



Colac Otway
SHIRE

AGENDA

ORDINARY COUNCIL MEETING
OF THE
COLAC-OTWAY SHIRE
COUNCIL

21 DECEMBER 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

21 DECEMBER 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 21 December 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 23/11/11**
- **Special Council Meeting held on the 14/12/11**
- **Statutory Meeting held on the 14/12/11**

Recommendation

That Council confirm the above minutes.

OFFICERS' REPORTS

Chief Executive Officer

- OM112112-1 CEO'S PROGRESS REPORT TO COUNCIL
OM112112-2 COUNCIL COMMITMENT TO KEY CAPITAL PROJECTS

Corporate and Community Services

- OM112112-3 COLAC LIBRARY ANNEXE
OM112112-4 APOLLO BAY AQUATIC CENTRE FEASIBILITY STUDY
OM112112-5 COLAC OTWAY YOUTH COUNCIL
OM112112-6 LEASE RENEWAL - WYE RIVER FIRE STATION - 30 MCLELLAN COURT, WYE RIVER
OM112112-7 DISCONTINUANCE AND TRANSFER OF PART OF YAUGHER ROAD ROAD RESERVE FORREST
OM112112-8 OFFICIAL NEWSPAPER

Sustainable Planning and Development

- OM112112-9 ADOPTION OF RURAL LIVING STRATEGY
OM112112-10 ADOPTION OF COLAC AND APOLLO BAY CAR PARKING STRATEGY
OM112112-11 FUTURE TOURISM SERVICE DELIVERY
OM112112-12 COLAC MARKETING STRATEGY

General Business

- OM112112-13 ASSEMBLY OF COUNCILLORS

Rob Small
Chief Executive Officer

CONSENT CALENDAR

OFFICERS' REPORT

D = Discussion
W = Withdrawal

ITEM	D	W
<p><u>CHIEF EXECUTIVE OFFICER</u></p> <p><u>OM112112-1 CEO'S PROGRESS REPORT TO COUNCIL</u></p> <p>Department: Executive</p> <p><u>Recommendation(s)</u></p> <p><i>That Council notes the CEO's Progress Report to Council.</i></p>		
<p><u>OM112112-2 COUNCIL COMMITMENT TO KEY CAPITAL PROJECTS</u></p> <p>Department: Executive</p> <p><u>Recommendation(s)</u></p> <p><i>That Council:</i></p> <ol style="list-style-type: none"> <i>1. Agrees to vary point 2 of it's adopted resolution of the 28 September 2011 to give effect to this new recommendation.</i> <i>2. Funds the \$200,000 short fall to complete stage 1 development of the Central Reserve Master Plan as outlined in this report from the 2011/2012 Local Government Infrastructure Program allocation.</i> <i>3. Funds the \$200,000 short fall to complete the funding of the Bluewater Fitness Centre stadium and gymnasium development in the 2012/2013 financial year from the Local Government Infrastructure program allocation.</i> 		

Recommendation

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

MOVED

SECONDED

OM112112-1

CEO'S PROGRESS REPORT TO COUNCIL

AUTHOR:	Rhonda Deigan	ENDORSED:	Rob Small
DEPARTMENT:	Executive	FILE REF:	F11/3291

EXECUTIVE**G21 Regional Alliance****G21 Board**

The G21 Board met in Colac on 25 November 2011. The meeting, attended by the Mayor, Cr Brian Crook and CEO discussed:

- Corangamite CMA Regional Catchment Strategy Presentation
- G21 Branding Proposal
- G21 as an entity
- G21 Audit Committee update
- G21 Stakeholder Survey Results.

G21 National Broadband Network (NBN) Taskforce

The G21 NBN Taskforce met on 30 November 2011 in Geelong. The CEO attended the meeting on behalf of the Colac Otway Shire. Agenda items included:

- NBN Co Rollout Announcement
- State Government Position and Initiatives
- Barwon Medicare Local Initiative
- NBN Initiatives

Regional Management Forum

The CEO attended this meeting in Camperdown on 1 December 2011. Agenda items included:

- Presentation on Integrated Fire Management Planning Barwon South West
- Crime Prevention Project Update
- Sustainability Working Group Report
- Liveability Committee Updates
- Presentation on National Partnership Agreement on Preventive Health

Great South Coast Municipalities Group

The CEO attended the Regional Growth Plan Project Steering Committee in Warrnambool on Friday 18 November 2011.

Key agenda items included:

- Project process chart discussion
- Feedback on 'Draft Context and Issues Paper'
- Budget expenditure discussion

The CEO also attended the CEO's Meeting on November 18 and raised the issues of concern from the Colac Otway Shire Council's point of view and these matters have been

referred to the next Board Meeting on 18 December 2011. These changes have been subsequently discussed.

The CEO and the Mayor attended the Great South Coast RSP Board meeting in Hamilton on 16 December 2011.

The agenda items discussed were:

- Welcome to new Board members as a result Council Statutory Meetings
- Constitution for Great South Coast
- Community Board Representation
- Update on DRAF Round 2

G21 SPORT AND RECREATION PILLAR

The CEO has been appointed as chair of this group.

This pillar met on 8 December 2011. Items discussed were:

- Pillar leadership for 2012
- Strategic direction for the pillar
- Priority projects for G21 Board consideration
- Project updates – regional soccer strategy and regional trails master plan
- Strategic positioning
- Strategic planning wrap up

Business Excellence

The Business Excellence program has been introduced to Council as a replacement to the Best Value process which was introduced to Victorian Councils over 10 years ago.

Business Excellence is a more comprehensive look at organisations through 7 factors/categories being:

- People
- Leadership
- Customers and market forces
- Strategy and planning
- Information and knowledge
- Process management, improvement and innovation
- Success and sustainability

The categories are examined through the lens of approach, deployment, results and improvement.

17 staff across the organisation have been trained and have completed an organisation assessment. Improvement opportunities have been identified and will be activated in 2012.

Towards Livable Communities Coordinating Committee TLC3

This committee met on 13 December 2011 to progress actions on addressing disadvantage and access issues in Colac.

Many of the issues identified by this group will dovetail into Advancing Country Towns and be picked up under those projects by the Project Manager Dr Jane Stanley.

Former Premier the Hon. Joan Kirner attended the latest meeting in her role as ambassador to livable communities in Victoria. She reported being very impressed with the models that we are developing.

Advancing Country Towns

Councils CEO and General Manager for Sustainable Planning and Development jointed other steering committee of this group met with Project Manager Dr Jane Stanley at a workshop aimed at defining the ACT project tasks.

Joining Council officers on this committee are representatives from education, community development, justice, state departments and Colac Area Health.

The Advancing Country Towns project is a very exciting approach to dealing with the social and economic development challenges of Colac.

CORPORATE & COMMUNITY SERVICES

Children & Family Services

Australian Early Development Index

The Department of Education & Early Childhood Development, Barwon South Western Region hosted an information session/workshop on Thursday 24 November at Colac Secondary College Auditorium on Colac Otway Shire's AEDI results from 2009-2010.

The Project Manager for the Australian Early Development Index spoke about the importance of gathering this information and how this data can be beneficial to Council, community groups, schools and health professionals in developing action plans and strategies to help disadvantaged children and families within our communities.

The Manager presented an interactive map of our region where layers could be chosen to determine which areas in Colac Otway Shire were most disadvantaged and vulnerable. Services were able to be highlighted in the disadvantaged areas such as Schools, Kindergartens, Maternal & Child Health, Childcare Services, Health Services and public transport.

Accessing this kind of information will be vital for Council and networking groups such as Colac and South Otway's KEYS (Kids Early Years Services) networks and G21 & Great South Coast Alliances to identify gaps in our current services and communities, to help us direct services to where they are needed most, and to also seek state & federal funding to help implement programs that would be of great benefit.

This information session also gave us the opportunity to look at our Early Years Plan and identify some strategies based on our AEDI results.

The AEDI results have also been identified as a key issue through Advancing Country Towns and Towards Livable Communities.

Older Persons & Abilities Support Services (OPASS)

Fire, Heatwave and Vulnerable Clients

The Department of Health, Home & Community Care (HACC) has allocated Colac Otway Shire an Aged Care Grant in 2011-2012. The grant includes \$12,750 for assistance with personal emergency planning for fire, and \$500 for heatwave preparation activities at home.

Part of the funding will be used for CFA information to be distributed to all current clients who are registered with our Older Persons & Ability Support Services Unit. The information kit will include the CFA publication "Prepare. Act. Survive".

Also included in the kit is the Department of Health pamphlet, "Staying Healthy in the Heat". This information covers:

- Who is most at risk
- Coping with the heat
- Preparing for hot weather
- Preparing for a power failure
- Heat-related illness

The Older Persons & Abilities Support Services (OPASS) will distribute the kit either via community care workers who are rostered to client's homes or mail out services for clients who have occasional services. The information kit will also be sent to Senior's centres.

Vulnerable People

As the designated Assessment Agency for HACC services, OPASS will identify the vulnerable clients in bushfire risk areas using the Health & Human Services definition of vulnerable clients - *"Frail; or physically or cognitively impaired; and unable to comprehend warning and directions or respond in an emergency situation."*

The information that will be required to be included in the plan is the Australian Red Cross Bushfires Preparing to leave early template. The Template is comprehensive and detailed and covers the following areas:

- Be informed
- Make a Plan
- Make a relocation kit
- Know your neighbours

Workbook

- Household emergency plan
- Fire danger ratings
- Wallet contact card
- Household emergency contact card
- Bushfire – Leaving early plan

This information will be sent separately from the CFA Information book. A personal letter will be attached that will include contacts if clients/carers require personal support from the OPASS Assessment Team to develop the plan. The letter will also mention that there will be a personal follow up by assessment staff to view the completed plan.

OPASS will also have a **vulnerable client register** that will be linked into our Xpedite Managers System software program and Council's Exponaire Mapping System and updated every 24 hours.

Rural Access

Writing and speaking about people of all abilities

It is common for people to struggle to find the right words when they are writing or speaking about people of differing abilities. With about 20% of the Australian population having a disability, using appropriate language is important.

Here are just some examples of language that will be less likely to offend people.

Try to say	Avoid saying
Person with a disability, people with disabilities	Disabled person, the disabled, differently abled, special needs
Person who has schizophrenia	A schizophrenic
Person with cerebral palsy (or other condition)	Suffers from cerebral palsy, victim of ...
Person with a physical disability	Crippled, handicapped, spastic, physically challenged
Person who uses a wheelchair	Wheelchair-bound, confined to a wheelchair
Person who is deaf or hard of hearing	Deaf person
Person with a mental illness	Mentally disturbed, mental disability, insane
Accessible parking, accessible toilet etc	Disabled parking, handicapped toilets etc
Person with an intellectual disability	Retarded, mentally handicapped, mental disability

Most importantly the emphasis should be on the person, not the disability. There is often no need to mention someone has a disability at all.

Environmental Health

Immunisation

The Environmental Health co-ordinator attended 3 strategic planning sessions to scope potential for increasing the immunisation rate for year 7 and year 10 students. The immunisation rate has been falling generally across the state in recent years from around 80% to about 76%.

Currently Colac Otway Shire is above the state average but is also experiencing a decline in the observed immunisation rate for this group. It is important for the maintenance of "population immunity" to maintain immunisation rates above 80%. Funding of \$146,000 has been made available to the Barwon South Western Region to formulate strategies to increase immunisation rates above 80%.

Health Education

Activities for month of November 2011

- Of a total of 367 Food Premises, 41 Inspections were carried out in November 2011.
- 20 inspections of selling points for tobacco were also carried out to ensure legislations requirements were being met.
- 6 Prescribed Accommodation Premises were inspected.
- 5 Caravan parks were inspected.
- 15 Septic Tank inspections were carried out with 7 permits to install and 5 permits to use being issued.
- 22 Food samples were collected.
- 4 food recalls were received.
- 39 Food stalls were inspected at the Apollo Bay Farmers Market and the Colac Show.
- 5 complaints were investigated in relation to noise, smoking in a food vehicle, contaminated meat & clubroom toilet hygiene.

Water Sampling

Blue Green algae samples were taken from 4 locations at Meredith Park, Colac boat ramp, Stoddart Street and Delaneys Road, however results were not available at the time of preparation of this report.

Maternal & Child Health

Staffing within the Maternal & Child Health (MCH) Service has been complemented by the employment of Chris Towers who has moved from her position in health promotion and women's health at Colac Area Health and casual MCH work to a permanent part-time position with us. This experience will be valuable to our maternal and child health early years services. With this employment our service is now at its optimal staff levels.

Our service has participated in an independent audit process conducted by Crowe Horwarth as part of Council's Internal Audit Program.

Clinically the service has had a large increase in counselling and referrals which again highlights the complexity of a lot of our clients.

Number of infants enrolled from birth notifications	20
First Time mothers	11

Key Ages and Stages Consultations for the month of November 2011

Home visits	23				
2wks	20	8mths	16	3.5yrs	15
4wks	19	12mths	21		
8wks	17	18mths	6		
4mths	26	2yrs	13		

Other activities included:

- 102 additional consultations
- 30 phone consultations
- 9 opportunistic immunisations
- 46 referrals
- 61 counselling (both referral numbers and counselling sessions up significantly)
- New Parents Groups sessions - 4 in Colac and 4 in Apollo Bay
- 33 families currently enrolled under Enhanced Home Visiting service.

Meetings/Training attended by staff include:

- Vulnerable families meeting with COLAC Area Health and Child First
- Customer Service Internal training
- Professional Clinical Supervision
- Community Strengthening Activities including participation at Bubs@the Hub
- Colac KEYS (Kids Early Years Services) Network Meeting

Transport Connections

Council has received advice from the Department of Transport (DoT) advising that the seasonal bus services will operate again this summer albeit on a reduced timetable (due to funding restrictions).

The Colac/Lorne summer bus service will operate from 19 December 2011 to 29 January 2012 and the Colac/Apollo Bay summer bus service will operate from 16 December 2011 to 29 January 2012.

At the time of writing this report timetables were being printed by DoT. They will be distributed locally when received.

The Colac/Lavers Hill trial bus service will no longer be funded due to a lack of users.

Events

Christmas Toy Appeal by Ulysses Club Inc (3 December 2011)

The annual Christmas Toy Appeal was carried out on Saturday 3 December from 10am to 12pm and then met in Memorial Square. Collections boxes had been placed in the foyer of Colac Otway Shire and other businesses in Colac to collect the toys and enable the public to donate funds on the day. The toys were then distributed by the Salvation Army and St Vincent De Paul to local families in need over the Christmas period.

Carols by Candlelight (16 December 2011)

Community groups joined together for the return of Carols by Candlelight to Memorial Square. The Colac City Band celebrated their 65th year of participating in this event ably supported by Community Hub Inc. The Colac and district community enjoyed a traditional family event beginning with a market, followed by free activities for the children such as Christmas tree decorations, free face painting and an air castle. Santa arrived at 6pm with free Santa bags with the children's nativity scene at 7pm. Well known local musician, Jamie McGuane, acted as MC encouraging those who attended to join in the traditional singing.

Upcoming Events

Events which will be held throughout the Colac Otway Shire in January 2012 include the Custom Car and Bike Show (14 January) and Australia Day Celebrations in Beeac (26 January).

Recreation

Central Reserve Upgrade

Council has submitted an Expression of Interest to Round 2 of the Regional Development Australia Fund for the redevelopment of Central Reserve. Unfortunately, the revised program guidelines now require a \$1 for \$1 local contribution for any funding request under \$5m. Therefore, the Expression of Interest has been scaled back to include redevelopment of the oval, competition lighting for football and netball and redevelopment of the netball facilities.

The Expression of Interest will be assessed by the Barwon South West Regional Development Australia Committee and it is expected that Council will receive notification of its success in January 2012. Should the Expression of Interest be considered one of the region's top three priorities, a full funding application will then be lodged to the Federal Government.

Heathfield Estate Reserve Community Reference Group

At its November 2011 meeting, Council determined to establish a Community Reference Group for the Heathfield Estate Reserve. The Reserve is a large piece of open space in Marengo that is currently not utilised due to access issues. The establishment of a Community Reference Group will assist Council in identifying possible future use of the site, in context of the vehicular access issues. Council is currently seeking Expressions of Interest from community members interested in being involved in the Reference Group. Expressions of Interest close Friday 13 January 2012.

COPACC

November 2011 was the busiest month of the calendar year in terms of business events with a very strong income result. More than 5,500 people attended almost 90 events. A record result is expected for the month of December.

COPACC launched its 2012 Morning Music Season sale in November. The programme includes five shows. Early ticket sales for the season are strong.

COPACC is hosting Ross Trebilcock's Rhetorical Reflections exhibition of recent works in the Civic Hall from 14 to 20 December 2011. The visionary artist will host a floor-talk on 17 December at 2pm.

A busy school holiday programme has been planned for January.

COPACC is launching its 2012 Education Season to primary school teachers on 14 December 2011.

Blue Water Fitness Centre

The Colac Basketball Association has been utilising the Bluewater Fitness Centre Stadium for Saturday night and Sunday afternoon representative basketball games which have attracted positive attendances.

Casual visitation in the gym was consistent with the previous month. Lower casual visitation could be a result of higher membership usage as the total number of patrons in the gym has significantly increased over the past six months.

Youth Council

Youth Councillors assisted FReeZA at the Patrick Tibbits memorial concert on 7 December 2011. Youth Councillors and mentors met at Gellibrand River Valley Cabins to celebrate the end of the year. Councillors and mentors donned "Wild West" attire and enjoyed a bushwalk, games and a Christmas BBQ before reflecting on their achievements in 2011.

INFRASTRUCTURE & SERVICES**CAPITAL WORKS UNIT****Old Beechy Rail Trail**

A number of projects are underway for the further development of the Old Beechy Rail Trail, with each individual project in various stages of planning and delivery.

Trail construction works are complete for the Coram section, which incorporated the construction of an off road trail through a Council owned nature reserve at Barongarook. The construction of this section of trail provides approximately 800m of off road trail.

Works are expected to commence for the off road section of trail from Dinmont to Ditchley Station in early January 2012. Works associated with fencing and preparation for revegetation will be the first element undertaken, with the trail construction expected to commence in March/April 2012.

Morley Avenue, Wye River Slip Rehabilitation

Vic Roads have completed works associated with the private drainage line, which will enable properties to connect and discharge stormwater in a controlled fashion.

All properties owners have now entered into a private agreement associated with the private drainage line, and invoices have been forwarded for payment.

Apollo Bay Drainage Strategy

Arup Pty Ltd have completed the first draft of the Apollo Bay Drainage Strategy, which is being reviewed prior to undertaking initial public consultation. It is anticipated initial consultation will be scheduled for the new year, with completion of the consultation by 20 January 2012. Following the initial public consultation, Council will be briefed prior to commencement of the formal public consultation period.

Forrest Microbrewery Car Park

Detailed layout plans have been approved by Vic Roads. Consultation has taken place with the Microbrewery owners and other affected residents. The construction of the car park is expected to be carried out in March 2012 to limit disruption to the Microbrewery during the summer period.

Initial design options were presented to the community to gauge feedback in conjunction with the Community Infrastructure Plan that is currently being developed. Following receipt of feedback, layout changes have been made to ensure the car park design and construction is consistent with the Community Infrastructure Plan.

Cressy-Shelford Road Rehabilitation

Council is continuing to implement the External Awareness Raising Programme, which aims to increase the communities understanding of Natural Temperate Grasslands and their ecological significance.

Investigations are continuing into what engagement methods are the most effective for this project. At this time, options considered include traditional media, such as pamphlets, book marks, calendars, paper advertisements, as well as webpage information linked with Councils website.

Kennett River Wetlands

Quotations have been sought from appropriately qualified consultants to undertake an investigation to determine the appropriate classification of the sediment in the Kennett River Wetlands, Kennett River. This investigation will provide Council with a report that will direct how the material can be responsibly disposed of once it is removed from the wetland. It is planned that this investigation will be completed before the end of 2011.

Murray / Scott Street Intersection

Council has received requests to investigate the intersection of Murray Street and Scott Street, Colac, in order to improve the safety of an existing school crossing on Murray Street. The crossing is on the west side of the Murray Street and Scott Street intersection, and concerns have been raised by the crossing supervisor that motorists making left hand movements from Scott Street onto Murray Street have resulted in a number of "near misses". Preliminary intersection improvement design options have been prepared and forwarded to VicRoads for their consideration.

Colac / Elliminyt Commuter Footpath Strategy

A draft copy of the Strategy was released to the public inviting feedback, with the submission period closing 18 November 2011. Council received two (2) submissions from the community, as well as internal staff feedback. The submissions requested sections of the footpath network (including Queen Street and Hart Street) be considered as Primary Network. The Footpath Strategy is being reviewed following the receipt of submissions, and it is anticipated that the Final version will be forwarded to Council for endorsement in January 2012.

SUSTAINABLE ASSETS UNIT**Routine Road and Footpath Inspections**

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

Rural Collector Roads	A number of signs and guide posts were found to be either damaged or missing. Signs requiring replacement have been ordered and will be erected on arrival by Cosworks. All missing and damaged guide posts have been replaced.
Apollo Bay Urban Collector Roads	A number of signs were found to be either damaged or missing. Signs requiring replacement have been ordered and will be erected on arrival by Cosworks.
Footpath Inspections Colac CBD Level 1	Colac CBD Level 1 footpath inspections have been completed. No defects outside intervention were identified.
Footpath Reconstruction Program	The reconstruction program commenced in Hart Street on 9 November 2011. The section between Hearn Street and Pound Road is close to completion. The contractor will next move on to Pound Road and Robertson Street.

Building Maintenance and Renewal

Birregurra Toilets	Powercor has provided advice on the allowable proximity of the new toilets to the power lines. Documentation will now be assembled to allow quotations to be sought.
SP&D Accommodation	<p>Construction at the old library site is well underway. Works to date, are as follows:</p> <ul style="list-style-type: none"> • Demolition works have been completed • Internal stud walls have been constructed • Concrete has been poured for the altered rear entrance • The new roof has been installed • Meetings have been held with the subcontractor providing the workstations and joinery to confirm finishes and colours • Plumbing and electrical works are continuing <p>Those works which had the most potential to disrupt the operation of the Library Annexe, being the roof replacement and the plumbing and concreting in the toilet area, have now been completed.</p>
Beech Forest Hall	The Beech Forest Hall kitchen has been completed and is now in use. The interior painting to main hall area is the next area to be done. Further quotes are being sought on the roof works.
COPACC Fire Detection Systems	<p>Council's contractor attended the site on 1 December 2011 to make adjustments to the existing smoke detectors located in Auditorium 1. This work also included reconfiguration of the Fire Indicator Panel and adjustment of the sensitivities of the relevant smoke detectors, which necessitated a live smoke bomb test.</p> <p>Using the recommendations from the earlier Fire Services Investigation report the contractor will also draft a plan for reconfiguration of the smoke detection systems for the whole of COPACC.</p>
Chapple Vale Hall	The building permit for the toilet upgrade has been issued. Quotes for this work are currently being sought.
Lake Colac Cricket Clubrooms	Exterior painting has commenced at the Clubrooms.
Colac Youth and Recreation Centre	<p>Renovations to the Colac Youth and Recreation Centre are nearing completion. Key milestones achieved since the November 2011 CEO report include:</p> <ul style="list-style-type: none"> - Fitout of toilet areas - Plastering and painting of the Common Room - Construction of access ramp to main entrance including the provision of handrails - Vinyl flooring - Commencement of joinery fitout to kitchen areas <p>It is expected that the total project will be finalised in December 2011 as per the revised works schedule.</p>

Rae Street Office Redevelopment	<p>Quotations for the provision of Architectural Services for this project closed on 7 December 2011. Evaluation of submissions, with a view to confirming the successful tenderer and having an initial stakeholder meeting prior to the Christmas shutdown.</p> <p>This engagement will be for the development of detailed design plans and preparation of tender documents for the Rae Street Office.</p>
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Drain Cleaning and CCTV Inspections

Bartlett's Environmental were recently engaged to complete CCTV inspections of isolated sections of Council's underground stormwater drainage network located in Colac and Apollo Bay. These inspections have focussed on specific problem areas identified by Cosworks staff in order to determine any underlying issues and to determine the level of risk posed.

Drain cleaning and root cutting is also being undertaken to compliment the inspection and defect recording process. The inspection programme is approximately 75% complete with additional drains along the Great Ocean Road, Apollo Bay to be surveyed.

COSWORKS

Capital Works - Road Reconstruction Larpent Road

Granular Overlay and Sealing works on Larpent Road have been completed. The linemarking is still to be finalised.

Work has commenced on Rossmoyne Road and involves pulverising existing pavement and reshaping and compacting old road formation by adding improved quality materials to increase its strength in coping with larger industry vehicles. The sealing of work is anticipated to be completed by late December 2011.

Barham River Slip

Remedial works have commenced on the Barham River slip to stabilise the embankment area.

Roadside Slashing

Roadside slashing has been undertaken in Barongarook, Irrewillipe, Larpent, Alvie, Cressy, Irrewarra and Birregurra.

Roadside Spraying

Roadside spraying works have been undertaken in Apollo Bay, Skenes Creek, Marengo, Tuxion, Killala, Wye River, Separation Creek, Morris Access, Marriners Lookout, Kennedys Access, Sunnyside Road, Wild Dog Road, Busty Road, Biddles Road and Hickeys Cutting.

Road Regrading

Road regarding has been ongoing in all areas of the Shire as required.

Road Pavement Minor Patching

Road pavement minor patching has been ongoing in all areas as required.

Major Patching

Major patching works were undertaken on Weering School Road, Deans Creek Road, Forrest Street, Nalingal Road, Phillips Track, Deepdene Road, Rifle Butts Road, Colac Lorne Road and Barrys Road.

Gravel Road Re-sheeting

Resheeting works have been undertaken on Scotts Road, Woodrowvale Road, Harris Road, Monkton Estate Road, Yeodene–Birregurra Road, Old Hordern Vale Access, Killala Road - total of 11.2km of resheeting has been completed.

Routine Drainage

Routine drainage works have been completed around Wye River streets, Kennett River, Skenes Creek, Old Hordern Vale Road, Binns Road, Benwerrin–Mt Sabine Road, Tiger Lane and Upper Gellibrand Road.

Bridge Maintenance

Minor Maintenance works have been undertaken on bridges. This has included reinstatement works on the Upper Gellibrand Bridge and works have also taken place on Watson Access Bridge. Council has also undertaken an annual inspection of all bridges for general maintenance works.

Major Drainage Works

Major drainage works have been undertaken on Harris Road, Woodrowvale Road, Hart Street, Deans Creek Road, Warrowie Road, McKays Road, Pound Road, Forest Street, Benwerrin, Mt Sabine, Barham River Road, Wild Dog Road, Binns Road and Old Coach Road.

Vegetation Control

Vegetation control works have been undertaken on Blue Johanna Road, Bennetts Track, Wait a While Road, Amiets Track and Aire Settlement Road.

Footpath Maintenance

Footpath maintenance works have been undertaken in Birregurra, Lavers Hill, Gellibrand and Colac townships.

Tree Maintenance

Tree maintenance works have been undertaken around Blacks Road, Pengilley Ave, Botanic Gardens, Binns Road, Lardeners Track, Eastern Reserve, Cape Otway Road, Water Basin Road, Blue Johanna Road, Red Rock Reserve, Donaldson Street Park, Roadknight Creek Road and Christies Road.

Township Mowing

Township mowing continues in accordance with the mowing program.

Playground Maintenance

Playground maintenance works have been completed as per recommendations and inspections required under the playground audits.

Western District Employment Access

Staff have been continuing to compliment Councils general vegetation maintenance works, by carrying out works that Council does not normally undertake. This has included clearing of vegetation around Barongarook Creek, a general mulching and clean up of all areas.

The general community response has been very positive.

MAJOR CONTRACTS/WASTE UNIT**Barwon Regional Waste Management Group (BRWMG) - Domestic Garbage Waste Audits 2011**

The BRWMG launched an initiative earlier this year for conducting an audit of garbage bins at a regional level. The audit has been planned for all the five member Councils of BRWMG and will be conducted in two (2) stages focusing at Off Peak/Peak seasons. The Off Peak Bin Audit was undertaken between July and October 2011 and will be followed with a peak season audit in January 2012. The BRWMG is utilising the services of "All Environmental Concepts" for conducting of this audit and provision of reports.

The Garbage Bin Audit Reports will be further analysed by BRWMG for assisting with the following goals:

- Understanding the volumes and types of recyclables entering into garbage waste streams.
- Planning and prioritising of future regional projects.
- Developing future community education and change programs.
- Targeting on particular items of recovery.

The outcome of the Off Peak Bin Audit Report is summarised below indicating the results of Colac Otway Shire and comparing the same with the BRWMG average results.

Table 1: Bin Audit Results (Off Peak Season) for Colac Otway Shire and Comparison with BRWMG Average Results for waste and recycling

Description	Colac Otway Shire	BRWMG
	Kg	Kg
<i>Recyclable</i>	16.06%	18.4%
<i>Potentially Recyclable</i>	1.3%	2.3%
<i>Reusable</i>	1.9%	1.9%
<i>Compostable</i>	45.5%	48.8%
<i>Other</i>	35.3%	28.5%
<i>Average Bin Weight/Volume per Garbage Bin</i>	5.07	7.15

The key findings from the above audit results are:

1. The average weight of garbage bins for Colac Otway Shire is less than those for BRWMG average bin weights. This tends to indicate that Colac Otway Shire is generating less waste per household which is a positive outcome.
2. On average, Colac Otway Shire is recycling slightly more than the BRWMG average.
3. Approximately 45.5% of garbage waste for our Shire was found to be compostable. It has been indicated in the Audit Report that the majority of compostable waste was food waste. The effort at the BRWMG level is to treat this waste with green waste and focus on food reuse/recycling.

The Peak Season Audit results will be provided after the January 2012 Audit, after which the result will be discussed at BRWMG and further analysis undertaken to improve the desired outcomes and level of recycling.

Geelong and District Angling Club Funding Application – Letter of Support

The Association of Geelong and District Angling Club Inc are in the process of lodging funding applications for the following three relatively small projects within Colac Otway Shire.

A letter of support was requested from Colac Otway Shire which has been provided to maximize the chances of gaining funds, for the following projects:

1. A fishing platform on the Kennett River upstream from the Great Ocean Road in the picnic area of proposed size approximately 9m x 2.1m with a kick rail and disabled access.
2. A fishing platform similar to Kennett River above, but at Wye River. Both these projects will help to keep children off the bridges on the Great Ocean Road.
3. A set of rock steps to be built at Skenes Creek to access a popular fishing spot from the Great Ocean Road to Snapper Point. These steps will be the same construction as that built at Artillery Rocks. These steps will have a hand rail to assist with traversing them.

The Council has consulted with the Apollo Bay Foreshore Committee and ascertained that the above projects will be beneficial to the local anglers from a hobby and recreational point of view. The projects will be complimentary to the Western Coastal Board – Boating Coastal Action Plan (BCAP).

If successful with the Funding Application, the Geelong and District Angling Club Inc will coordinate the project in consultation with local users and community groups and obtain necessary planning permits.

The projects have been brought to the attention of Council's Environment and Planning Services Departments who have not identified any issues with the projects and supported the projects in principle.

The structures constructed under the proposal will be of a low maintenance type and, as they will become a Council asset, Council will undertake any future maintenance should it be required.

Second Life School Program

Council staff have assisted schools within its locality, to participate in the Second Life School Program. Students donate items such as clothes, footwear, manchester and accessories which then go to charity whilst raising money for their school. This program encourages students to believe that whilst items are no longer of use to them they are still of value to other people within the community. This program was offered to all schools in the Shire and four schools being Carlisle Primary School, Elliminyt Primary School, Colac Specialist School and St Marys Primary School elected to participate. Council collected items which the students brought to school and transferred them to GDPI (Geelong Disabled Peoples Industries) recycling in Geelong who will then distribute them to various charities.

Waste Services Contract

Contractors will carry out weekly recycling collections for the four (4) weeks from 26 December 2011 in place of the normal fortnightly collections. This follows successful weekly recycling for this period in 2010-11. An additional recycling collection during this period assists with disposal of excess waste and recycling material at households due to the Christmas and Holiday season and ensures that material going to landfill is minimized.

Drop off facilities in Carlisle, Gellibrand Beech Forest and Lavers Hill will again operate on a weekly basis through the Summer holiday period from 31 December 2011 to 29 January 2012 to assist with additional waste from residents and holiday makers.

Tenders

Tenders opened since the last reporting period:

- 1126 Sale of 6 Murray Street Colac
- 1130 Supply Tractor Drawn Mower
- 1131 Supply Tractor Mounted Reach Arm Mower
- 1132 Supply Dog Trailer

Tenders awarded since the last reporting period are:

- 1134 Road Signs & Associated Products (Procurement Australia 1407/0316)
- 1122 Hard Waste Collection (Rural and Coastal Areas)

There are no tenders advertised since the last reporting period.

Major Quotations advertised:

Q2011/12-32 – Bridge Inspections, closing 12 December 2011

Q2011/12-33 – Rae St Office Redevelopment – Architectural Services, closing 12 December 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 expected to complete works for Stage 1 including filling of lots, drainage and ancillary works following improved weather conditions.
Wyuna Estate Footpath Construction	Work is expected to recommence shortly on footpath construction in Scanlan Drive, Banksia Drive and Rose Drive with completion over the next few weeks.
38-46 Cawood Street Subdivision 20 lots & reserve	Work has commenced on this subdivision with water supply and sewer being installed. Contractors have begun excavation for road and underground drainage.
202A Pound Road Stage 1 13 Lots	Infrastructure works have recommenced with continuation of road and drainage construction for Stage 1.

Annual Reseal Program

Cosworks is currently carting aggregate to the stacksites for works to be carried out between 1 December 2011 and 31 March 2012. The successful tender, Inroads Pty Ltd, is planning to commence sealing roads by mid December 2011.

Marengo Landfill Rehabilitation Works

Work commenced on rehabilitating the Marengo landfill site on 22 November 2011 when the contractor surveyed and started levelling the area in preparation for receiving clay capping material. The project calls for approximately 4,600 cubic metres of suitable clay and 4,600 cubic metres of topsoil to be placed and compacted over the old landfill site adjacent to a previously rehabilitated section. It is expected to have the project completed by February or March 2012 subject to suitable weather conditions prevailing.

SUSTAINABLE PLANNING & DEVELOPMENT

G21 Regional Growth Plan

The second stage of community engagement for this project commenced in the second week of November and is now complete. Five World Café workshops were held across the region including one in Colac, in addition to 30 listening post sessions in different towns. Listening posts were held in our Shire at Birregurra, Colac, Forrest and Apollo Bay. Feedback gathered from the community on three possible future growth scenarios has been gathered and will be used to help shape the draft growth plan that is placed on public exhibition early in 2012.

Birregurra Neighbourhood Character Study and Structure Plan

The second round of community consultation for the Birregurra Neighbourhood Character Study was completed in November following the release of an Issues Analysis Paper. Feedback from this stage of community engagement will inform the development of the draft Study report early in 2012.

Apollo Bay Settlement Boundary and Urban Design Review

The public exhibition period for the draft report closed on 7 October 2011. The project steering committee has reviewed the 13 submissions received, and final changes to the document are being made prior to the report being considered by Council for adoption early in 2012.

Draft Colac CBD and Entrances Project report

The draft Colac CBD and Entrances Project report was on public exhibition until 21 November 2011. Over 150 written submissions were received, along with 27 electronic survey responses. The significant response to the draft report will provide extensive feedback for consideration by the consultant when preparing the final report for Council adoption early in 2012. The project steering committee and Community Reference Group have been consulted on the issues raised, and have provided input into changes that are being considered to the plan's recommendations.

Submission to State Government Review of the Aboriginal Heritage Act

Officers have provided input to the MAV's submission to the State Government review of the *Aboriginal Heritage Act*. Key issues raised by officers include:

- The significant additional costs and delays associated with undertaking Cultural Heritage Management Plans (CHMPs) for Council's own infrastructure projects.
- The need for a more facilitative role by Aboriginal Affairs Victoria (AAV).
- There is a lack of knowledge in the community about the requirements of the Act, and whilst Council is not responsible for administering the Act, planners and Council staff are often placed in the position of conveying the obligations and requirements.
- Council is concerned that the lack of an approved Registered Aboriginal Party (RAP) for the Colac Otway Shire means that there is added cost and delay in consulting the three aboriginal communities competing for RAP status.
- There should be greater certainty about what constitutes 'significant ground disturbance' as this is where most of the uncertainty exists when making judgements about whether a CHMP exists or not.

State Planning Scheme Amendment VC83 (New Bushfire provisions)

The State Government has introduced its new bushfire planning provisions which implement recommendations of the Royal Commission report, through Planning Scheme Amendment

VC83, which came into effect on 18 November 2011. In summary, the new provisions include:

- Changes to the State Planning Policy Framework to provide guidance on how bushfire considerations are to be treated in planning schemes and permit decisions
- A new Bushfire Management Overlay (BMO) to replace the Wildfire Management Overlay (WMO).
 - Under the BMO a single site assessment will operate – this eliminates the need for a separate assessment at the building permit stage.
 - A planning permit issued under a BMO will include a mandatory condition that requires a homeowner to maintain bushfire protection measures such as access for emergency services, defendable space, water supply for fire fighting etc.
 - Initially the requirements of the BMO will only apply to areas currently covered by a WMO. A multi-agency taskforce will “ground truth” the BMO mapping at a local level over the next six months, with updated mapping expected in planning schemes by mid-2012.
- A new planning permit exemption for buildings and works associated with a community fire refuge and a private bushfire shelter, where the total area of all buildings and works does not exceed 30 square metres.
- Permanent rights to clear native vegetation without a permit (10/30 and four metre boundary fence clearance) for dwellings constructed prior to 10 September 2009. The 10/30 provision allows all vegetation to be cleared within 10m of a pre-existing dwelling, and clearing of vegetation other than trees within 30m of the dwelling.
- Expanded exemption for 10/50 native vegetation clearance without a permit for dwellings in areas covered by the Bushfire Management Overlay, where the buildings were built or approved before 10 September 2009. The same definition for interpretation of the 10/50 rule applies as to the 10/30 provision outlined above.
- New Fire Prevention Exemption for roadside native vegetation clearance - subject to an agreement with DSE that outlines minimum requirements for road managers.

