Plan. | Ongoing meetings with Colac Otway Shire Drug Action Plan Committee. | Health and Community Services | 30/06/2011 | |
| 6.1.1.17 Develop a 10 year upgrade works program for Colac Otway Performing Arts and Cultural Centre. | Draft Plan developed through discussions with COPACC staff and the Asset Management Plan. | Recreation, Arts and Culture | 30/06/2011 | |
| 6.1.1.18 Develop a 10 year capital upgrade works program for Blue Water Fitness Centre. | Specialist contractor to be engaged to provide technical information on aquatic plant and equipment to feed into Capital Works plan. | Recreation, Arts and Culture | 30/06/2011 | |



Colac Otway Shire Council **QUARTERLY COUNCIL PLAN PROGRESS REPORT (Jan to Mar)**

| ACTION | EXECUTIVE COMMENTS | BUSINESS UNIT | COMP DATE | PROGRESS |
|--|---|------------------------------|------------|-------------|
| 6.1.1.19 Develop a 10 year capital upgrade works facility improvement program for all recreation facilities and investigate external funding options to assist with these works, with priority to Council owned facilities. | No progress to date. Public Open Space Strategy will develop hierarchy and development standards for recreation reserves and facilities. Open Space Strategy to be completed by August 11. | Recreation, Arts and Culture | 30/06/2011 | No Progress |
| 6.1.1.20 Continue in partnership with the Colac Community and project stakeholders to plan and develop the Beechy Precinct in accordance with Council approvals and review Council's continued involvement in the Beechy Precinct in respect of all elements that still require Council approvals. | Work continues on progressing development of the Beechy Precinct. This includes working in partnership with Colac Secondary College on Stage 3 of the school redevelopment, preparing detailed design for the Bluewater Fitness Centre Stadium Redevelopment and the Youth Club Redevelopment Project. | Recreation, Arts and Culture | 30/06/2011 | |
| 6.1.1.21 Develop an Open Space Strategy. | Development of the Strategy is on track and due for completion August 2011. Background research and first round of community consultation has been completed, along with an Issues and Opportunities Paper. Currently preparing classification of all open spaces and preparation of the Draft Open Space Strategy. | Recreation, Arts and Culture | 30/06/2011 | |
| 6.1.1.22 Develop a Bicycle Strategy. | No further progress. | Recreation, Arts and Culture | 30/06/2011 | |
| 6.1.1.23 Implement Council's Recreation Strategy. | Council continues to implement recommendations from the Recreation Strategy. The Strategy is still relevant however a formal review of its implementation is required. | Recreation, Arts and Culture | 30/06/2011 | |
| 6.1.1.26 Review and implement the Council Community Grants Program Guidelines. | Review completed and endorsed by Council. The 2011-12 Community Grants program recently opened to the public. | Recreation, Arts and Culture | 30/06/2011 | |
| Council Plan Strategy: | 6.1.2 Promote and facilitate cultural and community events throughout the municipality. | | | |



Colac Otway Shire Council **QUARTERLY COUNCIL PLAN PROGRESS REPORT (Jan to Mar)**

| ACTION | EXECUTIVE COMMENTS | BUSINESS UNIT | COMP DATE | PROGRESS |
|--|---|-------------------------------|------------|----------|
| 6.1.2.1 Implement the Arts and Cultural Strategy. | Implementation of the Strategy is ongoing. The Strategy still remains relevant however a formal review of its implementation is now required. | Recreation, Arts and Culture | 30/06/2011 | |
| 6.1.2.3 Implement the Festival and Events Strategy. | Implementation of the Strategy is ongoing. The Strategy still remains relevant however a formal review of its implementation is now required. | Recreation, Arts and Culture | 30/06/2011 | |
| 6.1.2.10 Work with event organisers and community groups to develop a broad range of community festivals and events. | Ongoing. Work continues with the Amy Gillet Foundation to facilitate a new bicycle event for 2011. Training for event organisers is currently being planned and will be held in June 2011. | Recreation, Arts and Culture | 30/06/2011 | |
| Council Plan Strategy: | | | | |
| 6.1.3 Adopt a partnership approach to addressing the current and future health and wellbeing needs of the community. | | | | |
| 6.1.3.23 Implement and promote the Municipal Public Health Plan. | Plan is to be presented to Council in April for adoption. | Health and Community Services | 30/06/2011 | |
| 6.1.3.24 Implement the Positive Ageing Strategy. | <p>Actions from the Positive Ageing Strategy that have been implemented to date:</p> <ul style="list-style-type: none"> - Connection of positive ageing to the draft Public health & Wellbeing Plan. - Continuing to work with G21 and the Department of Health to ageing policies and strategies. - Access, walkability and age-friendly built environments have been discussed with consultants on the Colac Central Business District project. - Kanyana has been refitted and an office provided for the University of the Third Age (U3A). - An Internet Kiosk has been set up in the U3A office. - Home & Community Care (HACC) services are being developed to support the Active Service Model. | Health and Community Services | 30/06/2011 | |



Colac Otway Shire Council **QUARTERLY COUNCIL PLAN PROGRESS REPORT (Jan to Mar)**

| ACTION | EXECUTIVE COMMENTS | BUSINESS UNIT | COMP DATE | PROGRESS |
|---|--|-------------------------------|------------|-------------|
| 6.1.3.25 Develop and implement an Early Years Plan. | The Early Years Plan was adopted by Council in February 2011. The Plan is to be discussed with the Early Years Network in May 2011. Meetings with the Department of Education and Early Childhood Development and kindergartens on the roll-out of Universal Access, Cluster Management and strategic planning is to occur in the near future. | Health and Community Services | 30/06/2011 | |
| 6.1.3.26 Develop and implement an Access, Equity and Inclusion Plan. | Access, Equity and Inclusion Plan to be presented to Council at its April General Meeting for adoption. | Health and Community Services | 30/06/2011 | |
| Council Plan Strategy 6.1.4 Support local communities to develop, grow and be great places to live. | | | | |
| 6.1.4.1 Liaise with local Real Estate Industry to monitor the local market and encourage diversity in housing choice. | Business visits to Real Estate agents in January/February 2011 completed. Plan for future visits completed. | Economic Development | 30/06/2011 | |
| 6.1.4.1 Work with Developers and Housing Associations to create liveable, affordable and sustainable housing. | Officers work closely with permit applicants to achieve building designs that are livable, affordable and sustainable on an ongoing basis. | Planning & Building Services | 30/06/2011 | |
| 6.1.4.2 Participate in local and regional Affordable Housing task groups. | The G21 Group has not convened at all in 2010. Since the establishment of a relationship with an Affordable Housing Association in Geelong there appears to be no action that is immediate. A planned conference on Affordable Housing has been deferred indefinitely. | Economic Development | 30/06/2011 | No Progress |
| 6.1.4.6 Implement the Transport Connections Strategy. | Advertised for position for Phase 3. Interview held. Preferred applicant withdrew from position prior to an offer being made. Position re-advertised at the end of March 2011. | Health and Community Services | 30/06/2013 | |



Project Update - Third Quarter Report - Council

| ID | Work Order No | Task Name | 1011 Budget | YTD Expenditure \$ | % Complete | Flag | Project Status | Qtr 3, 2010
Jul | Qtr 4, 2010
Aug | Qtr 1, 2011
Sep | Qtr 2, 2011
Oct | Qtr 3, 2011
Nov | Qtr 4, 2011
Dec | Qtr 1, 2012
Jan | Qtr 2, 2012
Feb | Qtr 3, 2012
Mar | Qtr 4, 2012
Apr | Qtr 1, 2013
May | Qtr 2, 2013
Jun |
|-----|---------------|---|----------------|--------------------|------------|------|----------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| 1 | 2880 | Queen Street - Shoulder Widening | \$180,000.00 | \$256,128.47 | 100% | ✓ | ✓ | █ | █ | █ | █ | █ | █ | █ | █ | █ | █ | █ | █ |
| 7 | 0 | Sealed Roads Reconstruction Program | \$1,345,000.00 | \$1,295,776.68 | 59% | ● | ○ | █ | █ | █ | █ | █ | █ | █ | █ | █ | █ | █ | █ |
| 37 | 3666 | Cawood st Final Seal | \$15,000.00 | \$11,378.95 | 100% | ● | ✓ | █ | █ | █ | █ | █ | █ | █ | █ | █ | █ | █ | █ |
| 38 | 3667 | Swan Marsh Road Final Seal | \$80,000.00 | \$0.00 | 0% | ■ | ■ | █ | █ | █ | █ | █ | █ | █ | █ | █ | █ | █ | █ |
| 39 | 3670 | Deans Creek Rd Final seal | \$25,000.00 | \$2,208.68 | 0% | ■ | ■ | █ | █ | █ | █ | █ | █ | █ | █ | █ | █ | █ | █ |
| 40 | 2697 | Inverillipie Rd Final Seal at Forans Rd Int.n | \$31,000.00 | \$485.60 | 0% | ■ | ■ | █ | █ | █ | █ | █ | █ | █ | █ | █ | █ | █ | █ |
| 41 | 3674 | Colac Lorne Final Seal | \$35,000.00 | \$15,951.38 | 100% | ● | ✓ | █ | █ | █ | █ | █ | █ | █ | █ | █ | █ | █ | █ |
| 42 | 3689 | Inverillipie Rd Final Seal | \$15,000.00 | \$5,793.58 | 100% | ● | ✓ | █ | █ | █ | █ | █ | █ | █ | █ | █ | █ | █ | █ |
| 43 | 0 | Local Roads CosWorks (Prog 10) Reseals Capital | \$1,049,653.00 | \$331,236.50 | 34% | ● | ○ | █ | █ | █ | █ | █ | █ | █ | █ | █ | █ | █ | █ |
| 127 | 0 | Road Drainage Renewal Programme | \$375,000.00 | \$272,000.00 | 82% | ● | ○ | █ | █ | █ | █ | █ | █ | █ | █ | █ | █ | █ | █ |
| 130 | 0 | Asphalt Overlay Program | \$59,000.00 | \$55,000.00 | 100% | ● | ✓ | █ | █ | █ | █ | █ | █ | █ | █ | █ | █ | █ | █ |
| 135 | 0 | Sealed Roads Rehab Program | \$315,000.00 | \$187,000.00 | 32% | ● | ○ | █ | █ | █ | █ | █ | █ | █ | █ | █ | █ | █ | █ |
| 138 | 0 | Local Roads CosWorks (Prog 3) Unsealed Roads Capital | \$1,485,000.00 | \$867,700.00 | 61% | ● | ○ | █ | █ | █ | █ | █ | █ | █ | █ | █ | █ | █ | █ |
| 228 | 2899 | Refurbishment of the Enhanced Library Service and Accommodation for | \$175,000.00 | \$10,900.75 | 0% | ■ | ■ | █ | █ | █ | █ | █ | █ | █ | █ | █ | █ | █ | █ |
| 233 | 0 | Footpaths CosWorks (Prog 9) Capital | \$200,000.00 | \$105,662.24 | 54% | ● | ○ | █ | █ | █ | █ | █ | █ | █ | █ | █ | █ | █ | █ |
| 262 | 0 | Bridge Rehabilitation Program | \$233,000.00 | \$7,535.82 | 16% | ● | ○ | █ | █ | █ | █ | █ | █ | █ | █ | █ | █ | █ | █ |
| 266 | 0 | Slip Rehabilitation Program | \$122,000.00 | \$25,326.71 | 73% | ● | ○ | █ | █ | █ | █ | █ | █ | █ | █ | █ | █ | █ | █ |
| 273 | 0 | Building Renewal Programme | \$480,363.00 | \$104,999.91 | 51% | ● | ○ | █ | █ | █ | █ | █ | █ | █ | █ | █ | █ | █ | █ |
| 310 | 1728 | Old Beechy Rd Trail Signage Programme 2010-2011 (Year 1) | \$40,000.00 | \$26,326.81 | 52% | ● | ○ | █ | █ | █ | █ | █ | █ | █ | █ | █ | █ | █ | █ |
| 315 | 2814 | DMS Compactus | \$9,500.00 | \$8,869.00 | 100% | ● | ✓ | █ | █ | █ | █ | █ | █ | █ | █ | █ | █ | █ | █ |

| Task | Summary | Roll Up Progress | Project Summary |
|-----------|-------------------|------------------|------------------|
| Progress | █ | █ | █ |
| Milestone | ◆ | ◆ | ◆ |
| | Roll Up Task | Split | Group By Summary |
| | Roll Up Milestone | External Tasks | Deadline |

Project: 201011 project update - 3 quart
 Date: 14/04/2011
 Page 1

Project Update - Third Quarter Report - Council

| ID | Work Order No | Task Name | 10/11 Budget | YTD Expenditure \$ | % Complete | Flag | Project Status | Or 3, 2010
Jul | Or 4, 2010
Aug | Or 1, 2011
Sep | Or 2, 2011
Oct | Or 3, 2011
Nov | Or 4, 2011
Dec | Or 1, 2011
Jan | Or 2, 2011
Feb | Or 3, 2011
Mar | Or 4, 2011
Apr | Or 1, 2011
May | Or 2, 2011
Jun | |
|-----|---------------|---|--------------|--------------------|------------|------|----------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|--|
| 435 | 0 | Rehabilitation of Marengo Landfill On-site Works | \$180,000.00 | \$0.00 | 3% | ... | X | | | | | | | | | | | | | |
| 441 | 0 | Neighbourhood Safer Places | \$30,000.00 | \$0.00 | 19% | ... | ... | | | | | | | | | | | | | |
| 448 | 0 | Emergency Recovery Management Planning | \$20,500.00 | \$0.00 | 10% | ... | ... | | | | | | | | | | | | | |
| 454 | 3907 | Heavy Vehicle Route | \$50,000.00 | \$5,910.00 | 5% | ... | ... | | | | | | | | | | | | | |
| 455 | 3614 | Lake Colac Cultural Heritage Management Plan | \$45,000.00 | \$31,818.18 | 0% | ... | ... | | | | | | | | | | | | | |
| 463 | 2972 | Road Safety Program | \$30,000.00 | \$378.00 | 0% | ... | ... | | | | | | | | | | | | | |
| 464 | 0 | Standpipe Upgrade Programme | \$11,000.00 | \$0.00 | 25% | ... | ... | | | | | | | | | | | | | |
| 469 | 1746 | School Bus Route Safety Improvements | \$40,000.00 | \$15,718.43 | 0% | ... | ... | | | | | | | | | | | | | |
| 471 | 2973 | Rail Crossing Upgrade Programme | \$20,000.00 | \$0.00 | 50% | ... | ... | | | | | | | | | | | | | |
| 472 | 2971 | Lawn Area Shade | \$1,000.00 | \$954.00 | 100% | ... | ... | | | | | | | | | | | | | |
| 475 | 2818 | Disaster Recovery Data Centre | \$24,500.00 | \$24,268.13 | 100% | ... | ... | | | | | | | | | | | | | |
| 479 | 2966 | Apollo Bay Transfer Station and Assoc Rd Infrastructure | \$255,000.00 | \$0.00 | 28% | ... | ... | | | | | | | | | | | | | |
| 487 | 0 | Colac Marketing Strategy | \$20,000.00 | \$0.00 | 0% | ... | ... | | | | | | | | | | | | | |
| 492 | 0 | Lake Colac Projects | \$15,000.00 | \$0.00 | 82% | ... | ... | | | | | | | | | | | | | |
| 497 | 0 | Dry Lake Colac Activities | \$15,000.00 | \$0.00 | 11% | ... | ... | | | | | | | | | | | | | |
| 502 | 2987 | Small Town Entrance Signs | \$40,000.00 | \$0.00 | 5% | ... | ... | | | | | | | | | | | | | |
| 508 | 2889 | Disaster Recovery Plan Technical Requirements | \$38,000.00 | \$37,404.55 | 100% | ... | ... | | | | | | | | | | | | | |
| 510 | 0 | RICIP Grant Round 2 | \$245,200.00 | \$165,419.40 | 35% | ... | ... | | | | | | | | | | | | | |
| 511 | 2412 | Water Tank Installation - Blue Water | \$45,000.00 | \$38,751.48 | 99% | ... | ... | | | | | | | | | | | | | |
| 516 | 0 | Water Tank Installation - Central Reserve | \$25,000.00 | \$25,286.88 | 100% | ... | ... | | | | | | | | | | | | | |

| | | | | |
|--|-----------|----------------------|---------------------|------------------|
| Project: 201011 project update - 3 quart | Task | Summary | Rollled Up Progress | Project Summary |
| Date: 14/04/2011 | Progress | Rollled Up Task | Rollled Up Progress | Group By Summary |
| | Milestone | Rollled Up Milestone | External Tasks | Deadline |

Project Update - Third Quarter Report - Council

| ID | Work Order No | Task Name | 10/11 Budget | YTD Expenditure \$ | % Complete | Flag | Project Status | Oct '11 | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun |
|-----|---------------|--|--------------|--------------------|------------|------|----------------|---------|-----|-----|-----|-----|-----|-----|-----|-----|
| 521 | 2612 | Cobiac VIC (Carryover) | \$17,210.00 | \$876.50 | 63% | ✓ | ✓ | | | | | | | | | |
| 522 | 2348 | Apollo Bay Mechanics Hall Roof (Carryover) | \$159,010.00 | \$96,401.53 | 80% | ⊘ | ⊘ | | | | | | | | | |
| 523 | 0 | RLCIP GrantRound 3 | \$268,980.00 | \$41,982.90 | 11% | ⊘ | ⊘ | | | | | | | | | |
| 524 | 3813 | Inverellipie Hall | \$20,000.00 | \$17,922.50 | 100% | ✓ | ✓ | | | | | | | | | |
| 525 | 3894 | Beesac Heritage lights | \$13,900.00 | \$316.00 | 25% | ⊘ | ⊘ | | | | | | | | | |
| 526 | 3834 | Solar/heat pump replacement at sporting facilities | \$50,000.00 | \$0.00 | 0% | ⊘ | ⊘ | | | | | | | | | |
| 527 | 3836 | Cobiac Lions Park Stage 1 | \$105,080.00 | \$9,422.29 | 0% | ⊘ | ⊘ | | | | | | | | | |
| 528 | 3832 | Coronachie Hall | \$46,000.00 | \$5,389.88 | 10% | ⊘ | ⊘ | | | | | | | | | |
| 529 | 3833 | Stoneyford Hall Kitchen | \$14,000.00 | \$7,500.00 | 0% | ⊘ | ⊘ | | | | | | | | | |
| 530 | 3831 | Cobiac Bend Hall | \$14,000.00 | \$0.00 | 0% | ⊘ | ⊘ | | | | | | | | | |
| 531 | 3837 | Sand Road Access | \$6,000.00 | \$1,532.45 | 0% | ⊘ | ⊘ | | | | | | | | | |
| 532 | 2462 | Shipway (Carry Over) | \$185,000.00 | \$143,888.33 | 97% | ⊘ | ⊘ | | | | | | | | | |
| 535 | 2463 | Reamouring | \$960,783.80 | \$56,240.50 | 91% | ⊘ | ⊘ | | | | | | | | | |
| 542 | 1465 | Central Activity Area/Masterplan - UDF | \$180,800.00 | \$130,003.99 | 0% | ⊘ | ⊘ | | | | | | | | | |
| 549 | 0 | Small Town Improvement Program | \$138,100.00 | \$46,699.43 | 34% | ⊘ | ⊘ | | | | | | | | | |
| 555 | 2582 | Beesac Windmill Park | \$105,000.00 | \$50,409.31 | 100% | ✓ | ✓ | | | | | | | | | |
| 556 | 2465 | Apollo Bay Harbour Boom gate | \$25,000.00 | \$3,646.98 | 0% | ⊘ | ⊘ | | | | | | | | | |
| 557 | 2372 | Old Eteehy Rail Trail - Ditchley to Dimont | \$85,000.00 | \$10,200.07 | 10% | ⊘ | ⊘ | | | | | | | | | |
| 558 | 1987 | Karyana Club Redevelopment | \$182,200.00 | \$171,637.03 | 90% | ⊘ | ⊘ | | | | | | | | | |
| 562 | 3812 | Kerbside Bin Replacement 2010 | \$745,000.00 | \$710,710.29 | 100% | ✓ | ✓ | | | | | | | | | |

Project: 281011 project update - 3 quart
Date: 14/04/2011

Task: Progress Milestone

Summary: Rolled Up Task

Roll Up Progress: Split External Tasks

Project Summary: Group By Summary Deadline

Page 4

Project Update - Third Quarter Report - Council

| ID | Work Order No | Task Name | 10/11 Budget | YTD Expenditure \$ | Complete % | Flag | Project Status | Qtr 3, 2010 | Qtr 4, 2010 | Qtr 1, 2011 | Qtr 2, 2011 |
|-----|---------------|--|----------------|--------------------|------------|------|----------------|-------------|-------------|-------------|-------------|
| 563 | 1259 | Dolac & Apollo Bay Car Parking Study | \$68,000.00 | \$61,365.01 | 90% | ● | ● | █ | █ | █ | █ |
| 564 | 1255 | Apollo Bay Transfer Station - Land Purchase | \$2,649,416.00 | \$715,667.92 | 100% | ● | ✓ | █ | █ | █ | █ |
| 565 | 1370 | Freeze - Programme 2010 & 2011 | \$24,992.00 | \$34,502.44 | 0% | ▼ | ⊖ | █ | █ | █ | █ |
| 566 | 1383 | Tiger Rail Trail | \$170,000.00 | \$145,109.47 | 90% | ● | ⊖ | █ | █ | █ | █ |
| 567 | 1430 | Beechy Precinct - Central Reserve Developments (Federal Funding) | \$240,309.03 | \$251,428.36 | 100% | ▼ | ✓ | █ | █ | █ | █ |
| 568 | 1433 | Beechy J/L - Income & Expenditure | \$1,072,000.00 | \$2,729,413.28 | 0% | ● | ⊖ | █ | █ | █ | █ |
| 569 | 1438 | Beechy Precinct Project | \$50,000.00 | \$15,848.57 | 0% | ● | ⊖ | █ | █ | █ | █ |
| 570 | 1520 | Planning Scheme Review | \$40,000.00 | \$41,077.77 | 100% | ● | ✓ | █ | █ | █ | █ |
| 571 | 1524 | Rural Living Strategy | \$46,000.00 | \$61,827.04 | 90% | ▼ | ● | █ | █ | █ | █ |
| 572 | 1584 | Asset Data Capture System | \$15,000.00 | \$5,932.53 | 0% | ● | ⊖ | █ | █ | █ | █ |
| 573 | 1592 | Asset Data Collection Project | \$30,000.00 | \$23,768.82 | 0% | ● | ⊖ | █ | █ | █ | █ |
| 574 | 1602 | Meeting Place - Project Expenses | \$10,000.00 | \$800.00 | 0% | ● | ⊖ | █ | █ | █ | █ |
| 575 | 1657 | Risk Manage/Creevy Shefford Roadside Rehab | \$150,000.00 | \$230,026.49 | 0% | ▼ | ⊖ | █ | █ | █ | █ |
| 576 | 1696 | Purchase of Lakeside Estate | \$1,100,000.00 | \$0.00 | 0% | ● | ⊖ | █ | █ | █ | █ |
| 577 | 1713 | Apollo Bay Transfer Station - Construction | \$1,901,263.00 | \$2,435,887.81 | 98% | ▼ | ⊖ | █ | █ | █ | █ |
| 578 | 1718 | Lakeside Estate (Bruce Street Landfill) EPA Requirements | \$71,800.00 | \$106,977.92 | 0% | ▼ | ⊖ | █ | █ | █ | █ |
| 579 | 1720 | Forrest Landfill Remediation Design | \$10,000.00 | \$7,216.52 | 90% | ● | ⊖ | █ | █ | █ | █ |
| 580 | 1721 | Maverovo Landfill Rehabilitation Design | \$10,000.00 | \$7,947.56 | 80% | ● | ⊖ | █ | █ | █ | █ |
| 581 | 1734 | Eastern Reserve Netball Facilities Redevelopment - ADDITIONAL | \$250,000.00 | \$369,801.26 | 100% | ▼ | ✓ | █ | █ | █ | █ |
| 582 | 1743 | Bluewater Fitness Centre - Electrical Switchboard | \$25,000.00 | \$18,544.00 | 75% | ● | ⊖ | █ | █ | █ | █ |

| Task | Summary | Rolled Up Progress | Project Summary |
|-----------|---------------------|--------------------|------------------|
| Progress | Rolled Up Task | Split | Group By Summary |
| Milestone | Rolled Up Milestone | External Tasks | Deadline |

Project: 201011 project update - 3 quart
Date: 14/04/2011

Project Update - Third Quarter Report - Council

| ID | Work Order No | Task Name | 10/11 Budget | YTD Expenditure \$ | % Complete | Flag | Project Status | 2011 | | | | | | | | | | | | | | | |
|-----|---------------|---|--------------|--------------------|------------|------|----------------|------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|--|--|--|--|
| | | | | | | | | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | | | | |
| 583 | 1852 | STIP - Birregurra Park Upgrade | \$998,000.00 | \$82,645.96 | 80% | | U | | | | | | | | | | | | | | | | |
| 584 | 1928 | Disability Action Plan (Carry Over) | \$3,000.00 | \$0.00 | 0% | | U | | | | | | | | | | | | | | | | |
| 585 | 1929 | Ageing Population (Carry Over) | \$2,360.00 | \$0.00 | 0% | | U | | | | | | | | | | | | | | | | |
| 586 | 1930 | Early Years Plan (Carry over) | \$14,600.00 | \$8,000.00 | 0% | | U | | | | | | | | | | | | | | | | |
| 587 | 1937 | GIS Implementation - Carmeterias (Carry Over) | \$10,000.00 | \$0.00 | 0% | | U | | | | | | | | | | | | | | | | |
| 588 | 1941 | Apollo Bay Coastal Trail (Carry Over) | \$120,000.00 | \$90,038.53 | 96% | | U | | | | | | | | | | | | | | | | |
| 588 | 1943 | Eco Develop - Lions & VIC Parks Masterplan (Carry Over) | \$5,000.00 | \$5,000.00 | 50% | | U | | | | | | | | | | | | | | | | |
| 590 | 1946 | Shannes Creek Master Plan | \$10,000.00 | \$4,485.00 | 50% | | U | | | | | | | | | | | | | | | | |
| 591 | 1948 | Colac VIC Upgrade (Carry Over) | \$100,000.00 | \$97,016.97 | 100% | | C | | | | | | | | | | | | | | | | |
| 592 | 1948 | Old Beechy Rail Trail (Carry Over) | \$16,000.00 | \$0.00 | 10% | | U | | | | | | | | | | | | | | | | |
| 593 | 1960 | Lake Colac Redevelopment - Stage 2 (Carry Over) | \$70,000.00 | \$0.00 | 10% | | U | | | | | | | | | | | | | | | | |
| 594 | 1961 | Lake Colac - Stodtrick St Pathway (Carry Over) | \$57,000.00 | \$0.00 | 10% | | U | | | | | | | | | | | | | | | | |
| 595 | 1963 | Botanic Gardens Pathway (Carry Over) | \$168,000.00 | \$61,050.23 | 60% | | U | | | | | | | | | | | | | | | | |
| 586 | 1955 | Banvon Downs Old School Grounds Stage 2 | \$66,000.00 | \$6,406.46 | 35% | | U | | | | | | | | | | | | | | | | |
| 597 | 1957 | Lavers Hill Hall Upgrade | \$15,000.00 | \$8,955.86 | 40% | | U | | | | | | | | | | | | | | | | |
| 598 | 1962 | Gallibrand Landfill Rehab & monitoring Boreholes (Carry Over) | \$247,000.00 | \$158,488.55 | 25% | | U | | | | | | | | | | | | | | | | |
| 599 | 1965 | Birregurra/Forrest Structure Plan (Carry Over) | \$79,200.00 | \$33,754.08 | 50% | | U | | | | | | | | | | | | | | | | |
| 600 | 1971 | Health Plan (Carry Over) | \$12,000.00 | \$0.00 | 0% | | U | | | | | | | | | | | | | | | | |
| 601 | 2015 | Environment Control - Bush Tender Covenant (Carry Over) | \$1,778.00 | \$2,708.14 | 50% | | U | | | | | | | | | | | | | | | | |
| 602 | 2016 | Environment - Deepdene Reserve Management (Carry Over) | \$2,568.00 | \$2,567.08 | 90% | | U | | | | | | | | | | | | | | | | |

CONSENT CALENDAR**OFFICERS' REPORT**

D = Discussion

W = Withdrawal

| ITEM | D | W |
|---|---|---|
| <p><u>INFRASTRUCTURE AND SERVICES</u></p> <p><u>OM112704-9 BARWON REGIONAL WASTE MANAGEMENT GROUP (BRWMG) PROPOSAL FOR SECONDHAND SATURDAYS RESOURCE RECOVERY PROGRAM</u></p> <p>Department: Infrastructure</p> <p><u>Recommendation(s)</u></p> <p><i>That Council:</i></p> <ol style="list-style-type: none"> <i>1. Support in principle the Barwon Regional Waste Management Group (BRWMG) proposed Secondhand Saturdays Resource Recovery Program on a three (3) year trial basis commencing in 2011/12 and extending to 2013/14;</i> <i>2. Advises Barwon Regional Waste Management Group that prior to making any firm commitment that the Council will need to further consider the relative merits of a Hard Waste Collection proposal vs a Secondhand Saturdays proposal.</i> | | |
| <p><u>OM112704-10 RESPONSE TO COUNCIL OF AUSTRALIAN GOVERNMENTS (COAG) ROAD REFORM PLAN - HIGHER PRODUCTIVITY VEHICLES</u></p> <p>Department: Infrastructure</p> <p><u>Recommendation(s)</u></p> <p><i>That Council:</i></p> <ol style="list-style-type: none"> <i>1. Request the CEO to write both to the MAV and COAG in relation to the COAG Road Reform Plan advising as follows:</i> <ul style="list-style-type: none"> <i>• Colac Otway Shire requests that any future changes to road funding must not adversely impact on Rural and Regional Councils.</i> <i>• Council is concerned that any change from the current fuel based charging system to a vehicle based charging system may have an adverse funding impact on local government and in</i> | | |

particular smaller rural Councils, as the proposed charging system would only assess vehicles greater than 4 tonne and as such would not pick up a large portion of the local transport which supplies farm produce and goods to major distribution networks on Council's local road network.

- *The distribution of funding could be discriminative to local regional councils as most funding streams could be channelled towards the main road and heavy vehicle road routes due to vehicles greater than 4 tonne, not being recognised as part of the charging system which distributes funding to Councils. This would significantly disadvantage Councils such as Colac Otway Shire as the main roads are managed by VicRoads and Councils' local road network is not a significant heavy vehicle route. Council would therefore most likely be disadvantaged in any funding.*
- *There has been a failure to report at a Federal level on the road assets managed by all Council's Australia wide, their physical condition, the actual cost to maintain the roads and there is no documentation which identifies where the road network needs to be funded most. To be effective a road asset condition and monitoring system needs to be implemented at a Federal level. This should be undertaken as the first priority to allow informed decisions to be made.*
- *No Australia wide road funding system is currently available to ensure that funds target the best return of productivity. To ensure appropriate management of road funding, an Australian wide funding system needs to be developed to distribute funding on a fair and equitable basis.*
- *Colac Otway Shire is Part of the Australian Rural Roads Group which represents 114 rural local Councils which each produce over \$100 million of agricultural product (based on 2006 figures). This is a very significant industry sector which is generally inadequately funded to a level which meets the community needs and reflects its importance to Australia. Any funding reviews must reflect and assist this group which is defined by the following;*
 - a) *Produces 48% (\$17.9 Billion) of Australia's total agricultural product*
 - b) *Includes only 6.9% of Australia's population*
 - c) *Includes only 11% of total Australia's State/Territory land mass (908,000 square kilometres)*
 - d) *Has 24% of all roads in Australia by length (194,413 kilometres)*

Recommendation

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

MOVED

SECONDED

**OM112704-9 BARWON REGIONAL WASTE MANAGEMENT GROUP
(BRWMG) PROPOSAL FOR SECONDHAND SATURDAYS
RESOURCE RECOVERY PROGRAM**

| | | | |
|-------------|---------------------------|-----------|--------------------------------|
| AUTHOR: | Ranjani Jha | ENDORSED: | Neil Allen |
| DEPARTMENT: | Infrastructure & Services | FILE REF: | GEN00202/Waste Management/RWMG |

Purpose

The purpose of this report is to seek Council endorsement for support to a proposal from Barwon Regional Waste Management Group (BRWMG) on Secondhand Saturdays Resource Recovery Program.

Declaration of Interests

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

Background

The BRWMG is seeking Council endorsement to support a proposal for a waste recovery program to address hardwaste collection needs in the member councils, through the introduction of a new program called, “*Secondhand Saturdays*”.

In the June 2010 Council Meeting, Council identified a need for continuation of hardwaste collection services. A detailed report on hardwaste collection proposal was considered and it was decided that subject to budget considerations, the hardwaste collection be conducted within the Council area in two (2) stages, the first stage being for the coastal areas and the second stage for the township of Colac. In accordance to Council’s resolution, a budget submission has been prepared.

Council at its June 2010 meeting resolved the following:

“Recommendation(s)”

That Council:

- 1. Note the contents of “Hard Waste Collection Proposal” report;***
- 2. Support the Hard Waste collection over two financial years subject to Budget considerations;***
- 3. Consider an amount of \$59,980 (ex GST) be allocated in Year 1 for collection for Hard waste from Rural Scattered, Coastal & Rural Towns ; and***
- 4. Consider an amount of \$96,070 (exc. GST plus any CPI and landfill levy increases) be allocated in Year 2 for collection from Colac Urban area.”***

In accordance to the resolution of Council, a budget submission was prepared for 2011/12 financial year for the Stage 1 Collection of hardwaste.

As detailed in the Hardwaste Collection proposal report to Council there are a number of risks involved with the kerbside hardwaste collection. Some of the risks involved are as listed below:

- Risks due to manual handling in packaging of waste, lifting of waste, possible injury due to oversized waste and loose items;
- Lack of appropriate mechanical lifting device in the hardwaste collection trucks;
- Noise factor;
- Risk of possible injury to the pedestrians due to placement of hardwaste on Council footpaths and median strips;
- Placement of those items on the footpath which are not permissible for collection under the hardwaste program and difficulty in identifying the persons who are responsible for such a placement; and
- Possible injury to the ratepayers while scavenging from the footpath.

The BRWMG has been actively exploring alternative options that can be used as an alternative to the original kerbside hardwaste collection program and in the same context are proposing to the Council the "Secondhand Saturdays Resource Recovery Program".

At the Board meeting held on 24 February 2011, the BRWMG Board resolved the following:

- "1. That the Group seek member Councils support for participation and funding support for a Secondhand Saturdays program for the next three years and offer to brief member Councils on the proposal as tabled.*
- 2. That Member Councils be encouraged to develop a hardship policy for residents that are financially disadvantaged and unable to participate in the integrated resource recovery programs offered throughout the Barwon Region.*
- 3. That a further report be provided for the May 2011 meeting following receipt the Member Councils responses.*
- 4. That a model hardship programs policy be research by the Barwon Regional Waste Management Group and presented to the Board for consideration."*

Council Plan / Other Strategies / Policy Environmental Management

Council will protect and enhance the environment entrusted to us, demonstrate efficient use of natural resources and minimise climate change impacts.

The Council Plan 2009/2013 indicates that Council has an ongoing commitment for waste minimisation and recycling via:

- Environmental Management - Council will protect and enhance the environment entrusted to us, demonstrate efficient use of natural resources and minimise climate change impacts;
- Strategy 2 – Implement the waste management plan and review current contractual arrangements; and
- Strategy 3 – Implementation of the Wastewater Management Strategy.

Issues / Options

Council has the following options with the Hardwaste Collection Service:

- Progress the Council resolution for a hardwaste collection service in accordance with the June 2010 Council meeting;
- Consider the Secondhand Saturdays Resource Recovery Proposal of BRWMG with an amendment to the original resolution; and
- Do not provide a hardwaste collection service.

The introduction of any service would need to consider addressing disadvantaged and hardship provisions and any decision in relation to this matter will need to have taken these concerns on board.

There appears to be advantages in accepting the Secondhand Saturdays Resource Recovery Program of BRWMG. Some of the advantages are as outlined below:

- A funding submission has been made with Sustainability Victoria (SV). If the funding application is successful, then the cost of running the program will be significantly lower in comparison to the conventional kerbside hardwaste services. However, even if the funding application with SV is not successful, the cost of Secondhand Saturdays Resource Recovery Program is expected to be lower in comparison to the conventional kerbside hardwaste program. It is estimated that the annual cost without SV funding for the Secondhand Saturdays Resource Recovery Program will be approximately \$65,000 without any contingency.
- The proposal is for a three (3) year cyclic program will be run on a routine basis twice yearly, once at the coast and once inland, in place of a hardwaste collection service throughout the municipality. The ratepayers of the Council can be made aware of this routine program so that they can program their waste disposal requirements accordingly and be benefited by these cyclic events.
- The risks associated with the original kerbside hardwaste collection proposal will be greatly reduced due to the following reasons:
 - No need to place the hardwaste on Council's footpath, median strips for a long time;
 - Elimination of risk caused due to manual handling and lifting of oversized items;
 - Less confusion due to the exact date on which the hardwaste will be collected from the footpath as Secondhand Saturdays Resource Recovery Program will indicate the exact date when the recyclable items will be allowed to be deposited at the Transfer Station sites.

One aspect that Council will need to be aware of is that there will be some limitations with the Secondhand Saturdays Resource Recovery Program in that all items that are usually collected under the kerbside hardwaste collection program may not be allowed to be deposited under the proposal.

Council will need to evaluate the success of the project after it has run for the first year and decide if any additional complimentary programs/variations will need to be considered in conjunction with the Secondhand Saturdays program to cater for the needs of the local ratepayers.

Another issue that is being considered by BRWMG is the development of a hardship policy in consultation with all Member Councils. Such a policy could apply to aged and frail, people with disabilities, mobility problems and people with financial constraints.

Proposal

The BRWMG is proposing the Secondhand Saturdays Resource Recovery Program for the Barwon region based on the Hunter Valley model, on a three (3) year trial basis as a safe alternative to the kerbside hardwaste collection services. The BRWMG have lodged a funding application with Sustainability Victoria (SV) for the part funding of this program on behalf of all the Member Councils of the region. The proposal is that the free Saturdays program be conducted for the entire region servicing all the member Councils including the Colac Otway Shire, the City of Greater Geelong, Surfcoast Shire and the Borough of Queenscliffe.

It has been proposed that in total 12 collections be held on an annual basis for the entire region so that the Colac Otway Shire will have two (2) collections annually. One such collection can be held at Colac and the second one at Apollo Bay each year.

The project will be managed by the Executive Officer of BRWMG who has proposed that as a part of this project, a material sorting facility is proposed to be established in Slevin Street, North Geelong for sorting of household and electronic waste and after the initial sorting, the recyclable material will be transported to Southern Cross Recycling in Thomastown.

It has been detailed in the letter of BRWMG dated 11 March 2011 that the residents will be entitled to deposit a variety of household goods, electronic goods such as televisions, computers and other small electrical items, metal products, household toys, books, textiles, bric-a-brac and similar items under this program.

From the proposal it appears that the Secondhand Saturdays Resource Recovery Program will be a useful substitute to the conventional kerbside hardwaste collection program and the E-Waste collection program.

A detailed list of the items that will be allowable for deposit under the Secondhand Saturdays Resource Recovery Program is yet to be provided by BRWMG which will provide further clarification on any items that will not be accepted under this program. From the proposal it appears that the Secondhand Saturday Resource Recovery Program will partly substitute the kerbside hardwaste collection program, however, it may not allow the deposit of all items that would otherwise be collected under the conventional kerbside hardwaste collection proposal. The items that are not likely to be accepted are timber pieces, glass, mattresses, metal scrap and items in non-usable condition.

Once the Secondhand Saturdays Resource Recovery Program is run for the first year and the success is evaluated, Council can consider future direction and decide if any additional complimentary programs need to be run in conjunction with the Secondhand Saturdays program to cater for all the requirements under the hardwaste collection proposal.

Financial and Other Resource Implications

From details furnished in the letter received from BRWMG dated 11 March 2011, it appears that the cost for Colac Otway Shire for participating in the Secondhand Saturday Resource Recovery Program inclusive of Council costs will be in the order of \$65,000 without SV funding, and that this funding would need to be included in the 2011/12 Council Budget.

Funding applications have been submitted to assist with this program seeking up to \$1.63 per tenement per annum and are currently being evaluated by SV. Once the outcome is known the final cost to Council can be ascertained. It has been further clarified by the Executive Officer of BRWMG that the Secondhand Saturdays Resource Recovery Program will be pursued irrespective of the SV funds becoming available or otherwise.

Risk Management & Compliance Issues

The proposal has been examined in detail by the BRWMG and found to be safer in comparison to the conventional kerbside hardwaste collection program because of the fact that the proposal will rely on waste being brought to the designated locations (within Transfer Stations) by the ratepayers and will not require the placement of hardwaste on Council's footpaths and median strips thereby avoiding the risk of injury resulting due to pedestrian movement, scavenging and manual handling of the waste.

The program will be delivered utilising competent contractors who shall deliver the services in accordance to a tender document focusing on Occupational Health & Safety and Risk Management requirements. It has been proposed by BRWMG that the two (2) waste

contractors who will be utilised for providing this service will be GDP Industries, Geelong and Southern Cross Recycling located at Thomastown respectively. From the initial evaluation of the proposal it appears that it will be safer for the Council to participate in the Secondhand Saturday Resource Recovery Program.

Environmental and Climate Change Considerations

The Environmental benefits of the proposed program have been summarised in the letter of BRWMG dated 11 March 2011 suggesting that the estimated benefits will be in the following order:

1. 300,000 litres of water saved;
2. 78 tonnes greenhouse gases avoided;
3. 2500kg of virgin products saved;
4. 78,000kwh electricity saved;
5. \$1800 is made by a charity; and
6. 30 hours of work is created.

The other environmental benefits will result from the diversion of waste from landfill, prevention of toxic material from contaminating local ecosystems, reduction of greenhouse gas emissions and reduced manufacturing due to increased reuse and material recycling.

Community Engagement

The community engagement strategy will follow the recommendations of the Colac Otway Shire Council Community Engagement Policy of January 2010, which details five levels of engagement – inform, consult, involve, collaborate and empower.

Further community consultation will take place through Council's Waste Management Officer, the Waste Education Officers of BRWMG and by the promotion of the proposal (once finalised) through local media and by distribution of brochures and newsletters etc.

Implementation

If supported and endorsed, the Council Officers will continue to work with BRWMG towards detailing and finalisation of the Secondhand Saturdays Resource Recovery Program. Further details on items that will be accepted at the Transfer Stations under this program, the dates on which the program will be run at the Colac and Apollo Bay Transfer Stations, any restricted or prevented items, contractual obligations and agreements that will need to be signed will be sought prior to program commencement.

However, at this stage Council needs to indicate if they are in favour of supporting the Secondhand Saturdays Resource Recovery Program as proposed by BRWMG.

Conclusion

In summary it appears that the Secondhand Saturdays Resource Recovery Program proposed by BRWMG could be advantageous for Council and the local ratepayers. It is recommended that Council advise the BRWMG that Council provides in principle support and consideration be given towards the acceptance of the proposal subject to further evaluation between a Hard Waste proposal verses the Secondhand Saturdays proposal.

Attachments

1. Barwon Regional Waste Management Group letter dated 11 March 2011

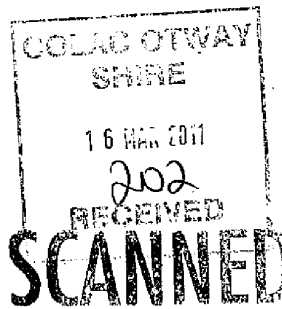
Recommendation(s)***That Council:***

- 1. Support in principle the Barwon Regional Waste Management Group (BRWVG) proposed Secondhand Saturdays Resource Recovery Program on a three (3) year trial basis commencing in 2011/12 and extending to 2013/14;***
- 2. Advises Barwon Regional Waste Management Group that prior to making any firm commitment that the Council will need to further consider the relative merits of a Hard Waste Collection proposal vs a Secondhand Saturdays proposal.***

~~~~~\) ~~~~~

11<sup>th</sup> March 2011

Mr. Rob Small  
Chief Executive Officer  
Colac-Otway Shire  
PO Box 283  
COLAC VIC 3250



Dear Rob

**PROPOSED SECONDHAND SATURDAYS RESOURCE RECOVERY PROGRAM**

The Barwon Regional Waste Management Group is seeking your formal support for the proposed Secondhand Saturdays program for the next three years.

At the Board meeting held on 24<sup>th</sup> February 2011, the Board resolved the following

Moved; Dir. Andy Richards                      Seconded; Dir. Peter Bollen

1. That the Group seek member Councils support for participation and funding support for a second hand Saturdays program for the next three years and offer to brief member Councils on the proposal as tabled.
2. That Member Councils be encouraged to develop a hardship policy for residents that are financially disadvantaged and unable to participate in the integrated resource recovery programs offered throughout the Barwon region.
3. That a further report be provided for the May 2011 meeting following receipt the member Councils responses.
4. That a model hardship programs policy be researched by the Barwon Regional Waste Management Group and presented to the Board for consideration.

Carried

Barwon RWMG is working with its member councils (Borough of Queenscliffe, City of Greater Geelong and Colac Otway and Surf Coast Shires), GDP Industries and Southern Cross Recycling for the collection and processing of e-waste and household items.

The project has been modelled around Hunter Resource Recovery's successful Second Hand Saturday Program in the Hunter region NSW.

As part of this project a sorting facility is proposed to be established in Slevin Street North Geelong for processing of electronic waste and pre-sorting of other household items which will subsequently be sent to Southern Cross Recycling in Thomastown.

Meetings have been held with the above parties and in principal agreements reached for the project during the development of a grant application to the Sustainability Victoria 2010 Driving Investment for New Recycling Grants program.

The Region is now proposing a three-year trial of a Second hand Saturdays program that can offer councils an alternative to hard waste collection services.



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It is proposed that collections be held monthly throughout the region.

It was proposed that the City of Greater Geelong host six collections; Surf Coast Shire would host three collections; Colac Otway Shire two collections and the Borough of Queenscliffe one collection annually.

The program would allow residents of each of these municipalities to deposit a variety of household goods for resale by charities, with industry to use some products to manufacture new goods. It is envisioned that electrical goods, such as televisions, computers and other small electrical items, metal products, household toys, books, textiles, bric a brac and the like would be collected under the program.

Household goods will be sorted for resale by charities and industry will use some products to manufacture new goods.

E-waste will be sorted for recycling, refurbishment for reuse; and recovery of usable parts.

The program can be expanded to include usable Furniture through engagement of a Charity ie Brotherhood of St Laurence and for mattress though Dreamsafe (at an additional cost)

Triple bottom line assessment is as follows;

For every 1 tonne of clothing textile product reused, it is estimated that the benefits will be approx

1. 300,000 litres of water saved
2. 78 tonnes greenhouse gases avoided
3. 2500 kg of virgin products saved
4. 78 000 kwh electricity saved
5. \$1800 is made by a charity
6. 30 hours of work is created

#### Environmental

- diversion of waste from landfill resulting in prevention of toxic materials contaminating ecosystems, the slowing of the depletion of non-renewable resources, and reduced pressure on landfills.(measured in kilograms collected)
- reduction in greenhouse gas emissions through reduced minimising and manufacturing by the reuse and recycling of materials(measured in CO2 e)

#### Social

- Based on the experience of Mai-Wel e-waste recycling in the Hunter region, NSW, potentially 25-30 jobs could be created for people with disabilities through this project, which is expected to be ongoing past the funding period.(measured by number of people employed)
- The opportunity for people with disabilities to work in jobs that have such an important impact on our environment and communities can lead to an increase in self worth and job satisfaction.
- Revenue will assist the not for profit group, GDP, with other welfare programs.



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**WASTEWISE**  
A SUSTAINABILITY VICTORIA PROGRAM

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**Economic**

1. new jobs as outlined above
2. wages from jobs generated for people with disabilities are most likely to be spent locally- Flow on effect of new jobs created. Industry estimates that for each full time job created 3 others are created in support industries.- Alternative to hard waste collection for Councils
3. Markets exist for these products as outlined in 3.3 above. The project benefits are sustainable as the Group's councils are funding the ongoing collection days (bin hire, staff and education/communication) and the grant funding will cover the infrastructure costs.
4. Based on data from the Second Hand Saturday Collections held in the Hunter Region NSW and e-waste collections held in Colac Otway Shire; that this project will divert around 168 tonne of e-waste in the first 12 months and 35 tonne of unwanted household goods.

**Financial**

**1. Sustainability Victoria Funding Proposal**

Total project budget inc in-kind \$ 528, 578  
Amount of funding requested from Sustainability Victoria \$ 204,503

**2. Proposal without Sustainability Victoria Funding**

|                                                                                                                                     | Year 1                                                                                         | Year 2                  | Year 3                  |
|-------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------|-------------------------|-------------------------|
| Drop off facility trailer and contents, web site, communications plan, Data collection, audits and reporting and tender advertising | 97500                                                                                          |                         |                         |
| Data collection and reporting                                                                                                       | Included above                                                                                 | 16242                   | 16242                   |
| Materials sorting facility                                                                                                          | 88412                                                                                          |                         |                         |
| Processing subsidy and skips, staff & marketing                                                                                     | 196975                                                                                         | 196975                  | 196975                  |
| 10% contingency                                                                                                                     | 421176                                                                                         | 234539                  | 234539                  |
| Management Fee 1.66% yr1 and 2.98% years 2 and 3                                                                                    | 7000                                                                                           | 7000                    | 7000                    |
| <b>TOTAL (inc CPI 3% in years 2 and 3)</b>                                                                                          | 428176                                                                                         | 248,785                 | 256,249                 |
| Rate per tenement per annum (Based on region 143,139 tenements)                                                                     | <b>\$3.00 per annum</b><br>(Or \$1.37 with SV Funding support)<br><i>COC - 14,280 projects</i> | <b>\$1.74 per annum</b> | <b>\$1.80 per annum</b> |



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*Contribution In Kind - 43,194 (with SV funds)  
- 19,720 (with SV funds)*



- If funding is received from Sustainability Victoria an amount of \$1.63 per tenement will be deducted from the year 1 rate per tenement per annum.
- \$126,000 (at a rate of 75c/kg) has been included as a subsidy for the processing of televisions and computer monitors. When the National TV and Computer Recycling Program commences this should result in a reduction of this expense.
- The Group will also explore in the interim, the potential for the computer monitors to be recycled through the ByteBack Program
- This program will also allow for councils to explore the receipt of other goods (i.e. furniture) in partnership with other organisations (e.g. a charity) or mattresses through Dreamsafe could do so at an additional cost.

#### **Proposed Obligations**

##### **Councils obligations**

- Nominate sites and undertake risk assessment and traffic management plans in conjunction with Southern Cross Recycling and Collection Contractor.
- Assist in the development of any tender/brief documents.
- Nominate a representative to participate on the steering committee to develop the education/marketing strategy.
- Nominate a representative to participate on the project steering committee to develop the regional contract.

##### **Barwon RWMG obligations**

- Participate on the project steering committee to develop the regional contract.
- Participate on the steering committee to develop the education/marketing strategy.
- Assist in the development of any tender/brief documents.
- Manage the program including annual report to the BRWVG board and participating Councils.

##### **GDP Industries Obligations**

- Participate on the steering committee to develop the education/marketing strategy.
- Accept and process the e-waste and provide monthly data to the Region and participating councils.
- Develop risk assessment and traffic management plans for the receipt site.
- Provide the Receipt and sorting facility.

##### **Southern Cross Recycling**

- Provide a truck and 2 staff members for each collection day
- In conjunction with the participating councils, develop risk assessment and traffic management plans
- Participate on the steering committee to develop the education/marketing strategy
- Process the household material and provide monthly data to the Region and participating councils



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Should the program receive your support, your Council would be required to contribute towards the cost of the program for bin hire, trailer and contents (eg. traffic cones, A3 frame signage, etc.), staffing on collection days, education/marketing, data analysis and reporting, pre and post audits, processing costs and tender advertising.

It is proposed that the project would be managed by the Barwon RWMG, which would also provide in-kind support through staff time on various aspects of the project.

The Group awaits the outcome of an application for funding for the project from Sustainability Victoria's 2010 Driving New Investment for New Recycling Grants. The estimated cost for the service is \$3.00 per householder per annum for year 1.

This support would decrease the cost per tenement per year 1 from \$3.00 to \$1.37 and year 2 and 3 is 1.74 and 1.80 pa respectively. It is planned to reimburse the member Councils if the grant fund is successful.

The Group was pleased to receive your in principle support in preparation of the Sustainability Victoria grant application and seeks the formalisation of this support in order to proceed with the project.

The Group submits that the Second hand Saturdays project would be beneficial to the region, diverting significant amounts of waste from landfill and reducing greenhouse gas emissions, as well as creating jobs for people with a disability in a cost effective way.

The Group would be pleased to receive your Councils consideration of this program and invites you to contact me if you would like a presentation to Council or to discuss this matter further,

The Barwon RWMG looks forward to receiving your support for this worthwhile program.

Yours faithfully

A handwritten signature in black ink, appearing to read "Enzo Bruscella", written over a light blue horizontal line.

**ENZO BRUSCELLA**  
Executive Officer



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OM112704-10

## RESPONSE TO COUNCIL OF AUSTRALIAN GOVERNMENTS (COAG) ROAD REFORM PLAN - HIGHER PRODUCTIVITY VEHICLES

|             |                           |           |           |
|-------------|---------------------------|-----------|-----------|
| AUTHOR:     | Neil Allen                | ENDORSED: | Rob Small |
| DEPARTMENT: | Infrastructure & Services | FILE REF: | GEN01693  |

### Purpose

To respond to the Council of Australian Governments (COAG) Road Reform Plan Feasibility Study (CRRP) and advise both COAG and the MAV of the Council's view in relation to the implementation of the COAG Road Reform Plan.

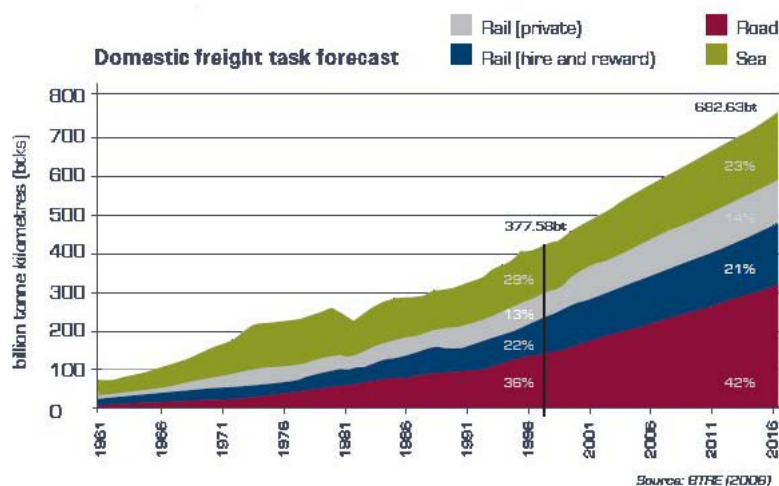
### Declaration of Interests

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

### Background

#### The Freight Task

The Municipal Association of Victoria Working Group Discussion Paper – “*Higher Productivity Vehicles*” has stated that the Australian domestic freight task has been growing at a rate of 5.8% per annum since 1971. The Bureau of Transport & Regional Economics (BTRE) predicts the freight task (including by air and sea) will increase by 80% from 378 to 682.63 billion tonne-kilometres between 2000 and 2020. They estimate that road and rail transport will almost double over the same period, increasing from 268 to 523 billion tonne-kilometres<sup>46</sup>.



In response to the 2006 Productivity Commission Enquiry into Road, Rail, Freight Infrastructure pricing, the Council of Australian Governments (COAG) committed to a view of the feasibility of alternative forms of heavy vehicle pricing and funding. In December 2009, COAG approved an overarching work program for delivery of its feasibility study. The Reform objectives identified by COAG are:

- Promoting the more efficient, productive and sustainable provision and use of freight infrastructure; and
- Ensuring the national heavy vehicle road prices promote the efficient, safe and sustainable use of infrastructure, vehicles and transport modes.

<sup>46</sup> Performance Based Standards Discussion Paper – National Transport Commission (Dec 2008)

The three (3) key areas for road reform have been identified as:

- Pricing - current network average charges provide negligible signals to heavy vehicle road users about the costs of using a particular road or to infrastructure providers about the demand for different roads. Charges do not provide incentives for heavy for heavy vehicle road users to use road infrastructure services efficiently. A new heavy vehicle pricing system is envisaged to bring incentives to users to more efficiently use the road network;
- Funding – the disconnect between heavy vehicle road charges and future road spending can lead to inefficient decisions; and
- Incentives – the current arrangements for provision of road infrastructure are unlikely to provide an incentive framework for providing road infrastructure services efficiently.

The COAG has developed a Road Reform Plan (CRRP) and has published the paper which reviews road reform feasibility study and local government. The consultation paper has been prepared and been circulated to user groups and key stakeholders. As part of that process, the Municipal Association of Victoria (MAV) conducted a one (1) day workshop reviewing the plan and asking for Councils to provide feedback on the plan. In response to the request from the MAV, Cr Lyn Russell and General Manager Infrastructure & Services attended the one day workshop at the MAV offices in Melbourne on Tuesday 29 March 2011.

### **Council Plan / Other Strategies / Policy**

#### Leadership and Governance

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

#### Strategy

Advocate for improved infrastructure, services and utilities provided to our community by other organisations or levels of Government and in relation to environmental issues.

#### Key Actions

Advocate for appropriate State and Federal government funding for community priorities. Advocate for increased State government recognition of funding as compensation for the Shire's larger than average area for non-rateable land.

### **Issues / Options**

The COAG Road Reform Plan raises five (5) potential options as follows:

| <b>Model Option</b>             | <b>Explanation</b>                                                                                                                                                                                                                                                                                                                                      |
|---------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Option 1: Fuel Based Model      | This option is based on a per litre fuel charge, which could be set at a single flat rate or using a variable tariff based on vehicle characteristics. Under this option the charge will rise with the distance travelled and with higher mass levels (recognising that fuel consumption rises with both weight of the vehicle and distance travelled). |
| Options 2: Distance Based Model | This option would provide a charge rate per kilometre travelled. A proxy for mass could be applied by varying the charge based on vehicle characteristics such as number of axles or the registered vehicle mass.                                                                                                                                       |

| <b>Model Option</b>                              | <b>Explanation</b>                                                                                                                                                                                                                                                                          |
|--------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Option 3: Distance – location Based Model        | This option builds on the distance model by adding dynamic information on the location of the vehicle. Dynamic location information allows multiple classifications of roads to be priced differently, taking into account the impact that heavy vehicles have on different types of roads. |
| Option 4: Mass – Distance Based Model            | This option builds on the distance model by adding dynamic information on mass.                                                                                                                                                                                                             |
| Option 5: Mass – Distance – Location Based Model | A mass-distance –location based charge provides the ability to closely align the cost of the vehicle to the road network to the price of taking the vehicle on the road. This model will incur highest implementation and ongoing costs.                                                    |

The Reform Plan states that by adopting the cost reflective pricing regime which is based on vehicle mass distance travelled and route location, it is expected that changes may occur in the pattern of heavy vehicle road use and the heavy vehicle fleet mix. The potential benefits that are anticipated from these changes include reduced costs to road providers and vehicle operators.

The extent to which these expected benefits can accrue to local governments has not been assessed in detail. The potential benefits expected from funding reform include:

- Creating a transparent link between heavy vehicle revenue collected and road expenditure needed. This could allow local governments to directly benefit from revenue collected from heavy vehicle operators.
- Partially correct the shortfall in funding to local government to recoup the margin damage caused by heavy vehicles.
- Better planning and allocation of funds to improving information, funding certainty and transparency of decision making.
- Enhance the productivity of heavy vehicles.
- Enhance productivity by opening up of access to some roads currently closed to larger heavy vehicles.

#### Initial feedback from Local Government

Initial feedback from Local Government has raised a number of issues including the following:

- Shortfall of life cycle cost for roads.
- Local Government has limited capacity to raise additional revenue to accommodate the incremental damage caused by heavy vehicles.
- Funding from CRRP should be in addition to existing funds as this is the way that councils will be able to fund the additional costs of opening up their local road networks to higher productivity vehicles on top of their existing road maintenance funding commitments.

#### Information gaps by Local Government

The consultation paper identifies a number of information gaps by Local Government which have been identified by local government associations.

The problem is compounded by the various local government authorities and their level of knowledge in relation to asset data across Australia as its management is performing differently in each of the states. Potential gaps identified are as follows:

- Lack of robust asset management data by local government generally.
- No local governments have access to compliance information distributed by the Intelligent Access Program (IAP).
- Identification of skill and knowledge gaps by local government needs to be undertaken.
- Lack of asset and bridge management expertise to assess the suitability of road networks for certain types of heavy vehicles.
- Lack of strategic planning resources.
- The lack of decision making tools as one of the issues influencing local government's ability to plan for freight.
- Heavy vehicle road use is reasonably well understood on the basis of traffic counts although the actual mass of each vehicle is not understood.
- More support is required to implement efficient financing strategies where an investment is needed to upgrade road infrastructure, including bridges.

#### Colac Otway Shire Response

Cr Russell raised that she was a member of the Rural Roads Group for Australia which is aimed at representing the 114 rural local councils which each produce over \$100M in agricultural product based on 2006 census figures. Cr Russell suggested that in order to address the road funding problem facing Councils, that it would be more beneficial to establish the facts and understand the road assets for all Council's Australia wide. This would then assist with a greater level of certainty in relation to funding for better asset management into the future by targeting where the problems are and funding is needed. Cr Russell also suggested that we should be first promoting productivity and safety reforms before we review the cost charging structures.

Cr Russell and General Manager Infrastructure Services responded to the consultation paper and key presenters at the MAV Workshop as follows:

- Any change from the current fuel based charging system to a vehicle based charging system may have an adverse impact on local government and in particular smaller rural Councils such as Colac Otway Shire, as the proposed system would only assess vehicles greater than 4 tonne and as such would not pick up a large portion of the local transport which supplies farm produce and goods to major distribution networks such as saleyards and the like.
- The distribution of funding would be discriminative to local councils as most funding streams would be channelled towards the main road and heavy vehicle road routes. This would significantly disadvantage Councils such as Colac Otway Shire as the main roads are managed by VicRoads and Council's local road network is not a significant heavy vehicle route. Council would therefore most likely be disadvantaged in any funding.
- There has been a failure to report on the road assets by all Councils Australia wide so there is no documentation of roads physical condition and the actual cost to maintain the roads on a Federal basis. There is no Federal department which oversees road condition and asset monitoring Australia wide. To be effective a road asset condition and monitoring system needs to be implemented. This should be undertaken as the first priority to allow informed decisions to be made.
- Given the lack of road asset information, there is no documentation which identifies where the road network needs to be funded most.
- No Australia wide road funding system is currently available to ensure that funds target the best return of productivity.

**Proposal**

The CRRP has requested that interested Councils make a submission in relation to the COAG Road Reform Plan feasibility study and local government consultation paper. Any submission should ensure that Council's interests are protected and that Council is not adversely impacted in any funding review. Council therefore needs to write to COAG clearly stating Council's concerns, its position and reinforcing that any future changes must not adversely impact on Rural and Regional Councils.

In line with this request, it is recommended that Council write both to the MAV and CRRP in relation to the COAG Road Reform Plan advising as follows:

- Colac Otway Shire requests that any future changes to road funding must not adversely impact on Rural and Regional Councils.
- Council is concerned that any change from the current fuel based charging system to a vehicle based charging system may have an adverse funding impact on local government and in particular smaller rural Councils, as the proposed charging system would only assess vehicles greater than 4 tonne and as such would not pick up a large portion of the local transport which supplies farm produce and goods to major distribution networks on Council's local roads.
- The distribution of funding could be discriminative to local councils as most funding streams would be channelled towards the main road and heavy vehicle road routes due to vehicles greater than 4 tonne, not being recognised as part of the charging system which distributes funding to Councils. This would significantly disadvantage Councils such as Colac Otway Shire as the main roads are managed by VicRoads and Council's local road network is not a significant heavy vehicle route. Council would therefore most likely be disadvantaged in any funding.
- There has been a failure to report at a Federal level on the road assets managed by all Councils Australia wide, their physical condition and the actual cost to maintain the roads.
- There is no Federal department which oversees road condition and asset monitoring Australia wide. To be effective a road asset condition and monitoring system needs to be implemented at a Federal level. This should be undertaken as the first priority to allow informed decisions to be made.
- Given the lack of road asset information, there is no documentation which identifies where the road network needs to be funded most.
- No Australia wide road funding system is currently available to ensure that funds target the best return of productivity. To ensure appropriate management of road funding, an Australian wide funding system needs to be developed to distribute funding on a fair and equitable basis.
- Colac Otway Shire is part of the Australian Rural Roads Group which represents 114 rural local Councils which each produce over \$100 million of agricultural product (based on 2006 figures). This is a very significant industry sector which is generally inadequately funded to a level which meets the community needs and reflects its importance to Australia. Any funding reviews must assist this industry which is defined by the following;
  - a) Produces 48% (\$17.9 Billion) of Australia's total agricultural product
  - b) Includes only 6.9% of Australia's population
  - c) Includes only 11% of total Australia's State/Territory land mass (908,000 square kilometres)
  - d) Has 24% of all roads in Australia by length (194,413 kilometres)

**Financial and Other Resource Implications**

There are no immediate financial implications in relation to this matter at this point in time, however, if the COAG Road Reform Plan is implemented with the adoption of alternative forms of heavy vehicle pricing and funding, then there is a potential that Colac Otway Shire may have a direct reduction in funding for road construction and maintenance.

**Risk Management & Compliance Issues**

The risk to Council in not responding to this review could be significant if any review was undertaken which saw a shift in funding from Local Roads to Main Roads.

**Environmental and Climate Change Considerations**

No direct environmental implications will occur as a result of this report, however, significant environmental implications would happen with any changes to the future transport infrastructure and freight operations.

**Community Engagement**

The community engagement strategy will follow the recommendations of the Colac Otway Shire Council Community Engagement Policy of January 2010, which details five levels of engagement – inform, consult, involve, collaborate and empower.

The method selected would be to inform. This would occur through a media release.

**Implementation**

If approved by Council, a letter would be sent to both the Municipal Association of Victoria and COAG advising of the Council Resolution.

**Conclusion**

In order to ensure that Council's interests are protected and that Council is not adversely impacted on in any funding review, Council needs to write to COAG clearly stating Council's concerns, its position and reinforcing that any future changes must not adversely impact on Regional Councils.

**Attachments**

1. COAG Road Reform Plan Feasibility Study and Local Government Consultation Paper

**Recommendation(s)****That Council:**

1. **Request the CEO to write both to the MAV and COAG in relation to the COAG Road Reform Plan advising as follows:**
  - **Colac Otway Shire requests that any future changes to road funding must not adversely impact on Rural and Regional Councils.**
  - **Council is concerned that any change from the current fuel based charging system to a vehicle based charging system may have an adverse funding impact on local government and in particular smaller rural Councils, as the proposed charging system would only assess vehicles greater than 4 tonne and as such would not pick up a large portion of the local transport which supplies farm produce and goods to major distribution networks on Council's local road network.**
  - **The distribution of funding could be discriminative to local regional councils as most funding streams could be channelled towards the main road and heavy vehicle road routes due to vehicles greater than 4 tonne, not being recognised as part of the charging system which distributes funding to Councils. This would significantly disadvantage Councils such as Colac Otway Shire as the main roads are managed by VicRoads and Councils' local road network is not a significant heavy vehicle route. Council would therefore most likely be disadvantaged in any funding.**
  - **There has been a failure to report at a Federal level on the road assets managed by all Council's Australia wide, their physical condition, the actual cost to maintain the roads and there is no documentation which identifies where the road network needs to be funded most. To be effective a road asset condition and monitoring system needs to be implemented at a Federal level. This should be undertaken as the first priority to allow informed decisions to be made.**
  - **No Australia wide road funding system is currently available to ensure that funds target the best return of productivity. To ensure appropriate management of road funding, an Australian wide funding system needs to be developed to distribute funding on a fair and equitable basis.**
  - **Colac Otway Shire is Part of the Australian Rural Roads Group which represents 114 rural local Councils which each produce over \$100 million of agricultural product (based on 2006 figures). This is a very significant industry sector which is generally inadequately funded to a level which meets the community needs and reflects its importance to Australia. Any funding reviews must reflect and assist this group which is defined by the following;**
    - a) **Produces 48% (\$17.9 Billion) of Australia's total agricultural product**
    - b) **Includes only 6.9% of Australia's population**
    - c) **Includes only 11% of total Australia's State/Territory land mass (908,000 square kilometres)**
    - d) **Has 24% of all roads in Australia by length (194,413 kilometres).**

~~~~~\)


CRRP

COAG Road Reform Plan

[25] February 2011



The COAG Road Reform Plan Feasibility
Study and Local Government

Consultation Paper

COAG Road Reform Plan

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CRRP

COAG Road Reform Plan – Feasibility Study and Local Government | 2

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Appendices

Appendix A

Summary of local government funding sources 23

Abbreviations

| | |
|----------------|--|
| ALGA | Australian Local Government Association |
| ATC | Australian Transport Commission |
| COAG | Council of Australian Governments |
| CRRP | COAG Road Reform Plan |
| CSO | Community service obligations |
| HML | Higher Mass Limits |
| IPR | Integrated Planning & Reporting |
| MAV | Municipal Association of Victoria |
| LGSANSW | Local Government and Shires Associations of NSW |
| LGANT | Local Government Association of the Northern Territory |
| LGAQ | Local Government Association of Queensland |
| LGASA | Local Government Association of South Australia |
| LGAT | Local Government Association of Tasmania |
| NTC | National Transport Commission |
| PAYGO | Pay-As-You-Go |
| PBS | Performance Based Standards |
| VFLC | Victorian Freight & Logistics Council |
| WALGA | Western Australian Local Government Association |

1. Introduction

The purpose of this paper is to facilitate discussion between the CRRP project and local government representatives regarding how road reform options being considered by CRRP may impact local government. The paper describes options being considered by the CRRP project in relation to heavy vehicle pricing and funding, initial thinking on how the road reform options will impact local government and poses discussion questions to test this thinking and gather information to inform further analysis.

The paper follows an Australian Local Government Association (ALGA) workshop that initiated discussions on the potential impacts of CRRP on local governments. The workshop, held on 14 December 2010 was attended by representatives from CRRP, ALGA and various state local government associations. Feedback from local government associations has been incorporated into this discussion paper.

1.1. Context

In response to the 2006 Productivity Commission Inquiry into Road and Rail Freight Infrastructure Pricing, COAG committed to a review of the feasibility of alternative forms of heavy vehicle pricing and funding. In December 2009, COAG approved an overarching work program for the delivery of a feasibility study in December 2011.

The road reform objectives identified by COAG are:

- Promoting the more efficient, productive and sustainable provision and use of freight infrastructure; and
- Ensuring that national heavy vehicle road prices promote the efficient, safe and sustainable use of infrastructure, vehicles and transport modes.

The three key areas for road reform have been identified as:

- Pricing – current network average charges provide negligible signals to heavy vehicle road users about the costs of using a particular road or to infrastructure providers about the demand for different roads. Charges do not provide incentives for heavy vehicle road users to use road infrastructure services efficiently. A new heavy vehicle pricing system is envisaged to bring incentives to users to more efficiently use the road network.
- Funding – the 'disconnect' between heavy vehicle road charges and future road spending can lead to inefficient decisions.
- Incentives – the current arrangements for provision of road infrastructure are unlikely to provide an incentive framework for providing road infrastructure services efficiently.¹

1.2. Outline of paper

Section 2 – Heavy vehicle use of local government roads: An outline of key issues with heavy vehicle use of local roads.

Section 3 – Pricing: An outline of the pricing reform options under consideration, the potential benefits of reform that have been identified and influence of local government in achieving these benefits.

Section 4 – Funding: An outline of the key aspects of funding options under consideration, the potential benefits that have been identified and influence of local government in achieving these benefits.

¹ Productivity Commission, Road and Rail Freight Infrastructure Pricing – Productivity Commission Inquiry Report, No. 41, 22 December 2006, xxxix.

Section 5 – Community service obligations: A description of the issue of funding community service obligations, how this funding may interact with proposed road reform and possible implications for local government.

Section 6 – Incentives: The incentives for economically efficient provision of roads to improve productivity of heavy vehicles that have been identified as relevant to local government.

Section 7 – Local government and the COAG Road Reform Plan: An outline of the approach to consultation.

1.3. Process for consultation

This paper has been developed with input from representatives of ALGA, state local government associations and state road agencies.

Feedback on the discussion paper will be reported back to the CRRP Board and taken into account in developing the Feasibility Study Report. It is intended that as the Feasibility Study develops further opportunity for comment by local government will be provided. Further information on the strategic approach to consultation with local government is outlined in Section 7 of this paper.

CRRP has committed to consultation with local government associations in each state and territory in March 2011. The consultation will be held in conjunction with the various state and territory local government representative bodies. If you wish to be involved in the consultation process or would like more information about the discussion paper please contact Renee Swanson, CRRP Communications Manager on (03) 9095 4455 or email renee.swanson@transport.vic.gov.au.

Written submissions to the discussion paper will be accepted until 8 April 2011. These can be made via email to crrp@transport.vic.gov.au or by mail to:

Neil Aplin
CRRP Directorate
COAG Road Reform Plan
Level 7, 121 Exhibition Street
Melbourne VIC 300

All information in the submissions will be made available to the public on the CRRP website (www.roadreform.gov.au) unless you indicate that you would like your submission to remain in confidence. Please note that confidential submissions will be made available to all government members of the CRRP Project.

2. Heavy vehicle use of local government roads

Information on heavy vehicle road use is limited and this is particularly so on local government roads.

In initial consultation, local government associations have identified the following key issues with heavy vehicle use of local roads:

- Damage to roads – research has indicated that road wear increases exponentially with axle load and causes significant more damage on poor quality roads. This includes metropolitan areas, where residential streets are impacted by buses that are part of the public passenger transport network.
- Lack of appropriate transport infrastructure – many local roads have not been designed to cope with heavier vehicles. In addition, the road may not have breakdown pads, parking and rest areas to accommodate heavy vehicles.

- Safety – heavy vehicles due to their length, mass and long distance travelled, represent a road safety issue. Many of the complaints to local councils received by the community are a result of safety concerns due to frequent use of heavy vehicles on narrow roads.
- Amenity/noise – heavy vehicle traffic can create excessive noise and is often considered undesirable in residential areas.
- Vulnerable assets – for example, bridges and culverts, often cannot accommodate heavy vehicles that are over a certain mass or length.
- Poor data – there is often insufficient asset and traffic data for use in heavy vehicle permit processes.
- Funding – there is a weak link between revenue paid by heavy vehicles and revenue collected by road providers. This means that local governments would often need to come up with additional funding to maintain the road network or allow the road network to deteriorate.
- Incentives – local governments have little financial incentives to accommodate heavy vehicles on certain roads.
- Uncertainty of the impacts of heavy vehicles on pavements – work undertaken by one local government association has indicated that there is a poor understanding by many local governments on the nexus between heavy vehicle usage, the damage to road infrastructure, and the long term funding implications for road maintenance and renewal. This uncertainty can act as a disincentive to allow heavy vehicle access.
- Low recognition of the importance of freight – some local governments focus on the impact of heavy vehicles, but do not consider the total logistics task.

3. Pricing

In broad terms, the current heavy vehicle pricing system involves heavy vehicle charges being levied through a combination of state and territory vehicle registration fees and fuel charges levied by the Commonwealth. The charges are set by reference to a Pay-As-You-Go (PAYGO) cost base, which is an estimate of the annual cost of road service provision based on historical expenditure data for the whole road network across Australia. The current formula uses a seven year average comprising the previous six years' expenditure, a forecast of the current year's expenditure. A proportion of the cost base is allocated for recovery from heavy vehicle users on the principle that heavy vehicle charges should fully recover the cost of their use of the road network. The registration fees collected by the states and territories comprise a fixed fee based on vehicle classification, and generate about one third of the required revenue. The fuel charge levied by the Commonwealth is, in effect, a variable charge based on usage, and generates about two thirds of the required revenue.

Local government is represented by Australian Local Government Association (ALGA) as an observer member of the Australian Transport Council (ATC) which approves heavy vehicle road charges recommended by the National Transport Commission (NTC). Local government does not collect heavy vehicle user charges, however, the state governments in Western Australia and Tasmania formally allocate a proportion of heavy vehicle revenue collected through their registration schemes to local government.

The following alternative price options outlined in Heavy Vehicle Pricing Options Development and Assessment Framework – Discussion Paper, 4 August 2010 are currently being investigated by CRRP:

| Model Option | Explanation |
|--|---|
| Option 1: Fuel Based Model | This option is based on a per litre fuel charge, which could be set at a single flat rate or using a variable tariff based on vehicle characteristics. Under this option the charge will rise with the distance travelled and with higher mass levels (recognizing that fuel consumption rises with both weight of the vehicle and distance travelled). |
| Options 2: Distance Based Model | This option would provide a charge rate per kilometre travelled. A proxy for mass could be applied by varying the charge based on vehicle characteristics such as number of axles or the registered vehicle mass. |
| Option 3: Distance – location Based Model | This option builds on the distance model by adding dynamic information on the location of the vehicle. Dynamic location information allows multiple classifications of roads to be priced differently, taking into account the impact that heavy vehicles have on different types of roads. |
| Option 4: Mass Distance Based Model | This option builds on the distance model by adding dynamic information on mass. |
| Option 5: Mass – Distance – Location Based Model | A mass-distance-location based charge provides the ability to closely align the cost of the vehicle to the road network to the price of taking the vehicle on the road. This model will incur highest implementation and ongoing costs. |

By adopting a cost reflective pricing regime which is based on the vehicle mass distance travelled and route location, it is expected that changes may occur in the pattern of heavy vehicle road use and the heavy vehicle fleet mix. The potential benefits that are anticipated from these changes include reduced costs to road providers and vehicle operators.

The extent to which these expected benefits can accrue to local governments has not been assessed in detail. However, it is expected that benefits will be maximised when changes to vehicle fleet mix are likely or there is opportunity to optimise heavy vehicle road use patterns or routes. The expected benefits from pricing reform are currently being investigated further by the CRRP project.

Initial feedback from local government

Comments from local governments include:

- A key factor in successfully involving local government is to keep the pricing process simple and achievable.
- Local governments need to consider how heavy vehicle pricing will impact route choice and mode choice.
- Pricing needs to consider the benefits between initial and future users, particularly given the long life of roads.

| |
|--|
| Issues for discussion |
| What are the key issues with heavy vehicle use of local roads in your local government area? |

4. Funding

The three tiers of government within Australia, have different roles and responsibilities with respect to the ownership, management and funding of roads. While the ownership and control of the road system lies in the hands of states, territories and local governments, road funding is sourced from all three levels of government. The process for expenditure and allocation of funding within each jurisdiction differs.

There are many road classification systems in use. The one used in this paper is the Australian road network, which classifies roads as either:

- **Arterial roads** (including freeways), which are generally roads connecting major activity or population centres, or which have other economic, tourism, strategic or other significance. These types of roads are also referred to in some jurisdictions as State roads, classified roads and Crown roads; or
- **Local roads** which are the roads providing access to land and which do not have the significance of arterial roads.

Typically the management and control of arterial roads is the responsibility of state and territory road authorities while local councils are responsible for local roads. However, in practice, the Commonwealth Government and state governments also contribute towards local road funding.

Restricting heavy vehicle access on local roads is sometimes referred to as the 'last mile' or 'first mile' problem. Transport operators have raised the issue of 'last mile' access to refer to impediments encountered in gaining heavy vehicle access to local roads. A lack of connectivity between major supply points and arterial road networks for high productivity vehicles (in particular, higher mass limits (HML) or performance based standards (PBS) vehicles) is seen as limiting the potential productivity benefits to be gained from giving high productivity vehicles access to the arterial road network. It has been suggested that the problem arises from or is exacerbated by difficulties obtaining heavy vehicle access to local roads from local councils.

Access restrictions arise for a number of reasons including road capacity, weather, amenity and cultural reasons. Of relevance to road reform, CRRP understands local governments have concerns about allowing local roads to be used by larger and potentially more damaging vehicles because of the effect on roads and pavements, and the consequences for future maintenance costs. There is also a concern about the apparent lack of any linkage between the funding of local roads and their usage by heavy vehicles.

Several local government associations have noted the shortfall in funds for the current road maintenance and renewal is significantly less than that required to maintain the road network at current conditions. This has resulted in deterioration in the road network and would increase the overall cost of providing the road network as expansive rehabilitation is needed to return the road back to an acceptable condition.

The funding options being investigated by CRRP aim to improve the link between revenue from heavy vehicle charges and future road spending decisions by improving certainty for road providers for road funding to meet demand from heavy vehicles.

The key elements of funding options being considered are:

- Information to support decision making on the most efficient mix of maintenance and rehabilitation and investment to meet heavy vehicle needs;
- Flow through of revenue from heavy vehicle charges to fund road expenditure that improves heavy vehicle productivity and is consistent with CRRP funding/financing principles²;
- Accountability frameworks which provide transparency and clear links between cost drivers, road expenditure and agreed service levels; and
- Capacity of local governments to respond to accountability frameworks.

² The CRRP has developed a set of policy principles to guide its feasibility study. The policy principles are available on the CRRP website. The relevant principles are "Funding should finance the efficient provision, maintenance and operation of roads to meet current and future demand" and "Revenue from heavy vehicle charges should be linked to heavy vehicle road expenditure."

The potential benefits expected from funding reform include:

- Create a transparent link between heavy vehicle revenue collected and road expenditure needed (by returning the revenue directly to road providers). This could allow local governments to directly benefit from revenue collected from heavy vehicle operators.
- Partially correct the shortfall in funding (by charging heavy vehicles their associated marginal costs). This would mean that local governments could be able to recoup the margin damage caused by heavy vehicle.
- Optimised unit cost of per unit road provision (from greater certainty of funding, facilitating more efficient expenditure through time). This could be achieved by providing local governments with certainty in funding such that preventative maintenance can be conducted rather than expensive rehabilitation.
- Better planning and allocation of funds (from improved information, funding certainty and transparency of decision making). This could be achieved by providing local governments with accurate heavy vehicle usage information.
- Optimised overall heavy vehicle operating costs (from optimised unit cost road provision reflected in lower road use prices and/or higher quality roads reducing vehicle wear and tear).
- Enhancing the productivity of heavy vehicles by improvements in maintenance funding arrangements.
- Enhancing productivity by opening up of access to some roads currently closed to larger heavy vehicles. Road providers would provide access due to certainty of funding and therefore ability to fund selective road upgrades to support the wider access and/or to repair additional road wear resulting from these access decisions.
- Cost efficiencies (from improved transparency of expenditure)

Initial feedback from local government

Local government associations have noted that the majority of funding to maintain roads is sourced from council revenue. In NSW, 35% of funding for council road assets is sourced from Federal and State Government grants. The residual amount is raised by councils, mainly via land and property rates.

Several local government associations have mentioned the shortfall of life cycle cost of roads. ALGA states that expenditure on roads has been less than funding needed to sustain the networks at current levels of service. Despite supplement funding from the Commonwealth's Roads to Recovery Program, the actual life cycle expenditure (maintenance and renewal) for 2008-09 is estimated to be 79% of life cycle cost. This is a slight improvement on the 74% figure estimated for 2004-05. Local Government and Shires Association of New South Wales (LGSANSW) indicates that NSW councils face an annual funding shortfall of \$600 million to address existing maintenance needs of local roads, according to research by the institute of Public Works Engineering Australia. ALGA notes that this shortfall in funding for the road network coincides with increase in demand for funding in other areas. Many facilities like swimming pools and community buildings are reaching their end of life at the same time as transport infrastructure. With regard to funding priorities for local government, the Local Government Association of the Northern Territory (LGANT) note that the present funding for local roads will not allow for adequate management and so will stifle efforts to improve the social and economic circumstances of Indigenous Australians.

Local governments have limited capacity to raise additional revenue to accommodate the incremental damage caused by heavy vehicles. In Queensland, while councils have the capacity to levy infrastructure charges on new developments to support the provision of connecting roads, there is very limited capacity to recover revenue to repair damage to roads caused by heavy vehicle freight. There is also limited capacity to raise council rates. In NSW, council rates are pegged by the state government. The lack of ability to raise revenue is particularly salient in rural councils where the rate base is smaller and the roads are poorer quality and therefore more susceptible to damage. In the NT, there is imposed rate capping and conditional rating on mining and pastoral properties.

Several local government associations have expressed their opinion that funding from CRRP should be in addition to existing funds. It has been suggested by various state local government associations that additional funding is the only way that councils will be able to fund the additional costs of opening up their local road networks to Higher Productivity Vehicles, on top of their existing road maintenance funding commitments.

4.1. Information to support decision making

Depending on the pricing model, information to support decisions for road provision could be unchanged or greatly enhanced. If CRRP recommends reforms that result in improved information on heavy vehicle traffic and resulting road damage, these could provide an opportunity for local government to target investment in areas of high demand from heavy vehicles. The work undertaken by the CRRP project suggests that there could be significant productivity benefits from investment decisions that result in improved access to key roads or bridges.

In addition to information on heavy vehicle road traffic, specialist knowledge, expertise and equipment may be required to support investment decisions that result in productivity benefits in relation to heavy vehicles. CRRP understands that arrangements to support investment decision making by local governments vary between and within jurisdictions.

Identification of information gaps by local government

The following information gaps have been identified by local government associations:

- Lack of robust asset management data by local government. Data collection is in its infancy.
- No local governments access to compliance information distributed by the Intelligent Access Program (IAP)
- Identification of skill and knowledge gaps by local government
- Lack of asset and bridge management expertise to assess the suitability of road networks for certain types of heavy vehicles.
- Lack of strategic planning resources
- The lack of decision making tools as one the issues influencing local government’s ability to plan for freight.
- Heavy vehicle road use is reasonably well understood on the basis of traffic counts although the actual mass of each vehicle is not understood.
- More support is required to implement efficient financing strategies where an investment is needed to upgrade road infrastructure, including bridges.

| Issues for discussion |
|---|
| To what extent is lack of information an impediment to decisions to spend on roads to improve access for heavy vehicles by your local government? |
| What factors currently influence your decisions about upgrade and maintenance of roads? |
| Are heavy vehicle needs specifically considered when make decisions about investment and maintenance of roads? |
| To what extent are amenity issues (eg: noise, community concern about heavy vehicle use) a key factor in your decisions about allowing access to roads and to what extent do these issues take precedence over factors such as promoting efficient freight movement? What measures can be done to address amenity issues while still allowing heavy vehicle access? |
| To what extent are road costs a factor in determining access? Are there any other factors that influence heavy vehicle access? |
| What specialist expertise, skills and equipment does your local government require to support future spending decisions on roads? Which of these skills are not currently available to you? What can be done about this? |

What arrangements to support investment decisions by local government need to be improved or modified in order to realise the potential benefits identified by CRRP?

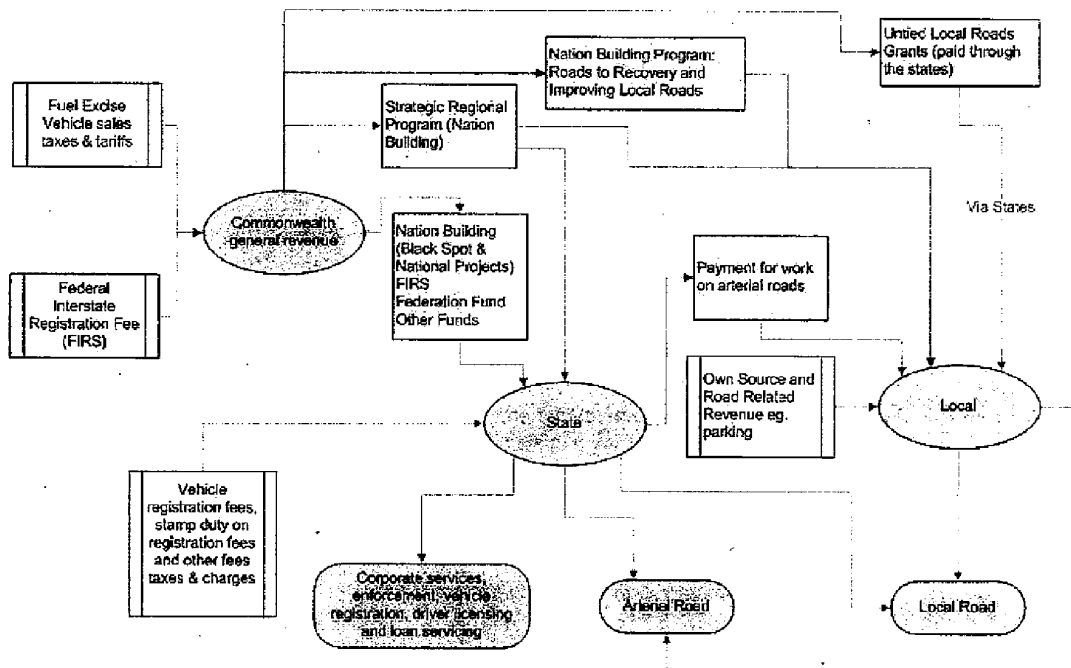
4.2. Flow through of revenue from heavy vehicle charges

The funding arrangements for local government as they are currently understood by CRRP have been outlined in Appendix 1 to this paper. Figure 1 below, illustrates the following three different funding flows to local government:

- Commonwealth Government grants and specific purpose payments;
- State Government funding – differs in each state/territory
- Local Government own source

Additionally, in some instances local government will receive private sector funding in the form of developer contributions or private financing.

Figure 1 – Funding flows



Based on the arrangements set out in Appendix 1, it appears that while local government own the majority of the road network, local government funding and spending decisions are disconnected from the charging of heavy vehicles. Although in Western Australia and Tasmania, local governments do have some funding which is allocated from revenue collected from heavy vehicle registration, the link between the use and associated revenue from heavy vehicles and road spending decisions is weak.

To better understand how heavy vehicle charges could be more closely linked to local government spending decisions a number of issues need to be investigated further, including the following:

- Some local governments recover a component of road expenditure linked to heavy vehicle use of local roads through own source revenue (eg. developer contributions).
- local governments have different revenue raising capacities.

The issue of revenue raising capacity has two aspects. The first is related to the scope of the CRRP project which only concerns the partial market of heavy vehicles (light vehicles are not in scope). The second aspect arises from the low heavy vehicle use of many local government roads, particularly in rural and remote areas. The significance of this issue is that even if revenue from heavy vehicle use of local roads were returned to local governments, the total amount of funding on its own may be insufficient to allow appropriate investment to improve heavy vehicle productivity through improved access. It is noted that these issues do not prevent local roads from being included in any road reform options under consideration.

The potential flow through of revenue from heavy vehicle charges to fund road expenditure that improves heavy vehicle productivity presents a challenge to some local governments to review the way they make and fund road investment decisions.

Initial feedback from local government

The following issues have been identified as needing to be addressed if road use charges are linked to expenditure that improves heavy vehicle productivity:

- Equity among locations and road users. Local governments have the responsibility to maintain equity of access across their communities.
- The absence of an investment strategy, quality movement data to inform investment decisions, and framework for incorporating other considerations such as safety.
- Appropriate compensation to recoup the cost of maintenance. This would also allow local communities to share in the efficiency and productivity derived from the reform.
- Distributed funds for local roads on a regional basis, with councils in each region developing a list of regional 'priorities' for local freight roads.
- A consistent regional heavy vehicle access regime (permit free by matching vehicle type to road type).
- Issues should not be treated on a one-off concessional basis by vehicle type but a broad state and industry wide range of 'last mile' (or first mile') issues applicable to all types of vehicles and operators.
- New initiatives aimed at improving "last mile" access developed at the national level must be progressed in a full and open way making use of existing mechanisms involving all stakeholders and especially local governments.
- This funding should be in addition to existing funding.

| Issues for discussion |
|---|
| How can revenue already recovered by your local government for spending linked to heavy vehicle use of local roads be identified (eg. developer contributions)? |
| What issues does your local government see as arising from potentially linking road use charges to expenditure that improves heavy vehicle productivity? |

4.3. Accountability frameworks

In order to achieve the potential benefits of road reform a robust framework for accountability is essential. CRRP has identified two key elements required for this framework:

1. A common definition of service levels for heavy vehicle road use; and
2. Accountability for expenditure of revenue raised from heavy vehicles or made for the benefit of heavy vehicle traffic.

4.3.1. Service definition

Explicitly defining the quality of road services provided in exchange for charges paid, promotes user acceptability and provides a basis for adjusting expenditure to meet agreed quality requirements. Developing a service definition does not necessarily imply that road quality should be the same across the network. Road quality would be expected to vary depending on factors such as the level of heavy vehicle traffic, safety issues, geography and climate. Linking service definition to road expenditure and pricing will help ensure that:

- Road providers do not 'gold plate' or inappropriately increase maintenance expenditure and/or investment beyond what is required to achieve agreed service levels.
- Heavy vehicle users only incur cost increases which are justifiable to maintain agreed service levels.
- Heavy vehicle users have confidence that revenue from road user charges is used to maintain the network to the agreed standard.
- There is a clearer link between expenditure for light vehicles and heavy vehicles.

For local government, funding of local roads could be tied to meeting defined service levels. This would likely require local government to consult with their communities to agree funding priorities and service levels within budget constraints.

There are already existing service standards in some states where service standards are linked to the local road hierarchy. Higher standards are set for roads that are more important and have greater traffic demands. The frequency of heavy vehicle traffic is an important criterion in the classification of roads within the local road hierarchy.

Initial feedback from local government

- Heavy vehicle revenue is a small proportion of total road funding and hence there will be a challenge to establishing appropriate service levels if these differ between different road user groups.
- The development of service level standards should not assume "one size fits all".
- For unsealed roads, issues associated with service agreements and maintaining standards to support heavy vehicle access may emerge.
- Some local government roads in remote areas often have large networks with low utilisation. This provides specific challenges in providing cost effective engineering designs and service standards to road users across a large low volume road. One state road authority has developed specific local government access guidelines on low volume roads in consultation with the local government association.
- It is difficult to attribute any particular road project to meeting the needs of a single type of road user. However, most work on rural roads is intended to respond to the damage caused by, or meet the needs of heavy vehicles. More than 50% of expenditure on Western Australian local government roads occurs outside of the metropolitan area.

| Issues for discussion |
|---|
| What road service standards and accountability frameworks does your local government use and why? |
| What costs and benefits does your local government see in applying agreed service level standards to local roads? |
| What costs and benefits does your local government see in adopting a uniform accountability framework across jurisdictions? |

4.3.2. Expenditure accountability

Currently, expenditure accountability is provided through government oversight. If CRRP recommends a change to the arrangements for the flow of revenue from heavy vehicle charges, oversight processes for ensuring accountability for expenditure will require consideration. Oversight mechanisms being considered by CRRP include:

- Transparent reporting of expenditure
- Maintaining jurisdictional oversight
- Independent oversight

Expenditure reporting

Reporting of expenditure should be at a level that provides information on:

- The balance between maintenance and capital expenditure attributable to heavy vehicles
- The link between the expenditure and the costs incurred from heavy vehicle traffic
- How the expenditure is linked to maintaining heavy vehicle use service standards

Initial feedback from local government

Local governments already have reporting and audit requirements linked to state road funding and some Federal road funding. For example, the NSW government's new Integrated Planning & Reporting Framework (IPR) requires councils in NSW to develop and implement Community Strategic Plans, delivery programs, operational plans and annual reporting over short, medium and longer term timeframes. In Queensland, local governments report returns to the Grants Commission, Ten Year Plan and financial reporting to the Department of Infrastructure and Planning. Queensland local governments also conduct internal reporting against budget and other requirements of the Local Government Act 2009.

| Issues for discussion |
|---|
| What expenditure reporting requirements currently apply to your local government? |
| What costs and benefits can be identified in changing reporting requirements for your local government? |

Government oversight

Road providers are currently subject to expenditure accountability through government budget processes. These processes generally require road providers to undertake business cases for major projects including formal cost benefit analysis. This process also encourages cost efficiencies due to the tight fiscal environment and prioritisation of competing projects.

While there are benefits in retaining existing oversight arrangements, this should not constrain the flexibility of road providers to manage funds in a manner that delivers the maximum benefits to heavy

vehicle users while providing the most efficient road network. This balance between oversight and flexibility is an important challenge.

| |
|--|
| Issues for discussion |
| What existing oversight, if any, currently applies to your local government? |
| What changes to existing oversight arrangements does your local government consider would improve the provision of an economically efficient road network? |

Independent oversight

The benefit of independent oversight of expenditure to improve productivity of heavy vehicle traffic is that it has the potential to increase confidence in overall accountability. Independent oversight also has the potential to improve transparency of different expenditure priorities for light and heavy vehicle users.

Initial feedback from local government

- It appears difficult to consistently attribute road investment to heavy vehicle requirements as they are a small proportion of total demand.
- Private industries, particularly mineral resource developers, already fund upgrade, maintenance and renewal of local government roads under a range of commercial agreements. CRRP should not prevent or provide impediments to the negotiation of agreements between local Governments and project proponents for the provision of roads to the agreed standard.
- Additional layer of reporting would not be well received. It is a general view that no further oversight is required, nor would such oversight prove efficient if introduced. The emphasis should be placed on internal justification rather than forcing Councils to focus on justifying decisions to an external overseer lacking the proximate relationship with the community to which the relevant Local Government body is answerable to.

| |
|---|
| Issues for discussion |
| What costs and benefits does your local government see in establishing independent oversight of heavy vehicle road expenditure decisions? |

5. Community service obligations / distributional issues

Road funding to local government, in general, does not differentiate between funding for heavy or light vehicles and funding for the benefit of the community also known as community service obligations or CSOs.

The COAG Road Reform Plan Phase 1 report has previously suggested the following definition of CSOs adapted from the original definition adopted by COAG in 1994:

- A road service that promotes social objectives or benefits the community beyond road users; and
- Would not otherwise have been provided by the road infrastructure provider acting commercially.

CSOs exist in both rural and urban areas and previous consideration has resulted in the conclusion that estimation of the current level of CSO funding would be difficult, resource intensive and probably unachievable. That said it has also previously been acknowledged that there may be merit in separately identifying the CSO component for new road investments.

The provision of funding of CSOs for road access and transport is relevant to the consideration of road reform by CRRP. Different levels of government and different government agencies receive road funding that includes funding of CSOs for certain roads and regions. Mechanisms for maintaining current funding for any CSOs that remains after the introduction of potential price reforms needs to be considered.

Further, some parts of the community, typically rural areas, may significantly benefit from road charging cross subsidies under the current PAYGO pricing approach. The effects on these communities of changed levels of cross subsidies, even though this may not impact on road provider's total funding, will need to be carefully considered. It may be necessary to limit or phase in changes to correct levels of cross subsidisation over time.

Although an important issue, to the extent that funding for local government roads is not linked to heavy vehicle revenue recovered from heavy vehicle charges under the current system, at this stage it seems unlikely that reform of heavy vehicle pricing would result in any marked change to the current funding of CSOs for local government.

Initial feedback from local government

Several local government associations have expressed the importance of local road CSOs and its prevalence for local roads. Comments include:

- It would seem that much of the road provision by Local Government would not be provided if the Council were acting commercially.
- Local Government and remote communities are very dependent on road transport for fuel, general cargo, and building materials and alike. Condition and failure of pavement has forced transport companies to review services to remote communities due to poor supporting infrastructure.

| Issues for discussion |
|--|
| What aspects of current road investment does your local government consider could be defined as a CSO? |

6. Incentives

A key aspect of the road reforms being investigated by CRRP is the incentives for road owners to allocate resources for the benefit of heavy vehicle traffic in the most efficient way. This includes shifting the incentives of road providers from reacting to costs incurred by heavy vehicle traffic to proactively investing in roads to encourage efficient heavy vehicle use. This incentive shift is likely to be improved by ensuring investment to improve access will not result in an unfunded financial burden.

Initial feedback from local government

- This is an opportunity to support a 'quid pro quo' approach: that is, yes local roads need to be a part of the funding outcome (on a regional basis etc) but, on the other hand, Councils need to step up to the plate and develop consistent (state-wide) HV access frameworks that do away with 'consent' permits etc. So if local road A is approved for PBS level 2A vehicles, then all these vehicles and B-doubles can use this road as of right.
- In remote states, most regional governments actively work with local businesses to enable access by higher productivity vehicles. In these areas, local governments may be less inclined to facilitate through traffic on local roads, which does not relate to first (or last) mile that constrains the utilisation of a particular vehicle.
- Local Governments have highlighted the lack of clear and agreed methodologies to determine the wear or damage to roads caused by a particular transport task. This uncertainty adds significantly to the risks associated with such agreements could act as a disincentive to local governments.

- Councils need a mechanism to be able to share in the productivity improvements accruing to the heavy vehicle and logistics industries generally through the use of HPV, in order for us to fund the road upgrades that these vehicles required to use our roads. Councils need financial incentives to open up local road networks, ie grants, access charges, mass/distance charges.
- Access issues should not be treated on a one-off concessional basis by vehicle type, but under a broader state and industry wide range of last mile issues applicable to all types of vehicle & operators.
- There are currently no financial incentives unless they have been negotiated privately. There are political incentives associated with supporting local and regional economic activity
- Planners are effectively regulators, if councils cannot gain enough certainty they fall back on risk avoidance and maintaining the status quo.

Issues for discussion

What incentives currently exist for local governments to proactively invest efficiently for heavy vehicle traffic and in particular in relation to resolving last mile access issues?

What incentives could be provided to local government to encourage more efficient investment in response to forecast demand from heavy vehicles?

7. Local government and the COAG Road Reform Plan

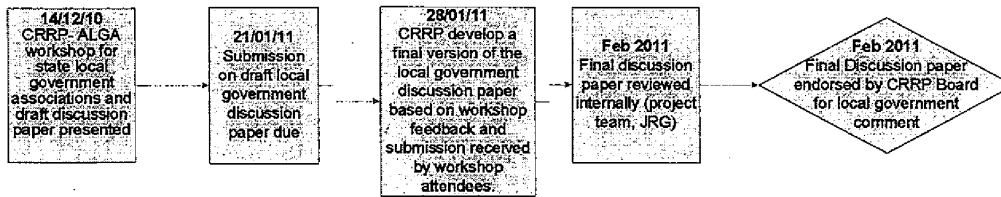
CRRP recognise the important role local government play in the delivery and management of road infrastructure in Australia.

This consultation paper is an important part of an ongoing engagement strategy with local governments and has been developed in collaboration with ALGA and state local government associations. The project team will continue to encourage in-depth discussion into the impacts of CRRP to local governments in order to make informed recommendations to the COAG in December 2011.

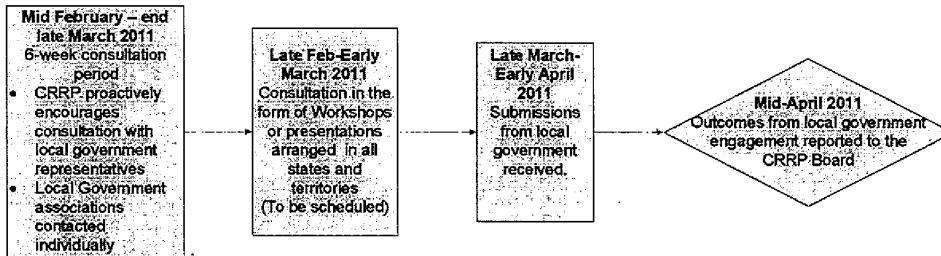
CRRP is committed to a thorough engagement process, which will include consultation in each state and territory. The Action Plan for continued engagement with local governments is outlined below:

Action plan – engaging with local government

Stage 1 – ALGA workshop & Development of Local Government Discussion paper



Stage 2 – Local government consultation period on discussion paper



Stage 3 – Continued local government engagement



For more information on the consultation activities, please contact Renee Swanson, CRRP Communications Manager on (03) 9095 4455 or email renee.swanson@transport.vic.gov.au.

Initial feedback from local government

- Several Local Government Associations have expressed the desirability of a partnership approach and to be engaged in the process

8. Acknowledgments

CRRP would like to thank the following local government associations for their contribution to the development of this consultation paper:

- Australian Local Government Association
- Municipal Association of Victoria
- Local Government and Shires Association of NSW
- Local Government Association of Queensland
- Local Government Association of South Australia
- Local Government Association of the Northern Territory
- Western Australian Local Government Association
- Local Government Association of Tasmania

Appendix A - Summary of local government funding sources

| Funding type | Commonwealth | | | State | | | Local Government (own source funding) | |
|------------------------|---|---|---|---|--|--|---------------------------------------|--|
| | Untied Grants- FAGS (general purpose – per capita & local road component – fixed historical shares) | Tied – Roads to Recover & BlackSpots | Grants & Programs | Rate Revenue | Developed contributions & Private sector financing (land gifted, work in-kind, monetary contributions) | | | |
| Victoria | <ul style="list-style-type: none"> Administered by Victorian Grants Commission – Local Road Grants Allocation Model used as the basis to allocate grants | <ul style="list-style-type: none"> Paid directly from Commonwealth to councils and for specific road projects only | <ul style="list-style-type: none"> Councils submit proposals in line with relevant Victorian Government Road Programs – Network & asset planning and Road Safety and network access. Better Roads Victoria and Local Roads to Market programs - Supports industries reliant on local roads – timber & dairy | <ul style="list-style-type: none"> Rate revenue allocated to local roads | <ul style="list-style-type: none"> Part 3 Planning & Environment Act 1987 | | | |
| New South Wales | <ul style="list-style-type: none"> NSW RTA's model – distribution based on councils proportion of State's population and lengths of roads and bridges | <ul style="list-style-type: none"> Paid directly from Commonwealth to councils and for specific road projects only | <ul style="list-style-type: none"> Local Government is responsible for funding regional and local roads. Regional roads – receive assistance from the State's Regional Road Block grant and REPAIR programs. Local roads – limited assistance under special programs (eg. urban bus routes) | <ul style="list-style-type: none"> Rate revenue allocated to local roads | <ul style="list-style-type: none"> Sections 94 to 94EC of the Environment Assessment Act 1979 | | | |

| Funding type | Commonwealth | | | | State | | | | Local Government (own source funding) | | | |
|------------------------|---|---|---|---|--|--|--|--|---------------------------------------|--|--|--|
| | Untied Grants- FAGS (general purpose – per capita & local road component – fixed historical shares) | Tied – Roads to Recovery & BlackSpots | Grants & Programs | Rate Revenue | Developed contributions & Private sector financing (land gifted, work In-kind, monetary contributions) | | | | | | | |
| Queensland | <ul style="list-style-type: none"> Queensland Local Government Grants Commission – distribution formula based on road length (62.85%) and population (37.15%) | <ul style="list-style-type: none"> Paid directly from Commonwealth to councils and for specific road projects only | <ul style="list-style-type: none"> Queensland Roads Management and Investment Alliance – formal agreement between state and local government. Transport Infrastructure Development Scheme (TIDS) provides funding for local government roads – State typically provides 50% of funding. | <ul style="list-style-type: none"> Rate revenue allocated to local roads | <ul style="list-style-type: none"> Sustainable Planning Act 2009 | | | | | | | |
| Tasmania | <ul style="list-style-type: none"> Distribution based on the following basis: <ul style="list-style-type: none"> Road Preservation Model – 90% Bridge expenditure – 10% | <ul style="list-style-type: none"> Paid directly from Commonwealth to councils and for specific road projects only | <ul style="list-style-type: none"> No grants, but makes direct expenditure on local roads. Heavy vehicle license fees (about \$1.5m) allocated to local government by State. | <ul style="list-style-type: none"> Rate revenue allocated to roads | <ul style="list-style-type: none"> Land Use Act 1993 | | | | | | | |
| South Australia | <ul style="list-style-type: none"> South Australian Local Government Grants Commission - divided into formula grants (85 per cent) and special local road grants (15 per cent). Formula grant component distributed on the following basis: <ul style="list-style-type: none"> Metro area – equal | <ul style="list-style-type: none"> Paid directly from Commonwealth to councils and for specific road projects only | <ul style="list-style-type: none"> Program-based approach – Regional roads Program – funds tied and allocated on project by project basis. The State Black Spot Program – safer local roads and cycling safety improvements components. | <ul style="list-style-type: none"> Rate revenue allocated to local roads | <ul style="list-style-type: none"> The Development Act 1993 | | | | | | | |

| Funding type | Local Government (own source funding) | | | |
|---------------------------|---|---|---|---|
| | Commonwealth | State | Rate Revenue | Developed contributions & Private sector financing (land gifted, work in-kind, monetary contributions) |
| | <p>Untied Grants- FAGS (general purpose -- per capita & local road component -- fixed historical shares)</p> <ul style="list-style-type: none"> weighting of population & road length <ul style="list-style-type: none"> Non-metro -- population, road length and area of council Special Local Road Grants -- 15% - distributed on recommendations from Local Government Transport Advisory Panel | | | |
| Northern Territory | <ul style="list-style-type: none"> NT Grants Commission determines grant to each council by road length and surface type | <ul style="list-style-type: none"> Tied -- Roads to Recovery & BlackSpots | <ul style="list-style-type: none"> Local Area Traffic Management Program -- Funding for local governments roads where NT government management road network intersect with local roads to combat traffic management issues. NT offer 50/50 grants, where NT pay 50% and Local Shire pays the other 50%. | <ul style="list-style-type: none"> In the NT, own source funding for local government is limited by rate capping and conditional rating of land (pastoral and mining) Local Government Act 2008 |
| Western Australia | <ul style="list-style-type: none"> Distribution based on: <ul style="list-style-type: none"> 7 % allocated to special projects 93% asset preservation needs | <ul style="list-style-type: none"> Paid directly from Commonwealth to councils and for specific road projects only | <ul style="list-style-type: none"> 27% of vehicle license fee revenue (Local Gov State Road Funds) 60% Road Project Grants, direct grants, strategic and technical support | <ul style="list-style-type: none"> Rate revenue allocated to local roads Section 26 of the planning & Development Act 2005 |

| Funding type | Local Government (own source funding) | | | |
|--------------|---|---------------------------------------|---|--|
| | Commonwealth | State | State | Local Government (own source funding) |
| | Untied Grants- FAGS (general purpose – per capita & local road component – fixed historical shares) | Tied – Roads to Recovery & BlackSpots | Grants & Programs | Rate Revenue |
| | | | <ul style="list-style-type: none"> 25% Traffic Management, Bridges, remote area access, national parks 15% state initiatives on local roads | Developed contributions & Private sector financing (land gifted, work in-kind, monetary contributions) |



CONSENT CALENDAR

OFFICERS' REPORT

D = Discussion

W = Withdrawal

| ITEM | D | W |
|--|---|---|
| <u>SUSTAINABLE PLANNING AND DEVELOPMENT</u> | | |
| <p><u>OM112704-11 COLAC AND APOLLO BAY
CARPARKING STUDY - DRAFT
STRATEGY</u></p> <p>Department: Sustainable Planning and Development</p> <p><u>Recommendation(s)</u></p> <p><i>That Council endorses the Colac and Apollo Bay Car Parking draft strategy for community consultation to commence early May 2011 for a period of six weeks.</i></p> | | |

Recommendation

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

MOVED

SECONDED

OM112704-11

COLAC AND APOLLO BAY CARPARKING STUDY - DRAFT STRATEGY

| | | | |
|-------------|------------------------------------|-----------|--|
| AUTHOR: | Anne Sorensen | ENDORSED: | Jack Green |
| DEPARTMENT: | Sustainable Planning & Development | FILE REF: | GEN00451 Planning Scheme
Colac/Apollo Bay Car Parking Study |

Purpose

This report presents the Colac and Apollo Bay Car Parking Study – Draft Strategy for Council consideration and proposes that the community be consulted on the draft strategy.

Declaration of Interests

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

Background

The Shire has commissioned AECOM to undertake a car parking strategy for the commercial areas of Colac and Apollo Bay and at the December 2009 Council meeting, Council resolved to endorse the Colac and Apollo Bay Car Parking Study – Issues and Opportunities Papers for community consultation for a period of six weeks.

Consultation for the Issues and Opportunities Papers commenced mid March 2010 and will conclude on 30 April 2010. Community information sessions were held mid April 2010 in Apollo Bay and Colac. While the community information sessions in Apollo Bay were well attended there was less interest shown by the community in relation to the community sessions held in Colac.

A number of submissions were received that have been considered as part of the preparation of the draft strategy being presented to Council.

A Steering Committee meeting was held on 28 March 2011 to consider the draft strategy and feedback from that meeting has now been incorporated into the draft document.

The draft document is presented in the following sections:

- Colac Township
 - Background
 - Parking supply and demand
 - Summary of issues
 - Strategies
- Apollo Bay Township
 - Background
 - Parking supply and demand
 - Summary of issues
 - Strategies
- Implementation
- Colac Precinct Plan
- Apollo Bay Precinct Plan

A summary of the key elements of the draft strategy is provided below for each township.