Birregurra and Forrest Community Infrastructure Plans

The final draft report has been completed for both townships. The report is to be circulated to Council officers for any final comment, as well as relevant community groups. Any final minor amendments will be made before presenting the draft to the January Councillor workshop and Council Meeting for adoption.

Regional Living Expo

Council has been allocated \$20,000 from the State Government to assist in the attendance at the 2012 Regional Living Expo in Melbourne. The Expo is aimed at attracting people living in the Melbourne area to consider living in a regional area like Colac. Council Officers attended a briefing in Warrnambool to discuss the management of the Expo and how Council is able to use \$20,000 allocation.

The Expo has a similar theme to the draft Colac Marketing Strategy and Council Officers will be working to develop marketing collateral to suit both the implementation of the Marketing Strategy and the Expo. Council is collaborating with both Great South Coast and G21 partners for the Expo to be run from April 27 – April 29 2012 at the Melbourne Exhibition Centre.

Lake Colac

Following completion of the Lake Colac Cultural Heritage Management Plan, projects that have been on hold for two years are able to proceed and are now planned for completion in early 2012. It is too close to Christmas to engage contractors to commence works before Christmas. The Lake Colac Coordinating Committee has developed a list of smaller projects for completion. The Lake Colac Master Plan is a 2002 document and needs renewing. A budget request for \$50,000 will be submitted to the Council 2012/13 Budget Process to support development of a new Master Plan.

Regional Tourism Restructure

A further Tourism Discussion paper (Version 11) has been provided by Tourism Victoria. The Tourism Discussion paper (Version 11) indicates that City of Greater Geelong does not agree with the proposed new structure and so proposes that there be two regions created, Geelong and Bellarine and the Great Ocean Road. CEO Rob Small has had a discussion with CEO of City of Greater Geelong Stephen Griffin, regarding the restructure process and this Discussion paper.

The CEOs of City of Greater Geelong, Surf Coast and Colac Otway Shires met with Tourism Victoria CEO Leigh Harry on 12 December 2011 to further discuss this matter. Further information will be reported to Council as it comes to hand.

Visitor Information Centres

The Centres have been busy over November and operators report good forward bookings for the peak period. The trend of increasing numbers of international travellers is still holding in our region. This is a positive sign for our local tourism industry.

Small Town Improvement Program

All funded projects are in planning or early commencement stage. This has been delayed due to non availability of contractors close to Christmas. Discussions have commenced with small town representatives in regard to the next round of funding.

Neighbourhood Safer Places (NSPs)

Work is continuing on NSP sites across the region. The sites being investigated at Barwon Downs, Forrest and Carlisle River will not be established during the 2011-2012 Fire Danger Period but it is hoped that they will be established for the 2012-2013 period. NSP sites at Apollo Bay and Gellibrand have been approved and work is being done to get the sites formally established in early 2012. Two more potential NSP sites have been referred to CFA for assessment in Birregurra and Beeac and these sites are also expected to be established in 2012. As further sites are investigated in lower risk towns more suitable NSP sites will be found.

It may appear to some people that the NSPs are not in the high risk towns where they are most needed but it is important to remember that NSPs are places of last resort to be used only when people's fire plans have failed. They are not safe places to be during a bushfire and the fact that no suitable sites could be found in many of our high fire risk towns highlights how high the risk is in these towns and the need for people to leave these areas on high fire danger days and to develop fire plans that are focused on the preservation of life.

Municipal Emergency Planning

Council has been working with key stakeholder agencies on a number of emergency management plans that are now nearing completion. The plans are critical to Council working effectively with other key agencies and the community before, during and after an emergency to try to minimise the impact of the event and to help us recover as quickly as possible. An updated Municipal Emergency Management Plan and a new Municipal Relief

and Recovery Plan will be submitted to Council for endorsement in January 2012. A Draft Municipal Fire Management Plan is on Council's website and public comment is being sought before it is submitted to Council for endorsement.

Fire Prevention

The fire danger period started on 1 November 2011. A courtesy letter was sent out to 9000 residents in early October that outlined what they need to do on their property. The first round of inspections has been completed and although over 500 Fire Prevention Notices were issued, this is lower than the same time last year and is not surprising given the prolific grass growth across the region. The second round of inspections is now starting and residents who fail to comply with their fire prevention notice will be fined and a contractor will be sent in to clean up the property with the cost to be charged to the property owner. As in previous years Council continues to undertake inspections throughout the Fire Danger Period to ensure people are maintaining their properties to a suitable standard.

Local Laws

A Local Laws review has been initiated. The review process will include three stages of community engagement to ensure community members are given ample opportunity to influence the outcomes of the review. General comments and suggestions are currently being sought prior to the development of a first draft. Once the first draft is completed there will be another opportunity for public comment prior to the release of a final draft where the opportunity for formal written submissions will be given to the community. This review is expected to be completed by the end of 2012.

Environmental Weed Control

The Councils 2011/12 Environmental Weed Control Program has recently experienced some delay due to the unusually wet seasonal conditions the Shire has been experiencing over the past three months. However contractors are quickly resuming works over the summer period with targeted works being undertaken on over 600km of high conservation roadside and approximately 20 high value environmental assets such as the Barongarook Creek, Lake Colac, Marengo Flora Reserve, Barham River Picnic Reserve, Red Rock Reserve and Beeac Grasslands. While the high rainfall and warm conditions are expected to create late or ongoing germination in various weed species the environment department expects that contractors will be maintaining their works programs over the length of this period due to the late start.

Attachments

Nil

Recommendation(s)

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

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OM112112-2

**COUNCIL COMMITMENT TO KEY CAPITAL PROJECTS**

|             |           |           |           |
|-------------|-----------|-----------|-----------|
| AUTHOR:     | Rob Small | ENDORSED: | Rob Small |
| DEPARTMENT: | Executive | FILE REF: | F11/3291  |

**Purpose**

The purpose of this report is to make Councillors aware of commitments that are required to match grants by State and Federal Government to key capital projects.

**Declaration of Interests**

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

**Background**

Council has applied for funding for two key projects.

**Bluewater Fitness Centre Stadium Redevelopment Project**

This project includes extensions to the existing basketball courts, the development of a new show court and spectator seating, new toilets/changing rooms to support this facility, new program space and the extension of the gym.

The Federal Government as part of its 2010 election promise has agreed to fund \$3.7 Million to the project. A further \$430,000 has been contributed to the project as part of stage 3 of the Colac Secondary College development.

Council has applied for an additional \$650,000 from Sport and Recreation Victoria and this contribution is reliant on Council contributing \$200,000. It was hoped that these funds could be sourced from the Council allocation under the Local Government Infrastructure Program (LGIP). Council is unlikely to get the \$650,000 from Sport and Recreation Victoria, if we are unable to show a Council contribution toward the project. Council has also applied for \$500,000 from the Department of Planning and Community Development's Putting Locals First Program.

Funding is therefore summarised as follows:

- Federal Government Election Promise \$3,783,000
- Department of Education Stage 3 funding Colac Secondary College \$430,000
- Sport and Recreation Victoria (linked to Council's contribution) \$650,000
- DPCD – Putting Locals First \$500,000
- Council (subject of part of this report) \$200,000
- Colac Basketball Association \$100,000
- Project Total \$5,663,000

**Central Reserve Redevelopment**

The second project is the Central Reserve redevelopment. It can be seen that the project will be short funded by \$850,000 if the \$200,000 is not contributed by Council.

The Central Reserve Advisory Committee has been working on an overall master plan for the development of Central Reserve as the primary facility for several sporting codes in Colac Otway Shire. The overall development requirement for the site includes the following elements:

- Grandstand redevelopment
- Sports field turf upgrading to all weather sand carpet
- Netball court resurfacing
- Grandstand upgrade
- Oval and netball lighting
- Total project cost \$5 Million (approx.)

It had been hoped to put up the total project for funding under the Regional Development Australia Fund. The total project cost of \$4.9 Million would have met their criteria which was established for round 1. However, the new round of funding requires the RDAF grant to be matched on a dollar for dollar basis. As a result of this guideline and that large amounts are less likely to be funded in the Barwon South West Region in RDAF round 2, we have made a bid under the Expression of Interest process for an initial stage of the project which involves an upgrade of the sport field to a sand carpet standard, the upgrade of the netball courts and the provision of night lighting to extend the usage of the surfaces. The cost of this grant bid is for \$1.25 Million.

That approach requires a contribution from Council as part of a matching contribution to other funding applications to match the RDAF proposed grant:

|                                                                          |                  |
|--------------------------------------------------------------------------|------------------|
| • Country Football / Netball Program – Premier Facilities                | \$250,000        |
| • Sport and Recreational Victoria<br>– Sustaining Sports Grounds Program | \$100,000        |
| • Council funds                                                          | \$200,000        |
| • Country Football Netball Program                                       | <u>\$75,000</u>  |
|                                                                          | \$625,000        |
| • Matching funds from RDAF                                               | <u>\$625,000</u> |
|                                                                          | \$1,250,000      |

### **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.

### **Physical Infrastructure and Assets**

Council will provide and maintain Council infrastructure and assets that meet community needs now and in the future.

### **Issues / Options**

The proposals for both the Bluewater Fitness Centre expansion and the first stage of the Central Reserve upgrade both require a Council contribution to ensure that they can proceed.

Two options are available to fund these projects. The first is that funding is allocated as the next priority, after allocation of funds to upgrade bridges from the State Government grants, under the Local Government Infrastructure Program. Funds could be allocated from the 2011/12 allocation to fund the stage 1 project of the Central Reserve if it proceeds, while \$200,000 could be funded from the 2012/13 allocation towards the stadium project.

We are aware that the \$350,000 from the Department of Planning and Community Development (SRV) could be questioned without our contribution since their funding requires our contributing this 200,000. The \$350,000 is also highly likely to be granted on that understanding.



Alternatively, funds could be provided for these two projects through the 2012/13 budget process. Council may decide not to identify funds for these two projects.

The Central Reserve Project is reliant on the RDAF funding. If it is not successful, the development of the sports field turf area is still desirable and a high priority for the community. A contribution to that part of the project will still need to be found. It is estimated that this would cost approximately \$750,000, with a contribution of \$400,000 required from Council. This could be made up of \$200,000 from the Local Government Infrastructure Development Program and a further allocation from the Budget of \$200,000.

The Bluewater Fitness Centre funding by Council is essential to attract the Sport and Recreation Victoria funds of \$650,000 require to complete the whole project. The \$200,000 needed is to be predominantly used to fund the extension to the gymnasium.

At the September Council Meeting, Council received a report relating to the Local Government Infrastructure Program and Regional Development Australia Fund. That report is attached and it's recommendation included the funding of the Bluewater Fitness Centre as a priority in the 2011/12 allocation of \$237,000.

Subsequently Council resolved as follows:

*That Council:*

- 1. Provides the attached list of Capital Works projects to the Department of Planning & Community Development, and ensures that the list of bridges needing works are included, by 30 September 2011 to meet Local Government Infrastructure Program (LGIP) guidelines and State Government requirements.*
- 2. Saves \$200,000 from each of the first two years LGIP allocation of funds to accumulate a \$400,000 bank towards a Regional Development Australia Fund application.*
- 3. Allocates all of the remaining funds of approximately \$361,000 in the first year, to repair or replace a bridge or bridges, in addition to any works funded via the usual Council budget process, using the Infrastructure's priority list as a guide.*
- 4. Rejects the minimum cost limit of \$150,000 per project in the report as this will unfairly disadvantage those areas, particularly rural areas, with projects costing less than \$150,000 and will also place unreasonable limits on the Infrastructure Department as some priority bridges will cost less than \$150,000 to repair or upgrade.*

This December report brings forward the allocation of the first two years of program allocation to the two projects outlined in this report. This would be in place of banking those funds towards a RDAF application as outlined in the Council resolution of 28 September 2011. This reports recommendation represents a minor variation to that original resolution.

### **Proposal**

That Council supports both of these projects through the allocation of \$200,000 in the 2011/12 year and \$200,000 from the 2012/13 year from Regional Development Victoria's Local Government Infrastructure Program.

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

Failure to support Bluewater Fitness Centre in particular could mean that Sport and Recreation Victoria funds are lost. This would mean that the project could not be realised except in a very limited way.

The funds for the first stage of Central Reserve upgrade attracts a contribution of over \$600,000 through the RDAF. If unsuccessful, we would wish to submit this proposal for later rounds.

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

There is the possibility of Councils reputation being harmed if either of these two projects are unable to proceed.

### **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.

The method selected would be inform and include media releases to advise if the projects are successful.

### **Implementation**

It is planned to proceed with the Central Reserve project in September/October 2012. This would allow a majority of development to occur prior to the 2013 winter sports season.

The works for Bluewater Fitness Centre are due to commence mid 2012 to tie in with elements of the Colac Secondary College project.

### **Conclusion**

Being able to determine that these projects can proceed in the interests of the Colac Otway Shire community is critical. Funding from other grant sources is reliant on the allocation of these funds (\$200,000 each) toward the Stage 1 Central Reserve Redevelopment and Bluewater Fitness Centre Stadium Redevelopment.

### **Attachments**

- |                                                                                                        |            |
|--------------------------------------------------------------------------------------------------------|------------|
| 1. Minutes OM112809-15 Local Government Infrastructure Program and Regional Development Australia Fund | 0<br>Pages |
|--------------------------------------------------------------------------------------------------------|------------|

### **Recommendation(s)**

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

- 1. Agrees to vary point 2 of it's adopted resolution of the 28 September 2011 to give effect to this new recommendation.***
- 2. Funds the \$200,000 short fall to complete stage 1 development of the Central Reserve Master Plan as outlined in this report from the 2011/2012 Local Government Infrastructure Program allocation.***
- 3. Funds the \$200,000 short fall to complete the funding of the Bluewater Fitness Centre stadium and gymnasium development in the 2012/2013 financial year from the Local Government Infrastructure program allocation.***

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ORDINARY COUNCIL MEETING SUSTAINABLE PLANNING AND DEVELOPMENT

**OM112809-15 LOCAL GOVERNMENT INFRASTRUCTURE PROGRAM
AND REGIONAL DEVELOPMENT AUSTRALIA FUND**

| | | | |
|-------------|---------------------------------------|-----------|------------|
| AUTHOR: | Mike Barrow | ENDORSED: | Jack Green |
| DEPARTMENT: | Sustainable Planning
& Development | FILE REF: | GEN00414 |

Purpose

The purpose of this report is to advise Council on the State Government's allocation of funds to Colac Otway Shire under the Local Government Infrastructure Program (LGIP) and the list of priority projects to be considered for funding under this program. Further to this, the report seeks Council's endorsement of recommendations in relation to project funds expenditure under the LGIP.

This report also addresses the Regional Development Australia Fund (RDAF) and seeks Council endorsement of the recommendation for a Round 2 funding application in November 2011.

Declaration of Interests

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

Background

The Local Government Infrastructure Program (LGIP) is a component of the State Government Regional Growth Fund (RGF) and aims to provide regional and rural councils with certainty to plan for and build new infrastructure or renew assets.

Four-year allocations have been granted to the 48 regional and rural Victorian councils, derived through a formula that involved the following steps:

1. The ten largest regional cities* each receive a fixed allocation of \$2 million.
2. The remaining 38 rural councils are notionally allocated an initial base-funding grant of \$1.5 million.
3. The remaining funds are allocated to the 38 rural councils using the Victorian Grants Commission Population Dispersion Cost Adjustor, multiplied by the population of the Local Government Area.
4. Caps are then applied to notional allocations at two levels:
 - No council receives more than \$2.5 million in total; and
 - No council receives more than 4% of the "carrying value" of its infrastructure (the value of building assets and construction/infrastructure assets).

*Ballarat, Greater Bendigo, Greater Geelong, Horsham, Latrobe, Mildura, Shepparton, Wangaratta, Warrnambool and Wodonga.

The Colac Otway Shire allocation is \$2,244,972 over four years which equates to \$561,243 per annum.

ORDINARY COUNCIL MEETING

SUSTAINABLE PLANNING AND DEVELOPMENT

The LGIP can support a range of initiatives including roads, bridges, new community assets such as halls and theatres, sporting grounds, grandstands, pools, libraries, and upgrading existing facilities from Council's Capital Works Plan.

The Regional Infrastructure Development Fund (RDAF) is a \$1 billion Federal Government program to support the infrastructure needs and economic growth of Australia's regions. The national program is designed to leverage Commonwealth, State, local government, private and not-for-profit investments for the long-term benefit of communities. RDAF supports regional infrastructure projects that will significantly improve economic and social outcomes and build on unique regional capabilities, capacity and potential. This includes infrastructure projects which could include economic, social or community infrastructure that will expand the development and growth of regional economies.

All project grants will need to have contributing funds from sources other than the Federal Government. Therefore a RDAF grant would also require Council and or State funds. Project grants over \$5 million will be required to be matched on at least a dollar for dollar basis.

Projects are required to be priority regional projects and Regional Development Australia committees will ensure that projects are consistent with Regional Plans. RDAF Round 2 opens for applications in November 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.

Physical Infrastructure and Assets

Council will provide and maintain Council infrastructure and assets that meet community need now and in the future.

Economic Development

Council will facilitate the development of infrastructure for business investment, growth and liveability.

Issues / Options

The State Government has requested a Capital Works Forward Plan and a report on Council's strategy for the LGIP by 30 September 2011.

The guidelines of the LGIP limit expenditure to capital works that would generally fit the categories of roads, bridges, halls and theatres, sporting grounds, grandstands, pools, and libraries. Council has a number of these assets so the funds could be expended in any number of projects on Council's Capital Works Plan.

To impose some rigour on the process for recommended allocation of project expenditure under the LGIP, an interdepartmental group of officers set up a process to finalise a list of all outstanding projects, adopt a set of guiding principles to govern discussion and a selection criteria that recognised strategic fit, community benefit, risk, project readiness and matching opportunities for Federal funds.

The guiding principles are as follows:

- Bank \$250,000 each year for 2 years to accumulate \$500,000 to match a Regional Development Australia Fund application or a 2013 Federal election commitment.

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The State Government guidelines allow Council to bank or accumulate funds to enable completion of larger scale projects.

- It is recommended to take advantage of this opportunity to create a future bank of matching funds for when the opportunity arises for multi-million dollar projects such as the Apollo Bay Harbour redevelopment, the Central Business District and Entrances upgrade or the Central Reserve redevelopment.
- Only projects that cost \$150,000 or more will be funded.
 - This is to enable the completion of projects of a substantial size that would have a significant community benefit. It is also the trigger for a tender process that ensures thoroughness in the project planning and appointment of contractors to complete works. It also limits the number of individual projects to be managed and would enable them to be effectively delivered within existing resource capacity. In the past with the combination of Council Budget funded projects, Small Town Improvement Program projects and Regional & Local Community Infrastructure Program (RLCIP) projects Council resources have been stretched to manage the individual projects' contractors and grant acquittal processes.
- Projects of a similar nature can be bundled to \$150,000 or more. This means that a number of small projects for example in community halls, small townships or community parks may be packaged as one project and be eligible.
- LGIP funds cannot be used to match other State Government funds. LGIP can be used to meet shortfalls in project costs where State Government funding is all or part of the total funding arrangement and is already committed to the project but it cannot be used to leverage or match other State Government funds. It can also be used to match Federal funds in a project where there are State funds also provided as long as the Federal and other funds match or exceed the total of State Funds.
- Projects will be additional to Council's normal budgetary process.
 - The LGIP is recommended to not replace already existing commitments under Council's budget or to replace rates funding for projects that are Council's responsibility. It is recommended that the LGIP be treated as extra to Council's existing and future budget and project funding process to ensure that the backlog of capital works projects can be reduced leading to real additional benefits to our community.
- Existing projects on Council owned and managed assets. Council has an extensive list of owned and managed assets and a community expectation of new assets to be developed. It is recommended that the LGIP make Council assets a priority rather than expend funds on assets belonging for example to other Government authorities.
- Projects will be prioritised on the basis of strategic fit, community benefit, risk, project readiness and matching opportunities with Federal funds. The State Government has made it clear to Council officers that the list of LGIP projects must be guided by existing strategy such as Council Plan, and approved Council Strategies and if possible recognised in the regional plans of G21 and the Great South Coast. Community benefit is a broad term and could apply to almost any Council project but it is recommended that in this case it be direct and tangible. The risk element is focused on the risk of not completing recommended projects. Project readiness is important so that if a project is funded that it can be delivered on time. Finally matching opportunity for Federal funds is important to maximise the impact of the LGIP.

Each of the elements of project prioritisation was provided with a comprehensive scoring system to enable a level of objectivity in developing the first raw draft of the project priority

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list. The final list was subject to discussion around the key principles as above. This complete list will be provided to Department of Planning & Community Development. (Attachment 1 Colac Otway Shire Capital Works Forward Plan)

The project recommended through this process is the Blue Water Fitness Centre project where there is a shortfall of \$237,000 to complete the Gym renovation and extension component of the project. It scores 84 on the priority listing; it is above \$150,000; it is a top up to a State Government and Federal Government funded project; it is additional to Council's budget commitments; it is a Council asset; and it is clearly linked to the Council Plan and the Recreation Strategy. It is further recommended that the remaining \$74,243 is banked to add to next year's allocation so that two projects exceeding \$150,000 may be prioritised in year two of the LGIP.

Three projects were considered for RDAF:

- Apollo Bay Harbour Precinct Redevelopment
- Colac CBD & Entrances Project
- Central Reserve / Beechy Centre Precinct

Project selection criteria followed on the same lines as the LGIP explained above with one clear difference in that the RDAF will only fund projects that will have a transformational impact on their respective communities. Projects must also be accepted as regional priorities in either or both of the G21 and Great South Coast Regional Plans. Successful Round 1 projects were substantial multi-million dollar projects such as the Geelong Library & Heritage Centre which received \$10 million and the Streaky Bay Oval Precinct which received \$1.72 million.

The three projects that were considered for the RDAF meet the program guidelines and selection criteria except for project readiness. The Central Reserve is an endorsed project by the G21 Sport and Recreation Pillar however has not yet been accepted by G21 as a regional priority. The Sport & Recreation Pillar is set to recommend that this be done as a result of the Victorian Country Football League's recognition of the facility as a regional centre. Only the Central Reserve Project has completed plans and is fully costed. This is the project recommended for this round of this grant cycle.

The Central Reserve/Beechy Centre Precinct Project includes:

- Redevelopment of the main oval to include drought condition turf and water collection systems.
- Improved spectator amenities.
- Redevelopment of the change facilities accessible to all reserve users.
- Dedicated official first aid and administration facilities.
- Competition standard football and netball lighting.
- Netball court redevelopment.
- Main entrance and Legends Plaza.
- Multi-purpose public amenities.

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- Digital scoreboard.
- Playground facilities.

If supported by Council an application for \$4.9m will be submitted with a matching contribution from the LGIP of \$500,000 being two years banked amounts of \$250,000 as recommended above. In addition, it is anticipated that a contribution of \$350,000 from the State Government will be accessed through a number of funding programs to be used to leverage RDAF funding.

In respect to the LGIP there are two options that can be recommended. The first option is to endorse the recommendation that:

- The attached list of Capital Works projects be submitted to Department of Planning & Community Development by 30 September 2011 to meet program guidelines and State Government requirements.
- \$250,000 be saved from each of the first two years allocation of funds to accumulate a \$500,000 bank to contribute to a RDAF application.
- \$237,000 be allocated to the Gymnasium component of the Blue Water Fitness Centre redevelopment, to meet the shortfall in funding.
- The remaining first year funds of \$74,243 be saved to add to the year two bank to fund projects in excess of \$150,000.

The second option is that Council endorse the recommendation in regard to the submission of the Council's Capital Works projects list and allocate the funds in another way than recommended.

Option one is preferred as it is a result of a comprehensive process including a cross-departmental team including the CEO and General Managers from each department. It meets the guidelines of the program and includes a rigorous assessment tool to identify projects of the highest priority.

In respect to the RDAF, there is only one project that Council is able to submit for funding therefore it has the option of endorsing the Central Reserve Project for a Round 2 RDAF application or not endorsing it and not submitting an application to RDAF at this stage. The first option is preferred.

While it is obvious that both the LGIP and RDAF recommendations feature projects based in Colac it has to be stated that Colac is the regional centre for the Shire and the Blue Water Fitness Centre and the Central Reserve are regional facilities. In the past Council allocated funds across the Shire through three rounds of the Regional and Local Community Infrastructure Program with 17 projects and \$625,000 in total funding. Council also annually funds projects across the Shire's small towns through the Small Towns Improvement program.

The Apollo Bay Harbour Precinct redevelopment project has potential to more equitably distribute these funds across the municipality in future funding rounds. When the Harbour Master Plan Amendment Process has been completed this regionally and State Government supported project will be in a better position to be considered for future RDAF funding rounds.

LGIP funds may be expended on projects such as roads, bridges, new community assets such as halls and theatres, sporting grounds, grandstands, pools, libraries and Council's Capital Works list attached has many of these kind of projects. Roads and bridges have not

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been prioritised in consideration of the LGIP because the State Government has provided a further \$1m for this purpose in 2011/12.

Proposal

The proposal supported by this report is that:

- The attached list of Capital Works projects be submitted to the Department of Planning & Community Development by 30 September 2011 to meet program guidelines and State Government requirements.
- \$250,000 be saved from each of the first two years allocation of funds to accumulate a \$500,000 bank to contribute to a RDAF application.
- \$237,000 be allocated to the Gymnasium component of the Blue Water Fitness Centre redevelopment, to meet the shortfall in funding.
- The remaining first year funds of \$74,243 be saved to add to the year two bank to fund projects in excess of \$150,000.
- An application for \$4.9m be prepared for submission to the RDAF Round 2 with the LGIP banked funds over two years of \$500,000 in total be used as a contribution to the project.

Financial and Other Resource Implications

The Colac Otway Shire will receive \$2,244,972 over the next four financial years for the Local Government Infrastructure Program allocated to Council by the Department of Planning & Community Development. These funds are required to be expended on capital works projects such as roads, bridges, new community assets such as halls and theatres, sporting grounds, grandstands, pools, libraries, and upgrading existing facilities from Council's Capital Works Plan. There is no requirement for matching funds. Funds may be banked to accumulate funds for expenditure in either of the four years of the funding or for matching Federal Government grants.

The RDAF application for the Central Reserve/Beechy Centre project will require a contribution of matching funds and these will be provided through the recommended \$500,000 to be saved from the LGIP. If successful in the RDAF application Council would not be required to provide further matching funds.

Risk Management & Compliance Issues

There are no risk management and compliance issues relevant to this report.

Environmental and Climate Change Considerations

There are no environmental considerations relevant to the report. Environmental issues will be considered throughout the completion of the project.

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 will be arranged through a media release.

Implementation

If supported by Council the proposal above will be implemented immediately by providing Council's Capital Works Forward Plan to Department of Planning and Community Development. Funds will be allocated according to the recommendations in regard to both the LGIP and RDAF and project planning will commence immediately for implementation.

Conclusion

Council has been provided with an untied amount of \$2,244,972 from the Regional Growth Funds under the Local Government Infrastructure Program. It is untied in that how Council expends the fund is up to Council's discretion as long as it is from Council's Capital Works Forward Plan. There is no requirement for matching funds.

Council Officers have conducted a thorough and comprehensive examination of Council's Capital Works Forward Plan in the context of the LGIP guidelines and within the context of an agreed set of principles that ensure that project priorities are strategic and of significant community benefit. Project readiness and risk have also been taken into account.

Council Officers have also conducted a thorough process in determining the best option for a Council application to the Federal Government under the RDAF. There is only one major project that meets all of the guidelines and is project ready and that is the Central Reserve/Beechy Centre project.

The recommendations in this report have integrity with a rigorous and fair process and represent a credible response to this extraordinary opportunity provided by the State and Federal Governments to add to Council's ability to deliver significant capital works projects for our community.

Attachments

1. Capital Works Projects

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

- 1. Provides the attached list of Capital Works projects to the Department of Planning & Community Development by 30 September 2011 to meet Local Government Infrastructure Program (LGIP) guidelines and State Government requirements.*
- 2. Saves \$250,000 from each of the first two years LGIP allocation of funds to accumulate a \$500,000 bank to contribute to a Regional Development Australia Fund application.*
- 3. Allocates \$237,000 of the first year's LGIP to the Gymnasium component of the Blue Water Fitness Centre redevelopment, to meet the shortfall in funding.*
- 4. Saves the remaining first year funds of \$74,243 to add to the year two bank to fund projects in excess of \$150,000.*
- 5. Endorses an application for \$4.9m for the Central Reserve / Beechy Centre Project to be prepared for submission to the RDAF Round 2 with the LGIP banked funds over two years of \$500,000 in total to be used as a contribution to the project.*

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MOVED Cr Stephen Hart seconded Cr Geoff Higgins

That Council:

- 1. Provides the attached list of Capital Works projects to the Department of Planning & Community Development, and ensures that the list of bridges needing works are included, by 30 September 2011 to meet Local Government Infrastructure Program (LGIP) guidelines and State Government requirements.*
- 2. Saves \$200,000 from each of the first two years LGIP allocation of funds to accumulate a \$400,000 bank towards a Regional Development Australia Fund application.*
- 3. Allocates all of the remaining funds of approximately \$361,000 in the first year, to repair or replace a bridge or bridges, in addition to any works funded via the usual Council budget process, using the Infrastructure's priority list as a guide.*
- 4. Rejects the minimum cost limit of \$150,000 per project in the report as this will unfairly disadvantage those areas, particularly rural areas, with projects costing less than \$150,000 and will also place unreasonable limits on the Infrastructure Department as some priority bridges will cost less than \$150,000 to repair or upgrade.*

CARRIED 5 : 2

DIVISION called by Cr Geoff Higgins

For the Motion: Cr Geoff Higgins, Cr Chris Smith, Cr Stuart Hart, Cr Lyn Russell, Cr Stephen Hart

Against the Motion: Cr Brian Crook, Cr Frank Buchanan

MOVED Cr Stephen Hart seconded Cr Lyn Russell

That Council endorses an application for up to \$4.9m for the Central Reserve / Beechy Centre Project to be prepared for submission to the RDAF Round 2.

CARRIED 7 : 0

CONSENT CALENDAROFFICERS' REPORT

D = Discussion

W = Withdrawal

| ITEM | D | W |
|--|---|---|
| <p><u>CORPORATE AND COMMUNITY SERVICES</u></p> <p><u>OM112112-3 COLAC LIBRARY ANNEXE</u></p> <p>Department: Corporate and Community Services</p> <p><u>Recommendation(s)</u></p> <p><i>That Council:</i></p> <ol style="list-style-type: none"> <i>1. Maintains the Colac Library Annexe for a further 12 months from 1 July 2012.</i> <i>2. Requests the Corangamite Regional Library Corporation to undertake a review of the opening hours at the Annexe, but maintaining the hours at a total of 22 hours per week.</i> <i>3. Reviews the operation of the Library Annexe after a further 12 months of operations with a report to be presented to Council no later than the December 2012 Council meeting with Council to decide at that time whether or not the Annexe will operate beyond 30 June 2013.</i> | | |
| <p><u>OM112112-4 APOLLO BAY AQUATIC CENTRE FEASIBILITY STUDY</u></p> <p>Department: Corporate and Community Services</p> <p><u>Recommendation(s)</u></p> <p><i>That Council:</i></p> <ol style="list-style-type: none"> <i>1. Resolves that due to the capital cost and ongoing operational subsidy required from Council, the Apollo Bay Indoor Aquatic Centre is not feasible.</i> <i>2. Resolves not to undertake any further investigations into the development of the Apollo Bay Aquatic Centre.</i> | | |

| | | |
|--|--|--|
| <p><u>OM112112-5 COLAC OTWAY YOUTH COUNCIL</u></p> <p>Department: Corporate and Community Services</p> <p><u>Recommendation(s)</u></p> <p><i>That Council notes the report and acknowledges the achievements and activities of the 2011 Colac Otway Youth Council.</i></p> | | |
| <p><u>OM112112-6 LEASE RENEWAL - WYE RIVER FIRE STATION - 30 MCLELLAN COURT, WYE RIVER</u></p> <p>Department: Corporate and Community Services</p> <p><u>Recommendation(s)</u></p> <p><i>That Council:</i></p> <ol style="list-style-type: none"> <i>1. Resolves that the lease with the Country Fire Authority (CFA) for occupancy of the Council owned property at 30 McLellan Court, Wye River be agreed to in accordance with the provisions of the Local Government Act 1989. The lease to be for a period of 50 years with rental of \$1.00 per annum.</i> <i>2. Refers the lease documents to the CFA for signing.</i> <i>3. Signs and seals the Lease document.</i> | | |
| <p><u>OM112112-7 DISCONTINUANCE AND TRANSFER OF PART OF YAUGHER ROAD ROAD RESERVE FORREST</u></p> <p>Department: Corporate and Community Services</p> <p><u>Recommendation(s)</u></p> <p><i>That Council:</i></p> <ol style="list-style-type: none"> <i>1. Commences statutory procedures pursuant to clause 3, schedule 10 of the Local Government Act 1989 to discontinue a triangular shaped portion of the Yaugher Road road reserve of up to 7,100 metres sq in area and transfer this portion of land to the owner of the abutting property (2 Yaugher Road, Forrest).</i> <i>2. Considers any submissions received, at the Council meeting to be held on 21 March 2012.</i> | | |

| | | |
|---|--|--|
| <p><u>OM112112-8 OFFICIAL NEWSPAPER</u></p> <p>Department: Corporate and Community Services</p> <p><u>Recommendation(s)</u></p> <p><i>That Council adopts the Colac Herald as Council's official newspaper for public notices.</i></p> | | |
|---|--|--|

Recommendation

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

MOVED

SECONDED

OM112112-3

COLAC LIBRARY ANNEXE

| | | | |
|-------------|--------------------------------|-----------|-----------|
| AUTHOR: | Colin Hayman | ENDORSED: | Rob Small |
| DEPARTMENT: | Corporate & Community Services | FILE REF: | 11/96219 |

Purpose

The purpose of this report is for Council to consider the review of the Colac Library Annexe.

Declaration of Interests

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

Background

At the Special Council Meeting held on 10 February 2010 Council resolved:

“That having received the “Enhanced Library Services Report” Council resolves to:

- 1. Establish a library Annexe or sub-branch, in the existing library building in Gellibrand Street Colac in an area of approximately 100 square metres*
- 2. Operate the Annexe for approximately 22 hours per week*
- 3. Suggest the allocation of approximately 2500 items to the Annexe*
- 4. Where possible, utilise existing furniture, fittings and equipment, such as shelving for the Annexe*
- 5. Review the operation of the Annexe after approximately 12 months of operations with a report of its operation to be presented to Council no later than the November 2011 Council meeting with Council to decide at that time whether or not the Annexe will operate beyond 30 June 2012*
- 6. The precise details of the operations, size and layout is to be determined following discussion with Councillors, the CEO and the Steering Committee, if one is formed. The Chief Executive Officer is to ensure that those details are broadly consistent with the approximate figures set out in this resolution*

As the November 2011 Council Meeting was held in Apollo Bay it was decided that it was more appropriate for the report be considered at a meeting held in Colac.

The decision to open the Library Annexe followed consideration of a report on “Enhanced Delivery of Library Services in Colac” prepared by Mach II Consulting.

The Final Report detailed the following options:

1. Recognise the Beechy Precinct Joint Use Library as the primary library venue/facility in Colac and no additional venues/facilities required
2. Reading Room/Library Service - Kanyana Club Senior Citizens Centre

3. Library Annexe - located at existing venue, Gellibrand Street.
4. Library Annexe (Shop-Front) - located in central shopping area.

Imbedded within these options there are a range of assumptions and considerations that are detailed further in the report, however in summary these include the following;

- a) The option to develop an Annexe within the existing library location at Gellibrand Street is based on the establishment of a dedicated space of 80 sqm with the option of the remaining space to be considered for other purposes such as Colac Otway Shire Offices. Given the nature of library activities and the possible use of the remaining space, formal division through the construction of walls was assumed.
- b) Dependent on the actual area within the existing Gellibrand Street library to be converted to an Annexe the costs would differ. For example, if the Annexe component accessed the existing toilet and kitchenette provisions, there would be no need for financial resources to establish such amenities. With regard to Option 4, a shop-front converted as an Annexe, these costs are based on the assumption that a toilet, kitchenette and associated plumbing would be in place.
- c) It is also assumed that for Option 3 (Library Annexe located at existing venue, Gellibrand Street) dedicated qualified library staff would be required to service the Annexe. It is considered inappropriate to have a Council Officer servicing general counter enquiries together with library service demands.
- d) The costs as detailed for Option 3 (Annexe – Gellibrand Street) include depreciation of stock and the facility and a rent opportunity cost. It should be noted that these are not included as a cash cost but rather as operating costs to indicate cost considerations of this option.
- e) Costs attributed to Option 2 (Reading Room/Library Service – Kanyana) the establishment of a reading room at Kanyana serviced by the Library Outreach Van, are based on costs associated with the current outreach van. The annual costs are averaged out over the basis of Option 2 proposed to operate 12 hours per week. The van would be available for other library services within the Colac Otway Shire and other municipalities, but there would be associated costs.

Other venue options suggested throughout the projects consultation process included the following:

- Colac Community Hub – Connor Street, Colac
- Neighbourhood House – Miller Street, Colac
- Colac Visitors Information Centre
- Colac Performing Arts and Cultural Centre (COPACC)
- Transitional facilities/services

The report recommended that Council strongly supports the development of the Joint Use Library within the Beechy Precinct as the primary library service venue within Colac together with the further development of partnership arrangements and opportunities directed to enhancing library services in Colac. From an Annexe facility provision perspective the report recommends the development of a 'reading room' at Kanyana enabling access for some segments of the community. “

The conclusion to the 10 February 2010 Council report stated the following:

“The Enhanced Library Services Project has identified the various library venues and services that currently operate within Colac. Many of these are important contributors to the total library service provision across the community and the further promotion and strengthening of these services in partnership with the new Joint Use Library is supported regardless of the outcome of this report.

The Joint Use Library is significantly supported through resource allocations and partnerships and provides a unique opportunity for the Colac Otway community to have access to state of the art facilities and equipment and up-to-date information and services covering a broad range of lifelong learning options.

The Joint Use Library will provide opportunity to further promote and strengthen the other services provided within Colac through partnership arrangements and greater promotion resulting in a greater choice of options for all community members.”

Colac Library Annexe

The Colac Library Annexe was opened in December 2010 at 105 Gellibrand Street, Colac.

Opening Hours

| | | |
|-----------|----------------|------------------|
| Monday | 10.00am-2.00pm | |
| Tuesday | 10.00am-2.00pm | |
| Wednesday | 10.00am-2.00pm | |
| Thursday | 10.00am-2.00pm | |
| Friday | 10.00am-2.00pm | |
| Saturday | 10.00am-12noon | TOTAL – 22 hours |

Services

- Access to online resources
- After hours return chute
- Information services
- 3 public internet PCs – bookings preferred
- PC with access to Microsoft Word
- Lending services
- Newspapers
- Self-service photocopying facilities
- Printing

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.

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

Services Provided

As indicated in the background to this report the Library Annexe is providing a number of services including:

- Access to online resources
- After hours return chute
- Information services
- 3 public internet PCs – bookings preferred
- PC with access to Microsoft Word
- Lending services
- Newspapers
- Self-service photocopying facilities
- Printing

User Survey 2011

The Corangamite Regional Library Corporation undertook a user survey over three weeks in June and July.

The Colac Otway report included the following:

1. Background 2010/11 Leader Board
2. Colac Otway Overview
3. Apollo Bay
4. Colac Library Annexe
5. Colac Community Library and Learning Centre
6. Action Plan
7. The Survey

A copy of the report is attached.

In the survey, 14 respondents identified the Colac Library Annexe as the library they most often used.

Colac Otway Services Summary

The statistics are for the period 1 July 2010 to 30 June 2011.

| | Loans 10/11 | EFT | Staff Hours | Loans per Staff Hr |
|----------------------|--------------------|------------|--------------------|---------------------------|
| Apollo Bay | 15,248 | 0.48 | 856.8 | 17.8 |
| CCLLC | 138,333 | 5.55 | 9,843.75 | 14.1 |
| Colac Library Annexe | 5,105 | 0.4 | 714 | 7.0 |
| Outreach | 6,523 | 0.54 | 963.9 | 6.8 |

Library Annexe Details

Library Satisfaction

- 85.8% of respondents indicated that they were 'satisfied' or 'very satisfied' with the Annexe.

The table below compares the typical Colac Otway survey respondents to the overall response. Colac Otway's library users are:

- More predominantly female; and
- Older than the average of the whole CRLC region.

| Typical Respondent | CRLC | Apollo Bay | CCLLC | Annexe |
|---------------------------|-------------|-------------------|--------------|---------------|
| Female | 74% | 81.8% | 78.5% | 76.9% |

| | | | | |
|----------------------|-----|-------|-------|-------|
| Over 65 years of age | 31% | 45.5% | 37.5% | 69.2% |
| Weekly or more often | 62% | 81.8% | 66.7% | 50% |
| By car | 74% | 63.6% | 84.1% | 50% |

Apollo Bay and CCLLC customers both visit the library more frequently than the average. Annexe users visit less frequently than average. This may be linked to the fact that the Annexe has the highest proportion of elderly customers. CCLLC customers are more likely to drive to the library than average. Annexe and Apollo Bay customers are more likely to travel to the library using a method other than car travel.

| Performance | CRLC | Annexe |
|------------------------------|-------------|---------------|
| Staff helpfulness & courtesy | 97.5% | 90.9% |
| Staff, knowledge | 97.1% | 90.9% |
| Lending services | 91.4% | 100% |
| Ease of locating a book | 86.8% | 90.9% |
| Presentation of the building | 75.8% | 66.6% |

Resources

| Important Resource | CRLC | Annexe |
|------------------------------------|-------------|---------------|
| Range & quality of adult books | 89.6% | 50% |
| Hours of opening | 84.7% | 50% |
| Range & quality of childrens books | 69.9% | 60% |
| Parking | 69.5% | 40% |
| Range & quality of AV materials | 59.0% | 37.5% |

The Annexe's library users are:

- more likely to be female
- older; and
- less likely to use a car to travel to the library.

Customers are also less likely to use the library more frequently with 50% of the respondents using the library more than weekly.

| Typical Respondent | Annexe | CRLC |
|---------------------------|---------------|-------------|
| Female | 76.9% | 74% |
| 26-55 years of age | 30.8% | 37% |
| Weekly or more often | 50% | 53.5% |
| By car | 50% | 74% |

The Colac Library Annexe has the largest percentage of older users across the region with more than double the percentage of respondents identifying themselves as more than 65 years of age.

A broader examination of the method of travel to the library reveals that the Annexe respondents are second only to Port Fairy library users in using transportation other than a car.

Library services are ranked in the table below starting at the top with services most important for library users. The percentages reflect the number of respondents who chose important or very important on the survey scale.

| Annexe | Importance | Performance |
|-------------------------------------|-------------------|--------------------|
| Lending services | 100% | 100% |
| Staff knowledge | 100% | 90.9% |
| Staff helpfulness & courtesy | 100% | 90.9% |
| Ease of locating an item | 100% | 90.9% |
| Range & quality of books for adults | 84.6% | 50% |
| Hours of opening | 83.3% | 50% |

Annexe customers clearly indicate that they are dissatisfied with the collection of books for adults and the hours of opening.

Eight of the nine respondents who completed this section gave the availability of computers a 'well' or 'very well'. The Annexe has four public computers; one for catalogue access and three internet access machines. Two of the Internet PCs were provided through the Federal Government's Broadband for Seniors Project which included the PCs, furniture and a subsidy on the communication costs.

Library Annexe Statistics

The following table provides details on :

- Loans
- Computer Sessions
- Visits

since the Annexe opened in December 2010.

| Annexe | Loans | Computer Sessions | Visits |
|---------------|--------------|--------------------------|---------------|
| December | 178 | 22 | 128 |
| January | 694 | 90 | 647 |
| February | 916 | 112 | 732 |
| March | 809 | 126 | 731 |
| April | 854 | 126 | 646 |
| May | 838 | 138 | 730 |
| June | 816 | 121 | 581 |
| July | 873 | 125 | 674 |
| August | 821 | 115 | 643 |
| September | 707 | 145 | 408 |
| October | 736 | 120 | 678 |
| November | 819 | 133 | 753 |
| TOTALS | 9,061 | 1,273 | 6,694 |

Colac Library Annexe Comments

- *Need a trolley for Annexe to put books in as a lot of disabled persons cannot carry a lot in their hands;*
- *A sign out front of library to show its open;*
- *Move it all back to its original home (this won't happen – politics!)*
- *I hate to see funds go into unnecessary administration/building maintenance when they could be put towards books, print and talking for an ageing clientele and a range of audio and visual materials that provide cultural solace for many who, for one*

reason or other are homebound. Activities in the library would be good eg. reading, debates, discussions;

- *Longer hours at the Colac Library Annexe;*
- *Greater range and more books at the Annexe – to fill up the shelves better would make it more attractive;*
- *Saturday afternoon opening;*
- *Quicker changeover of DVDs;*
- *Regular change of books for Annexe;*
- *Better hours more discussion and tapes;*
- *More audio CD.*

Other Library Services

The following information has been taken from the directory of Public Library Services in Victoria 2011.

Townships with 1 library (note – all are within or close to the main township centre)

| <i>Library</i> | <i>Town</i> | <i>Population (approx)</i> |
|---------------------------------------|---------------|----------------------------|
| Campaspe Regional Library | Echuca | 13,000 |
| Central Highlands Regional Library | Hamilton | 10,000 |
| | Bacchus Marsh | 14,000 |
| East Gippsland Shire Library | Bairnsdale | 12,000 |
| Eastern Regional Library | Lilydale | 15,000 |
| | Mooroolbark | 20,000 |
| Frankston Library Service | Carrum Downs | 18,000 |
| Geelong Regional Library Corporation | Grovedale | 14,000 |
| | Ocean Grove | 15,000 |
| | Torquay | 12,000 |
| Glenelg Libraries | Portland | 12,000 |
| High Country Library Corporation | Benalla | 10,000 |
| Latrobe City Libraries | Moe | 16,000 |
| Swan Hill Regional Library Service | Swan Hill | 10,000 |
| Wellington Shire Library | Sale | 14,000 |
| West Gippsland Regional Library Group | Warragul | 13,000 |
| Wimmera Regional Library Corporation | Horsham | 14,000 |

The Victorian Council average contribution to libraries for 2009/10 was \$23.40 per capita.

For CRLC on 2009/10 the average was \$16.90 per capita.

For Colac Otway based on 2010/11 figures:

| | | |
|----------------------|---|-----------|
| 2010/11 Contribution | - | \$528,879 |
| Shire Population | - | 22,097 |
| Per capita | - | \$23.93 |

Options

There are many possible options with respect to the Annexe.

1. Close the Annexe and redirect the funds into other Library Services at Colac and Apollo Bay.
2. Close the Annexe and develop Kanyana as per the “Enhanced Delivery of Library Services in Colac” report.

“It is the Consultant’s view that Kanyana is ideally located to meet the identified need for centrally located library services as an extension to the JUL. The proposed refurbishment of Kanyana and the identified intention to broaden community utilisation of the Centre provides an appropriate and cost effective opportunity to integrate a satellite library facility at an existing community facility.

- *The Kanyana reading room facility to be strongly linked to the JUL as the primary facility ie.*
 - *Partnership arrangements in regard to introductory ICT/community learning programs.*
 - *Provision of communication/promotion material at Kanyana in regard to the programs/services offered by the JUL.*
 - *Provision of online library catalogue at Kanyana.*
 - *Free transport from the Kanyana Centre to the JUL for health/pension card holders.*
 - *Introductory, assisted tours of the JUL emanating from Kanyana.*
- *The development of the reading room facility at Kanyana to be initiated at the earliest opportunity to co-ordinate with the scheduled opening of the JUL.*
- *Regular monitoring of the utilisation of the Kanyana facility to be implemented with a strategic review of operation and utilisation after two years.*
- *All parties to the development of the JUL and the Kanyana facility to demonstrate a cohesive and integrated approach to assist community engagement and support the enhancement of library services in Colac. “*

p.45 report

3. Maintain the Annexe at the current service levels and review in a further 12 months.
4. Review the hours at the Annexe and address some of the minor issues raised through the recent user survey.

Proposal

That Council maintains the Annexe for a further 12 months and undertakes a further review by December 2012.

That the hours at the Annexe are kept at the same amount (22 hours) but are reviewed as to possible adjustments.

Financial and Other Resource Implications

The construction and fit out costs for the library Annexe were \$60,459.

This figure does not include any CRLC related costs for information technology acquisition and set-up nor any other costs incurred by the CRLC for the set-up of the facility.

The Library Annexe is currently costing approximately \$42,500 in Salary and Oncosts. This would be the only possible saving if the Annexe was closed.

There are other costs involved in the operations of the Annexe. These include utilities, cleaning and maintenance. The Shire currently pays for these costs and would continue to incur them if the facility was used by Council.

There are also other costs involved in the operation of the Annexe including computer costs and associated costs. These have not been included as it is the recommendation of the

CRLC CEO, that should the Annexe close, all of the computers would be relocated to the Colac Community Library and Learning Centre.

There are other costs on materials that will still be charged to Colac Otway Shire Council even if the Annexe was closed as these costs are based on population. Looking at only the salary costs, it is possible to calculate a per loan cost for comparison purposes.

| <i>LOCATION</i> | <i>Loans per Staff Hr</i> | <i>Average Salary + Oncost</i> | <i>Cost Per Loan</i> |
|----------------------|---------------------------|--------------------------------|----------------------|
| Apollo Bay | 17.8 | \$35.40 | \$1.98 |
| CLLC | 14.1 | \$30.35 | \$2.15 |
| Colac Library Annexe | 7.0 | \$31.62 | \$4.45 |

Over the next few years the Corangamite Regional Library Corporation will be expending additional funds on books and other resources. This will benefit all branches within the region and address some of the concerns of users as to the resources available.

Risk Management & Compliance Issues

There are no formal compliance requirements to implement any of the proposed options. Risk management would be further considered and managed according to the agreed endorsement.

Environmental and Climate Change Considerations

There are no environmental or climate change consideration with regard to this report.

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 communication and consultation to date has been to consult. The Enhanced Delivery of Library Services in Colac involved consultation.

Community consultation included meetings with stakeholders and benchmarking with local and other facilities and services was undertaken as a part of the project.

Various communications were provided to the community through local media and the Beechy Precinct Newsletter introducing the project and regular updates on its progress.

Recently a User Survey was undertaken of all Library Services by the Corangamite Regional Library Corporation.

If the hours are to be reviewed there would be further consultation through the development of a questionnaire seeking preferences from the users of the facility.

Implementation

If the recommendation is adopted a letter would be written to the Corangamite Regional Library Services advising them of the resolution and requesting a review be undertaken of the opening hours of the Annexe.

Conclusion

The Colac Library Annexe is currently servicing a small number of users, but has the highest proportion of elderly customers of all of the branches in the region and has a high cost per head to run due to the low number of people who use the facility.

| Pros | Cons |
|--------------------|----------------------|
| Age Profile | 70% also use CCLLC |
| Less travel by car | Low Use |
| | High Cost |
| | User Dissatisfaction |

The question to be answered is “Does the profile of the customers at the Annexe warrant the investment?”

The option to review the operations of the Annexe in 12 months time will provide an opportunity to further review the opening hours and other aspects of the Annexe.

Attachments

1. Library User Survey 2011 0 Pages

Recommendation(s)**That Council:**

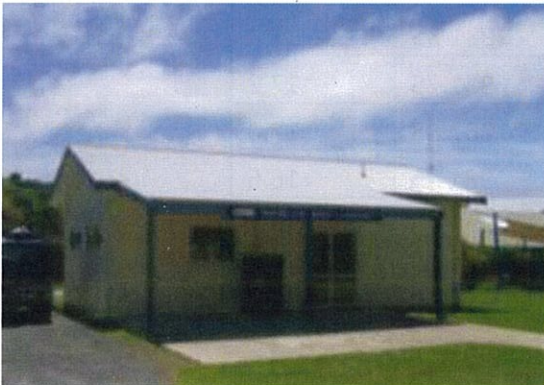
1. **Maintains the Colac Library Annexe for a further 12 months from 1 July 2012.**
2. **Requests the Corangamite Regional Library Corporation to undertake a review of the opening hours at the Annexe, but maintaining the hours at a total of 22 hours per week.**
3. **Reviews the operation of the Library Annexe after a further 12 months of operations with a report to be presented to Council no later than the December 2012 Council meeting with Council to decide at that time whether or not the Annexe will operate beyond 30 June 2013.**

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# Library User Survey 2011



## Contents

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## 1. Background: 2010/11 Leader Board

|                             | Loans<br>10/11 | EFT  | Staff<br>hours | Loans<br>per staff<br>hour |
|-----------------------------|----------------|------|----------------|----------------------------|
| Warrnambool                 | 247,921        | 6.52 | 11638.2        | 21.3                       |
| Port Fairy                  | 39,396         | 1.06 | 1892.1         | 20.8                       |
| Koroit                      | 18,726         | 0.52 | 928.2          | 20.2                       |
| <b>Apollo Bay</b>           | 15,248         | 0.48 | 856.8          | <b>17.8</b>                |
| Camperdown                  | 34,241         | 1.11 | 1981.35        | 17.3                       |
| Timboon                     | 16,844         | 0.55 | 981.75         | 17.2                       |
| Terang                      | 21,576         | 0.71 | 1267.35        | 17.0                       |
| Cobden                      | 16,266         | 0.55 | 981.75         | 16.6                       |
| <b>CCLLC</b>                | 138,333        | 5.55 | 9843.75        | <b>14.1</b>                |
| Mortlake                    | 10,558         | 0.55 | 981.75         | 10.8                       |
| Derrinallum                 | 8,539          | 0.49 | 874.65         | 9.8                        |
| <b>Colac Library Annexe</b> | 5,105          | 0.4  | 714            | <b>7.1</b>                 |
| <b>Outreach</b>             | 6,523          | 0.54 | 963.9          | <b>6.8</b>                 |

To create a level playing field for the different size libraries, the table above divides the total loans for 2010/11 by the equivalent full time (EFT) staffing at each branch.

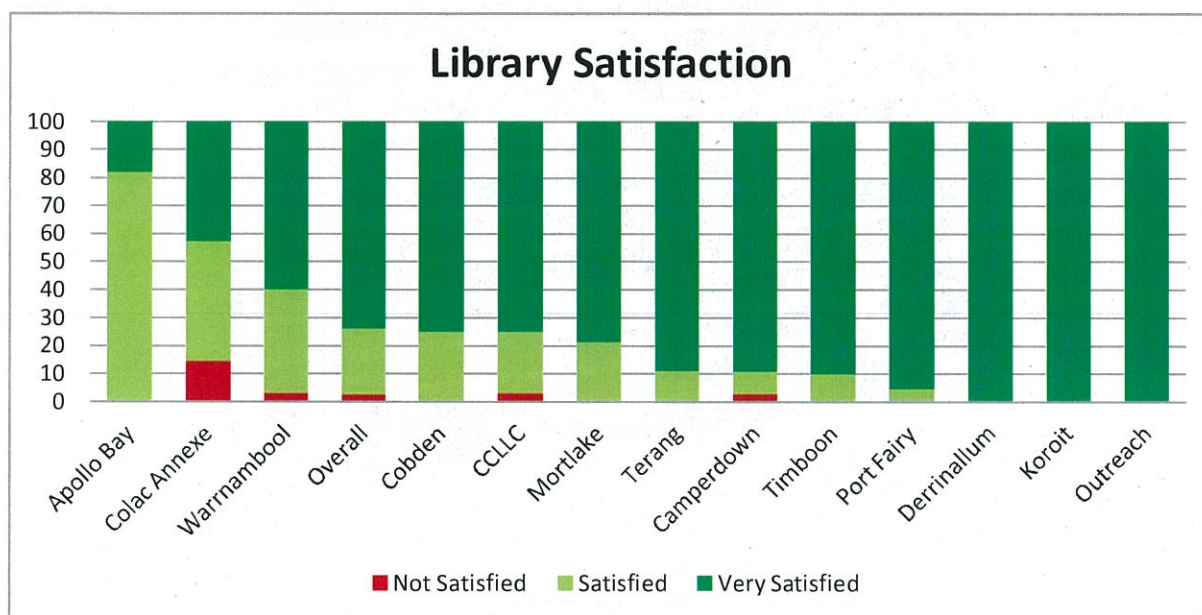
Apollo Bay increased its circulation by 7.7% or by an additional 1,096 items lent out. While the new library had a dip in circulation, both the Colac Home Service (up 19% or 988 items) and the Outreach Service (up 8.4% or 504 loans) had increases in loans.

Both Apollo Bay and Colac Community Library and Learning Centre (CCLLC) enjoyed increases in the number of people walking through the library's doors.



## 2. Colac Otway Overview

The survey was conducted over three weeks in June & July. Customers were offered an online and paper version of the survey. Out of the total of 383 surveys, 96 respondents identified one of the Colac Otway libraries as the one they visited most often. Only Colac Community Library and Learning Centre scored a higher overall satisfaction rates than the region as a whole. While the table below places the Outreach Service in equal first place, this is based on two completed surveys and the result should be treated with caution. Even though 100% Apollo Bay Library respondents gave either 'satisfied' or 'very satisfied' as their overall satisfaction rating, the library ends up on the bottom of the satisfaction rankings for the overall service. This is because every other library in the service had a higher response of 'very satisfied'. Similarly the Colac Library Annexe scored an 85.8% of respondents as 'satisfied' or 'very satisfied' but still ranks second to the bottom in overall satisfaction.



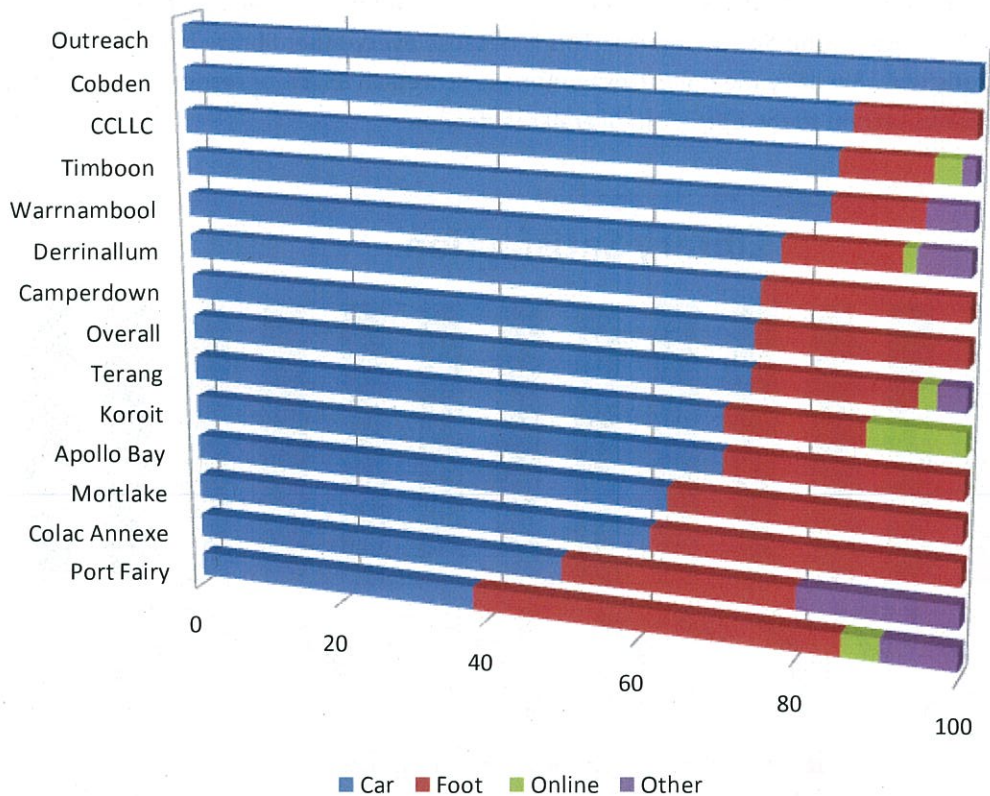
The table below compares the typical Colac Otway survey respondents to the overall response. Colac Otway's library users are

- more predominantly female and
- older than the average of the whole CRLC region.

| Typical Respondent   | CRLC | Apollo Bay | CCLLC | Annexe |
|----------------------|------|------------|-------|--------|
| Female               | 74%  | 81.8%      | 78.5% | 76.9%  |
| Over 65 years of age | 31%  | 45.5%      | 37.5% | 69.2%  |
| Weekly or more often | 62%  | 81.8%      | 66.7% | 50%    |
| By car               | 74%  | 63.6%      | 84.1% | 50%    |

Apollo Bay and CCLLC customers both visit the library more frequently than the average. Annexe users visit less frequently than average. This may be linked to the fact that the Annexe has the highest proportion of elderly customers. CCLLC customers are more likely to drive to the library than average. Annexe and Apollo Bay customers are more likely to travel to the library using a method other than car travel.

## Getting to the Library



We asked customers which other libraries they had visited in the past twelve months and the table below shows the numbers of people who responded. The shaded areas could be considered 'in house' visiting rather than across shire visits.

| Most often used Library                              | Has Also Visited |            |       |        |          |            |          |        |         |             |
|------------------------------------------------------|------------------|------------|-------|--------|----------|------------|----------|--------|---------|-------------|
|                                                      | % who visit      | Apollo Bay | CCLLC | Annexe | Outreach | Camperdown | Mortlake | Terang | Timboon | Warrnambool |
| <b>Apollo Bay</b>                                    | 9%               |            | 1     |        |          |            |          |        |         |             |
| <b>Colac Community Library &amp; Learning Centre</b> | 49%              | 4          |       | 21     | 2        | 6          | 2        | 1      | 1       | 5           |
| <b>Colac Library Annexe</b>                          | 71%              |            | 8     | 1      | 1        |            |          |        |         |             |

The four respondents who use CCLLC most often but have also visited Apollo Bay Library gave 3237 & 3236 as their postcode.



Library services ranked in the table below are those most important for library users. The percentages reflect the number of respondents who chose well or very well on the performance scale. It is excellent news for our staff members with creditable scores for staff helpfulness and courtesy. Marion Bakker in Apollo Bay scored a perfect 100% of 'very well' in this area.

Numbers in green highlight Colac Otway results better than those recorded for the overall CRLC service.

| Performance                  | CRLC  | Apollo Bay | CCLLC | Annexe |
|------------------------------|-------|------------|-------|--------|
| Staff helpfulness & courtesy | 97.5% | 100%       | 98.4% | 90.9%  |
| Staff knowledge              | 97.1% | 90.9%      | 98.4% | 90.9%  |
| Lending Services             | 91.4% | 72.7%      | 96.5% | 100%   |
| Ease of locating a book      | 86.8% | 54.5%      | 91.9% | 90.9%  |
| Presentation of the building | 75.8% | 0%         | 87.3% | 66.6%  |

It is perhaps a reflection of general customer dissatisfaction at the Colac Library Annexe that the same staff members, who work at both the Annexe and CCLLC, were given a lower score at the Annexe. The results from Apollo Bay further confirm the customer discontent with the library.

The following table shows which resources are most important to the respondents from each library and then lists the percentage respondents who scored these as being well or very well provided. Red figures are scores below the CRLC outcome, and green figures are scores better than the CRLC outcome.

| Important Resources                 | CRLC  | Apollo Bay | CCLLC | Annexe |
|-------------------------------------|-------|------------|-------|--------|
| Range & Quality of Adult Books      | 89.6% | 9%         | 81.2% | 50%    |
| Hours of Opening                    | 84.7% | 27.2%      | 89.2% | 50%    |
| Range & Quality of Children's Books | 69.9% | 11%        | 91.1% | 60%    |
| Parking                             | 69.5% | 36.3%      | 76.3% | 40%    |
| Range & Quality of AV materials     | 59.0% | 0%         | 76.2% | 37.5%  |

This gives the Shire and the Corporation a clear indication where customers would like any additional library resources allocated:

- Apollo Bay – improve everything but the staff
- CCLLC – more adult books
- Annexe – AV materials has the worst score

### 3. Apollo Bay

100% of Apollo Bay customers are either 'satisfied' or 'very satisfied' with the Library.

Of the total of 96 Colac Otway surveys, 11 respondents identified Apollo Bay as the library they most often used.

The table below compares the typical Apollo Bay survey respondent to the overall response and shows that Apollo Bay library users are more likely to be female, older & less use their car to visit the library. Apollo Bay customers are also more likely to use the library weekly or more often.



| Typical Respondent   | Apollo Bay | CRLC  |
|----------------------|------------|-------|
| Female               | 81.8%      | 74%   |
| 65-85 years of age   | 45.5%      | 29.7% |
| Weekly or more often | 81.8%      | 53.5% |
| By Car               | 63.6%      | 74%   |

Library issues are ranked in the table below with issues most important for library users. The percentages reflect the number of respondents who chose important or very important on the survey scale. The performance scores show excellent news on the performance of library staff, but high level of customer concern about both the book collections for adults and children. I suspect the low score for 'ease of locating a book' reflects the small size of the collection rather than it being a comment about the layout of the library. ("They didn't have a single copy of Charles Dickens" rather than "I couldn't find the car manuals")

| Apollo Bay                            | Importance | Performance |
|---------------------------------------|------------|-------------|
| Staff helpfulness & courtesy          | 90.9%      | 100%        |
| Range & Quality of books for adults   | 90.9%      | 9%          |
| Staff knowledge                       | 81.8%      | 90.9%       |
| Ease of locating a book               | 81.8%      | 54.5%       |
| Range & Quality of books for children | 72.7%      | 9%          |
| Hours of opening                      | 72.7%      | 27.2%       |

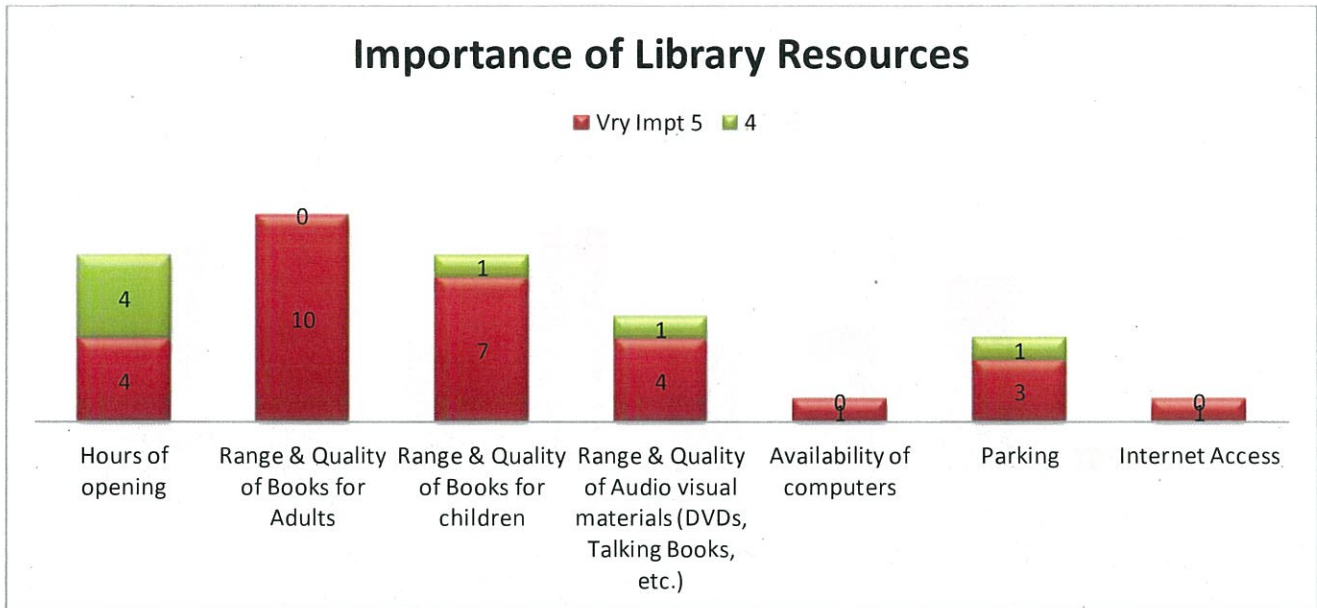
Performance results such as these are a very useful outcome in a customer survey. I believe customers often err on the side of being generous in their evaluations and find it difficult to separate the service they receive from the resources. Any criticisms are a great guide to assist in planning the allocation of future resources.

The Shire has already addressed some issues at Apollo Bay by increasing the opening hours in both 2010/11 and 2011/12. (The survey was conducted prior to the introduction of the Saturday morning opening in July 2011.) This year's planned extension of the Library will enable us to increase the book stock to 5,000 items.

11 respondents completed the survey question about the importance of library resources and the chart below shows the responses where 'important' (green) and 'very important' (red) were selected. Currently Adult books are the most important resource to the library customers who completed the survey.

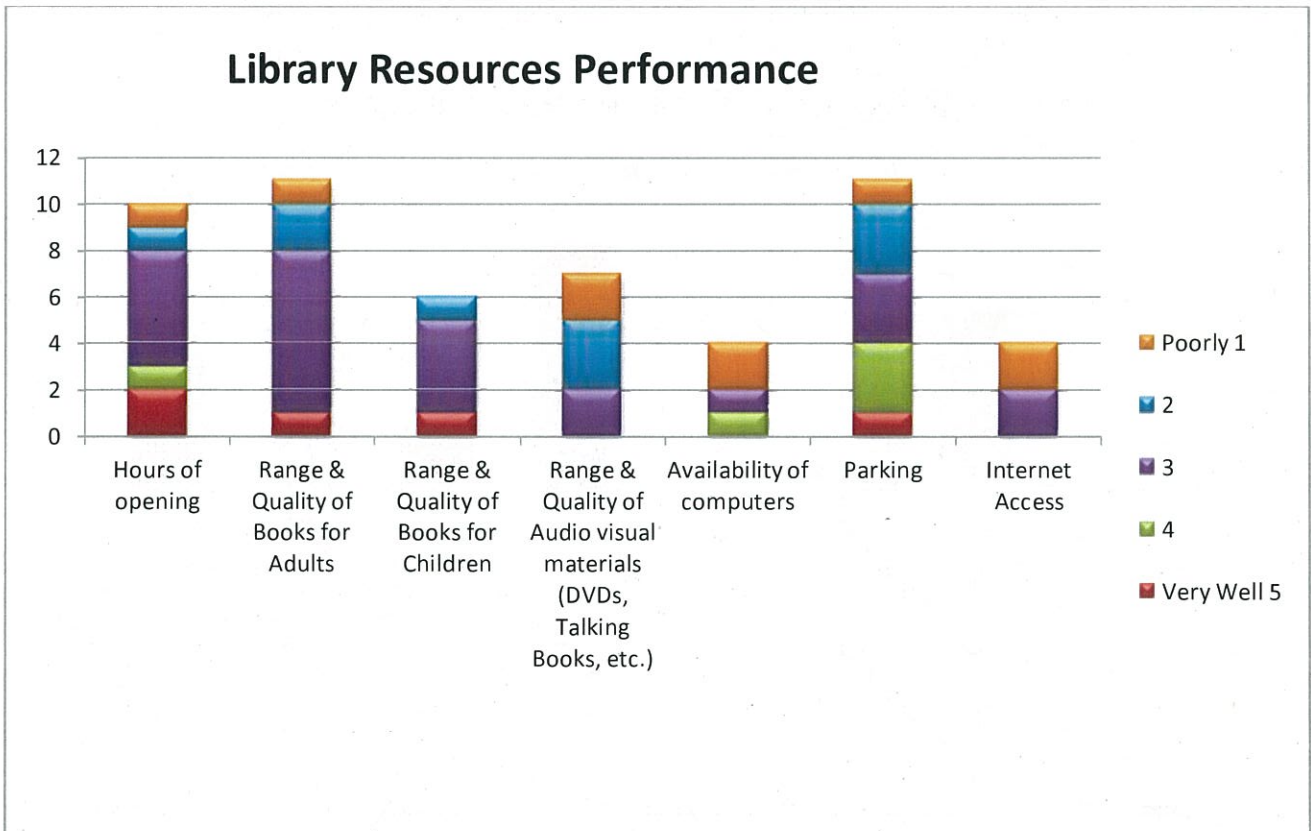


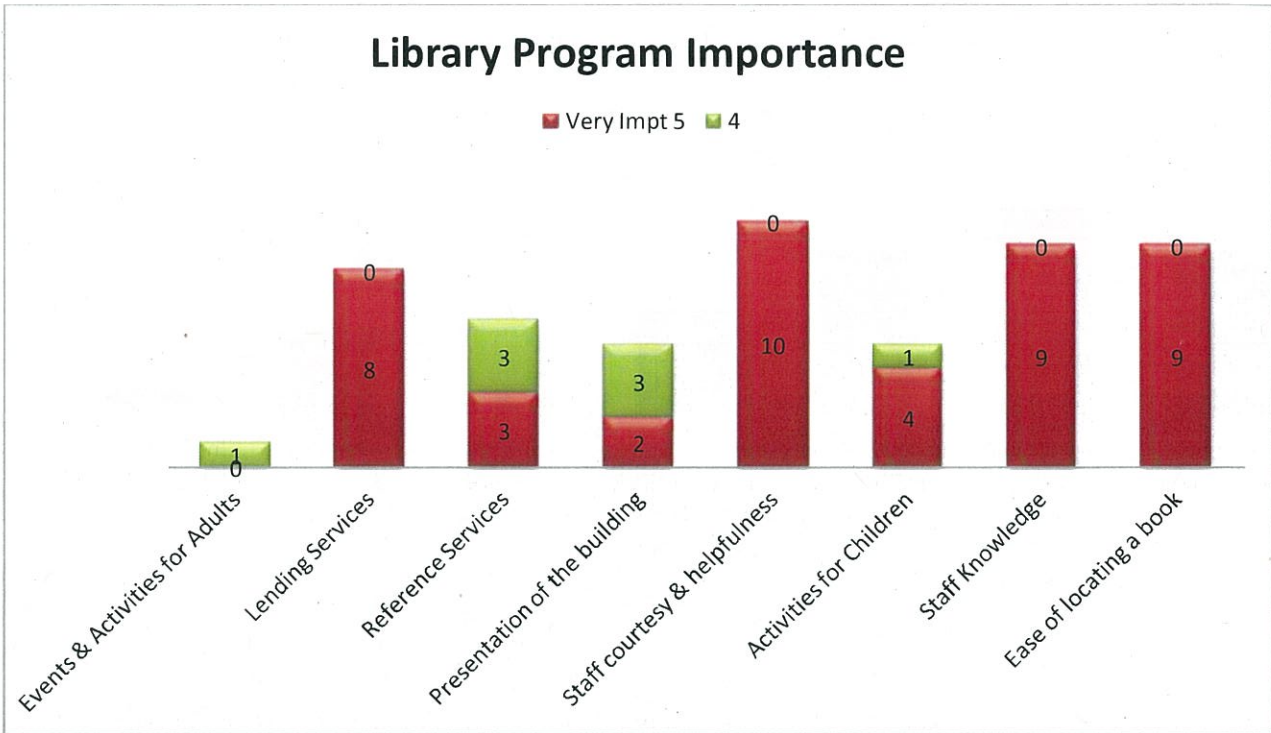
## Importance of Library Resources



The graph below again shows the concerns Apollo Bay Library customers have with the resources provided. Not even 50% of respondents think the library is doing well or very well in any of these areas. When parking gets your best score, you've got to be worried about the resources. Greatest concern is focussed on the range and quality of adult books.