1. Colac Township

The study area for the Colac township is shown on page 4 of the draft strategy. The study area includes the commercial precinct and extends into nearby residential areas. The strategies identified below are based on the research and analysis that has been undertaken as part of the Issues and Opportunities Paper for Colac. As part of this analysis, parking surveys were undertaken on a Thursday and Saturday in February 2009 which captured occupancy rates of on-street and off-street car parking spaces in the study area. The surveys also identified the demand for parking generated by key land uses in the commercial centre. The survey results indicated that over the entire commercial centre the demand for both on-street and off-street parking is fairly modest with a significant number of parking spaces unoccupied during the weekday and weekend peak periods. The parking surveys did identify localised areas of very high parking demand particularly in the vicinity of Murray Street, the national retailers (e.g. Safeway, Target and Coles); and the hospital. Despite this, it was found that even in many of the most desirable locations there were often available parking spaces during the peak periods. The surveys identified that there is more than an adequate supply of parking spaces within the Colac Commercial Centre to service existing parking demand although the surveys highlighted some parking related issues that should be addressed in order to better cater for the varying types of parking demand, reduce overspill of parking into residential areas and ensure the more efficient use of the parking supply.

The parking surveys identified that Colac currently has a total of 2,825 parking spaces in the study area, with 1,916 being on-street and 947 off-street parking spaces. The surveys showed that of the off-street parking spaces, at peak time on a weekday, 345 car parking spaces were available, representing 37% of total spaces; and at peak time on a weekend, 522 car parking spaces were available representing 55% of total spaces available.

The issues identified in the parking surveys and public consultation form the basis for the strategies put forward in the parking strategies for Colac.

The draft strategy identifies the following eight strategies that include a number of actions for implementation of each strategy:

- Strategy 1: Off-street parking supply
- Strategy 2: On-street parking supply
- Strategy 3: Residential parking
- Strategy 4: Disabled parking
- Strategy 5: Tour coach and trailer parking
- Strategy 6: Directional signage
- Strategy 7: Enforcement
- Strategy 8: Statutory parking rates

Strategy 1 & 2: Off-street and on-street parking supply

The research identified that there was a lack of medium to long term parking as the majority of parking in the commercial centre is 1-2 hour parking. This has the effect of encouraging long term parking in residential areas or locations with small businesses, potentially reducing available parking for local residents.

A number of options were explored to address this imbalance including the provision of new car parks, however, the cost of additional public car parks is high and it would be difficult to justify a financial contributions scheme given the surplus in parking and relatively low growth.

Providing longer term parking in existing off-street car parks is seen as the most feasible management tool to ensure that off-street car parks are more efficiently utilised.

Key Actions identified to implement the above strategies relate to reviewing the parking restrictions in both on-street and off-street car parking areas. In areas of high demand, the strategy recommends that Council retain short term parking restrictions and generally seek that longer term parking is provided for in off-street facilities to cater for employees. The strategy further recommends that Council review the outcomes of the Colac CBD and Entrances Study and investigate possible funding mechanisms such as a payment in lieu scheme to assist with the implementation of parking related projects.

Strategy 3: Residential Parking

Given the level of overspill of parking from non-residential uses into residential areas a key action to implement this strategy is to investigate the need for the introduction of short term parking restrictions in streets which are shown to experience over spill parking and the implementation of a suitable resident parking scheme.

Strategy 4: Disabled Parking

A key action is to ensure that the parking needs of the disabled are given high priority and disabled car parking provided in safe and accessible locations.

Strategy 5: Tour coach and trailer parking

A key action is to investigate the potential to introduce a passenger drop off zone for tour coaches on Murray Street near Memorial Square and Hart Street.

Strategy 6: Directional signage

Key actions relate to the provision of directional signage to direct visitors to various car parks in and around Colac. The strategy identifies potential to greater utilise parking in some areas through better community understanding of their availability.

Strategy 7: Enforcement

Key actions relate to continued enforcement of parking restrictions and review of the level of the fines for parking infringements to discourage illegal parking. The strategy notes that there is currently a reasonably high level of compliance with parking requirements.

Strategy 8: Statutory Parking Rates

The current State standard provisions for car parking requirements in the planning scheme at Clause 52.06 are often considered to be excessive, particularly for different types of commercial uses. The State standard provisions apply across the state and do not differentiate between metropolitan Melbourne and regional areas in their application. The rates in the planning scheme are not necessarily based on empirical demand and in many circumstances do not match local conditions. Although the State Government has undertaken a review of car parking provisions and prepared an Advisory Committee Report in 2007 that recommends changes to the standard car parking requirements for many commercial uses, the recommendations of this report have not been incorporated into planning schemes and there is no indication from State Government whether these recommendations will be implemented.

The research undertaken as part of this study has identified that for a number of commercial uses the empirical demand is much less than the State standard required by the planning scheme and the recommended standards in the Advisory Report.

A comparison of the different standards is shown below for Colac.

Based on the above analysis, the following changes to the standard car parking rates are proposed. The proposed rates recognise that parking rates are an average of the combined floor space for each land use type and as such some individual sites exhibited parking rates higher than average. Therefore, a conservative approach has been adopted that is closer to the proposed rates recommended by the State Government.

| Land Use | Planning Scheme Rates | Victorian Government Proposed Rate | Demand Based Empirical Parking Rate | Recommended Rate |
|--|-----------------------|------------------------------------|-------------------------------------|------------------|
| Supermarket (spaces per 100m ²) | 8 | 5 | 3.8 | 5 |
| Shop (spaces per 100m ²) | 8 | 4 | 1.7 | 3 |
| Restaurant (spaces per seat) | 0.6 | 0.4 | N/A | 0.4 |
| Light Industry (spaces per 100m ²) | 2.9 | 2.9 | 2.1 | No change |
| Hospital (spaces per bed) | 1.3 | 1.3 | 1.4 | No Change |
| Medical (spaces per practitioner) | 5 | 5 | 4 | No Change |

2. Apollo Bay Township

The study area for the Apollo Bay township is shown on page 34 of the draft strategy. The study area includes the commercial precinct and extends into nearby residential areas up to Thompson Street. The strategies identified below are based on the research and analysis that has been undertaken as part of the Issues and Opportunities Paper for Apollo Bay. As part of this analysis, parking surveys were undertaken during the peak holiday season in January 2008, 2009 and 2010 and then in February 2009 to gain an appreciation of parking demand during the off-peak season. The surveys identified the demand for parking was generated by land uses servicing the tourism and hospitality industry or the beach front. The survey results showed that significant parking demands are generated by both short and longer stay visitors (including residents and people who work in Apollo Bay) to beach front and retail outlets located on Great Ocean Road which creates localised areas of very high parking demand.

Given the seasonal nature of these main trip attractions, the demand for parking in Apollo Bay does vary depending on the season. This adds an extra dimension to the provision of parking in Apollo Bay given the need to provide sufficient parking to cater for peak season demands whilst recognising that parking facilities are likely to be largely unoccupied for many months during the year.

The parking surveys identified that Apollo Bay currently has a total of 667 parking spaces in the study area, with 488 being on-street and 179 off-street parking spaces. The survey results for the peak holiday season indicated that over the entire commercial centre the demand for both on-street and off-street is fairly modest. The parking surveys did show that during the busiest period of the day, on-street parking on a number of streets is at or close to capacity.

On street parking in the commercial centre is most highly utilised along the sections of Great Ocean Road fronting the foreshore area and retail outlets with parking demand overflowing into the intersecting side streets within close proximity to these main attractions. Outside of the busiest areas, the demand for parking is generally much lower with site observations indicating that at most locations there was always unoccupied spaces available. A similar pattern is also evident with occupancy rates in off-street car parks, with the car parks servicing the beach being either at or exceeding capacity.

The survey results for the off-peak season indicated parking occupancy is generally low with a significant number of parking spaces unoccupied during the weekday and weekend peak periods.

The parking surveys highlighted some parking related issues that should be addressed in order to cater for peak holiday season parking demand whilst recognising the much lower levels of demand during other times of the year.

The issues identified in the parking surveys and public consultation form the basis for the strategies put forward in the parking strategies for Apollo Bay which includes a funding mechanism for the provision of additional parking within the commercial precinct.

The draft strategy identifies the following nine strategies that include a number of actions for implementation of each strategy:

- Strategy 1: Future supply of parking
- Strategy 2: Management of on-street parking supply
- Strategy 3: Tour Coach access and parking
- Strategy 4: Disabled parking
- Strategy 5: Loading practices
- Strategy 6: Directional signage
- Strategy 7: Enforcement
- Strategy 8: Statutory parking rates
- Strategy 9: Payment in lieu of parking

Strategy 1: Future supply of parking

The research identified that the peak demand for parking was in locations in the commercial centre along the Great Ocean Road and the Surf Club car parks where demand exceeds supply during the tourist season. Outside of the busiest areas, the demand for parking is generally much lower. Visitor numbers and the resident population significantly decreases during off-peak season resulting in a much lower demand for parking. The strategy is therefore to ensure that an appropriate level of parking supply is provided within the commercial centre that provides a balance between catering for peak parking demand and the most efficient use of land.

Key actions proposed relate to increasing the supply of parking in the short term by improving the use of existing road space by angle parking (particularly in Pascoe Street) which could increase the existing parking supply by 100-120 spaces. Provision of shared car parking facilities to service a range of land uses is recommended; and in the longer term the funding of new public car parks. The draft strategy identifies opportunities for new car parks generally north and south within the commercial precinct of Apollo Bay, and it should be noted that Council is currently in the process of preparing for construction of a car park off Pascoe Street south of Moore Street.

Strategy 2: Management of on-street parking supply

The draft strategy identifies that there is competing demand for parking along the Great Ocean Road along the commercial strip and the foreshore between short stay visitors to the shopping strip and the longer stay parking needs of beachgoers. Ideally, longer stay parking will be encouraged to park in off-street car parks or in more remote on-street parking facilities, therefore, freeing up short term parking servicing short stay visitors to the shopping strip.

Key actions to facilitate this will be to investigate the feasibility of a drop off zone close to the beach and a review of parking restrictions with a view to altering operating hours or restriction type where demand requires.

Strategy 3: Tour coach access and parking

Moore Street has been identified as the most popular location for the pick-up and set-down of passengers for tour coaches. A number of congestion and safety problems on both Moore Street and the Great Ocean Road have been identified when more than one bus is seeking to use the drop off facility. Currently a single one hour coach parking space is provided on Moore Street.

The draft strategy includes key actions relating to the circulation of tour coaches and additional drop off facility. It has been suggested that the passenger drop off point could be relocated to the north side of Moore Street with an additional coach parking space introduced. This would allow vehicles to temporarily wait on Pascoe Street should the drop off facilities be fully occupied. Bus parking facilities have been identified on Moore Street and Pascoe Street near Thompson Street, which are located just outside the areas of highest demand of visitor parking.

Strategy 4: Disabled Parking

A key action is to ensure that the parking needs of the disabled are given high priority and disabled car parking provided in safe and accessible locations

Strategy 5: Loading practices

Feedback from the public consultation workshops suggest that loading vehicles frequently double park on the Great Ocean Road in order to have convenient access to delivery destinations. This illegal practice is seen to be causing potentially serious safety issues whilst the double parking of vehicles could also restrict the flow of traffic resulting in localised areas of congestion.

A key action to assist in addressing this issue will be to continue to provide an appropriate level of enforcement and encourage loading and service requirements for new development to minimise any impact on on-street parking supply.

Strategy 6: Directional signage

Key actions relate to the provision of directional signage to direct visitors to various car parks in and around Colac. This is particularly important given the relatively low utilisation of on-street parking in Pascoe Street compared to the Great Ocean Road.

Strategy 7: Enforcement

Key actions relate to continued enforcement of parking restrictions and review of level of the fines for parking infringements to discourage illegal parking. Again, the report acknowledges that compliance with parking restrictions is relatively high at present.

Strategy 8: Statutory Parking Rates

The current State standard provisions for car parking requirements in the planning scheme at Clause 52.06 are often considered to be excessive, particularly for different types of

commercial uses. The State standard provisions apply across the state and do not differentiate between metropolitan Melbourne and regional areas in their application. The rates in the planning scheme are not necessarily based on empirical demand and in many circumstances do not match local conditions. Although the State Government has undertaken a review of car parking provisions and prepared an Advisory Committee Report in 2007 that recommends changes to the standard car parking requirements for many commercial uses, the recommendations of this report have not been incorporated into planning schemes and there is no indication from State Government whether these recommendations will be implemented.

The research undertaken as part of this study has identified that for a number of commercial uses the empirical demand is much less than the State standard required by the planning scheme and the recommended standards in the Advisory Report.

A comparison of the different standards is shown below for Apollo Bay.

Based on the above analysis, the following changes to the standard car parking rates are proposed. The proposed rates recognise that parking rates are an average of the combined floor space for each land use type and as such some individual sites exhibited parking rates higher than average. Therefore, a conservative approach has been adopted that is closer to the proposed rates recommended by the State Government.

| Land Use | Planning Scheme Rates | Victorian Government Proposed Rate | Demand Based Empirical Parking Rate | Recommended Rate |
|---|-----------------------|------------------------------------|-------------------------------------|------------------|
| Supermarket (spaces per 100m ²) | 8 | 5 | 3 | 3 |
| Shop (spaces per 100m ²) | 8 | 4 | 1.6 | 2 |
| Restaurant (spaces per seat) | 0.6 | 0.4 | 0.3 | 0.4 |
| Residential (per 1 or 2 bed dwelling) | 2 | 1 | N/A | 1 |

Strategy 9: Payment in lieu of parking

Although no policy has been incorporated into the planning scheme to enable Council to request cash in lieu contributions for the waiver of car spaces, Council has been successful in negotiating by agreement cash in lieu contributions for a number of major planning development proposals in Apollo Bay where a significant waiver of car spaces were required.

The car parking cash in lieu contributions collected so far from these developments will be used to assist in the funding of a future car park in Apollo Bay. In 2003, Council determined that a payment of \$11,200 per space was the appropriate payment in lieu of the provision of car parking in the commercial precinct of Apollo Bay.

Given the identified demand for additional car parking facilities, it is considered that the formalisation of a cash in lieu scheme within the planning scheme represents a fair and equitable funding mechanism for addressing future parking needs.

The draft strategy contains an estimate of the cost of the provision of car spaces that includes the cost of land in Apollo Bay. The draft strategy identifies that the approximate

cost of a 'ground level' car park in Apollo Bay commercial centre could feasibly be in the order of \$20,000-\$50,000 per space, depending on location.

Consideration has been given to the level of cash in lieu payment previously requested by Council and the need to be economically competitive so not to deter future development in the commercial centre and it has therefore been recommended that future payments should be set at \$20,000 per space which is adjusted annually using CPI as the index.

It should be noted that the payment of \$20,000 per space may not fully recover costs associated with the provision of a new car park as a range of factors including the availability and cost of land and construction costs can vary significantly based on locational factors.

Council Plan / Other Strategies / Policy

The 2009-13 Council Plan objective for land use and development is: *“Council will engage, plan and make decisions about land use and development that takes into account the regulatory role of Council, its diverse geography, social, community, economic and environmental impacts for current and future generations”*. A key strategy is to: *Ensure a partnership approach to land use planning that reflects the needs, values and aspirations of the community*. One of the actions to implement this strategy is to finalise and implement a car parking study for Colac and Apollo Bay.

The State Planning Policy section of the Colac Otway Planning Scheme has an objective at Clause 18.02-1 to: *“ensure access is provided to developments in accordance with forecast demand taking advantage of all available modes of transport and to minimise impact on existing transport networks and the amenity of surrounding areas”*. It states that planning and responsible authorities should prepare or require parking precinct plans for the design and location of local car parking to:

- Protect the role and function of nearby roads, enable easy and efficient use and the movement and delivery of goods.
- Achieve a high standard of urban design and protect the amenity of the locality, including the amenity of pedestrians and other road users.
- Create a safe environment for users, particularly at night.
- Facilitate the use of public transport.

Council has two strategic documents that provide a framework for land use and development for Apollo Bay and Colac Townships, being the Apollo Bay Structure Plan 2007 and the Colac Structure Plan 2007.

Other strategic documents of relevance are:

- Apollo Bay Parking Precinct Plan 2002
- Apollo Bay Car park Study 1997
- Colac Business Area Traffic Study 1999

Issues / Options

The key issues for consideration include:

1. The State Government Advisory Committee recommendations have not been incorporated in the State Section of the planning scheme, although it is widely recognised in that report and other forums such as VCAT that the current car parking rates at Clause 52.06 are excessive for some land uses.
2. Without a car parking study or parking precinct plan, there is no local policy to guide decision making for planning applications that are seeking to waive car parking

requirements or to require cash in lieu contributions. Applications will continue to be assessed against the car parking requirements of Clause 52.06.

3. For applications that involve the waiver of car spaces in the central business precincts of Colac and Apollo Bay that have not fully satisfied the requirements of Clause 52.06 and where waiving of car park requirements have not been justified, applicants can only be encouraged to make voluntary cash in lieu contributions as there is no parking precinct plan in the planning scheme. Any contribution made can only be by negotiation and is purely voluntary subject to the applicant's agreement.
4. Through the work being undertaken as part of the car parking study there is an opportunity to determine the future direction for car parking for Colac and Apollo Bay and whether existing car parking rates are appropriate and what level of car parking provision would be required to meet future demand and options for funding.

The draft strategy draws upon the findings of the Issues and Opportunities Papers and includes a range of recommendations to address traffic management issues identified from the research. It is appropriate that Council test the recommendations put forward in the draft strategy with the community and elicit feedback for further consideration.

Proposal

It is proposed that the Council endorse the Apollo Bay and Colac Car Parking draft strategy for community consultation for a period of six weeks commencing early May 2011; and that after the conclusion of the consultation period, submissions/feedback received from the consultation be considered and used to inform the final strategy for adoption by Council.

Financial and Other Resource Implications

This project has been identified as a priority in a number of Council plans and was first funded in 2007/08. Work commenced on the project late 2008 and now is being carried out as part of the Strategic work program identified in 2010-11. The Colac and Apollo Bay Car Parking Study was funded within the 2008/09 Budget and funds have been carried over into subsequent budgets to enable the work to continue in order to deliver Council's objectives in this regard.

Risk Management & Compliance Issues

Planning permit applications are currently assessed in accordance with the relevant car parking provisions of the planning scheme. This is considered to be an appropriate response to Council's statutory obligations under the Planning and Environment Act.

The development and ultimate implementation of a car parking study and parking precinct plan will provide the strategic basis and justification to implement measures that will guide decision making on when car parking waivers should be supported and whether cash in lieu contributions should be required, amongst other things.

In the absence of a parking precinct plan, cash in lieu contributions can only be achieved by voluntary agreement between parties, which may mean that opportunities to collect funding that could contribute to future car parking facilities cannot be guaranteed.

Environmental and Climate Change Considerations

The development and implementation of a parking precinct plan for Colac and Apollo Bay will improve car parking opportunities, pedestrian and cycle permeability, urban design and reduce traffic congestion which will improve the amenity and general environment of these precincts.

Community Engagement

The project brief for the Colac and Apollo Bay Car Parking Study outlines the consultation strategy for the project. It is proposed that the community be consulted on the draft parking study and precinct plans over a period of 6 weeks commencing early May. Key user groups will be targeted to ensure input and feedback on the document.

The community engagement strategy will follow the recommendations of the Colac Otway Shire Council Community Engagement Policy of January 2010, which details five levels of engagement – inform, consult, involve, collaborate and empower.

The method selected would be to inform and consult the community on the draft strategy.

Implementation

The current planning permit assessment process against the current State car parking provisions will continue until such time as the finalisation of a car parking study for Colac and Apollo Bay.

Once the final car parking study has been endorsed by Council, the study and parking precinct plan will be incorporated into the planning scheme via a planning amendment process.

Conclusion

Council is regularly being asked to consider planning permit applications that seek to modify or waive car parking requirements and has raised concerns that support for the waiver of car parking may lead to an undersupply of car parking in the commercial precincts of Colac and Apollo Bay.

There is no strategy or precinct plan to give guidance in decision making on the waiver of car parking requests or when cash in lieu contributions would be appropriate to be sought in conjunction with support for a waiver of car parking.

It is considered that the car parking rates contained in Clause 52.06 are excessive and do not reflect regional or local circumstances.

While the State Government Advisory committee has released a report that recommends changes to existing car parking rates for some land uses, these recommendations have not been incorporated into the State Section of the planning scheme at this time.

The development of a car parking study and parking precinct plans will provide the necessary guidance for decision making and justification for financial contributions to be required as part of the planning permit process.

It is considered appropriate that the community is consulted on the draft strategy to provide an opportunity for input and feedback which will be considered in finalising the document. Subject to endorsement by Council, it is intended that community consultation will take place early May 2011.

Attachments

1. Draft Parking Strategy - Colac Apollo Bay Carparking Study

Recommendation(s)

That Council endorses the Colac and Apollo Bay Car Parking draft strategy for community consultation to commence early May 2011 for a period of six weeks.

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# Draft Parking Strategy

## Colac and Apollo Bay Parking Study



AECOM

Colac and Apollo Bay Parking Study  
Draft Parking Strategy

**D R A F T**

## Draft Parking Strategy

Colac and Apollo Bay Parking Study

Prepared for

Colac Otway Shire

Prepared by

**AECOM Australia Pty Ltd**

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8 April 2011

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Colac and Apollo Bay Parking Study  
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### Executive Summary

Colac Otway Shire has commissioned AECOM to undertake a car parking strategy for the commercial areas of Colac and Apollo Bay. The development of a car parking strategy is seen by Colac Otway Shire as an important tool to direct commercial development and associated car parking requirements in the towns over a 20 year period.

This draft Parking Strategy, which is open to Community consultation, builds upon the findings of an Issues and Opportunities study previously undertaken for each township. The undertaken Issues and Opportunities studies discussed a range of parking related issues identified through extensive surveying of the commercial areas of each township and put forward a set of possible opportunities to help address these issues and guide the future management of parking in Colac and Apollo Bay. Residents, businesses and community groups from each township provided helpful feedback on these initial studies during public consultation workshops undertaken in April 2010, with this local insight important to the development of the policies set out in this draft Parking Strategy.

A draft Parking Precinct Plan has been prepared for each township which incorporates the findings of this draft Parking Strategy. The Parking Precinct Plans have been included in Appendix A (Colac) and Appendix B (Apollo Bay) of this document.

A summary of the key elements of this Parking Strategy is provided below for each township.

### **Colac**

The demand for parking within the Colac Commercial Centre is generated by a number of different land use types. Significant parking demands are generated by employees and visitors to retail outlets and the health, administration and professional services which are predominantly located in the central areas of Colac on and to the south of Murray Street. In some instances the parking demands created by the concentration of these different land uses overlap and create localised areas of very high parking demand.

The north and south-west areas of the Colac Commercial Centre are dominated by residential land uses where the demand for the majority of on-street parking spaces is generated by residents and their visitors who generally prefer free long stay parking. However, given the proximity of the residential areas to the central area of Colac, in some locations the parking demands created by the retail, industrial and service industries during peak periods can overspill into the residential areas thus potentially affecting local resident's amenity and reducing the parking opportunities for genuine visitors.

There are also a number of light industrial uses located within the commercial centre which contribute to the overall parking demand within Colac.

A review of sustainable transport options has shown that there are a limited number of public transport services available to residents and visitors to Colac. In this respect, public transport is unlikely to be a feasible alternative to car based travel for many trip types, and in particular, medium and longer distance trips. Unless there are significant improvements to the level of service and coverage, there would be a very low propensity for public transport to reduce demand for car travel and therefore by inference the demand for parking within Colac.

Comprehensive parking surveys were undertaken on behalf of Council on Thursday 26 February 2009 and Saturday 28 February 2009. The survey results indicated that over the entire commercial centre the demand for both on-street and off-street is fairly modest with a significant number of parking spaces unoccupied during the weekday and weekend peak periods. The parking surveys did however identify localised areas of very high parking demand particularly in the vicinity of Murray Street, the national retailers (Safeway, Target and Coles) and the hospital. Despite this, it was found that even in many of the most desirable locations there were often available parking spaces during the peak periods. Indeed, the undertaken surveys identified that there is a more than adequate supply of parking spaces within the Colac Commercial Centre to service existing parking demand.

Notwithstanding this, the parking surveys highlighted some parking related issues that should be addressed in order to better cater for the varying types of parking demand, reduce overspill of parking into residential areas and ensure the more efficient use of the parking supply. Additional issues were also raised in the public consultation exercise undertaken in April 2010. The issues identified in the parking surveys and public consultation exercise as well as Councils desire for a more consistent and appropriate parking provision for new developments formed the basis for the policies put forward in the parking strategy for Colac.

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The Colac Parking Strategy discusses specific parking issues for Council to further investigate, and if financially feasible, implement the appropriate action to address the problem. Specific policies and actions have been put forward for the following key areas:

- Off-street parking supply
- On-street parking supply
- Residential parking
- Disabled parking
- Tour coach and trailer parking
- Directional signage
- Enforcement
- Statutory parking rates

The key recommendations and actions for the Colac Commercial Centre arising from the Parking Strategy include:

- Improve the management of parking in the Commercial Centre through changes to time limit restrictions to improve the mix of short and long term parking
- Review the outcomes of the Colac CBD and Entrances study and will investigate possible funding mechanisms such as a payment in lieu scheme to assist with the implementation of parking related projects
- Adopt the proposed parking rates set out in the associated Parking Precinct Plan for the Colac Commercial Centre within the Colac Otway Shire Planning Scheme
- Provide priority in the allocation of on-street parking to key stakeholders including disabled and mobility impaired motorists, residents and tour coach can car trailer parking

### **Apollo Bay**

The demand for parking within the Apollo Bay Study Area is generated on the most part by either land use servicing the tourism and hospitality industry or the beach front.

Significant parking demands are generated by both short and longer stay visitors (including residents and people who work in Apollo Bay) to beach front and retail outlets located on Great Ocean Road which creates localised areas of very high parking demand.

Given the seasonal nature of these main trip attractions, the demand for parking in Apollo Bay does vary depending on season. This adds an extra dimension to the provision of parking in Apollo Bay given the need to provide sufficient parking to cater for peak season demands whilst recognising that parking facilities are likely to be largely unoccupied for many months during the year.

There are also a number of residential dwellings and holiday homes located on the outskirts of the commercial centre which contribute to the overall parking demand within Apollo Bay. Given the proximity of the residential areas to the central area of Apollo Bay, in some locations the parking demands created by the tourism and hospitality industries during peak periods can overflow into the residential areas thus potentially affecting local resident's amenity and reducing the parking opportunities for genuine visitors.

A review of sustainable transport options has shown that there are a limited number of public transport services available to residents and visitors to Apollo Bay. In this respect, public transport is unlikely to be a feasible alternative to car based travel for many trip types, and in particular, medium and longer distance trips. Unless there are significant improvements to the level of service and coverage, there would be a very low propensity for public transport to reduce demand for car travel and therefore by inference the demand for parking within Apollo Bay.

Comprehensive parking surveys were undertaken on behalf of Council during the peak holiday season in January 2008, 2009 and 2010 and then in February 2009 to gain an appreciation of parking demand during the off-peak season.

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The survey results for the peak holiday season indicated that over the entire commercial centre the demand for both on-street and off-street is fairly modest. The parking surveys did however show that during the busiest period of the day, on-street parking on a number of streets is at or close to capacity. On street parking in the commercial centre is most highly utilised along the sections of Great Ocean Road fronting the foreshore area and retail outlets with parking demand overspilling into the intersecting side streets within close proximity to these main attractions. On-site observations indicate that given the lack of unoccupied spaces, visitors to the central Apollo Bay area are willing to circulate around the busiest areas or indeed temporally wait on the carriageway for a space to become available. However, directly outside the busiest areas, the demand for parking is generally much lower with site observations indicating that at most locations there was always unoccupied spaces available for use. Many of these available spaces would be no more than a couple of minutes walk from the main attractions in Apollo Bay. A similar pattern is also evident with occupancy rates in off-street car parks, with the car parks servicing the beach being either at or exceeding capacity, with visitors preferring to park on grassed areas close to the beach rather than attempting to find an available parking space elsewhere. In comparison, the other available car parks in the commercial centre were observed to have relatively modest occupancy rates despite being only a couple of minutes walk of the foreshore and main retail areas.

The survey results for the off-peak season indicated parking occupancy is generally low with a significant number of parking spaces unoccupied during the weekday and weekend peak periods.

The parking surveys highlighted some parking related issues that should be addressed in order to cater for peak holiday season parking demand whilst recognising the much lower levels of demand during other times of the year. Additional issues were also raised in the public consultation exercise undertaken in April 2010. The issues as well as Councils desire for a more consistent and appropriate parking provision for new developments and establishment of an equitable funding mechanism for provision of additional parking formed the basis for the policies put forward in the parking strategy for Apollo Bay.

The Apollo Bay Parking Strategy discusses specific parking issues for Council to further investigate, and if financially feasible, implement the appropriate action to address the problem. Specific policies and actions have been put forward for the following key areas:

- Future supply of parking
- Management of on-street parking
- Tour coach access and parking
- Disabled parking
- Loading practices
- Directional signage
- Enforcement
- Statutory parking rates
- Payment in lieu of parking

The key recommendations and actions for the Apollo Bay Commercial Centre arising from the Parking Strategy include:

- Address shortfalls in parking through the improved management of existing road space
- Explore opportunities to manage future land uses and any future increase parking demand through development related and publicly provided parking facilities
- Improve the management of tour coach access and parking to address existing safety and congestion issues
- Adopt the proposed parking rates and payment in lieu contributions (\$20,000 per space) set out in the associated Parking Precinct Plan for the Apollo Bay Commercial Centre within the Colac Otway Shire Planning Scheme.

## **D R A F T**

### **1.0 Introduction**

#### **1.1 Background**

Colac Otway Shire has commissioned AECOM to undertake a car parking strategy for the commercial areas of Colac and Apollo Bay. The development of a car parking strategy is seen by Colac Otway Shire as an important tool to direct commercial development and associated car parking requirements in the towns over a 20 year period.

The supply and management of parking within both Colac and Apollo Bay has an important role to play in servicing the needs of residents whilst offering opportunities for employment and economic development. Parking can no longer be viewed as a stand-alone issue but needs to become a key aspect of both transport and land use planning in both settlements.

This draft Parking Strategy, which is open to Community consultation, builds upon the findings of an Issues and Opportunities study previously undertaken by AECOM for each township. The Issues and Opportunities studies discussed a range of parking related issues identified through extensive surveying of the commercial areas of each township and put forward a set of possible opportunities to help address these issues and guide the future management of parking in Colac and Apollo Bay. Residents, businesses and community groups from each township provided helpful feedback on these initial studies during public consultation workshops undertaken in April 2010, with this local insight important to the development of the policies set out in this draft Parking Strategy.

A draft Parking Precinct Plan has been prepared for each township which incorporates the findings of this draft Parking Strategy. The Parking Precinct Plans have been included in Appendix A (Colac) and Appendix B (Apollo Bay) of this document.

#### **1.2 The Need for a Parking Strategy**

Colac and Apollo Bay experience quite varied parking challenges which is reflective of the different roles and function each township plays in the Shire. Colac and Apollo Bay vary, in some cases quite significantly, in terms of the key industries that support the local economies, population size, number of visitors and to some extent the size and associated parking demands of developments. In combination with insufficient policy tools to help guide the management of parking, the characteristics of each township has led to each settlement experiencing distinct parking related issues, particularly with regard to current level of parking supply and the impact this has during what is considered to be the peak and off-peak periods.

However, both townships share a number of common parking related challenges. The Issues and Opportunities studies have identified that the management of existing parking supply in each township could be improved to address localised issues and encourage the efficient use of parking by residents, commuters and visitors, particularly in areas of high demand. Importantly, there is also a need to consider the role that parking plays in being able to sustain the viability of current businesses and facilitate the anticipated future growth within each township. In order to achieve this, a more consistent and appropriate parking provision for new developments is necessary as is a preferred and equitable method of funding of any required future parking that takes in account existing and past practices.

As previously noted, there is currently limited policy tools available to Council to help make decisions that are appropriate for each township, hence the need for this Parking Strategy.

#### **1.3 Parking Precinct Plans**

A Parking Precinct Plan is a locally prepared strategic plan that contains parking provisions for an area or "precinct". It allows all parking issues influencing a precinct to be considered and a strategy to be implemented to address them. Parking Precinct Plans can replace the parking standards in *Clause 52.06 – Car parking* in the Planning Scheme and reduce the need for potentially complex parking investigations to support individual permit applications. Once adopted by Council, a Parking Precinct Plan is incorporated into the Planning Scheme which can then only be changed by a planning scheme amendment.



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Parking Precinct Plans measure the parking characteristics of their precinct and provide procedures for evaluating the number of car spaces required, based on those characteristics and the desired change. Within the precinct, they can:

- Set out how car spaces can be provided;
- Regulate the demand for, and supply of, parking;
- Specify car parking rates derived from local research, where the rates specified in the Clause 52.06-5 Car parking table are found to be inapplicable; and
- Specify car parking rates that incorporate efficiencies achievable with a precinct-wide approach (such as requiring shared provision).

The State Government has prepared VPP Practice Notes, which provide guidance on what to consider when developing a Parking Precinct Plan.

This car parking strategy provides an objective basis for the development of Parking Precinct Plans for Colac and Apollo Bay. Two separate PPPs have been developed as a result of this study due to the diversity of parking issues within each township. Parking Precinct Plan 1 and 2 are provided as separate documents to this report, and may be incorporated into the Colac Otway Shire Planning Scheme as formal documents.

### **1.4 Strategy Objectives**

This draft Parking Strategy has been undertaken with a view to formulating a range of policies and actions that address the future parking needs of residents, businesses and visitors to Colac and Apollo Bay. The objectives of this draft Parking Strategy includes:

- Establish the prevailing parking environment within both settlements;
- Determine the capability of car parking to meet existing and future requirements;
- Develop recommendations to improve the management of on-street and off-street car parking to achieve optimum use and turnover of parking facilities;
- Provide recommendations to maximise the availability and awareness of existing parking by better managing demand and encouraging alternative transport modes such as walking, cycling and public transport;
- Provide both strategic and local direction for future parking provision including the recommendation of suitable areas for new parking to satisfy demand;
- Determine measures that protect the safety and amenity of residential areas surrounding the commercial areas;
- Recommend appropriate mechanisms to fund future parking infrastructure;
- Address specific localised issues such as connectivity between parking and land uses; and
- Review the suitability of existing statutory parking requirements and set appropriate parking rates reflecting changes in land use, demographics and accessibility.

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### **2.0 Colac**

#### **2.1 Background**

##### **2.1.1 Colac Profile**

Colac is a township located in western Victoria approximately 150 kilometres south-west of Melbourne. Colac is the key industrial, commercial and service centre for the Colac Otway Shire and surrounding region.

Colac (including nearby Elliminyt) has a resident population of approximately 12,000 people residing in approximately 4,483 households. The forecast age structure of Colac and Elliminyt residents in 2031 is likely to be similar to present day with persons between 25 and 49 being the dominant age group. It is anticipated that there will be also a significant increase in the number of lone person households in the period between 2009 and 2031, with the average number of persons per household falling from 2.43 to 2.35.

2006 Census data indicates that roughly 84% of people who live in Colac travel to work by car, whilst over 90% of people who work in Colac travel to work by car. The remaining 10%-15% of people who live or work in Colac tend to either walk or cycle to work, with only a few residents or workers using public transport to travel to work.

The high level of car usage is reflective of Colac's role as a regional centre, the lack of effective public transport options and the relatively low levels of vehicle traffic and congestion. Colac is easily accessed by road from much of central south west Victoria, whilst, as shown in Section 2.1.4 of this report, public transport services within the Shire are limited.

In addition to the resident and working population of Colac, the township also attracts both regular visitors from central south west Victoria using the townships retail, education and health services and also a number of tourist visitors. A review of the annual visitors recorded at the Colac Visitor Information Centre indicates in the peak periods that over 4,000 people visit the centre in a month, with recent reports indicating that on 3 January 2009 that the centre attracted 664 visitors in one single day. This trend continued into 2010 with 750 people visiting the Colac Visitor Information Centre over the 2010 Easter Weekend.

##### **2.1.2 The Area to which this Draft Strategy Applies**

This draft Strategy focuses on the central area of Colac (refer to Figure 2.1) which is main focal point for retail, administration and health services and industrial land uses within the township and includes significant trip attractors such as Colac Hospital, Colac Otway Shire Council Offices and a number large retail outlets occupied by national retailers.

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Figure 2.1 : Aerial Photo of Colac Commercial Centre (area bounded by red line)



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**2.1.3 Colac Land Uses**

**2.1.3.1 Existing**

The demand for parking within the Colac Commercial Centre is generated by a number of different land use types. Significant parking demands are generated by employees and visitors to retail outlets and the health, administration and professional services which are predominantly located in the central areas of Colac on and to the south of Murray Street. In some instances the parking demands created by the concentration of these different land uses overlap and create localised areas of very high parking demand.

The north and south-west areas of the Colac Commercial Centre are dominated by residential land uses where the demand for the majority of on-street parking spaces is generated by residents and their visitors who generally prefer free long stay parking. However, given the proximity of the residential areas to the central area of Colac, in some locations the parking demands created by the retail, industrial and service industries during peak periods can overspill into the residential areas thus potentially affecting local resident’s amenity and reducing the parking opportunities for genuine visitors.

There are also a number of light industrial uses located within the commercial centre which contribute to the overall parking demand within Colac.

The provision of key land uses in the Colac Commercial Centre has been obtained from Colac Otway Shire Clue Data and is summarised in Table 2.1

**Table 2.1: Key Land Use Provision**

| Land Use                                                          | Quantity Provisioned (2009) |
|-------------------------------------------------------------------|-----------------------------|
| Supermarket (floor space)                                         | 7,400m <sup>2</sup>         |
| Other Retail (floor space)                                        | 41,220m <sup>2</sup>        |
| Light Industry (floor space)                                      | 34,406m <sup>2</sup>        |
| Hospital (number of beds)                                         | 125                         |
| Other Medical Uses in Hospital Precinct (number of practitioners) | 16                          |

**2.1.3.2 Future**

There is anticipated to be an increase in population in the Colac and Elliminyt area of approximately 2,225 people which equates to an estimated 0.8% growth in population per annum between 2009 and 2031. Over 60% of the growth in population is expected to occur in Elliminyt with a corresponding expected increase of 26 new dwellings per annum. Outside of Elliminyt, population growth in other areas of the Colac area is expected to be fairly modest, with a corresponding low level of construction of new residential dwellings in the central, east and west areas of Colac.

A retail-economic analysis undertaken on behalf of Council suggests that potential exists for an additional 14,710m<sup>2</sup> of new retail floor space to be developed in the wider Colac and Elliminyt area over the period 2009 and 2025.

Of this total amount:

- approximately 1,270m<sup>2</sup> is likely to be new food retail space potentially in the form of supermarket expansion
- approximately 13,440m<sup>2</sup> is likely to be other retail such as food catering, department store retailing and non-food specialities most of which will involve the redevelopment and expansion of existing sites

At this stage, the location of new retail floor space in the wider Colac area is unclear and will be dependent on a number of demand and market based factors. It is anticipated that retail growth may occur outside the commercial centre study area. In particular, it is a possibility that new food retail floor space may be provided in Elliminyt to service the growing population. Likewise, any retailers specialising in the sale of bulky goods are most likely to open in West Colac.

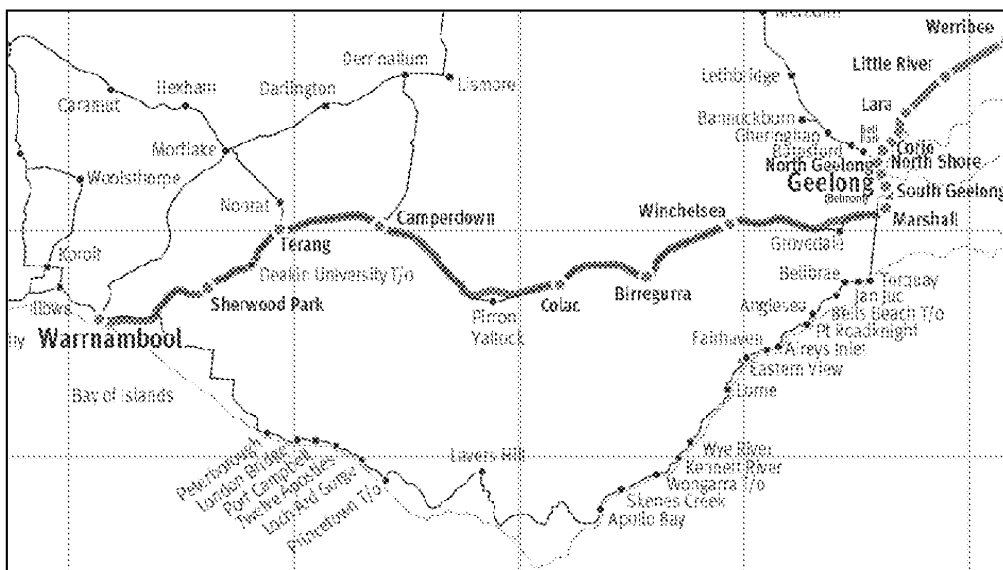
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**2.1.4 Sustainable Transport Options in Colac**

**2.1.4.1 Broader Public Transport Connections**

Figure 2.2 shows the public transport services which provide a link between the township of Colac with other towns within the south west Victoria Region. The major train route operating from Melbourne to Warrnambool passes through Geelong and Colac. Train services in both directions (from Melbourne to Warrnambool and from Warrnambool to Melbourne) stop at Colac three times per day on weekdays and Saturday and stop two times per day on Sunday. Train services from Melbourne arrive in Colac approximately two hours after departure and stop only twice after leaving Geelong.

Figure 2.2: VLINE Train and Bus Routes Servicing Apollo Bay and Colac



**2.1.4.2 Local Colac Bus Services**

The township of Colac has three bus routes that cater for passengers travelling through the Colac Commercial Centre. The three bus service loops provide passenger access to a range of social and essential services within Colac such as healthcare amenities, shopping centres and sporting facilities.

A central bus interchange located on Gellibrand Street, within close proximity to the main thoroughfare of Murray Street, provides passengers with easy access to the surrounding residential and commercial zones of greater Colac. The bus interchange is within close walking distance to Colac train station and allows for easy connection between the two modes.

Figure 2.3 shows the route taken by buses travelling on the Elliminyt, East and West routes and highlights the relative proximity of sustainable transport services within the township of Colac.

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Figure 2.3: Bus Routes Servicing Colac

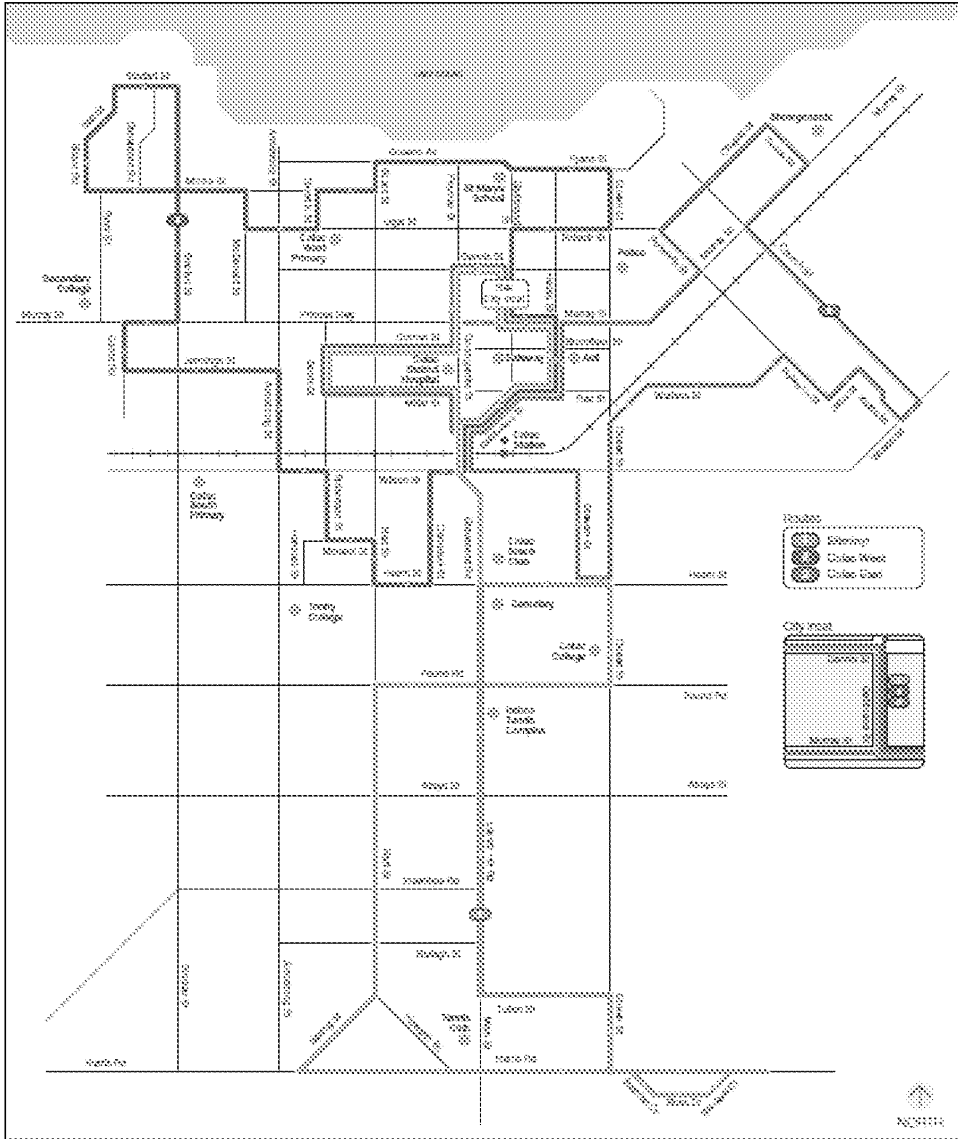


Table 2.2: Daily Bus Service in each direction

| Route Number      | Route      | Monday |    | Tuesday |    | Sunday |    |
|-------------------|------------|--------|----|---------|----|--------|----|
|                   |            | AM     | PM | AM      | PM | AM     | PM |
| 1                 | Eliminyt   | 3      | 4  | 3       | 0  | 0      | 0  |
| 2                 | Colac West | 3      | 4  | 2       | 1  | 0      | 0  |
| 3                 | Colac East | 2      | 5  | 2       | 1  | 0      | 0  |
| Total Daily Buses |            | 21     |    | 9       |    | 0      |    |

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Table 2.2 outlines the total number of bus services, on each of the three lines, departing from the Colac Bus Interchange in the morning and in the afternoon (on weekdays, Saturdays and Sundays). Buses operate on each of the three lines at a frequency of 90 minutes, in the morning and afternoon, throughout the week. Bus services also operate at a frequency of 90 minutes on Saturdays, although they only operate in the morning (or very early afternoon). No bus services are provided on Sundays.

### **2.1.4.3 Regional Colac Bus Services**

In addition to these local bus services, Colac Otway Shire has investigated a number of bus based public transport initiatives through the Transport Connections project. As part of this project, the following services are currently being trailed:

#### Colac to Apollo Bay Wednesday Bus

A new trial bus service between Colac and Apollo Bay started operating on 1 July 2009. The Apollo Bay – Colac bus service offers one return journey on Wednesdays to provide health, recreation, retail and medical specialist options for bus travellers from Forrest, Barwon Downs and Apollo Bay.

#### Colac to Apollo Bay Summer Bus

This summer bus service provides three return trips on Fridays, Saturdays and Sundays during the summer holiday period. This service provides return trips to the coast or the Otway Forests with the buses providing luggage and surf board storage.

#### Colac to Lorne Summer Bus

This summer bus service provides five return trips (school holidays) or three return trips (off-peak) per day, seven days a week. During the 2009/2010 holiday season, the trial bus service carried 4,603 passengers over a nine week period guaranteeing the return of the service for the 2010/2011 holiday season.

### **2.1.4.4 Walking**

There is currently a well developed pedestrian network within Colac with connecting footpaths generally provided on both sides of the carriageway on each of the roads within the Study Area. Crossing facilities are provided on Murray Street in the form of:

- Drop kerbs in the centre median between Corangamite Street and Queen Street
- Pedestrian phases at the key signalised intersections

There are limited pedestrian crossing facilities provided outside this section of Murray Street, the notable exceptions being the zebra crossings on Corangamite Street linking Colac Area Health and Safeway and on Bromfield Street between Safeway and Johnsons car park.

### **2.1.4.5 Cycling**

There are limited designated cycle facilities in the Colac Commercial Centre, with a few streets having painted line markings. Notwithstanding this, the topography, alignment and wide nature of the roads within the commercial centre is conducive to cycling.

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### **2.1.4.6 Summary**

From a review of available information, it is clear that:

- There are a limited number of public transport services available to residents and visitors to Colac
- The available bus services serve a local catchment area with very limited public transport services serving the wider Colac Otway Shire area
- Residents and workers in Colac tend to travel by other modes of transport than public transport for their journey to work
- There is an established pedestrian network within Colac facilitating safe pedestrian travel

Based on the existing level of service and coverage, it is reasonable to conclude that public transport is unlikely to be a feasible alternative to car based travel for many trip types, and in particular, medium and longer distance trips. Unless there are significant improvements to the level of service and coverage, there would be a very low propensity for public transport to reduce demand for car travel and therefore by inference the demand for parking within Colac.

For shorter distance trips, that is trips within the commercial centre, walking and cycling are likely to be a feasible alternative to car travel for many trip types. However, an abundance of parking within the Colac Commercial Centre could feasibly encourage shorter trips or multiple short trips to be undertaken by car.

It is also noted that Colac Otway Shire has engaged consultants to prepare a Colac Central Business District Urban Design Framework Plan that will examine access and movement in and around Colac commercial centre. This plan may include recommendations that relate to walking and cycling activities and pedestrian safety that are aimed at encouraging these activities within and around the commercial precinct. The Colac CBD Urban Design Framework is currently at the stage where a Discussion paper has been prepared and is available for public comment.



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**2.2 Parking Supply and Demand in Colac Commercial Centre**

**2.2.1 Overview**

Comprehensive parking surveys were undertaken on behalf of Council on Thursday 26 February 2009 and Saturday 28 February 2009. These particular dates were chosen as they are outside of the busy Christmas holiday period and the quiet off-season period, and hence reflect normal parking demand in the Colac Commercial Centre. These surveys identified:

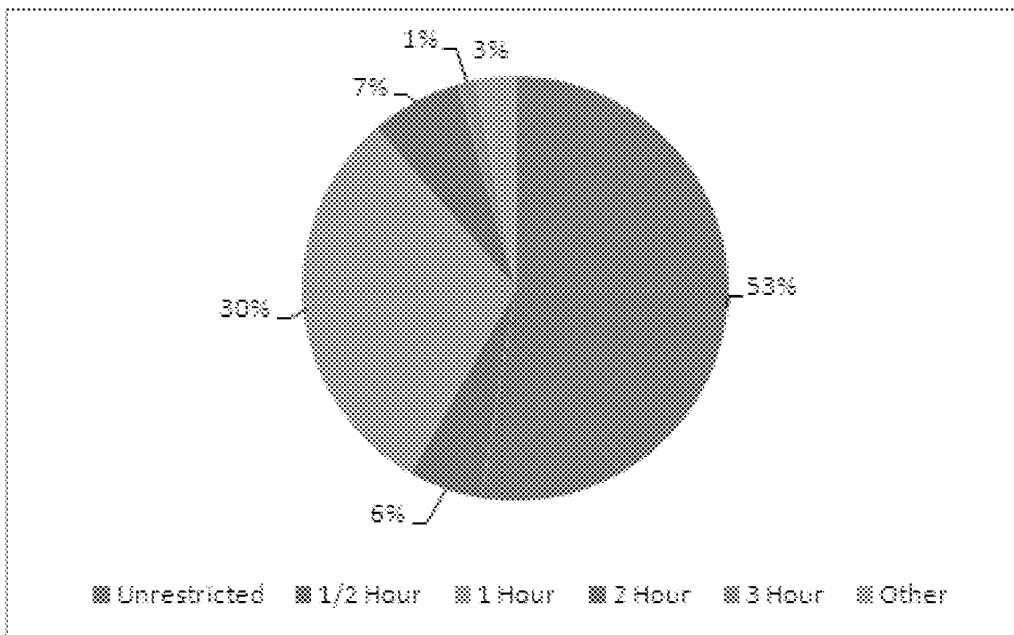
- Existing parking supply and restrictions throughout the Colac Commercial Centre.
- Observed spatial concentration and distribution of parking demand.
- Duration of stay.
- Existing parking issues and potential areas for improvement.

An in-depth analysis of the parking survey results is presented in the Issues and Opportunities Paper for Colac (under the cover of a separate document) with the key findings of the surveys outlined below.

**2.2.2 On-Street Parking**

- There are a total of 1,849 on-street parking spaces within the Colac Commercial Centre. As shown in Figure 2.4, over half of the total parking spaces within the commercial centre are unrestricted, with 1 hour parking accounting for close to a third of the provided parking spaces.

Figure 2.4: Breakdown of on-street parking supply by parking restriction



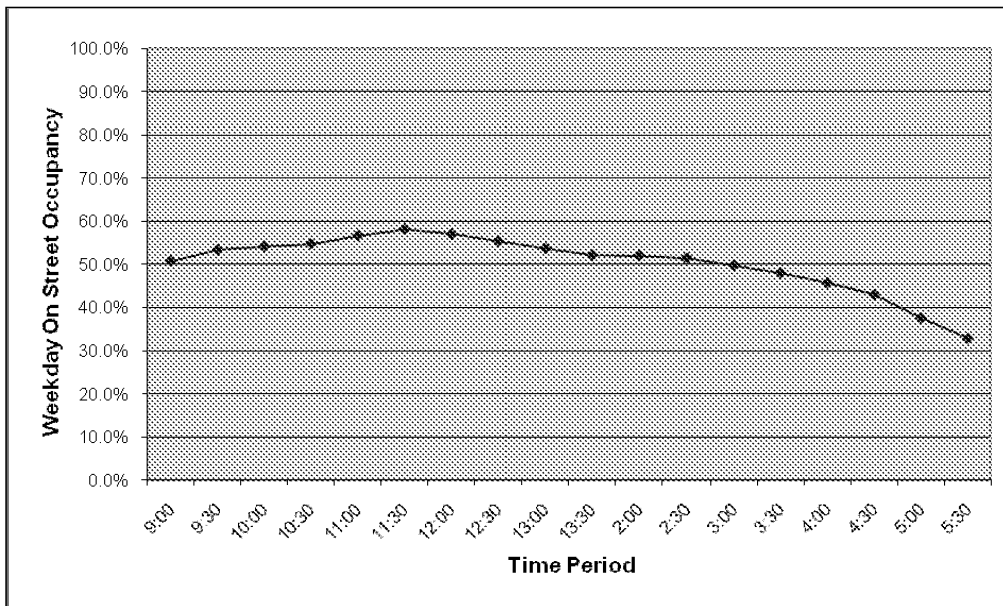
- Parking restrictions in Colac are in operation between 7.30am and 5.30pm on Weekdays and 7.30am and 1.00pm on Saturdays. On-street parking is therefore unrestricted before 7.30am and after 1.30pm on Saturday and 5.30pm on weekdays.

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**2.2.2.1 Weekday Key Findings**

- Over the entire commercial centre, the demand of on-street parking during the week is fairly modest with a peak parking occupancy of 58%. As shown by Figure 2.5, the peak period for weekday parking in Colac is 11.30am.

Figure 2.5: Profile of Weekday Parking Occupancy



- As shown in Figure 2.6, weekday on street parking in the commercial centre during the busiest period of the day is generally highly utilised on those streets in close proximity to:
  - The main retail area on Murray Street
  - The national retailers such as Safeway, Target and Coles
  - The hospital which can be accessed via Corangamite Street, Bromfield Street, and Hart Street
  - The light industrial uses located on the northern side of Bromfield Street
- Despite the higher occupancy rates in these areas, the frequent turnover of the many on-street parking spaces available meant that at most locations there was always unoccupied spaces available for use. This was confirmed through interviews with members of the public undertaken on the survey day in which respondents anecdotally noted that they rarely have difficulty in finding on-street parking spaces close to their destination.
- On-site observations indicate that this high parking demand is likely to be a result of:
  - Limited off-street facilities servicing the hospital and light industrial areas
  - Short term parking restrictions on Murray Street
  - Limited off-street parking facilities providing the public with medium to long stay parking
- Outside of the central area, there are localised instances of high parking demand generated by the light industrial and plant hire uses which tend to have limited off-street facilities to cater for both employee and visitor parking demand.

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- The peripheral areas of the commercial centre are typically either residential or industrial / commercial areas which tend to generate significantly less parking demand than the retail, health and administration services located in the centre of the commercial area. Parking demand generated by the residential, industrial / commercial land uses located towards the outskirts of the Study Area are generally catered for by private off-street parking facilities.