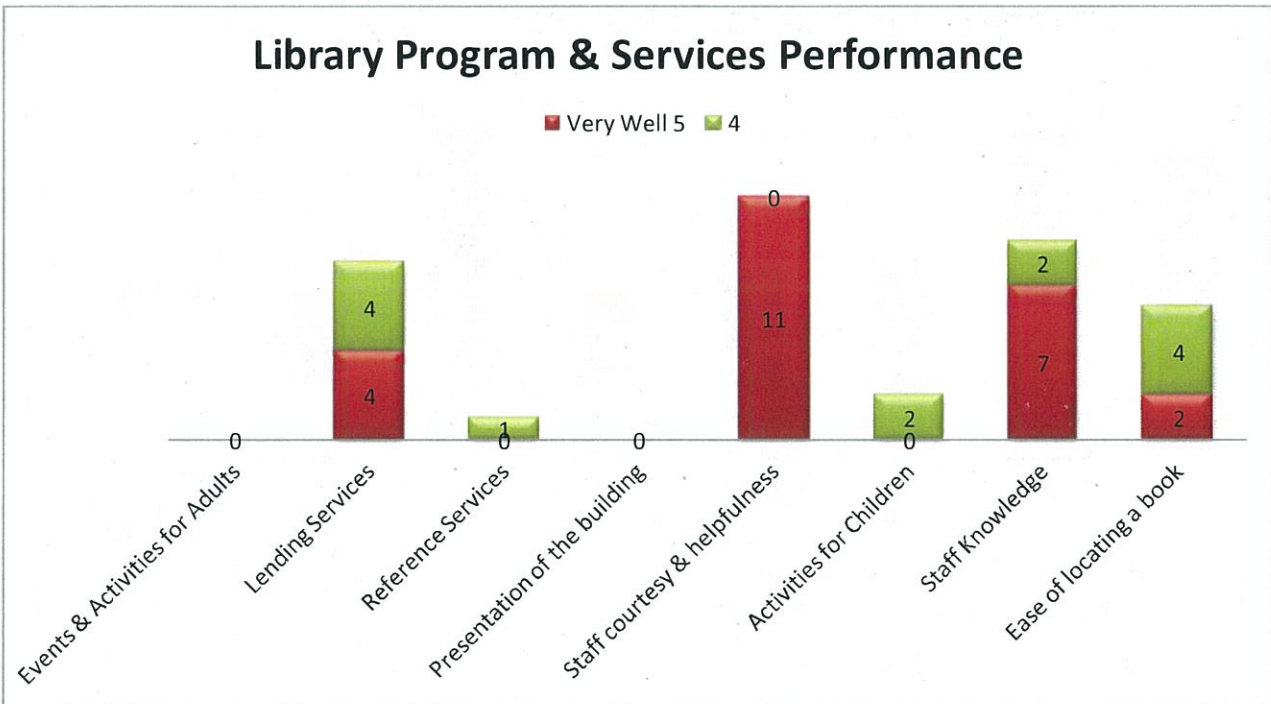
## Library Resources Performance





11 Apollo Bay respondents ranked how important various library services were to them. I suspect that the phrasing of the question led to adults without children discounting the importance of activities for children.

The matching questions about how well the library performs in providing these services is below.



The survey results reinforces the Council's decision to extend both the opening hours and size of the Library in Apollo Bay this year and give CRLC very clear direction about what the readers of Apollo Bay want from their library.





## 4. Colac Library Annexe

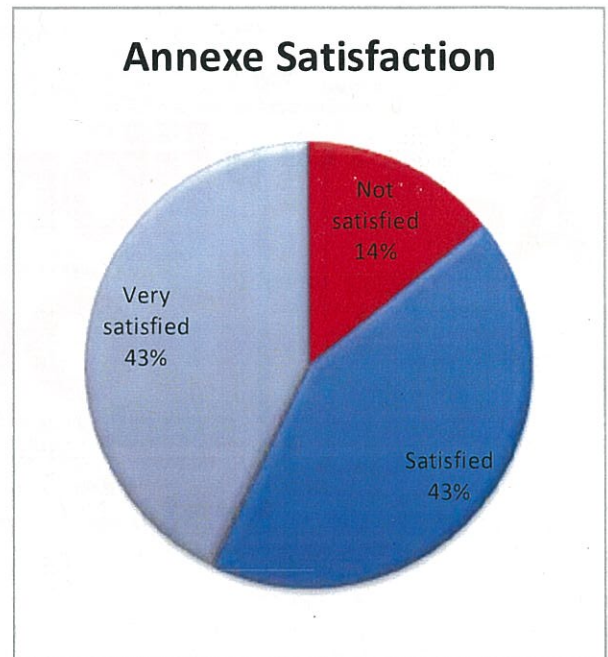
85.8% of Annexe customers are satisfied or very satisfied with the Library. However the Annexe has scored the highest percentage of dissatisfied customers for any branch in the CRLC service.

In the survey 14 respondents identified Colac Library Annexe as the library they most often used.

The table below compares the typical Annexe survey respondent to the overall response. The Annexe's library users are

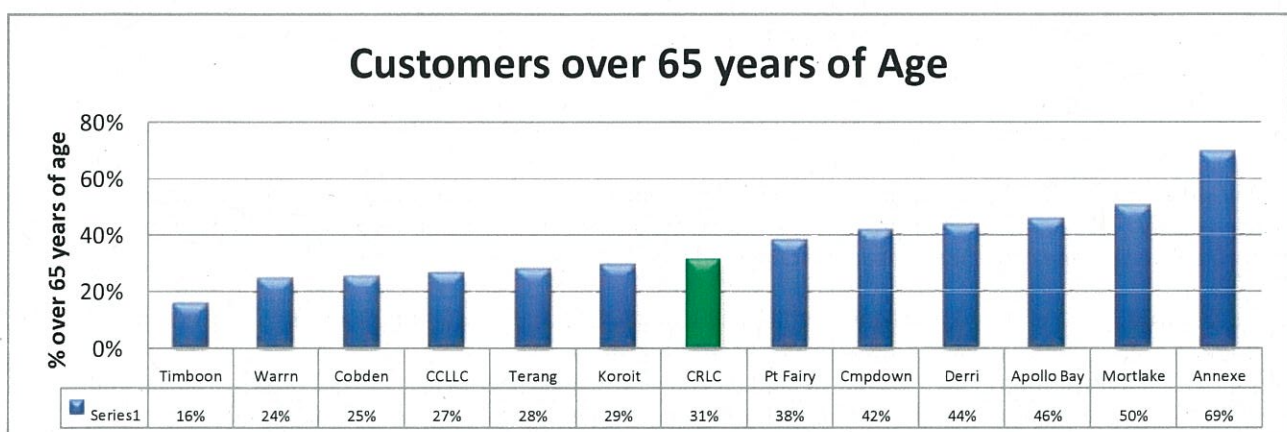
- more likely to be female,
- older &
- less likely to use a car to travel to the library.

Customers are also less likely to use the library more frequently with 50% of the respondents using the library more than weekly.



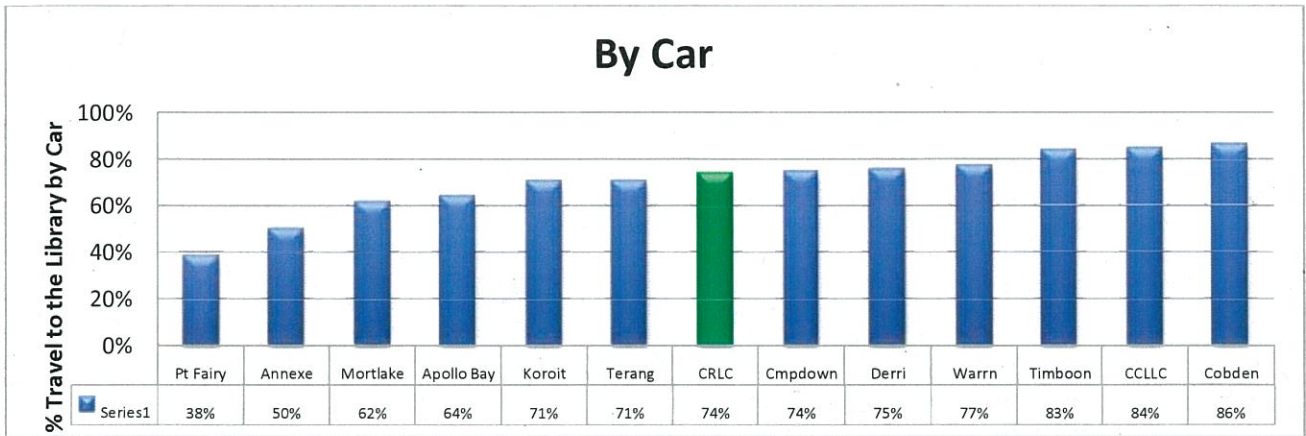
| Typical Respondent   | Annexe | CRLC  |
|----------------------|--------|-------|
| Female               | 76.9%  | 74%   |
| 26-55 years of age   | 30.8%  | 37%   |
| Weekly or more often | 50%    | 53.5% |
| By Car               | 50%    | 74%   |

The Colac Library Annexe has the largest percentage of older users across the region with more than double the percentage of respondents identifying themselves as more than 65 years of age. This confirms independent statistics on the age of customers borrowing items, which was reported in the "Colac Community Library & Learning Centre Access Project, May 2011" report (page 20.)

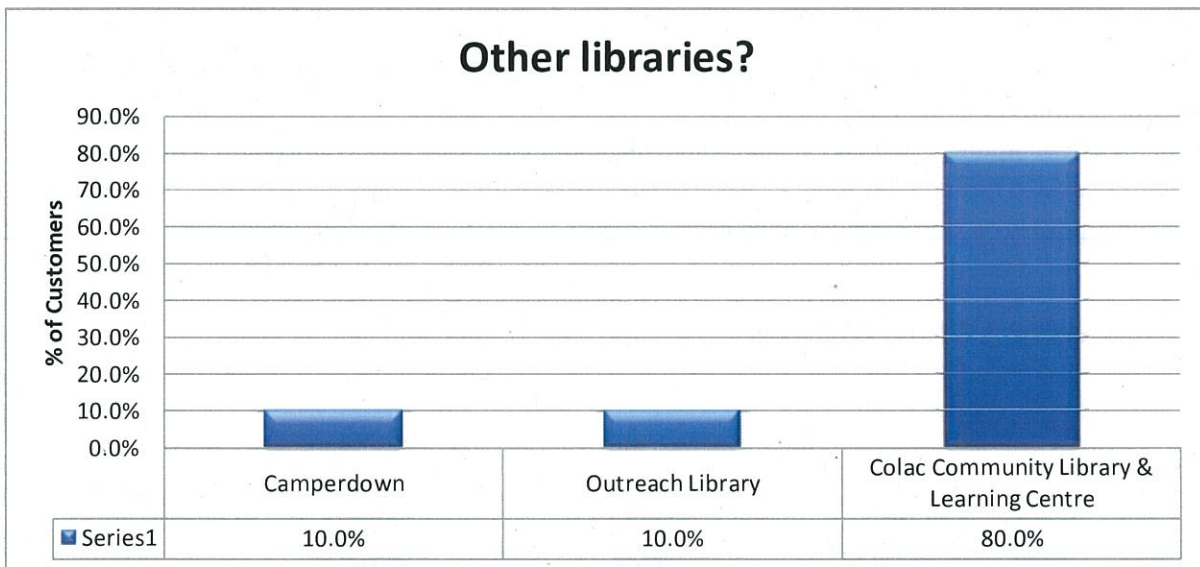


A broader examination of the method of travel to the library reveals that the Annexe respondents are second only to Port Fairy library users in using transportation other than a car.





This is in contrast with the new library where 84% of customers arrive by car. This may be less driven by lack of choice than it first appears, as 80% of Annexe respondents also identified that they use the new library too.

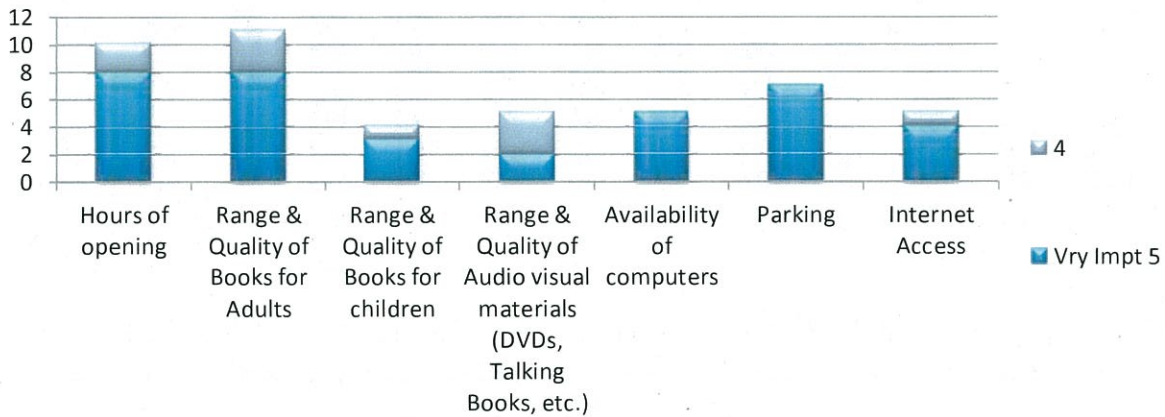


Library services are ranked in the table below starting at the top with services most important for library users. The percentages reflect the number of respondents who chose important or very important on the survey scale.

| Annexe                                         | Importance | Performance |
|------------------------------------------------|------------|-------------|
| <b>Lending Services</b>                        | 100%       | 100%        |
| <b>Staff knowledge</b>                         | 100%       | 90.9%       |
| <b>Staff helpfulness &amp; courtesy</b>        | 100%       | 90.9%       |
| <b>Ease of locating an item</b>                | 100%       | 90.9%       |
| <b>Range &amp; Quality of books for adults</b> | 84.6%      | 50%         |
| <b>Hours of opening</b>                        | 83.3%      | 50%         |

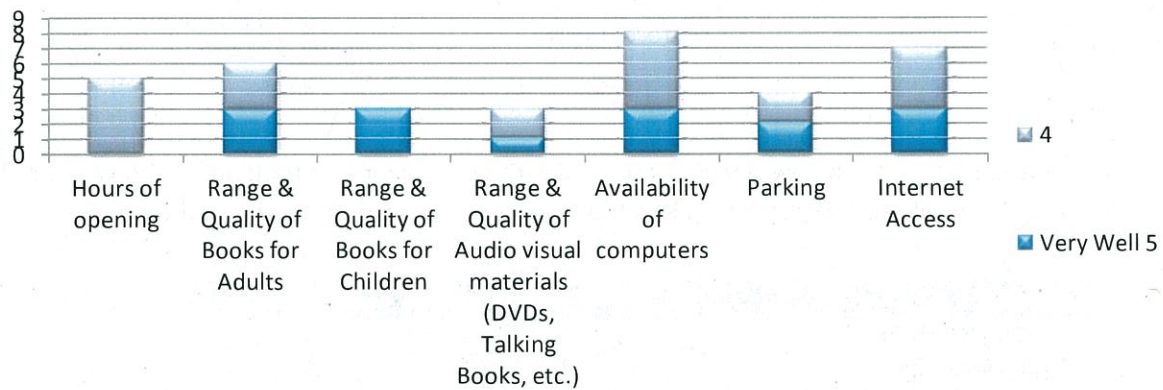
Annexe customers clearly indicate that they are dissatisfied with the collection for adults and the hours of opening.

## Importance of Resources



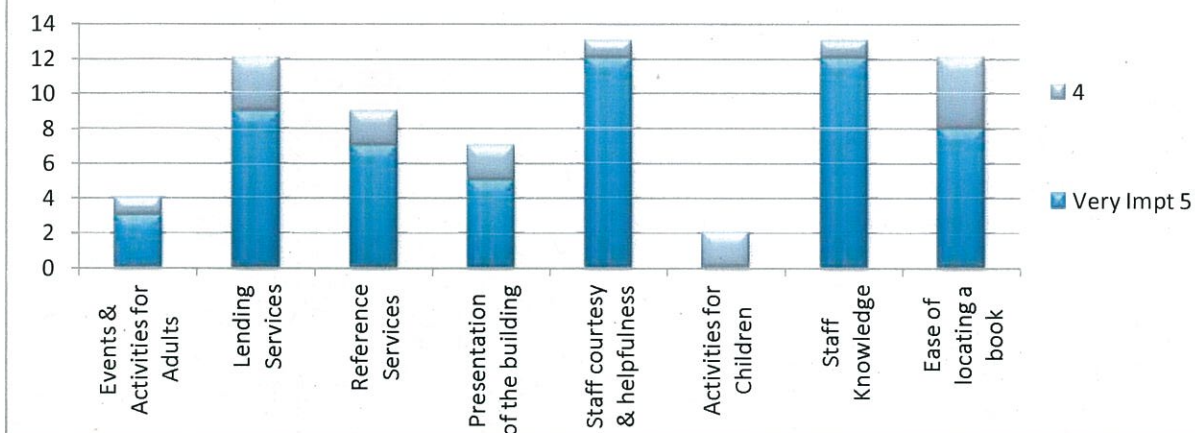
Similarly the graph below only focuses on the 'well' (white) and 'very well' (blue) performance ratings. Eight of the nine respondents who completed this section gave the availability of computers a 'well' or 'very well'. The Annexe has four public computers; one for catalogue access and three Internet access machines. Two of the Internet PCs were provided through the Federal Government's Broadband for Seniors project which included the PCs, furniture and a subsidy on the communication costs.

## Resource Performance



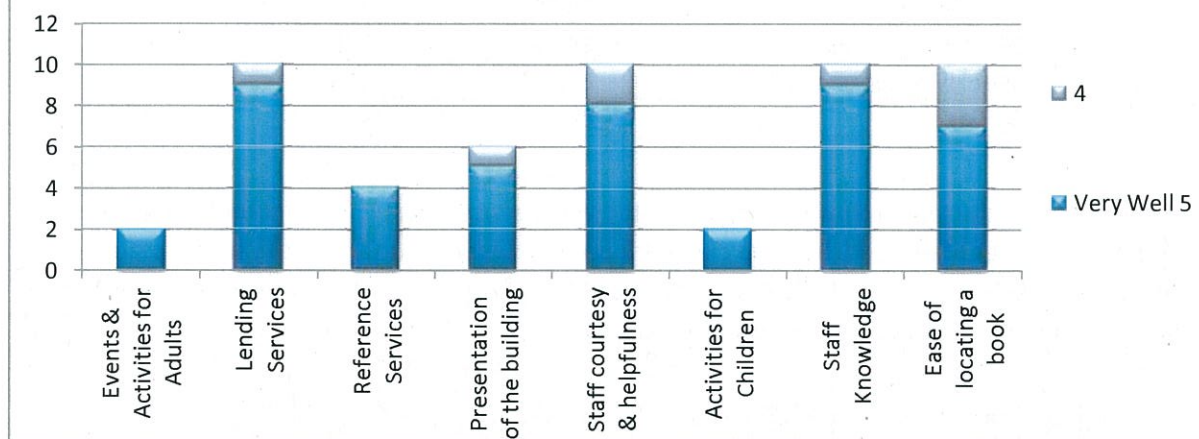
13 respondents ranked how important various library services were to them. I suspect that the age profile of the Annexe customers accounts for the low rating for the importance of activities for children. The matching questions about how well the library performs in providing these services is below.

## Importance of Library Programs



This graph demonstrates the kindness factor from respondents. CRLC has not provided any events or activities at the Colac Library Annexe, and yet two respondents gave a 'very well' for these questions.

## Library Program Performance



### Colac Library Annexe Comments:

Need a trolley for Annexe to put books in as a lot of disabled persons cannot carry a lot in their hands

A sign out front of library to show it's open

Move it all back to its original home. (This won't happen - politics!)

I hate to see funds go into unnecessary administration/building maintenance when they could be put towards books, print & talking for an ageing clientele and a range of audio and visual materials that provide cultural solace for many who, for one reason or other, are home-bound. Activities in the library would be good e.g. reading, debates, discussions.

Longer hours at the Colac Library Annex

Greater range and more books at the Annex -- to fill up the shelves better would make it more attractive

Saturday afternoon opening

Quicker change-over of DVDs

Regular change of books for Annexe

Better hours more disc & tapes

More Audio CD



## 5. Colac Community Library and Learning Centre

74.6 % of CCLLC customers are very satisfied with the Library.

Out of the total of 383 surveys, 67 respondents identified Colac Community Library and Learning Centre (CCLLC) as the library they most often used.

The table below compares the typical CCLLC survey respondent to the overall response and shows that CCLLC's library users are more likely to be female, younger & use their car to visit the library. CCLLC customers are also more likely to use the library more frequently, with 27.3% of the respondents using the library more than weekly. They also use the Colac Annex (63.6%), Camperdown (18.2%) and Warrnambool (15.2%) libraries.



| Typical Respondent   | CCLLC | CRLC  |
|----------------------|-------|-------|
| Female               | 78.5% | 74%   |
| 26-55 years of age   | 54.7% | 37%   |
| Weekly or more often | 66.7% | 53.5% |
| By Car               | 84.1% | 74%   |

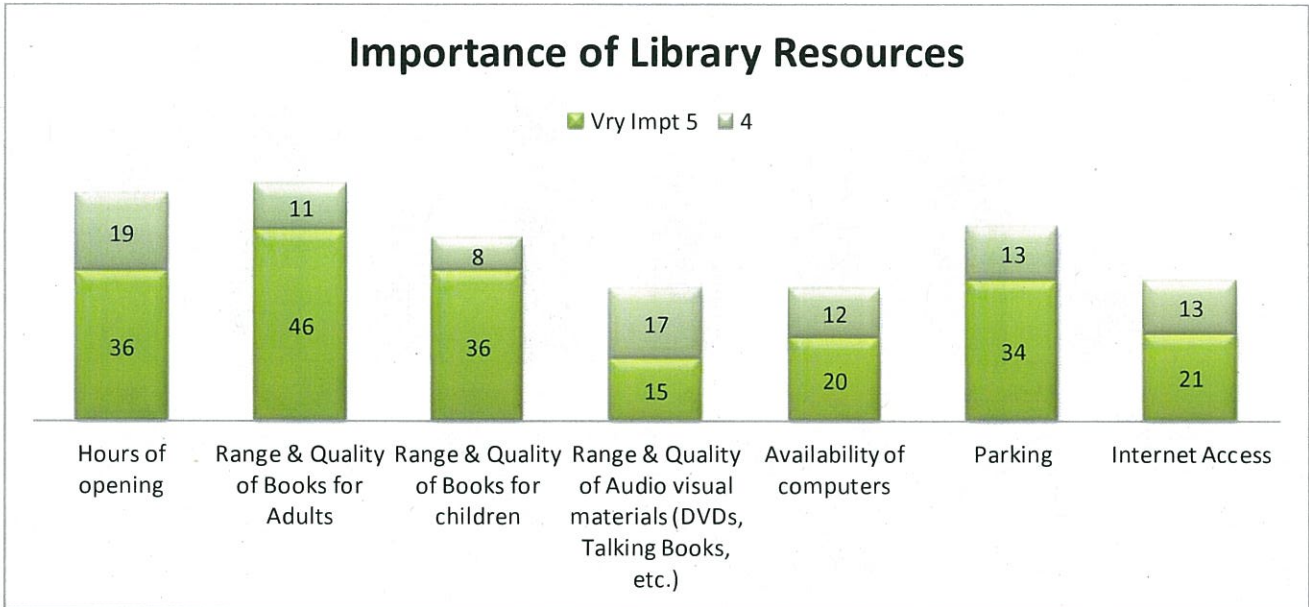
Library services are ranked in the table below starting at the top with services most important for library users. The percentages reflect the number of respondents who chose important or very important on the survey scale. There is a complete match between importance of issues and good scores in performance. It is excellent news on the performance of library staff both for their knowledge and helpfulness.

| CCLLC                               | Importance | Performance |
|-------------------------------------|------------|-------------|
| Staff knowledge                     | 98.3%      | 98.4%       |
| Staff helpfulness & courtesy        | 98.4%      | 98.4%       |
| Lending Services                    | 92%        | 90.3%       |
| Range & Quality of books for adults | 91.9%      | 81.2%       |
| Hours of opening                    | 85.9%      | 89.2%       |
| Parking                             | 78.3%      | 76.3%       |

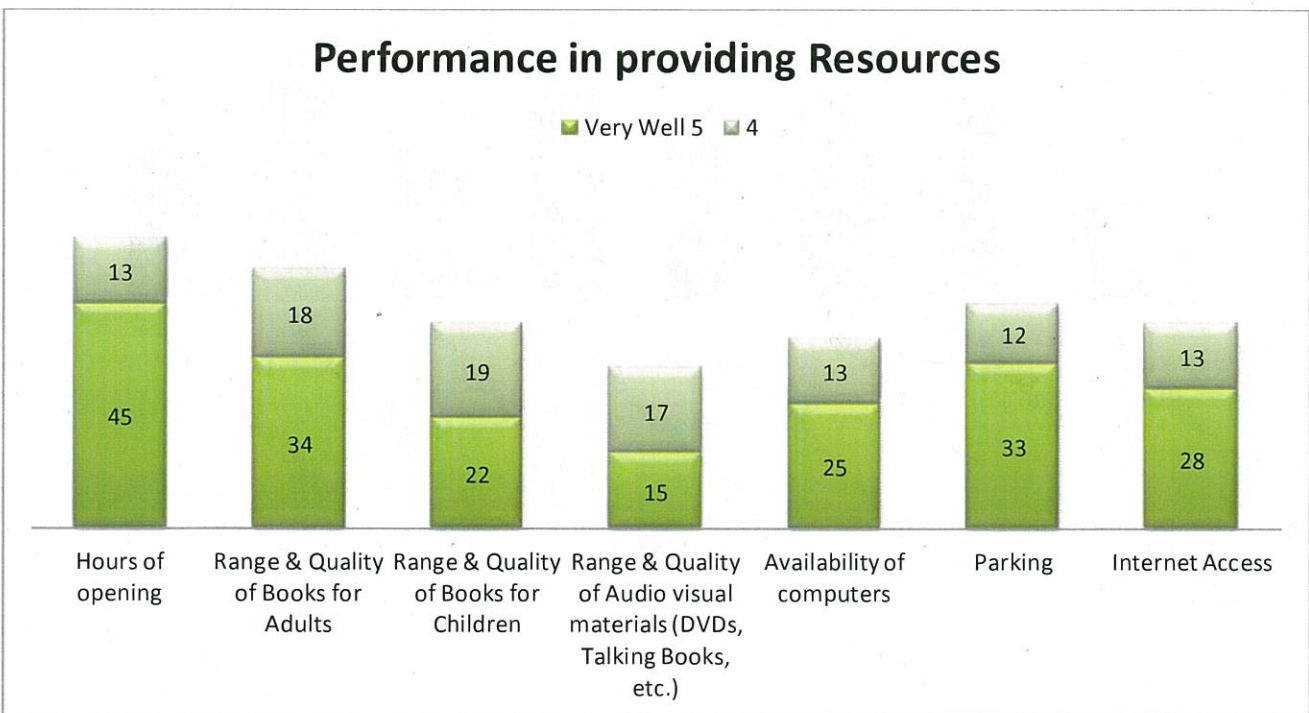
The only dip is in the performance for the range and quality of books for adults in which nearly 20% of customers recognised the need to improve the collection.

Close examination of the responses from the two 'not satisfied' customers finds both are infrequent users (and this is unlikely to change) and that one of them had a negative interaction with staff members. "Are staff qualified? With either library or customer service?" asked the respondent.

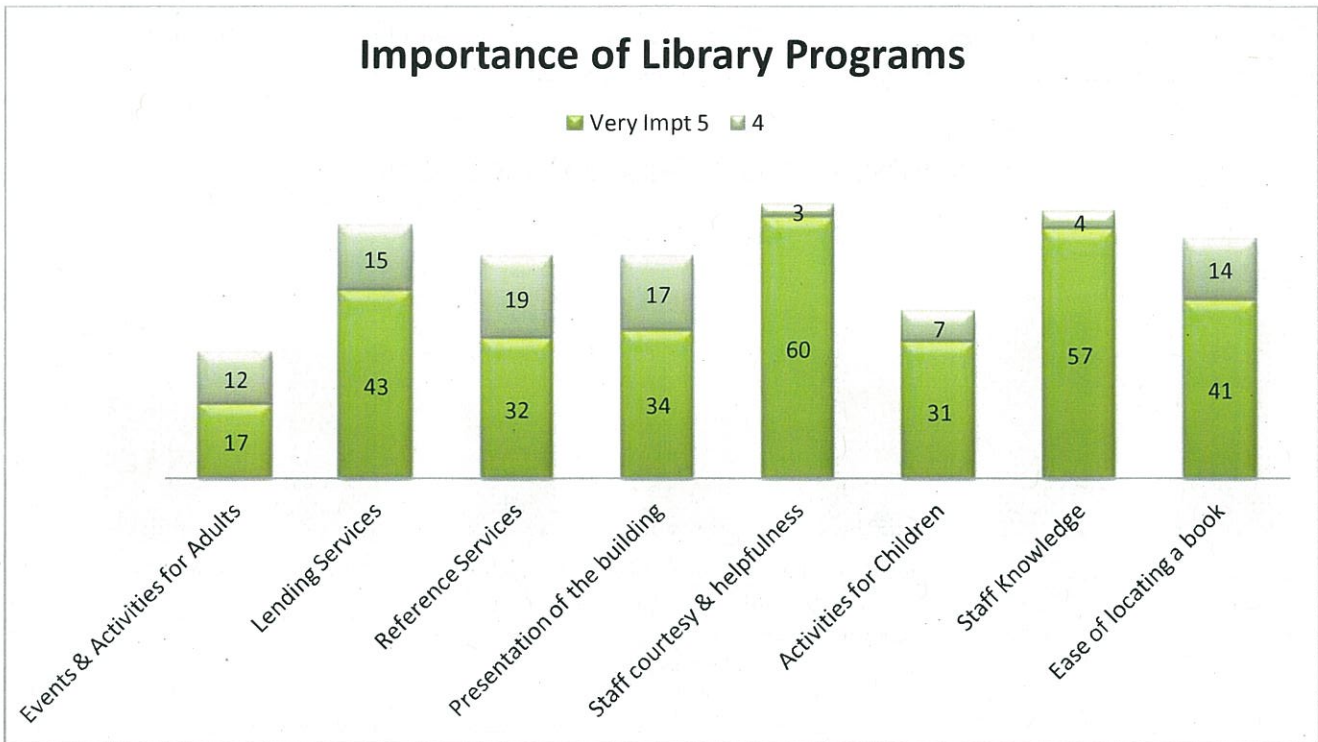
64 respondents completed this section and the chart below shows the responses where 'important' (white) and 'very important' (green) were selected. It will be interesting to view these responses over time to see if the balance between books & Internet access shifts. Currently Adult books are the most important resource to the library customers who completed the survey, followed closely by opening hours.



Similarly the graph below only focuses on the doing 'well' (white) and 'very well' (green) performance ratings. Of the 65 respondents who completed this section, 12 expressed concerns about parking, and 10 were concerned about the availability of computers and the adequacy of the audiovisual collection. It is good to see our customers recognise the additional resources that have been put into extended opening hours for CCLLC, with it ranking the highest in performance.

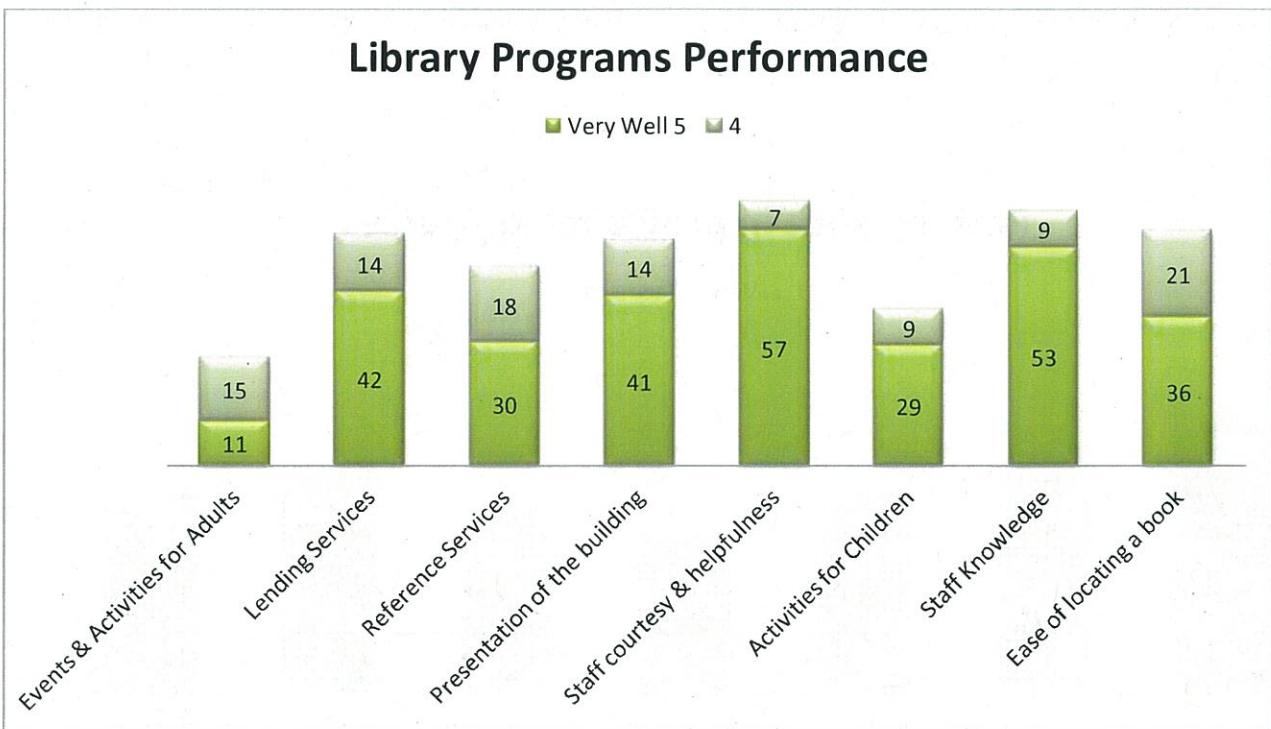






64 respondents ranked how important various library services were to them. I suspect that the phrasing of the question led to adults without children discounting the importance of activities for children.

The matching questions about how well the library performs in providing these services is below.





| CCLLC Compliments                                                                                                                                        | More                                                                                                                                                                      | Criticisms                                                                                                                                                                                                                                                                                                                                                                |
|----------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Relaxed atmosphere - nice place to be<br>The new Colac building is amazing<br>Great service for requesting                                               | Classics of literature should be more readily available. Each branch should have its own copies permanently available.                                                    | Sometimes and particularly when certain children's activities are taking place the library can be very noisy. I would love to see either that area enclosed or perhaps an enclosed reading area provided.                                                                                                                                                                 |
| The staff are sensational; knowledgeable, friendly and very helpful.                                                                                     | The library needs more new release fiction.                                                                                                                               | Handicap parks too far away for aged and handicap people                                                                                                                                                                                                                                                                                                                  |
| I like the new building, its light and airiness. We are very lucky to have such a facility.                                                              | Multiple copies of magazines I enjoy eg Better Homes & Gardens                                                                                                            | But the glare from the concrete out the front is terrible in summer. You need a few more trees.                                                                                                                                                                                                                                                                           |
| I find the library staff extremely helpful.<br>Wifi & power points a very good move!!!                                                                   | Would be great to have longer hours on weekend.                                                                                                                           | I think there should be a big sign out the front to say what it is for people new to Colac                                                                                                                                                                                                                                                                                |
| I have nothing to complain about the library                                                                                                             | Extend opening hours on Saturday by 1 hour,                                                                                                                               | Concrete is very glary, is there a possibility of treatment to lessen this?                                                                                                                                                                                                                                                                                               |
| The kids area & comfy lounge area for adults are a great bonus.                                                                                          | Map of where collections are in library; display these at end of rows to assist locating items                                                                            | Grass area at front/north should be turned into car park area - wasted space at present.                                                                                                                                                                                                                                                                                  |
| Love the tea & coffee & Rhyme Time<br>Very helpful & friendly staff                                                                                      |                                                                                                                                                                           | Better parking<br>Sometimes parking can be a challenge!                                                                                                                                                                                                                                                                                                                   |
| Very impressed with the new library despite my initial negativity.                                                                                       | More DVDs & more recent DVDs                                                                                                                                              | Young adult /teen/ junior books more definitely categorised and age appropriate                                                                                                                                                                                                                                                                                           |
| Everything is first class<br>Thank You<br>Splendid<br>The staff are helpful<br>We love the children's/ toddler programs                                  | I do think there is so much more potential to coordinate events that align with theme weeks i.e. NAIDOC week Book week. More resources are obviously required to do this. | The library needs a larger, clearer sign placed above the front door (or to the right or left of the main door) indicating what the building actually is. The sign post provided is not clear. We've had many friends from out of Colac, ask where the new library is situated as they've driven right past it, thinking it was just a building part of the school rooms. |
| Great staff - friendly & helpful                                                                                                                         | Would very much like greater choice in talking books                                                                                                                      | It would be good to have a sign out the front so that people know where it is.                                                                                                                                                                                                                                                                                            |
| Improved resources since moving                                                                                                                          | The collection is ageing and has obvious gaps                                                                                                                             | Possible use of front /left (south side lawn area) for small trees & seating area.                                                                                                                                                                                                                                                                                        |
| The new library exceeded my expectations.                                                                                                                |                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                           |
| The range of books and services are most impressive.<br>On the whole I have no complaints whatsoever.                                                    | Needs some landscaping out the front (get some specimen trees planted so they can start growing like the weeping elm at the old library)                                  | I don't think the library is cleaned properly. It doesn't seem that the floors are vacuumed all over each day (if you arrive at opening there is still grass and paper scattered about). I don't think the keyboards are ever cleaned.                                                                                                                                    |
| David's story/rhyme time are extremely engaging to all ages.                                                                                             | Series on DVD to be complete and up to date                                                                                                                               | How often does your cleaner come in? Even when the doors first open the windows are grubby and the floor is strewn with grass.                                                                                                                                                                                                                                            |
| The kids services are terrific and Lorraine's knowledge and the thought into the activities are really excellent for the children.<br>Wonderful Building |                                                                                                                                                                           | Car parking area is very good but is too far from the library for those who have difficulty walking from the car park - I use both a car and scooter. However weather limits use of scooter which can allow you to reach the entrance easily.                                                                                                                             |
| Fantastic new Library in Colac                                                                                                                           |                                                                                                                                                                           | are staff qualified? with either library or customer service skills?                                                                                                                                                                                                                                                                                                      |



## 6. Action Plan

| CCLLC              | Issue                                   | Solutions                   | Time Frame  | Implementation?                   |
|--------------------|-----------------------------------------|-----------------------------|-------------|-----------------------------------|
| <b>Collection</b>  | Talking Books                           | Adding Playaways in October |             | ✓                                 |
|                    | DVDs                                    | Increase capital budget     |             | ?                                 |
|                    | Classic Literature                      | Genre Sticker implemented   |             | ✓                                 |
|                    |                                         | Increase capital budget     |             | ?                                 |
|                    | New Release Fiction                     | Increase capital budget     |             | ?                                 |
|                    | Duplicate magazines                     | Increase capital budget     |             | X More likely to buy other titles |
|                    | Teen books not categorised              |                             |             | X Already use industry standard   |
| <b>Hours</b>       | Longer on Saturday                      | Cost & present in budget    | 2012/13     | ?                                 |
|                    | More weekend                            | Cost & present in budget    | 2012/13     | ?                                 |
|                    | Sundays                                 | Cost & present in budget    | 2012/13     | ?                                 |
| <b>Building</b>    | Cleaning                                | Consulting with CSC         |             | ?                                 |
|                    | Noisy during story time                 |                             |             | X Story time is only 4 hours a wk |
|                    | Signage                                 | Cost & present in budget    |             | ?                                 |
|                    | Map of Interior                         | Now available               |             | ✓                                 |
| <b>Landscaping</b> | Glare /trees/ seating area              | Landscaping Plan            | In progress | ✓                                 |
| <b>Parking</b>     | Too far away                            |                             |             | X                                 |
| ANNEXE             | Issue                                   | Solutions                   | Time Frame  | Implementation?                   |
| <b>Collection</b>  | Greater range and more books            |                             |             | X Already full                    |
|                    | Fill up the shelves                     | Increase stock numbers      |             | ✓                                 |
|                    | Quicker change-over of DVDs             |                             |             | X Already on 60 day rotation      |
|                    | Regular change of books for Annexe      |                             |             | X Already on 60 day rotation      |
|                    | More disc & tapes                       |                             |             | X Already full                    |
|                    | More Audio CD                           |                             |             | X Only @ Warrn                    |
| <b>Hours</b>       | Longer hours at the Colac Library Annex | Cost & present in budget    | 2012/13     | ?                                 |
|                    | Saturday afternoon opening              | Cost & present in budget    | 2012/13     | ?                                 |
|                    | Better hours                            | Cost & present in budget    | 2012/13     | ?                                 |
| <b>Building</b>    | Public Trolley                          | Order placed                | Nov-11      | ✓                                 |
|                    | Move it all back to its original home   |                             |             | X                                 |
|                    | Open sign at front                      | Order a flag type sign      | Nov-11      | ✓                                 |
| <b>Programs</b>    | Debates & discussions                   | Additional staff time       |             | X                                 |

| <b>Apollo Bay</b>   | <b>Issue</b>                                      | <b>Solutions</b>                             | <b>Time Frame</b> | <b>Implementation?</b>                    |
|---------------------|---------------------------------------------------|----------------------------------------------|-------------------|-------------------------------------------|
| <b>Building</b>     | Noisy                                             | Library extension                            | 2011/12           | ✓                                         |
|                     | Too small                                         | Library extension                            | 2011/12           | ✓                                         |
|                     | Comfy chairs                                      | Library extension                            | 2011/12           | ✓                                         |
|                     | Table space                                       | Library extension                            | 2011/12           | ✓                                         |
|                     | Soft cushions                                     | Library extension                            | 2011/12           | ✓                                         |
|                     | Children's space                                  | Library extension                            | 2011/12           | ✓                                         |
|                     | Help yourself tea & coffee                        | Library extension                            | 2011/12           | ✓                                         |
|                     | No Picture books tubs                             | Replace tubs with shelves                    |                   | ✓                                         |
| <b>Collection</b>   | Bottom shelf is too low                           | Library extension                            | 2011/12           | ✓                                         |
|                     | Placement of 4 stickers                           | Reduced to 2 stickers                        |                   | ✓                                         |
|                     |                                                   | Internal discussion re placement of stickers | Nov. 2011         | ?                                         |
|                     | More books                                        | Library extension                            | 2011/12           | ✓                                         |
|                     | More Non fiction                                  | Library extension                            | 2011/12           | ✓                                         |
|                     | Up to date art books                              | Library extension                            | 2011/12           | ✓                                         |
| <b>Hours</b>        | More                                              | Saturdays now open                           |                   | ✓                                         |
| <b>Reservations</b> | Should be free because the collection is so small | Cost & present to Board                      | Nov. 2011         | ?                                         |
|                     | Join Swift                                        |                                              |                   | <b>X Costed &amp; rejected in 2009/10</b> |



Thank you for taking the time to participate in this five minute survey. It is being conducted by the Corangamite Regional Library Corporation to help us tailor our libraries to meet your needs.