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Figure 2.6: Weekday parking occupancy map (11:30am)

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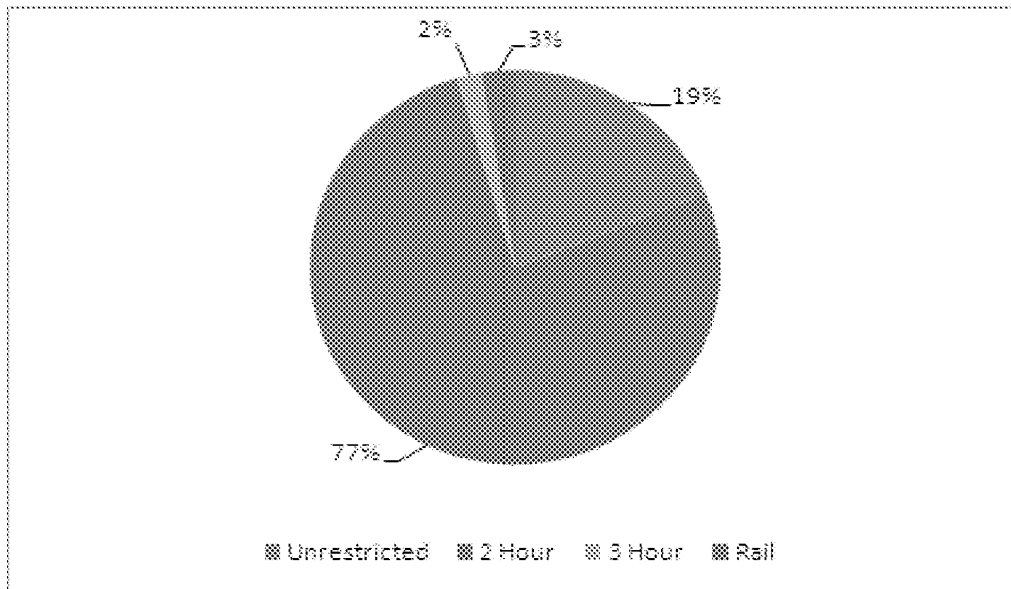
**2.2.2.2 Weekend Key Findings**

- On the weekend, the demand of on-street parking in the Colac Commercial Centre is low with a peak parking occupancy of 30%. The peak period for weekend parking in Colac is 11.00am, with the demand for parking significantly decreasing after 1.00pm when many of the land uses within the commercial centre close for the day.
- With the exception of a few streets located close to the central area of Murray Street, weekend on-street parking occupancy during the peak period is very low. Indeed, low parking occupancies were observed throughout the study period which gave the visual impression of a streetscape dominated by wide roads with empty parking spaces.
- The areas with high weekend parking demand are generally in close vicinity to the Safeway retail precinct and the national retail outlets located on Murray Street. Parking on these streets was generally high throughout the survey period reflecting the opening hours of the national retail outlets (most smaller retail outlets closed for business during the early afternoon).
- Similar to the weekday surveys, high demand for on-street parking throughout the survey day was observed on Rae Street (opposite the Colac Otway Performing Arts & Cultural Centre (COPACC)) and on Corangamite Street to the south of Rae Street. These streets provide longer term parking throughout the day and most likely service the longer term parking needs of Safeway employees.

**2.2.3 Off-Street Parking**

- There are 14 off-street car parks within the Colac Commercial Centre with a combined total of 986 off-street parking spaces. As shown in Figure 2.7, over three-quarters of the total off-street parking spaces within the commercial centre are subject to 2 hour parking restrictions, with unrestricted parking accounting for close to a fifth of the provided parking spaces.

Figure 2.7: Breakdown of off-street parking supply by parking restriction



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**2.2.3.1 Weekday Key Findings**

- As shown in Table 2.3, the weekday demand for off-street parking in most of the surveyed car parks during the peak period is fairly modest, with the car parks servicing the health and administration services experiencing the highest demand for parking.

Table 2.3: Occupancy of off-street car parks in Study Area – weekday peak period

|    | Off Street Car Park                       | Capacity (Parking Spaces) | Parking Restrictions | % Capacity Utilised (Peak Period) | Open Spaces (Peak Period) |
|----|-------------------------------------------|---------------------------|----------------------|-----------------------------------|---------------------------|
| 1  | Safeway Car Park                          | 173                       | 2P                   | 68%                               | 55                        |
| 2  | Johnsons Public Car Park                  | 92                        | 2P                   | 75%                               | 23                        |
| 3  | ALDI Car Customer Park                    | 183                       | 2P                   | 31%                               | 126                       |
| 4  | Coles Customer Car Park                   | 165                       | 2P                   | 52%                               | 80                        |
| 5  | Target Customer Car Park                  | 27                        | 2P                   | 59%                               | 11                        |
| 6  | Public Car Park 1                         | 22                        | 2P                   | 86%                               | 3                         |
| 7  | Stiltingtons Public Car Park              | 63                        | 2P                   | 51%                               | 31                        |
| 8  | McDonalds Customer Car Park               | 27                        | Unrestricted         | 37%                               | 17                        |
| 9  | Mitre 10 Customer Car Park                | 45                        | Unrestricted         | 20%                               | 36                        |
| 10 | KFC Customer Car Park                     | 15                        | Unrestricted         | 40%                               | 9                         |
| 11 | Colac Area Health                         | 80                        | Unrestricted         | 94%                               | 5                         |
| 12 | Union Club Hotel Customer Car Park        | 13                        | Unrestricted         | 85%                               | 2                         |
| 13 | Council Staff Car Park for Fleet Vehicles | 18                        | 3P                   | 61%                               | 7                         |
| 14 | Council Offices Employee Car Park         | 38                        | Unrestricted         | 79%                               | 8                         |
| 15 | Colac Rail Station Car Park               | 25                        | Unrestricted         | 44%                               | 14                        |

- During the weekday peak period, in the order of 427 off-street car parking spaces were available - this equates to approximately 43% of the total off-street parking stock in the Colac Commercial Centre.
- On the most part, compliance with off-street parking restrictions was generally very good with only small percentage (<5%) of motorists observed to be overstaying the time limits.
- The majority of motorists who overstayed the parking restrictions did so for less than 30 minutes.
- A number of motorists were observed to continue to park in short-term parking areas but move their car to another space once the time limit has been reached.
- The demand for car parks servicing the supermarkets remained relatively constant during most of the survey period with an uplift in parking demand of 10-20% at the end of the survey period.
- It was observed that the majority of car park patrons only visited the land use(s) served by the car park.
- For the majority of the weekday survey period, the rail station car park was less than 25% full.

**2.2.3.2 Weekend Key Findings**

- Overall, the demand for off-street parking in most of the surveyed car parks during the weekend peak period is fairly modest and indeed lower than the weekday peak demand.
- During the weekend peak period, in the order of 562 off-street car parking spaces were available - this equates to approximately 57% of the total off-street parking stock in the central Colac study area

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- With the exception of the car parks servicing the major retailers which had a relatively constant demand throughout the weekend survey period, many of the other car parks were on the most part empty from 1.00pm onwards.
- On the most part, compliance with off-street parking restrictions was generally good.

**2.3 Summary of Issues**

**2.3.1 Parking Issues Identified by Surveys**

The undertaken surveys identified that there is a more than adequate supply of parking spaces within the Colac Commercial Centre to service existing parking demand. It was found that even in many of the most desirable locations there were often available parking spaces during the peak periods.

Notwithstanding this, the parking surveys highlighted some parking related issues that should be addressed in order to better cater for the varying types of parking demand, reduce overspill of parking into residential areas and ensure the more efficient use of parking supply.

These issues have been discussed in detail within an Issues and Opportunities Paper prepared as a precursor to this Parking Strategy and are summarised in Table 2.4.

**Table 2.4: Parking Issues Identified by Surveys**

|                                        | <b>Issues</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|----------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Medium to long term parking            | Lack of clearly defined longer term parking facilities within a reasonable walking distance of the most desirable areas. This results in: <ul style="list-style-type: none"> <li>- Parking in residential areas</li> <li>- Misuse and unavailability of existing short term parking</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Residential parking                    | Evidence of parking "overspill" from health, industrial and retail uses into residential areas. This can result in a number of amenity problems for residents.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Management of on-street parking spaces | <ul style="list-style-type: none"> <li>- Over supply of on-street parking spaces in some locations in Colac</li> <li>- Protection of residential areas from overspill parking</li> <li>- Commuter parking reducing short term parking opportunities</li> <li>- Demand for short term parking near medical offices</li> <li>- Disabled bays, loading zones and bus zones generally underutilised.</li> </ul>                                                                                                                                                                                                                                                                                                           |
| Improved way-finding                   | <ul style="list-style-type: none"> <li>- Lack of way-finding guidance to and from parking facilities in central Colac area.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Managing future parking needs          | <ul style="list-style-type: none"> <li>- A need to determine suitable parking rates for future development in Colac</li> <li>- Parking, and in particular surface car parks, is seen as an inefficient use of land, which could alternatively be used to create and promote a more pedestrian or cycle friendly town centre environment</li> <li>- An abundance of parking can encourage shorter trips or multiple short trips to be undertaken by car</li> <li>- There is a need to provide more attractive non-car transport infrastructure and services to provide a viable alternative to car travel particularly for shorter trips such as those trips that start and end within the wider Colac area</li> </ul> |

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### **2.3.2 Issues Raised During Public Consultation**

A series of business and community workshops were undertaken in Colac in April 2010. These sessions provided an opportunity for the public to speak with Council officers and AECOM consultants with the aim of providing feedback on the Issues and Opportunities documents and contributing to the development of the draft Parking Strategy. The workshops were split to cater for the specific interests of business groups and residents.

A full list of comments provided by the public, businesses and community groups is provided in Appendix C, with a summary of the key issues outlined below:

- There is a general perception that some of the key land uses in the commercial centre do not have sufficient off-street parking resulting in a significant number of employees and visitors using unrestricted on-street facilities. This in turn is restricting access to parking spaces for residents and smaller businesses.
- Where off-street parking spaces are available, there is a general perception that businesses are still parking on-street which is restricting customer access to parking facilities.
- There is a general perception that many of the vehicles parked in residential areas are commuters seeking long term parking facilities.
- There is general support for an increased number of parking spaces to be provided close to COPACC. The current time limit restrictions should also be extended to accommodate visitor requirements to COPACC.
- Public off-street car parks accessed from Bromfield Street have, following consultation with local businesses, been reduced from 4 hour parking restrictions to 2 hour parking restrictions due to commuter parking restricting customer access to the parking facilities.
- There is general lack of enforcement resulting in some unwelcome practices such as overstaying time limits and delivery vehicles double parking.
- There is a need for more directional signage advising different types of motorists of available parking spaces e.g. cars with trailers.
- Tour bus parking would be better placed on Murray Street where visitors would have easier access to key facilities in the Colac Commercial Centre.
- There is a need for improved access to disabled spaces, both in terms of location and supporting infrastructure such as ramps and crossing facilities.



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### **2.4 Colac Car Parking Strategy**

#### **2.4.1 Strategy Aims**

The Colac Parking Strategy reviews current parking demand and management arrangements and puts forward recommendations to Council on a series of integrated measures to address current parking issues and provide both strategic and local direction for future parking provision in the commercial centre.

The Strategy has the following main aims:

- Improve management of on-street and off-street car parking to achieve optimum use and turnover of car parks.
- Maximise the availability and awareness of existing parking by better managing demand and encouraging alternative transport modes such as walking, cycling and public transport.
- Manage the provision of off-street parking for new and existing land uses.
- Encourage good design principles to minimise the amount of land used by car parking.

#### **2.4.2 Strategy Policies and Actions**

The following section discusses specific parking issues for Council to further investigate, and if financially feasible, implement the appropriate action to address the problem. Parking Strategy policies addressing each issue are outlined and, where appropriate, suggested actions to help deliver the policies are included.

##### **2.4.2.1 Managing the Supply of Parking**

Given the rural location of Colac and the limited public transport options available, car travel will continue to be the dominant mode of transport both to and within Colac for many trips. The provision of a generous supply of free car parking that caters for the parking requirements of residents, visitors and commuters is fundamental to the function of Colac as a regional centre. As such, there is a need to manage the level and operation of parking supply to ensure that the appropriate mix of short, medium and long stay parking spaces is provided whether this is on-street or within off-street car parks.

The preparation and subsequent public consultation of the Issues and Opportunities Paper undertaken as precursor to this draft Parking Strategy identified two key issues with respect to the supply of parking within the Colac Commercial Centre:

- There is a need to provide more dedicated medium to long term (i.e. over 2 hours) parking facilities servicing non-residential land uses in Colac.
- There is a need to manage the impact of overspill parking where this is impacting on the availability of parking supply for residents or businesses outside the core areas of high parking demand.

A review of the prevailing parking environment in the Colac Study Area has revealed that the majority of both on-street and off-street parking space servicing the main trip attractors located in the centre of the commercial area are subject to either 1 or 2 hour time limit restrictions. Whilst this has some benefits in encouraging the turnover of parking spaces and increasing short term parking opportunities in the most desirable locations, the lack of medium to long term parking spaces is resulting in:

- The use of unrestricted on-street parking spaces servicing residential areas or locations with small businesses thus potentially reducing the parking opportunities for genuine visitors to these land uses.
- The inefficient use of parking facilities in the most desirable locations with many on-street and off-street parking spaces underutilised.

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The following options have been considered to improve the mix of parking supply and reduce the impact of a lack of longer term parking in the Colac Commercial Centre:

- **Provision of new car parks**

Opportunity may arise in the future to construct an off-street car park that could accommodate longer term parking and therefore complement the current supply of short stay parking in the commercial centre. This could either be in the form of a publicly provided parking facility or a privately provided facility associated with a specific development.

Publicly provided facility

It is understood that Council have identified an opportunity to purchase the Civic Home Timber and Hardware store located on the south side of Railway Street, directly opposite the existing civic precinct. The purchase of this site would allow the southward expansion of the civic centre and the possible closure of Railway Street to the west of Colac rail station. Within this area, there is potential for Council to accommodate additional parking that could further service the parking needs of the civic precinct which attracts a number of visitors to the community and recreation facilities. Should Council consider it to be an option, this location would also be ideal for longer term parking serving the wider public given the close proximity to key trip generating land uses whilst still being on the periphery of the Commercial Centre.

Given the proximity of the civic precinct to key trip generating land uses in the commercial centre, there is potential for any parking area to be made available to the wider public and potentially those with longer term parking needs.

The cost of providing new car parks including the purchase of land, demolition, construction and maintenance costs (whether this is at the Civic Hardware or alternative site) will be substantial and it may not be possible for Council to wholly undertake these costs.

Two different funding mechanisms that could assist with the funding of new car parks have been considered; these being a "special rates" scheme and a "payment in lieu" scheme.

Typically, a "special rates" scheme would require all existing non-residential developments to financially contribute to a fund that can be used to construct and maintain a new car park facility. Under this type of scheme, this fund would be required regardless of the extent to which they may have already satisfied their own statutory parking requirements. The undertaken parking surveys have identified that whilst some localised areas in the commercial centre are subject to high levels of parking demand, the overall existing level of parking supply is able to cope with the parking demand and spare parking capacity exists. In this context it is considered that, on the most part, there is not a significant parking problem that can be collectively attributed to existing developments.

Alternatively, Council could seek to put in place a payment in lieu scheme that requires new developments that are unable to satisfy their off-street parking requirements to make a financial contribution to Council as a condition of the planning permit to assist in funding initiatives to manage the impact of a shortfall in parking. The contribution is typically required from owners of new developments, extensions to existing buildings and when a change of use occurs to an existing building.

This type of scheme is considered to be a fair and equitable funding mechanism, however, given the findings of the surveys undertaken as part of this project, it could be difficult to justify the need for a cash in lieu scheme, unless there was a rationalisation of existing car parks and/or future demand was anticipated to such a degree that justified the need for future car parks. Based on the recent economic analysis prepared by Essential Economics for Colac and Apollo Bay townships, Colac is likely to experience a modest level of future development and, therefore, the extent to which payment in lieu contributions can assist with the funding of new car parks is likely to be limited.

It is recognised that due to the current economic climate many developers are tending to be a little more conservative in their investment decisions at this time. As such, the requirement to make payment-in-lieu contributions coupled with the current economic conditions could make specific developments commercially less attractive and therefore potentially impact on economic development in Colac.

Given the high costs involved and limited funding options available, the provision of a publicly provided purpose built off-street car park is unlikely to be a feasible short term option particularly given the level of parking currently available in the commercial centre during the peak periods.

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Whilst a purpose built publicly provided off-street car park may not be a feasible option, it is recognised that Council has currently commissioned the Colac CBD and Entrances study. Whilst in the initial stages, the study is likely to examine ways in which amenity and land use in the CBD could be improved through implementing different measures that may include:

- The better use of street space by narrowing streets to become more pedestrian friendly – this could result in the replacement of centre of road parking with angled kerbside parking in a narrowed streetscape.
- Reviewing existing car parks to improve their layout, capacity, pedestrian safety and appearance, or be nominated as redevelopment opportunities.

Although unknown at this stage, it may not be possible for Council to wholly undertake the costs associated with the implementation of any parking related projects arising from the Colac CBD and Entrances study. In this regard, there may be potential to adopt a funding mechanism such as a "payment in lieu" scheme (as described above) to assist with funding. The possibility of introducing a "payment in lieu" scheme will need to be assessed following the completion of the Colac CBD and Entrances study, with any required contributions measured against the costs involved in implementing parking related projects.

### Development provided facility

Opportunity may arise as part of future development, redevelopment or expansion plans for land uses in Colac to provide a new car park facility that sufficiently caters for all parking needs associated with that development including the long term parking needs of employees and short stay parking needs of visitors.

A good example of this is the redevelopment of the Bulla Cream Site on Conner Street which includes a new off-street employee and visitor parking facility. The provision of a car park on this site is likely to reduce the current demand for long-stay on-street parking by employees to the site and therefore hopefully result in improved parking opportunities for residents and other businesses located in the north-west area of the commercial centre.

The provision of additional parking facilities at existing land uses that helps minimise any overspill of long stay parking onto nearby streets, thereby increasing parking opportunities for other land uses, is seen as a key opportunity to help promote Colac as a thriving regional centre.

### - **Providing long term parking in existing off-street car parks**

Over three-quarters of the total off-street parking spaces within the commercial centre are subject to 2 hour parking restrictions. Within these 2P car parks, 329 (45%) of the parking spaces are currently vacant during the peak period for parking demand within the commercial centre. This suggests that the supply of short term parking in these off-street parking facilities is clearly exceeding the demand for short term parking, particularly given the ample supply of convenient short term parking provided on many streets close to the off-street car parks.

The oversupply of short stay parking in the most desirable areas is effectively forcing employees to find parking that services their needs in on-street facilities even when (in some cases) the car park servicing their place of work is not fully utilised.

It is recognised that previously experienced parking issues have set the precedent for the current management of parking supply in these off-street car parks. Historically, key off-street car parks including Johnsons and Stilingtons car parks have had time limit restrictions reduced from 4P to 2P parking following justified concerns from local businesses that long term parking by employees (who don't necessarily work close to these car parks) were restricting customer access to parking spaces close to their businesses. This line of thought has continued and been applied to subsequently constructed car parks (or existing car parks that have come under Council management) whereby agreements have been sought to prevent long term parking in these car parks by employees or other land uses in the commercial precinct.

Taking this into consideration, the use of the excess parking supply in off-street car parks to cater for medium to long term parking needs of the commercial centre is still seen as the most feasible management tool to ensure that off-street car parks are more efficiently utilised through the provision of an appropriate mix of short, medium and long stay parking spaces. This could be achieved by:

- Providing dedicated staff parking areas in those car parks which directly service specific national retailers (e.g. Safeway and Aldi car parks) thus freeing up on-street parking spaces; and

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- Providing some long term parking in public car parks which could be used by staff of businesses or employers who currently do not have sufficient on-site parking.

**- Rationalisation of existing on-street parking spaces**

As in many urban centres, on-street parking in Colac is vital to the competitiveness of small scale retail and business premises given the convenience associated with providing parking close to these destinations. Generally, retail and business opportunities are optimised by encouraging regular turnover of spaces, whilst maintaining a high occupancy of parking close to retail outlets. As such, the provision of medium or long term parking in the vicinity of smaller scale retail outlets may impact these businesses by restricting the number of customers who can access the retail or business premises. Likewise, on-street parking plays an important role in servicing the visitor parking needs of residential properties abutting streets.

Table 2.5 outlines the parking requirements for these key land uses in the Colac Commercial Centre.

**Table 2.5 On-street Parking Requirements**

| Land Use    | Parking requirements                                                                                                                                                                                       |
|-------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Residential | Short term parking for visitors and essential services (i.e. meals on wheels, home help, medical services and trades people) to access residential addresses.                                              |
| Retail      | Requirement for continual turnover of spaces whilst maintaining high occupancy close to retail outlets. This will encourage spending and allow for easy transportation of purchases and delivery of goods. |
| Office      | Parking is required to allow for business meetings and delivery of goods.                                                                                                                                  |

A review of the prevailing environment indicates that whilst over 50% of on-street parking spaces in the commercial centre are unrestricted, the most desirable areas (i.e. close to the retail and commercial core) are generally serviced by short term parking restrictions.

The retention of short term time based restrictions for on-street parking in the most desirable areas is likely to:

- Encourage turnover of customers to retail and business premises through the provision of short term parking.
- Ensure that medium term and long term parking demand is catered for by off-street private and Council car parks.
- Ensure that all on-street parking is utilised efficiently. Generally, compliance with short term parking restrictions tends to be very good. This was found to be the case in the Colac Commercial Centre with rarely any instances were vehicles were noted to be significantly overstaying short term time limits.

Notwithstanding this, the 2009 parking surveys identified that there are locations within the commercial centre (outside of the residential areas) where parking occupancy was low throughout the day. In the commercial centre, low parking occupancy tended to be at locations without active street frontages or where centre of road parking has been provided in addition to kerb side parking.

The use of the excess parking supply in off-street car parks to cater for medium to long term parking needs of the commercial centre is seen as another feasible management tool to provide a more balanced mix of parking restrictions. To reflect the different access requirements of visitors and commuters, medium term parking (i.e. 3P) would be best suited within closer proximity to key land uses such as the hospital and nearby businesses, whilst long term parking should be restricted to the more peripheral areas of the commercial centre.

Taking this into consideration, the on-street parking supply that would be most suited to medium stay parking would be:

- Bromfield Street between Corangamite Street and Gelibrand Street (north side angle parking)
- Connor Street between Hart Street and Corangamite Street
- Miller Street between Hart Street and Corangamite Street

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The on-street parking supply that would be most suited to long term or all day parking would be:

- Rae Street between Gelibrand Street and Queen Street
- Bromfield Street between Hesse Street and Queen Street (in 1P parking areas)
- Bromfield Street between Gelibrand Street and Hesse Street (centre of road parking)

Should the suggested changes to time limit restrictions result in a higher demand for parking, there is likely to be opportunity in some locations (i.e. on Rae Street between Gelibrand Street and Queen Street) to increase the supply of on-street parking spaces to meet demand through the conversion of parallel parking spaces to angle parking spaces.

### **- Reducing the demand for long term parking**

Whilst there is a need to provide long term parking to support the function of Colac as a regional centre, it is recommended Council seek that long term parking demand generated by employers in the commercial centre is managed with a view to reducing the reliance on car travel. This could be achieved by encouraging more efficient use of cars by staff and visitors to a development through the promotion of travel by more sustainable means of transport. This could be assisted through the implementation of workplace and education travel plans which may include the uptake of the following travel initiatives:

- Subsidised public transport tickets, particularly during peak periods. This would reduce long term parking by staff and free up parking spaces for additional customers.
- Provision of information on public transport, cycling and walking facilities.
- Car pooling and provision of bicycles for staff use.
- Provision of adequate changing and washing facilities.

The recommended parking supply management policy to be adopted by Council is set out in Strategy Policy 1 and 2.

### **Strategy 1: Off-Street Parking Supply**

**Ensure that there is an appropriate level of medium and long term parking provided in off-street parking facilities.**

#### *Actions*

- In consultation with local stakeholders, Council will seek to increase the number of medium and long term parking spaces in off-street car parks with a view to retaining a portion of short stay spaces to facilitate customer access.
- Council will support and encourage the provision of additional parking facilities at existing developments in the commercial centre where this is seen to minimise any overspill of long stay parking onto nearby streets.
- Council will review the outcomes of the Colac CBD and Entrances study and will investigate possible funding mechanisms such as a payment in lieu scheme to assist with the implementation of parking related projects.

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### **Strategy 2: On-Street Parking Supply**

**Ensure that on-street parking is efficiently utilised and best services the parking needs of land uses fronting the road network.**

#### *Actions*

- In locations with active street frontages and a high demand for on-street parking, Council will seek to retain or provide the appropriate short term parking restriction that best reflects the needs of the land uses fronting the road network.
- Council will generally seek that medium and long term parking demand is catered for by off-street private and publicly owned parking facilities. However, in locations where there are no active street frontages and a low demand for on-street parking, Council will consider the introduction of medium to long term parking restrictions to help encourage the use of these parking spaces. Should the suggested changes to time limit restrictions result in a higher demand for parking, Council will consider increasing on-street parking supply through converting parallel parking to angle parking where feasible.
- Should the change of parking restrictions in areas of low parking demand not result in increased or efficient use of the on-street parking spaces, Council will seek to reallocate the road space to an alternative use such as the provision of cycle paths or other urban design measures.
- In consultation with local stakeholders, Council will periodically review parking restrictions with a view to possibly altering operating hours or restriction type where demand requires.
- Council will periodically monitor the utilisation of on-street parking spaces and will investigate measures to further manage on-street parking should occupancy levels consistently exceed 85%.
- Council will review the outcomes of the Colac CBD and Entrances study and will investigate possible funding mechanisms such as a payment in lieu scheme to assist with the implementation of parking related projects.

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### **2.4.2.2 Management of on-street parking**

On-street parking is often the most convenient form of parking and, for varying reasons, access to on-street parking spaces is essential to businesses, people with disabilities, residents and their visitors, public transport users and for the delivery of goods. As is the case in the Colac Commercial Centre, there is competition for the limited kerb side space between various users, each of which has varying parking requirements. The challenge to Council therefore, is to ensure that the parking requirements of different users are met through the equitable sharing or protection of on-street parking spaces.

#### **- Residential Area Parking**

Given the proximity of the residential areas to the central area of Colac, in some locations the parking demands created by the retail, industrial and service industries during peak periods can overspill into the residential areas thus potentially affecting local resident's amenity and reducing the parking opportunities for genuine visitors. This overspill is particularly evident to the west of the commercial centre, where the parking demand of the hospital, medical precincts and industrial uses is competing with residential parking demand and the parking demand generated by small businesses in the area.

Council has received representations from the local community indicating support for the introduction of parking restrictions in interface areas where there is an overspill of parking into the more residential areas. Whilst it is recommended that Council supports the principle of introducing parking restrictions in interface areas, careful planning is required to ensure that the problem of overspill parking is not transferred into another residential area. The further introduction of short term parking restrictions will most likely need to be implemented in conjunction with (or following a period of monitoring, subsequent to) the increased provision of longer term parking within the Commercial Centre which is anticipated to reduce the occurrence of overspill parking into residential areas.

It is considered that the introduction of 2P parking will be the most effective form of restriction in the interface areas as:

- 2 hour restrictions will encourage the turnover of those vehicles prepared to continue to park in the interface; and
- In many cases, two hour parking restrictions should cater for the parking requirements of genuine residents' visitors (i.e. family, friends, home help, trades people etc) and visitors to small businesses.

It is recognised that the introduction of parking restrictions in residential areas can be unpopular as residents understandably tend to prefer free long stay parking directly outside their home. As shown in many residential areas throughout Victoria, the most effective way of allowing residents to be exempt from parking restrictions on their street is through the introduction of resident parking priority scheme.

If there is sufficient local community support for this type of scheme, residents would be issued a resident parking permit which is displayed in the residents' car window allowing them to park unrestricted on their street. Residents would also be able to apply for visitor permits to cater for the longer term parking needs of genuine visitors.

However, to facilitate the fair and equitable use of on-street parking spaces, the introduction of a resident priority parking scheme would need to be subject to the following conditions:

- One (1) on-street parking permit will be issued per single-lot residential property free of charge to existing dwellings.
- Permits will not be issued to dwellings constructed after the introduction of the resident priority scheme with development parking requirement provided on-site.

In terms of administering a resident parking permit scheme, a review of residential parking schemes operated by other Councils in Victoria has identified the benefits of a consolidated administrative system that allows a designated Council department to:

- Check the eligibility of permit applications.
- Store and retrieve permit holders details.
- Issue resident and visitor permit renewal notices.
- Log instances of infringements and issue infringement notices.

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The possible development of an electronic system detailing the above information is seen as a simple and efficient reference tool for sharing and updating parking related information between various Council departments.

### **- Disabled and Mobility Impaired Parking**

Colac Otway Shire and the township of Colac have a relatively high proportion of people over the age 65 years old in comparison to the Victorian and Australian average. As such, there is a need to ensure that there is an adequate supply of convenient and accessible parking spaces that can be used by disabled or mobility impaired visitors to the Colac Commercial Centre.

Currently there are 25 disabled spaces in the commercial centre. Disabled parking bays were observed to be generally under-utilised. A review of the location of existing would suggest that the majority of disabled parking bays are reasonably well placed in that:

- Disabled parking spaces are within a short walking distance of key facilities such as Murray Street retail and banking facilities, Colac Area Health and COPACC.
- On Murray Street, disabled parking bays have been provided on the end of blocks which are easy to park in.
- Outside of Murray Street, traffic levels are much lower meaning that disabled persons can easily cross the road if required to do so.

The low utilisation rates could therefore be due to the following reasons:

- In many locations there are often available parking spaces during the peak periods which perhaps allows disabled motorists to park closer to their intended destination for their visit to the commercial centre
- Disabled motorists are allowed to park for twice the stipulated period in a green signed parking space which may be more appealing than the benefits associated with wide parking spaces
- Accessibility to disabled spaces, in terms of supporting infrastructure (i.e. ramps etc) is poor
- There is adequate off-street facilities servicing key land uses

There are no guidelines on the required rates for the provision of on-street disabled parking spaces. As such, disabled parking policy adopted by other Victorian Councils such as the City of Melbourne is based on meeting the stated needs of disabled visitors rather than providing a blanket provision. This approach involves engaging and listening to representations from relevant stakeholders including disabled and mobility impaired residents and visitors to identify where and how access for disabled people can be improved. Where key issues are identified the parking requirements of disabled users are given priority in the allocation of kerb side space.

### **- Tour Coach and Car Trailer Parking**

Trade associated with tourism is very important to the local economy in Colac, particularly with the increases in the number of visitors to township during the holiday seasons. The ability of tour coaches to drop off passengers in the most desirable locations and cars with trailers to find suitable parking is therefore fundamental in attracting visitors and helping to support the local economy.

Tour coaches and trailers nonetheless require significant kerb side space to manoeuvre in and out of parking spaces. The provision of dedicated on-street parking for these larger vehicles may not represent the most efficient use of road space which, particularly during the holiday season, is important to attracting trade from vehicles passing through the township.

With this in mind, it is considered that the most effective means of managing tour coach and car trailer parking requirements would be to:



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- Provide a passenger drop off zone for tour coaches on Murray Street that is time restricted to reflect peak arrival times in the commercial centre. In this respect, the drop off zone can be used for parking by other vehicles outside the restricted hours.
- Ensure that the longer term parking requirements of long vehicles is provided for off-street. In order to do this, adequate signage will need to be provided to direct visitors and coach drivers to these spaces.

It is understood from stakeholder discussions that there is demand for tour coach parking on Murray Street at:

- Memorial Square, and
- Hart Street (providing access to fast food operators and other services in the western end of the commercial centre).

The recommended on-street parking management policy to be adopted by Council is set out in Strategy Policy 3, 4 and 5.

### **Strategy 3: Residential Parking**

**In residential streets which are shown to be impacted from an overspill of parking from non-residential uses, Council will ensure that residents are provided with priority parking.**

#### *Actions*

- Council will investigate the need for the introduction of short term parking restrictions in streets which are shown to experience over-spill parking.
- Council will investigate and implement, if required, a suitable resident parking scheme and permit system for genuine visitors to residential areas.
- Council will investigate the administrative requirements for a resident parking permit system.

### **Strategy 4: Disabled Parking**

**Ensure that the parking needs of disabled and mobility impaired drivers are given high priority with a view to identifying and improving accessibility issues in the Commercial Centre.**

#### *Actions*

- Council will continue to engage and listen to the parking needs of disabled and mobility impaired drivers with a view to improving parking opportunities where feasible.
- Council undertake a review of the accessibility of on-street disabled parking spaces with a view to providing accessible infrastructure where feasible.

### **Strategy 5: Tour Coach and Car Trailer Parking**

**Investigate the need to provide tour coach parking and passenger drop off requirements in the Colac Commercial Centre.**

#### *Actions*

- Council will investigate the potential to introduce a passenger drop off zone for tour coaches on Murray Street near Memorial Square and Hart Street that is time restricted to reflect peak arrival times in the commercial centre.
- Council will install directional signage to parking facilities that provide coach and car trailer parking.

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### **2.4.2.3 Directional Signage**

Colac serves a large catchment area in south west Victoria as the principal retail, commercial, entertainment and employment focal point. Given the excellent connections to the arterial road network, car travel will continue to be an important means of accessing the Colac Commercial Centre.

In many urban centres, additional delay and congestion is caused by motorists searching for car parking spaces. This lack of awareness can result in some car parks or time restricted areas being under-utilised and may have the additional consequence of car park patrons undertaking additional trips to time restricted parking has been exceeded. As such, Directional Signage guiding motorists to their intended destination has an important role to play in avoiding unnecessary circulation within the Colac Commercial Centre and ensuring that existing parking facilities are utilised to their optimal potential. The use of directional signage will also be key to implementing Council policy objectives for increasing long term parking and providing parking for coaches and car trailers as set out in this draft Parking Strategy.

There are various types of directional signage ranging from static signage providing the most basic levels of information to advanced electronic parking guidance systems which are designed to provide real time information on parking such as car park occupancy levels. There are a range of additional benefits associated with electronic parking guidance systems including reduced time spent searching for spaces and an improved public image of the area, although these benefits are reflected in the high purchase and operating costs. It is considered that it would be more cost effective to upgrade existing static signage.

The key objective in the provision of effective directional signage is to ensure that the information is legible, easily understood, informative, provides directions, and is unobtrusive to the surrounding streetscape. Information should be designed to reduce clutter by rationalising and simplifying messages, resulting in less but more effective information.

An inventory of existing directional signage in the commercial centre has identified that there is some existing directional signage on Murray Street advising motorists of available parking to the south of Murray Street. The commercial centre would nonetheless benefit from further directional signage particularly with regard to:

- Advising motorists of locations where long term parking is available; and
- Advising large vehicles where suitable parking is available;

The provision of recognisable signs with uniform style and colour is fundamental to the success of implementing a directional signage scheme. It is recommended that Council ensure that any future directional signage is installed in accordance with the style and colour adopted by Council.

The recommended policy relating to directional signage to be adopted by Council is set out in Strategy Policy 6.

### **Strategy 6: Directional Signage**

**Ensure that an appropriate level of directional signage is available to guide motorists to parking facilities in the Colac Commercial Centre.**

#### *Actions*

- Encourage and facilitate the installation of directional signage to each existing car park containing over 50 parking spaces that provides publicly available long term parking.
- Facilitate the installation of directional signage to parking facilities that provide coach and car trailer parking.
- Council will require that new developments containing over 50 publicly available parking spaces provide adequate parking guidance signage to the parking facilities.

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### **2.4.2.4 Enforcement**

The enforcement of the parking supply within the Colac Commercial Centre is central to the successful implementation of a number of policies put forward within this strategy, particularly with regards to:

- Ensuring the efficient use and continual turnover of short term parking spaces.
- Encouraging medium and long stay visitors to park in off-street facilities.
- Protecting residential areas from over-spill parking.

Council currently manage in the region of 2,575 publicly provided parking spaces within the Colac Commercial Centre. Of these spaces approximately 1,600 are currently regulated by time limit parking restrictions which typically operate between 7.30am and 5.30pm. Generally, restricted parking is subject to short term (1-2 hour) time limits.

The findings of the 2009 parking surveys indicate that there is generally very good compliance with on-street and Council managed off-street time restricted parking. This suggests that:

- Infringement fines are currently set at a level that deters motorists from over-staying time limits.
- Visitors are finding a supply of medium and long term parking, most likely in on-street facilities outside the central core of high parking demand.
- There is no immediate requirement to employ further enforcement officers.

In order to manage parking demand, it is recommended that Council promote a more balanced mix of parking restrictions in the commercial centre. This proposed change to the current system of parking regulation may require Council to provide different levels of enforcement to ensure that the parking supply is efficiently and fairly utilised. On this basis, it is recommended that Council periodically review the levels of enforcement provided to manage the supply of available parking in line with the objectives of this Parking Strategy.

The recommended enforcement policy and actions to be adopted by Council is set out in Strategy Policy 7.

### **Strategy 7: Enforcement**

**Provision of an appropriate level of parking enforcement that seeks to assist in achieving the objectives of this Parking Strategy.**

#### *Actions*

- Council will monitor resources with a view to ensuring that appropriate levels of enforcement are undertaken.
- Council will review the level of fines for parking infringements as required to ensure that fines are a sufficient deterrent to prevent illegal parking.

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**2.4.2.5 Statutory Parking Rates**

Clause 52.06 of the Colac Otway Shire Planning Scheme has been in place since 1999 and sets out minimum parking standards required in new developments for various types of land uses. The use of minimum parking standards is currently commonplace in Victoria and it is in place to facilitate car travel by ensuring that there is an adequate supply of off-street parking for a particular development type whilst also minimising any overspill of parking onto surrounding streets.

Application of the current parking rates in the development planning process has in some cases not been considered reasonable or achievable within the confines of particular development sites and has therefore led to car parking requirements being regularly waived or reduced. In particular, the current statutory parking rates are seen by Council to:

- In some cases result in an over-provision of car parking in the commercial centre as the rates do not adequately reflect parking demand generated by land uses in Colac;
- Not recognise that car parking can add a considerable cost to new developments which could make specific developments commercially less attractive and therefore potentially impact on economic development in Colac; and
- Be contrary to current planning policy guidance to provide for and encourage the use of sustainable transport modes such as public transport, walking and cycling.

The suitability of existing statutory parking requirements needs to be considered with appropriate parking rates reflecting the parking demand generating by land uses in the commercial centre set for the future.

There are two options available to Council:

- Adopt statutory parking rates as per current Victorian Government guidance; or
- Adopt a parking precinct plan for the commercial centre which specifies car parking rates derived from the research undertaken in the preparation and subsequent public consultation of the Issues and Opportunities Paper undertaken as precursor to this draft Parking Strategy.

**Proposed Victorian Government Parking Rates**

The Department of Planning and Community Development is in the process of undertaking a state-wide review of planning scheme parking rates. This process included the release of a report by an Advisory Committee (appointed by the Minister for Planning) titled *Review of Parking Provisions in the Victoria Planning Provisions, August 2007*. This report aims to provide advice on car parking issues and to prepare a new Clause 52.06 suitable for inclusion in the Victoria Planning Provisions (VPP) and planning schemes.

Table 2.6 provides a comparison between the current Planning Scheme Rates and those suggested by the Victorian Government for the land uses in Colac which generate the majority of parking demand.

**Table 2.6: Comparison of parking rates**

| Land Use                                       | Current Planning Scheme Rates | Proposed Victorian Government Rates |
|------------------------------------------------|-------------------------------|-------------------------------------|
| Supermarket (spaces per 100m <sup>2</sup> )    | 8                             | 5                                   |
| Shop (spaces per 100m <sup>2</sup> )           | 8                             | 4                                   |
| Restaurant (spaces per seat)                   | 0.6                           | 0.4                                 |
| Light Industry (spaces per 100m <sup>2</sup> ) | 2.9                           | 2.9                                 |
| Hospital (spaces per bed)                      | 1.3                           | 1.3                                 |
| Medical (spaces per practitioner)              | 5                             | 5                                   |

The parking rates proposed by the DPCD Advisory Committee are lower than or equal to the existing parking rates in Clause 52.06. Importantly, the proposed Victorian Government rates confirm that the existing parking rates set out in Clause 52.06 for shops (which is the dominant land use type in the Colac Commercial Centre) is excessively high and could result in an overprovision of parking if strictly adhered to.

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At the time of writing, there is no indication when (or even if) the Victorian Government parking rates will be adopted and form the statutory guidance for parking provision in Victoria.

**Parking Precinct Plan Approach**

Given the often unique circumstances associated with different new developments, it is not always the case that one parking rate fits all developments in all locations. As an alternative, Clause 52.06-6 of the Colac Otway Shire Planning Scheme enables Parking Precinct Plans to be prepared. These are locally prepared strategic plans that contain parking provisions for an area or 'precinct'. They allow all the parking issues arising in a precinct to be considered and a strategy to be implemented to address them.

Specifically, this approach would allow the adoption of parking rates which recognise that:

- The actual demand for parking for retail uses in the Colac Commercial Centre is lower than the rate specified by the Victorian Government (refer to Table 2.7 which provides a comparison between the proposed Victorian Government rates and the demand based empirical rates which have been calculated from the 2009 parking surveys and described in detail in the Issues and Opportunities Paper prepared for the Colac Commercial Centre).

**Table 2.7: Comparison of Victorian Government and Demand Based Empirical Rates**

| Land Use                                       | Victorian Government Rates | Demand Based Empirical Rates |
|------------------------------------------------|----------------------------|------------------------------|
| Supermarket (spaces per 100m <sup>2</sup> )    | 5                          | 3.8                          |
| Shop (spaces per 100m <sup>2</sup> )           | 4                          | 1.7                          |
| Light Industry (spaces per 100m <sup>2</sup> ) | 2.9                        | 2.1                          |
| Hospital (spaces per bed)                      | 1.3                        | 1.4                          |
| Medical (spaces per practitioner)              | 5                          | 4                            |

- There is currently an oversupply of parking in Colac. As such, there may be potential to better utilise existing parking supply in central Colac to service some of the future demand for parking.
- Many smaller shops in the Colac Commercial Centre are unlikely to generate single purpose trips and be part of a multipurpose trip meaning that the parking demand is shared by a number of land uses. The adoption of a Parking Precinct Plan allows Council to specify car parking rates that incorporate efficiencies achievable with a precinct-wide approach (such as requiring shared provision).
- It should be noted that it was not possible to determine demand based empirical parking rates for restaurant land uses from the survey results with sufficient confidence. This was due to the surveys only measuring the lunch time peak demand for restaurants when intuitively it could be considered that the peak demand for restaurants may actually occur at some point after 6.00pm in the evening.

A key element of any Parking Precinct Plan to be adopted by Council will be to advise on:

- Parking provision for changes of land use, redevelopment and extensions to existing land uses;
- Situations where existing parking supply can taken into consideration in the provision of parking in new developments; and
- Situations where parking is to be provided on site.

**Future Commercial Parking Required Based on Adopted Approach**

A retail-economic analysis undertaken on behalf of Council suggests that potential exists for an additional 14,710m<sup>2</sup> of new retail floor space to be developed in the wider Colac and Elliminyt area over the period 2009 and 2025.

Of this total amount:

- approximately 1,270m<sup>2</sup> is likely to be new food retail space potentially in the form of supermarket expansion

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- approximately 13,440m<sup>2</sup> is likely to be other retail such as food catering, department store retailing and non-food specialities most of which will involve the redevelopment and expansion of existing sites

At this stage, the location of new retail floor space in the wider Colac area is unclear and will be dependent on a number of demand and market based factors. It is anticipated that retail growth may occur outside the CBD and study area. In particular, it is a possibility that new food retail floor space may be provided in Elliminyt to service the growing population. Likewise, any retailers specialising in the sale of bulky goods are most likely to open in West Colac.

Table 2.8 provides a comparison of the number of parking spaces required to support future retail development in the wider Colac area based on proposed Victorian Government and demand based parking rates (it should be noted that the demand based parking rates apply solely to the central Colac area and may not reflect parking demand in Elliminyt and West Colac - these parking rates also do not take into account any existing surplus in parking and the potential to better utilise existing parking).

Table 2.8: Future parking requirements

| Land Use    | Parking Spaces Required Based on Victorian Government Proposed Rates | Parking Spaces Required Based on Demand Based Empirical Parking Rates |
|-------------|----------------------------------------------------------------------|-----------------------------------------------------------------------|
| Supermarket | 64                                                                   | 48                                                                    |
| Shop        | 538                                                                  | 228                                                                   |
| TOTAL       | 602                                                                  | 277                                                                   |

Table 2.8 indicates that the adoption of the Victorian Government rates would result in approximately 320 more parking spaces being provided in Colac for the selected land use types in comparison to the demand based empirical rates. Whilst this development may not occur in the Commercial Centre, it is considered that an approach minimising the level of additional parking in the commercial centre should be adopted given the current oversupply of parking. Notwithstanding this, the proposed Victorian Government rates will form an important benchmark from which parking rates specific to the commercial centre will be assessed and measured against.

**Recommended Parking Rates to be Incorporated in Colac Commercial Centre Parking Precinct Plan**

The recommended amendments to the car parking rates to be applied to the Colac Commercial Centre are provided in Table 2.9.

Table 2.9: Statutory Planning Scheme and Recommended Car Parking Rates

| Land Use                                       | Planning Scheme Rates | Victorian Government Proposed Rate | Demand Based Empirical Parking Rate | Recommended Rate |
|------------------------------------------------|-----------------------|------------------------------------|-------------------------------------|------------------|
| Supermarket (spaces per 100m <sup>2</sup> )    | 8                     | 5                                  | 3.8                                 | 5                |
| Shop (spaces per 100m <sup>2</sup> )           | 8                     | 4                                  | 1.7                                 | 3                |
| Restaurant (spaces per seat)                   | 0.6                   | 0.4                                | N/A                                 | 0.4              |
| Light Industry (spaces per 100m <sup>2</sup> ) | 2.9                   | 2.9                                | 2.1                                 | No change        |
| Hospital (spaces per bed)                      | 1.3                   | 1.3                                | 1.4                                 | No Change        |
| Medical (spaces per practitioner)              | 5                     | 5                                  | 4                                   | No Change        |

The rationale for selecting the recommended car parking rates in Table 2.9 is discussed below:

**Supermarket**

The demand based empirical rates for supermarket land uses in the Colac Commercial Centre is 3.8 spaces per 100m<sup>2</sup>. This rate however is an average of the combined floor space of supermarket land uses in the commercial precinct. When assessed separately, the Coles supermarket located on the north side of Murray Street exhibited

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a parking demand of 4.5 spaces per 100m<sup>2</sup>. To minimise any parking impact from these high-trip generating land uses, it is considered that a more conservative approach should be adopted whereby any new (or extension to an existing) supermarket should provide a minimum of 5 spaces per 100m<sup>2</sup> of floorspace. This recommended parking rate is also in line with the suggested parking rates for supermarket developments as set out in Review of Parking Provisions in the Victoria Planning Provisions (DPCD, August 2007).

### **Shop**

The demand based empirical rates for shop uses is 1.7 spaces per 100m<sup>2</sup>. This low demand for parking reflects that many shops are unlikely to generate single purpose trips and therefore be part of a multipurpose trip meaning that the parking demand is shared by a number of land uses.

It should be noted however that there are localised examples where the parking demand generated by specific land uses would exceed the demand based empirical parking rate. For example, it was noted during the surveys that a newsagent, a Tattsлото outlet and three local bakeries generated parking demand more in line with the parking rates set out for these land use types in the Victorian Government Advisory Committee review of 4 spaces per 100m<sup>2</sup>. In light of this, it is considered that a more conservative parking rate of a minimum of 3 spaces per 100m<sup>2</sup> for new retail outlets is to be adopted.

### **Restaurant**

As was not possible to determine demand based empirical parking rates for restaurant land uses from the survey results with sufficient confidence it is considered appropriate to adopt the lower parking rates proposed in the Victorian Government Advisory Committee review given the current availability of parking in the Commercial Centre.

### **Light Industrial, Hospital and Medical Land Uses**

The light industrial, hospital and medical land uses in the Colac Commercial Centre are on the most part located close to the interface area with the residential areas. As such, it is desirable to protect the amenity of the local streets by minimising adverse parking impacts. The demand based empirical rates for these land use types are near identical to the current rates set out in Clause 52.06 of the planning scheme. On this basis, it is considered that no changes are proposed to the existing parking rates and that parking associated with these land uses types be provided for off-street.

### **Other Land Use Categories**

There are no changes proposed to any of the other Planning Scheme rates for other land-uses not specified in Table 2.9.

The recommended policy relating to statutory parking rates to be adopted by Council is set out in Strategy Policy 8.

### **Strategy 8: Statutory Parking Rates**

**Council will implement the Colac Commercial Centre Parking Precinct Plan as an amendment to Colac Otway Shire Planning Scheme. The amendment will:**

- **Include the Colac Commercial Centre Parking Precinct Plan as an Incorporated Document in the planning scheme.**
- **Insert a new Schedule to Clause 52.06 to introduce the parking precinct plan for the Colac Commercial Centre.**

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### **3.0 Apollo Bay**

#### **3.1 Background**

##### **3.1.1 Apollo Bay Profile**

Apollo Bay is a township located in south-western Victoria approximately 190 kilometres south-west of Melbourne. Apollo Bay is the second largest urban centre in Colac Otway Shire, with a permanent population of approximately 1369 which can swell to in excess of 8000 during peak tourism periods.

Apollo Bay has been identified as a strategically located coastal settlement with the capacity for growth beyond its current boundaries. The Coastal Spaces Report identifies Apollo Bay as the only coastal town between Torquay and Warrnambool with growth potential beyond the boundaries of existing urban zoned land. This will see Apollo Bay develop as a preferred coastal township for residential and visitor accommodation growth and community services.

The resident population in Apollo Bay is anticipated to grow at a rate of 2.1% per annum. Population growth is associated with new residential developments in Apollo Bay-Marengo and the surrounding area, noting that Amendment C29 (Great Ocean Green) was not approved by the Minister. Although the Great Ocean Green development has not been approved, population growth is still likely to occur as opportunities for residential development are still available elsewhere in the township. This has been confirmed in the Apollo Bay Structure Plan 2007 which supports in-fill development, particularly around the town centre, and through recent rezoning of land at Mariners Vue to Residential Zone 1. Further potential for residential development exists to the west of the town. It is noted though that over half of the private dwellings in the township are not occupied on a permanent basis.

Tourism is the dominant industry sector in Apollo Bay and a large proportion of the business in the town serves the tourist market. Approximately 620,000 visitors come to Apollo Bay annually with overnight visitors estimated at 92,800 annually. The daily average number of visitors to Apollo Bay ranges from approximately 1,350 in winter to approximately 2,500 in summer. Whilst visitation to the Great Ocean Road has been declining in recent years (along with domestic tourism activity), the Great Ocean Road has maintained about 14% share of all visits to Victoria.

The commercial centre of Apollo Bay comprises retail as well as tourist related premises and more recently includes accommodation units above the commercial premises. A large proportion of the activity on the Great Ocean Road is tourism focused, with a mix of cafes/restaurants, accommodation, surf shops, real estate and gift shops. There are also two small supermarkets, one located in Hardy Street and the other on the Great Ocean Road.

##### **3.1.2 The Area to which this Draft Strategy Applies**

This parking study focuses on the central activity centre of Apollo Bay (refer to Figure 3.1) which is the main focal point for retail and hospitality land uses within the township and includes significant trip attractors such as the foreshore retail strip and the beachfront.



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Figure 3.1: Aerial Photo of Apollo Bay Commercial Centre (area bounded by red line)



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**3.1.3 Apollo Bay Land Uses**

**3.1.3.1 Existing**

The demand for parking within the Apollo Bay Study Area is generated on the most part by either land use servicing the tourism and hospitality industry or the beach front.

Significant parking demands are generated by both short and longer stay visitors (including residents and people who work in Apollo Bay) to beach front and retail outlets located on Great Ocean Road which creates localised areas of very high parking demand.

Given the seasonal nature of these main trip attractions, the demand for parking in Apollo Bay does vary depending on season. This adds an extra dimension to the provision of parking in Apollo Bay given the need to provide sufficient parking to cater for peak season demands whilst recognising that parking facilities are likely to be largely unoccupied for many months during the year.

There are also a number of residential dwellings and holiday homes located on the outskirts of the commercial centre which contribute to the overall parking demand within Apollo Bay. Given the proximity of the residential areas to the central area of Apollo Bay, in some locations the parking demands created by the tourism and hospitality industries during peak periods can overspill into the residential areas thus potentially affecting local resident’s amenity and reducing the parking opportunities for genuine visitors.

The provision of key land uses in the Apollo Bay Commercial Centre has been obtained from Colac Otway Shire Clue Data and is summarised in Table 3.1.

**Table 3.1: Key land use provision in the Apollo Bay Commercial Centre**

| Land Use                   | Quantity Provisioned (m <sup>2</sup> ) |
|----------------------------|----------------------------------------|
| Supermarket (floor space)  | 1,580m <sup>2</sup>                    |
| Restaurant (floor space)   | 3,760m <sup>2</sup>                    |
| Other Retail (floor space) | 5,390m <sup>2</sup>                    |

**3.1.3.2 Future**

As noted in Section 3.1.1, Apollo Bay is expected to further develop both in terms of the number of residential dwellings (to the north and possibly the west of the commercial area) and the continued growth of the tourist and hospitality industry. This is likely to create an increased demand for parking in the future within the commercial centre, although most likely during the peak tourist season. It is also noted that in-fill residential development will also occur within the Apollo Bay study area including an increased number of shop top apartments. The full extent of in-fill residential development is not known at this time, however, it is likely that the majority of this development would be required to provide on-site parking.

A retail-economic analysis undertaken on behalf of Council suggests that potential exists for an additional 2,600m<sup>2</sup> of new retail floor space to be developed in the Apollo Bay commercial centre over the period 2009 and 2025.

Of this total amount:

- approximately 410m<sup>2</sup> is likely to be new food retail space potentially in the form of supermarket expansion
- approximately 610m<sup>2</sup> is likely to be food catering potentially in the form of new cafes and restaurants
- approximately 1,580m<sup>2</sup> is likely to be non food retail

An analysis of potential development sites indicates that the new retail facilities are likely to be located on Pascoe Street or as part of the redevelopment of the harbour.

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Apollo Bay Harbour Development

In 2008 Council adopted a revised Masterplan for the development of the Apollo Bay Harbour. The revised Masterplan indicates that the harbour will be incrementally improved over time and is likely to include the following key elements:

- Expanded works area with new Harbourmasters and marine rescue boat storage.
- New public promenade with well site and possible small commercial buildings.
- Expanded Co op building and new Co op building on promenade.
- Possible GORACC Aboriginal Cultural Centre.
- Possible floating restaurant or other marine related berth facility.
- Possible 40 to 50 room hotel with health and well being centre.

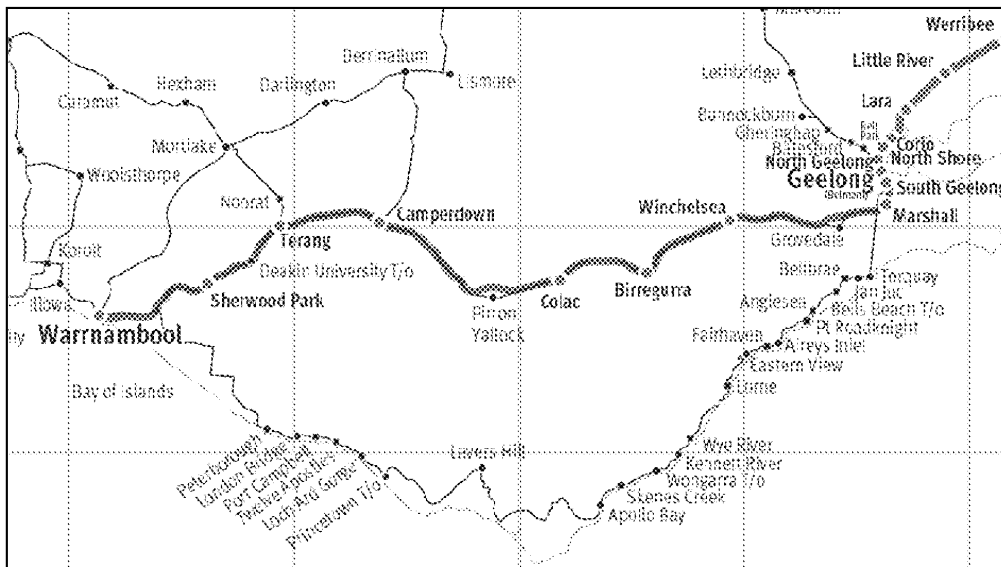
**3.1.4 Sustainable Transport Options**

**3.1.4.1 Regional Bus Services**

Warrnambool - Apollo Bay – Melbourne V/Line Service

Apollo Bay is served by a V/Line bus route which runs the length of the Great Ocean Road between Warrnambool and Geelong (refer to Figure 3.2 for route map). This service runs at a frequency of 3 buses per day on weekdays (with an additional service provided during the school holidays) and 2 services per day on weekends (with 2 additional services provided during the school holidays).