### Your Library

**1. Which library have you most often used in the past year? (please tick only one)**

- |                                                                    |                                              |
|--------------------------------------------------------------------|----------------------------------------------|
| <input type="checkbox"/> Apollo Bay Library                        | <input type="checkbox"/> Mortlake Library    |
| <input type="checkbox"/> Camperdown Library                        | <input type="checkbox"/> Outreach Library    |
| <input type="checkbox"/> Cobden Library                            | <input type="checkbox"/> Port Fairy Library  |
| <input type="checkbox"/> Colac Community Library & Learning Centre | <input type="checkbox"/> Terang Library      |
| <input type="checkbox"/> Colac Library Annexe                      | <input type="checkbox"/> Timboon Library     |
| <input type="checkbox"/> Derrinallum Library                       | <input type="checkbox"/> Warrnambool Library |
| <input type="checkbox"/> Koroit Library                            |                                              |

**2. How often do you use the library?**

- |                                                   |                                                   |
|---------------------------------------------------|---------------------------------------------------|
| <input type="checkbox"/> Two or more times a week | <input type="checkbox"/> Monthly                  |
| <input type="checkbox"/> Weekly                   | <input type="checkbox"/> Every two - three months |
| <input type="checkbox"/> Once a Fortnight         | <input type="checkbox"/> Less often               |

**3. May we have your postcode?**

\_\_\_\_\_

**4. How would you rate your OVERALL satisfaction with the library?**

- Not satisfied       Satisfied       Very satisfied

## Library Resources

### 5. We'd like to know how IMPORTANT the library's resources are to you.

On a scale from 1 to 5 where 1 stands for 'Not at all Important' up to 5 standing for 'Very Important', how important to you are each of the following?

|                                          | Not<br>Impt<br>1         | 2                        | 3                        | 4                        | Very<br>Impt<br>5        | Don't<br>know            |
|------------------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Hours of opening                         | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Range & quality of books for Adults      | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Range & quality of books for Children    | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Availability of computers                | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Internet Access                          | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Range & quality of audiovisual materials | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Parking                                  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

### 6. We'd like to know how well you think the library does in providing you with resources.

On a scale from 1 to 5 where 1 stands for 'Poorly' up to 5 standing for 'Very Well', please rate how you think the library performs in the following areas?

|                                          | Poorly<br>1              | 2                        | 3                        | 4                        | Very<br>Well 5           | Don't<br>know            |
|------------------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Hours of opening                         | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Range & quality of books for Adults      | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Range & quality of books for Children    | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Availability of computers                | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Internet Access                          | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Range & quality of audiovisual materials | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Parking                                  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

**7. Have you ever been to the Library and come away not getting what you want?**

- Yes                       No

If yes, why was that?

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**8. What additional resources would you like the library to offer?**

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**9. How would you rate your satisfaction with the Library's overall layout?**

- Not satisfied                       Satisfied                       Very satisfied

**Library Programs**

**10. We'd like to know how IMPORTANT the library's programs and services are to you.**

On a scale from 1 to 5 where 1 stands for 'Not at all Important' up to 5 standing for 'Very Important', how important to you are each of the following?

|                                  | Not<br>Impt              | 2                        | 3                        | 4                        | Very<br>Impt             | Don't<br>know            |
|----------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
|                                  | 1                        |                          |                          |                          | -                        |                          |
| Activities for children          | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Ease of locating a book          | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Events and activities for adults | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Lending Services                 | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Presentation of the building     | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Reference services               | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Staff courtesy & helpfulness     | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Staff knowledge                  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

**11. We'd like to know how well you think the library is performing in providing programs & services.**

On a scale from 1 to 5 where 1 stands for 'Poorly' up to 5 standing for 'Very Well', please rate the library on the following?

|                                  | Poorly<br>1              | 2                        | 3                        | 4                        | Very Well<br>5           | Don't know               |
|----------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Activities for children          | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Ease of locating a book          | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Events and activities for adults | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Lending Services                 | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Presentation of the building     | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Reference services               | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Staff courtesy & helpfulness     | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Staff knowledge                  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

**May we know a little more about you?**

**12. How did you travel to the library today?**

- Online     
  By foot     
  By car     
  By bus     
  Other

**13. Which other Corangamite library branches do you use?**

- |                                                                    |                                               |
|--------------------------------------------------------------------|-----------------------------------------------|
| <input type="checkbox"/> Apollo Bay                                | <input type="checkbox"/> Home Library Service |
| <input type="checkbox"/> Camperdown                                | <input type="checkbox"/> Mortlake             |
| <input type="checkbox"/> Cobden                                    | <input type="checkbox"/> Outreach Library     |
| <input type="checkbox"/> Colac Community Library & Learning Centre | <input type="checkbox"/> Port Fairy           |
| <input type="checkbox"/> Colac Library Annexe                      | <input type="checkbox"/> Terang               |
| <input type="checkbox"/> Derrinallum                               | <input type="checkbox"/> Timboon              |
| <input type="checkbox"/> Koroit                                    | <input type="checkbox"/> Warrnambool          |

**14. Your gender:**       Male       Female

**15. Your age group:**

- Under 16     
  16-25     
  26-55     
  55-65     
  65-85     
  86 and over



**16. What is the main language you prefer to read in?**

- |                                              |                                     |                                     |                                     |
|----------------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|
| <input type="checkbox"/> English             | <input type="checkbox"/> Ethiopian  | <input type="checkbox"/> Lebanese   | <input type="checkbox"/> Sudanese   |
| <input type="checkbox"/> Afghani             | <input type="checkbox"/> Farsi      | <input type="checkbox"/> Macedonia  | <input type="checkbox"/> Swedish    |
| <input type="checkbox"/> Afrikaans           | <input type="checkbox"/> Filipino   | <input type="checkbox"/> Malay      | <input type="checkbox"/> Tamil      |
| <input type="checkbox"/> Arabic              | <input type="checkbox"/> French     | <input type="checkbox"/> Maltese    | <input type="checkbox"/> Turkish    |
| <input type="checkbox"/> Assyrian            | <input type="checkbox"/> German     | <input type="checkbox"/> Polish     | <input type="checkbox"/> Ukrainian  |
| <input type="checkbox"/> Bosnian             | <input type="checkbox"/> Greek      | <input type="checkbox"/> Portuguese | <input type="checkbox"/> Urdu       |
| <input type="checkbox"/> Chinese - Cantonese | <input type="checkbox"/> Hindi      | <input type="checkbox"/> Russian    | <input type="checkbox"/> Vietnamese |
| <input type="checkbox"/> Chinese - Mandarin  | <input type="checkbox"/> Hungarian  | <input type="checkbox"/> Serbian    | <input type="checkbox"/> Yugoslavia |
| <input type="checkbox"/> Chinese - Other     | <input type="checkbox"/> Indonesian | <input type="checkbox"/> Slovenian  | <input type="checkbox"/> Other      |
| <input type="checkbox"/> Croatian            | <input type="checkbox"/> Italian    | <input type="checkbox"/> Somali     |                                     |
| <input type="checkbox"/> Dutch               | <input type="checkbox"/> Japanese   | <input type="checkbox"/> Spanish    |                                     |
| <input type="checkbox"/> Eritrean            |                                     | <input type="checkbox"/> Sri Lankan |                                     |

If 'Other' please specify \_\_\_\_\_

**17. Please take this opportunity to provide the library with any other feedback you may have.**

**Thank you for sharing your views with us.**



OM112112-4

**APOLLO BAY AQUATIC CENTRE FEASIBILITY STUDY**

|             |                                |           |              |
|-------------|--------------------------------|-----------|--------------|
| AUTHOR:     | Ian Seuren                     | ENDORSED: | Colin Hayman |
| DEPARTMENT: | Corporate & Community Services | FILE REF: | F11/2991     |

**Purpose**

The purpose of this report is for Council to consider the Apollo Bay Indoor Aquatic Centre Feasibility Study.

**Declaration of Interests**

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

**Background**

The original Apollo Bay Indoor Pool Feasibility Study was prepared by HM Leisure Planning in 2000/2001. The report was developed in four stages, with Stages 1 and 2 concluding that there was a strong need for an indoor aquatic centre in Apollo Bay. Stages 3 and 4 prepared concept plans and an operational business plan in light of the findings of the first two stages.

At its September 2001 meeting, Council decided not to proceed any further with the development of an indoor aquatic centre in Apollo Bay due to the capital cost and ongoing operational subsidy required.

At its November 2001 meeting, Council agreed to re-evaluate its previous decision. In 2002/2003 further work was undertaken by a committee made up of key township organisations and stakeholders, as well as Council representatives. The committee considered:

- Alternate facility designs
- Benchmarking of other like facilities
- Management
- Funding options.

The proposal for an indoor pool in Apollo Bay did not progress beyond the scope of this work.

The Apollo Bay community has renewed the investigation of an indoor aquatic facility for the township. The Apollo Bay Community Bank Board decided to champion a heated indoor pool for the Apollo Bay community because during the creation of the bank, a community poll identified that, of 31 identified needs in the community, an indoor pool was the highest priority with 42% support.

It was determined that to progress the concept of an indoor aquatic centre in Apollo Bay, a review of the original feasibility study was required considering it was completed some ten years previously and its financial modelling was questionable. The Apollo Bay community subsequently raised funds from various organisations to prepare the Apollo Bay Indoor Aquatic Centre Feasibility Study.

This project has been funded by a range of organisations including:

- Apollo Bay Community Bank
- Otway Health and Community Services
- Apollo Bay Chamber of Commerce and Tourism
- Apollo Bay Newsheet
- Apollo Bay Lions Club
- Colac Otway Shire (Community Grants program)

The Apollo Bay Aquatic Centre Committee was established to guide the project and includes Council representatives (Cr Frank Buchanan, Cr Stephen Hart and Ian Seuren – Manager Recreation, Arts and Culture) and representatives from:

- Apollo Bay Community Bank;
- Otway Health and Community Services;
- Apollo Bay P-12 College;
- Apollo Bay Chamber of Commerce and Tourism; and
- Apollo Bay Leisure Centre and Pool Liaison Committee.

Consultants Sport & Leisure Solutions were engaged by the Committee to develop a new feasibility study for an indoor aquatic facility located in Apollo Bay.

### **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**

#### **Recommendations of the Feasibility Study:**

The aim of the Apollo Bay Indoor Aquatic Centre Feasibility Study was to conduct an objective assessment of the feasibility of establishing a new community indoor aquatic facility in Apollo Bay, inclusive of a comprehensive review of the previous Apollo Bay Indoor Pool Feasibility Study and preparation of a Business Plan.

The objectives of the Study were:

- To establish the level of demand and need for an aquatic centre in Apollo Bay.
- To understand the provision of aquatic facilities in similar regional locations, their impact on community benefit and their financial performance.
- To explore and recommend the facility elements and overall facility development that will best respond to community needs and demand.
- To provide a clear understanding of the financial implications for the ongoing operation of the centre including the start up phase.
- To provide clarity on the impact of site location on potential usage of facilities and programs.
- To provide concept plans and an upper level view of the potential capital costs for the development of the centre.

The current provision of aquatic facilities for Apollo Bay residents consists of two options; the beach and an outdoor pool located at the Apollo Bay P-12 College behind the sports stadium. The seasonal pool is 23 years old.

The Apollo Bay Indoor Aquatic Centre Feasibility Study was prepared via eight phases:

1. Develop project plan and confirm project.
2. Community and stakeholder consultation.
3. Catchment analysis and demand assessment.

4. Identification of facility development options.
5. Concept plan and cost estimate.
6. Operating financial forecast.
7. Management model and funding options.
8. Final report.

The Feasibility Study considered a number of options and locations for a new indoor aquatic facility in Apollo Bay. Initial investigations focussed on the following sites:

- Apollo Bay P-12 College
- Apollo Bay Harbour
- Apollo Bay Youth Club
- Apollo Bay Golf Club
- Apollo Bay Surf Lifesaving Club
- Apollo Bay Pony Club
- Gambier Street Recreation Reserve

Investigations into the Youth Club, Surf Club, Pony Club and Golf Club proved their unsuitability for a variety of reasons. Therefore, three sites were recommended for further investigation, these being:

- Apollo Bay P-12 College
- Apollo Bay Harbour
- Gambier Street Recreation Reserve

The site selection process included analysing site issues such as visibility and traffic volumes, site conditions, topography, availability of services, accessibility, car parking and capacity for further expansion. Concept plans, site locations, Quantity Surveyor costings and financial modeling were prepared for the three sites recommended for further investigation. Strengths and weaknesses were also developed for each site.

Of the three options, the study states that the Harbour Precinct is the most suitable site because this location will be a highly active zone, with planned infrastructure that could bring tourists and the local community to the area. This site also allows for synergistic components to be included such as a café, day spa and boutique health club. The study indicates that these factors would contribute to increased revenue opportunities and offer the best possible operating performance.

**Officer comments:**

There are significant planning issues associated with the Harbour Precinct site as outlined below.

***Victorian Coastal Strategy***

As the Harbour is coastal crown land, Coastal Management Act consent from the Department of Sustainability and Environment (DSE) would be required. For any application for consent under this Act to be successful, the proponent would need to convince DSE that the use and development is consistent with the Victorian Coastal Strategy 2008 (VCS).

The VCS contains a Hierarchy of Principles which must be met. One of the aims of Principle 4 is to ensure that *“development on coastal Crown land is coastal-dependent or closely related to coastal-dependent uses and is directed to activity nodes and recreation nodes”*.

The Strategy states that Principle 4 “*recognises that coastal Crown land is a limited resource and must be used sparingly and wisely*”, and that it seeks to “*ensure that development on coastal Crown land is functionally dependent upon a coastal location*”.

There is concern that the harbour site proposed does not meet this requirement of the VCS, being a facility that is predominantly being provided for the use of the local community, which even with some use by tourists visiting Apollo Bay, is not dependant on a coastal crown land location. As evidenced by the feasibility study conducted, there are other options for locating this type of facility, including the school site or land that is currently privately owned.

### ***Environmental Impacts***

There are concerns about the potential environmental impacts of the Harbour precinct proposal, with buildings proposed on a primary sand dune. The Harbour precinct site on Point Bunbury is a sensitive site for a number of reasons and has been previously rejected as a proposed site for a Health and Well Being Centre proposed by the Apollo Bay Chamber of Commerce and Tourism in the development of the Apollo Bay Harbour Precinct Master Plan. The chief reasons for rejection of the site were related to the primary sand dune and vegetation and habitat issues, as well as exposure to the high seas and high winds prevalent in this area. These factors would influence the construction phase but most importantly this intense exposure to the elements would increase the maintenance requirements of the facility. There would need to be extensive investigations into a range of environmental issues before a decision could be made to proceed with a proposal on this site.

### ***Landscape Impact***

The Apollo Bay Structure Plan 2007 includes general design principles for the Harbour Precinct which directs that infrastructure be located and designed to minimise impacts on views to Point Bunbury (a principle which is also consistent with the broader principles of the VCS). This principle was supported in the Harbour master planning process as one of the key aspects of community comment was the desire for minimal impact on the landscape as viewed from the townships of Apollo Bay and Marengo as well as from the ocean and the Great Ocean Road on the approach to Apollo Bay. This would need to be taken into consideration in the design and construction of this facility if it was to proceed further. Given the bulky nature of an indoor aquatic facility, it would be difficult to site a building in the proposed location without having undesirable visual impacts on Point Bunbury when viewed from different parts of the coast.

### ***Cultural Heritage***

A further requirement to be addressed at the Harbour site would be the preparation of a Cultural Heritage Management Plan (CHMP). There have been two archaeological reports within the Harbour Precinct but neither dealt with this area in detail. No activity should be planned without the completion of this work to ensure that Council complies with the Aboriginal Heritage Act 2006 and Aboriginal Heritage Regulations 2007.

### ***Impacts on the Adopted Harbour Precinct Master Plan***

The proposed facility is sited on land forming part of the Apollo Bay Harbour Precinct Master Plan, on the edge of the boat ramp car park and designated as an area for revegetation. The proposed pool structure located on the sand dune does not indicate the location of parking to meet the needs of the facility. While the Harbour Precinct Master Plan is a concept plan, it does include an indicative parking plan which was developed in response to widespread community support for increased parking for fishermen and boating enthusiasts. The proposed facility would require a considerable area for car parking and this would conflict with the already recognised requirements of this area.

The Apollo Bay Harbour Precinct Master Plan is an integrated concept plan for development whereby each of the components are interlinked. The Master Plan includes a Boutique Hotel and Health and Well Being Centre but the new aquatic facility also proposes to include health and well being type facilities. It is inconceivable that there would be two such facilities in such close proximity in such a small township so far distant from population centres, placing the two proposals in conflict.

### ***Access and Connections***

One aspect of the Master Plan that deserves comment in relation to the proposed new aquatic centre is the connection to the township and the Harbour Precinct. It is separate and not linked except thorough roadways and car parks. This is not only unattractive but limits accessibility. If the aquatic centre is to be supported then it would need to include pedestrian links to the new centre and car parking.

### ***Community demand***

There is no question of demand from the community for the development of an indoor aquatic centre to cater predominantly for community health purposes. This has previously been identified and is reconfirmed via this project. The study concluded that the current provision of aquatic facilities within the Otway area prevents some members of the community from participating in aquatic activity and also that there is a high level of dissatisfaction with the current seasonal pool provision. The survey results indicate that nearly half of the community had rarely or never used the facility.

In relation to the value of the proposed facility for the tourism industry, it is likely to have some impact but not in itself be a tourism attractor. Initial feasibility work completed for the Harbour Master Plan indicated that a Health and Well Being Centre at a distance that requires more than two hours travel from metropolitan Melbourne would not be financially feasible without the support of associated accommodation. It is unlikely that an indoor swimming pool would attract a high number of tourists on the Great Ocean Road as research indicates that they are in the main seeking a natural experience.

As discussed later in the report, there are significant financial considerations associated with the proposal.

### **Options:**

Based on the completion of the Apollo Bay Indoor Aquatic Feasibility Study, there are a number of options available to Council:

#### **1. Endorse the recommendation of the Apollo Bay Aquatic Centre Feasibility Study and provide in-principle support for the development of an indoor aquatic centre in Apollo Bay.**

This would give the community confidence that Council will provide funds and seek external funding to construct an indoor aquatic centre in Apollo Bay, whilst also committing to meeting the ongoing operational subsidy required. There is strong support from the Apollo Bay community for indoor aquatic facilities and this option would inform the community that Council is committed to providing this type of community infrastructure.

The capital cost would be considerable as are the ongoing operational costs as detailed in the Financial Implications section. Council needs to balance these costs against the social, health and economic benefits of providing an aquatic facility in Apollo Bay.

In relation to the Harbour Precinct being the preferred site, it needs to be understood that there would be extensive and costly site investigations and State Government approvals required under the Coastal Management Act which would need to be undertaken to

demonstrate the viability of the site before Council could commit to proceeding with the construction of the facility. As noted above, officers believe there are potentially significant impediments to the proposed siting.

**2. Allocate resources in a future budget to undertake further investigation of the three potential sites, which would ultimately determine a preferred site for the facility.**

A decision by Council on its support for the development of an indoor aquatic centre in Apollo Bay could be delayed until further investigations are undertaken to determine the most appropriate location. Further investigations required include geotechnical reports, coastal vulnerability assessments, environmental assessments, traffic management studies, cultural heritage studies and further landscape and architectural assessment of the sites and amended schematic designs. This would also provide for more detailed quantity surveyors' estimates after completion of the above.

However, it would be considered uneconomical to spend additional resources on further investigations if Council is not committed to pursuing the development of an indoor aquatic centre in Apollo Bay.

**3. Determine that the capital construction cost and the ongoing annual subsidy required to operate an indoor aquatic centre in Apollo Bay are prohibitive to continuing with the development of such a facility.**

The Feasibility Study states that the capital cost to construct an indoor aquatic centre in Apollo Bay is significant and that a large proportion of this cost would need to be met by Council (see Financial Implications section). In addition, the operational subsidy required by Council on an ongoing basis would be, at a minimum, in excess of \$300,000 per annum.

There are significant health and wellbeing benefits of providing aquatic facilities for local communities. In addition, community aquatic facilities do also provide social benefits and some economic benefits. Importantly, they greatly improve the "liveability" of a town or area.

It is difficult to associate a quantitative measure to these benefits, especially the health and social benefits. The cost of provision needs to be balanced against the perceived benefits to the community.

### **Proposal**

Following the completion of the Apollo Bay Aquatic Centre Feasibility Study, the Apollo Bay Aquatic Centre Committee requests Council to provide:

1. In-principle support for the development of an indoor aquatic centre in Apollo Bay.
2. Resources in the 2012-2013 budget to undertake further detailed investigations into the three sites identified.

It is proposed that Council does not provide in-principle support for the development of an indoor aquatic centre in Apollo Bay due to the capital cost required and the significant ongoing subsidy that would need to be met by Council.

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

A key requirement of the Apollo Bay Aquatic Centre Feasibility Study was to identify likely capital costs to construct such a facility as well as the ongoing operational costs required to run and maintain the facility.

The study identifies that of the three sites investigated, each has different capital costs and likely ongoing operational costs. These can be summarised as follows:

| Site                   | Capital Cost | Operational subsidy (Year 1) | Operational subsidy (Year 10) |
|------------------------|--------------|------------------------------|-------------------------------|
| Harbour Precinct       | \$8,000,382  | \$306,703                    | \$360,894                     |
| Gambier Street Reserve | \$6,904,954  | \$365,396                    | \$449,067                     |
| Apollo Bay P-12 School | \$3,595,749  | \$395,992                    | \$496,882                     |

There are current State and Federal Government funding programs available that would consider projects to develop aquatic facilities, however these would be limited. The report states that a funding contribution from Council of at least **\$2M** would be required as well as a contribution of **\$500,000** from the local community. The amount required from Council would most likely be significantly more and would be dependent on the exact location of the facility and the availability of State and Federal Government funding. The exact amount could be the majority of the total project cost should no external funding be available – somewhere between **\$3M - \$7M** in today's dollars.

The report discusses State and Federal Government programs that could possibly fund aquatic facilities. However, both the Community Facility Funding Program (Better Pools category) and the Regional Development Australia Fund are highly competitive and aim to fund regional facilities that service large regional catchments. Both funding programs are based on \$1 for \$1 contributions.

Discussions with the Department of Planning and Community Development, who administer the Community Facility Funding Program, identify that the program is highly competitive and that funds have been distributed previously to metropolitan and large regional centres. The criteria state that applications need to show how projects provide significant regional/sub-regional and/or multi-purpose benefit and increase participation outcomes.

The Regional Development Australia Fund is considered even more competitive. Eligible organisations are able to submit Expressions of Interests (EoI's) to the local Regional Development Australia Committee. Following review of EoI's against the criteria, RDA committees can select the three highest priority and viable projects to proceed to full application. Colac Otway Shire forms part of the Barwon South West region which consists of eight other local government authorities.

The Feasibility Study states that "we believe that a facility developed in the Harbour Precinct would add substantial benefits to the local tourism industry and therefore a strong argument for State and Federal funding could be mounted." Advice from Tourism Victoria indicated that it was considered highly unlikely that a local community swimming pool, regardless of the associated facilities, would be able to demonstrate that it would have any potential to achieve their objective of increasing interstate and international visitor numbers and subsequent yield to Victoria. As such it could not be given support, or considered as a tourism project by Tourism Victoria.

The Feasibility Study in Section 6.3 (Tourist Market) refers to reports from Tourism Victoria in relation to gaps in the provision of well being services in the Great Ocean Road region. It goes on to refer to the "Great Ocean Road World Class Tourism Investment Study" Product Gap Audit conducted by the Tourism Minister's investment and regulatory reform working group July 2011, and quotes from that audit the following: *"There is a node of destination and wellness product around the coast. These venues are generally small and have potential to increase their quality and subsequently their market share. Further investment is required, as combining destination wellness products with accommodation can improve the*

*visitor experiences, resulting in longer stays*". What the feasibility study fails to acknowledge in this statement is the section which clearly indicates that "combining destination wellness products with accommodation can improve the visitor experience resulting in longer stays. The combination of these two products is the primary reason for the inclusion of the Hotel and Health and Well Being Centre proposed in the Apollo Bay Harbour Master Plan and is the reason for the project being identified as a priority project for Tourism Victoria, the G21 Regional Alliance and the Great South Coast region.

It should be noted that the capital costs are based on construction commencement January 2013. Even if both the State and Federal Governments supported the project through current funding programs, this date is not considered achievable due to the further detailed investigation required and the timeframes associated with the programs. Therefore, the capital cost is likely to be higher than that stated in the report.

The report identifies that the operational subsidy required would need to be met by Council. It outlines the subsidy required for each site over a 10 year period, which continues to increase over the period. Amounts are provided in the above table.

In addition to the capital cost, the study also recommends that Council should budget for at least 4% of total asset value as an annual allocation within its capital works budget to allow for replacement and major upgrades to the facility that will occur at about the 10 year period. On a \$6 million facility, an allowance of \$240,000 annually should be built into the capital works budget or forward budget estimates.

Council currently contributes to the operation of the existing Apollo Bay Pool. In the 2011/2012 budget, an amount of \$45,500 has been allocated for operational costs including staffing, maintenance, utilities, chemicals, stock etc.

Any Council contribution would need to be funded by loan borrowings. The report indicates that a Council contribution of at least \$2m would be required. This figure could be significantly higher if government funding, both Federal and State was not forthcoming.

The Strategic Resource Plan and the Long Term Financial Plan have the following Strategic Direction:

***"Strategic Direction***

- 1. That Colac Otway Shire Council, based on compliance with the State Government Prudential Guidelines, borrows funds for capital investment projects that provide intergenerational equity.***
- 2. That Colac Otway Shire Council retains its debt servicing and redemption costs at or below 5 cents in the rate revenue dollar, towards interest and principal, over the life of this SRP.***
- 3. That Colac Otway Shire Council commits to a maximum ten (10) year term for all new borrowings."***

**Risk Management & Compliance Issues**

Aquatic facilities are managed according to a range of risk management and compliance requirements. These issues would be considered if an aquatic centre was constructed and operated in Apollo Bay.

The Feasibility Study recommends that additional resources be allocated by Council to proceed with further investigation of the three potential sites. This investigation would consider risk issues with each site and include geotechnical reports, coastal vulnerability



assessments, environmental assessments, traffic management studies and further architectural assessment of the sites.

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

The three sites investigated require further consideration in regards to environmental suitability. The Harbour site in particular raises several potentially significant environmental issues that would need to be investigated. In addition to those, there would need to be particular attention given to the appropriateness of constructing the facility on a primary sand dune with high exposure to the Southern Ocean and the potential for future impacts arising from projected sea level rise. The Victorian Coastal Strategy and state planning policy require planning decisions to take account of 0.8m sea level rise by 2100, along with associated increased storm surge and the like, including coastal erosion. The siting of a facility in the harbour location suggested would place it in a vulnerable position with respect to future sea level rise impacts, which could be avoided through consideration of other options.

Should an indoor aquatic facility be constructed, Environmentally Sustainable Design (ESD) Initiatives will be incorporated. The Apollo Bay Indoor Aquatic Centre Feasibility Study includes a section on ESD and incorporates a range of options available for a community facility as summarised:

- Rain water harvesting.
- Grey water harvesting.
- Pool backwash harvesting.
- Treatment of harvested water for pool refill.
- Air and water heat exchange (energy reduction).
- High efficiency gas boilers.
- Managed pool hall solar control.
- Building management systems for mechanical, hydraulic and lighting control.
- Solar boosted hot water (showers, basins etc.).
- Solar pool heating (however requires significant capital expenditure).
- Co-generation.
- Advanced façade systems (eg: Low-E glass, double glazing, improved thermal mass, etc.).
- Comprehensive pool blanket incorporation (reduces heat loss and evaporation).

### **Community Engagement**

The community engagement strategy has followed 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 was collaborate.

This project was developed and driven by the local community. The Apollo Bay Aquatic Centre Committee is representative of a range of community organisations. The preparation of the Feasibility Study was based on a range of consultative activities including a community survey, public meeting and a series of interviews with key stakeholders.

When preparing the Feasibility Study, extensive consultation was undertaken with local community groups, interested individuals and health service providers to assess demand and quantify infrastructure and program requirements.

The consultation encompassed a broad ranging process of meetings and conversations with key stakeholder groups including:

- Otway Health and Community Services
- Colac Otway Shire and Councillors

- Apollo Bay P-12 College
- Department of Education and Early Childhood Development
- Apollo Bay Chamber of Commerce and Tourism
- Apollo Bay Surf Lifesaving Club
- Otway Coast Committee
- Otways Tourism
- Sports groups
- Otway Ranges Climate Action

A key component of the overall consultation process was undertaking a community survey. The community survey results were seen as critical in determining community attitudes and needs in relation to the development of an aquatic centre in Apollo Bay. Further, it was considered that it would provide the committee with information in terms of identifying the preferred facility location and key facility elements that could be included in the centre. Finally, the results would also provide guidance for establishing likely future usage at the proposed centre and assist with the development of financial models. Over 300 people participated in the community survey which was available online and also through community outlets in hard copy.

### ***Consultation Findings***

The consultation process revealed:

- The Aquatic Facility's importance to the community's mental & physical health.
- Data indicates that Apollo Bay children have poor motor skills.
- That the Education Department will not provide capital funding and Apollo Bay P-12 College currently struggle with operational costs for the existing outdoor pool.
- There is a demand for aqua programs for 65+ age group.
- The Lifesaving Club will be big users.
- Identified demand for tourism product.
- Learn to Swim program demand – possibly up to 100 children per week.
- Alternative energy solutions are affordable.
- Community places importance on environmental sustainability of the facility.

### ***Apollo Bay Community Survey Findings***

A total of 304 surveys were completed which is a large response considering the size of the population. The survey results showed that:

- 77% indicated distance/travel time prohibits use of current facilities eg: Bluewater Fitness Centre.
- 71% would use a heated indoor pool for lap swimming.
- Preferred Site – 40% school, 21% foreshore and 19% harbour.
- 45% would approve some rate increase for a new pool.
- 73% believe it should be government funded, preferably all three levels of government.

The community consultation process clearly identified that there is significant community support for the development of an aquatic centre in Apollo Bay and that its provision will result in increased aquatic activity levels in all sectors of the community.

The report failed to consult with the Department of Sustainability and Environment (DSE) who have responsibility for the land of two of the proposed sites. Officers contacted the Public Land Service Group Manager for DSE, Greg Leece, seeking an indication of the Department's position in relation to the number one priority location indicated in the consultant's report – the Harbour Precinct. Mr Leece indicated that he was not aware of the proposal and that the Department would be likely to have several concerns in relation to the

construction of the Aquatic facility at Point Bunbury. These include issues around coastal dependency, building on a primary sand dune, potential Aboriginal heritage issues, as well as the exposure of the site (and the facility) to the ocean and the consequent increased probability and extent of impacts of Climate Change, including sea level rise and increased storm surge events.

Equally, there was no consultation with the full Otway Coast Committee (OCC). Officers have met and discussed this project with the OCC who have significant concerns about the Gambier Street Reserve and the Harbour Precinct sites. The OCC resolved to write to Council the outcomes of those discussions, with written correspondence received which states: "The OCC believes the proposed harbour site creates too much of an imposition on the natural amenity of Point Bunbury. It would compromise views to and from the harbour and impose a built form on an area of beach at Point Bunbury notes for its 'naturalness'. The OCC also questions the wisdom of building on a primary dune at a time of heightened climate change awareness; noting however that the need for a Coastal Hazard Vulnerability Assessment is acknowledged."

"While the OCC can see real synergies and benefits in establishing the community pool at the Gambier Street site, the OCC would suffer future loss of income in the order of \$120,000 per annum, and consequentially expect a community pool to pay a site rental commensurate with potential cabin income. To progress Gambier Street as a tie an independent valuation of the site would be required to more accurately indicate the cost of using this site. Also the OCC believes consideration is required about the impact on public amenity at the site, especially with respect to increased vehicle traffic." Taking this into account, the expenses identified for this site, and in turn the operational subsidy required from Council, would be significantly greater than proposed by the Feasibility Study.

### **Implementation**

The future implementation is dependent on the decision made by Council regarding in-principle support and further investigations of the three sites identified.

### **Conclusion**

There are a range of social, health and economic benefits associated with providing indoor aquatic facilities for local communities. The cost in providing an indoor aquatic centre in Apollo Bay, both in terms of capital construction costs and ongoing operations, is significant. A significant proportion of the capital cost would need to be met by Council, as would all of the operational subsidy required. These costs are well outside of the financial capacity of Council in the immediate and foreseeable future.

### **Attachments**

1. Apollo Bay Indoor Aquatic Centre Feasibility Study 0 Pages

### **Recommendation(s)**

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

1. ***Resolves that due to the capital cost and ongoing operational subsidy required from Council, the Apollo Bay Indoor Aquatic Centre is not feasible.***
2. ***Resolves not to undertake any further investigations into the development of the Apollo Bay Aquatic Centre.***

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Apollo Bay
Indoor Aquatic Centre
Feasibility Study

PRESENTED TO



COLAC OTWAY SHIRE COUNCIL
DECEMBER 2011

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1. PROJECT OVERVIEW

1.1 Colac Otway Shire & Apollo Bay Profile

Colac Otway Shire is a rural, residential and resort area. The Shire encompasses a total land area of 3,250 square kilometres, of which a large proportion is State Forest and National Park, including beaches, coastline, rainforests, waterfalls, lakes and craters. Much of the rural area is used for timber getting and agriculture, with farming, cropping and dairying being the main agricultural pursuits. Agricultural activity is concentrated in the northern part of the Shire, although timber and fishing are prevalent in the south.

Tourism is an important industry, especially in the southern section along the Great Ocean Road. The Shire has two main townships, with many small villages and localities. The largest town is Colac, which serves as an administrative, retail and commercial centre. The other major township is Apollo Bay, which serves as the major tourism centre.

Apollo Bay is located between Wye River and Cape Otway on Victoria's scenic coastal route, the Great Ocean Road. As a popular tourist destination, Apollo Bay offers both, swimming and surf beaches, as well as a large boat harbour and marina which is home to a major fishing fleet. Apollo Bay is one of the few townships along the south-west Victorian coastline with the potential to accommodate future urban growth. Other smaller settlements in the Shire and Region are subject to environmental and physical constraints that limit their growth potential.