Figure 3.2: VLINE Train and Bus Routes Servicing Apollo Bay and Colac



Colac to Apollo Bay Wednesday Bus Service

A new trial bus service between Colac and Apollo Bay started operating on 1 July 2009. The Apollo Bay – Colac bus service offers one return journey on Wednesdays to provide health, recreation, retail and medical specialist options for bus travellers from Forrest, Barwon Downs and Apollo Bay.

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### **3.1.4.2 Marengo to Skenes Creek Shuttle Service**

During the holiday periods, a free courtesy shuttle bus service between Marengo and Skenes Creek has been provided for visitors to and residents of the Apollo Bay region by the Apollo Bay Chamber of Commerce and Tourism, Apollo Bay business operators and with the support of the Colac Otway Shire. This hourly service visits the key tourist and accommodation sites en-route between Marengo and Skenes Creek and has been estimated to save the equivalent need for an additional 50 spaces in the commercial area of Apollo Bay.

### **3.1.4.3 Tourist services**

Tourist buses regularly stop in Apollo Bay, with designated bus parking bays provided on Moore Street and Pascoe Street. There are approximately 10 different tourist bus companies operating tours through Apollo Bay in the peak summer period. The majority of bus tours usually depart Melbourne early in the morning and arrive in Apollo Bay between 11.30am and 1.30pm. Bus passengers are usually allowed up to an hour in Apollo Bay for sightseeing and lunch before departing for the Twelve Apostles. It is noted from discussions with key stakeholders that the parking and waiting practices of large coaches, particularly on Moore Street, can cause disruption to other road traffic potentially causing localised safety and congestion problems.

### **3.1.4.4 Taxi Services**

Apollo Bay Taxi Services provides a door-to-door taxi service on demand, 24 hours a day, 7 days a week in the Apollo Bay area. There is currently only one vehicle in the taxi fleet. It is understood that this arrangement largely meets the current demand in Apollo Bay except during the peak periods such as Saturday nights during the summer. The Victorian Taxi Directorate regulates the taxi service.

### **3.1.4.5 Walking**

Pedestrian footpaths within the Study Area are provided on both sides of Great Ocean Road which provide access to the retail facilities and the beach front. Footpaths are also provided on the sections of Hardy Street, Moore Street and McLaren Parade between Great Ocean Road and Pascoe Street.

Outside these areas, pedestrians are required to walk along the carriageway or nature strips where these are provided. This situation is typical of coastal resorts like Apollo Bay, where the low number of slow moving vehicles and good visibility allow for the safe movement of pedestrians.

Pedestrian crossing facilities are provided on Great Ocean Road to the south of Hardy Street and to the south of Moore Street both of which connect the retail strip to beach front area.

Site observations indicate that low vehicle speeds and good reciprocal visibility between road vehicles and pedestrians mean that generally pedestrians can safely and easily cross these roads without dedicated crossing facilities. However, during the peak summer season increased traffic volumes throughout the commercial precinct, particularly along Pascoe Street and Great Ocean Road, can make it difficult for pedestrians (especially elderly people, children and pedestrians with prams) to cross roads safely.

In fact, the increased traffic volumes during the peak summer season also lessens the value of the existing pedestrian crossing on Great Ocean Road. During the peak season there is a constant stream of tourists crossing the road, leaving very few gaps for traffic to flow through the crossing. Consequently during this time drivers have a tendency to ignore the flashing pedestrian lights and proceed through the crossing without giving way to pedestrians.

Previous planning and transport studies in Apollo Bay have recommended the increased provision of pedestrian facilities in the Study Area including the provision of continuous footpaths on Pascoe Street and Thomson Street.

### **3.1.4.6 Cycling**

An on-street cycle path is provided on both sides of Great Ocean Road along the length of the study area.

No other cycle paths are provided within the Study Area. However the topography, alignment and wide nature of the roads within the Study Area is conducive to cycling.

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**3.1.4.7 Summary**

From a review of available information, it is clear that:

- There are a limited number of public transport services available to residents and visitors to Apollo Bay
- There is an established pedestrian and cycle network serving the popular locations within the Study Area, with proposals to provide further improvements to the pedestrian network

Based on the existing level of service and coverage, it is reasonable to conclude that public transport is unlikely to be a feasible alternative to car based travel for many trip types, and in particular, medium and longer distance trips including day visitors to Apollo Bay. Unless there are significant improvements to the level of service and coverage, there would be a very low propensity for public transport to reduce demand for car travel and therefore by inference the demand for parking within Apollo Bay.

For shorter distance trips, that is trips within the Study Area, walking and cycling are a likely to be a feasible alternative to car travel for many trip types.

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**3.2 Parking Supply and Demand in Apollo Bay Commercial Centre**

**3.2.1 Overview**

Comprehensive parking surveys were undertaken on behalf of Council during the peak holiday season in January 2008, 2009 and 2010 and then in February 2009 to gain an appreciation of parking demand during the off-peak season. It is worth noting that the holiday season parking surveys were undertaken on "typical" days, that is, on non-event days (such as the Apollo Bay Music Festival). It is recognised that the demand for parking on event days is likely to be higher than a typical (yet nonetheless peak) day during the holiday season.

These parking surveys identified:

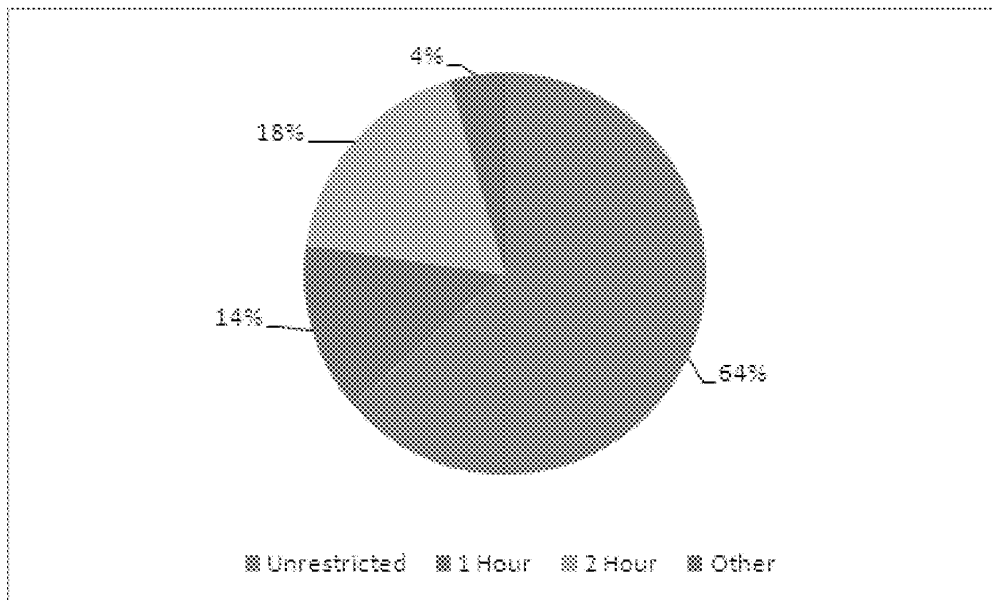
- Existing parking supply and restrictions throughout the Apollo Bay Commercial Centre.
- Observed spatial concentration and distribution of parking demand.
- Duration of stay.
- Existing parking issues and potential areas for improvement.

An in-depth analysis of the parking survey results is presented in the Issues and Opportunities Paper for Apollo Bay (under the cover of a separate document) with the key findings of the surveys outlined below.

**3.2.2 On-Street Parking**

- There are a total of 578 on-street parking spaces within the Apollo Bay Commercial Centre. As shown in Figure 3.3, approximately two-thirds of the total parking spaces within the commercial centre are unrestricted, with short stay 1-2 hour parking accounting for close to a third of the remaining parking spaces provided.

Figure 3.3: Breakdown of on-street parking supply by parking restriction



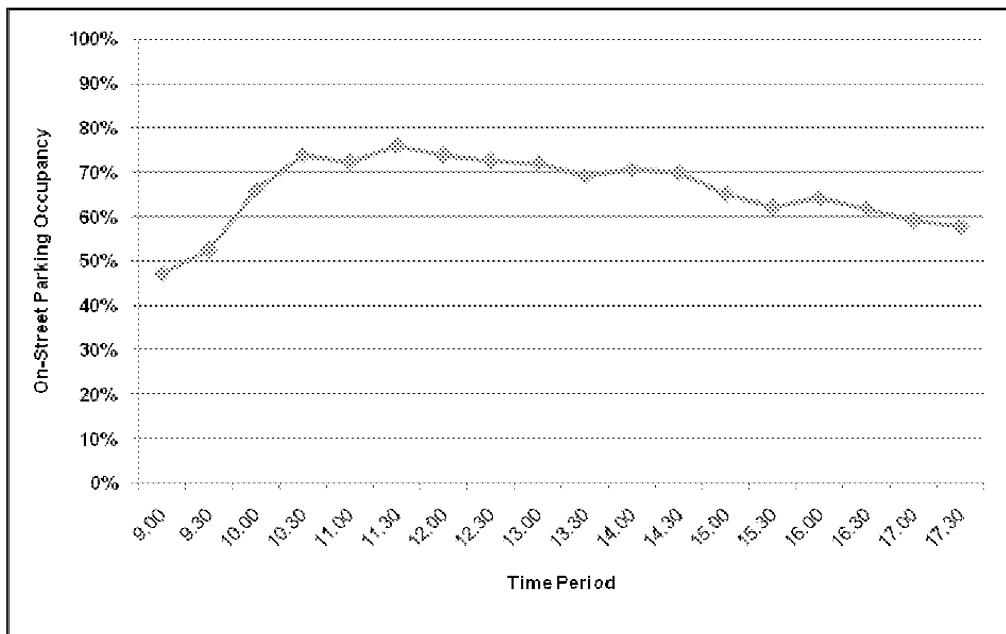
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- Parking restrictions in Apollo Bay are in operation between 8.30am and 5.30pm or in some cases 7.00pm between November and April. On-street parking is therefore generally unrestricted before 8.30am and after 5.30pm or 7.00pm.

**3.2.2.1 Holiday Season Key Findings**

- Figure 3.4 shows a typical daily profile of on-street parking occupancy within the Apollo Bay Commercial Centre during the holiday season. Over the entire commercial centre, the demand for on-street parking is fairly modest with a peak parking occupancy of 76%.

Figure 3.4: Daily profile of weekday on-street parking occupancy (holiday season 2010)



- The peak period for **weekday** parking demand during the holiday season is 12.30pm. At the **weekend**, the peak period for parking demand is between 11.00am and 11.30am.
- Table 3.2 provides a summary of the peak parking occupancy observed in the Apollo Bay Commercial Centre during the 2008, 2009 and holiday seasons. During the busiest period of the day, on-street parking on a number of streets is at or close to capacity. This was observed to be the case on both the weekday and weekend surveys.

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Table 3.2: Holiday Season Peak Parking Occupancy

| Street           | Street Section               | Peak<br>Weekend<br>Day<br>Occupancy<br>(12:00pm) | Peak<br>Weekend<br>Evening<br>Occupancy<br>(12:00pm) | Peak<br>Weekend<br>Night<br>Occupancy<br>(12:00am) |
|------------------|------------------------------|--------------------------------------------------|------------------------------------------------------|----------------------------------------------------|
| Great Ocean Road | Thomson St – Hardy St        | 68%                                              | 36%                                                  | 80%                                                |
|                  | Hardy St – Moore St          | 99%                                              | 99%                                                  | 98%                                                |
|                  | Moore St – Nelson St         | 89%                                              | 95%                                                  | 98%                                                |
| Hardy Street     | Great Ocean Road – Pascoe St | 100%                                             | 100%                                                 | 100%                                               |
| McLaren Street   | Great Ocean Road – Pascoe St | 100%                                             | 100%                                                 | 80%                                                |
| Moore Street     | Great Ocean Road – Pascoe St | 100%                                             | 93%                                                  | 95%                                                |
|                  | Pascoe St – Diana St         | 71%                                              | 24%                                                  | 100%                                               |
| Nelson Street    | Great Ocean Road – Pascoe St | 65%                                              | 74%                                                  | 56%                                                |
|                  | Pascoe St – Diana St         | 3%                                               | 0%                                                   | 0%                                                 |
| Pascoe Street    | Thomson St – Hardy St        | 43%                                              | 32%                                                  | 49%                                                |
|                  | Hardy St – Moore St          | 98%                                              | 76%                                                  | 100%                                               |
|                  | Moore St – Nelson St         | 76%                                              | 75%                                                  | 90%                                                |
| Thomson Street   | Great Ocean Road – Pascoe St | 25%                                              | 20%                                                  | 50%                                                |

- On street parking in the Study Area is most highly utilised along the sections of Great Ocean Road fronting the foreshore area and retail outlets with parking demand overspilling into the intersecting side streets within close proximity to these main attractions. On-site observations indicate that given the lack of unoccupied spaces, visitors to the central Apollo Bay area are willing to circulate around the busiest areas or indeed temporarily wait on the carriageway for a space to become available.
- Directly outside the busiest areas, the demand for parking is generally much lower with site observations indicating that at most locations there was always unoccupied spaces available for use. Indeed, throughout the commercial area, there was observed to be in the order of 105-150 available on-street parking spaces during the peak periods. Many of these available spaces would be no more than a couple of minutes walk from the main attractions in Apollo Bay.
- There is a significant demand for short term parking within the Apollo Bay Commercial Centre during the holiday season with most visitor parking stays under 1 hour.
- Compliance with 1 hour time limits is fairly poor with 17% of vehicles overstaying the designated time period.
- Likewise, compliance with 2 hour time limits is also fairly poor with 12% of vehicles overstaying the designated time period.

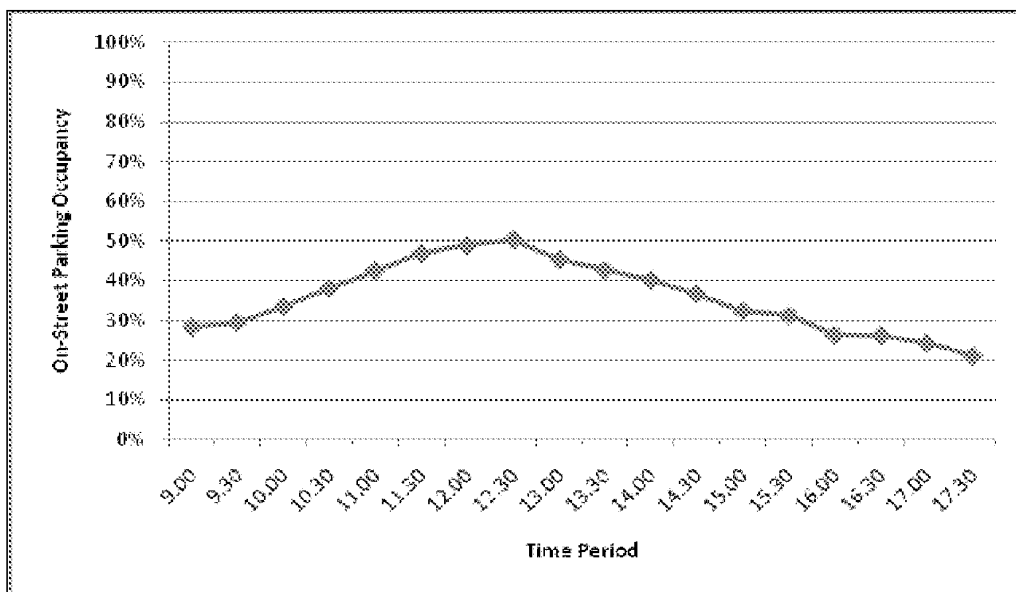


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**3.2.2.2 Off-Peak Season Key Findings**

- Figure 3.5 shows the daily profile of weekend on-street parking occupancy within the Apollo Bay Commercial Centre during the off-peak season. Over the entire commercial centre, the demand for on-street parking during the **weekend** is fairly low with a peak parking occupancy of 50%. The demand for parking on a **weekday** during the off-peak season is even lower, with a peak parking occupancy of 35% over the entire commercial centre.

Figure 3.5: Daily profile of weekday on-street parking occupancy (off-peak season)



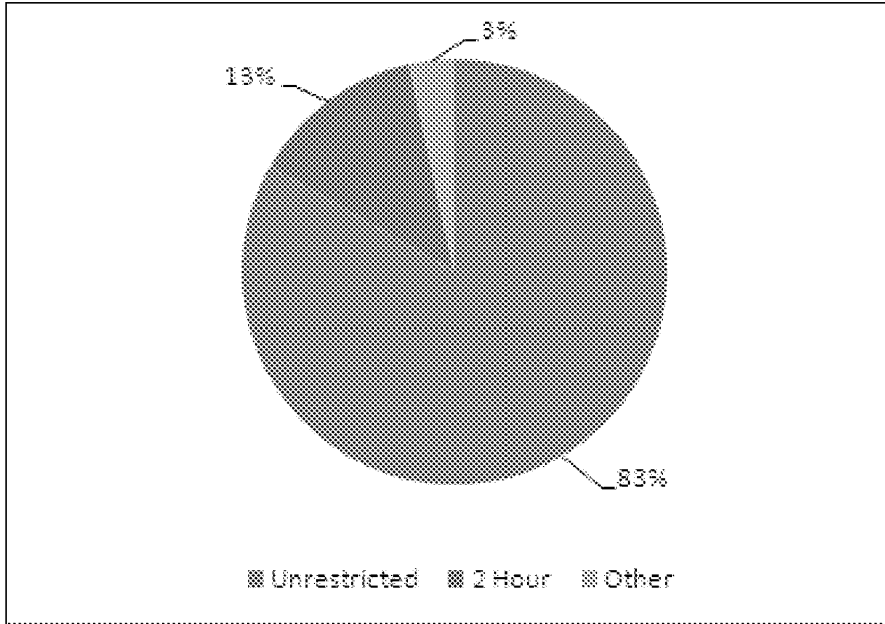
- High levels of parking utilisation was observed on some streets during the off-peak season **weekend** day survey. Again, on-street parking in the commercial area is most highly utilised along the sections of Great Ocean Road fronting the foreshore area and retail outlets with parking demand overspilling into the intersecting side streets within close proximity to these main attractions. Directly outside the busiest areas, the demand for parking is low. Throughout the commercial centre, there was observed to be in the order of 175 available on-street parking spaces during the weekend peak period.
- The demand for **weekday** parking during the off-peak season is generally low on all the surveyed streets. Indeed, throughout the commercial centre, there was observed to be in the order of 270 available on-street parking spaces during the peak period.

**3.2.3 Off-Street Parking**

- There are 7 off-street car parks within the Apollo Bay Commercial Centre with a combined total of 263 off-street parking spaces. As shown in Figure 3.6, the majority of off-street parking spaces are unrestricted.

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Figure 3.6: Breakdown of off-street parking supply by parking restriction



**3.2.3.1 Holiday Season Key Findings**

- The results of the off-street car park occupancy surveys for the critical peak period within the survey days are presented in Table 3.3 for the 2008, 2009 and 2010 holiday seasons (it should be noted that car parks 5-7 were only surveyed during the January 2010 surveys).

Table 3.3: Peak occupancy of off-street car parks in the Apollo Bay study area (holiday season 2008 and 2009)

| Car Park | Car Park                                 | 2008<br>Weekend<br>Peak<br>Occupancy<br>(11:00am) | 2009<br>Weekday<br>Peak<br>Occupancy<br>(1:00pm) | 2010<br>Weekend Peak<br>Occupancy<br>(2:00pm) |
|----------|------------------------------------------|---------------------------------------------------|--------------------------------------------------|-----------------------------------------------|
| 1        | Great Ocean Road (grassed area)          | 25%                                               | 45%                                              | 72%                                           |
| 2        | Surf Club Car Park                       | 93%                                               | 83%                                              | 93%                                           |
| 3        | Foreshore Car Park (grassed area)        | 91%                                               | 91%                                              | 124%                                          |
| 4        | Pascoe Street (unsealed public car park) | 44%                                               | 76%                                              | 76%                                           |
| 5        | Foodworks Car Park                       | -                                                 | -                                                | 87%                                           |
| 6        | Roof top car park (No. 2 Moore Street)   | -                                                 | -                                                | 21%                                           |
| 7        | Apollo Bay Golf Course Car Park          | -                                                 | -                                                | 64%                                           |

- During the busiest period of the day, **weekday** off-street parking is approaching capacity in the off-street parking facilities located close to the surf club. These car parks provide direct access to the beach and are within a short walking distance of the retail facilities on Great Ocean Road.

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- In comparison, the demand for parking in the other two off-street car parks during the **weekday** peak period is relatively modest. Despite the lower occupancy rates, these car parks are also within a couple of minutes walk of the foreshore and main retail areas. During the weekday peak period, in the order of 77 off-street car parking spaces were available. This equates to approximately 43% of the total off-street parking stock in the Apollo Bay study area.
- The demand for parking close to the surf club was also high on the **weekends** during the holiday season. Parking in the other two off-street car parks is higher in comparison to weekdays although there are still a number of available spaces. During the January 2008 weekend peak period, in the order of 53 off-street car parking spaces were available. This equates to approximately 30% of the total off-street parking stock in the Apollo Bay study area.
- In January 2010, car parks servicing the beach (Car Parks 2 and 3) are either at or exceeding capacity, with visitors preferring to park on grassed areas close to the beach rather than attempting to find an available parking space elsewhere. Notwithstanding this, there is plenty of spare parking available in other off-street car parks that are only a couple of minutes walk from the foreshore and main retail areas.

**3.2.3.2 Off-Peak Season Key Findings**

- The results of the off-street car park occupancy surveys for the critical peak period within the survey day are presented in Table 3.4 for both the weekday and weekend surveys.

Table 3.4: Peak occupancy of off-street car parks in the Apollo Bay study area (off-peak season)

|   | Car park                                 | OFF-PEAK PERIOD                          |                                          |
|---|------------------------------------------|------------------------------------------|------------------------------------------|
|   |                                          | WEEKDAY PEAK<br>Occupancy rate<br>(2008) | WEEKEND PEAK<br>Occupancy rate<br>(2008) |
| 1 | Great Ocean Road (grassed area)          | 5%                                       | 12%                                      |
| 2 | Surf Club Car Park                       | 69%                                      | 93%                                      |
| 3 | Foreshore Car Park (grassed area)        | 7%                                       | 84%                                      |
| 4 | Pascoe Street (unsealed public car park) | 22%                                      | 24%                                      |

- It can be noted from Table 3.4 that peak weekday parking occupancy outside of the holiday season is low in each of the surveyed off-street car parks. Indeed, during the weekday off-peak period, in the order of 142 off-street car parking spaces were available. This equates to approximately 80% of the total off-street parking stock in the Apollo Bay study area.
- Table 3.4 shows that the demand for parking close to the surf club is also high on the weekends during the off-peak season. In comparison, the demand for parking in the other two off-street car parks during the weekday peak period is low. During the weekend peak period, in the order of 96 off-street car parking spaces were available. This equates to approximately 54% of the total off-street parking stock in the Apollo Bay study area.

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**3.3 Summary of Issues**

**3.3.1 Parking Issues Identified by Surveys**

The key issues relating to parking that have been identified during the extensive surveying in Apollo Bay and from a review of existing Council policies and practices have been discussed in detail within an Issues and Opportunities Paper prepared as a precursor to this Parking Strategy and are summarised in Table 3.5.

Table 3.5: Parking Issues Identified by Surveys

|                                        | Issues                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|----------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Supply of parking                      | <ul style="list-style-type: none"> <li>- Peak demand for parking at the most popular locations in the township (i.e. Great Ocean Road and the Surf Club car parks) exceeds supply</li> <li>- Searching for parking spaces by visitors can contribute to congestion and negatively impact on the safety of other road users</li> <li>- Visitor numbers and the resident population of Apollo Bay significantly decreases during non-seasonal periods resulting in a much lower demand for parking</li> </ul>                                                                                                                                                                                                      |
| Management of on-street parking spaces | <ul style="list-style-type: none"> <li>- Parking within Apollo Bay could be better managed to cater for different types of parking demand generated by short and longer stay visitors to Apollo Bay</li> <li>- Residents have difficulty in finding short term parking close to supermarkets</li> <li>- Disabled parking bays are generally under-utilised</li> <li>- There is generally a lack of loading facilities</li> </ul>                                                                                                                                                                                                                                                                                 |
| Public Transport parking               | <ul style="list-style-type: none"> <li>- Inadequate supply of coach parking on Moore Street</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Improved way-finding                   | <ul style="list-style-type: none"> <li>- Lack of way-finding guidance to and from short and longer term parking facilities in central Apollo Bay area</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Managing future parking needs          | <ul style="list-style-type: none"> <li>- A need to determine suitable parking rates for future development in Apollo Bay</li> <li>- Parking, and in particular surface car parks, is seen as an inefficient use of land, which could alternatively be used to create and promote a more pedestrian or cycle friendly town centre environment</li> <li>- An abundance of parking can encourage shorter trips or multiple short trips to be undertaken by car</li> <li>- There is a need to provide more attractive non-car transport infrastructure and services to provide a viable alternative to car travel particularly for shorter trips such as those trips that start and end within Apollo Bay</li> </ul> |

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### **3.3.2 Issues Raised During Public Consultation**

A series of business and community workshops were undertaken in Apollo Bay in April 2010. These sessions provided an opportunity for the public to speak with Council officers and AECOM consultants with the aim of providing feedback on the Issues and Opportunities documents and contributing to the development of the draft Parking Strategy. The workshops were split to cater for the specific interests of business groups and residents.

A full list of comments provided by the public, businesses and community groups is provided in Appendix A, with a summary of the key issues outlined below:

- There is general support for more parking to be provided to cater for peak holiday season parking demand. However, there is a need to reinforce the casual holiday ambience of the township and therefore large car parking areas or multi-story car parks should be avoided.
- There is a need for better planning of new developments, with the opportunity to provide a common car park servicing a range of new developments.
- No more parking should be provided for within the foreshore reserve which currently accommodates over 100 temporary parking spaces to help cater for holiday period peak parking demand.
- Beachgoers should be able to park close to the beach given that they need to carry, often bulky, personal items to and from their car to the beach.
- There is a need to make better use of road space, with an opportunity to increase parking through introduction of line marking and improved signage.
- Delivery vehicles often double park on Great Ocean Road when delivering goods. This results in safety issues that need to be addressed.
- There is a need to develop a solution to the safety and congestion issues associated with tour coach parking on Moore Street. This includes potentially finding an alternative route, drop off point, and parking areas to be used by tour coaches.
- Improved access to parking facilities close to key facilities should be provided for mobility impaired visitors to the commercial centre. For example, it is often difficult to find a space close to the chemist on Great Ocean Road.
- There is a need to make general infrastructure improvements to encourage parking away from the Great Ocean Road and encourage other modes of travel than car use. This includes improvements to lighting on Pascoe Street to improve safety after dark and introduction of footpaths on a number of streets to help encourage walking to the commercial centre.
- On the most part, there is a lack of support for the introduction of parking meters on the Great Ocean Road.

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### **3.4 Apollo Bay Car Parking Strategy**

#### **3.4.1 Strategy Aims**

The Apollo Bay Parking Strategy reviews current parking demand and management arrangements and recommends a series of integrated measures to address current parking issues and provide both strategic and local direction for future parking provision in the commercial centre.

The Strategy has the following main aims:

- Improve management of on-street and off-street car parking to achieve optimum use and turnover of car parks.
- Maximise the availability and awareness of existing parking by better managing demand and encouraging alternative transport modes such as walking, cycling and public transport.
- Manage the provision of off-street parking for new and existing land uses.
- Encourage good design principles to minimise the amount of land used by car parking.

#### **3.4.2 Strategy Policies and Actions**

The following section discusses specific parking issues for Council to further investigate, and if financially feasible, implement the appropriate action to address the problem. Parking Strategy policies addressing each issue are outlined and, where appropriate, suggested actions to help deliver the policies are included.

##### **3.4.2.1 Managing the supply of parking**

Apollo Bay is one of the key destinations on the Great Ocean Road both as a coastal holiday resort and a stop off point for journeys between Melbourne and the Twelve Apostles. Given its remote location and the high number of car based journeys using the Great Ocean Road, car travel will continue to be the dominant means of transport for most visitor trips to the Apollo Bay commercial centre.

The preparation and subsequent public consultation of the Issues and Opportunities Paper undertaken by AECOM as precursor to this draft Parking Strategy identified the following key issues with respect to the supply of parking within the Apollo Bay Commercial Centre:

- The peak demand for parking at the most popular locations in the commercial centre (i.e. Great Ocean Road and the Surf Club car parks) exceeds supply with visitors to commercial prepared to park on grassed verges or slow down and circulate in search of available parking spaces to be closer to the most popular areas.
- There is a competing demand for parking in the most popular areas in the commercial centre between short stay visitors to the shopping strip and the longer stay parking needs of beachgoers.
- Directly outside the busiest areas, the demand for parking is generally much lower with site observations indicating that at most locations there was always unoccupied spaces available for use. Many of these available spaces would be no more than a couple of minutes walk from the main attractions in Apollo Bay. Throughout the commercial centre, there was observed to be a sufficient supply of on and off street parking facilities to cater for peak period holiday demand.
- Visitor numbers and the resident population of Apollo Bay significantly decreases during non-seasonal periods resulting in a much lower demand for parking. This was reflected in the February 2009 parking surveys which showed very modest utilisation of both on-street and off-street parking facilities even during the peak periods.

The results of the parking surveys have demonstrated that there is currently a sufficient level of parking in the commercial centre to cater for the existing level of peak parking demand. Parking opportunities will also be increased within the commercial centre with the formalisation of an existing car parking area and private land located in between commercial premises fronting Great Ocean Road and Pascoe Street (to the south of Moore Street) which is planned to become a sealed and line-marked car park facility. This project will represent an increase in approximately 40 additional publicly available parking spaces and is being funded by Council using

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cash-in-lieu contributions and by the effected land owners. The key challenge to Council in this regard, is to inform visitors of the location of the car park to ensure that the facility is efficiently utilised.

It is recognised that the potential growth of Apollo Bay beyond the boundaries of the existing urban zoned land may increase the demand for parking in the commercial centre. Specifically:

- The resident population in Apollo Bay is anticipated to grow at a rate of 2.1% per annum.
- Potential exists for an additional 2,600m<sup>2</sup> of new retail floor space to be developed in the Apollo Bay commercial centre over the period 2009 and 2025.
- The proposed Apollo Bay Harbour development may result in an overall increase in visitors to Apollo Bay. However, a key Council objective will be to ensure that adequate pedestrian and cyclist infrastructure connecting the Harbour with the commercial centre is introduced by the developers to minimise the number of car trips and associated parking demand between the two areas.

The challenge to Council is to develop and implement suitable measures that best manage the potential growth in parking demand. The obvious option is to increase the supply of parking in the commercial centre. Whilst it is recognised that there would be benefits in increasing the supply of parking to address any shortages during the peak periods, the formalisation or provision of additional parking infrastructure to fully cater for peak holiday demand is likely to be an inefficient and costly use of land. Fully catering for demand in the peak periods, would on the most part result in a significant amount of vacant spaces in the commercial centre except for those relatively short periods when parking demand reaches or exceeds available capacity.

With this in mind, it is recommended that Council explore the following options:

### - Improved use of existing road space

Following a review of the current design and layout of on-street parking and input provided by the community during the public consultation workshops, it is clear that there are locations in the commercial centre where on-street parking supply could be increased through the provision of angle parking spaces.

The introduction of additional angle parking spaces on Pascoe Street and on sections of Nelson Street could increase the overall parking supply in the commercial centre by up to 100-120 spaces. The improved use of existing road space would be the most cost effective means of increasing the supply of parking in the commercial centre both in terms of financial costs and land take.

It is recognised that existing on-street parking spaces may also be more efficiently utilised, particularly at night time with improvements to infrastructure such as lighting and the introduction of footpaths.

### - Parking within new developments

Opportunity may arise as part of future development, redevelopment or expansion plans for land uses in Apollo Bay to provide a shared car park facility servicing a number of land uses with the option to make this parking available for general use by the public. The sharing of a larger parking between different land uses and potentially the wider public would address some of the inefficiencies associated with the provision of a high number of small segregated development related parking facilities.

This centre wide approach has been adopted in the proposed formalisation of an existing car parking area and private land located in between Great Ocean Road and Pascoe Street (to the south of Moore Street) where both public and private funds have been used to create a publicly available parking facility which is likely to benefit the private developments and the wider community of Apollo Bay. Opportunity exists to adopt a centre wide approach to parking to other locations in the Commercial Centre, in particular, between Hardy Street and Moore Street which has been identified as an area for potential future redevelopment over the next decade.

Taking into consideration that this approach is not likely to be applicable to all new development, opportunity may exist for a new development (or a number of developments) to provide rooftop parking. Council has previously approved the use of rooftop parking as a means for new development to meet the sites off-site parking requirements. The parking surveys have shown that these rooftop car parks were not well utilised during the peak periods. This may in part be due to a lack of information advising visitors of the parking facility but is also likely to be a reflection of the inconvenience of using this type of parking facility in comparison to on-street parking.

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Notwithstanding this, the provision of rooftop parking could be one solution to accommodating the longer term parking requirements of staff, thus freeing up other on-street spaces in the commercial centre for visitors.

### **- Provision of new car parks**

Whilst it is recognised that car parks can represent an inefficient and costly use of land particularly in a coastal resort with significant fluctuations in seasonal parking demand, there may become a time where the need for a new car park facility in the commercial centre outweighs the costs. This could potentially happen with:

- An increase in parking demand significantly higher than the current levels;
- A desire or environmental requirement to remove all parking from the foreshore reserve; or
- A need to reduce significant congestion or safety issues resulting vehicle parking practices.

The optimal locations for new car parking facilities to the north and south of the commercial centre are shown on Figure 3.7 (it should be noted that an upgraded car park is currently being constructed to the south of the commercial centre on land located in between commercial premises fronting Great Ocean Road and Pascoe Street (to the south of Moore Street).

Car park facilities in these locations (if adequately advertised) could capture some visitors before they enter the heart of the commercial centre and help provide a more even distribution of parking demand along the length of the commercial centre.

Ultimately, the introduction of any new (publicly or privately) funded parking facility in the commercial centre would be determined based on a range of factors including the availability and cost of land and construction costs which can vary significantly based on topography, geological conditions, access issues and distance and connectivity into services.

The recommended policy relating to managing parking supply to be adopted by Council is set out in Strategy Policy 1.

### **Strategy 1: Parking Supply**

**Ensure that an appropriate level of parking supply is provided within the commercial centre that provides a balance between catering for peak parking demand and the most efficient use of land.**

#### *Actions*

- In the short term, Council will seek to address any shortfalls in parking in the commercial centre through the installation of angle parking bays.
- Council will work closely with developers to explore opportunities to provide shared parking facilities that serve a number of new developments.
- In the long term, Council will explore opportunities to provide new car parks to cater for any significant increases in parking demand.
- Council will improve the promotion of existing Council owned off-street car parks.



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Figure 3.7: Desirable locations for new car parks in the Apollo Bay Commercial Centre



## **D R A F T**

### **3.4.2.2 Management of on-street parking**

On-street parking is often the most convenient form of parking and, for varying reasons, access to on-street parking spaces is essential to businesses, beachgoers, people with disabilities, residents and their visitors, public transport users and for the delivery of goods. As is the case in the Apollo Bay Commercial Centre, there is competition for the limited kerb side space between various users, each of which has varying parking requirements. The challenge to Council therefore, is to ensure that the parking requirements of different users are met through the equitable sharing or protection of on-street parking spaces.

#### **- Catering for short and long term parking demand**

On-street parking is vital to the competitiveness of small scale retail and business premises given the convenience associated with providing parking close to these destinations. Generally, retail and business opportunities are optimised by encouraging regular turnover of spaces, whilst maintaining a high occupancy of parking close to retail outlets. The parking spaces on Great Ocean Road that serve these small businesses effectively have a premium value in comparison to other parking spaces in the study area.

Parking on the Great Ocean Road is currently being occupied by a variety of users ranging from short term visitors such as residents wishing to make a quick stop to longer term visitors who will spend most of the day on the beach. Whilst there is currently sufficient parking supply to cater for peak demand, the future growth in tourism and the population is likely to further increase the demand for parking on the Great Ocean Road.

In this situation, parking on the Great Ocean Road will most likely require better management to cater for different types of parking demand generated by short and longer stay visitors to Apollo Bay. Ideally, longer stay parking will be encouraged to park in off-street car parks or in more remote on-street parking facilities, thus freeing up short term parking servicing short stay visitors to the shopping strip.

It is recognised that many beachgoers need to park close to the beach given that they need to carry, often bulky, personal items to and from their car to the beach. One possible solution to this issue could be the future introduction of a drop off zone close to the beach. As illustrated in Figure 3.8, the ideal location for a passenger drop off zone is most likely to be close to the beach access at the surf club. Once bulky items have been removed from the vehicle, beachgoers then would be advised to find parking space in the commercial centre that meets the intended duration of stay. The drop off zone would need to be regulated by short term (i.e. 5 minute) restrictions and would need to be strictly enforced to minimise any misuse.

More detailed consideration and planning will be required to ensure that the introduction of a drop off facility does not:

- Create any significant safety issues given the high number of pedestrians in the area; or
- Result in increased levels of congestion given the potential increase in vehicular turning movements

The recommended policy relating to managing parking supply to be adopted by Council is set out in Strategy Policy 2.

### **Strategy 2: Managing On-Street Parking Demand**

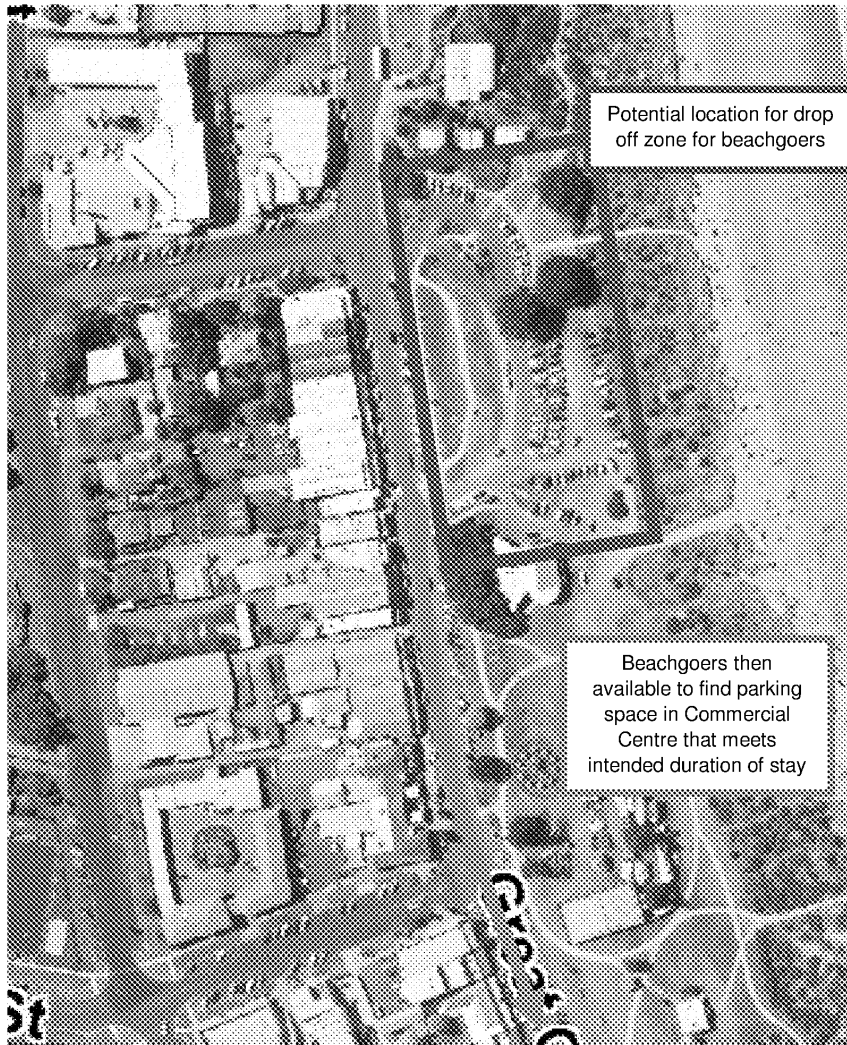
**Ensure that on-street parking is efficiently utilised and best services the parking needs of the commercial centre.**

#### *Actions*

- As the demand for parking increases, Council will investigate fair and equitable ways of improving the management of on-street parking spaces.
- Council will investigate the feasibility of introducing of a drop off zone close to the beach.
- In consultation with local stakeholders, Council will periodically review parking restrictions with a view to possibly altering operating hours or restriction type where demand requires.

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Figure 3.8: Potential location for drop off zone for beachgoers



## **D R A F T**

### **- Coach parking**

Trade associated with tourism is very important to the local economy in Apollo Bay. The ability of tour coaches to drop off passengers in the most desirable locations is fundamental in helping to support the local economy.

Given the central location, Moore Street is the most popular location for the pick-up and set-down of passengers by Coach operators with approximately 10 different tour bus operators seeking to stop on Moore Street each day during the peak summer period.

Currently a single one hour coach parking space is provided on Moore Street which is insufficient should more than one coach arrive during a particular time period. The one hour time limit also restricts the potential turnover of the coach parking spaces thus reducing the opportunity for other coaches to use the parking facility. The inadequate supply and proximity of the coach parking space to the intersection with the Great Ocean Road has also resulted in a number of congestion and safety problems on both Moore Street and the Great Ocean Road when more than one bus is seeking to use the drop off facility.

Following the dropping-off of passengers, coaches can currently use dedicated bus parking facilities on the west side of Pascoe Street, between Whelan Street and Martin Street. Coach parking requires significant kerb side space which may not represent the most efficient use of road space at the existing location.

In working partnership with tour coach operators, it is recommended that Council implement a strategy to accommodate tour coach access and parking requirements in the Apollo Bay Commercial Centre that minimises the congestion and safety issues associated with current practices.

Figure 3.9 illustrates a possible access and parking strategy which sets out the possible access routes and potential locations for passenger drop off and bus parking facilities. It can be noted that:

- The passenger drop off point could be relocated to the north side of Moore Street with an additional coach parking space introduced. This would allow vehicles to temporarily wait on Pascoe Street should the drop off facilities be fully occupied. Whilst not ideal, the temporary waiting of coaches on Pascoe Street would result in fewer significant congestion and safety problems in comparison to the existing situation given the relatively lower number of vehicles using Pascoe Street.
- The suggested access routes to the passenger drop off parking spaces and to the suggested bus parking facilities have been designed to minimise difficult right turn movements in the commercial centre.
- The suggested bus parking facilities are located just outside the areas of highest demand for visitor parking, whilst still sufficiently close to allow coach drivers to easily access facilities within the commercial centre.

Given that most tour coaches have visited the commercial centre by early afternoon, consideration should be given to setting time restrictions that allow passenger drop-off zones and coach parking bays to be used by other vehicles outside the restricted hours.

The recommended policy relating to managing parking supply to be adopted by Council is set out in Strategy Policy 3.

### **Strategy 3: Tour Coach Access and Parking**

**Adopt the strategy to accommodate tour coach access and parking requirements in the Apollo Bay Commercial Centre.**

#### *Actions*

- Work in partnership with the tour coach operators with the view of implementing the adopted strategy and any other measures that minimises the congestion and safety issues associated with current practices.

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Figure 3.9: Possible strategy to accommodate tour coach access and parking requirements in the Apollo Bay Commercial Centre



## **D R A F T**

### **- Disabled and Mobility Impaired Parking**

Colac Otway Shire and the township of Apollo Bay have a relatively high proportion of people over the age 65 years old in comparison to the Victorian and Australian average. As such, there is a need to ensure that there is an adequate supply of convenient and accessible parking spaces that can be used by disabled or mobility impaired visitors to the Apollo Bay Commercial Centre.

Currently there are 6 disabled spaces in the commercial centre. Disabled parking bays were observed to be generally under-utilised. A review of the location of existing would suggest that the disabled parking bays in the commercial centre are reasonably well placed in that:

- Disabled parking spaces are adjacent to or within a short walking distance of key facilities such as the beach, Great Ocean Road retail shops and the Apollo Bay bowls club.
- On Great Ocean Road, disabled parking bays have been provided on the end of a row of parking bays which are easy to park in.
- Outside of Great Ocean Road, traffic levels are much lower meaning that disabled persons can easily cross the road if required to do so.

Whilst the existing disabled bays seem relatively well placed, the public consultation workshop identified residents would like to see additional or relocated disabled bays close to frequently used land uses such as the pharmacy and grocery outlets.

There are no guidelines on the required rates for the provision of on-street disabled parking spaces. As such, disabled parking policy adopted by other Victorian Councils such as the City of Melbourne is based on meeting the stated needs of disabled visitors rather than providing a blanket provision. This approach involves engaging and listening to representations from relevant stakeholders including disabled and mobility impaired residents and visitors to identify where and how access for disabled people can be improved. Where key issues are identified the parking requirements of disabled users are given priority in the allocation of kerb side space.

The recommended policy relating to disabled parking to be adopted by Council is set out in Strategy Policy 4.

### **Strategy 4: Disabled parking**

**Ensure that the parking needs of disabled and mobility impaired drivers are given high priority with a view to identifying and improving accessibility issues in the Commercial Centre.**

#### *Actions*

- Council will continue to engage and listen to the parking needs of disabled and mobility impaired drivers with a view to improving parking opportunities where feasible.
- Council undertake a review of the accessibility of on-street disabled parking spaces with a view to providing accessible infrastructure where feasible.

## DRAFT

### - Loading Practices

Access to conveniently located loading facilities is important to both the retail occupancies in Apollo Bay Commercial Centre and their respective delivery companies.

Many businesses in the Apollo Bay Commercial Centre have access to off street loading facilities although the extent to which they are used is not clear. Given the good access to off-street parking, it is understood that Council has generally restricted the number of loading zones on the Great Ocean Road. This policy was thought to be working adequately given the lack of contact from local businesses requesting further loading zone spaces.

During peak periods, on-street parking demand outside many retail occupancies on the Great Ocean Road is very high throughout the day meaning that it is often difficult to find parking. This parking is predominantly used by visitors to the shopping strip which is beneficial to local businesses. In this regard, the additional provision of loading facilities may not represent the most efficient use of the limited kerb side parking spaces particularly during peak periods.

However, feedback from the public consultation workshops suggest that loading vehicles frequently double park on the Great Ocean Road in order to have convenient access to their delivery destination. This illegal practice is seen to be causing potentially serious safety issues whilst the double parking of vehicles could also restrict the flow of traffic on the Great Ocean Road resulting in localised areas of congestion.

It is understood that there is limited opportunity to reschedule deliveries to less busier times in the day (i.e. early morning) as deliveries to Apollo Bay from part of a coastal run where a number of coastal settlements are visited en route from suppliers located in Geelong.

To address the issue of double parking, it is understood that Council have strengthened the level of enforcement during the peak periods. In addition to this, Council have incorporated loading facilities in the upgraded car park currently being constructed to the south of the Commercial Centre (to the south of Moore Street). This will allow commercial properties with access to this car park to undertake loading facilities off-street. It is recommended that Council seek that the loading and servicing requirements of future developments in the Commercial Centre minimises any impact on on-street parking availability.

The recommended policy relating to loading practices to be adopted by Council is set out in Strategy Policy 5.

### Strategy 5: Loading practices

**Council will continue to provide an appropriate level of enforcement with a view to minimising the safety issues associated with double parking of delivery vehicles. Council will seek that the loading and servicing requirements of future development in the Commercial Centre minimises any impact on on-street parking supply.**

## **D R A F T**

### **3.4.2.3 Directional Signage**

As a key destination on the Great Ocean Road, the ability of visitors to find parking spaces that best services their parking needs can impact on how long a visitor may stay in the township.

As is the case in the Colac Commercial Centre, the existing lack of information in the Apollo Bay Commercial Centre is resulting in additional delay and congestion is caused by motorists searching for car parking spaces. This lack of awareness may have also contributed to the car parks located off the Great Ocean Road being under-utilised and may have the additional consequence of car park patrons undertaking additional trips to time restricted parking has been exceeded.

As such, Directional Signage guiding motorists to their intended destination has an important role to play in avoiding unnecessary circulation within the Apollo Bay Commercial Centre and ensuring that existing parking facilities are utilised to their optimal potential. The use of directional signage will also be key to implementing Council policy objectives to advise motorist of available parking on Pascoe Street thus potentially reducing the demand for parking on the foreshore reserve.

There are various types of directional signage ranging from static signage providing the most basic levels of information to advanced electronic parking guidance systems which are designed to provide real time information on parking such as car park occupancy levels. There are a range of additional benefits associated with electronic parking guidance systems including reduced time spent searching for spaces and an improved public image of the area, although these benefits are reflected in the high purchase and operating costs. It is considered that it would be more cost effective to upgrade existing static signage.

The key objective in the provision of effective directional signage is to ensure that the information is legible, easily understood, informative, provides directions, and is unobtrusive to the surrounding streetscape. Information should be designed to reduce clutter by rationalising and simplifying messages, resulting in less but more effective information.

The provision of recognisable signs with uniform style and colour is fundamental to the success of implementing a directional signage scheme. It is recommended that Council ensure that any future directional signage is installed in accordance with the style and colour adopted by Council.

The recommended policy relating to directional signage to be adopted by Council is set out in Strategy Policy 6.

### **Strategy 6: Directional Signage**

**Ensure that an appropriate level of directional signage is available to guide motorists to parking facilities in the Apollo Bay Commercial Centre.**

#### *Actions*

- Encourage and facilitate the installation of directional signage on the Great Ocean Road advising visitors of available parking on Pascoe Street.



## **D R A F T**

### **3.4.2.4 Enforcement**

The enforcement of the parking supply within the Apollo Bay Commercial Centre is central to the successful implementation of a number of policies put forward within this strategy, particularly with regards to:

- Ensuring the efficient use and continual turnover of short term parking spaces.
- Encouraging medium and long stay visitors to park in off-street facilities.
- Prevent or fine the illegal parking practices of doubled parked vehicles.

Council currently manage in the region of 841 publicly provided parking spaces within the Apollo Bay Commercial Centre. Of these spaces approximately 210 are currently regulated by time limit parking restrictions which typically operate between 8.30am and 5.30pm (or in some cases 7.00pm during the holiday season). Generally, restricted parking is subject to short term (1-2 hour) time limits.

The findings of the 2009 parking surveys indicate that compliance with on-street parking restrictions could be improved with 17% of vehicles overstaying 1 hour time limits and 12% of vehicles overstaying 2 hour time limits. The overstaying of time limits reduces the opportunity for short term parking for other visitors which in turn can impact on the vitality and viability of businesses which rely on a turnover of customers.

In order to manage parking demand, it is recommended that Council promote a more balanced mix of parking restrictions in the commercial centre. This proposed change to the current system of parking regulation may require Council to provide different levels of enforcement to ensure that the parking supply is efficiently and fairly utilised. On this basis, it is recommended that Council periodically review the levels of enforcement provided to manage the supply of available parking in line with the objectives of this Parking Strategy.

The recommended enforcement policy and actions to be adopted by Council is set out in Strategy Policy 7.

### **Strategy 7: Enforcement**

**Ensure that an appropriate level of parking enforcement is provided that seeks to assist with achieving the objectives of this Parking Strategy.**

#### *Actions*

- Council will monitor resources with a view to ensuring that appropriate levels of enforcement are undertaken.
- Council will review the level of fines for parking infringements as required to ensure that fines are a sufficient deterrent to prevent illegal parking.

**D R A F T**

**3.4.2.5 Statutory Parking Rates**

Clause 52.06 of the Colac Otway Shire Planning Scheme has been in place since 1999 and sets out minimum parking standards required in new developments for various types of land uses. The use of minimum parking standards is currently commonplace in Victoria and it is in place to facilitate car travel by ensuring that there is an adequate supply of off-street parking for a particular development type whilst also minimising any overspill of parking onto surrounding streets.

Application of the current parking rates in the development planning process has in some cases not been considered reasonable or achievable within the confines of particular development sites and has therefore led to car parking requirements being regularly waived or reduced. In particular, it is understood that the current statutory parking rates are seen by Council to:

- In some cases result in an over-provision of car parking in the commercial centre as the rates do not adequately reflect parking demand generated by land uses in Apollo Bay, particularly given the high occurrence of shared trips. This is particularly important given the seasonal changes in parking demand in Apollo Bay where there is a need to consider the impact of significantly lower parking demands experienced in the off-peak season; and
- Not recognise that car parking can add a considerable cost to new developments which could make specific developments commercially less attractive and therefore potentially impact on economic development in Apollo Bay.

An example of the challenges facing Council has been highlighted in a 2009 VCAT ruling on the development of a proposed small mixed use residential and retail development on Great Ocean Road within the commercial centre. The VCAT ruling recognised that the rates set out in Clause 52.06 of the planning scheme are too excessive to be applied within a settlement like Apollo Bay without seriously impacting on the ability to redevelop such sites. In this case, the tribunal accepted that 2 spaces per retail occupancy represented an adequate parking supply, which equates to 11 fewer spaces than would be required by the current rates set out in Clause 52.06 of the planning scheme.

The suitability of existing statutory parking requirements therefore needs to be considered with appropriate parking rates reflecting the parking demand generating by land uses in the commercial centre set for the future.

There are two options available to Council:

- Adopt statutory parking rates as per current Victorian Government guidance; or
- Adopt a parking precinct plan for the commercial centre which specifies car parking rates derived from the research undertaken in the preparation and subsequent public consultation of the Issues and Opportunities Paper undertaken by AECOM as precursor to this draft Parking Strategy.

**Proposed Victorian Government Parking Rates**

The Department of Planning and Community Development is in the process of undertaking a state-wide review of planning scheme parking rates. This process included the release of a report by an Advisory Committee (appointed by the Minister for Planning) titled *Review of Parking Provisions in the Victoria Planning Provisions, August 2007*. This report aims to provide advice on car parking issues and to prepare a new Clause 52.06 suitable for inclusion in the Victoria Planning Provisions (VPP) and planning schemes.

Table 3.6 provides a comparison between the current Planning Scheme Rates and those suggested by the Victorian Government for the land uses in Apollo Bay which generate the majority of parking demand.

**Table 3.6: Comparison of parking rates**

| Land Use                                     | Planning Scheme Rates | Victorian Government Proposed Rates |
|----------------------------------------------|-----------------------|-------------------------------------|
| Supermarket (spaces per 100m <sup>2</sup> )  | 8                     | 5                                   |
| Restaurant (spaces per seat)                 | 0.6                   | 0.4                                 |
| Other Retail (spaces per 100m <sup>2</sup> ) | 8                     | 4                                   |
| Residential (per 1 or 2 bed dwelling)        | 2                     | 1                                   |

**D R A F T**

The parking rates proposed by the DPCD Advisory Committee are lower than or equal to the existing parking rates in Clause 52.06. However, the suggested parking rate of a minimum of 4 spaces per 100m<sup>2</sup> for other retail uses is considered to be too excessive for the type of retail occupancies in the Apollo Bay Commercial Centre and could seriously impact on the ability to redevelop such sites.

At the time of writing, there is no indication when (or even if) the Victorian Government parking rates will be adopted and form the statutory guidance for parking provision in Victoria.

**Parking Precinct Plan Approach**

Given the often unique circumstances associated with different new developments, it is not always the case that one parking rate fits all developments in all locations. As an alternative, Clause 52.06-6 of the Colac Otway Shire Planning Scheme enables Parking Precinct Plans to be prepared. These are locally prepared strategic plans that contain parking provisions for an area or 'precinct'. They allow all the parking issues arising in a precinct to be considered and a strategy to be implemented to address them.

Specifically, this approach would allow the adoption of parking rates which recognise that:

- The actual demand for parking for retail uses in the Apollo Bay Commercial Centre is lower than the rate specified by the Victorian Government (refer to Table 3.7 which provides a comparison between the proposed Victorian Government rates and the demand based empirical rates which have been calculated from the 2009 parking surveys and described in detail in the Issues and Opportunities Paper prepared for the Apollo Bay Commercial Centre).