In addition, the Apollo Bay Structure Plan (2007) identified that Apollo Bay has been designated as an area for growth by the State Government and is already experiencing pressure for residential development. Population forecasts provided through .id consulting indicate that the Great Ocean Road – Otway's Area, which is inclusive of Apollo Bay, Marengo and Skenes Creek, is likely to grow from 3,270 in 2006 to 4,003 in 2021.

1.2 Background

In 2001, the "Apollo Bay Indoor Pool Feasibility Study" was prepared by HM Leisure Planning. The report was developed in four stages, with Stages 1 and 2 concluding that there was a strong need for an indoor aquatic centre in Apollo Bay. Stages 3 and 4 prepared concept plans and an operational business plan in light of the findings of the first two stages.

The original feasibility study into an indoor aquatic facility in Apollo Bay supported the concept for the following reasons:

- The isolation of the district from other indoor facilities.
- The aging demographic of the community.
- The wide range of all-year swimming, educational, health and general aquatic activities which an indoor pool would support.
- The inability of the existing outdoor pool and the Southern Ocean town beach to meet key aquatic needs in the community.
- The climate of the town and district.

At its September 2001 meeting, Colac Otway Shire decided not to proceed any further with the development of an indoor aquatic centre in Apollo Bay due to the capital cost and ongoing operational subsidy required.

After submissions from the community, at its November 2001 meeting, Council agreed to re-evaluate its previous decision. In 2002/2003 further work was undertaken by a committee made up of key township organisations and stakeholders, as well as Council representatives. The committee considered:

- Alternate facility designs
- Benchmarking of other like facilities
- Management
- Funding options.

The proposal for an indoor pool in Apollo Bay did not progress beyond the scope of this work. There is still a strong push from the Apollo Bay community to develop an indoor aquatic centre. In March 2007, 42% of those who pledged to purchase shares in the then proposed Apollo Bay Community Bank specified a heated indoor pool as their most desired project for the community to pursue.

The Apollo Bay Aquatic Centre Committee, through this study have sought to review the original feasibility study and business plan via a partnership approach, initiated by the Apollo Bay Community Bank. Financial contributions from the Apollo Bay Community Bank, Otway Health, Apollo Bay News-sheet, Apollo Bay Chamber of Commerce & Tourism, Apollo Bay Lions Club and the Colac Otway Shire enabled this project to proceed. A Committee with representation from the key partners was established to guide the project.

1.3 Aim and Project Objectives

The aim of the project is to:

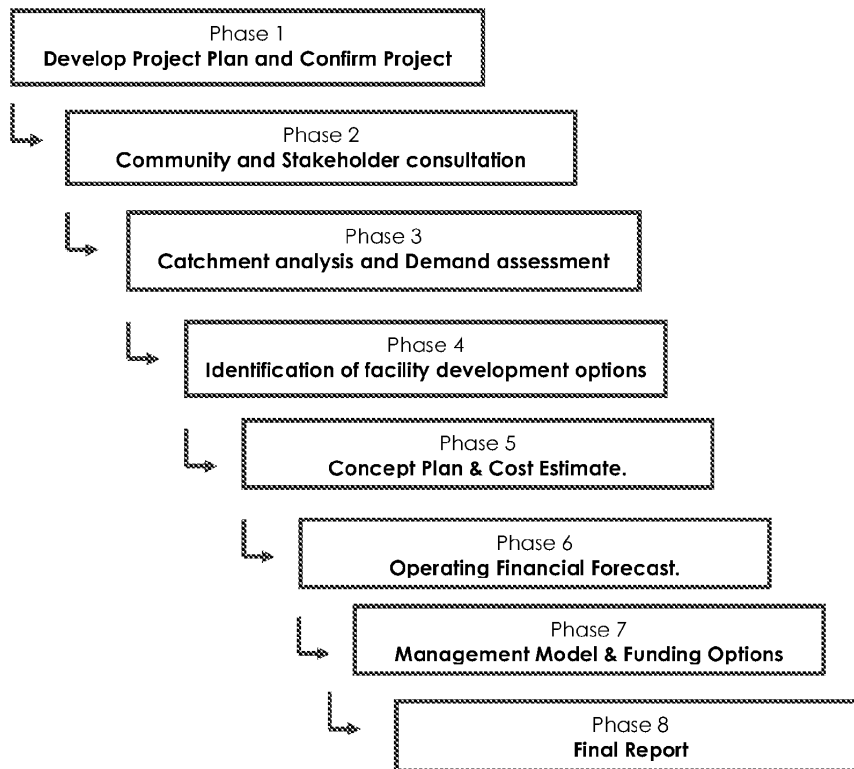
- Conduct an objective assessment of the feasibility of establishing a new community indoor aquatic facility in Apollo Bay, inclusive of a comprehensive review of the previous Apollo Bay Indoor Pool Feasibility Study and preparation of a Business Plan.

The Objectives of the Aquatic Feasibility Study were:

- To establish the level of demand and need for an aquatic centre in Apollo Bay.
- To understand the provision of aquatic facilities in similar regional locations, their impact on community benefit and their financial performance.
- To explore and recommend the facility elements and overall facility development that will best respond to community needs and demand.
- To provide a clear understanding of the financial implications for the ongoing operation of the centre including the start up phase.
- To provide clarity on the impact of site location on potential usage of facilities and programs.
- To provide concept plans and an upper level view of the potential capital costs for the development of the centre.

2. PROJECT METHODOLOGY

The Feasibility Study was delivered through the implementation of a detailed methodology. The diagram below highlights the key phases of the project.



3. COMMUNITY CONSULTATION

When preparing the Feasibility Study, extensive consultation was undertaken with local community groups, interested individuals and health service providers to assess demand and quantify infrastructure and program requirements.

The consultation:

- * Quantified the size of the market for an indoor pool facility
- * Identified the facilities and programs needed by groups and individuals.
- * Identified the capacity of groups to pay for the service.

The consultation process and associated demand assessment was a key component of the study in identifying the actual level of community interest; community demand and community need for the development of an indoor aquatic centre in Apollo Bay.

A significant ongoing communication process has been undertaken to elicit responses from the local community and keep them informed of the progress of the study.

The consultation encompassed a broad ranging process of meetings and conversations with key stakeholder groups including:

- Otway Health & Community Services
- Colac Otway Shire and Councillors
- Apollo Bay P-12 School
- Education Department
- Chamber of Commerce
- Lifesaving Club
- Otway Coast Committee
- Otway Tourism
- Sports Groups
- Otway Ranges Climate Action
- Community

3.1 Community Survey

A key component of the overall consultation process was undertaking the community survey. The community survey results were seen as critical in determining community attitudes and needs in relation to the development of an aquatic centre in Apollo Bay. Further, it was considered that it would provide the committee with information in terms of identifying the preferred facility location and key facility elements that could be included in the centre. Finally the results would also provide guidance for establishing likely future usage at the proposed centre and assist with the development of financial models.

Over 300 people participated in the community survey which was available online and also through community outlets in hard copy. This represents over 20% of Apollo Bay residents and just over 10% of the population of the catchment. This is in comparison to similar surveys conducted by Surf Coast Shire and in Phillip Island, regarding aquatic centres which generated a survey response of less than 3% and 8% of the respective catchments. The high level of responses indicated to the committee and the consulting team that there remains a high level of interest in issues relating to the development of an aquatic centre in Apollo Bay.

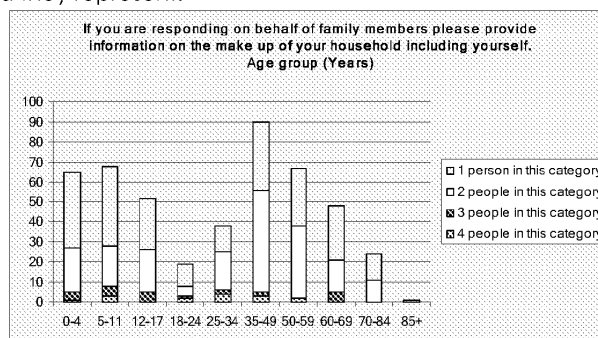
Surveys were promoted in the Apollo Bay News Sheet, Colac Herald and The Echo, via word of mouth and through specific survey points where hard copy surveys were available. All hard copy survey results were entered into the online survey program by the independent consulting team. In addition approximately 70 people attended a public meeting in August, which was also encouraging.

3.1.1 Key Findings and Implications

Survey respondent information

- The majority of respondents (32.2%) were in the 35 – 49 year age group.
- Those between 50 and 59 year represented 21.7% of respondents and those over 60 were 26% of respondents.
- The 18 – 24 age group (3.1%) and 12 – 17 (3.5%) were also represented by relatively low response levels.

The table below shows the age breakdown of survey respondents and of the people in the household they represent.



- The majority of respondents (63.5%) were female.

Place of residence

The majority of respondents were from Apollo Bay (70.5%) with the next largest number of responses coming from Skenes Creek (10.8%) and Marengo (8.6%).

Current level of use of the Seasonal Pool facility.

| How often do you visit the current Apollo Bay Pool during the summer season? | | |
|--|------------------|----------------|
| Answer Options | Response Percent | Response Count |
| 3 or more times per week | 15.1% | 45 |
| 2 times per week | 8.0% | 24 |
| 1 time per week | 12.4% | 37 |
| less than 4 times per month | 10.7% | 32 |
| Rarely | 22.1% | 66 |
| Never | 25.8% | 77 |
| Other (please specify) | 6.0% | 18 |
| <i>answered question</i> | | 299 |
| <i>skipped question</i> | | 5 |

- Nearly 50% of those surveyed, rarely or never use the current outdoor pool.

Current Use of other facilities in the region

Only 40% of respondents use other aquatic facilities within the Shire. Of these, 70% travel to Colac to use Blue Water Fitness.

| Answer Options | Response Percent |
|------------------------|------------------|
| Blue Water Fitness. | 70.3% |
| Lorne Swimming Pool. | 5.1% |
| Lavers Hill Pool. | 38.1% |
| Other | 8.5% |
| Other (please specify) | |

Importance of an Aquatic Facility in Apollo Bay

Survey respondents were asked to rate the importance of constructing an aquatic facility in Apollo Bay.

| Describe how important it is for an Aquatic Facility to be constructed in Apollo Bay? | | |
|---|------------------|----------------|
| Answer Options | Response Percent | Response Count |
| Extremely important | 72.0% | 206 |
| Very Important | 22.7% | 65 |
| Don't care | 1.7% | 5 |
| Not important | 0.0% | 0 |
| I am very resistant to a pool being built. | 0.7% | 2 |
| Additional comments | 2.8% | 8 |

- 94.7% of respondents stated that it is very or extremely important for an aquatic facility to be built in Apollo Bay.

Funding - Increased Rates to pay for an aquatic facility

Survey respondents were asked if they would be prepared for council rates to increase up to 7% each year to help fund the provision of a new aquatic facility in Apollo Bay.

Would you be happy for there to be an increase in Council rates of up to 7% each year to help pay for a new Indoor Aquatic Centre in Apollo Bay?

| Answer Options | Response Percent | Response Count |
|----------------|------------------|----------------|
| Yes | 38.9% | 107 |
| No | 61.1% | 168 |

- 38.9% stated that they would be happy to pay additional rates.
- There were 72 additional comments. Of these most said that they would pay some additional rate increase – around 2%.

Funding options

Survey respondents were asked to consider a number of funding options for the development of a new aquatic centre.

If a new indoor aquatic leisure centre is to be developed, how do you think it should be funded? (Please tick, multiple responses are allowed)

| Answer Options | Response Percent | Response Count |
|---|------------------|----------------|
| Don't know. | 9.6% | 27 |
| 100% by Colac Otway Shire | 8.6% | 24 |
| Private developer/operator. | 2.9% | 8 |
| A mix of Government funding (Federal, State and Local). | 73.2% | 205 |
| Other partnership/s (e.g. Schools). | 3.6% | 10 |
| Community fundraising. | 2.1% | 6 |

- The majority of respondents (73.2%) to the survey believe that funding should be a mix of local, state and federal funding, with only 8.6% stating that it should be fully funded by Colac Otway Shire.

Factors affecting use of aquatic facilities

Survey respondents were asked whether there were any reasons they do not use the current aquatic facilities within the shire. The results were as follows:

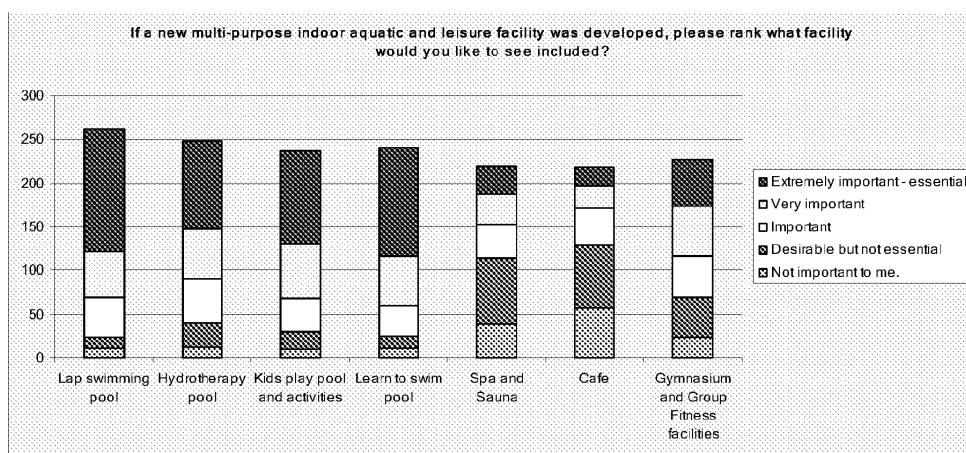
Are there any reasons why you do not use the current range of facilities in the region at all, or more, than you currently do?

| Answer Options | Response Percent | Response Count |
|--|------------------|----------------|
| Distance and travel time - it takes too long to get there | 77.2% | 203 |
| Cost of entry | 5.3% | 14 |
| The programs conducted do not meet my needs | 9.9% | 26 |
| The facility components do not meet my needs | 16.3% | 43 |
| Facility over crowding - I can't access when I want. | 4.9% | 13 |
| Program over crowding - I can't get access to programs | 3.0% | 8 |
| Distance and cost of fuel - it is too costly to use regularly. | 48.7% | 128 |
| I can't get access to private facilities | 3.4% | 9 |
| Not interested in using a swimming pool | 3.0% | 8 |

Travel time and the cost of travel is clearly a big issue that inhibits greater use of aquatic facilities and programs in the region.

Desired components of an Aquatic Facility, if it were to be developed

Participants were asked to rate, in terms of importance, potential facility components that could be included in a new multipurpose aquatic centre in Apollo Bay. The responses below showed that the two main components are a lap swimming pool and a program pool for learn to swim and hydrotherapy.



Location of an aquatic facility in Apollo Bay

Survey respondents were asked where a new indoor aquatic centre should be located in Apollo Bay if it were to be developed.

| Answer Options | Response Percent | Response Count |
|-----------------------|------------------|----------------|
| Apollo Bay College | 40.5% | 113 |
| Apollo Bay Foreshore | 21.1% | 59 |
| Apollo Bay Harbour | 19.4% | 54 |
| Apollo Bay Youth Club | 16.5% | 46 |
| Other | 2.5% | 7 |

At the time of conducting the survey, the Gambier Street Reserve had not been discovered as a site option and therefore this was not listed as a potential site.

- 40.5 % of respondents stated that the centre should be located at the Apollo Bay College.
- The Foreshore was the next most popular location (21.1%) followed by the Harbour (19.4%) and the Youth Club (16.5%).

3.2 Apollo Bay College

Discussions were held with the Apollo Bay College, where the current community outdoor pool is located. It was felt that the construction of an indoor aquatic centre in Apollo Bay would result in a significant increase in aquatic education opportunities for their students. Students at the school have high levels of access to the pool located on the site, however this is usually for a couple of weeks in December and for four weeks in February.

There was genuine concern from the school that the low level of aquatic education programming beyond what the school offers, fails to provide children with the necessary skills to minimise the risk of drowning associated with living in an area surrounded by sea. Until a year round indoor facility is created the travel time to Colac to use the Blue Water Fitness Centre will continue to limit aquatic education opportunities for children.

3.3 Otway Health and Community Services

Since 2001 the reported incidence of diabetes in the Colac Otway Shire has increased from 2.99% (628 people) of the population to 4.43% (975 people) of the population in 2006. This significant increase places Colac Otway Shire at the 20th highest diabetes prevalent municipality in Victoria (Diabetes Australia ± Victoria).

The findings of our consultation with Otway Health and Community Services are summarised below:

- Specialist hydrotherapy facilities would be desirable in any new facility. Medical practitioners such as doctors, physiotherapists, chiropractors, osteopaths and remedial masseuses have patients who require hydrotherapy pool access.
- Support for the development of a new aquatic centre in order to promote physical activity participation and help fight obesity and other health issues associated with inactivity.
- It is more cost effective (for the community and government) to invest in facilities and infrastructure that support physical activity participation to prevent ill health, than the health costs involved in treating disease and conditions associated with prolonged inactivity.
- Concern about the current lack of appropriate local indoor aquatic and leisure facilities and the impact this has on local health issues and rehabilitation opportunities.
- The distance to the warm water pools in Lavers Hill and Colac is a barrier to increased usage and disadvantages many older adults, people undergoing rehabilitation and those with chronic diseases such as diabetes.
- There is limited public transport to Colac to access the Blue Water Fitness Centre and this has an impact on overall accessibility to aquatic programs.

3.4 Apollo Bay Chamber of Commerce

An equally important part of the consultation process was to provide a voice to the business community of Apollo Bay to understand their assessment of the need, or otherwise of an indoor aquatic centre.

The position of the Chamber of Commerce can be summarised by the following points:-

- The contribution the facility will make to the sense of community and the capacity to develop a community hub for Apollo Bay
- Likely positive impact on tourism.
- To support youth development.
- Address aquatic educational needs.
- Support local employment and economic development.
- To potentially be a stimulus for further private investment in the harbour precinct

3.5 Summary of the Community Consultation

Importance

- 94.7% of respondents stated that it is *very or extremely important* for an aquatic facility to be built in Apollo Bay.

Current Travel time impact on usage

- The greatest barrier to use of aquatic facilities is the travel time to other facilities, mainly the distance to the Blue Water Fitness Centre in Colac.

Increased usage

- The construction of an aquatic centre in Apollo Bay would see a significant increase in use of Aquatic Centre activities within the Shire.

Council rate increase

- Nearly 40% of respondents would be willing to pay additional council rates of up to 7% per annum to fund an aquatic centre in Apollo Bay.

Funding mix

- The funding should be through a mix of local, state and federal sources.

Facility components

- The types of components that the community would like to see included in a new facility development are a lap swimming pool, hydrotherapy pool, kids play pool and learn to swim pool.

It is reasonable to conclude that the current provision of aquatic facilities within the Otway area prevents some members of the community from participating in aquatic activity and also that there is a high level of dissatisfaction with the current seasonal pool provision.

The community consultation process has clearly identified that there is significant community support for the development of an aquatic centre in Apollo Bay and that its provision will result in increased aquatic activity levels in all sectors of the community.

4. CURRENT PROVISION & CATCHMENT ANALYSIS

4.1 Current Provision

The current provision of aquatic facilities for Apollo Bay residents consists of two options in summer, the beach and an outdoor pool located behind the school sports stadium. The seasonal pool is 23 years old and has a constant depth of 750mm which is considered very shallow for lap swimming.

The survey results indicate that nearly half of the community had rarely or never used the facility. The low usage relates to its limited operating hours over a thirteen week period each year and because clearly the climate and lack of heating make it undesirable for a large sector of the community.

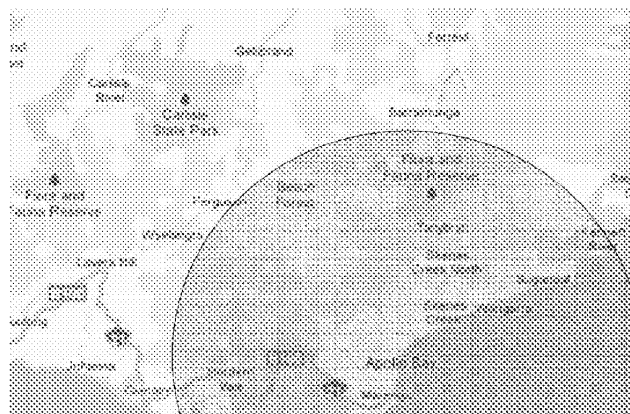
In 2009 the current pool was deemed to be non compliant with a range of Royal Life Saving Society indicators. The Aquatic Facility Safety Assessment completed on 16th December, 2009 achieved a compliance of 8 out of 39 Qualification items, a compliance of 29 out of 86 total items and a Safety Score of 34.19%.

Since then Council has rectified some of the non compliances and invested in upgrading the plant and equipment, however safety and compliance issues will increasingly require more resources, because a facility of this age and design will always struggle to meet the needs of modern day standards.

4.2 Catchment defined by 25km radius

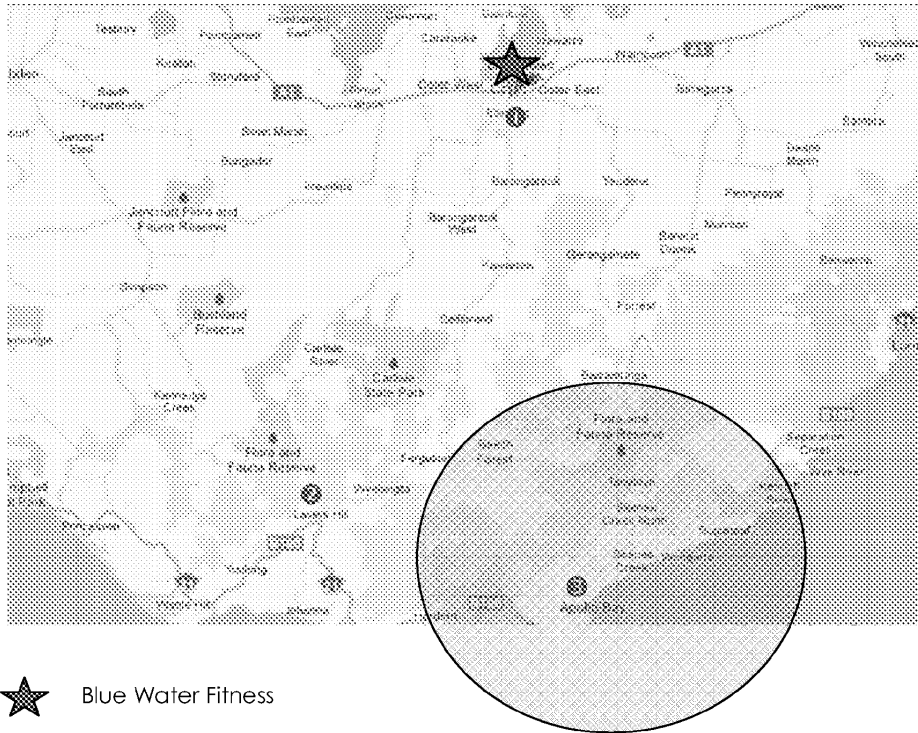
The catchment upon which our financial forecast is based is depicted in the map below which shows a 25 kilometre radius. The 25 kilometres radius equates to the approximate resident population of 2800 residents.

Apollo Bay Indoor Aquatic Centre Catchment – 25 Km Radius



4.3 Spatial analysis of facilities within the region

The spatial analysis of facilities within the catchment indicates that all of the swim school and indoor pool facilities are outside of the 25km catchment.



- ★ Blue Water Fitness
- Heather's Swim School
- ⊗ Lavers Hill Swim School
- ⊠ Apollo Bay College

5. COMMUNITY PROFILE

The following section presents demographic data, which has helped inform our assessment of the market. The information was obtained from the following source:

- Colac Otway Shire Community Profile & ABS Data

5.1 Population and Age Structure

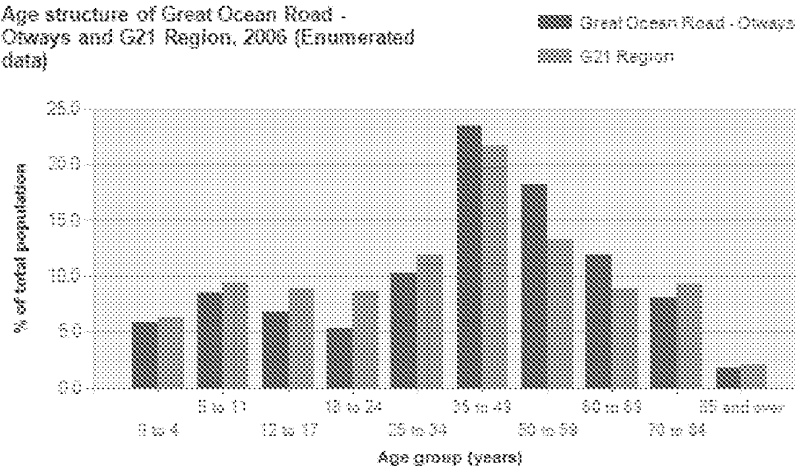
Analysis of the age structure of the Colac Otway Shire Council in 2006 compared to G21 Statistical Division shows that there was a greater proportion of people in the 50+ age.

The growing number of older residents will mean a growing need for facilities and programs with a stronger health and wellbeing focus suitable to older residents. Fortunately, the hydrotherapy facility needed for these age groups can also support a wide range of activities for children and people with disabilities from all age groups.

The population of the Apollo Bay and Otway catchment at the last census was 2655 residents. The region has grown at around 1 per cent per annum over the past decade.

The chart below compares the age profile of the Apollo Bay catchment with G21 Region.

Age structure of Great Ocean Road - Otways and G21 Region, 2006 (Enumerated data)



Source: Australian Bureau of Statistics, 2006 Census of Population and Housing (Enumerated)

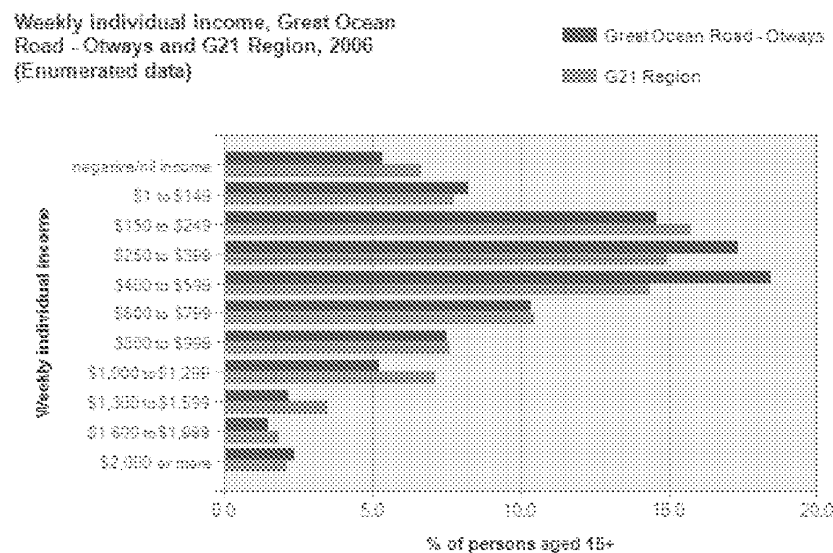
5.2 Individual Weekly Income

Analysis of individual income levels in Great Ocean Road - Otways in 2006 compared to the G21 Region shows that there was a smaller proportion of persons earning a high income (those earning \$1,000 per week or more) but a similar proportion of low income persons (those earning less than \$400 per week).

Overall, 11.3% of the population earned a high income, and 45.5% earned a low income, compared with 14.7% and 45.2% respectively for the G21 Region.

The median personal income was \$390 compared to the Australian average of \$599. This will have implications for the pricing policy of programs and casual usage charges. It also reinforces the inability of residents to afford the travel costs to existing aquatic facilities outside of Apollo Bay.

Individual Weekly Income of the Great Ocean Road- Otway's area 2006 compared to G21 region



Source: Australian Bureau of Statistics, 2006 Census of Population and Housing (Enumerated)

5.3 Population Forecast

The Australian Bureau of Statistics produces medium range population forecasts. By comparing current population numbers with the forecast estimates, it is possible to identify shifts in the age profile.

For the period 2011 - 2031, it is estimated the total number of residents in the Shire will increase by over 4,500. Most of the gains are in the 65+ age range. The number of people aged over 65 is expected to increase by 1,150 (33.0%), and represent 18.9% of the population by 2021.

5.4 Implications of the Community Profile

The most important needs identified in reviewing the Community Profile in regard to the demographics are:

- There will be a need for additional provision of facilities that cater for an ageing population.
- There will be price sensitivity in the community that will need to be considered when setting fees and charges.
- There will be a need for greater provision of accessible facilities due to an ageing demographic.
- There will continue to be a need for provision of accessible facilities due to low income levels and travel costs to the nearest facilities.

A review of existing hydrotherapy facilities and discussions with service providers clearly identified that older adults, particularly females, are the prime users of hydrotherapy facilities.

6. DEMAND ANALYSIS

6.1 Local Community Demand

The table below indicates the level of attendances that the facility would achieve if it was located at the Apollo Bay College. Estimated visitations at other site options would be substantially higher, based on the additional facilities included and the ability to attract the tourist market. This data was used to inform the financial plan for the base level of community demand.

Table 1 Estimated Total Attendances per week

| PROGRAMS | ESTIMATED WEEKLY ATTENDANCE |
|-----------------------------------|-----------------------------|
| Casual Swimming including members | 650 |
| Learn to Swim | 110 |
| Aquatic Classes | 50 |
| Other Programs & School use | 120 |
| Otway Community Health Programs | 50 |
| TOTAL | 980 |

6.2 Seasonal Demand

The population of Apollo Bay swells to 15,000 over the peak holiday season. This will provide substantially more demand for an indoor facility in the summer months as well as Easter and other school holiday periods.

6.3 Tourist Market

The tourism impact needs to be calculated in addition to the catchment population and included in further analysis. Figures obtained from the Visitor Information centre indicate a steady increase in visitors, particularly since the late 1990's

An indoor aquatic facility in Apollo Bay located in a prominent site, with a health and well being focus would have significant uptake by tourists and therefore benefits to the local economy. Several reports from Tourism Victoria have identified a notable gap in the provision of wellness services in the Great Ocean Road region.

The "Great Ocean Road World Class Tourism Investment Study" Product Gap Audit – conducted by the Tourism Ministers' investment and regulatory reform working group in July 2011, stated that:

"There is a node of destination and wellness product around the coast. These venues are generally small and have potential to increase their quality and subsequently their market share. Further investment is required, as combining destination wellness products with accommodation can improve the visitor experience resulting in longer stays".

The Geelong Region Alliance (G21), which is the formal alliance of government, business and community organisations working together to improve the lives of people within the Geelong region across five municipalities – Colac Otway, Golden Plains, Greater Geelong, Queenscliff and Surf Coast have stated that:

"There is growing demand for high quality tourist and community facilities. Further investment in this kind of quality product will assist in reducing the region's seasonality and extend visitor length of stay (and spend) in the region."

Source: G21 Website 2011

7. FACILITY COMPONENTS AND TRENDS

7.1 Aquatic Component Issues

Aquatic spaces by nature are relatively inflexible due to depth and temperature requirements of users and user groups. Ideally each facility developed will have specific spaces for each of the key aquatic uses whether it is lap swimming, learn to swim, hydrotherapy or leisure.

However, capital budget and site constraints generally conspire to require facility developments to implement some form of compromise when it comes to aquatic provision.

The tables that follow have been developed to highlight some of the issues relating to general requirements for aquatic spaces and can be used as the basis for understanding the impact of aquatic design options relating to this project. It should be noted that the tables only provide upper level, generic information and that all factors relating to the project would need to be considered and understood prior to recommending and developing the most appropriate design outcome.

| Lap Swimming Pools | |
|---|--|
| <p>Target market</p> <ul style="list-style-type: none"> • Lap swimmers for fitness • Triathletes • Swim Club • Junior squads • Recreation users • Competitions <p>Financial consideration</p> <ul style="list-style-type: none"> • Generally low net revenue generation capacity. <p>Other issues</p> <ul style="list-style-type: none"> • 1.2m is ideal minimum depth for tumble turns however many centres have minimum depth of 1m. • Generally require a 1.5m minimum depth for diving under supervision. | <p>Positive impact on customer experience</p> <ul style="list-style-type: none"> • Water temperature 27 degrees. • Swim clubs and competitive swimmers may like temperature to be slightly lower at approximately 25 degrees. • Pool depth - Minimum 1.2m • Lane width 2.5m <p>Negative impacts on customer experience</p> <ul style="list-style-type: none"> • Pool temperature is too warm – lap swimming and squad training are high intensity activities and water temperature has a major impact on bather comfort. • Lanes too narrow. • Limited lane availability. |

The model used for the purposes of the preferred concept design and cost estimation process for the Gambier Street reserve and for the Harbour precinct sites is a 25 metre pool.

| Learn To Swim - Program Pool | |
|---|--|
| <p>Target market</p> <ul style="list-style-type: none"> • 4 – 10 years <p>Note the ages for predicted use are nominal and dependent on ability, confidence and size of the child.</p> <p>Financial Consideration</p> <p>The Learn to Swim program has a high capacity to generate good net revenue. It is the only part of the aquatic mix that is developed commercially by private operators.</p> <p>Other issues</p> <p>Parent child lessons (0 to 4 years) are generally held in depth over 1.0m. These would normally be undertaken in lap swimming pool, but if this temperature is too cold parents will not participate in these lessons.</p> <p>The minimum temperature requirement is 31 degrees and this would be a significant compromise for lap swimmers.</p> | <p>Positive impact on customer experience</p> <ul style="list-style-type: none"> • Water temperature minimum 31 degrees. • Pool depth min 750mm to max depth 900mm • Lane width 1.5m • Pool size – dependent on likely demand for lessons however in most instances 100m² will facilitate program size of up to 2000 children. • It is important that there is opportunity for progression from the Learn to Swim program pool to the 25m pool to facilitate continued development of aquatic skills. This will require minimum pool depth of 1.0m – 1.2m in lap swimming pool and an ideal temperature of a minimum of 29 – 31 degrees. <p>Negative impacts on customer experience</p> <ul style="list-style-type: none"> • Pool temperature too cold. Parents will remove children from programs if children are constantly cold after lessons. • Water too deep – deep water can make children with low confidence feel unsafe and they will be reluctant to participate in lessons |

The model used for the purposes of the Gambier Street reserve and for the Harbour precinct concept designs includes a Program Pool that will cater for a Learn to Swim Program.

| Hydrotherapy Pools | |
|--|---|
| <p>Target market</p> <p>Older adults
People with disabilities
People in physical rehabilitation</p> <p>Financial Consideration</p> <p>There is no detailed industry information available to establish specific financial performance of hydrotherapy pools. With a catchment of 2,800 people it would require an annual subsidy.</p> <p>Other issues</p> <p>Hydrotherapy pools are generally for low intensity exercise. Older adults who wish to participate in higher intensity activities can do so in the 25 metre lap pool.</p> | <p>Positive impact on customer experience</p> <ul style="list-style-type: none"> • Water temperature 34 to 36 (Australian Physiotherapy Association recommended temperature) • Pool depth min 1.0 m maximum depth 1.5m • Pool size – Dependent on likely demand. • Ramp and hoist. <p>Negative impacts on customer experience</p> <ul style="list-style-type: none"> • Inappropriate water temperature – too cold. • Insufficient space to meet demand. • Poor access for people with disabilities of low mobility. • Proximity to children activities. |

Our recommendation is that a hydrotherapy pool not be included as part of the facility mix of any proposed facility. We believe that from a Capital and Operating cost perspective it would reduce the viability of the overall facility given the smaller size of this population catchment.

A recent trend in aquatic and leisure facility development has been the inclusion of leisure water. These areas include a range of equipment and activities that provide variety for users compared with traditional aquatic spaces. Equipment can range from simple bubblers to giant water slides.

| Leisure Water | |
|---|--|
| <p>Target market
Dependent on equipment purchased but generally used by 0 – 15 years age group.</p> <p>Financial Consideration
There is limited detailed information regarding the impact on net performance. However in instances where leisure water has been included it appears there is a very positive flow on effect for the "learn to swim" program participation and revenue.</p> <p>Other issues
Financial performance and equipment selection will impact on the selected target market and the demographic within that market.</p> | <p>Positive impact on customer experience
Variety of equipment to meet the stated target market.</p> <p>Negative impacts on customer experience
Lack of variety in equipment.
Incorrect location of age group users. For example equipment for older kids adjacent to equipment for young children can negatively impact on the sense of safety of younger children.</p> |

The only site that would be suitable for a Leisure Water Play area is the Harbour precinct. We have not included this in the concept design in appreciation of the need to make minimum impact on the current number of car spaces on that site.

7.2 Trends in Aquatic Facility Development

Based on the experience of the consultant team several "general" trends were considered relevant in considering the recommended facility development options.

Warm Water Exercise

Physiotherapists, General Practitioners, personal trainers and other healthcare professionals are increasingly prescribing aquatic exercise programs for their patients. Studies have demonstrated the benefits of aquatic exercise for rehabilitation, injury prevention, and pain management. Arthritis patients have an increased range of motion and more flexibility in water, allowing them to improve their physical condition. Water based exercise is also easier on the joints of the increasing number of community members suffering from obesity.

As the population ages, it is expected that the demand for aquatic therapies will continue to grow significantly in the future. In response to the increased need for hydrotherapy opportunities, recently developed community facilities have included warm water and areas designed to support hydro programs. The current interest in health and well-being is attracting greater numbers of people to the water. Aquatic exercise is reported to have a higher percentage of growth in participation than all other forms of aquatic centre programs.

Reduction of Outdoor Aquatic Facilities

Local Government Areas (LGA's) across Australia face increased costs for services and increased service requirements but stagnant revenue. This has forced sport and recreation departments to make changes in the delivery of leisure and recreation services. This is especially true for outdoor aquatic facilities, which have historically required substantial operating subsidies. To lower operating costs, Rural LGA's are consolidating resources into larger all-inclusive aquatic facilities. Regional Aquatic Centres can provide greater services for less operating cost per user. The centralisation of facilities is seen not only with new facilities that are being developed nationally, but also with the number of redevelopments that remove the traditional 50m pool and replace it with a two or three pool complex.