**Table 3.7: Comparison of Victorian Government and Demand Based Empirical Rates**

| Land Use                                     | Victorian Government Rates (spaces per 100m <sup>2</sup> ) | Demand Based Empirical Rates (spaces per 100m <sup>2</sup> ) |
|----------------------------------------------|------------------------------------------------------------|--------------------------------------------------------------|
| Supermarket (spaces per 100m <sup>2</sup> )  | 5                                                          | 3                                                            |
| Restaurant (spaces per seat)                 | 0.4                                                        | 0.3                                                          |
| Other Retail (spaces per 100m <sup>2</sup> ) | 4                                                          | 1.6                                                          |
| Residential (per 1 or 2 bed dwelling)        | 1                                                          | N/A                                                          |

- Many shops and food catering outlets in the Apollo Bay Commercial Centre are unlikely to generate single purpose trips and be part of a multipurpose trip meaning that the parking demand is shared by a number of land uses. The adoption of a Parking Precinct Plan allows Council to specify car parking rates that incorporate efficiencies achievable with a precinct-wide approach (such as requiring shared provision).

A key element of any Parking Precinct Plan to be adopted by Council will be to advise on:

- Parking provision for changes of land use, redevelopment and extensions to existing land uses;
- Situations where existing parking supply can be taken into consideration in the provision of parking in new developments; and
- Situations where parking is to be provided on site.

**Future Commercial Parking Required Based on Adopted Approach**

A retail-economic analysis undertaken on behalf of Council suggests that potential exists for an additional 2,600m<sup>2</sup> of new retail floor space to be developed in the Apollo Bay study area over the period 2009 and 2025.

Of this total amount:

- approximately 410m<sup>2</sup> is likely to be new food retail space potentially in the form of supermarket expansion
- approximately 610m<sup>2</sup> is likely to be food catering potentially in the form of new cafes and restaurants
- approximately 1,580m<sup>2</sup> is likely to be non food retail

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An analysis of potential development sites indicates that the new retail facilities are likely to be located on Pascoe Street or as part of the redevelopment of the harbour.

It is also noted that in-fill residential development will also occur within the Apollo Bay study area including an increased number of shop top apartments. The full extent of in-fill residential development is not known at this time, however, it is likely that the majority of this development would be required to provide on-site parking.

Table 3.8 provides a comparison of the number of parking spaces required to support future retail development in the Apollo Bay study area based on proposed Victorian Government and demand based parking rates.

Table 3.8: Future parking requirements

| Land Use     | Parking Spaces Provided Under Victorian Government Proposed Rates | Parking Spaces Required Using Demand Based Empirical Parking Rate |
|--------------|-------------------------------------------------------------------|-------------------------------------------------------------------|
| Supermarket  | 21                                                                | 12                                                                |
| Restaurant   | 61                                                                | 46                                                                |
| Other Retail | 63                                                                | 19                                                                |
| TOTAL        | 145                                                               | 77                                                                |

Table 3.8 indicates that the adoption of the Victorian Government rates would result in approximately 68 more parking spaces being provided in Apollo Bay in comparison to the demand based empirical rates. Whilst this development may not occur in the Commercial Centre, it is recommended that Council consider an approach that would be more conducive to attracting and facilitating new development. Notwithstanding this, the proposed Victorian Government rates will form an important benchmark from which parking rates specific to the commercial centre will be assessed and measured against.

**Recommended Parking Rates to be Incorporated in Apollo Bay Commercial Centre Parking Precinct Plan**

The recommended amendments to the car parking rates to be applied within the Apollo Bay Commercial Centre are provided in Table 3.9.

Table 3.9: Recommended Car Parking Rates

| Land Use                                    | Demand Based Parking Rate | Victorian Government Proposed Rate | Demand Based Empirical Parking Rate | Recommended Rate |
|---------------------------------------------|---------------------------|------------------------------------|-------------------------------------|------------------|
| Supermarket (spaces per 100m <sup>2</sup> ) | 8                         | 5                                  | 3                                   | 3                |
| Restaurant (spaces per seat)                | 0.6                       | 0.4                                | 0.3                                 | 0.4              |
| Shop (spaces per 100m <sup>2</sup> )        | 8                         | 4                                  | 1.6                                 | 2                |
| Residential (per 1 or 2 bed dwelling)       | 2                         | 1                                  | N/A                                 | 1                |

The rationale for selecting the recommended car parking rates in Table 3.9 is discussed below:

**Supermarket**

The demand based empirical rates for supermarket land uses in the Apollo Bay Commercial Centre is 3 spaces per 100m<sup>2</sup>. This rate reflects the small nature of supermarkets in the commercial centre in comparison to supermarkets in urban centres. In recognition of this and the need to avoid an oversupply of parking, it is recommended that a parking rate in line with the measured demand for supermarkets in the commercial centre (i.e. a minimum of 3 spaces per 100m<sup>2</sup>) be adopted.

**Restaurant**

The demand based empirical rates for restaurant land uses in the Apollo Bay Commercial Centre is 0.3 spaces per seat. This low demand for parking again reflects that many shops and food catering outlets are unlikely to generate single purpose trips and therefore be part of a multipurpose trip meaning that the parking demand is shared by a number of land uses.

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It should be noted however that there are localised examples where the parking demand generated by specific restaurants would exceed the demand based empirical parking rate. For example, it was noted during the surveys that two restaurants generated parking demand more in line with the parking rates set out for these land use types in the Victorian Government Advisory Committee review of 0.4 spaces per seat. In light of this, it is recommended that a more conservative parking rate of a minimum of 0.4 spaces per seat for new restaurants be adopted.

### **Shop**

The demand based empirical rates for shops is 1.2 spaces per 100m<sup>2</sup>. This low demand for parking reflects that many shops are unlikely to generate single purpose trips and therefore be part of a multipurpose trip meaning that the parking demand is shared by a number of land uses. However, given the limited available parking supply in Apollo Bay during the peak periods, it is recommended that a more conservative, yet comparably low, parking rate of a minimum of 2 parking spaces per 100m<sup>2</sup> be adopted.

### **Residential**

Existing residential dwellings in the commercial centre generally provide ample off-street parking and where not surveyed as part of the Colac and Apollo Bay Parking Study. However, it is noted that in-fill residential development will occur within the Apollo Bay study area including an increased number of shop top apartments. In order to minimise the impact of residential parking on streets in the commercial centre, it is recommended that Council adopt the suggested Victorian Government Advisory Committee parking rate for residential developments in Activity Centres which is set at 1 space per 100m<sup>2</sup>.

### **Other Land Use Categories**

There are no changes proposed to any of the other Planning Scheme rates for other land-uses not specified in Table 3.9.

The recommended policy relating to statutory parking rates to be adopted by Council is set out in Strategy Policy 8.

### **Strategy 8: Statutory Parking Rates**

**Council will implement the Apollo Bay Commercial Centre Parking Precinct Plan as an amendment to Colac Otway Shire Planning Scheme. The amendment will:**

- **Include the Apollo Bay Commercial Centre Parking Precinct Plan as an Incorporated Document in the planning scheme.**
- **Insert a new Schedule to Clause 52.06 to introduce the parking precinct plan for the Apollo Bay Commercial Centre.**

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### 3.4.2.6 Car Parking Contribution Fund

Given the nature of land uses servicing the tourism industry and planning controls restricting the height of development, the Apollo Bay Commercial Centre consists of a high number of densely concentrated, single storey, small to medium sized land uses. With the high commercial value of land, there are potentially both physical and financial constraints on the level of car parking that can be provided within developments in the commercial centre and therefore, in some cases, it is likely that on-site car parking requirements will not be met.

As a key action arising from this Parking Strategy, it is recommended that Council seek to identify specific opportunities to increase publicly provided parking stock potentially via purpose built facilities. Although this is a long term objective, there may be potential to offset any shortfall in development related parking through the increased provision of publicly provided parking.

In line with other Local Governments in Victoria, the costs of providing additional public car parking in the Apollo Bay Commercial Centre could be facilitated through the creation of a car parking contribution fund whereby developers contribute funds in exchange for a waiving or reduction in the development car parking requirement.

In 2003, Council determined that a payment of \$11,200 per space was the appropriate payment in lieu of the provision of car parking in the commercial precinct of Apollo Bay. As no policy has been incorporated into the planning scheme to enable Council to request cash in lieu contributions for the waiver of car spaces, cash in lieu payments has relied on the voluntary agreement with developers which has resulted in some discretion as to its application and the amount required for each space. Council has been successful in negotiating by agreement cash in lieu contributions for a number of major planning development proposals in Apollo Bay where a significant number of car spaces were required. The car parking cash in lieu contributions collected so far from these developments is to be used to assist in funding the future car parking provision in Apollo Bay.

Given the existing precedent for cash in lieu payments in Apollo Bay, it is considered that the formalisation of a cash in lieu scheme within the planning scheme represents a fair and equitable funding mechanism for addressing future parking matters. The scheme will also provide increased flexibility for developers who are unwilling or don't want to provide parking. This system also removes the need for Council to provide dispensation to developers who are unable to provide the statutory parking rates on-site.

A major cost usually associated with publicly providing new off-street car parking facilities is the cost of purchasing land. Council estimate that current land values in the Apollo Bay Commercial Centre range between \$500 per square metre to \$1,500 per square metre depending on location within the commercial centre. Using these land values, it is estimated that the approximate cost of a 'ground level' car park in the Apollo Bay Commercial Centre could feasibly be in the order of \$20,000 to \$50,000 per space depending on where the off-street car park is to be situated within the commercial centre (refer to Appendix B for cost estimate calculation).

Whilst the cost of providing new off-street parking facilities is high, current payment in lieu schemes adopted by other Councils in Victoria do not necessarily include the full costs of recovery (in particular the cost of purchasing land) in the required developer contributions. This is usually for the following reasons:

- There is a desire to ensure that payment in lieu contributions do not discourage investment and economic activity.
- There may not necessarily be a significant land cost involved in providing all future parking facilities i.e. where road reserved are used or widened to provide additional space for parking.
- Existing reserves of payment in lieu contributions (or other Council funds) are taken into consideration.
- Costs are recovered through user charging i.e. pay and display.

A comparison of required payment in lieu contributions currently adopted or being taken into consideration by other regional Councils in Victoria is provided in Table 3.10.

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Table 3.10 Comparison of Payment in Lieu Schemes adopted by regional Victorian Councils

| Location   | Annual Payment per Carpark Space | Source                                                                  | Comments                                                                                                        |
|------------|----------------------------------|-------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------|
| Torquay    | \$10,800                         | <i>Torquay Town Centre Parking Precinct Plan, October 2008.</i>         | Formally adopted in planning scheme.                                                                            |
| Shepparton | \$4,500                          | Shepparton Central Business District Parking Precinct Plan, April 2003. | Formally adopted in planning scheme. Does not include land purchase costs.                                      |
| Ballarat   | \$17,500                         | Ballarat CBA Parking Precinct Plan, 2007                                | Not formally adopted. Based on the construction of a multi-deck car park. Does not include land purchase costs. |

If Council determine that the long term parking needs of the Apollo Bay Commercial Centre would be best served through the provision of a new free to use off-street car park, it is possible that Council could seek to recover some (if not all) of the costs through appropriately adjusted payment in lieu charges. As previously mentioned, it has been estimated that that the approximate cost of a 'ground level' car park in the Apollo Bay Commercial Centre could feasibly be in the order of \$20,000 to \$50,000 per space depending on where the off-street car park is to be situated within the commercial centre.

Taking into consideration the level of cash in lieu payment previously requested by Council and the need to be economically competitive so not deter future development in the commercial centre, it is recommended that future payments should be set at \$20,000 per space. This cost should be adjusted annually from 1 July 2011 using CPI (all groups) as the index.

It should be noted that the cost of \$20,000 per space may not fully recover costs as the costs associated with providing car parks will ultimately be determined based on a range of factors including the availability and cost of land and construction costs which can vary significantly based on topography, geological conditions, access issues and distance and connectivity into services.

The recommended car parking contribution fund policy and actions to be adopted by Council is set out in Strategy Policy 9.

**Strategy 9: Payment in Lieu of Parking**

**A cash contribution in the amount of \$20,000 (plus GST) in respect of each car parking space or part thereof which is required under this Scheme and which is not provided on the land (but the net of car parking credits) must be paid to Council.**

**The amount of \$20,000 (plus GST) is to be adjusted annually from 1 July 2011 using CPI (all groups) as the index.**

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### **4.0 Implementation**

#### **4.1 Implementation plan**

It is recommended that this Parking Strategy and associated Parking Precinct Plans for the Colac and Apollo Bay Commercial Centres become an Incorporated Documents under Clause 81 of the Colac Otway Shire Planning Scheme.

The Colac and Apollo Bay Commercial Centre Parking Precinct Plans should be implemented by replacing the Schedule to the Clause 52.06-6 of the Colac Otway Shire Planning Scheme and applying the car parking rates outlined in these documents.

#### **4.2 Monitoring and review**

The Parking Precinct Plans for Colac and Apollo Bay reflect the current car parking capacity and demand for the various land-uses. It is possible that as a result of factors such as the provision of new development in each township, that car parking characteristics and travel patterns may alter in the future.

The Parking Precinct Plans for Colac and Apollo Bay Commercial Centres should be reviewed every four years in conjunction with the Municipal Strategy Statement (MSS) review, which is conducted every 4 years as stated by the Colac Otway Shire Planning Scheme. The review of these Parking Precinct Plans will be undertaken by Council to ensure they reflect local conditions and reflects relevant policies.



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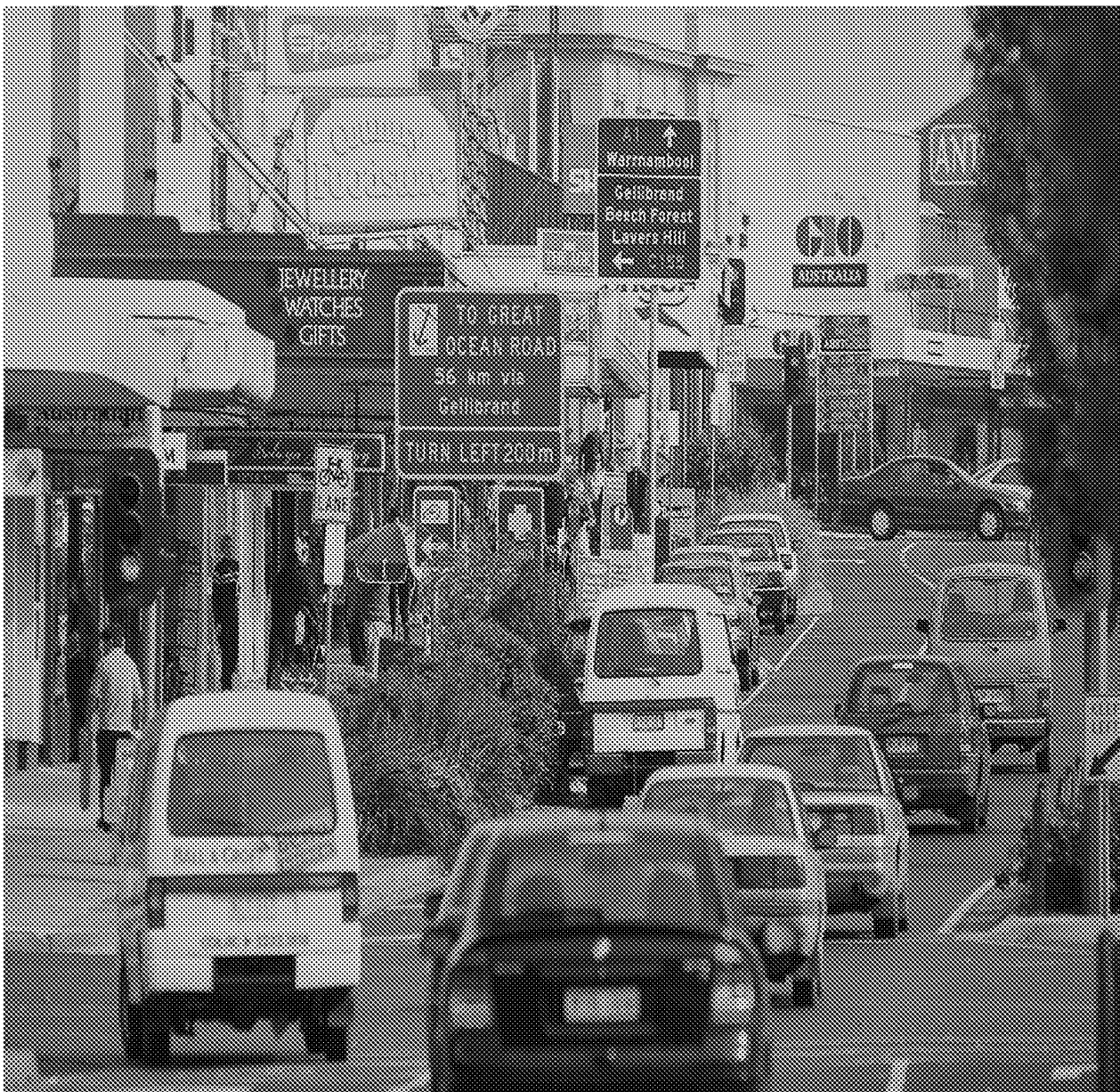
Appendix A

# Colac Commercial Centre Parking Precinct Plan



# Draft Colac Commercial Centre Parking Precinct Plan

## Appendix A



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Colac and Apollo Bay Parking Study  
Colac Commercial Centre Parking Precinct Plan

**D R A F T**

Colac Commercial Centre Parking Precinct Plan

Prepared for  
Colac Otway Shire

Prepared by

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8 April 2008

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Quality Information

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Prepared by Danny Millican

Reviewed by Tony Frodsham

Revision History

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|---------------|---------------|---------|-------------------------------------------------------|-----------|
|               |               |         | Name/Position                                         | Signature |
|               | 12-Jul-2010   |         | Garrath Cadness<br>Team Leader Traffic<br>Engineering |           |
| Updated draft | 25-Mar-2011   |         | Garrath Cadness<br>Team Leader Traffic<br>Engineering |           |
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### **1.0 Introduction**

#### **1.1 Background**

This Parking Precinct Plan for the Colac Commercial Centre has been prepared as an independent document incorporating the findings of the Parking Strategy for Colac and Apollo Bay.

Specifically, this Parking Precinct Plan has been prepared to formally update the parking rates set out in Clause 52.06 of the Colac Otway Shire Planning Scheme with more applicable parking rates which better reflect the local parking characteristics of the Colac Commercial Centre.

The boundary to which this Parking Precinct Plan applies is the central area of Colac (refer to Figure 1.1) which is main focal point for retail, administration and health services and industrial land uses within the township and includes significant trip attractors such as Colac Hospital, Colac Otway Shire Council Offices and a number large retail outlets occupied by national retailers.

#### **1.2 Objective**

This parking precinct plan will examine the existing levels of:

- Parking supply;
- Parking demand; and
- Floor Space of each relevant land use type.

An examination of these factors will enable a determination of the existing empirical parking rates which apply in Precinct 1, and thus guide the decision of altering the existing parking rates which are set down in Clause 52.06.

#### **1.3 Accompanying documents**

Colac Otway Shire has commissioned AECOM to prepare a Car Parking Strategy for the commercial areas of Colac and Apollo Bay which sets out a range of strategic policies to direct commercial development and associated car parking requirements in the towns over a 20 year period. The policies set out in the Parking Strategy have been developed based upon the findings of an Issues and Opportunities study previously undertaken by AECOM for each township. The Issues and Opportunities studies discussed a range of parking related issues identified through extensive surveying of the commercial areas of each township and put forward a set of possible opportunities to help address these issues and guide the future management of parking in Colac and Apollo Bay.

This Parking Precinct Plan provides the information relevant to deriving empirical parking rates for the Colac Commercial Centre, and should therefore be read in conjunction with the Issues and Opportunities document and the Parking Strategy for a detailed appreciation of the prevailing conditions and parking issues in the commercial centre.

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Figure 1.1 : Aerial Photo of Colac Commercial Centre (area bounded by red line)

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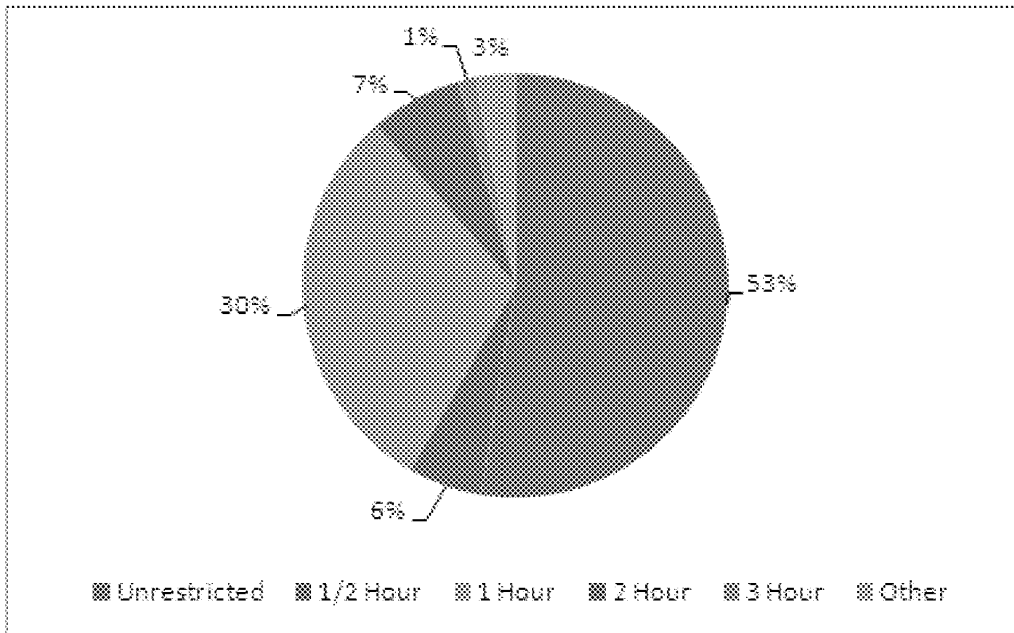
**2.0 Parking Supply and Demand**

An in-depth analysis of the parking survey results is presented in the Issues and Opportunities Paper for Colac (under the cover of a separate document) with the key findings of the surveys outlined below.

**2.1 On-street parking**

There are a total of 1,849 on-street parking spaces within the Colac Commercial Centre. As shown in Figure 2.1, over half of the total parking spaces within the commercial centre are unrestricted, with 1 hour parking accounting for close to a third of the provided parking spaces.

Figure 2.1: Breakdown of on-street parking supply by parking restriction



Parking restrictions in Colac are in operation between 7.30am and 5.30pm on Weekdays and 7.30am and 1.00pm on Saturdays. On-street parking is therefore unrestricted before 7.30am and after 1.30pm on Saturday and 5.30pm on weekdays.

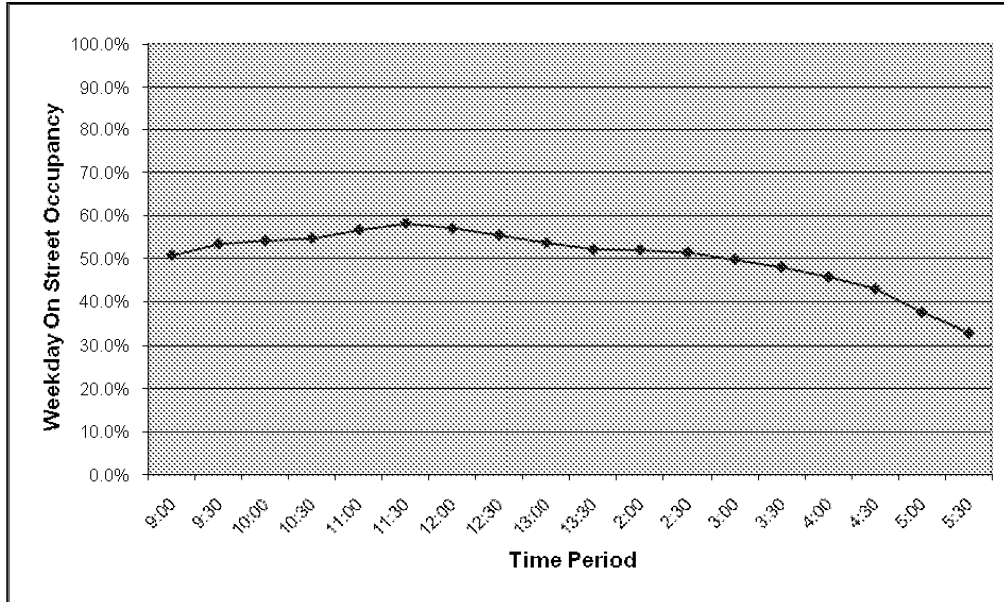
**2.1.1 Weekday key findings**

- Over the entire commercial centre, the demand of on-street parking during the week is fairly modest with a peak parking occupancy of 58%. As shown by Figure 2.2, the peak period for weekday parking in Colac is 11.30am.



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Figure 2.2: Profile of Weekday Parking Occupancy



- As shown in Figure 2.3, weekday on street parking in the commercial centre during the busiest period of the day is generally highly utilised on those streets in close proximity to:
  - The main retail area on Murray Street
  - The national retailers such as Safeway, Target and Coles
  - The hospital which can be accessed via Corangamite Street, Bromfield Street, and Hart Street
  - The light industrial uses located on the northern side of Bromfield Street
- Despite the higher occupancy rates in these areas, the frequent turnover of the many on-street parking spaces available meant that at most locations there was always unoccupied spaces available for use. This was confirmed through interviews with members of the public undertaken on the survey day in which respondents anecdotally noted that they rarely have difficulty in finding on-street parking spaces close to their destination.
- On-site observations indicate that this high parking demand is likely to be a result of:
  - Limited off-street facilities servicing the hospital and light industrial areas
  - Short term parking restrictions on Murray Street
  - Limited off-street parking facilities providing the public with medium to long stay parking
- Outside of the central area, there are localised instances of high parking demand generated by the light industrial and plant hire uses which tend to have limited off-street facilities to cater for both employee and visitor parking demand.
- The peripheral areas of the commercial centre are typically either residential or industrial / commercial areas which tend to generate significantly less parking demand than the retail, health and administration services located in the centre of the commercial area. Parking demand generated by the residential, industrial / commercial land uses located towards the outskirts of the Study Area are generally catered for by private off-street parking facilities.

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Figure 2.3: Weekday parking occupancy map (11:30am)

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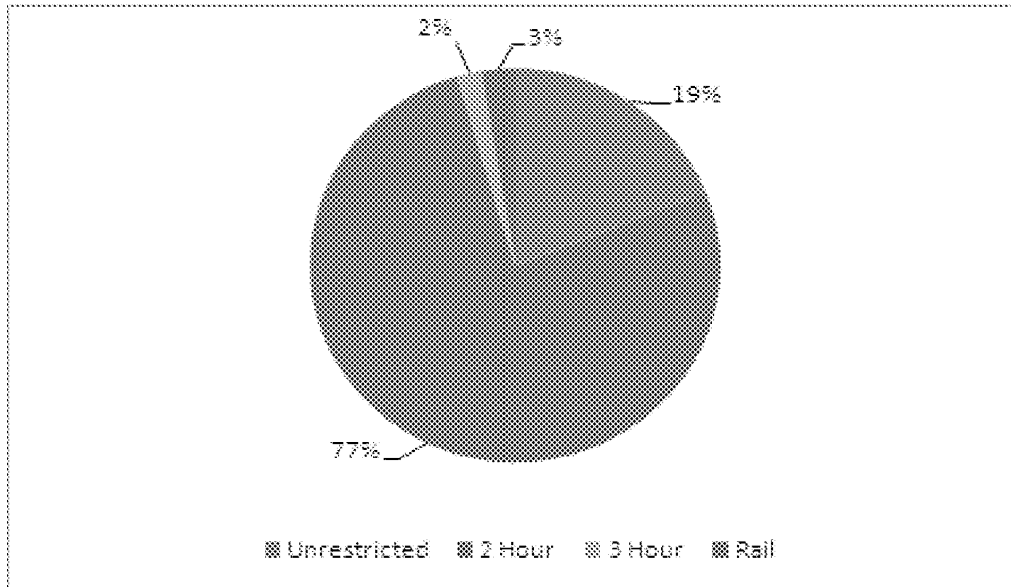
### 2.1.2 Weekend key findings

- On the weekend, the demand of on-street parking in the Colac Commercial Centre is low with a peak parking occupancy of 30%. The peak period for weekend parking in Colac is 11.00am, with the demand for parking significantly decreasing after 1.00pm when many of the land uses within the commercial centre close for the day.
- With the exception of a few streets located close to the central area of Murray Street, weekend on-street parking occupancy during the peak period is very low. Indeed, low parking occupancies were observed throughout the study period which gave the visual impression of a streetscape dominated by wide roads with empty parking spaces.
- The areas with high weekend parking demand are generally in close vicinity to the Safeway retail precinct and the national retail outlets located on Murray Street. Parking on these streets was generally high throughout the survey period reflecting the opening hours of the national retail outlets (most smaller retail outlets closed for business during the early afternoon).
- Similar to the weekday surveys, high demand for on-street parking throughout the survey day was observed on Rae Street (opposite the Colac Otways Performing Arts & Cultural Centre (COPACC)) and on Corangamite Street to the south of Rae Street. These streets provide longer term parking throughout the day and most likely service the longer term parking needs of Safeway employees.

### 2.2 Off-street parking

- There are 14 off-street car parks within the Colac Commercial Centre with a combined total of 986 off-street parking spaces. As shown in Figure 2.4, over three-quarters of the total off-street parking spaces within the commercial centre are subject to 2 hour parking restrictions, with unrestricted parking accounting for close to a fifth of the provided parking spaces.

Figure 2.4: Breakdown of off-street parking supply by parking restriction



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**2.2.1.1 Weekday key findings**

- As shown in Table 2.1, the weekday demand for off-street parking in most of the surveyed car parks during the peak period is fairly modest, with the car parks servicing the health and administration services experiencing the highest demand for parking.

**Table 2.1: Occupancy of off-street car parks in Study Area – weekday peak period**

|    | Off Street Car Park                       | Capacity (Parking Spaces) | Parking Restrictions | % Occupied (Peak Period) | Open Spaces (Peak Period) |
|----|-------------------------------------------|---------------------------|----------------------|--------------------------|---------------------------|
| 1  | Safeway Public Car Park                   | 173                       | 2P                   | 68%                      | 55                        |
| 2  | Johnsons Public Car Park                  | 92                        | 2P                   | 75%                      | 23                        |
| 3  | ALDI Car Customer Park                    | 183                       | 2P                   | 31%                      | 126                       |
| 4  | Coles Customer Car Park                   | 165                       | 2P                   | 52%                      | 80                        |
| 5  | Target Customer Car Park                  | 27                        | 2P                   | 59%                      | 11                        |
| 6  | Public Car Park 1                         | 22                        | 2P                   | 86%                      | 3                         |
| 7  | Stiltingtons Public Car Park              | 63                        | 2P                   | 51%                      | 31                        |
| 8  | McDonalds Customer Car Park               | 27                        | Unrestricted         | 37%                      | 17                        |
| 9  | Mitre 10 Customer Car Park                | 45                        | Unrestricted         | 20%                      | 36                        |
| 10 | KFC Customer Car Park                     | 15                        | Unrestricted         | 40%                      | 9                         |
| 11 | Colac Area Health                         | 80                        | Unrestricted         | 94%                      | 5                         |
| 12 | Union Club Hotel Customer Car Park        | 13                        | Unrestricted         | 85%                      | 2                         |
| 13 | Council Staff Car Park for Fleet Vehicles | 18                        | 3P                   | 61%                      | 7                         |
| 14 | Council Offices Employee Car Park         | 38                        | Unrestricted         | 79%                      | 8                         |
| 15 | Colac Rail Station Car Park               | 25                        | Unrestricted         | 44%                      | 14                        |

- During the weekday peak period, in the order of 427 off-street car parking spaces were available - this equates to approximately 43% of the total off-street parking stock in the Colac Commercial Centre.
- On the most part, compliance with off-street parking restrictions was generally very good with only small percentage (<5%) of motorists observed to be overstaying the time limits.
- The majority of motorists who overstayed the parking restrictions did so for less than 30 minutes.
- A number of motorists were observed to continue to park in short-term parking areas but move their car to another space once the time limit has been reached.
- The demand for car parks servicing the supermarkets remained relatively constant during most of the survey period with an uplift in parking demand of 10-20% at the end of the survey period.
- It was observed that the majority of car park patrons only visited the land use(s) served by the car park.
- For the majority of the weekday survey period, the rail station car park was less than 25% full.

**2.2.2 Weekend key findings**

- Overall, the demand for off-street parking in most of the surveyed car parks during the weekend peak period is fairly modest and indeed lower than the weekday peak demand.
- During the weekend peak period, in the order of 562 off-street car parking spaces were available - this equates to approximately 57% of the total off-street parking stock in the central Colac study area

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- With the exception of the car parks servicing the major retailers which had a relatively constant demand throughout the weekend survey period, many of the other car parks were on the most part empty from 1.00pm onwards.
- On the most part, compliance with off-street parking restrictions was generally good.

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**3.0 Assessment of Parking Rates**

**3.1 Parking demand by key land uses**

The parking surveys have identified that the majority (>85%) of parking demand in Colac during the survey period was generated by retail, light industrial and health land uses. The existing provision of each of these key land use types in the Colac Commercial Centre is outlined in Table 3.1. It should be noted that it was not possible to determine demand based empirical parking rates for restaurant land uses from the survey results with sufficient confidence. This was due to the surveys only measuring the lunch time peak demand for restaurants when intuitively it could be considered that the peak demand for restaurants may actually occur at some point after 6.00pm in the evening.

Table 3.1: Key land use provision in central Colac

| Land Use                                                          | Existing Provision (2011) |
|-------------------------------------------------------------------|---------------------------|
| Supermarket (floor space)                                         | 7,400m <sup>2</sup>       |
| Shop (floor space)                                                | 37,730m <sup>2</sup>      |
| Light Industry (floor space)                                      | 34,406m <sup>2</sup>      |
| Hospital (number of beds)                                         | 125                       |
| Other Medical Uses in Hospital Precinct (number of practitioners) | 16                        |

The number of on-street and off-street car parking spaces servicing these key land use types has been determined through an analysis of the parking survey data, on-site observations, interviews and informal discussions with visitors to Colac on the survey days.

The demand for parking for each land use category has been calculated by summing the total number of cars parked in the on and off street parking spaces servicing each land use at the busiest time of the survey day for that land use. For example, the survey results indicate that at the busiest time of the day for supermarket visits, the total number of cars parked in spaces servicing the 3 supermarkets was 280 cars.

An empirical parking rate based on existing parking demand has been determined for each key land-use in central Colac. This has been calculated by dividing the existing demand by the provision of each land-use as shown in Table 3.1. Using the supermarket example, 280 cars (peak demand) / 7,400m<sup>2</sup> (supermarket floor space) = 3.8 spaces per 100m<sup>2</sup> floor space.

Table 3.2 provides an estimate of the existing parking demand and the calculated demand based parking rates for each key land-use in the Colac Commercial Centre.

Table 3.2: Existing demand and calculated demand based parking rates

| Land Use       | Existing Parking Demand | Demand Based Parking Rate (2011)             |
|----------------|-------------------------|----------------------------------------------|
| Supermarket    | 280                     | 3.8 spaces per 100m <sup>2</sup> floor space |
| Shop           | 600                     | 1.7 spaces per 100m <sup>2</sup> floor space |
| Light Industry | 630*                    | 2.1 spaces per 100m <sup>2</sup> floor space |
| Hospital       | 170                     | 1.4 spaces per bed                           |
| Medical        | 64                      | 4 spaces per practitioner                    |

\*The existing parking demand for light industrial uses has been estimated from the parking surveys and aerial photography on sites where access was restricted on the day of the survey

**3.2 Comparison with existing parking rates**

Clause 52.06-5 of the Colac Otway Shire Planning Scheme outlines the Statutory Rates required for the provision of car parking for developments in Colac.

The Victorian Government is in the process of undertaking a state-wide review of planning scheme parking rates. This process included the release of a report by an Advisory Committee (appointed by the Minister for Planning) titled Review of Parking Provisions in the Victoria Planning Provisions, August 2007. This report aims to provide

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advice on car parking issues and to prepare a new Clause 52.06 suitable for inclusion in the Victoria Planning Provisions (VPP) and planning schemes.

At the time of writing, there is no indication when (or even if) the Victorian Government parking rates will be adopted and form the statutory guidance for parking provision in Victoria.

Table 3.3 provides a comparison between the current Planning Scheme Rates, those suggested by the Victorian Government and the demand based parking rates for each key land use type in central Colac.

**Table 3.3: Comparison of parking rates**

| Land Use                                       | Planning Scheme Rates | Victorian Government Proposed Rate | Demand Based Empirical Parking Rate |
|------------------------------------------------|-----------------------|------------------------------------|-------------------------------------|
| Supermarket (spaces per 100m <sup>2</sup> )    | 8                     | 5                                  | 3.8                                 |
| Shop (spaces per 100m <sup>2</sup> )           | 8                     | 4                                  | 1.7                                 |
| Restaurant (spaces per seat)                   | 0.6                   | 0.4                                | N/A                                 |
| Light Industry (spaces per 100m <sup>2</sup> ) | 2.9                   | 2.9                                | 2.1                                 |
| Hospital (spaces per bed)                      | 1.3                   | 1.3                                | 1.4                                 |
| Medical (spaces per practitioner)              | 5                     | 5                                  | 4                                   |

Table 3.3 indicates that the demand based empirical parking rates for the supermarket and other retail uses is much lower than that specified in both the Planning Scheme Rates and the Victorian Government proposed parking rates. This suggests that applying these parking rates to new developments may result in an overprovision of car parking.

It can be noted from Table 3.3 that the demand based empirical parking rates for the light industrial, hospital and medical land uses is broadly in line with those specified in both the Planning Scheme Rates and the Victorian Government proposed parking rates.

**3.3 Future land use**

A retail-economic analysis undertaken on behalf of Council suggests that potential exists for an additional 14,710m<sup>2</sup> of new retail floor space to be developed in the wider Colac and Elliminyt area over the period 2009 and 2025.

Of this total amount:

- approximately 1,270m<sup>2</sup> is likely to be new food retail space potentially in the form of supermarket expansion
- approximately 13,440m<sup>2</sup> is likely to be other retail such as food catering, department store retailing and non-food specialities most of which will involve the redevelopment and expansion of existing sites

At this stage, the location of new retail floor space in the wider Colac area is unclear and will be dependent on a number of demand and market based factors. It is anticipated that retail growth may occur outside the CBD and study area. In particular, it is a possibility that new food retail floor space may be provided in Elliminyt to service the growing population. Likewise, any retailers specialising in the sale of bulky goods are most likely to open in West Colac.

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4.0 Amendment to Parking Rates and Associated Policy

4.1 Revised parking rates

The recommended amendments to the car parking rates for the Colac Commercial Centre are provided in Table 4.1.

Table 4.1: Statutory Planning Scheme and Recommended Car Parking Rates

| Land Use                                       | Planning Scheme Rates | Victorian Government Proposed Rate | Demand Based Empirical Parking Rate | Recommended Rate |
|------------------------------------------------|-----------------------|------------------------------------|-------------------------------------|------------------|
| Supermarket (spaces per 100m <sup>2</sup> )    | 8                     | 5                                  | 3.8                                 | 5                |
| Shop (spaces per 100m <sup>2</sup> )           | 8                     | 4                                  | 1.7                                 | 3                |
| Restaurant (spaces per seat)                   | 0.6                   | 0.4                                | N/A                                 | 0.4              |
| Light Industry (spaces per 100m <sup>2</sup> ) | 2.9                   | 2.9                                | 2.1                                 | No change        |
| Hospital (spaces per bed)                      | 1.3                   | 1.3                                | 1.4                                 | No Change        |
| Medical (spaces per practitioner)              | 5                     | 5                                  | 4                                   | No Change        |

The rationale for selecting the recommended car parking rates in Table 4.1 is discussed below:

**Supermarket**

The demand based empirical rates for supermarket land uses in the Colac Commercial Centre is 3.8 spaces per 100m<sup>2</sup>. This rate however is an average of the combined floor space of supermarket land uses in the commercial precinct. When assessed separately, the Coles supermarket located on the north side of Murray Street exhibited a parking demand of 4.5 spaces per 100m<sup>2</sup>. To minimise any parking impact from these high-trip generating land uses, it is considered that a more conservative approach should be adopted whereby any new (or extension to an existing) supermarket should provide a minimum of 5 spaces per 100m<sup>2</sup> of floorspace. This recommended parking rate is also in line with the suggested parking rates for supermarket developments as set out in Review of Parking Provisions in the Victoria Planning Provisions (DPCD, August 2007).

**Shop**

The demand based empirical rates for shop uses is 1.8 spaces per 100m<sup>2</sup>. This low demand for parking reflects that many shops are unlikely to generate single purpose trips and therefore be part of a multipurpose trip meaning that the parking demand is shared by a number of land uses.

It should be noted however that there are localised examples where the parking demand generated by specific land uses would exceed the demand based empirical parking rate. For example, it was noted during the surveys that a newsagent, a Tattslotto outlet and three local bakeries generated parking demand more in line with the parking rates set out for these land use types in the Victorian Government Advisory Committee review of 4 spaces per 100m<sup>2</sup>. In light of this, it is considered that a more conservative parking rate of a minimum of 3 spaces per 100m<sup>2</sup> for new retail outlets is to be adopted.

**Restaurant**

As was not possible to determine demand based empirical parking rates for restaurant land uses from the survey results with sufficient confidence it is considered appropriate to adopt the lower parking rates proposed in the Victorian Government Advisory Committee review given the current availability of parking in the Commercial Centre.

**Light Industrial, Hospital and Medical Land Uses**

The light industrial, hospital and medical land uses in the Colac Commercial Centre are on the most part located close to the interface area with the residential areas. As such, it is desirable to protect the amenity of the local streets by minimising adverse parking impacts. The demand based empirical rates for these land use types are near identical to the current rates set out in Clause 52.06 of the planning scheme. On this basis, it is considered



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that no changes are proposed to the existing parking rates and that parking associated with these land uses types be provided for off-street.

### **Other Land Use Categories**

There are no changes proposed to any of the other Planning Scheme rates for other land-uses not specified in Table 4.1.

## **4.2 Exceptions to parking standards**

The undertaken parking surveys have identified that there is a surplus in parking in many locations in Colac. Opportunity therefore exists for Council to explore possible circumstances under which parking requirements could be waived so not to add to the current oversupply of parking.

Generally, all new land uses should be required to meet the revised parking standard set out in this Parking Precinct Plan. However, where the developer or occupier of a new development is able to demonstrate that the corresponding parking rates for that land use type will result in an overprovision of parking, Council could accept a lower provision. An example of this would be a small office or studio that has limited staff and visitors but requires sufficient space for storage, handling of large goods or working space. In such circumstances suitable justification and a detailed analysis should be submitted with the development application.

## **4.3 Changes in land use**

In most circumstances, Council should not require additional car parking to be provided where a change in land use occurs in an existing building. This policy recognises that some changes in land use may result in an increased parking demand (i.e. a change from an antique seller to a bakery), whilst others may result in a decrease in parking demand thus effectively balancing each other out. Importantly, on the most part a change in land use is unlikely to result in an overall increase in the number of visitors to the commercial centre.

The instances where this policy may not apply is when an existing land use changes to a significantly higher trip generating land use such as a supermarket, a hotel, a bar or even a change to a national or international retailer. Changes to these land use types may result in an overall increase in the number of visitors to the commercial centre and careful planning will be needed to ensure that any adverse impacts associated with this change in use is minimised. As per the current system applied by Council, parking credits associated with the previous land use should be taken into consideration in the assessment of parking requirements in these situations.

## **4.4 Extensions to land uses**

In most circumstances, Council should require that extensions to existing buildings that increase the gross floor area of the land use shall provide additional parking in line with the parking standards set out in this Parking Precinct Plan.

However, at the discretion of Council, exceptions to this policy may be allowed where:

- The size of the extension will result in less than 1.5 additional car parking spaces to be provided; or
- The nature of the extension is demonstrated not to result in an increased parking demand at the development.

In order for Council to waive the requirement to provide additional parking, suitable justification and a detailed analysis should be submitted with the development application.

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### **4.5 Multi use developments**

Opportunity may exist in some buildings which provide more than one land use type to reduce the overall parking requirement by providing shared or consolidated parking. For example, a building containing a ground floor shop and a first floor residential component may exhibit different parking demands, with the shop typically used during the day and the residence used in the evening.

In such circumstances, Council should accept a lower parking rate for the development if the developer or occupier can provide sufficient evidence that a shared car park could sufficiently cater for the buildings parking needs.

### **4.6 Situations where parking is to be provided on site**

Taking into consideration the size and constraints of particular development sites, there are some land use types and locations where Council should generally expect that all parking should be provided on-site. This includes:

- Any new or extension to existing industrial, supermarket and hospital land uses where staff and visitor car parking and loading requirements should be accommodated on-site.
- New residential developments, whether standalone buildings or as part of non-residential development
- Locations where the demand for parking is high, particularly within close proximity to Murray Street and the major trip generating developments. However, there may be special circumstances where the requirement to provide parking on-site may not be achievable particularly where there are heritage restrictions in place. Under such circumstances, Council may allow the availability of on-street parking to be considered as part of the application, whilst the developer or land owner will also need to demonstrate to Council that appropriate measures are to be put in place to minimise the parking impact of the development such as through the uptake of a development Travel Plan.

For other land use types outside of the areas of highest parking demand, Council could consider the availability of on and off street parking in the area to cater for some of the developments parking demand i.e. visitor parking. This is likely to be particularly the case for small retail outlets which may not have sufficient space for off-street parking and rely on the provision of on-street parking to attract custom.

## **D R A F T**

### **5.0 Implementation**

#### **5.1 Planning scheme amendment**

It is recommended that this Parking Strategy and associated Parking Precinct Plans for the Colac and Apollo Bay Commercial Centres become an Incorporated Documents under Clause 81 of the Colac Otway Shire Planning Scheme.

The Colac and Apollo Bay Commercial Centre Parking Precinct Plans should be implemented by replacing the Schedule to the Clause 52.06-6 of the Colac Otway Shire Planning Scheme and applying the car parking rates outlined in these documents.

#### **5.2 Monitoring and review**

This Parking Precinct Plan reflects the current car parking capacity and demand for the various land-uses. It is possible that as a result of factors such as the predicted growth of Elliminyt, that car parking characteristics and travel patterns may alter in the future.

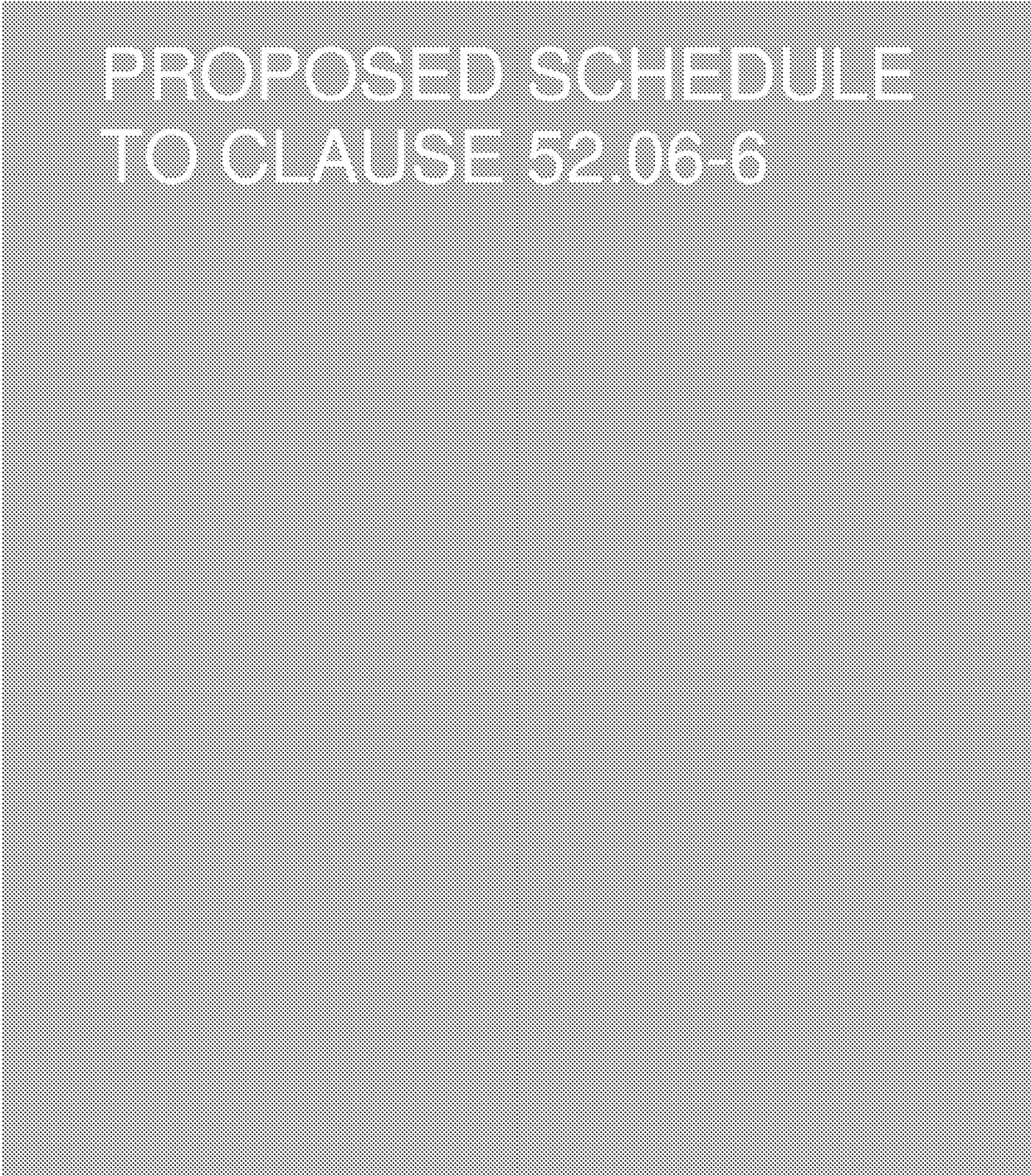
This Parking Precinct Plan shall be reviewed every four years in conjunction with the Municipal Strategy Statement (MSS) review, which is conducted every 4 years as stated by the Colac Otway Shire Planning Scheme. The review of this Parking Precinct Plan will be undertaken by Council to ensure it reflects local conditions and reflects relevant policies.

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Colac and Apollo Bay Parking Study  
Colac Commercial Centre Parking Precinct Plan

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Appendix A



# PROPOSED SCHEDULE TO CLAUSE 52.06-6

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Colac and Apollo Bay Parking Study  
 Colac Commercial Centre Parking Precinct Plan

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Appendix A PROPOSED SCHEDULE TO CLAUSE 52.06-6

| Name of Incorporated Parking Precinct Plan                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Requirement                                                                                               |                                                    |             |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------|----------------------------------------------------|-------------|
| Colac Commercial Centre Parking Precinct Plan                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <b>1.0 Car Parking Rates</b><br>The Parking Precinct Plan affects land within the Colac Commercial Centre |                                                    |             |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | <b>USE</b>                                                                                                | <b>CAR SPACE MEASURE</b>                           | <b>RATE</b> |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Supermarket                                                                                               | Car spaces to each 100 sq m of leasable floor area | 5           |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Shop (including shop, convenience shop)                                                                   | Car spaces to each 100 sq m of net floor area      | 3           |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Restaurant (including restaurant, convenience restaurant, take away food premises)                        | Car spaces per seat                                | 0.4         |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Car parking rates for all other uses are to be provided in accordance with Clause 52.06.                  |                                                    |             |
| Exceptions: <ul style="list-style-type: none"> <li>- A change of use in an existing building except where the change of use is likely to result in an overall increase in the number of visitors to the commercial centre.</li> <li>- An extension to an existing building where:                             <ul style="list-style-type: none"> <li>• The size of the extension will result in less than 1.5 additional car parking spaces to be provided; or</li> <li>• The nature of the extension is demonstrated not to result in an increased parking demand at the development.</li> </ul> </li> </ul>                                                                                                                                                               |                                                                                                           |                                                    |             |
| <b>2.0 Other Requirements</b><br>A permit cannot be granted to reduce or waive the car parking requirement for retail or supermarket use unless: <ul style="list-style-type: none"> <li>- Car parking credits exist.</li> <li>- It can be demonstrated to the responsible authority that that the corresponding parking rates for that land use type will result in an overprovision of parking.</li> <li>- Any reduction in car parking demand due to the sharing of car spaces by multiple uses, either because of variation of car parking demand over time or because of efficiencies gained from the consolidation of shared car parking spaces.</li> <li>- There is a surplus of car parking in the locality.</li> <li>- Any other relevant consideration.</li> </ul> |                                                                                                           |                                                    |             |

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Draft Parking Strategy

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Appendix B



# Apollo Bay Commercial Centre Parking Precinct Plan



# Draft Apollo Bay Commercial Centre Parking Precinct Plan

## Appendix B



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Colac and Apollo Bay Parking Study  
Apollo Bay Commercial Centre Parking Precinct Plan

**D R A F T**

## Apollo Bay Commercial Centre Parking Precinct Plan

Prepared for  
Colac Otway Shire

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24 March 2011

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Colac and Apollo Bay Parking Study  
Apollo Bay Commercial Centre Parking Precinct Plan

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Quality Information

Document Apollo Bay Commercial Centre Parking Precinct Plan

Ref 60096485

Date 24 March 2011

Prepared by Danny Millican

Reviewed by Tony Frodsham

Revision History

| Revision      | Revision Date | Details | Authorised                                            |           |
|---------------|---------------|---------|-------------------------------------------------------|-----------|
|               |               |         | Name/Position                                         | Signature |
|               | 12-Jul-2010   |         | Garrath Cadness<br>Team Leader Traffic<br>Engineering |           |
| Updated draft | 24-Mar-2011   |         | Garrath Cadness<br>Team Leader Traffic<br>Engineering |           |
|               |               |         |                                                       |           |

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Colac and Apollo Bay Parking Study  
Apollo Bay Commercial Centre Parking Precinct Plan

**D R A F T**

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## **D R A F T**

### **1.0 Introduction**

#### **1.1 Background**

This Parking Precinct Plan for the Colac Commercial Centre has been prepared as an independent document incorporating the findings of the Parking Strategy for Colac and Apollo Bay.

Specifically, this Parking Precinct Plan has been prepared to formally:

- Update the parking rates set out in Clause 52.06 of the Colac Otway Shire Planning Scheme with more applicable parking rates which better reflect the local parking characteristics of the Apollo Bay Commercial Centre; and
- Provide the basis for the future collection of cash-in-lieu contributions for the waiver of car spaces.

The boundary to which this Parking Precinct Plan applies is the central area of Apollo Bay (refer to Figure 1.1) which is the main focal point for retail and hospitality land uses within the township and includes significant trip attractors such as the foreshore retail strip and the beachfront.

#### **1.2 Objective**

This parking precinct plan will examine the existing levels of:

- Parking supply;
- Parking demand; and
- Floor Space of each relevant land use type.

An examination of these factors will enable a determination of the existing empirical parking rates which apply in Precinct 1, and thus guide the decision of altering the existing parking rates which are set down in Clause 52.06.

#### **1.3 Accompanying Documents**

Colac Otway Shire has commissioned AECOM to prepare a Car Parking Strategy for the commercial areas of Colac and Apollo Bay which sets out a range of strategic policies to direct commercial development and associated car parking requirements in the towns over a 20 year period. The policies set out in the Parking Strategy have been developed based upon the findings of an Issues and Opportunities study previously prepared by AECOM for each township. The Issues and Opportunities studies discussed a range of parking related issues identified through extensive surveying of the commercial areas of each township and put forward a set of possible opportunities to help address these issues and guide the future management of parking in Colac and Apollo Bay.

This Parking Precinct Plan provides the information relevant to deriving empirical parking rates for the Apollo Bay Commercial Centre, and should therefore be read in conjunction with the Issues and Opportunities document and the Parking Strategy for a detailed appreciation of the prevailing conditions and parking issues in the commercial centre.