Water Play Areas

The latest trend in providing aquatic recreation is the water play areas. These water playgrounds incorporate various types of water elements including sprays, fountains, interactive play area and major attractions such as water slides and wave pools. These activities have led to significant increase in usage of aquatic facilities by families with young children. Anecdotal evidence also suggests that water play facilities are complementary to aquatic education programs and lead to increased enrolments in swim lessons.

Health Clubs (Gyms), Spa, Sauna & Café Amenities

Another trend in the design of aquatic facilities is the addition of site amenities that transform a swimming pool into a recreation destination. Pool operators report that customer satisfaction, length of stay, and attendance are greater with increased space and complementary amenities.

Universal Access

Changes in Government legislation in regard to disability access now require modern facilities to have ramp access into pools, hoists and accessible toilets and change facilities. Indoor heated pools are widely used by disability groups and individuals. Modern facilities are now more accommodating of families in the design of change rooms that specifically cater for their needs.

Allied Health

There is a trend towards the provision of health and therapeutic services within new aquatic facilities. These services include: Health consultancies, weight loss and therapeutic services. These facilities are increasingly used by worker and accident rehabilitation patients. On site Sports Medicine Clinics including the development of consulting rooms, with patient access to health and fitness pools, has also emerged in the past decade.

Environmentally Sustainable Design

In recent years there has been a clear indication that the broader community now places importance on minimising the impact on the environment. Aquatic facility developments are now expected to include a range of sustainable design initiatives.

8. SITE OPTIONS AND ANALYSIS

8.1 Overview of the site selection process

In developing leisure and aquatic facilities, Councils are faced with a range of decisions throughout the development process. Two issues that often create challenges are the selection of the most appropriate site and the mix of aquatic spaces within the facility. These issues can have a significant impact on viability of the centre and its capacity to meet Council objectives and the needs of targeted use.

The table below highlights some of the issues surrounding site selection. The order of issues highlighted does not represent a priority list for site selection. The eventual priority of issues will be created firstly by understanding the clear objectives and purpose for the development and then overlaying these against the project constraints and future operational requirements.

| Criteria | Impact |
|---|---|
| <ul style="list-style-type: none"> High visibility and high volumes of passing traffic | <ul style="list-style-type: none"> Location on a main road with high levels of passing traffic will improve opportunities to maximise participation and financial return. Car parks should be easily accessible from roads |
| <ul style="list-style-type: none"> High profile location | <ul style="list-style-type: none"> High profile location is ideal as the site will not require significant promotion to the local community |
| <ul style="list-style-type: none"> Views | <ul style="list-style-type: none"> Quality views will contribute to the overall ambience and prestige of the site which in turn can increase participation and revenue generation. For instance, in basic terms a facility with water views will be more desirable to customers than one located in an industrial area |
| <ul style="list-style-type: none"> Site conditions | <ul style="list-style-type: none"> The existing site conditions from a geotechnical perspective will impact on the suitability of a site for construction. Sites that have unfavourable geotechnical conditions may introduce increased construction costs |
| <ul style="list-style-type: none"> Site topography | <ul style="list-style-type: none"> Flat sites are less expensive to develop in terms of construction compared with sloping or undulating sites |
| <ul style="list-style-type: none"> Orientation opportunity | <ul style="list-style-type: none"> Building orientation can have a positive impact on cross ventilation, maximising views and the impact on sun reflection on pool observation. Sites that provide flexibility in orientation therefore can have an impact on ESD costs and operational functionality |
| <ul style="list-style-type: none"> Availability of services | <ul style="list-style-type: none"> Sites that have poor access to suitable power, gas and water may incur additional costs as a result of infrastructure upgrade requirements |
| <ul style="list-style-type: none"> Capacity for future expansion | <ul style="list-style-type: none"> Where possible sites should have the capacity for future expansion to cater for increased population and usage |
| <ul style="list-style-type: none"> Traffic accessibility | <ul style="list-style-type: none"> Site access from roads can have a positive impact on customer experience compared with single entry and exit centres |
| <ul style="list-style-type: none"> Car parking provision | <ul style="list-style-type: none"> The site needs to have sufficient space for the car parking requirements of users. Failure to provide sufficient car parks can have a negative impact on usage and viability |
| <ul style="list-style-type: none"> Proximity to public transport and bicycle networks | <ul style="list-style-type: none"> Creating options for people to use the centre without the need to travel by car can increase overall centre accessibility but also can deliver a positive impact on Environmentally Sustainability requirements |

8.2 Analysis of potential sites within the Apollo Bay area

In undertaking an analysis of site options within the Apollo Bay area, a number of factors were considered including:

- Location and accessibility of facilities to the largest population base
- The range of opportunities available, service gaps and/or duplication
- Financial sustainability
- Potential barriers to participation/access
- Possible development of Community Hub around the facility

The following sites were assessed as potential site options:

- Apollo Bay College
- The Harbour
- The Youth Club
- Surf Club
- The Pony Club
- Gambier Street Recreation Reserve
- 165 to 167 Great Ocean Road- Town Centre

Each site was assessed on its capacity to accommodate a facility based on an evaluation of the key criteria listed in the previous section. This enables an objective comparison of each site to be undertaken.

The analysis helps to identify any significant issues regarding access to sites, development and operating costs and the possible benefit of the co-location of the facility to other services. The consultancy team is mindful that should Council choose to proceed with a development it would look to do so in the most efficient and cost effective way.

8.3 Harbour Precinct

The vision for the Apollo Bay Harbour Precinct as described in the Precinct Master Plan is "The Apollo Bay Harbour Precinct will be a new focal point for the town and surrounding region and a 'must see' destination on the Great Ocean Road."

The underlying principle of the Master Planning process was for Apollo Bay to capitalise on its unique location and develop in a way that will set it apart from other towns along the Great Ocean Road, especially maintaining its distinctive seaside fishing village character and the port as a working harbour, enhancing the natural environment and maximising community benefit.

The Master Plan is a concept that allows for:

- The opportunity to develop a Boutique Hotel/Health & Well Being Centre with public access to a heated saltwater swimming pool.
- Formalisation of the boat ramp car park to enable more parking spaces and to be made safer
- New space for water based commercial activity.

Parking indicated on the Master Plan is not finalised. The concept for parking and traffic management is more than currently exists and Council believe that by formalising the parking, more cars can be accommodated, with greater safety for vehicles and pedestrians.



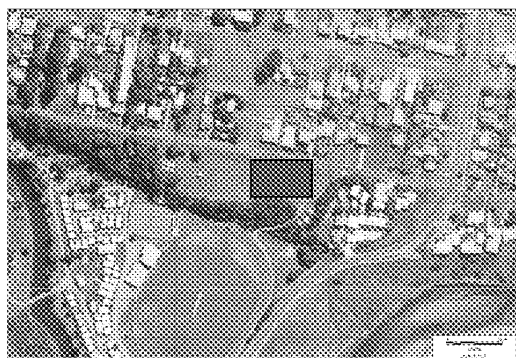
- Strengths**
- Prominent Site
 - Funding opportunities
 - Relatively Flat Site
- Weaknesses**
- Site Costs & Corrosive environment
 - Planning Issues
 - Car Parking and Existing Users

Within the Harbour Precinct there are several possible options as to where the proposed facility could be built. The above image shows one possible location. To pin point that exact location within the harbour precinct at this stage would be premature, based on the information we have available, and is beyond the scope of this feasibility study. Further site assessments including; a geotechnical study, traffic study, coastal hazard assessment and more detailed concept design will determine suitability.

8.4 Gambier Street Reserve

This site is well placed in relation to high activity zone which includes the caravan park and sports facilities. It is visible coming from Marengo along the Great Ocean Road and is close to a large residential part of town. The planned developments of holiday cabins within the precinct make it a suitable location.

- Strengths**
- Synergies with Caravan Park & Sports Precinct
 - Synergies with proposed cabins
 - Highly Visible
- Weaknesses**
- Sloping Block- Site Costs
 - Planning Issues with surrounding residential area



 Proposed location of centre

8.5 Apollo Bay College

The Apollo Bay College site is adjacent to the existing sports stadium and outdoor community swimming pool. The school is located on the corner of Costin Sreet and Pengilley Avenue, Apollo Bay. The advantage of this site is that the land will be available on a minimum peppercorn lease cost to Council.

Strengths

- Flat Site
- Available Land
- Community Support

Weaknesses

- Poor Location - Low Profile Site
- Funding Issues- Joint use agreement
- Decreased revenue opportunities
- Community perception of ownership



 Proposed location of centre

8.6 Great Ocean Road- Town Centre

The site at 165- 167 Great Ocean Road, Apollo Bay that is currently for sale, meets all of our key criteria, however as it is privately owned, the cost of procuring the site at \$2.5 million would be prohibitive.



9. FACILITY CONCEPT DESIGN

9.1 Option 1 Gambier Street Reserve

The proposed concept for the Gambier street Reserve site is adjacent to the football/netball club, caravan park and proposed holiday cabins that are in the planning stages.

Its proposed components would include:

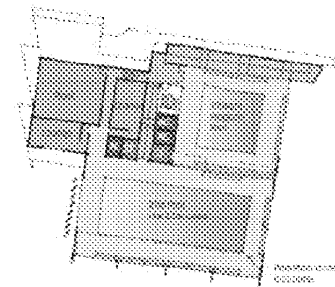
- 25 metre by 4 lane indoor pool
- 100 square metre program pool
- 200 square metres of Allied Health consulting suites
- Large Foyer with Kiosk and Social space



Site Plan (Met Map)
Scale 1:100



Ground Floor (Met Map)
Scale 1:100

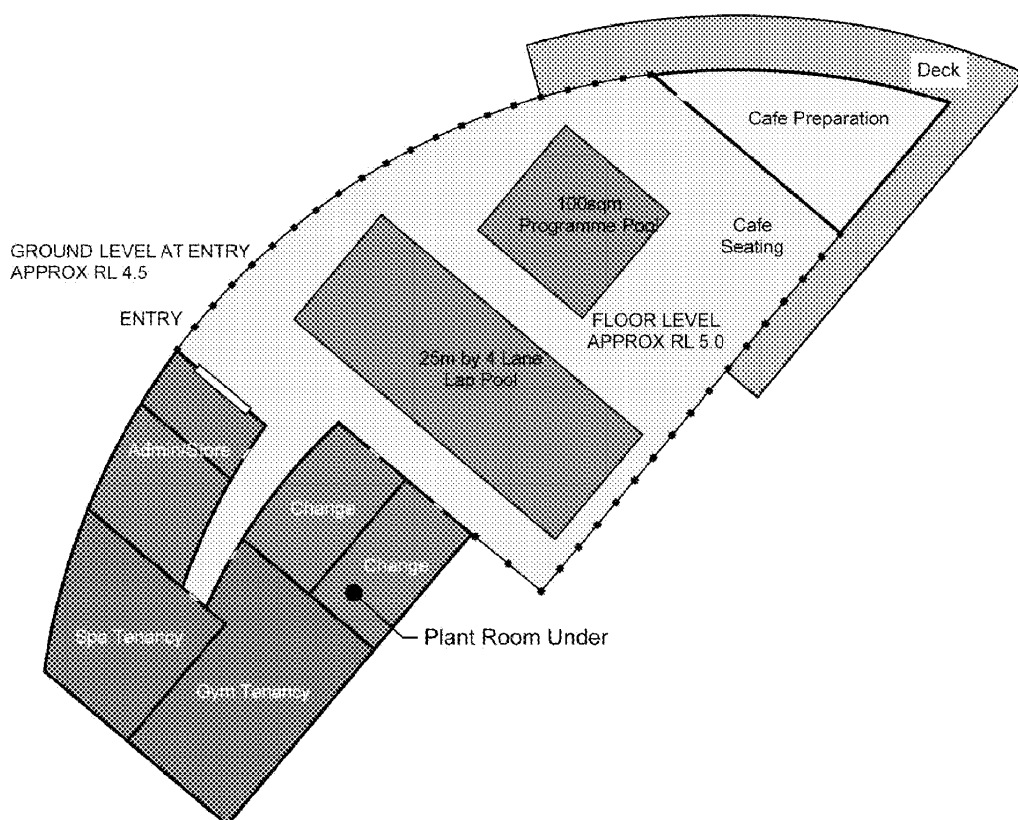


Lower Ground Floor (Met Map)
Scale 1:100



9.2 Option 2 - Harbour Precinct

The proposed concept for the Harbour Precinct site has been shown below on the southern end of the car park. Within the Harbour Precinct there are several possible options as to where the proposed facility could be built. Further site assessments including; a geotechnical study, traffic study, coastal hazard assessment and more detailed concept design will determine the most suitable of the possible locations.



The Harbour Facility components would include:

- 25 metre by 4 lane indoor pool
- Program Pool -100 square metre
- Café and outdoor - 200 square metres plus decking
- Day Spa -150 square metres of consulting suites
- Gym facility – 150 square metres

A planning permit would be required for any proposed buildings and works under the Heritage Overlay that applies to the Harbour Precinct. The application would need to demonstrate that the proposal was not detracting from the heritage significance of the place. However, whilst planning permit requirements for the use may not necessarily be a constraint in this instance, because the Harbour is coastal crown land, Coastal Management Act consent from the Department of Sustainability and Environment (DSE) would be required. For any application for consent under this Act to be successful, the proponent would need to convince DSE that the use and development was consistent with the Victorian Coastal Strategy 2008 (VCS).

The VCS contains a Hierarchy of Principles which must be met. One of the aims of Principle 4 is to ensure that:

- *“development on coastal Crown land is coastal-dependent or closely related to coastal-dependent uses and is directed to activity nodes and recreation nodes”*

The Strategy states that Principle 4 *“recognises that coastal Crown land is a limited resource and must be used sparingly and wisely”*, and that it seeks to:

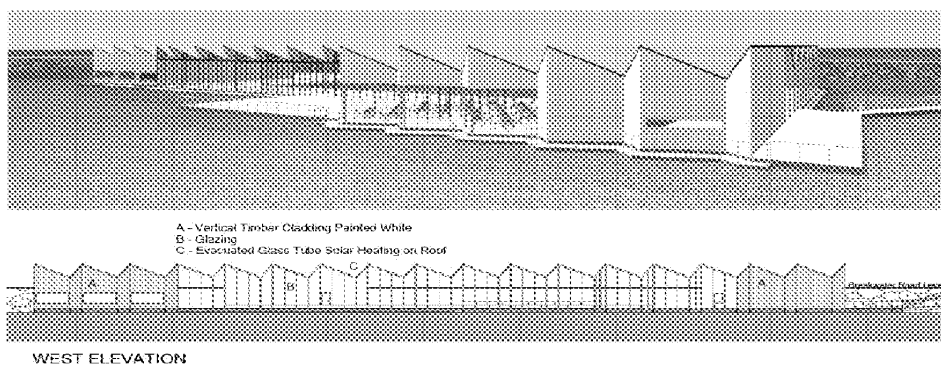
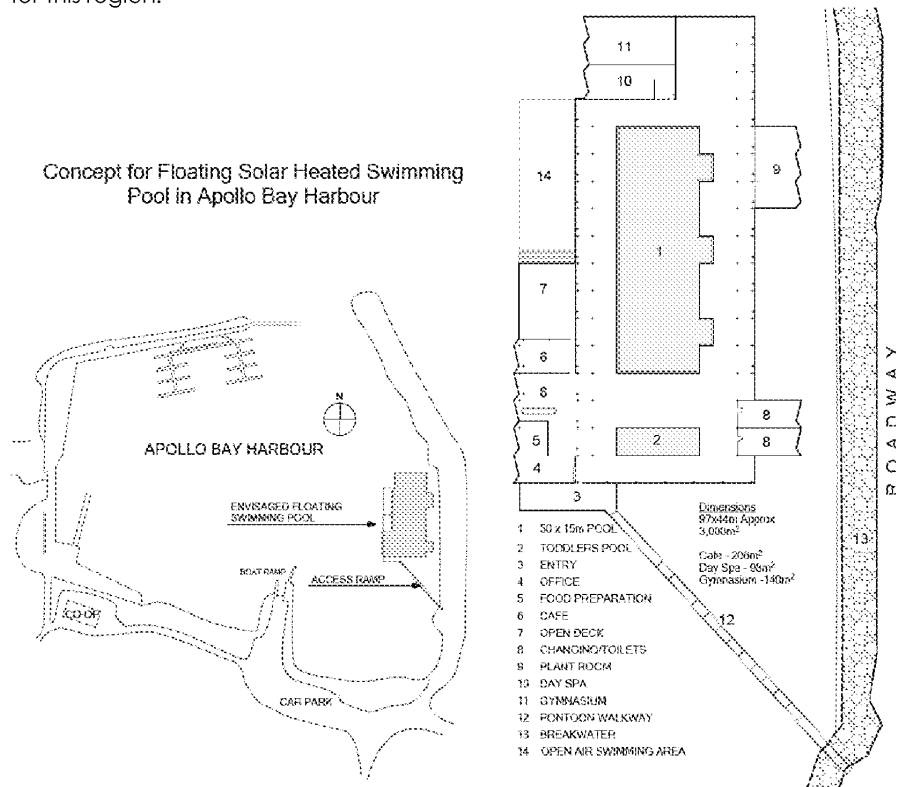
- *“ensure that development on coastal Crown land is functionally dependent upon a coastal location”*.

The aerial picture below shows where the proposed facility would fit within the harbour precinct.



The Harbour precinct provides the opportunity to develop an iconic building that captures the imagination of the tourist market and adds to the precinct as a destination on its own merits. The concept design below shows an indoor pool that would float in the harbour, with a café that has indoor and outdoor seating with magnificent views across the water back to the township and out to sea. We have included this concept in the report to demonstrate that it is possible to come up with an innovative and iconic design for a pool facility in the harbour that will certainly add a much needed tourist attraction for this region.

Concept for Floating Solar Heated Swimming Pool in Apollo Bay Harbour



© Copyright John Riches 2011

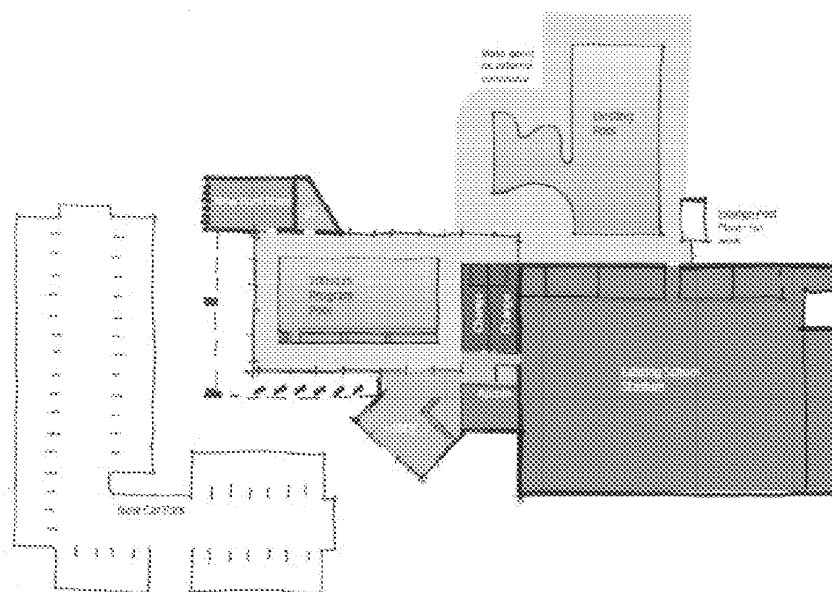
9.3 Option 3 – Apollo Bay College

The proposed concept for the Apollo Bay College site is adjacent to the existing sports stadium and outdoor community swimming pool. The school is located on the corner of Costin Street and Pengilley Avenue, Apollo Bay.

The stadium and pool are located on the northern side of the campus with direct access from Costin Street to the west. This location on the site provides an excellent opportunity for the development of an indoor program pool proposal, providing both community and school access and providing the opportunity to manage all facilities from the one administration area, thereby reducing staffing costs for all facilities.

Its proposed components would include:

- 20 metre by 4 lane indoor pool
- Existing Outdoor 25 metre 5 lane pool
- Existing Beach entry toddler pool
- Off street car parking - 48 spaces



MANTRIC
ARCHITECTURE

This option would require some upgrades to the outdoor pool, including heating the pool to extend its use for more weeks of the year, predominantly to cater for lap swimming.

9.4 Environmentally Sustainable Design Initiatives

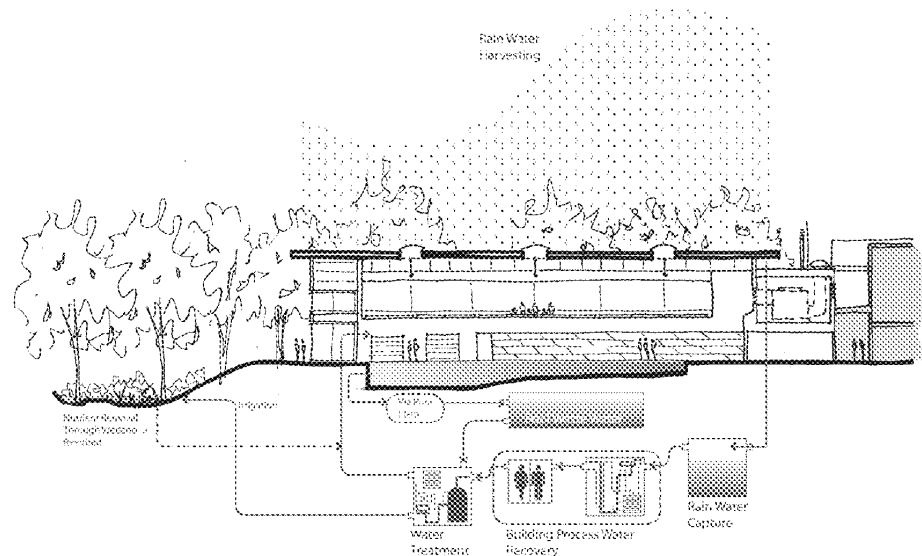
At feasibility study stage it is normal practice to assign a percentage allowance to Environmentally Sustainable Design (ESD) implementation. This allowance can vary depending on the ESD objectives of Council, the Community or, in many cases, specific requirement imposed by the State & Federal Funding bodies. The Quantity Surveyors estimates included in section 10 of this report include an allowance of 5% for ESD initiatives.

The percentage assigned will depend on the scale of the project, but would normally be in the range of 5% to 12%. Importantly, it is critical that an ESD allowance is identified at each design stage to minimise the environmental impact of any building.

For Aquatic Centres there are specific ESD strategies that are generally incorporated through this allowance, they can be summarised as follows;

1. Rain Water Harvesting
2. Grey Water Harvesting
3. Pool Backwash Harvesting
4. Treatment of harvested water for Pool refill
5. Air & Water Heat Exchange (Energy Reduction)
6. High efficiency Gas Boilers
7. Managed Pool Hall Solar Control
8. Building Management Systems for Mechanical, Hydraulic & Lighting control
9. Solar boosted hot water (Shower, basins, etc)
10. Solar pool heating (however requires significant capital expenditure)
11. Co-generation
12. Advanced façade systems (ie. Low-E glass, double glazing, improved thermal mass, etc)
13. Comprehensive Pool Blanket incorporation (reduces heat loss and evaporation)

In the context of recent water shortages, resulting from an extended and extreme drought, water harvesting is currently considered a high priority ESD outcome for new aquatic facilities. Below is a simple diagram that explains the principles that should be investigated and applied where appropriate;



9.5 Environmentally Sustainable Design Options for Apollo Bay

Co-generation

A low carbon development is generally defined as a development with carbon emissions 50% lower than the baseline. The baseline carbon emission factor for grid-supplied electricity is $1.07\text{kgCO}_2/\text{kWh}^1$. This factor applies to Full Fuel Cycle Electricity (covering emissions from extraction, production, transport and combustion of fuel). This carbon emission factor can be considered a benchmark for energy supply.

A Co-generation system may be investigated to meet low-carbon targets for the proposed development. This system incorporates a simultaneous generation of heat and electricity, where the heat generated in the process is harnessed via heat recovery equipment for heating or absorption cooling. The fuel used by this system has a carbon emission factor of approximately $0.23\text{kgCO}_2/\text{kWh}^2$. The efficiency of cooling and heating stages must be considered to make a proper assessment of the carbon emissions from Co-generation compared to grid-supplied energy, which is usually done throughout the design development phase.

Source ¹ Australian Greenhouse Office Factors and Methods Workbook, DEH, Dec 2006

² Australian Building Greenhouse Rating Reverse Calculator Version 4-08.

Solar Hot Water/Heat Pumps

The use of solar energy to heat the pool water can have an impact on pool heating costs, the provision of Heat Pumps rely on the surrounding air temperatures being transferred to the water via a mechanical plant. Solar collector panels or black piping runs, on the other hand, are positioned on the roof to capture solar radiation.

Geothermal Heating and Cooling

Ground and Water Source Heating and Cooling Systems use the relatively stable low temperature of the ground or bodies of water as a source of heating and cooling in buildings. Ground and Water Source heat pumps linked through boreholes or horizontal loops can be linked with heating/cooling systems.

Ground and Water Source systems provide space conditioning -- heating, cooling, and humidity control. They may also provide water heating -- either to supplement or replace conventional water heaters. Geothermal Heating and Cooling Systems work by moving heat, rather than by converting chemical energy to heat like in a furnace. Every Geothermal Heating and Cooling System has three major subsystems or parts: a geothermal heat pump to move heat between the building and the fluid in the earth connection for transferring heat between its fluid and the earth, and a distribution subsystem for delivering heating or cooling to the building.

Geothermal systems use the earth as a heat source and heat sink. A series of pipes, commonly called a "loop," carry a fluid used to connect the geothermal system's heat pump to the earth. The Great Ocean Road Coast Committee assessed the viability of this heating process and found it to provide a net return on investment after the first ten years of operation.

Combined Heating and Cooling (CHP) or Trigeneration

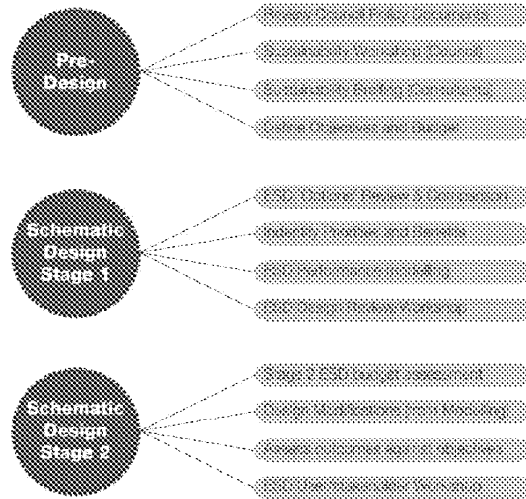
Tri-generation involves the simultaneous generation of electricity, heating and cooling. The power provided by this system has reduced greenhouse gas emissions when compared to grid electricity. The cost of gas as a fuel supply is usually significantly less than standard coal fired power from the grid, however in the case of Apollo Bay where only bottled gas is available this comes at a significantly higher rate and will need to be determined to assess its cost benefit.

Mechanical Services Sustainable Design Principles

The following are more specific sustainable design principles incorporated into the mechanical services design for the development:

- Mandatory compliance with section Part J5 of the BCA – Air Conditioning and Ventilation Systems, meets ESD performance requirements.
- The air conditioning and ventilation systems should be capable of being inactivated when the building or part of the building is unoccupied.
- Equipment selection needs to be based on energy efficiency with a heat exchange system utilised for reclamation of heat from the pool heating exhaust duct partially preheating air to the pool heating system providing an energy efficient system.

There are many more ESD options, some of which may apply in certain situations. Therefore, it is important to undertake a project specific evaluation of the design and particular ESD policies that apply. Below is a diagram that outlines the process that should be followed during the early design stages to ensure an optimum ESD result;



10. ESTIMATED CAPITAL COST

This section of the study includes the Capital Cost estimates provided by "North Projects Quantity Surveyors" who have provided the following cost plan based on feasibility concept plans prepared by Mantric Architecture for options 1 & 3. Option 2 was prepared by John Riches.

10.1 Option 1 Gambier Street Reserve

Location: Gambier Street

Scope

| | |
|------------------------|----------------------|
| GFA | 1,866 m ² |
| NLA | 235 m ² |
| Program Pool | 100 m ² |
| 25m Pool - 4 lanes | 250 m ² |
| Allied Health Facility | 235 m ² |
| Retail | 0 m ² |
| Carparks | 42 no |
| Road Upgrade | Possibly |

Feasibility Design & Construction Cost Breakdown

| | | area | rate | | total |
|---|----------------|------|-------|----|-----------|
| 25m pool | m ² | 250 | 3,500 | \$ | 875,000 |
| 25m pool enclosure | m ² | 569 | 1,785 | \$ | 1,015,575 |
| Program pool | m ² | 100 | 3,500 | \$ | 350,000 |
| Program pool enclosure | m ² | 304 | 1,785 | \$ | 542,560 |
| Allied health | m ² | 197 | 2,100 | \$ | 413,700 |
| Allied health terrace and landscape areas | m ² | | 500 | \$ | - |
| Administration | m ² | 80 | 2,100 | \$ | 174,000 |
| Change rooms | m ² | 97 | 2,520 | \$ | 244,416 |
| Storage | m ² | 20 | 945 | \$ | 18,900 |
| Circulation and lobbies | m ² | 58 | 2,050 | \$ | 118,900 |
| Pool plant areas | m ² | 117 | 945 | \$ | 110,614 |
| Other plant areas | m ² | 140 | 945 | \$ | 132,300 |

Building Works, Prelims Fitments & Fixings

| | | | | | |
|--|--|-------|-------|----|-----------|
| | | 1,866 | 2,082 | \$ | 4,058,468 |
|--|--|-------|-------|----|-----------|

Allowances:

| | | | | | |
|---------------------------------------|----------------|------|--------|----|---------|
| Siteworks & Services | | | | \$ | 642,934 |
| Carparking | m ² | 1075 | 155 | \$ | 164,934 |
| Carpark landing | m ² | 34 | 100 | \$ | 3,400 |
| Pedestrian ramps | m ² | 146 | 500 | \$ | 73,000 |
| Meter retaining wall | no | 57 | 3,000 | \$ | 171,000 |
| New crossovers | no | 2 | 15,000 | \$ | 30,000 |
| Allow for rock excavation | | | allow | \$ | 30,000 |
| Allow for bulk excavation and filling | | | allow | \$ | 50,000 |
| External services | | | allow | \$ | 30,000 |
| Allow for landscaping | | | allow | \$ | 49,900 |

| | | | | | |
|------------------|--|-------|-------|----|-----------|
| Sub Total | | 1,866 | 2,360 | \$ | 4,697,803 |
|------------------|--|-------|-------|----|-----------|

| | | | | | |
|----------------------|--|--|-----|----|---------|
| Preliminaries | | | 18% | \$ | 845,604 |
|----------------------|--|--|-----|----|---------|

| | | | | | |
|------------------------------|--|--|------|----|---------|
| Head office overheads | | | 3.0% | \$ | 194,019 |
|------------------------------|--|--|------|----|---------|

| | | | | | |
|------------------|--|-------|-------|----|-----------|
| Sub Total | | 1,866 | 2,918 | \$ | 5,737,426 |
|------------------|--|-------|-------|----|-----------|

| | | | | | |
|------------------------|--|--|------|----|---------|
| Consultant fees | | | 7.0% | \$ | 401,620 |
|------------------------|--|--|------|----|---------|

| | | | | | |
|------------------|--|-------|-------|----|-----------|
| Sub Total | | 1,866 | 3,125 | \$ | 6,139,046 |
|------------------|--|-------|-------|----|-----------|

| | | | | | |
|-------------|--|--|----|----|---------|
| Risk | | | 5% | \$ | 306,952 |
|-------------|--|--|----|----|---------|

| | | | | | |
|--|--------|--|----|----|---------|
| Escalation to construction commencement | Jan-13 | | 4% | \$ | 257,540 |
|--|--------|--|----|----|---------|

| | | | | | |
|------------------------------------|--|-------|-------|----|-----------|
| Total cost excluding margin | | 1,866 | 3,410 | \$ | 6,705,839 |
|------------------------------------|--|-------|-------|----|-----------|

| | | | | | |
|----------------|--|--|----|----|---------|
| Margin: | | | 3% | \$ | 201,115 |
|----------------|--|--|----|----|---------|

| | | | | | |
|-------------------|--|-------|-------|----|-----------|
| Total Cost | | 1,866 | 3,512 | \$ | 6,906,954 |
|-------------------|--|-------|-------|----|-----------|

Note this cost plan is based on:

| | | | |
|--|----------------|-----|----------------|
| Facets total (including sunshading) 3300m ² | Total cars | 42 | no |
| Construction commencement January 2013 | Commercial NLA | | |
| GST is excluded | Allied Health | 235 | m ² |
| Fitment costs are excluded | | | |
| Land cost is excluded | | | |
| Lessee fit out excluded | | | |
| Gambier St upgrade costs excluded | | | |

10.2 Option 2 – Harbour Precinct

Location: Harbour Site

Scope

| | |
|---------------------------|----------------------|
| GFA | 2,409 m ² |
| NLA (including Café Deck) | 752 m ² |
| Program Pool | 100 m ² |
| 25m Pool - 4 lanes | 250 m ² |
| Aged Health Facility | 283 m ² |
| Cafe | 252 m ² |
| Café Deck | 217 m ² |
| Carparks | 0 m ² |

Feasibility Design & Construction Cost Breakdown

| | area | rate | total |
|--|----------------|--------------|---------------------|
| 25m pool | m ² | 250 | 3,700 \$ |
| 25m pool encloses | m ² | 924 | 1,785 \$ |
| Program pool | m ² | 100 | 3,700 \$ |
| Program pool circulation | m ² | | - \$ |
| Gym Tenancy | m ² | 183 | 1,995 \$ |
| Day Spa Tenancy | m ² | 115 | 1,801 \$ |
| Aged health (Day Spa) Terrace | m ² | 0 | 500 \$ |
| Cafe Seating | m ² | 157 | 1,200 \$ |
| Cafe Preparation | m ² | 85 | 1,785 \$ |
| Cafe Terrace | m ² | 217 | 500 \$ |
| Lobby / Stairs | m ² | 0 | 1,500 \$ |
| Administration/Store | m ² | 110 | 1,486 \$ |
| Change rooms | m ² | 135 | 2,625 \$ |
| Circulation and lobbies | m ² | 0 | 1,590 \$ |
| Basement plant area | m ² | 135 | 924 \$ |
| Other plant areas | m ² | 0 | 1,635 \$ |
| Underfloor space | m ² | 0 | 500 \$ |
| Basement carpark | m ² | 0 | 1,200 \$ |
| Access difficulties | | | allow \$ |
| | | | 55,000 |
| Building Works, Pretime Fitments & Fittings | 2,409 | 1,986 | \$ 4,741,280 |

Allowances:

| | | | |
|---|----------------|-------|-------------------|
| Siteworks & Services | | | \$ 701,900 |
| Carpark landing | m ² | n/a | 0 \$ |
| Pedestrian ramps | m ² | n/a | 0 \$ |
| Major retaining wall | m | n/a | 0 \$ |
| Road junction, pavement | | allow | \$ 160,000 |
| Allow for rock excavation | | n/a | 0 \$ |
| Allow for additional foundation component | 2,409 | 200 | 481,200 \$ |
| External services | | allow | \$ 160,000 |
| Allow for landscaping | | allow | \$ 20,000 |

Sub Total 2,409 2,258 \$ 5,443,080

Preliminaries 18% \$ 978,754

Head office overheads 3.5% \$ 224,769

Sub Total 2,409 2,758 \$ 6,647,604

Consultant fees 7.0% \$ 465,334

Sub Total 2,409 2,853 \$ 7,112,968

Risk 5% \$ 355,643

Escalation to construction commencement Jan-13 4% \$ 282,745

Total cost excluding margin 2,409 3,224 \$ 7,787,381

Margin 3% \$ 233,021

Total Cost 2,409 3,321 \$ 8,020,382

Note this cost plan is based on:

| | | |
|---|------------------|--------------------------|
| Facade total (including siteworks) \$200/m ² | Total cost | 0 m ² |
| Construction commencement January 2013 | Commercial NLA | |
| GST is excluded | Day Spa | 115 m ² |
| Fitout costs are excluded | Cafe | 85 m ² |
| Land cost is excluded | Cafe Seating | 157 m ² |
| Lease fit out excluded | Cafe Deck | 217 m ² |
| Cool/Freezer room excluded | Gym | 183 m ² |
| Access road upgrade excluded | Total NLA | 752 m² |

10.3 Apollo Bay College

Location: Behind School Stadium

Scope

| | |
|------------------------|--------------------|
| GFA | 973 m ² |
| NLA | 0 m ² |
| Program Pool | 200 m ² |
| 25m Pool - 4 lanes | - |
| Allied Health Facility | - |
| Retail | - |
| Carparks | 49 No |

Feasibility Design & Construction Cost Breakdown

| | | area | rate | | total |
|--|----------------|----------------|--------------|----------------|------------------|
| Demolition works | allow | 0 | | \$ | 20,000 |
| Allow for connection to existing building | allow | 0 | | \$ | 40,000 |
| Program pool | m ² | 200 | 3,500 | \$ | 700,000 |
| Program pool enclosure | m ² | 462 | 1,785 | \$ | 824,567 |
| Administration | m ² | 41 | 1,500 | \$ | 61,500 |
| Change rooms | m ² | 88 | 1,707 | \$ | 141,664 |
| Store | m ² | 8 | 1,600 | \$ | 12,800 |
| Circulation and lobbies | m ² | 147 | 1,390 | \$ | 277,830 |
| External terraces | m ² | 145 | 600 | \$ | 87,000 |
| Pool plant areas / store | m ² | 87 | 1,407 | \$ | 122,446 |
| Building Works, Prelime Fitments & Fittings | | 1,173 | 1,950 | \$ | 2,287,857 |
| Allowances: | | | | | |
| Siteworks & Services | | | | \$ | 158,520 |
| Carparking | m ² | 1195 | 120 | \$ | 143,520 |
| Carpark landing | m ² | 0 | | \$ | - |
| Pedestrian ramps | m ² | 0 | | \$ | - |
| Major retaining wall | m | 0 | | \$ | - |
| New crossovers | no | 1 | 15,000 | \$ | 15,000 |
| Allow for rock excavation | | 0 | 300 | \$ | - |
| Allow for bulk excavation and filling | | 0 | 200 | \$ | - |
| External services | allow | | | | |
| Allow for landscaping | allow | | | | |
| Sub Total | | 1,173 | 2,086 | \$ | 2,446,377 |
| Preliminaries | | | 18% | \$ | 440,348 |
| Head office overheads | | | 3.5% | \$ | 101,036 |
| Sub Total | | 1,173 | 2,547 | \$ | 2,987,760 |
| Consultant fees | | | 7.0% | \$ | 209,140 |
| Sub Total | | 1,173 | 2,725 | \$ | 3,196,900 |
| Risk | | | 5% | \$ | 159,845 |
| Escalation to construction commencement | Jan-13 | | 4% | \$ | 134,270 |
| Total cost excluding margin | | 1,173 | 2,976 | \$ | 3,491,018 |
| Margin | | | 3% | \$ | 104,731 |
| Total Cost | | 1,173 | 3,005 | \$ | 3,595,749 |
| Note this cost plan is based on: | | | | | |
| Construction commencement January 2013 | | Total cars | 49 | no | |
| GST is excluded | | | | | |
| Finance costs are excluded | | Commercial NLA | 0 | m ² | |
| Land cost is excluded | | Total NLA | 0 | m ² | |

10.4 Summary of Capital Cost implications

The table below shows a summary of the capital cost estimates provided

| Site | Approximate Size | Estimated Capital Cost |
|---------------------------|---------------------------|-------------------------------|
| Gambier Street | 2000 square metres | \$6.9 million |
| Harbour Precinct | 2400 square metres | \$8 million |
| Apollo Bay College | 1200 square metres | \$3.6 million |

The indicative capital cost estimates presented in this section of the report show that the most affordable option from a capital investment perspective is to develop an indoor program pool on the site of the existing outdoor pool at a cost of \$3.6 million. This option however provides the least favourable operating result, with a financial result costing approximately \$100,000 per annum worse than the harbour option.