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Figure 1.1: Aerial Photo of Apollo Bay Commercial Centre (area bounded by red line)



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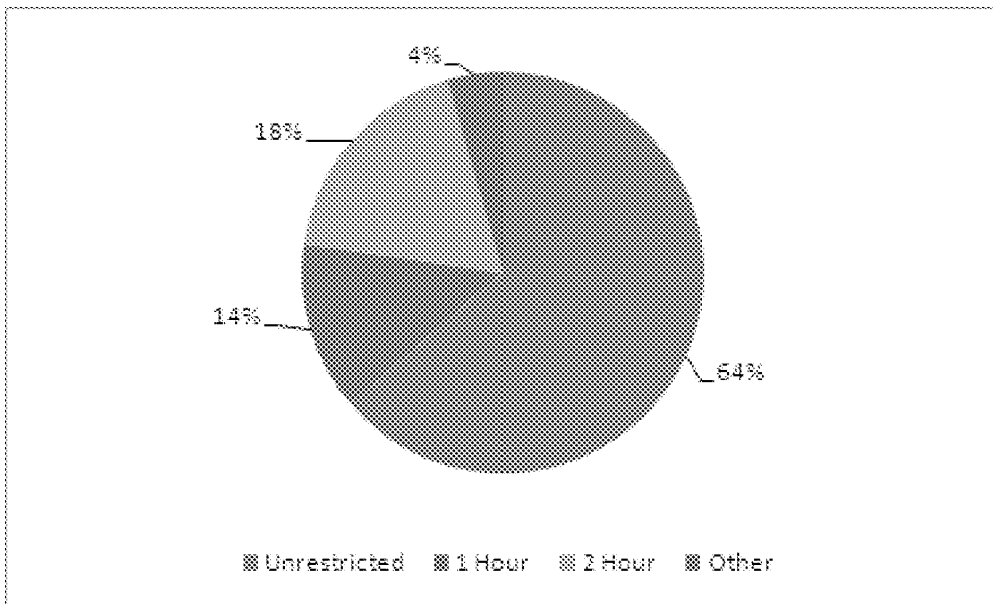
**2.0 Parking Supply and Demand**

An in-depth analysis of the parking survey results is presented in the Issues and Opportunities Paper for Apollo Bay (under the cover of a separate document) with the key findings of the surveys outlined below.

**2.1 On-Street Parking**

There are a total of 578 on-street parking spaces within the Apollo Bay Commercial Centre. As shown in Figure 2.1, approximately two-thirds of the total parking spaces within the commercial centre are unrestricted, with short stay 1-2 hour parking accounting for close to a third of the remaining parking spaces provided.

Figure 2.1: Breakdown of on-street parking supply by parking restriction



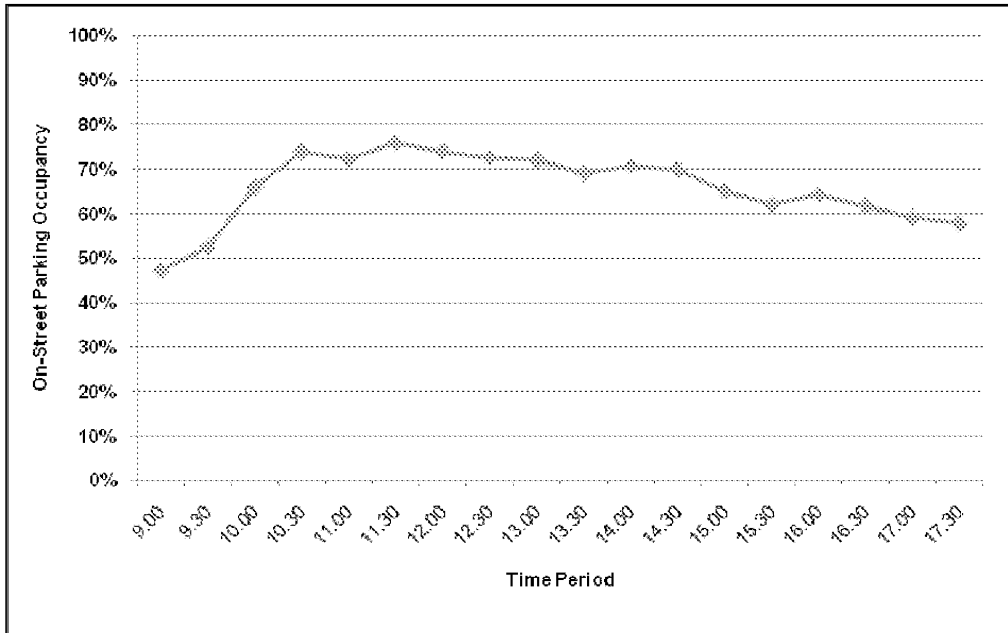
Parking restrictions in Apollo Bay are in operation between 8.30am and 5.30pm or in some cases 7.00pm between November and April. On-street parking is therefore generally unrestricted before 8.30am and after 5.30pm or 7.00pm.

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**2.1.1 Holiday Season Key Findings**

- Figure 2.2 shows a typical daily profile of on-street parking occupancy within the Apollo Bay Commercial Centre during the holiday season. Over the entire commercial centre, the demand for on-street parking is fairly modest with a peak parking occupancy of 76%.

Figure 2.2: Daily profile of weekday on-street parking occupancy (holiday season2010)



- The peak period for **weekday** parking demand during the holiday season is 12.30pm. At the **weekend**, the peak period for parking demand is between 11.00am and 11.30am.
- Table 2.1 provides a summary of the peak parking occupancy observed in the Apollo Bay Commercial Centre during the 2008, 2009 and holiday seasons. During the busiest period of the day, on-street parking on a number of streets is at or close to capacity. This was observed to be the case on both the weekday and weekend surveys.

Table 2.1: Holiday Season Peak Parking Occupancy

| Street           | Street Section               | 2008 Weekend Peak Occupancy (11:00am) | 2009 Weekday Peak Occupancy (12:30pm) | 2010 Weekend Peak Occupancy (11:00am) |
|------------------|------------------------------|---------------------------------------|---------------------------------------|---------------------------------------|
| Great Ocean Road | Thomson St – Hardy St        | 68%                                   | 36%                                   | 80%                                   |
|                  | Hardy St – Moore St          | 99%                                   | 99%                                   | 98%                                   |
|                  | Moore St – Nelson St         | 89%                                   | 95%                                   | 98%                                   |
| Hardy Street     | Great Ocean Road – Pascoe St | 100%                                  | 100%                                  | 100%                                  |
| McLaren Street   | Great Ocean Road – Pascoe St | 100%                                  | 100%                                  | 80%                                   |
| Moore Street     | Great Ocean Road – Pascoe St | 100%                                  | 93%                                   | 95%                                   |

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| Street         | Street Section               | Peak<br>Weekend<br>Peak<br>Occupancy<br>(11:30am) | Peak<br>Weekend<br>Peak<br>Occupancy<br>(11:30am) | Peak<br>Weekend<br>Peak<br>Occupancy<br>(11:30am) |
|----------------|------------------------------|---------------------------------------------------|---------------------------------------------------|---------------------------------------------------|
|                | Pascoe St – Diana St         | 71%                                               | 24%                                               | 100%                                              |
| Nelson Street  | Great Ocean Road – Pascoe St | 65%                                               | 74%                                               | 56%                                               |
|                | Pascoe St – Diana St         | 3%                                                | 0%                                                | 0%                                                |
| Pascoe Street  | Thomson St – Hardy St        | 43%                                               | 32%                                               | 49%                                               |
|                | Hardy St – Moore St          | 98%                                               | 76%                                               | 100%                                              |
|                | Moore St – Nelson St         | 76%                                               | 75%                                               | 90%                                               |
| Thomson Street | Great Ocean Road – Pascoe St | 25%                                               | 20%                                               | 50%                                               |

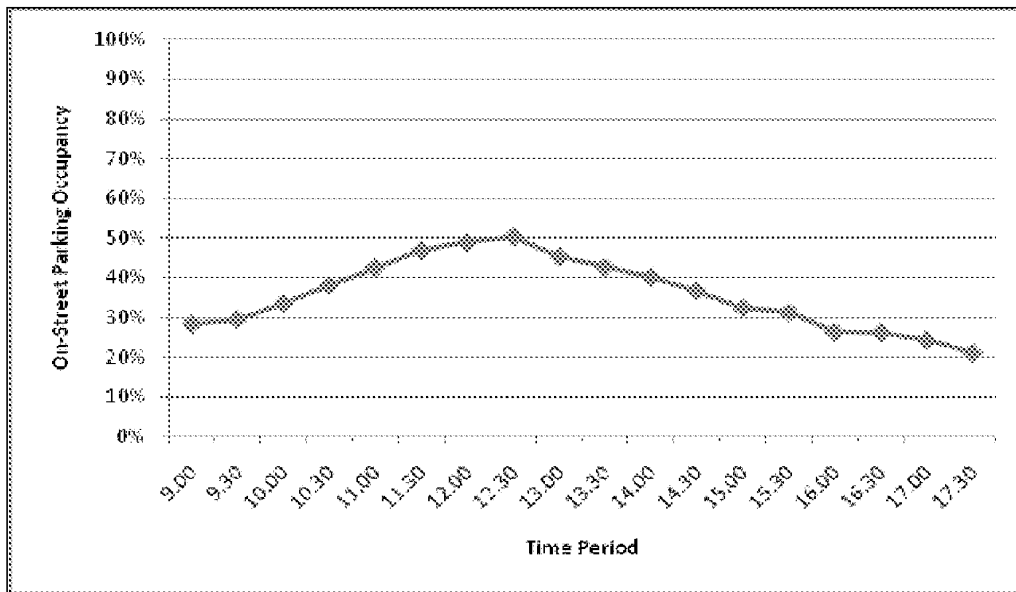
- On street parking in the Study Area is most highly utilised along the sections of Great Ocean Road fronting the foreshore area and retail outlets with parking demand overspilling into the intersecting side streets within close proximity to these main attractions. On-site observations indicate that given the lack of unoccupied spaces, visitors to the central Apollo Bay area are willing to circulate around the busiest areas or indeed temporally wait on the carriageway for a space to become available.
- Directly outside the busiest areas, the demand for parking is generally much lower with site observations indicating that at most locations there was always unoccupied spaces available for use. Indeed, throughout the commercial area, there was observed to be in the order of 105-150 available on-street parking spaces during the peak periods. Many of these available spaces would be no more than a couple of minutes walk from the main attractions in Apollo Bay.
- There is a significant demand for short term parking within the Apollo Bay Commercial Centre during the holiday season with most visitor parking stays under 1 hour.
- Compliance with 1 hour time limits is fairly poor with 17% of vehicles overstaying the designated time period.
- Likewise, compliance with 2 hour time limits is also fairly poor with 12% of vehicles overstaying the designated time period.

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**2.1.2 Off-Peak Season Key Findings**

- Figure 2.3 shows the daily profile of weekend on-street parking occupancy within the Apollo Bay Commercial Centre during the off-peak season. Over the entire commercial centre, the demand for on-street parking during the **weekend** is fairly low with a peak parking occupancy of 50%. The demand for parking on a **weekday** during the off-peak season is even lower, with a peak parking occupancy of 35% over the entire commercial centre.

Figure 2.3: Daily profile of weekday on-street parking occupancy (off-peak season)



- High levels of parking utilisation was observed on some streets during the off-peak season **weekend** day survey. Again, on-street parking in the commercial area is most highly utilised along the sections of Great Ocean Road fronting the foreshore area and retail outlets with parking demand overspilling into the intersecting side streets within close proximity to these main attractions. Directly outside the busiest areas, the demand for parking is low. Throughout the commercial centre, there was observed to be in the order of 175 available on-street parking spaces during the weekend peak period.
- The demand for **weekday** parking during the off-peak season is generally low on all the surveyed streets. Indeed, throughout the commercial centre, there was observed to be in the order of 270 available on-street parking spaces during the peak period.

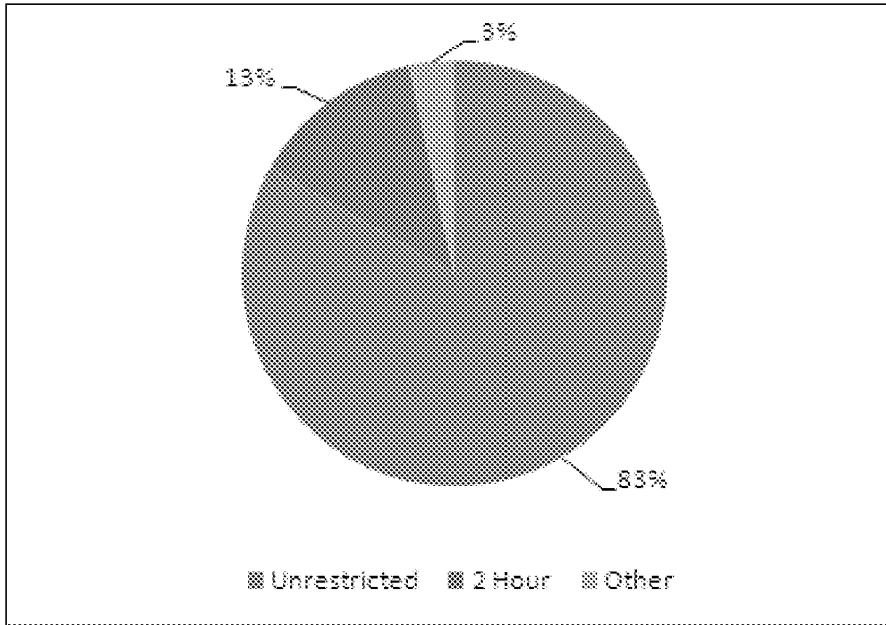


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**2.2 Off-Street Parking**

- There are 7 off-street car parks within the Apollo Bay Commercial Centre with a combined total of 263 off-street parking spaces. As shown in Figure 2.4, the majority of off-street parking spaces are unrestricted.

Figure 2.4: Breakdown of off-street parking supply by parking restriction



**2.2.1 Holiday Season Key Findings**

- The results of the off-street car park occupancy surveys for the critical peak period within the survey days are presented in Table 2.2 for the 2008, 2009 and 2010 holiday seasons (it should be noted that car parks 5-7 were only surveyed during the January 2010 surveys).

Table 2.2: Peak occupancy of off-street car parks in the Apollo Bay study area (holiday season 2008 and 2009)

| Car Park | 2008 Weekend Peak Occupancy (1.00pm)     | 2009 Weekend Peak Occupancy (1.00pm) | 2010 Weekend Peak Occupancy (2.30pm) |      |
|----------|------------------------------------------|--------------------------------------|--------------------------------------|------|
| 1        | Great Ocean Road (grassed area)          | 25%                                  | 45%                                  | 72%  |
| 2        | Surf Club Car Park                       | 93%                                  | 83%                                  | 93%  |
| 3        | Foreshore Car Park (grassed area)        | 91%                                  | 91%                                  | 124% |
| 4        | Pascoe Street (unsealed public car park) | 44%                                  | 76%                                  | 76%  |
| 5        | Foodworks Car Park                       | -                                    | -                                    | 87%  |
| 6        | Roof top car park (No. 2 Moore Street)   | -                                    | -                                    | 21%  |
| 7        | Apollo Bay Golf Course Car Park          | -                                    | -                                    | 64%  |

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- During the busiest period of the day, **weekday** off-street parking is approaching capacity in the off-street parking facilities located close to the surf club. These car parks provide direct access to the beach and are within a short walking distance of the retail facilities on Great Ocean Road.
- In comparison, the demand for parking in the other two off-street car parks during the **weekday** peak period is relatively modest. Despite the lower occupancy rates, these car parks are also within a couple of minutes walk of the foreshore and main retail areas. During the weekday peak period, in the order of 77 off-street car parking spaces were available. This equates to approximately 43% of the total off-street parking stock in the Apollo Bay study area.
- The demand for parking close to the surf club was also high on the **weekends** during the holiday season. Parking in the other two off-street car parks is higher in comparison to weekdays although there are still a number of available spaces. During the January 2008 weekend peak period, in the order of 53 off-street car parking spaces were available. This equates to approximately 30% of the total off-street parking stock in the Apollo Bay study area.
- In January 2010, car parks servicing the beach (Car Parks 2 and 3) are either at or exceeding capacity, with visitors preferring to park on grassed areas close to the beach rather than attempting to find an available parking space elsewhere. Notwithstanding this, there is plenty of spare parking available in other off-street car parks that are only a couple of minutes walk from the foreshore and main retail areas.

**2.2.2 Off-Peak Season Key Findings**

- The results of the off-street car park occupancy surveys for the critical peak period within the survey day are presented in Table 2.3 for both the weekday and weekend surveys.

Table 2.3: Peak occupancy of off-street car parks in the Apollo Bay study area (off-peak season)

|   | Car park                                 | Off-peak period                            |                                            |
|---|------------------------------------------|--------------------------------------------|--------------------------------------------|
|   |                                          | Weekday Peak Occupancy (10:00am - 12:00pm) | Weekend Peak Occupancy (10:00am - 12:00pm) |
| 1 | Great Ocean Road (grassed area)          | 5%                                         | 12%                                        |
| 2 | Surf Club Car Park                       | 69%                                        | 93%                                        |
| 3 | Foreshore Car Park (grassed area)        | 7%                                         | 84%                                        |
| 4 | Pascoe Street (unsealed public car park) | 22%                                        | 24%                                        |

- It can be noted from Table 2.3 that peak weekday parking occupancy outside of the holiday season is low in each of the surveyed off-street car parks. Indeed, during the weekday off-peak period, in the order of 142 off-street car parking spaces were available. This equates to approximately 80% of the total off-street parking stock in the Apollo Bay study area.
- Table 2.3 shows that the demand for parking close to the surf club is also high on the weekends during the off-peak season. In comparison, the demand for parking in the other two off-street car parks during the weekday peak period is low. During the weekend peak period, in the order of 96 off-street car parking spaces were available. This equates to approximately 54% of the total off-street parking stock in the Apollo Bay study area.

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### 3.0 Assessment of Parking Rates

#### 3.1 Parking demand by key land uses

The parking surveys have identified that the majority (up to 90%) of parking demand in Apollo Bay during the survey period was generated by beachgoers and retail land uses. The existing provision of each of these key land use types in the Apollo Bay study area is outlined in Table 3.1.

Table 3.1: Key land use provision in the Apollo Bay study area

| Land Use                   | Existing Provision (m <sup>2</sup> ) |
|----------------------------|--------------------------------------|
| Supermarket (floor space)  | 1,580m <sup>2</sup>                  |
| Restaurant (floor space)   | 3,760m <sup>2</sup>                  |
| Other Retail (floor space) | 5,390m <sup>2</sup>                  |

The number of on-street and off-street car parking spaces servicing these key land use types has been determined through an analysis of the parking survey data, on-site observations and informal discussions with visitors to Apollo Bay on the survey days.

The demand for parking for each land use category has been calculated by summing the total number of cars parked in the on and off street parking spaces servicing each land use at the busiest time of the survey day for that land use. For example, the survey results indicate that at the busiest time of the day for supermarket visits, the total number of cars parked in spaces servicing the IGA supermarket was 23 cars.

An empirical parking rate based on existing parking demand has been determined for each key land-use in the Apollo Bay study area. This has been calculated by dividing the existing demand by the provision of each land-use as shown in Table 3.1. Using the supermarket example, 23 cars (peak demand) / 790m<sup>2</sup> (supermarket floor space) = 3 spaces per 100m<sup>2</sup> floor space.

Table 3.2 provides an estimate of the existing parking demand and calculated demand based parking rates for each key land-use in the Apollo Bay study area.

Table 3.2: Existing demand and calculated demand based parking rates

| Land Use          | Existing Parking Demand | Demand Based Estimated Parking Rate          |
|-------------------|-------------------------|----------------------------------------------|
| Supermarket (IGA) | 23*                     | 3 spaces per 100m <sup>2</sup> floor space   |
| Restaurant        | 282                     | 0.3 spaces per seat                          |
| Other Retail      | 60                      | 1.2 spaces per 100m <sup>2</sup> floor space |
| Beach             | 94                      | N/A                                          |

\* Based on survey of visitors to Foodworks on Moore Street / Pascoe Street

#### 3.2 Comparison with existing parking rates

Clause 52.06-5 of the Colac Otway Shire Planning Scheme outlines the Statutory Rates required for the provision of car parking for developments in Apollo Bay.

The Victorian Government are in the process of undertaking a state-wide review of planning scheme parking rates. This process included the release of a report by an Advisory Committee (appointed by the Minister for Planning) titled Review of Parking Provisions in the Victoria Planning Provisions, August 2007. This report aims to provide advice on car parking issues and to prepare a new Clause 52.06 suitable for inclusion in the Victoria Planning Provisions (VPP) and planning schemes.

At the time of writing, a report detailing the outcome of the Advisory Committee review recommendations is expected in late 2009. It is very likely that the lower Victorian Government rates will be adopted and will form the statutory guidance for parking provision in Victoria.

Table 3.3 provides a comparison between the current Planning Scheme Rates, those suggested by the Victorian Government Advisory Committee and the demand based parking rates for each key land use type in the Apollo

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Bay study area. The existing parking rates for residential dwellings has been included within Table 3.3 for reference purposes.

**Table 3.3: Comparison of parking rates**

| Land Use                                     | Planning Scheme Rates | Victorian Government Proposed Rate | Demand Based Empirical Parking Rate |
|----------------------------------------------|-----------------------|------------------------------------|-------------------------------------|
| Supermarket (spaces per 100m <sup>2</sup> )  | 8                     | 5                                  | 3                                   |
| Restaurant (spaces per seat)                 | 0.6                   | 0.4                                | 0.3                                 |
| Other Retail (spaces per 100m <sup>2</sup> ) | 8                     | 4                                  | 1.2                                 |
| Residential (per 1 or 2 bed dwelling)        | 2                     | 1                                  | N/A                                 |

Table 3.3 indicates that the demand based empirical parking rates for the supermarket and other retail uses is much lower than that specified in both the Planning Scheme Rates and the Victorian Government proposed parking rates. This suggests that applying these parking rates to new developments may result in an overprovision of car parking.

It can be noted from Table 3.3 that the demand based empirical parking rates for the restaurant land uses is broadly in line with those specified in both the Planning Scheme Rates and the Victorian Government proposed parking rates.

**3.3 Future parking provision**

A retail-economic analysis undertaken on behalf of Council suggests that potential exists for an additional 2,600m<sup>2</sup> of new retail floor space to be developed in the Apollo Bay study area over the period 2009 and 2025.

Of this total amount:

- approximately 410m<sup>2</sup> is likely to be new food retail space potentially in the form of supermarket expansion
- approximately 610m<sup>2</sup> is likely to be food catering potentially in the form of new cafes and restaurants
- approximately 1,580m<sup>2</sup> is likely to be non food retail

An analysis of potential development sites indicates that the new retail facilities are likely to be located on Pascoe Street or as part of the redevelopment of the harbour.

It is also noted that in-fill residential development will also occur within the Apollo Bay study area including an increased number of shop top apartments. The full extent of in-fill residential development is not known at this time, however, it is likely that the majority of this development would be required to provide on-site parking.

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4.0 Amendment to Parking Rates and Associated Policy

**4.1 Revised parking rates**

The recommended amendments to the car parking rates for the Apollo Bay Commercial Centre are provided in Table 4.1.

Table 4.1: Statutory Planning Scheme and Recommended Car Parking Rates

| Land Use                                    | Planning Scheme Rates | Victorian Government Standard Rate | Demand Based Empirical Parking Rate | Recommended Rate |
|---------------------------------------------|-----------------------|------------------------------------|-------------------------------------|------------------|
| Supermarket (spaces per 100m <sup>2</sup> ) | 8                     | 5                                  | 3                                   | 3                |
| Restaurant (spaces per seat)                | 0.6                   | 0.4                                | 0.3                                 | 0.4              |
| Shop (spaces per 100m <sup>2</sup> )        | 8                     | 4                                  | 1.6                                 | 2                |
| Residential (per 1 or 2 bed dwelling)       | 2                     | 1                                  | N/A                                 | 1                |

The rationale for selecting the recommended car parking rates in Table 4.1 is discussed below:

**Supermarket**

The demand based empirical rates for supermarket land uses in the Apollo Bay Commercial Centre is 3 spaces per 100m<sup>2</sup>. This rate reflects the small nature of supermarkets in the commercial centre in comparison to supermarkets in urban centres. In recognition of this and the need to avoid an oversupply of parking, it is recommended that a parking rate in line with the measured demand for supermarkets in the commercial centre (i.e. a minimum of 3 spaces per 100m<sup>2</sup>) be adopted.

**Restaurant**

The demand based empirical rates for restaurant land uses in the Apollo Bay Commercial Centre is 0.3 spaces per seat. This low demand for parking again reflects that many shops and food catering outlets are unlikely to generate single purpose trips and therefore be part of a multipurpose trip meaning that the parking demand is shared by a number of land uses.

It should be noted however that there are localised examples where the parking demand generated by specific restaurants would exceed the demand based empirical parking rate. For example, it was noted during the surveys that two restaurants generated parking demand more in line with the parking rates set out for these land use types in the Victorian Government Advisory Committee review of 0.4 spaces per seat. In light of this, it is recommended that a more conservative parking rate of a minimum of 0.4 spaces per seat for new restaurants be adopted.

**Shop**

The demand based empirical rates for shops is 1.2 spaces per 100m<sup>2</sup>. This low demand for parking reflects that many shops are unlikely to generate single purpose trips and therefore be part of a multipurpose trip meaning that the parking demand is shared by a number of land uses. However, given the limited available parking supply in Apollo Bay during the peak periods, it is recommended that a more conservative, yet comparably low, parking rate of a minimum of 2 parking spaces per 100m<sup>2</sup> be adopted.

**Residential**

Existing residential dwellings in the commercial centre generally provide ample off-street parking and where not surveyed as part of the Colac and Apollo Bay Parking Study. However, it is noted that in-fill residential development will occur within the Apollo Bay study area including an increased number of shop top apartments. In order to minimise the impact of residential parking on streets in the commercial centre, it is recommended that Council adopt the suggested Victorian Government Advisory Committee parking rate for residential developments in Activity Centres which is set at 1 space per 100m<sup>2</sup>.

## **D R A F T**

### **Other Land Use Categories**

There are no changes proposed to any of the other Planning Scheme rates for other land-uses not specified in Table 4.1.

### **4.2 Exceptions to parking standards**

Generally, all new land uses should be required to meet the revised parking standard set out in this Parking Precinct Plan. However, where the developer or occupier of a new development is able to demonstrate that the corresponding parking rates for that land use type will result in an overprovision of parking, Council could accept a lower provision. An example of this would be a small office or studio that has limited staff and visitors but requires sufficient space for storage, handling of large goods or working space. In such circumstances suitable justification and a detailed analysis should be submitted with the development application.

### **4.3 Changes in land use**

In most circumstances, Council should not require additional car parking to be provided where a change in land use occurs in an existing building. This policy recognises that some changes in land use may result in an increased parking demand (i.e. a change from a tourist shop to a bakery), whilst others may result in a decrease in parking demand thus effectively balancing each other out. Importantly, on the most part a change in land use is unlikely to result in an overall increase in the number of visitors to the commercial centre.

The instances where this policy may not apply is when an existing land use changes to a significantly higher trip generating land use such as a supermarket, a hotel, or a bar. As per the current system applied by Council, parking credits associated with the previous land use should be taken into consideration in the assessment of parking requirements in these situations.

### **4.4 Extensions to land uses**

In most circumstances, Council should require that extensions to existing buildings that increase the gross floor area of the land use shall provide additional parking in line with the parking standards set out in this Parking Precinct Plan.

However, at the discretion of Council, exceptions to this policy may be allowed where:

- The size of the extension will result in less than 1 additional car parking spaces to be provided; or
- The nature of the extension is demonstrated not to result in an increased parking demand at the development.

In order for Council to waive the requirement to provide additional parking, suitable justification and a detailed analysis should be submitted with the development application.

### **4.5 Multi use developments**

Opportunity may exist in some buildings which provide more than one land use type to reduce the overall parking requirement by providing shared or consolidated parking. For example, a building containing a ground floor shop and a first floor residential component may exhibit different parking demands, with the shop typically used during the day and the residence used in the evening.

In such circumstances, Council should accept a lower parking rate for the development if the developer or occupier can provide sufficient evidence that a shared car park could sufficiently cater for the buildings parking needs.

## **D R A F T**

### **4.6 Situations where parking is to be provided on site**

Taking into consideration the size and constraints of particular development sites, there are some land use types and locations where Council should generally expect that all parking should be provided on-site. This includes:

- Any new or extension to existing industrial, supermarket and hospital land uses where staff and visitor car parking and loading requirements should be accommodated on-site.
- New residential developments, whether standalone buildings or as part of non-residential development
- Locations where the demand for parking is high, particularly within close proximity to Great Ocean Road. However, there may be special circumstances where the requirement to provide parking on-site may not be achievable. Under such circumstances, Council may allow the availability of on-street parking to be considered as part of the application, whilst the developer or land owner will also need to demonstrate to Council that appropriate measures are to be put in place to minimise the parking impact of the development.

For other land use types outside of the areas of highest parking demand, Council could consider the availability of on and off street parking in the area to cater for some of the developments parking demand i.e. visitor parking. This is likely to be particularly the case for small retail outlets which may not have sufficient space for off-street parking and rely on the provision of on-street parking to attract custom.

### **4.7 Payment in Lieu Scheme**

It is recommended that future developments unable to satisfy their off-street car parking requirements should be required to make a financial contribution to Colac Otway Shire to assist in funding alternative parking to manage the impact of parking shortfalls. The contribution should be required by owners of new developments, extensions to existing buildings and when a change of use occurs to an existing building that will result in a significantly higher parking demand. When the land use remains the same, developers should not be required to make any contribution.

The introduction of a Payment in Lieu scheme in conjunction with the amended statutory parking rates is designed to provide clarity and equity with respect to parking requirements. Where applicants are unable to provide on-site parking due to constraints, Council will be able to collect funds in lieu of parking and use these to address the impacts of the parking shortfall. This system also removes the need for Council to provide dispensation to developers who are unable to provide the statutory parking rates on-site.

Having established more realistic parking rates for key land use categories, it is reasonable for all future developments to achieve those parking supply levels. Where developments are unable to provide the requisite parking, a financial contribution in lieu of parking should take place.

In 2003, Council determined that a payment of \$11,200 per space was the appropriate payment in lieu of the provision of car parking in the commercial precinct of Apollo Bay. As no policy has been incorporated into the planning scheme to enable Council to request cash in lieu contributions for the waiver of car spaces, cash in lieu payments has relied on the voluntary agreement with developers which has resulted in some discretion as to its application and the amount required for each space. Council has been successful in negotiating by agreement cash in lieu contributions for a number of major planning development proposals in Apollo Bay where a significant number of car spaces were required. The car parking cash in lieu contributions collected so far from these developments is to be used to assist in funding the future car parking provision in Apollo Bay.

A major cost usually associated with publicly providing new off-street car parking facilities is the cost of purchasing land. Council estimate that current land values in the Apollo Bay Commercial Centre range between \$500 per square metre to \$1,500 per square metre depending on location within the commercial centre. Using these land values, it is estimated that the approximate cost of a 'ground level' car park in the Apollo Bay Commercial Centre could feasibly be in the order of \$20,000 to \$50,000 per space depending on where the off-street car park is to be situated within the commercial centre (refer to Appendix B for cost estimate calculation).

If Council determine that the long term parking needs of the Apollo Bay Commercial Centre would be best served through the provision of a new free to use off-street car park, it is possible that Council could seek to recover

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## **D R A F T**

some (if not all) of the costs through appropriately adjusted payment in lieu charges. As previously mentioned, it has been estimated that the approximate cost of a 'ground level' car park in the Apollo Bay Commercial Centre could feasibly be in the order of \$20,000 to \$50,000 per space depending on where the off-street car park is to be situated within the commercial centre.

Taking into consideration the level of cash in lieu payment previously requested by Council and the need to be economically competitive so not deter future development in the commercial centre, it is recommended that future payments should be set at \$20,000 per space. This cost should be adjusted annually using CPI (all groups) as the index.



## **D R A F T**

### **5.0 Implementation**

#### **5.1 Planning Scheme Amendment**

It is recommended that this Parking Strategy and associated Parking Precinct Plans for the Colac and Apollo Bay Commercial Centres become an Incorporated Documents under Clause 81 of the Colac Otway Shire Planning Scheme.

The Colac and Apollo Bay Commercial Centre Parking Precinct Plans should be implemented by replacing the Schedule to the Clause 52.06-6 of the Colac Otway Shire Planning Scheme and applying the car parking rates outlined in these documents.

#### **5.2 Monitoring and Review**

This Parking Precinct Plan reflects the current car parking capacity and demand for the various land-uses. It is possible that as a result of factors such as the predicted growth of Elliminyt, that car parking characteristics and travel patterns may alter in the future.

This Parking Precinct Plan shall be reviewed every four years in conjunction with the Municipal Strategy Statement (MSS) review, which is conducted every 4 years as stated by the Colac Otway Shire Planning Scheme. The review of this Parking Precinct Plan will be undertaken by Council to ensure it reflects local conditions and reflects relevant policies.

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Appendix A

# PROPOSED SCHEDULE TO CLAUSE 52.06-6

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Appendix A PROPOSED SCHEDULE TO CLAUSE 52.06-6

| Name of Incorporated Parking Precinct Plan                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Requirement                                                                                                                                                                                              |                                                    |        |     |                     |        |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------|--------|-----|---------------------|--------|
| Apollo Bay Commercial Centre Parking Precinct Plan,                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | <b>1.0 Car Parking Rates</b><br>The Parking Precinct Plan affects land within the Apollo Bay Commercial Centre                                                                                           |                                                    |        |     |                     |        |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | <table border="1"> <thead> <tr> <th data-bbox="496 636 703 678">USE</th> <th data-bbox="703 636 1107 678">• CAR SPACE MEASURE</th> <th data-bbox="1107 636 1318 678">• RATE</th> </tr> </thead> </table> |                                                    |        | USE | • CAR SPACE MEASURE | • RATE |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | USE                                                                                                                                                                                                      | • CAR SPACE MEASURE                                | • RATE |     |                     |        |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Supermarket                                                                                                                                                                                              | Car spaces to each 100 sq m of leasable floor area | 3      |     |                     |        |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Restaurant                                                                                                                                                                                               | Car spaces per seat                                | 0.4    |     |                     |        |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Shop                                                                                                                                                                                                     | Car spaces to each 100 sq m of net floor area      | 2      |     |                     |        |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Residential                                                                                                                                                                                              | Car spaces per 1 or 2 bed dwelling                 | 1      |     |                     |        |
| Car parking rates for all other uses are to be provided in accordance with Clause 52.06.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                          |                                                    |        |     |                     |        |
| Exceptions: <ul style="list-style-type: none"> <li>- A change of use in an existing building except where the change of use is likely to result in an overall increase in the number of visitors to the commercial centre.</li> <li>- An extension to an existing building where:                             <ul style="list-style-type: none"> <li>• The size of the extension will result in less than 1 additional car parking spaces to be provided; or</li> <li>• The nature of the extension is demonstrated not to result in an increased parking demand at the development.</li> </ul> </li> </ul>                                                                                                                                                                 |                                                                                                                                                                                                          |                                                    |        |     |                     |        |
| <b>2.0 Payment in Lieu of Parking</b><br>A cash contribution in the amount of \$20,000 (plus GST) in respect of each car parking space or part thereof which is required under this Scheme and which is not provided on the land (but the net of car parking credits) must be paid to the responsible authority. This cost should be adjusted annually using CPI (all groups) as the index.                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                          |                                                    |        |     |                     |        |
| <b>3.0 Other Requirements</b><br>A permit cannot be granted to reduce or waive the car parking requirement for retail or supermarket use unless: <ul style="list-style-type: none"> <li>- Car parking credits exist.</li> <li>- It can be demonstrated to the responsible authority that that the corresponding parking rates for that land use type will result in an overprovision of parking.</li> <li>- Any reduction in car parking demand due to the sharing of car spaces by multiple uses, either because of variation of car parking demand over time or because of efficiencies gained from the consolidation of shared car parking spaces.</li> <li>- There is a surplus of car parking in the locality.</li> <li>- Any other relevant consideration.</li> </ul> |                                                                                                                                                                                                          |                                                    |        |     |                     |        |

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| Name of Incorporated Parking Precinct Plan | Requirement                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|--------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                            | <p>Until the responsible authority is paid contributions and/or an agreement has been made under section 173 of the Act guaranteeing future payment of contribution(s) for car parking spaces, any permit for the waiver or reduction of car parking spaces in connection with any use must contain a condition to the following effect:</p> <p><i>"Before the use or development begins, a payment of \$20,000 (plus GST) must be paid to the responsible authority in respect of each car parking space or part thereof required under this Scheme but which is not provided on the land."</i></p> <p>Or:</p> <p><i>"Before the use or development begins, the owner of the land must enter into an agreement under section 173 of the Act in which the owner agrees to pay a contribution of \$20,000 (plus GST) in respect of each car parking space or part thereof which is required under this Scheme but cannot be provided on the land (net of car spaces provided and parking credits).</i></p> <p><i>"The agreement may provide for the payment of the contribution in instalments plus an interest component equivalent to the interest rate payable on unpaid rates and charges under the Local Government Act 1989 and it must provide that all instalments and accrued interest are paid within 5 years of the first instalment.</i></p> <p><i>"The agreement must provide that the contribution is to be indexed annually according to CPI (all groups) until it is paid.</i></p> <p><i>"The agreement must also provide for the owner to pay Council's costs of preparing, registering and then upon its ending, de-registering the agreement."</i></p> |

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Appendix C

# Community Workshops



# Community Workshops

## Appendix C – Community Consultation on Colac and Apollo Bay Issues and Opportunities Papers

### Background

A series of business and community workshops were undertaken in Colac and Apollo Bay in April 2010. These sessions provided an opportunity for the public to speak with Council officers and consultants with the aim of providing feedback on the Issues and Opportunities documents and contributing to the development of the draft Parking Strategy. The workshops were split to cater for the specific interests of business groups and residents.

### Colac

#### Statistics

|                                                                            |   |
|----------------------------------------------------------------------------|---|
| Visitors to Residents Workshops (Tuesday 13 April 2010)                    | 3 |
| Visitors to Business and Community Group Workshops (Tuesday 13 April 2010) | 1 |
| Written Submissions                                                        | 2 |

#### Issues Raised – Residents

- Concerned that Johnsons Car Park can be full. Is it possible to increase the size or provide multi-story
- Parking can be difficult at COPACC due to parking restrictions. Need more long term spaces.
- If library is moved, close down road and provide more parking.
- Parallel parking on Murray Street can be difficult due to size of spaces.
- Need for more disabled spaces. Currently there is poor access to existing spaces with no ramps facilities.
- Cars with trailers can only park in one location, although there is no signage indicating this.
- Big car carriers do not have any location to park.
- Businesses do not tend to park in their off-street parking spaces.
- Many workers are parking long-term in residential streets.
- No support for the installation of parking meters.
- Need more directional signage for parking.

#### Issues Raised – Residents

- Loading zones not used. Trucks tend to pull up where they like on Murray Street and even double park. Majority of businesses have off-street parking and should not need to park on-street as it restricts customer access to businesses.
- Lack of enforcement on Murray Street resulting in overstaying of parking time limits and double parking.
- 100% of spaces are full on Murray Street during the busy Christmas period which last for approximately 8 weeks. Easter is also a very busy period.
- Bus parking should be on Murray Street and not Dennis Street. Bus parking needs better signage.
- Car park on north side of Bromfield Street (opposite Aldi Site) was originally 4 hour parking but was changed to 2 hour parking due to long-term employee car parking restricted access for customers. Part of this car park is still unrestricted and should be changed to 2 hour restrictions. This car park also needs maintenance to address problems with potholes.
- Business parking by Regal employees and visitors on Connor Street restricts resident access. This may be resolved once the off-street car park is open following completion of works at the Regal site.

### Apollo Bay

#### Statistics

|                                                                            |    |
|----------------------------------------------------------------------------|----|
| Visitors to Residents Workshops (Tuesday 13 April 2010)                    | 10 |
| Visitors to Business and Community Group Workshops (Tuesday 13 April 2010) | 10 |
| Written Submissions                                                        | 2  |

Issues Raised – Residents

- Perception that it takes longer than 1 hour to visit the commercial centre of Apollo Bay and therefore parking restrictions must reflect this.
- Use Pascoe Street for longer term parking. Convert to angle parking.
- Do not use the foreshore for additional parking (do not expand existing parking).
- Reduce parking duration in key areas to improve access for mobility impaired i.e. to chemist.
- Rate payer should not be paying for peak period parking demand which is a business development issue.
- Limited support for pushing longer term parking towards residential streets which are not fully constructed (i.e. no paths)
- Martin Street does not have a footpath. Installing a footpath may encourage walking.
- Parking over driveways can be an issue.
- Long vehicle parking spaces could be better used as car spaces.
- Car parking removed from visitor centre has been replaced by a table.
- Need better use of available road space. Should be line marked and signed.
- Maintenance issues of roads. Potholes everywhere.
- Parking on Nelson Street could be developed and formalised.

Issues Raised – Business and Community Groups

**Loading vehicles**

- Loading zones are not used, with it being easier to double park on the Great Ocean Road.
- Double parking creates a number of safety and traffic issues.
- Need to operate outside the peak periods.
- No real need for additional spaces.
- Commercial vehicles should load from the back of premises.

**Parking Supply**

- Need more off-street (overflow) parking. Council should try to buy more land.
- Council should develop a common car park for the use of all developments / commercial uses.
- There are a number of additional spaces that have not been considered that should be available for public use (i.e. within developments). These spaces should be opened up for public use.
- Some beach users need to carry large amounts to/from beach which requires parking close to the beach.
- Foreshore parking is often used by commercial visitors. It is also used all day by local employees who should be required to park elsewhere.
- Over 50% of foreshore is currently available for parking, up to 100-200 spaces available in informal area.
- Three properties on west side of Pascoe Street available for development.
- Shuttle bus between Apollo Bay and Skenes Creek, estimate of 50 spaces saved.
- 8 weeks of the year considered as peak. Only a few very busy days.
- Poor lighting in Pascoe Street make parking in this street unappealing after dark.
- Purchase three blocks in Pascoe Street (Telfer's, Whelan's and Pickets) and designate the front portions of the blocks for future retail premises with car parking at the rear.
- Take 3 or 4 meters of the foreshore to accommodate angle parking on both sides of the street.
- The existing off street parking that is meant to be provided by property owners needs to be documented, reviewed, opened and signed for the public to access.
- There is a major safety issue with the unloading of commercial vehicles on the Great Ocean Road.
- The pedestrian crossings on Great Ocean Road cause traffic bottlenecks at busy times.
- Great Ocean Road to be one way flowing north to south with 40kph speed limit and bike path on the foreshore side of road. Commercial vehicles could pull up and double park and unload on the shop side of the street. Pascoe Street to remain two-way. Buses park further back in town, with improved street lighting. Nelson Street roundabout to be modified or replaced.
- The middle position for car parking requirements should be fully investigated, including allowances for businesses who currently have little or no parking spaces e.g. pubs, supermarket and many of the older shops.
- The footpaths are choked with A-frames which in most cases state the oblivious, e.g. we are open (during normal trading times) ice-cream for sale at the cafes etc. And the traders want more parking without contributing themselves.
- Some 50% of the foreshore reserve is currently available for parking. No further parking on the public reserve. Beach users, particularly families need to park close to the beach as they now lug lots of larger items for sun protection. Beach goers should not be encouraged to park in the back streets of town as per the Issues and Opportunities Paper. Parking to visit the shops to be discouraged on the public reserve.

- Car spaces to be marked out on Nelson St between Collingwood St and the Harbor.
- A P.R. review of the benefits of encouraging parking for customers to be produced. This is to encourage businesses to make parking available on their properties and to also encourage all owners and staff to park well away from Hardy and Pascoe St.

**Bus Parking**

- There is a safety issue regarding bus parking on Moore Street particularly for vehicles reversing from driveways
- Is there a need to provide bus parking on Pascoe Street or can this be freed up for car parking.
- Provide multiple drop off points for buses on Pascoe Street and then park further out of the commercial centre.



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Draft Parking Strategy

**D R A F T**

Appendix D

# Estimated Cost of a Ground Level Parking Space in Apollo Bay Commercial Centre

Appendix D - Estimated Cost of a 'Ground Level' Car Park in Apollo Bay

1) Land acquisition costs for commercial land in the Apollo Bay Commercial Centre – obtained from Colac Otway Shire Valuation Department

• Land cost per square metre

| Minimum Cost | Average Cost | Maximum Cost |
|--------------|--------------|--------------|
| \$500        | \$1,000      | \$1,500      |

• Land cost per parking space including vehicle access ways (3m x 10m)

| Minimum Cost | Average Cost | Maximum Cost |
|--------------|--------------|--------------|
| \$15,000     | \$30,000     | \$45,000     |

2) Cost of constructing car park based on Rawlinson's Construction Handbook (2008)

• Building cost per space

| Minimum Cost | Average Cost | Maximum Cost |
|--------------|--------------|--------------|
| \$2,775      | \$2,883      | \$2,990      |

• Legal cost per space

| Minimum Cost | Average Cost | Maximum Cost |
|--------------|--------------|--------------|
| \$1,000      | \$1,000      | \$1,000      |

3) Cost of maintaining car park. Maintenance costs represent a "Present Cost" based upon \$2000 per year for a 30 year life, discounted at 6%.

• Maintenance cost per space

| Minimum Cost | Average Cost | Maximum Cost |
|--------------|--------------|--------------|
| \$275        | \$275        | \$275        |

4) TOTAL COST PER SPACE

| Minimum Cost | Average Cost | Maximum Cost |
|--------------|--------------|--------------|
| 19,050       | 34,158       | 49,265       |

Costs should be adjusted annually from 1 July 2010, which is the approximate period when the car parking cost was derived, using CPI (all groups) as the index.

CONSENT CALENDAROFFICERS' REPORT

D = Discussion

W = Withdrawal

| ITEM                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | D | W |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|---|
| <p><b><u>GENERAL BUSINESS</u></b></p> <p><b><u>OM112704-12</u></b>     <b><u>ITEM FOR SIGNING &amp; SEALING - SAFETY INTERFACE AGREEMENT - AUSTRALIAN RAIL TRACK CORPORATION</u></b></p> <p>Department: General Business</p> <p><b><u>Recommendation(s)</u></b></p> <p><i>That Council delegate the signing and sealing of the Safety Interface Agreement with the Australian Rail Track Corporation to the Council's Chief Executive Officer and the General Manager Infrastructure and Services.</i></p>                                                                                      |   |   |
| <p><b><u>OM112704-13</u></b>     <b><u>ITEMS FOR SIGNING &amp; SEALING - TRANSFER OF LAND DOCUMENTS</u></b></p> <p>Department: General Business</p> <p><b><u>Recommendation(s)</u></b></p> <p><i>That Council agree to sign and seal Transfer of Land documents to finalise the transfer of the land described as Certificate of Title Volume 4500 Folio 957 (R1 LP17135, R2 LP17135, R3 LP17135, R4 LP17135, and R5 LP17135) and Volume 7162 Folio 266 (Lot 1 TP917029).</i></p>                                                                                                               |   |   |
| <p><b><u>OM112704-14</u></b>     <b><u>ASSEMBLY OF COUNCILLORS</u></b></p> <p>Department: General Business</p> <p><b><u>Recommendation(s)</u></b></p> <p><i>That Council notes the Assembly of Councillors reports for:</i></p> <ul style="list-style-type: none"> <li>• <i>Friends of Colac Botanic Gardens - 10 March 2011</i></li> <li>• <i>Councillor Briefing Session - 30 March 2011</i></li> <li>• <i>Councillor Budget Workshop - 5 April 2011</i></li> <li>• <i>Central Reserve Advisory Committee - 6 April 2011</i></li> <li>• <i>Councillor Workshop - 13 April 2011</i></li> </ul> |   |   |

**Recommendation**

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

**MOVED** .....

**SECONDED** .....

**OM112704-12      ITEM FOR SIGNING & SEALING - SAFETY INTERFACE AGREEMENT - AUSTRALIAN RAIL TRACK CORPORATION**

|             |                           |           |                                                           |
|-------------|---------------------------|-----------|-----------------------------------------------------------|
| AUTHOR:     | Peter Dohnt               | ENDORSED: | Neil Allen                                                |
| DEPARTMENT: | Infrastructure & Services | FILE REF: | Roads Streets and Bridges - GEN<br>00016 - Rail Crossings |

This item relates only to the Geelong – Hamilton rail line managed by Australian Rail Track Corporation ARTC. A further separate agreement is required for the Geelong - Warrnambool line.

At the September 2010 Council meeting a report was provided in relation to progress of developing the Safety Interface Agreement (SIA) with the rail Authorities. In accordance with the *Rail Safety Act 2006*, Road Authorities are required to enter into Safety Interface Agreements with Rail Infrastructure Managers for the effective and safe management of the infrastructure at all locations where road infrastructure interfaces with rail infrastructure – typically, but not limited to, level crossings.

This was intended to be completed by 1 July 2010, however, there have been delays with industry development and agreement to a template for the agreements. The SIA template has been agreed to by various organisations including the MAV. There have been no significant changes from recent draft templates.

Council's Infrastructure Department have reviewed the Agreement and are now satisfied that agreement has now been reached between the rail authorities and Colac Otway Shire. Council has been requested to sign an SIA with ARTC, who manage the Geelong to Hamilton rail line which passes through Cressy.

This SIA relates to the risk management at three rail crossings, as noted in Section 16 of this Agreement, on the North Geelong-Maroon line (near Cressy) that is managed by ARTC. The list of defined interfaces are included in Part 16 of the Agreement.

The rail crossings addressed by this agreement are:

- 1 Barunah Plains Road,
- 2 Poorneet Road and
- 3 Reddies Road.

At Barunah Plains Road and Poorneet Road, Vicroads have an involvement as some of the signage is on the Hamilton Highway. Therefore, Vicroads is a co-signatory on this SIA.

Additional maintenance costs are expected to be minimal. Council will be responsible for the maintenance of signage and pavement marking away from the crossing, on local roads. The signage at the crossing is the responsible of the rail authority while that on the highway is Vicroads' responsibility

Colac Otway Shire is requested to complete the SIA by signing and witnessing the document. It is recommended that the Chief Executive Officer and the General Manager Infrastructure and Services sign and witness the document.

**Attachments**

1. ARTC - SIA template - for signing

**Recommendation(s)**

***That Council delegate the signing and sealing of the Safety Interface Agreement with the Australian Rail Track Corporation to the Council's Chief Executive Officer and the General Manager Infrastructure and Services.***

~~~~~\) ~~~~~

Safety Interface Agreement

For Level Crossing and Grade Separated Interfaces Located
Within Colac-Otway Shire Council

Between

Australian Rail Track Corporation (Rail Infrastructure Manager)

And

VicRoads (State Road Authority)

And

Colac-Otway Shire Council (Local Road Authority)

| | |
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Execution Page

This Safety Interface Agreement is signed on behalf of **Australian Rail Track Corporation** by the following authorised representative:

SIGNED

Simon Gray
General Manager Risk and Compliance

Date: ___/___/_____

This Safety Interface Agreement is signed and witnessed on behalf of **VicRoads** by the following authorised representative(s):

SIGNED

Insert Name
Insert Title

Date: ___/___/_____

WITNESSED

Insert Name
Insert Title

Date: ___/___/_____

This Safety Interface Agreement is signed and witnessed on behalf of **Colac-Otway Shire Council** by the following authorised representative(s):

SIGNED

Rob Small
Chief Executive Officer

Date: ___/___/_____

WITNESSED

Neil Allen
**General Manager Infrastructure &
Services**

Date: ___/___/_____

Document Control

Document Distribution List

| Controlled Copy Number | Position | Organisation |
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Amendment Register

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1. Background & Purpose

Purpose

Road Authorities and Rail Infrastructure Managers are required under the Rail Safety Act 2006 to identify and assess risks to safety associated with interfaces and enter into a Safety Interface Agreement for the purpose of managing those risks.

The parties to the agreement recognise the need for an open and collaborative approach to identifying, assessing and managing risks to safety associated with interfaces and commit to fully co-operate with each other in all aspects of that need.

This Agreement sets out an agreed framework within which the parties will give their commitment to the co-operative management of safety risks. To the extent that this Agreement relates to the management of the interface, it is intended to be the Safety Interface Agreement for the purpose of the Rail Safety Act 2006.

This Agreement defines the interface boundaries between the parties.

This Agreement describes the responsibilities of the parties relating to the interface, and provides the mechanism to jointly manage risks for the safe operation of rail movements and road and pedestrian traffic at that interface.

Term of This Agreement

- 1.1 This agreement commences on the date the agreement is executed by all parties and continues until terminated by a party.
- 1.2 A party may terminate this agreement by giving the other parties no less than three months' written notice.
- 1.3 Subject to clause 1.4, if this agreement is terminated in accordance with 1.2, the parties agree to negotiate in good faith to enter into a replacement Safety Interface Agreement prior to the expiry date of this agreement.
- 1.4 A replacement Safety Interface Agreement is not required to be entered into if:
 - (a) a rail or road crossing is permanently closed; or
 - (b) a railway line is permanently closed.

Specification of Boundaries and Responsibilities

Demarcation boundaries and responsibilities applicable to this Agreement are listed in Appendix 1.

2. References

- Rail Safety Act 2006
- Rail Safety Regulations 2006
- AS1742.7 2007 Australian Standard Manual of Uniform Traffic Control Devices – Railway Crossings
- AS/NZS ISO 31000:2009 – Risk Management – Principles and guidelines
- Transport Act 1983
- Road Management Act 2004
- Transport Integration Act 2010
- Rail Management Act 1996
- Road Management Act - Code of Practice for Worksite Safety - Traffic Management
- Local Government Act 1989

3. Definitions

For the purpose of this Agreement, the following definitions apply;

| | |
|---------------------------------|--|
| ALCAM | Australian Level Crossing Assessment Model – tool used in the safety assessment of a level crossing |
| Danger Zone | All space within 3m horizontally from the nearest rail and any distance above or below this 3m |
| Director | Director Transport Safety |
| Infrastructure Boundary | The point either side of which each party is responsible for infrastructure maintenance |
| Interface | Level crossing, grade separated crossing, pedestrian crossing |
| Level Crossing (LX) | A location at the same level of a road, footpath and one or more railway tracks at grade |
| Municipal Road Authority | The Municipal Road Authority is the coordinating road authority and the responsible road authority for municipal roads and performs the functions of a responsible road authority with respect to arterial roads in the areas defined in section 37 of the Road Management Act |
| MTM | Metro Trains Melbourne Pty Ltd |
| MTM Lease area | All electrified lines and those non-electrified lines defined in the MTM Infrastructure lease |
| Notifiable Occurrence | An incident that must be reported to government regulatory authorities within the timeframe as legislated (refer Rail Safety Act 2006) |
| Rail Safety Workers | [As defined in Rail Safety Act 2006] – means a person who has carried out, is carrying out or is about to carry out, rail safety work and includes:

(a) A person who is employed or engaged by a rail operator to carry out rail safety work |

| | |
|------------------------------------|--|
| | (b) A person engaged by a person (other than by a rail operator) to carry out rail safety work |
| | (c) A trainee |
| | (d) A volunteer |
| Rail Infrastructure Manager | The Rail Infrastructure Manager is responsible for management of the rail infrastructure on its rail network |
| Safety Interface Agreement | An agreement between two or more parties (at least one of which is a rail operator) that details the responsibilities of each party for managing risks associated with the operations that interface (for e.g., where a railway track and road intersect) |
| SFAIRP | 'So Far As Is Reasonably Practicable' as required by the Rail Safety Act |
| State Road Authority | The State Road Authority is the coordinating road authority and the responsible road authority for the whole of the road reserve of a freeway, and performs the functions of a responsible road authority with respect to the parts of an arterial road in accordance with the Road Management Act |
| SMS | Safety Management System |
| User | A person who uses the interface |

4. General Requirements

4.1 Commitment of Parties

Each Party agrees that;

- i. It will work co-operatively with the other parties, and with third party entities whose activities may give rise to risks at or near road-rail crossings, in identifying and assessing risks at road-rail crossings and in developing, implementing and monitoring measures to manage these risks.
- ii. It will carry out the identification, assessment, allocation and management of risk in accordance with SFAIRP risk management principles.
- iii. It commits to continuing management of the interface.

4.2 Functional Areas Involved for Each Organisation

The functional areas involved for each party include infrastructure maintenance, and road/rail traffic management.

4.3 Safety Interface

The Interfaces to which this Agreement applies are the level crossings and grade-separated interfaces specified in Section 16 *Defined Interface Points* (including associated infrastructure) and as updated in accordance with Section 13 of this document.

5. Risk Management

- i. The purpose of risk management is to identify potential hazards, latent and active contributing factors to potential accidents and incidents in order to identify and implement a hierarchy of controls for these contributing factors.
- ii. The Parties will ensure that a risk management process is established, implemented and maintained in accordance with appropriate risk management standards and that the outcomes of the risk management process are reported to their respective management for review and used as a basis for improvement.
- iii. Pursuant to the Rail Safety Act and Regulations, the Parties are required to incorporate the principle of risk elimination and reduction, *So Far As is Reasonably Practicable (SFAIRP)* into their respective procedures, practices and internal standards.
- iv. The Parties each have the responsibility of ensuring potential risks to safety are managed and controlled appropriately.

For the purposes of applying commonality without sacrificing risk management principles the following is to apply –

- utilisation of generic risks and controls applicable to all interfaces
 - utilisation of current ALCAM level crossing assessments to assist in determining controls as required
 - carrying out of further risk assessments as required at interfaces to assess risks not covered above.
- v. Specifically, any risk assessment shall record –
 - the context of the risk assessments
 - the identified risks to safety
 - details of risk assessments
 - measures to manage safety risks
 - the party responsible for implementation, maintenance and monitoring of the safety risk management measures
 - the timetable for implementation of safety risk management measures.
 - vi. Risk and control measure prioritisation, methodologies for assigning levels of likelihood and consequence, perceptions of risks, ongoing communication and consultation should be included in risk assessments.
 - vii. The Parties are obliged to consult with their affected employees and contractors on the risks and their controls, and to communicate these risks and their controls effectively to their affected employees and contractors.
 - viii. The Parties should consider if there are common risks or trends across multiple interfaces and develop, implement and monitor measures to manage these risks.

6. Management of Infrastructure

6.1 Condition Monitoring and Maintenance

- i. Rail Infrastructure Managers are responsible for the management and maintenance of their managed track and associated infrastructure as specified in the Demarcation of Responsibilities document in Appendix 1.
- ii. Road Authorities are responsible for the management of specified road infrastructure as indicated in the Demarcation of Responsibilities document in Appendix 1.
- iii. The parties shall
 - Establish and maintain processes to monitor the condition of their respective networks for the purpose of identifying operational and maintenance requirements
 - Engage in co-operative arrangements to review the road-rail interfaces on a periodic basis
 - Freely share information relevant to interface management; and
 - Jointly assess any requirement for treatment of road-rail interfaces.
- iv. In addition each party shall have in place risk management procedures that will control risks to all parties including road and rail users during maintenance activities.

6.2 Major Changes to Infrastructure at the Interface

- i. Rail Infrastructure Managers are responsible for the management of construction, upgrades or decommissioning of their managed track and associated infrastructure as specified in the Demarcation of Responsibilities document in Appendix 1.
- ii. Road Authorities are responsible for the management of construction, upgrades or decommissioning of specified road infrastructure as indicated in the Demarcation of Responsibilities document in Appendix 1.
- iii. The party initiating plans for the construction, upgrade or decommissioning of an interface will advise the other parties of the proposal at the stage it has received concept design approval.

The initiating party will then be responsible for processes to monitor that each party performs its role in meeting the following requirements:

- Relevant design standards to be used are mutually agreed upon
- Risk analysis involving appropriate stakeholders is carried out for each phase and results provided to them. Assessment is to include identification of adverse impacts of the proposed change on other infrastructure and services at the interface and proposed remedial actions. Details of the risk assessment are to be recorded in the project safety plan
- Planning and design processes, including necessary approvals and stakeholder consultation are completed and outputs, to the agreed standard, are agreed by the parties before construction begins

- Agreed designs meet reasonable requirements for economy of construction and maintenance and do not excessively compromise safety requirements
- Construction and implementation work is completed according to the agreed plans and timetable; and
- All infrastructure and services at the interface are inspected before changes are commissioned for use.

6.3 Notification of Maintenance

Wherever practicable, any inspections, information gathering or analysis shall be carried out in accordance with existing practices of the respective organisations.

Before Parties commence any routine maintenance or minor change to infrastructure or services at the interface which is likely to materially affect the other parties or the safe operation of the road-rail network, they shall provide advance notice of times and dates of commencement of work and liaise to minimise any adverse impacts.

6.4 Emergency Repairs by Road Authority

The Rail Infrastructure Manager recognises that at times the Road Authority's standards require short response times to the repair of road defects at interfaces. The Rail Infrastructure Manager will endeavour as far as is safely possible to comply with short notice requests by the Road Authority to access the Danger Zone.

6.5 Material Changes to Usage of the Interface

Material changes to the usage of an interface will be jointly monitored and reported to each Party.

Changes in usage may require a review of the risk assessment previously carried out as new hazards may be present and new controls required.

These changes may arise from things such as increased rail traffic or road traffic (for example arising from land developments or change in land use) or change of road designation to B double or oversize vehicle routes.

6.6 Changes to Traffic Control Devices

Prior to the use of any traffic control devices or changes to existing devices within the road reserve, rail infrastructure managers must obtain the appropriate consent for works and authorisation from the coordinating road authority (a Memorandum of Authorisation (MoA)), in accordance with Regulation 11 of the Road Safety (Traffic Management) Regulations 2009.

7. Emergency Management

7.1 Emergency Response

In an emergency situation contact shall be made with the relevant Party using the contact information contained in section 17, 18 or 19, or by telephone dialling 000.

7.2 Incident Management

Each party will manage incidents wholly within its area of responsibility in accordance with their incident management plan.

Incidents affecting the track or related infrastructure/rail operations across the interface shall be managed jointly and cooperatively by the parties.

7.2.1 Notification of Incidents between all Parties

If Parties become aware of an incident likely to affect infrastructure, operations or safety relating to the interface, all measures must be taken to ensure that the other parties are advised as soon as possible.

7.2.2 Regulatory Reporting

Under the terms of its accreditation, Rail Infrastructure Managers shall report notifiable incidents to the appropriate State Rail Regulator with which it holds accreditation.

7.2.3 Investigation

Investigations into incidents shall be in accordance with Rail Safety Regulations 2006 and shall be carried out jointly by the affected parties where appropriate.

7.2.4 Preservation of Evidence

Each party reserves the right to undertake timely inspection of any infrastructure or rolling stock damaged as a result of an incident prior to any restoration of operations that may destroy evidence required for an investigation.

7.2.5 Access Rights

Each party shall develop access protocols to each other's managed land for emergency situations.

8. Personnel Management

8.1 Competency

Each party shall ensure that its workers carrying out activities in relation to the interface point comply with the relevant safeworking procedures, rules and policies developed by the party or as detailed in section 17, 18 or 19. Such procedures, rules and policies must be consistent with the party's obligations under, as applicable, the *Rail Safety Act 2006*, the *Road Management Act 2004* and any other applicable Act or regulation.

8.2 Health and Fitness

Where required under the Rail Safety Act, the Parties shall ensure their respective workers carrying out activities at and about the interface areas are fit for duty and medically assessed as competent to perform the allocated tasks

8.3 Drug and Alcohol Policy

Where required under the Rail Safety Act, the Parties shall ensure their respective workers carrying out activities at and about the interface areas are conversant with and comply with drug and alcohol policies of the respective organisation.

9. Dispute Resolution

The Parties agree that any dispute arising out of the interpretation of this Agreement, or as to whether a party has failed to satisfy any of its obligations under this Agreement, will be dealt with as follows;

- First, the party claiming that there is a dispute will send to the other party's representative a notice setting out the nature of the dispute;
- Within 7 days the party receiving the notice will acknowledge receipt in writing and identify its representative who will use their best endeavours to resolve the dispute. The representatives will try to resolve the dispute by direct negotiation, including by referring the matter to persons who may have authority to intervene and direct some form of resolution;
- If there is no resolution or agreement within 28 days, the dispute will be referred to the respective Chief Executive Officer or equivalent of each party for further direction.
- Where disputes relating to similar matters have previously been referred to the Chief Executive Officers, the parties will develop additional protocols intended to systemically address the issue.

Notwithstanding any dispute between the parties, the parties will continue to perform their obligations under this Agreement.

10. Change in Ownership

It is noted that where there is a change in the parties to the Agreement, there is a statutory obligation for the remaining parties and the new party to enter into a Safety Interface Agreement.

11. Asset Life Cycle

This Agreement covers all life cycle aspects of the interface including design, installation, operation, monitoring, maintenance, modification, decommissioning and disposal.

12. Engineering and Operational Compatibility

Through consultation, the Parties are committed to ensuring that appropriate safety, operational and engineering standards are applied across the interface.

13. Consultation & Review of Agreement

The Parties shall liaise with each other regarding any alteration to infrastructure, procedure or circumstance that might have impact on the safety or access arrangements between the parties in relation to the interface and this Agreement shall be amended accordingly.

Notwithstanding the above, this Agreement will be reviewed by the parties at least every five years or when required by legislation. A party may request by notice to the other parties a review of the agreement at any time. The review should commence within 2 months of receipt of the notice.

Any Amendments to this agreement during reviews must be noted in the "Amendment Register" of this document.

14. Safe Access by Other Parties

- i. The Parties agree that a party may make use of third parties under contract or otherwise, to deliver any aspect of its operational or infrastructure obligations at or adjacent to the interface. References to the Parties are deemed to include these third parties where appropriate.
- ii. The Parties will ensure that any third party working at the interface is fully informed as to the requirements of the locality including any required accreditation, documentation, training, site induction or similar provisions.
- iii. The Parties will ensure that their respective contractors and subcontractors will comply with this Agreement when engaged in works to which this Agreement relates.
- iv. In particular third parties must be made aware of the requirements relating to working in the "danger zone".

15. Compliance and Auditing

15.1 Responsibility for Maintaining & Monitoring Compliance

The Parties will be jointly responsible through their nominated representatives for maintaining and monitoring compliance with this Agreement.

If owing to emergencies, it is not possible to comply with this Agreement, every effort shall be made by the non-complying party to consult on the best course of action to ensure the safest conduct of activities at the interface.

Works on either infrastructure must meet the required safety rules and regulations of the maintainer of that infrastructure.

15.2 Reporting Instances of Non Compliance

Instances of non-compliance shall be brought to the attention of relevant compliance divisions of the Parties to be dealt with in accordance with the procedures of each party.

15.3 Safety Auditing Compliance

Under the terms of their accreditation, Rail Infrastructure Managers are required to conduct regular safety audits to ensure compliance.
Road Authorities are required to fulfil their duties under the Road Management Act.

15.4 Review of Compliance Requirements

Review of compliance requirements shall be conducted in association with review of this Agreement or on the request of one or more of the parties.

15.5 Reciprocal Inspections and Audits

In the event the Parties agree that there is an issue adversely affecting safety regarding the interface, the Parties shall allow relevant reciprocal inspections or audits to be undertaken to facilitate remedial action.

16. Defined Interface Points

COLAC-OTWAY SHIRE COUNCIL Road and Pedestrian Interfaces

| ALCAM ID | Rail Route Distance | Line Section | Interface (Road) Name | Location | Interface Type | Rail Responsibility | Primary Road Responsibility | Secondary Road Responsibility |
|----------|---------------------|-------------------------|------------------------|----------|----------------|---------------------|-----------------------------|-------------------------------|
| 1511 | 122.652 | NORTH GEELONG - MAROONA | Barunah Plains Rd | Wingeeel | Public Road | ARTC | Colac-Otway Shire Council | VicRoads |
| 1512 | 127.149 | NORTH GEELONG - MAROONA | Barpinba - Poorneet Rd | Wingeeel | Public Road | ARTC | Colac-Otway Shire Council | VicRoads |
| 1514 | 135.997 | NORTH GEELONG - MAROONA | Reddies Rd | Cressy | Public Road | ARTC | Colac-Otway Shire Council | |

17. Rail Specific Information

17.1 - Contact Details

| Organisation/Position | Responsibility/Position | Number |
|---|---|------------------------------|
| Infrastructure Maintenance | | |
| ARTC North East Victoria – EDI Downer (Alliance Partner) | | |
| Territory : Patullos Lane (Somerton) to Wodonga | | |
| Benalla to Yarrawonga | | |
| Street Address: Level 11, 303 Collins St, Melbourne Vic 3000 | | |
| Postal Address: Locked Bag 14201. Melbourne Vic, 8001 | | |
| Alliance Manager | Overall rail maintenance responsibility | 03 8624 0842
0417 219191 |
| Corridor Manager | General maintenance issues and access | 03 8624 0826
0448 812 049 |
| Compliance Officer | Zero Harm Manager - Rail | 03 8624 0844
0419 365022 |
| ARTC East West Victoria | | |
| Territory : SA Border – Newport – Patullos Lane (Somerton) | | |
| Melbourne City to Sunshine | | |
| Maroona to Portland | | |
| Street Address: Off Sir Donald Bradman Drive, | | |
| Passenger Rail Terminal Road, Mile End SA 5031 | | |
| Postal Address: PO Box 10343, Gouger St, Adelaide SA 5000 | | |
| Infrastructure Manager East West | Overall rail maintenance responsibility | 08 8217 4422
0417 767 176 |
| Project Manager Victoria | General maintenance issues and access | 03 8624 0839 |

| | | |
|-----------------------------------|---|------------------------------|
| Compliance Officer | Infrastructure Manager East West | 08 8217 4422
0417 767 176 |
| Train Control | | |
| Network Control Junee | Network Controller in an
Emergency only
Wodonga to Tottenham and Benalla
to Oaklands | 02 6924 9802 |
| Train Transit Manager
Junee | Train control supervisor in an
Emergency only | 02 6924 9809
02 6930 5311 |
| Network Control
Adelaide | Network Controller in an
Emergency only
Wolseley – Pyrenees | 08 8217 4235 |
| | Network Controller in an
Emergency only
Pyrenees – Newport - Tottenham | 08 8217 4232 |
| | Network Controller in an
Emergency only
Melbourne City - Tottenham | 08 8217 4233 |
| Train Transit Manager
Adelaide | Train control supervisor in an
Emergency only | 08 8217 4540 |

17.2 – ARTC Specific Infrastructure Demarcation Of Responsibilities

The following is provided to aid clarity to ARTC's maintenance responsibilities

17.2.1 At pedestrian level crossings forming part of its Lease obligations, ARTC will be responsible for the maze, signage at the level crossing and any active protection equipment. ARTC responsibility for pathways extends only to 3.0m from the outside rail. Prior to the planning of any new level crossing, inclusion of a new level crossing in ARTC's Lease obligations will need to be negotiated with ARTC.

17.2.2 ARTC responsibilities for pedestrian subways between stations only extends to the structural integrity of the subway within ARTC's Lease boundaries.

17.2.3 ARTC has no maintenance responsibilities for road and pedestrian overbridges.

17.2.4 Although maintenance of drainage culverts under the rail line within the rail reserve are generally the responsibility of Rail, maintenance of licensed drainage will be subject to any licence conditions in place.

17.3 ARTC Risk Management Process

ARTC's risk management process is covered within its internal "Risk Management Procedure RM – 01" and other associated documents.

ARTC recognises however, that each organisation may have its own risk management policy, procedure, risk matrices and templates that form its risk management framework.

In many cases it may not be practical for one organisation to adopt the risk management framework of another.

In view of this, ARTC is proposing a 5 step approach –

1. A site specific risk assessment (including the latest ALCAM report where applicable) will be carried out with stakeholders where (a) the context of the risk assessment is established (b) risks are identified (c) the risks are analysed and evaluated (d) possible controls identified (e) the party responsible for the possible controls is allocated. Each organisation will utilise its own documentation to record its allocated controls.
2. For controls which are the responsibility of ARTC, the ARTC risk assessment attendee will forward the results of each risk assessment to ARTC senior management.
3. ARTC senior management will then carry out a SFAIRP assessment of the possible controls taking a corridor wide view of the risk assessed interfaces

within the corridor to determine what action will be taken with each control at each site. Possible controls may be either - adopted, rejected or investigated. Timeframes will be allocated.

4. The results of this SFAIRP assessment will be then provided back to the relevant stakeholders
5. The stakeholders will agree on the timing and format of the required monitoring and review process

Other stakeholders will similarly advise ARTC of the status of their allocated controls.

17.4 – Working in the Danger Zone

There is in many cases no real observable physical boundary between ARTC and the Road Authority at interfaces but several boundaries exist.

Both ARTC and the Road Authority need to be aware that before any work is carried out in the rail “danger zone” (within 3m of the outside rail at the interface and any distance above or below) the Road Authority must make arrangements to comply with ARTC’s Network Rules and Procedures and must have the authority of Network Control to enter the corridor. Enforcement of these conditions is the responsibility of the worksite protection officer engaged or arranged by the Road Authority. No work within the danger zone can commence until adequate protection is in place as determined by the worksite protection officer.

Road Authority staff are also required to be competent in Track Safety Awareness to work in the danger zone and comply with ARTC PPE requirements including the wearing of the correct safety vests. Track Safety Awareness is a national competency that is available through a number of training providers.

It is the Road Authorities responsibility to arrange for a qualified protection officer/s to enable work to proceed but in some circumstances the works may be able to be programmed in with existing ARTC works and worksite protection.

In summary it is the Road Authorities responsibility to –

1. Contact the local ARTC manager to request permission to enter the danger zone
2. Ensure any of its staff working in the danger zone are suitably qualified as above
3. Arrange for a worksite protection officer to be present to set in place the appropriate level of safeworking protection as required

These conditions apply regardless of whether there is an emergency situation or not.

Provided that the above conditions are met no separate access licence will be required for general maintenance activities (such as minor road repairs) but an access licence will still be required for construction type works (such as for construction of a new level crossing). The local ARTC manager will determine whether an access licence is required.

Similarly the Road Authority recognises ARTC’s right of access to the level crossing and ARTC has an obligation when working on the roadway to carry out its activities in accordance with the Road Authorities worksite rules.

In these instances ARTC shall contact the Road Authority manager as per the contact details for the Road Authority as listed in Sections 18 and/or 19 - Road Authority Specific Information.

17.5 – Notification of Potential Hazards Between Organisations

If either ARTC or the Road Authority becomes aware of a hazard with the potential to cause an incident likely to affect infrastructure, operations or safety relating to the interface, they shall ensure that the other organisation is advised as soon as possible.

Following is the suggested level of response.

Contact details are provided in Section 17.1 and a list of scenarios follows –

- Potentially Life Threatening - (failure of active protection, road vehicle obstruction within danger zone) – immediately contact ARTC Network Control with details of road name and track km. ARTC will implement normal emergency procedures.
- Potentially Serious - (signage completely missing, vegetation badly obstructing vision) – immediately contact ARTC local management for rail related issues and Road Authority local manager for road related issues
- Planned Response – (level crossing surface poor condition or approach road condition poor, some signage missing but level crossing identifiable, vegetation beginning to obstruct vision) – contact ARTC local manager for rail related issues and Road Authority local manager for road related issues within 24hrs

The above scenarios are indicative only. If a person is unsure of the appropriate response level then they should assume the higher level response is appropriate.

18. State Road Authority Specific Information

18.1 – VicRoads Contact Details

VicRoads Primary contact no, 13 11 70 for all emergency issues such as faulty signals, knocked over signs

For general issues, call 13 11 71

Primary rail liaison contacts for regional offices (other than emergencies)

Metro North West - Vince Punaro (03) 9313 1270

Metro South East - Phil Taylor (03) 9881 8894 or Graham Clarke (03) 9881 8802

Eastern - Harvey Dinelli (03) 5172 2627
North Eastern - Bruce Davis (03) 5761 1819
Northern - Daya Govender (03) 5434 5054
Western - David O'Sullivan (03) 5333 5702
South Western - David Jansen (03) 5225 2543

Maintenance contacts:

Metro North West - Mick Marcevski (03) 9313 1114
Metro South East – Arthur Apostolopoulos (03) **9881 8878**
Eastern - Franco Francolino (03) 5172 2603
North Eastern - David McAvoy (03) 57 611889
Northern - Jeff Blackie 03 5434 5094
Western - Erin Templar (03) 5333 8731
South Western - Craig Quinn (03) 5225 2563

Risk assessments, ALCAM

Metro North West - Simon Chao (03) 9313 2281 or Ben Anderson 9313 1239
Metro South East - Jackie Harrak (03) 9881 8701 or Cameron Grant 9881 8973
Eastern - Chris Padovan or Alan Godfrey (03) 5172 2641
North Eastern - Chris Dack (03) 5761 1880
Northern - Jim Mensforth (03) 5434 5050
Western - Chris Dunlop (03) 5333 8734
South Western - Roger Plumridge (03) 5225 2534 or Glen Blundell (03) 5561 9203

19. Municipal Road Authority Specific Information

The Colac Otway Shire primary contact number for general issues is 03 5232 9400

The primary liaison officers for specific issues are –

- Primary Road/Rail Liaison – Peter Dohnt – (03) 5232 9483
- Maintenance – Greg Anderton – 03 5232 9495
- Risk Assessments / ALCAM issues – Peter Dohnt – (03) 5232 9483

20. Site Specific Information

Appendix 1

Infrastructure Demarcation of Responsibilities

| | Asset | Responsible for maintenance, operation of the asset | Responsible for construction | Comments |
|----|--|--|--|---|
| 1. | Aerial cabling over rail section of road reserve | Asset Owner responsible for aerial cabling | Asset Owner responsible for aerial cabling | VicTrack responsible for access licences and leases |
| 2. | Communication Links - Communication to active advanced warning signs | Road | Rail | AAWS always installed by VicTrack as a part of the level crossing upgrade program |
| 3. | Communication Links - Communication to flashing lights at crossing (RX-5) from rail track sensors | Rail | Rail | |
| 4. | Communication Links - Rail Communications (to boom gates, RX-5) | Rail | Rail | |
| 5. | Communication links – Rail control cabling (track circuit) up to the rail signal control box when traffic signals are linked to the operation of the boom barriers | Rail | Rail | To interface point |
| 6. | Communication links – Road cabling up to the rail signal control box when traffic signals are linked to the operation of the boom barriers | Road | Road or Rail | May be installed as part of a level crossing upgrade (Rail) |
| 7. | Communication links - Train detection equipment up to the rail signal control box | Rail | Rail | |

| | Asset | Responsible for maintenance, operation of the asset | Responsible for construction | Comments |
|-----|--|--|--|--|
| 8. | Crash protection barriers - At grade longitudinal crash protection along the road reserve approaching the crossing including end crash protection (crash cushions, bollards) | Road | Road | |
| 9. | Crash protection barriers - Longitudinal crash protection barriers along road on approach to, and over, road over rail bridges (Armco guard rail) <ul style="list-style-type: none"> • The guard rail on approach and up to a road bridge • The bridge barrier which is connected to the bridge • Where the guardrail is connected to the bridge and has a standard run off detail • Where the guard rail is not connected to the bridge and just passes over it | Road

Bridge maintainer (see <i>Bridge Responsibilities</i> below)

Bridge maintainer (see <i>Bridge Responsibilities</i> below)

Road | Road

Bridge maintainer (see <i>Bridge Responsibilities</i> below)

Bridge maintainer (see <i>Bridge Responsibilities</i> below)

Road | |
| 10. | Crash protection barriers - Longitudinal crash protection beams (yellow - across the road) on rail over road bridges | Rail | Project Initiator | |
| 11. | Crash protections barriers within rail reservation - for primary warning devices (Chevron, RX9 sign, railway signals etc) | Rail | Rail | |
| 12. | Pedestrian Crossings - Stand alone | Rail | Rail | |
| 13. | Pedestrian Crossings – Fencing and pavement associated with or attached to a pedestrian crossing which is located alongside a road crossing | Rail (crib to crib)
Road (other pavement and fencing) | Rail (crib to crib)
Road (other pavement and fencing) | This Agreement excludes fencing along the rail corridor. |

| | Asset | Responsible for maintenance, operation of the asset | Responsible for construction | Comments |
|-----|--|--|---|---|
| 14. | New at grade pedestrian crossings for the purposes of joining communities | Rail | Road | |
| 15. | New at grade pedestrian crossings for public transport purposes | Rail | Rail | Rail authorities would only construct a new pedestrian crossing where it improves access to a station. |
| 16. | Rail boom gates, flashing lights and bell warning assemblies (RX-5) | Rail | Project Initiator | |
| 17. | Rail track and associated infrastructure | Rail | Rail | |
| 18. | Road - Kerb and channel along road | Road | Road | Outside 3.0m (as per road pavement) |
| 19. | Road – Line marking and pavement markings on roadway approaching the level crossing, including Stop or Give Way holding line | Road | Road, or Rail as part of a level crossing upgrade | Includes Rail-X markings, dividing lines, lane lines, edge lines, and associated raised pavement markers. |
| 20. | Road – Line marking and pavement markings within the level crossing, including any yellow box marking (YBM) | Rail (MTM network)
Road (Other) | Rail (MTM network)
Road (Other) | For Regional Vic - Road authority to be consulted and advised of their maintenance responsibilities prior to markings being made. |
| 21. | Road - Pavement greater than 3.0 metres from outer edge of the rail line | Road | Road | |
| 22. | Road – Pavement less than 3.0 metres from outer edge of the rail | Rail | Rail | |
| 23. | Structures – pier protection for rail over road bridges | Road/Rail | Road/Rail | As agreed between the stakeholders |
| 24. | Structures – road over rail bridges | Structure Manager | Project Initiator | See explanatory notes below and refer to section 16 |
| 25. | Structures– rail over road bridges | Rail | Project Initiator | |
| 26. | Structures – pedestrian bridges over rail lines | Structure Manager | Project Initiator | See explanatory notes below and refer to section 16 |

| | Asset | Responsible for maintenance, operation of the asset | Responsible for construction | Comments |
|-----|---|---|-------------------------------------|--|
| 27. | Structures – pedestrian underpasses at railway stations(subways) | Rail | Rail | See explanatory notes below |
| 28. | Structures – pedestrian underpasses in between railway stations – structural integrity | Rail | Project Initiator | See explanatory notes below |
| 29. | Structures - Running surface across road bridges (including footpaths) | Road | Road | |
| 30. | Structures - Height clearance signs on rail-over-road bridges | Rail (at bridge)
Road (advance warning) | Rail | |
| 31. | Street lighting to illuminate level crossing | Road | Road | |
| 32. | Street lighting to illuminate road, attached to underside of rail-over-road bridge | Road | Road | |
| 33. | Lighting to illuminate rail track | Rail | Rail | |
| 34. | Major Traffic Control items – approvals for Traffic Signals, Stop and Give Way signs | Road | Road | |
| 35. | Signs - Advance warning signs (including AAWS) advising motorists of level crossings ahead, including level crossings on side roads | Road - the authority that maintains the road where the sign is positioned | Rail | Changes generally only made as part of level crossing upgrades |
| 36. | Trams - Road pavement less than 0.5m from the outer edge of each tram track | Rail | Rail | |
| 37. | Trams – Rail boom gates, flashing lights and bell warning assemblies (RX-5) | Road | Project Initiator | See note 5 below |
| 38. | Trams – Overhead power supply for tramway | Rail | Rail | |

| | Asset | Responsible for maintenance, operation of the asset | Responsible for construction | Comments |
|-----|--|--|--|--|
| 39. | Signs – At the level crossing | Rail | Rail and Road jointly | Includes: <ul style="list-style-type: none"> • Rail Crossing assembly (RX-1, RX-2, RX-5, RX-6) • RAILWAY CROSSING and width markers (RX-9) • KEEP TRACKS CLEAR (G9-67) • RAILWAY CROSSING NOT IN USE (G9-74) |
| 40. | Signs - within the railway reserve for the information of railway personnel. | Rail | Rail | |
| 41. | Traffic signals – signalised intersection on a road adjacent to crossing | Road | Road | |
| 42. | Traffic signals - linked to rail crossing warning lights | Road | Road or Rail as part of a level crossing upgrade (refer to note 6) | Road responsibility is up to rail signal control box (see also communications links) |
| 43. | Services – Water, Gas, Electricity, Drainage, Petroleum | Utilities | Utilities | VicTrack responsible for access licenses and leases within the rail reserve |
| 44. | Drainage - Culvert under rail line within rail reserve | Rail | Rail | |
| 45. | Drainage - Gullies and open drains on rail reserve (other than trunk drains) | Rail | Rail | |
| 46. | Drainage - Pipeline/culvert under rail line on road reserve | Road or Drainage Authority | Road or Drainage Authority | Only where the drainage system is collecting local drainage |
| 47. | Drainage – Trunk Drain (including open trunk drain) or urban stormwater pipe | Drainage Authority | Project Initiator | Generally all points of discharge for pipes to the rail reserve are subject to a licencing fee |
| 48. | Level Crossing - Sight distance - Sight distance including vegetation control and management within the rail reserve | Rail | Rail | To be agreed between rail and the appropriate agencies to avoid unnecessary vegetation loss |

| | Asset | Responsible for maintenance, operation of the asset | Responsible for construction | Comments |
|-----|--|--|-------------------------------------|---|
| 49. | Level Crossing - Sight distance - Sight distance including vegetation control and management within the road reserve | Road | Road | To be agreed between road and the appropriate agencies to avoid unnecessary vegetation loss |
| 50. | Level Crossing - Sight distance - Sight distance including vegetation control and management within adjoining properties | Rail/Landowner under direction of rail | Landowner | Some rail infrastructure authorities have legislative powers to clear vegetation on private land for safety reasons |
| 51. | Other warning Devices – Rumble strips in the road pavement on the approach to level crossings | Road | Road | |

Notes:-

1. The Demarcation List refers to generic infrastructure configurations. Detailed site specific demarcations may require further investigation and consultation between the parties and could be subject to existing specific legal arrangements such as licences and infrastructure leases.
2. Generally, rail has maintenance responsibility for the road surface within 3.0m from each outer rail of its tracks at level crossings. The road authority (or Council in the case of footpaths) is responsible for infrastructure outside of that zone. Responsibilities for cycle paths and shared paths are as for pedestrian paths.
3. Where a tram route crosses a railway line at a road level crossing, the tramway infrastructure manager is responsible for the maintenance of the road pavement to 0.45m from the outer tram rail on the approach to level crossings.
4. References
 - a. "Responsible for Construction" means the party responsible for implementing the asset improvement.
 - b. "Road" in the table above refers to the Responsible Road Authority.
 - c. For the purposes of responsibility for maintenance, "Rail" refers to the Rail Infrastructure Manager or VicTrack.
 - d. For the purposes of responsibility for construction, "Rail" shall mean Rail Infrastructure Manager(s) or Department of Transport or VicTrack.
 - e. Council refers to municipal councils, in the context of non-road responsibilities.
 - f. Structure Manager in the table refers to the organisation responsible for the structural integrity of the grades separated interface. This could be either the rail infrastructure manager, the responsible road authority of VicTrack. These will be detailed in section 16.
5. Road in this instance refers to VicRoads, who are responsible for boom barriers on designated light rail lines.

6. Demarcation of responsibility between road authorities is as per the Road Management Act and the Code of Practice for Operational Responsibility for Public Roads

Bridge Responsibilities

The bridge maintenance responsibilities of the Rail Infrastructure Managers are outlined in their infrastructure lease agreements. VicTrack, as a state government authority, does not have a license agreement but is a party to the leases and has accepted responsibility for the majority of municipal road bridges across the state.

Road bridges on arterial roads (VicRoads) which become municipal roads as a result of a bypass or similar project will become the responsibility of the Council subject to agreement from the Council in accordance with Section 15 of the Road Management Act.

The following outlines **general** maintenance responsibilities for bridges across rail reserves. There are many inconsistencies and the exact situation should be confirmed during discussion between the Rail Infrastructure Manager and the Responsible Road Authority. Responsibilities will be outlined in section 16 of this document - Defined Interface Points.

Rail Bridges

- Rail over road bridges – Relevant Rail Infrastructure Manager

Road Bridges

- Road over Rail bridges on arterial roads and freeways – VicRoads
- Road over Rail bridges on municipal roads which lie outside of the MTM lease – VicTrack maintains the municipal road over rail bridges which are specified in section 16. Any new constructed bridges would become the responsibility of the relevant road authority
- Road over Rail bridges on other roads – MTM (some of these bridges have shared responsibility). These are specified in section 16 of this document.

Pedestrian Bridges over Rail Lines

- Starting from VicTrack Land and ending in VicTrack Land – Within the MTM lease area, MTM is generally the responsible authority.
- VicTrack maintains existing footbridges which are specified in section 16.
- Foot bridges at stations are generally the responsibility of the Rail Infrastructure Manager providing the public transport services at that station.
- Starting from a road or Council land and ending on a road or Council land – Road Authority or Council.

- Lighting for footbridges:
 - Connected to railway electricity supply – Rail Infrastructure Manager
 - Connected to street power – Council

Pedestrian underpasses -Subways

- At railway stations – Rail Infrastructure Manager

- In between Railway stations:
 - Structural integrity – Rail Infrastructure Manger
 - Lighting:
 - Connected to railway electricity supply – Rail Infrastructure Manager
 - Connected to street power - Council
 - Drainage – Council (unless drainage is operated via an electrical pump connected to railway power)
 - Surface condition – Council
 - Graffiti and cleanliness - Council

At-Grade Pedestrian Crossings

- At level crossings and stand alone crossings within rail reserve – infrastructure lease holder

OM112704-13 ITEMS FOR SIGNING & SEALING - TRANSFER OF LAND DOCUMENTS

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

In August 2010 the Australian Securities & Investments Commission (ASIC) approached Council indicating that there were a number of roads within our municipal area which had been vested in the Commission. This was following an audit conducted by ASIC of properties which were held in the name of deregistered companies.

Upon deregistration of a company, the company ceases to exist as a legal entity pursuant to the *Corporations Act 2001* (the 'Act'). All of the assets that the company held beneficially at the date of deregistration vests in ASIC following section 601AD(2) of the Act. All of the assets that the company held on trust at the date of deregistration vest in the Commonwealth. Under the provisions of the *Australian Securities and Investments Commission Act 2001*, ASIC has been delegated all of the powers of the Commonwealth to deal with vested trust property.

The Act gives ASIC all the powers of rights of an owner with respect to vested property. The following roads within the Colac Otway Shire were identified to be in the name of a deregistered company.

| Title Detail | Address or Effected Road(s) | Locality |
|----------------|-----------------------------|-----------|
| Lot 1 TP917029 | Unidentified | Elliminyt |
| R1 LP17135 | Cants Road | Colac |
| R2 LP17135 | White Avenue | Colac |
| R3 LP17135 | Sinclair Street | Colac |
| R4 LP17135 | Jennings Street | Colac |
| R5 LP17135 | Murray Street | Colac |

These roads are further detailed on the accompanying locality plans. Council was approached by ASIC seeking confirmation if we were interested in obtaining title to each of the roads. Following an assessment by Council officers it was concluded that it was in our best interest to have these parcels vested in Council. Transfer of land documents have been prepared to execute the transfer which require signing and sealing by Council.

Attachments

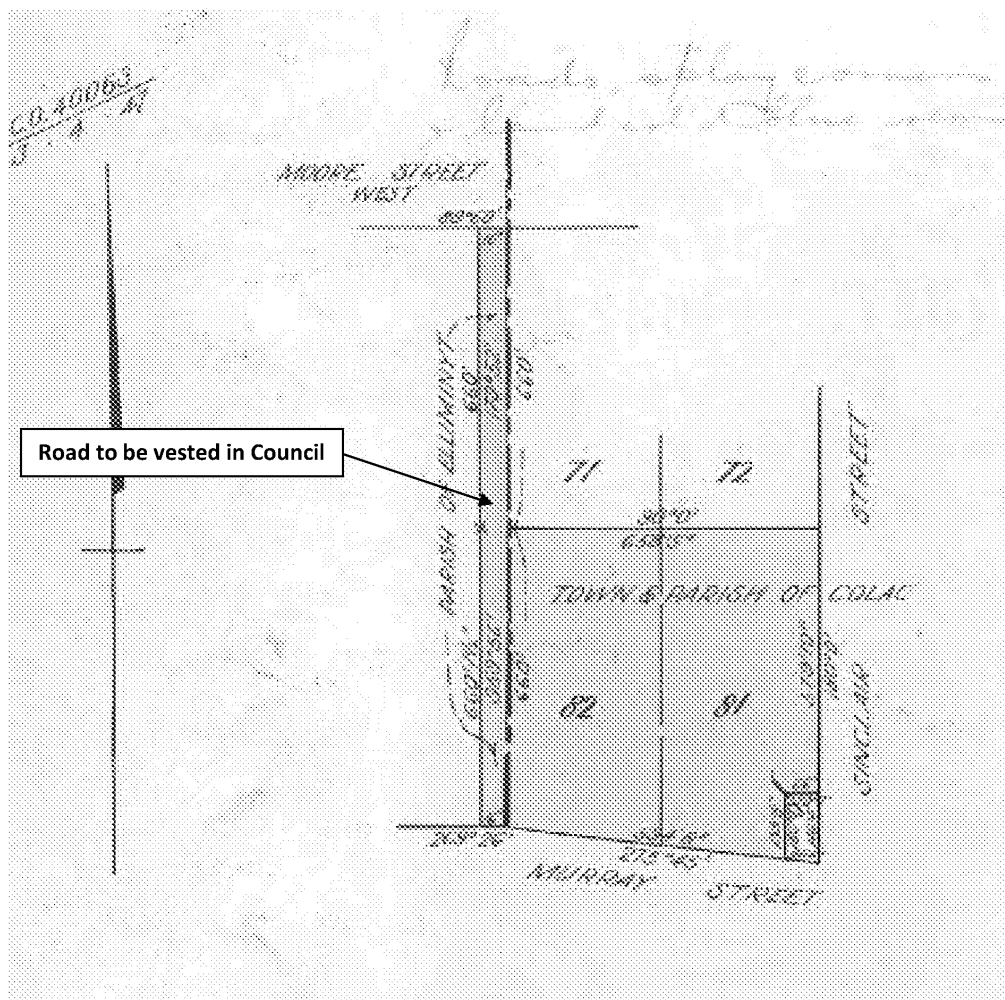
1. Transfer of Roads Map
2. Plan of Subdivision

Recommendation(s)

That Council agree to sign and seal Transfer of Land documents to finalise the transfer of the land described as Certificate of Title Volume 4500 Folio 957 (R1 LP17135, R2 LP17135, R3 LP17135, R4 LP17135, and R5 LP17135) and Volume 7162 Folio 266 (Lot 1 TP917029).

Lot 1 TP917029

Road as shown



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PLAN OF SUBDIVISION OF
 CROWN ALLOTMENTS 83,84
 TOWN AND PARISH OF COLAC
 COUNTY OF POLWARTH
 VOL 4500 FOL 957

LP 17135

EDITION 1
 PLAN MAY BE LODGED
 21-10-1946

COLOUR CODE

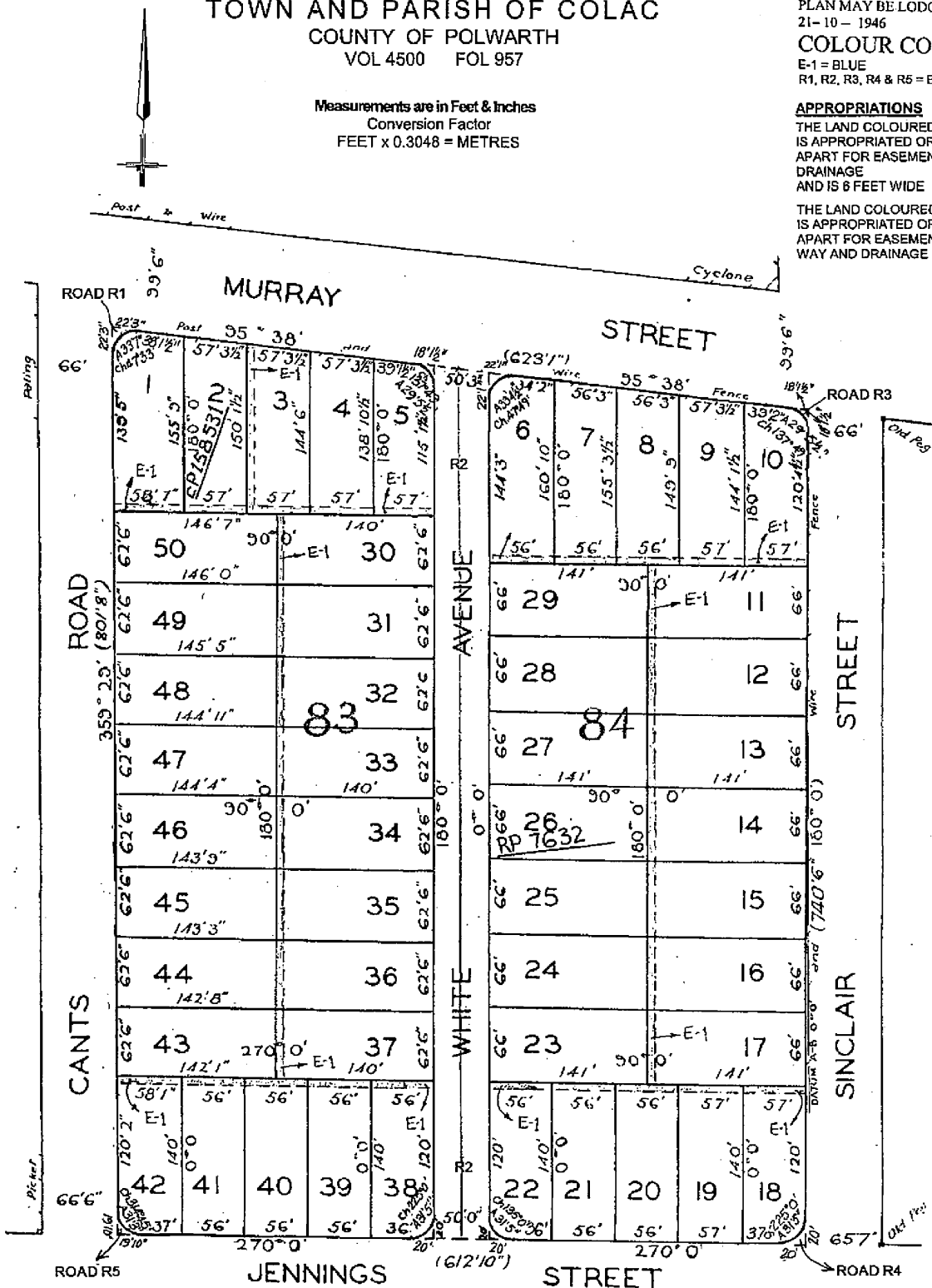
E-1 = BLUE
 R1, R2, R3, R4 & R5 = BROWN

Measurements are in Feet & Inches
 Conversion Factor
 FEET x 0.3048 = METRES

APPROPRIATIONS

THE LAND COLOURED BLUE IS APPROPRIATED OR SET APART FOR EASEMENT OF DRAINAGE AND IS 6 FEET WIDE

THE LAND COLOURED BROWN IS APPROPRIATED OR SET APART FOR EASEMENTS OF WAY AND DRAINAGE



WARNING: THE IMAGE OF THIS DOCUMENT OF THE REGISTER HAS BEEN DIGITALLY AMENDED.
 NO FURTHER AMENDMENTS ARE TO BE MADE TO THE ORIGINAL DOCUMENT OF THE REGISTER.

OM112704-14 ASSEMBLY OF COUNCILLORS

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

Changes to the *Local Government Act 1989* and Regulations have redefined Assemblies of Councillors to include advisory committee meetings attended by at least one Councillor and planned/scheduled meetings involving at least half the Councillors and an officer.

It is now a requirement that the record of an assembly is to be reported to the next practicable Council meeting and be included in the minutes of that meeting, instead of being made available for public inspection.

The following Assemblies of Councillors have been held:

- Friends of Colac Botanic Gardens - 10 March 2011
- Councillor Briefing Session - 30 March 2011
- Councillor Budget Workshop - 5 April 2011
- Central Reserve Advisory Committee - 6 April 2011
- Councillor Workshop - 13 April 2011

Attachments

1. Friends of Colac Botanic Gardens - 10 March 2011
2. Councillor Briefing Session - 30 March 2011
3. Councillor Budget Workshop - 5 April 2011
4. Central Reserve Advisory Committee - 6 April 2011
5. Councillor Workshop - 13 April 2011

Recommendation(s)

That Council notes the Assembly of Councillors reports for:

- ***Friends of Colac Botanic Gardens*** - ***10 March 2011***
- ***Councillor Briefing Session*** - ***30 March 2011***
- ***Councillor Budget Workshop*** - ***5 April 2011***
- ***Central Reserve Advisory Committee*** - ***6 April 2011***
- ***Councillor Workshop*** - ***13 April 2011***



Assembly of Councillors Record

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

Assembly Details:

Date: 10, 3, 11

Time: 7:30 am/pm

Assembly Location: Colac Botanic Gardens Cafe
(some e.g's. COPACC, Colac Otway Shire Offices, 2 - 6 Rae Street, Colac, Shire Offices - Nelson Street, Apollo Bay)

In Attendance:

Councillors: Nil

Officer/s: L. Towers
Apology - Neil Allen

Matter/s Discussed: Meeting of the Friends of Colac Botanic Gardens

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

Conflict of Interest Disclosures: (refer page 5)

Councillors: Nil

Officer/s:

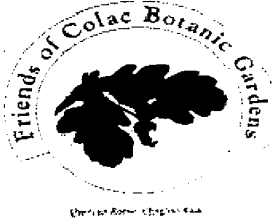
Left meeting at: 9:00pm

Completed by: Neil Allen

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Leanne Brooker

From: Helen Paatsch [fhpaatsch@bigpond.com]
Sent: Tuesday, 12 April 2011 7:22 PM
To: Leanne Brooker
Subject: Minutes march meeting



P

MINUTES OF MEETING HELD AT COLAC BOTANIC CAFÉ THURSDAY MARCH ¹⁰~~11~~, 2011

Meeting opened at 7.35 pm with Acting Chairman Denise Green

Present:

H Paatsch (HP) Secretary
 C. Bell (CB) Treasurer
 Anne Mercer (AM) Jan McMahon (J McM) Mary Eaton (ME) Lynne Simpson (LS)

In Attendance:

L.Towers (Certificated Gardener)

Apologies : Neil Allan, Roslyn Scanlan, France Doak, Mary Eaton, Pauline Maunsell

MINUTES OF PREVIOUS MEETING: Minutes of February meeting were accepted.

Moved LS 2nd J McM

BUSINESS ARISING FROM MINUTES

- Friends Stamp: J McM will collect from Blanes this week. Cost \$70.00
- 150th.celebrations. Jodie Fincham has accepted invitation to come to our June meeting to discuss plans. All Committee urged to continue putting ideas forward; main celebrations to be in June? Continuous throughout the year 2015? Special children's features/competitions in Colac Herald? Committee were keen to invite ideas from the whole community. This may also engender increased membership interest.
- J.McM has compiled a list of Friends' library books

CORRESPONDENCE

Out: Nil

In: The Gardens : Issue 88

Jubaea Vol 11 Issue 1

Invitations to speak to groups – per Email from President Roslyn Scanlan

BUSINESS ARISING FROM CORRESPONDENCE

Roslyn has accepted 2 invitations for speakers – one to Lake Colac Probus on Monday April 18 at 10.45am, to speak for 20-30minutes ; the other to U3A Gardening group on Monday July 11th at 2pm. Roslyn will be available and has made some suggestions re topics. AM indicated possible availability. Will confer with President. AM suggested that the July presentation to U3A would be better in the Gardens, even though it will be cold.

TREASURER'S REPORT:

Credit Balance \$5,244.00
Accounts for payment: Blanes Newsagency \$70.00
Moved CB, 2nd LS

GARDENERS REPORT

The cover report featured a photo of the magnificent palms. Laurence reported that all playground equipment is up to scratch. Laurence has been trying to source heritage plants for the Otways bed: *agonis marginata*, *astellia*, *pimelia* and snow berry (member of the *protacaea* family – grows at Beech Forest)

The Historical Society enjoyed a conducted tour through the Gardens

POTTING REPORT

Graham and Marion have been busy potting up many plants; there have been some issues re. the watering of plants at the café; there have been some losses.

LS has volunteered to water on Mondays

GENERAL BUSINESS

The Plant sale is organized for Saturday April 2nd. 10 am – 1pm. Advert to be placed in Colac Herald Wed. garden section, smaller For Sale ad. in Friday 1st. April.

ME will see Ros Scanlan re.flyers/posters to put around town

Working Bee Friday April 2nd at 2pm to prepare

OTHER BUSINESS

- CB attended one of the public meeting re Public Open Space in the Shire. He was pleased to report that the Botanic Gardens were seen as being “safe”, but felt that it was wise for Friends to have input . Secretary is to write to Shire, pointing out the importance of the the gardens and trusting that the Shire will continue their current support. The following suggestions are to be included:

1. That the brick structures including Angling Club, toilet block and barbecue shelter be bagged and painted to improve visual amenity of the foreshore area
2. That the old disused toilet building be re-instated to cater for the increasing numbers of visitors to the west end of the Gardens

- AM presented Friends with a book “In the Botanic gardens Melbourne” by Frank Clarke, published 1924. This book will not be for loan

- DM had been to Tasmania and brought back a Botanic Gardens brochure for Friends information

Raffle: Lyn Simpson


Meeting concluded 9pm

NEXT MEETING THURSDAY APRIL 14, 2011, 7.30 pm at Botanic Café

Council Meeting Running Order

Wednesday, 30 March 2011

| | |
|---|--|
| <u>Venue – COPACC Meeting Rooms, Colac</u> | |
| Present: Cr Brian Crook (Mayor), Cr Stephen Hart, Cr Lyn Russell, Cr Frank Buchanan, Cr Stuart Hart (from 9.45am), Cr Chris Smith (10.30am to 10.40am) | |
| Rob Small, Jack Green, Neil Allen, Colin Hayman | |
| Part: Adam Lehmann, Brett Exelby, Mike Barrow, Rhonda Deigan | |
| Visitors: John McDonald, Michael Malouf, Justin Franklin, Joe Adamski | |
| 9.00am | Budget Discussions & Asset Renewal (Adam Lehmann & Brett Exelby) |
| 10.40 am – 11.00am | Victorian Inquiry into Victorian Competition & Efficiency Commission (VCEC) Inquiry into the Tourism Industry (Mike Barrow)
Cr Frank Buchanan declared a conflict of interest |
| 11.00am – 11.15am | Road Safety Improvements – Speed Limit Reductions (Neil Allen) |
| 11.15am – 11.45am | Briefing – Urgent Business Item (Jack Green) |
| 12.00 pm | Lunch |
| 12.30 pm | Councillor Briefing Session |
| 1.45 pm | Water Supply Demand Strategy – Barwon Water (John McDonald, Michael Malouf, Justin Franklin, Joe Adamski) |
| 3.00 pm | Council Meeting |
| 5.08 pm | In Committee Meeting |

| | | |
|--|--|--|
|  <p>Agenda</p> | <h1 style="text-align: center;">Councillor Workshop</h1> <p style="text-align: right;">Tuesday 5 April 2011
COPACC
9.00am – 1.00pm</p> | |
| | <p>ATTENDEES:
 Cr Crook (Mayor), Cr Buchanan, Cr Stephen Hart, Cr Stuart Hart (from 9.45am), Cr Higgins, Cr Russell (left at 12.00pm)</p> <p>Rob Small (CEO)
 Colin Hayman (GM, Corporate & Community Services)
 Jack Green (GM, Sustainable Planning & Development)
 Neil Allen (GM, Infrastructure & Services)
 Brett Exelby (Manager Finance & Customer Services)</p> <p>Apologies:</p> | |
| | <h2>Agenda Topics</h2> | |
| <p>9.00 am</p> | <p>Declaration of Interest</p> | |
| <p>9.00am – 1.00pm</p> | <p>Colac Otway Shire 2011-2012 Budget</p> | |

Confidentiality Statement:

The discussion on the 2010-2011 Colac Otway Shire Council Budget is deemed confidential under section 89(2) (a) (d) and (h) of the Local Government Act 1989 as the report refers to personnel matters, contractual matters: and any other matter which would prejudice the Council or any person.

Rob Small

Chief Executive Officer



Assembly of Councillors Record

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

Assembly Details:

Date: 6 April 2011
Time: 5:15pm – 6:15pm

Assembly Location: Central Reserve – Hockey Clubrooms
(some e.g's. COPACC, Colac Otway Shire Offices, 2 - 6 Rae Street, Colac, Shire Offices – Nelson Street, Apollo Bay)

In Attendance:

Councillors: Cr Brian Crook
...../...../...../.....

Officer/s: Ian Seuren – Manager Recreation, Arts and Culture
...../...../...../.....

Matter/s Discussed: See attached meeting agenda.

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

Conflict of Interest Disclosures: (refer page 5)

Councillors: Not applicable
...../...../...../.....

Officer/s: Not applicable
...../...../...../.....

Left meeting at: At conclusion of the meeting at 6:15pm
Completed by: Ian Seuren – Manager, Recreation, Arts and Culture

| | | |
|--|--|----------------|
| 
Agenda | <h1>Central Reserve Advisory Committee</h1> <p>Wednesday 6 April 2011
5:15pm-7:00pm
Central Reserve Hockey Clubrooms</p> | |
| | <p>INVITEES:</p> <p>Ian Seuren (Colac Otway Shire)
 Cr. Brian Crook (Colac Otway Shire)
 Nick Lang (Colac Football & Netball Club Inc.)
 Bruce Roberts (Colac Football & Netball Club Inc.)
 Helen Gibson (Colac Netball Club Inc.)
 Graham Tevelein (Colac Youth & Recreation Club)
 Rob Osborne (Colac & District Cricket Association Inc.)
 Nick Hay (Colac & District Cricket Association Inc.)
 Val Russell (Colac & District F/L Netball Association Inc.)
 Bob Mason (Colac & District Football Netball League)
 Sam McDonald (Colac Auskick)
 Gerard Kavenagh (Little Athletics Colac)
 Terry Stephens (Colac & District Dog Obedience Club)
 John Neal (Colac City Bowls Club)
 Simon Dewar (Colac Secondary College)
 David Latham (Colac Otway Rovers)</p> | |
| | <h2>Agenda topics</h2> | |
| 1. | APOLOGIES: | |
| 2. | WELCOME & INTRODUCTION | Cr Brian Crook |
| 3. | Confirmation of Minutes from Previous Meeting and Business Arising | All |
| 4. | Facilities Maintenance Report (Infrastructure)
Grounds Maintenance Report (CosWorks)
- As circulated | Ian Seuren |
| 5. | CYRC Facility Improvement Update | Ian Seuren |
| 6. | Skate Park Redevelopment Update | Ian Seuren |
| 7. | CRAC Terms of Reference – confirmation of membership | Ian Seuren |
| 8. | G21 Regional Soccer Strategy | Ian Seuren |
| 9. | Update from all User Group Representatives | All |
| 10. | General Business | All |
| 11. | Items for future meetings | All |
| 12. | Next meeting:
• Wednesday 4 June 2011 | |



Agenda

Councillor Workshop

Wednesday, 13 April 2011
COPACC Meeting Room
9.00 am to 4.30 pm

ATTENDEES:

Cr Crook (Mayor), Cr Buchanan, Cr Stephen Hart, Cr Stuart Hart (9.21am), Cr Smith (10.30am – 10.39am), Cr Higgins, Cr Russell

Rob Small (CEO)
Doug McNeill (Manager Planning & Building)
Neil Allen (GM, Infrastructure & Services)

Part:

Mike Barrow
Anne Sorensen
Stewart Anderson
Anne Sorensen
Acconia Representatives
Brett Exelby & Greg Anderton

Agenda Topics

| | | |
|---------------------|-------------------------------------|---|
| 9.00 am | Declaration of Interest | |
| 9.00 am – 9.30 am | Planning Committee Briefing Session | |
| 9.30 am – 10.30 am | Geelong Otway Tourism MOU | Mike Barrow (1 hr) |
| 10.30 am – 10.39am | Planning Committee Meeting | |
| 10.39 am – 11.30 am | Future of Colac Saleyards | Neil Allen, Brett Exelby & Greg Anderton |
| 11.30 am – 12.30 pm | Mt Gellibrand Wind Farm | Doug McNeill/Anne Sorensen & reps from Acconia (1 hr) |
| 12.30 pm – 1.15 pm | Lunch | |
| 1.15 pm – 1.30 pm | Future of Colac Saleyards | Neil Allen, Brett Exelby & Greg Anderton |
| 1.30 pm – 2.30 pm | Apollo Bay Harbour | Rob, Jack, Mike & Doug |
| 2.30 pm – 3.00 pm | 202a Pound Road, Elliminyt | Rob Small |
| 3.00 pm – 4.00 pm | Draft Carparking Study | Doug McNeill/Anne Sorensen (1hr) |

OM112704-15

NOTICE OF MOTION 167-1011**CONTAINER DEPOSIT LEGISLATION (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 27 April 2011 that:

"Council resolves to:

1. Write to the Premier, Mr Ted Ballieu, the Deputy Premier, Mr Peter Ryan and the Minister for the Environment and Climate Change, Mr Ryan Smith, congratulating them on their previous support for Container Deposit Legislation, and urging them to either initiate or support any new bills presented to the parliament, with copies of that letter to the State local upper and lower house members;
2. Write to the Parliamentary Secretary for Sustainability and Waste, Senator Farrell, urging him to introduce national Container Deposit Legislation as a priority, with a copy of that letter to Federal local and Senate members; and
3. Forward copies of this resolution to the MAV, and request that they support any such legislation at both the State and Federal level."

Recommendation

That Council consider the contents of this Notice of Motion.

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## 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:***

| <b><i>SUBJECT</i></b>                                      | <b><i>REASON</i></b>                                | <b><i>SECTION OF ACT</i></b> |
|------------------------------------------------------------|-----------------------------------------------------|------------------------------|
| Confidential Items for Consideration - Memo to Councillors | this matter may prejudice the Council or any person | Section 89 (2) (h)           |
| Land Acquisition                                           | This matter may prejudice the Council or any person | Section 89 (2) (h)           |