The proposed Harbour facility is much larger in size, because of the commercial opportunities that the precinct presents and therefore its capital cost is greater. The Harbour precinct offers the best revenue generating opportunities and will require the lowest operational subsidy, as shown in section 11. The overall cost to Councils annual budget will depend upon the level of funding it can obtain from State and Federal Governments. The figures provided do not include repayments or interest on borrowings.

11. FINANCIAL FORECAST

11.1 Option 1 – Gambier Street Reserve

Apollo Bay Aquatic Centre - FINANCIAL FORECAST - Gambier Street Reserve Site

| Estimated Operating Income | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | Year 6 | Year 7 | Year 8 | Year 9 | Year 10 |
|--|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| Adult | \$46,644 | \$53,820 | \$57,408 | \$60,996 | \$65,149 | \$65,043 | \$66,995 | \$69,004 | \$71,075 | \$73,207 |
| Child | \$46,644 | \$53,820 | \$57,408 | \$60,996 | \$65,149 | \$65,043 | \$66,995 | \$69,004 | \$71,075 | \$73,207 |
| Family | \$34,963 | \$40,365 | \$43,056 | \$45,747 | \$47,362 | \$48,782 | \$50,246 | \$51,753 | \$53,206 | \$54,905 |
| Concession | \$9,329 | \$10,764 | \$11,492 | \$12,199 | \$12,630 | \$13,006 | \$13,399 | \$13,801 | \$14,215 | \$14,641 |
| Program Pool | \$25,000 | \$26,250 | \$27,563 | \$28,969 | \$29,241 | \$30,118 | \$31,022 | \$31,952 | \$32,911 | \$33,898 |
| Aquatic membership | \$48,600 | \$55,620 | \$61,182 | \$64,519 | \$67,856 | \$71,194 | \$73,418 | \$74,531 | \$75,643 | \$76,756 |
| Learn To Swim | \$52,850 | \$55,575 | \$57,330 | \$58,500 | \$60,255 | \$62,063 | \$63,925 | \$65,842 | \$67,818 | \$69,852 |
| LTS Schools | \$22,500 | \$23,175 | \$23,870 | \$24,586 | \$25,324 | \$26,084 | \$26,866 | \$27,672 | \$28,502 | \$29,357 |
| Birthday Parties | \$10,352 | \$10,870 | \$11,413 | \$11,984 | \$12,343 | \$12,714 | \$13,095 | \$13,488 | \$13,893 | \$14,309 |
| Allied Health Lease | \$25,000 | \$25,750 | \$26,523 | \$27,318 | \$28,138 | \$28,982 | \$29,851 | \$30,747 | \$31,669 | \$32,619 |
| Kiosk Income | \$109,200 | \$114,660 | \$120,393 | \$126,413 | \$130,205 | \$134,111 | \$138,135 | \$142,279 | \$146,547 | \$150,943 |
| Merchandise Income | \$12,740 | \$13,377 | \$14,046 | \$14,748 | \$15,191 | \$15,646 | \$16,116 | \$16,599 | \$17,097 | \$17,610 |
| Sponsorship Agreements | \$30,000 | \$30,900 | \$31,827 | \$32,782 | \$33,765 | \$34,778 | \$35,822 | \$36,896 | \$38,003 | \$39,143 |
| Sundry Income | \$10,000 | \$10,000 | \$10,609 | \$10,927 | \$11,255 | \$11,593 | \$11,941 | \$12,299 | \$12,668 | \$13,048 |
| Total Operating Income Forecast | \$113,942 | \$125,316 | \$135,109 | \$140,105 | \$149,065 | \$151,160 | \$157,824 | \$163,965 | \$171,431 | \$178,435 |

| Estimated Operating Expenditure | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | Year 6 | Year 7 | Year 8 | Year 9 | Year 10 |
|-----------------------------------|------------------|------------------|------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Manager | \$72,000 | \$74,160 | \$76,385 | \$78,676 | \$81,037 | \$83,468 | \$85,972 | \$88,551 | \$91,207 | \$93,944 |
| Lifeguard Costs | \$80,858 | \$83,284 | \$85,782 | \$88,356 | \$91,006 | \$93,736 | \$96,549 | \$99,445 | \$102,428 | \$105,501 |
| Aquatic Programs | \$35,733 | \$38,473 | \$39,909 | \$39,703 | \$40,895 | \$42,121 | \$43,385 | \$44,687 | \$46,027 | \$47,408 |
| Duty Managers | \$62,431 | \$64,304 | \$66,233 | \$68,220 | \$70,267 | \$72,375 | \$74,546 | \$76,783 | \$79,086 | \$81,459 |
| Customer Service Officers | \$52,932 | \$54,520 | \$56,155 | \$57,840 | \$59,575 | \$61,362 | \$63,203 | \$65,099 | \$67,052 | \$69,064 |
| Staff training & Development | \$5,000 | \$5,225 | \$5,460 | \$5,706 | \$5,948 | \$6,201 | \$6,465 | \$6,739 | \$7,026 | \$7,324 |
| Uniforms | \$3,000 | \$1,500 | \$2,000 | \$2,060 | \$2,179 | \$2,271 | \$2,368 | \$2,469 | \$2,574 | \$2,683 |
| First aid Equipment | \$2,000 | \$1,000 | \$1,030 | \$1,061 | \$1,093 | \$1,126 | \$1,159 | \$1,194 | \$1,230 | \$1,257 |
| Depreciation - Plant & Equipment | \$7,844 | \$7,625 | \$8,110 | \$8,323 | \$8,502 | \$8,667 | \$8,821 | \$8,967 | \$9,105 | \$9,236 |
| Depreciation - Buildings | \$76,440 | \$75,725 | \$74,995 | \$74,248 | \$73,484 | \$72,704 | \$71,910 | \$71,102 | \$70,282 | \$69,451 |
| Depreciation - Furniture | \$6,000 | \$5,180 | \$4,365 | \$3,558 | \$2,754 | \$1,956 | \$1,164 | \$7,378 | \$2,801 | \$1,698 |
| Depreciation - Motor Vehicle | \$5,000 | \$5,150 | \$5,300 | \$5,454 | \$5,608 | \$5,766 | \$5,927 | \$6,091 | \$6,254 | \$6,420 |
| Depreciation - Other | \$3,000 | \$3,090 | \$3,180 | \$3,278 | \$3,377 | \$3,476 | \$3,576 | \$3,676 | \$3,776 | \$3,876 |
| Electricity | \$65,000 | \$68,250 | \$71,663 | \$75,246 | \$79,008 | \$82,958 | \$87,106 | \$91,462 | \$96,035 | \$100,836 |
| Gas | \$55,000 | \$57,750 | \$60,638 | \$63,669 | \$66,853 | \$70,195 | \$73,705 | \$77,391 | \$81,260 | \$85,323 |
| Water | \$25,000 | \$26,250 | \$27,563 | \$28,941 | \$30,388 | \$31,907 | \$33,502 | \$35,178 | \$36,936 | \$38,783 |
| Insurance | \$38,800 | \$39,250 | \$39,700 | \$40,150 | \$40,600 | \$41,050 | \$41,500 | \$41,950 | \$42,400 | \$42,850 |
| Repairs | \$10,800 | \$10,200 | \$10,600 | \$11,000 | \$11,400 | \$11,800 | \$12,200 | \$12,600 | \$13,000 | \$13,400 |
| Utilities | \$38,000 | \$38,250 | \$38,500 | \$38,750 | \$39,000 | \$39,250 | \$39,500 | \$39,750 | \$40,000 | \$40,250 |
| Plant service agreements | \$30,000 | \$30,900 | \$31,827 | \$32,782 | \$33,765 | \$34,778 | \$35,822 | \$36,896 | \$38,003 | \$39,143 |
| Buildings | \$70,000 | \$72,100 | \$74,263 | \$76,491 | \$78,786 | \$81,149 | \$83,584 | \$86,091 | \$88,674 | \$91,334 |
| Rubbish removal | \$5,000 | \$5,150 | \$5,305 | \$5,464 | \$5,628 | \$5,796 | \$5,970 | \$6,149 | \$6,334 | \$6,524 |
| Pool Chemicals | \$22,000 | \$22,660 | \$23,340 | \$24,040 | \$24,761 | \$25,504 | \$26,269 | \$27,057 | \$27,869 | \$28,705 |
| Other | \$79,800 | \$79,350 | \$78,900 | \$78,450 | \$78,000 | \$77,550 | \$77,100 | \$76,650 | \$76,200 | \$75,750 |
| Depreciation - Plant & Equipment | \$7,844 | \$7,625 | \$8,110 | \$8,323 | \$8,502 | \$8,667 | \$8,821 | \$8,967 | \$9,105 | \$9,236 |
| Depreciation - Buildings | \$76,440 | \$75,725 | \$74,995 | \$74,248 | \$73,484 | \$72,704 | \$71,910 | \$71,102 | \$70,282 | \$69,451 |
| Depreciation - Furniture | \$6,000 | \$5,180 | \$4,365 | \$3,558 | \$2,754 | \$1,956 | \$1,164 | \$7,378 | \$2,801 | \$1,698 |
| Depreciation - Motor Vehicle | \$5,000 | \$5,150 | \$5,300 | \$5,454 | \$5,608 | \$5,766 | \$5,927 | \$6,091 | \$6,254 | \$6,420 |
| Depreciation - Other | \$3,000 | \$3,090 | \$3,180 | \$3,278 | \$3,377 | \$3,476 | \$3,576 | \$3,676 | \$3,776 | \$3,876 |
| Total Expenditure Forecast | \$948,438 | \$976,501 | \$999,667 | \$1,025,763 | \$1,067,881 | \$1,099,838 | \$1,123,741 | \$1,150,740 | \$1,180,038 | \$1,212,883 |

| Total Cash Position | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | Year 6 | Year 7 | Year 8 | Year 9 | Year 10 |
|---------------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| | -\$165,396 | -\$351,256 | -\$530,559 | -\$553,658 | -\$357,826 | -\$360,776 | -\$535,917 | -\$412,982 | -\$450,587 | -\$449,687 |

11.2 Option 2 – Harbour Precinct

Apollo Bay Aquatic Centre - FINANCIAL FORECAST - Harbour Site

| Estimated Operating Income | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | Year 6 | Year 7 | Year 8 | Year 9 | Year 10 |
|--|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| Adult | \$71,500 | \$82,500 | \$88,000 | \$93,500 | \$96,800 | \$99,704 | \$102,695 | \$105,776 | \$108,949 | \$112,218 |
| Child | \$70,200 | \$81,000 | \$86,400 | \$91,800 | \$95,040 | \$97,891 | \$100,828 | \$103,853 | \$106,968 | \$110,177 |
| Family | \$39,000 | \$45,000 | \$48,000 | \$51,000 | \$52,800 | \$54,384 | \$56,016 | \$57,696 | \$59,427 | \$61,210 |
| Concession | \$10,400 | \$12,000 | \$12,800 | \$13,600 | \$14,080 | \$14,502 | \$14,937 | \$15,386 | \$15,847 | \$16,323 |
| Program Pool | \$30,000 | \$31,500 | \$33,075 | \$34,667 | \$35,089 | \$36,142 | \$37,226 | \$38,343 | \$39,493 | \$40,678 |
| Aquatic membership | \$48,600 | \$55,620 | \$61,132 | \$64,519 | \$67,856 | \$71,194 | \$73,418 | \$74,531 | \$75,643 | \$76,756 |
| Learn To Swim | \$52,650 | \$55,575 | \$57,330 | \$58,500 | \$60,255 | \$62,063 | \$63,925 | \$65,842 | \$67,818 | \$69,852 |
| LTS Schools | \$22,500 | \$23,175 | \$23,870 | \$24,586 | \$25,324 | \$26,084 | \$26,866 | \$27,672 | \$28,502 | \$29,357 |
| Birthday Parties | \$10,352 | \$10,670 | \$11,413 | \$11,984 | \$12,343 | \$12,714 | \$13,095 | \$13,488 | \$13,893 | \$14,309 |
| Day Spa Lease | \$25,000 | \$25,750 | \$26,523 | \$27,318 | \$28,138 | \$28,982 | \$29,851 | \$30,747 | \$31,669 | \$32,619 |
| Cafe Lease | \$35,000 | \$36,750 | \$38,538 | \$40,517 | \$41,732 | \$42,984 | \$44,274 | \$45,602 | \$46,970 | \$48,379 |
| Gym Lease | \$25,000 | \$26,250 | \$27,563 | \$28,941 | \$29,809 | \$30,703 | \$31,624 | \$32,573 | \$33,550 | \$34,557 |
| Merchandise Income | \$25,480 | \$26,754 | \$28,092 | \$29,496 | \$30,381 | \$31,293 | \$32,231 | \$33,198 | \$34,194 | \$35,220 |
| Sponsorship Agreements | \$30,000 | \$30,900 | \$31,827 | \$32,782 | \$33,765 | \$34,776 | \$35,822 | \$36,896 | \$38,003 | \$39,143 |
| Sundry Income | \$10,000 | \$10,300 | \$10,609 | \$10,927 | \$11,255 | \$11,593 | \$11,941 | \$12,299 | \$12,668 | \$13,048 |
| Total Operating Income Forecast | \$503,694 | \$533,944 | \$563,271 | \$616,528 | \$634,685 | \$652,016 | \$674,748 | \$693,002 | \$711,685 | \$730,835 |

| Estimated Operating Expenditure | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | Year 6 | Year 7 | Year 8 | Year 9 | Year 10 |
|-----------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| Manager | \$78,000 | \$80,340 | \$82,750 | \$85,233 | \$87,790 | \$90,423 | \$93,136 | \$95,930 | \$98,808 | \$101,772 |
| Lifeguard Costs | \$80,858 | \$83,284 | \$85,732 | \$88,356 | \$91,006 | \$93,736 | \$96,549 | \$99,445 | \$102,428 | \$105,501 |
| Aquatic Programs | \$35,733 | \$38,473 | \$38,909 | \$39,703 | \$40,895 | \$42,121 | \$43,385 | \$44,687 | \$46,027 | \$47,408 |
| Duty Managers | \$62,431 | \$64,304 | \$66,233 | \$68,220 | \$70,267 | \$72,375 | \$74,546 | \$76,783 | \$79,086 | \$81,459 |
| Customer Service Officers | \$64,075 | \$65,997 | \$67,977 | \$70,017 | \$72,117 | \$74,281 | \$76,509 | \$78,804 | \$81,168 | \$83,604 |
| Staff training & Development | \$5,000 | \$5,225 | \$5,460 | \$5,706 | \$5,948 | \$6,201 | \$6,465 | \$6,739 | \$7,026 | \$7,324 |
| Uniforms | \$3,000 | \$1,500 | \$2,000 | \$2,090 | \$2,179 | \$2,271 | \$2,368 | \$2,469 | \$2,574 | \$2,683 |
| First aid Equipment | \$2,000 | \$1,000 | \$1,030 | \$1,061 | \$1,093 | \$1,126 | \$1,159 | \$1,194 | \$1,230 | \$1,267 |
| Electricity | \$13,000 | \$15,744 | \$16,219 | \$16,706 | \$17,203 | \$17,703 | \$18,205 | \$18,708 | \$19,212 | \$19,717 |
| Gas | \$65,000 | \$67,180 | \$69,386 | \$71,616 | \$73,869 | \$76,145 | \$78,443 | \$80,762 | \$83,102 | \$85,463 |
| Water | \$25,000 | \$26,250 | \$27,563 | \$28,941 | \$30,388 | \$31,907 | \$33,502 | \$35,178 | \$36,936 | \$38,783 |
| Plant services agreements | \$30,000 | \$30,500 | \$31,027 | \$32,782 | \$33,765 | \$34,776 | \$35,822 | \$36,896 | \$38,003 | \$39,143 |
| Buildings | \$70,000 | \$72,100 | \$74,293 | \$76,491 | \$78,786 | \$81,149 | \$83,584 | \$86,091 | \$88,674 | \$91,334 |
| Rubbish removal | \$5,000 | \$5,150 | \$5,305 | \$5,464 | \$5,628 | \$5,796 | \$5,970 | \$6,149 | \$6,334 | \$6,524 |
| Pool Chemicals | \$22,000 | \$22,660 | \$23,340 | \$24,040 | \$24,761 | \$25,504 | \$26,269 | \$27,057 | \$27,869 | \$28,705 |
| Plant services agreements | \$30,000 | \$30,500 | \$31,027 | \$32,782 | \$33,765 | \$34,776 | \$35,822 | \$36,896 | \$38,003 | \$39,143 |
| Buildings | \$70,000 | \$72,100 | \$74,293 | \$76,491 | \$78,786 | \$81,149 | \$83,584 | \$86,091 | \$88,674 | \$91,334 |
| Rubbish removal | \$5,000 | \$5,150 | \$5,305 | \$5,464 | \$5,628 | \$5,796 | \$5,970 | \$6,149 | \$6,334 | \$6,524 |
| Pool Chemicals | \$22,000 | \$22,660 | \$23,340 | \$24,040 | \$24,761 | \$25,504 | \$26,269 | \$27,057 | \$27,869 | \$28,705 |
| Plant services agreements | \$30,000 | \$30,500 | \$31,027 | \$32,782 | \$33,765 | \$34,776 | \$35,822 | \$36,896 | \$38,003 | \$39,143 |
| Buildings | \$70,000 | \$72,100 | \$74,293 | \$76,491 | \$78,786 | \$81,149 | \$83,584 | \$86,091 | \$88,674 | \$91,334 |
| Rubbish removal | \$5,000 | \$5,150 | \$5,305 | \$5,464 | \$5,628 | \$5,796 | \$5,970 | \$6,149 | \$6,334 | \$6,524 |
| Pool Chemicals | \$22,000 | \$22,660 | \$23,340 | \$24,040 | \$24,761 | \$25,504 | \$26,269 | \$27,057 | \$27,869 | \$28,705 |
| Total Expenditure forecast | \$614,075 | \$638,746 | \$663,773 | \$689,732 | \$728,638 | \$757,746 | \$789,270 | \$823,672 | \$861,576 | \$904,804 |

| Total Cash Position | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | Year 6 | Year 7 | Year 8 | Year 9 | Year 10 |
|---------------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| | -\$105,703 | -\$264,806 | -\$291,502 | -\$182,174 | -\$291,393 | -\$302,435 | -\$315,227 | -\$329,770 | -\$344,382 | -\$360,394 |

11.3 Option 3 - Apollo Bay College Site

Apollo Bay Aquatic Centre - FINANCIAL FORECAST - Apollo Bay College Site

| Estimated Operating Income | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | Year 6 | Year 7 | Year 8 | Year 9 | Year 10 |
|--|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| Adult | \$34,983 | \$40,365 | \$43,056 | \$45,747 | \$47,362 | \$48,782 | \$50,246 | \$51,753 | \$53,306 | \$54,905 |
| Child | \$37,315 | \$43,056 | \$45,926 | \$48,797 | \$50,519 | \$52,035 | \$53,596 | \$55,204 | \$56,860 | \$58,565 |
| Family | \$8,746 | \$10,091 | \$10,764 | \$11,437 | \$11,840 | \$12,196 | \$12,561 | \$12,938 | \$13,326 | \$13,726 |
| Concession | \$9,329 | \$10,764 | \$11,482 | \$12,199 | \$12,630 | \$13,009 | \$13,399 | \$13,801 | \$14,215 | \$14,641 |
| Program Pool | \$15,000 | \$15,750 | \$16,538 | \$17,064 | \$17,545 | \$18,071 | \$18,615 | \$19,171 | \$19,747 | \$20,339 |
| Aquatic membership | \$48,600 | \$55,620 | \$61,132 | \$64,519 | \$67,856 | \$71,194 | \$73,418 | \$74,531 | \$75,643 | \$76,756 |
| Learn To Swim | \$52,650 | \$55,575 | \$57,330 | \$59,500 | \$60,255 | \$62,063 | \$63,925 | \$65,842 | \$67,818 | \$69,852 |
| LTS Schools | \$22,500 | \$23,775 | \$23,870 | \$24,566 | \$25,324 | \$26,084 | \$26,866 | \$27,672 | \$28,502 | \$29,357 |
| Birthday Parties | \$9,158 | \$9,616 | \$10,036 | \$10,601 | \$10,919 | \$11,247 | \$11,584 | \$11,932 | \$12,290 | \$12,658 |
| Kiosk Income | \$72,800 | \$76,440 | \$80,252 | \$84,275 | \$86,803 | \$89,407 | \$92,090 | \$94,852 | \$97,698 | \$100,629 |
| Merchandise Income | \$7,280 | \$7,644 | \$8,026 | \$8,428 | \$8,680 | \$8,941 | \$9,209 | \$9,485 | \$9,770 | \$10,063 |
| Sponsorship Agreements | \$30,000 | \$30,900 | \$31,827 | \$32,782 | \$33,765 | \$34,778 | \$35,822 | \$36,896 | \$38,003 | \$39,143 |
| Sundry Income | \$10,000 | \$10,300 | \$10,609 | \$10,927 | \$11,255 | \$11,593 | \$11,941 | \$12,299 | \$12,668 | \$13,048 |
| Total Operating Income Forecast | \$358,360 | \$389,956 | \$410,366 | \$428,832 | \$444,751 | \$459,338 | \$473,629 | \$487,637 | \$499,645 | \$511,653 |

| Estimated Operating Expenditure | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | Year 6 | Year 7 | Year 8 | Year 9 | Year 10 |
|-----------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| Manager | \$78,000 | \$80,340 | \$82,750 | \$85,233 | \$87,790 | \$90,423 | \$93,136 | \$95,930 | \$98,808 | \$101,772 |
| Lifeguard Costs | \$80,858 | \$83,284 | \$85,792 | \$88,356 | \$91,006 | \$93,736 | \$96,549 | \$99,445 | \$102,428 | \$105,501 |
| Aquatic Programs | \$35,512 | \$38,235 | \$38,689 | \$39,458 | \$40,642 | \$41,861 | \$43,117 | \$44,410 | \$45,743 | \$47,115 |
| Duty Managers | \$62,431 | \$64,304 | \$66,233 | \$68,220 | \$70,267 | \$72,375 | \$74,546 | \$76,783 | \$79,086 | \$81,459 |
| Customer Service Officers | \$58,503 | \$60,258 | \$62,056 | \$63,928 | \$65,846 | \$67,821 | \$69,856 | \$71,952 | \$74,110 | \$76,334 |
| Staff training & Development | \$5,000 | \$5,225 | \$5,460 | \$5,706 | \$5,948 | \$6,201 | \$6,465 | \$6,739 | \$7,026 | \$7,324 |
| Uniforms | \$3,000 | \$1,500 | \$2,000 | \$2,080 | \$2,179 | \$2,271 | \$2,368 | \$2,469 | \$2,574 | \$2,683 |
| First aid Equipment | \$2,000 | \$1,000 | \$1,030 | \$1,061 | \$1,093 | \$1,126 | \$1,159 | \$1,194 | \$1,230 | \$1,267 |
| Total Expenditure Forecast | \$354,363 | \$379,879 | \$389,620 | \$398,934 | \$409,312 | \$420,735 | \$433,223 | \$446,772 | \$461,392 | \$477,102 |

| Total Cash Position | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | Year 6 | Year 7 | Year 8 | Year 9 | Year 10 |
|---------------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| | -\$385,322 | -\$389,783 | -\$384,252 | -\$402,182 | -\$414,563 | -\$429,158 | -\$443,495 | -\$460,601 | -\$478,326 | -\$496,262 |

11.4 Financial Model Summary

Detailed business planning and financial modelling has been completed based on the proposed facility concept designs.

The financial model indicates the following expected business performance for the proposed concept plan and site options over the first five years of operation.

Gambier Street Reserve

| | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
|-------------|------------|------------|------------|------------|------------|
| Income | \$483,642 | \$525,246 | \$554,109 | \$580,105 | \$599,862 |
| Expenditure | \$849,038 | \$876,501 | \$905,657 | \$935,763 | \$967,291 |
| Net Deficit | -\$365,396 | -\$351,256 | -\$351,549 | -\$355,658 | -\$367,429 |

Note: Gambier Street has Kiosk operated in house

Harbour Precinct

| | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
|-------------|------------|------------|------------|------------|------------|
| Income | \$505,682 | \$553,944 | \$585,271 | \$613,538 | \$634,669 |
| Expenditure | \$812,385 | \$838,749 | \$866,773 | \$895,712 | \$926,038 |
| Net Deficit | -\$306,703 | -\$284,806 | -\$281,502 | -\$282,174 | -\$291,369 |

Note: Harbour has Cafe Leased

Apollo Bay College

| | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
|-------------|------------|------------|------------|------------|------------|
| Income | \$358,360 | \$389,296 | \$410,968 | \$429,832 | \$444,754 |
| Expenditure | \$754,353 | \$778,879 | \$805,020 | \$832,014 | \$859,317 |
| Net Deficit | -\$395,992 | -\$389,583 | -\$394,052 | -\$402,182 | -\$414,563 |

11.5 Financial Benchmarking – Operational Costs

The table below shows the relative operational subsidies for other facilities that are similar to Apollo Bay in terms of the size or the catchments, tourist destination and their remoteness.

| Facility | Catchment | Components | Subsidy (\$'000) |
|----------------------|-----------|--|------------------|
| Lakes Entrance (VIC) | 5600 | <ul style="list-style-type: none"> Indoor 25m X 8 lane Pool Learn to Swim Pool Gym 250 SQM | \$239,000 |
| Leongatha (VIC) | 4500 | <ul style="list-style-type: none"> Indoor 25m X 10 lane Pool Program Pool Toddler pool 2 Court Stadium Cafe | \$310,000 |
| Evans Head (NSW) | 2600 | <ul style="list-style-type: none"> 8 Lane Covered Pool Gym | \$210,000 |
| Junee (NSW) | 3000 | <ul style="list-style-type: none"> Indoor 25m X 8 lane Pool Program Pool Gym 2 Court Stadium | \$300,000 |

11.6 Business Plan assumptions

The operating budget has been built with the following general assumptions:

Income assumptions

- CPI @ 3%
- Program uptake is benchmarked with similar facilities and catchments.

Fees and Charges structure @ 2011 prices

Casual Aquatic Entry

- Adult \$5.00
- Child \$4.00
- Concession \$4.00

Aquatic membership

- 12 month membership \$500 per annum
- Direct Debit of \$21 per fortnight

Learn to Swim classes \$13.00 per class

Casual Aquarobics Class \$10.50 per casual visit

Expenditure assumptions

- Utility cost estimates are based on the assumption that an Environmentally Sustainable Design allowance of at least 5% will deliver substantial cost savings.
- Wage increases at CPI rate of 3%
- Utility cost increases are factored in at 5% per annum
- Hours of Operation: Monday – Friday (6am – 12pm) and (4pm – 7pm)
Saturday & Sunday (7am – 7pm)

12. BENCHMARK FACILITIES

12.1 Evans Head Aquatic Centre NSW

The Evans Head community pool on the north coast of NSW has been a goal of the local community for 17 years. The project was made possible with \$3.4 million of Federal funding. NSW Public Works has been able to help the council. The fact that the community had raised \$400,000 towards the project demonstrates the remarkable local commitment to the project.

The facility consists of:

- An eight-lane 25 metre pool
- 150 sqm leisure pool area
- Gymnasium, change rooms, family room, kiosk and store
- Car park for 55 cars



- **Capital Cost of \$5.3 mil (Built 2010)**
- **Catchment of 2700**
- **Operating subsidy is \$210,000 p.a**

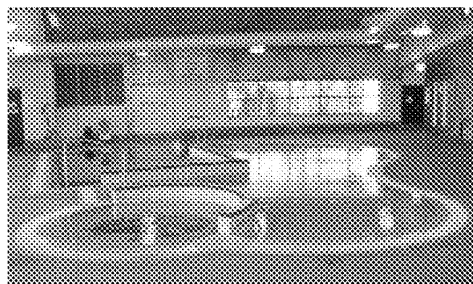
Funding:

- Federal Govt \$3.4 million
- Regional Development Infrastructure Grant
- Council \$1.5 million
- Community \$400,000

12.2 Leongatha Aquatic Centre VIC

Built in 2004, after years of community fundraising and applications to the State Government for funding, the facility offers a large range of indoor space in comparison to its capital outlay. The facility consists of:

- Lap Swimming Pool – 25m X 10 Lane
- Program Pool & Toddler Pool
- 2 Court Stadium
- Café



- **Capital Cost \$4.5 mil (Built 2004)**
- **Catchment of 5,200**
- **Operating subsidy \$310,000 p.a**

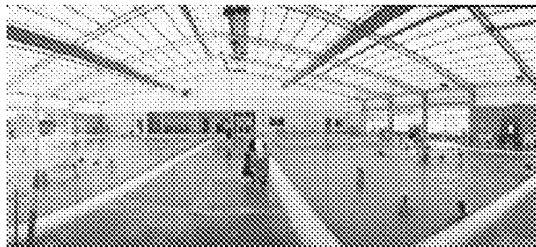
Funding:

- State Govt \$2.5 million
- Better Pools Grant
- Council \$1.3 million
- Community \$700,000

12.3 Junee Recreation Centre NSW

The Shire of Junee in NSW is a good example where smaller rural communities have been successful in raising capital funding from various sources. Council embarked on the construction of a roof over its 50 metre outdoor pool in 2003, and the construction of an additional learner's pool, gym and one court stadium at a total cost of \$3.2 million.

Savings were made by the supply of materials at cost price by local industry. The uniqueness of this project was that Council's Engineering Department managed the construction and sourced local materials at cost price including concrete tilt panels, steel and timber flooring.



Capital Cost \$3.2 mil (Built 2003)
Catchment of 3,800

Operating subsidy \$300,000

Funding:

- Council \$2.8 million
- Community \$400,000

13. FUNDING OPTIONS

The development of aquatic facility infrastructure is generally funded through a combination of five different sources:

- Council Funding
- Other Government Grants
- Public Private Partnerships
- Community Fundraising
- Commercial Investment

A survey of Victorian Councils (72) in Australia in 2005 by consulting firm SGL highlighted the following investment mix to fund such developments:

- Council Capital Funding: up to 75%
- Other Government Funding: up to 20%
- Community Trusts/Institutions: up to 2%
- Community Fundraising: up to 5%
- Commercial Fundraising: up to 10%
- Asset Sales: up to 5%
- Management Company Contracts: up to 2%

Since 2005, the major change in the funding mix has been the introduction of federal funding in this sector, mainly regional infrastructure grants, which has spread the burden and reduced the level of Council funding as a percentage of the total project spend.

The issue of funding for this project involved discussions with local Federal and State members of parliament as well as relevant government departments, which indicates the following:

- State Government funding of up to \$3 million (Better Pools Project).
- State Government funding of up to \$500,000 (Putting Locals First)
- Federal government funding of up to \$5million through the Regional Development Fund
- Colac Otway Shire Council. A contribution of \$2 million would be required, which could possibly be funded through an aquatic facilities rates levy on Apollo Bay residents.
- Community fund raising of up to \$500,000 which could come from in-kind donations as well as cash contributions.

If this model were to be successful total funding for the Apollo Bay Indoor Aquatic Centre could be in the vicinity of the \$8,000,000 required to build the harbour option. Attracting this level of State and Federal funding would only be possible if the facility could demonstrate other economic and strategic benefits to the local community. We believe that a facility developed in the Harbour precinct would add substantial benefits to the local tourism industry and therefore a strong argument for State and Federal funding could be mounted.

If we take out the tourism benefits and the facility had to make a submission based primarily on community benefit, then the likely grant expectations for a facility such as the Gambier Street Reserve, would be as follows:

- Federal \$1 million
- State \$1.5 million
- Community \$400,000
- Council \$3 million

Experience from other municipalities that have submitted for State funding under the "Better Pools Program" has shown that applications will usually need to be submitted more than once before they are successful. Each year 40 funding applications are submitted and only 10 are successfully funded under the program.

The Gambier St and College sites pose difficulties in being able to make the case for economic or regional benefits. For those sites it is likely that the Colac Otway Shire Council would need to be the major funder of the facility development project. In which case, Council may consider a number of alternative initiatives to assist with funding including asset sales or a special rate levy.

14. FACILITY MANAGEMENT MODEL

The future operation of the proposed Apollo Bay Indoor Aquatic Centre is a critical issue for consideration. Certainly the Apollo Bay Aquatic Centre Inc is not in a position to operate the centre due to the requirement of a significant ongoing subsidy. Consequently, the Colac Otway Shire Council will need to fund its ongoing operations.

There are two main options available for council in terms of ongoing operating the Centre:

- Option 1- Council operate the facility *in house*
- Option 2 - Outsource the operations to a contract management company.

Option 1 – In house management model

The “In House” option provides council with greater control over the management of their asset but may come at a greater cost and require Council to increase its resources for HR, Payroll and Finance departments.

The advantages of the model are:

- This option provides council greater control over the management of their asset.
- All revenue goes to council.
- Facility focused branding
- Focus on providing programs which are aligned with Council's vision and objectives rather than a management group which would focus purely on income/profit generating programs.

Disadvantages of this option are:

- Higher wages and overall cost of operation.
- All expenditure paid by council.
- Financial performance not guaranteed.
- Lack of facility management expertise within council
- Will require additional administration (HR, accounting, etc) at the facility or within Council.

Option 2 - Outsourced contract management model

The main advantages of this model are:-

- Financial performance is guaranteed.
- Wage savings
- Support services (marketing, management, etc) specific to the recreation and fitness industry.
- Proven quality management systems.
- Ability to provide capital investment in the facility.
- Centralised accounting and payroll functions.

Disadvantages of this option are:

- Branding of management group rather than facility.
- Values not aligned with Council.
- Profit motives the key objective.
- Reduced level of control of the facility.

Many regional Councils find the outsourced management model to be the most effective due to the guaranteed subsidy, lower overall cost and the inability to provide management expertise within Council's structure. In many instances it simply makes sense to tender these types of facilities to expert operators.

Whilst there is some loss of community recognition and 'ownership' when facilities are outsourced, the consulting team does not see significant benefit in Council operating the facility.

15. SUMMARY OF KEY FINDINGS

The following areas provide a summary of the key findings that should be considered by Council:

Capital Cost

The Quantity Surveyors estimates that we have provided are to be used as a guide only to the likely capital cost of constructing the types of facility described in Section 9 of this report. The estimates are based on the current costs of building similar facilities throughout Victoria. A construction cost ranging from \$3.6 million for a basic facility at the Apollo Bay College site up to \$8 million at the harbour, should be expected.

Operating Cost

It is expected that Council will be required to meet annual operating deficits, with the facility unlikely to ever be able to cover operating costs. The average subsidy required per annum will fall in the range of \$300,000 to \$400,000 per annum.

Asset Renewal Provisions

Asset maintenance has provided major challenges for Councils that have not accounted for these provisions. There are a number of examples where the centre service providers have scaled back maintenance to minimise expenditure and maximise profit, resulting in a steady decline in the condition of Council assets. We recommend that Councils should budget for at least 4% of total asset value as an annual allocation within its capital works budget to allow for replacement and major upgrades to the facility that will occur at about the 10 year period. On a \$6 million facility, an allowance of \$240,000 should be built into the capital works budget or forward budget estimates.

Most appropriate Site

Of the three options, we believe the Harbour precinct is the most suitable site because this location will be a highly active zone, with planned infrastructure that will bring tourists and the local community to the area. This site also allows for synergistic components to be included such as a café, day spa and boutique health club. These factors will contribute to increased revenue opportunities and offer the best possible operating performance. Planning issues as listed in section 9.2 of this report will need to be addressed as part of further investigation of this site option.

Health Benefits

The potential of this facility to contribute to the health and wellbeing of the community are significant. It is this health benefit to the community which must be considered in assessing the financial cost to Council.

Economic Benefits

There are also a number of economic benefits that can be derived by the Shire as a result of providing this type of service to the community. Quality community infrastructure like indoor aquatic facilities can assist people to make the decision to settle in the Apollo Bay area. This type of facility is particularly attractive to young families. It is also the case that the facility will provide a number of jobs in both the construction and operational phases. There is some evidence that Health and Wellness facility provision may increase the length of stay of domestic tourists and therefore have substantial financial spin offs for the local economy. The current length of stay for domestic tourists visiting the Great Ocean Road is 2.9 nights at an average spend of \$140 per night.

16. CONCLUSIONS AND RECOMMENDATIONS

The following key conclusions can be drawn from the research and consultation undertaken throughout the feasibility study:

- Demand from the community for the development of an indoor aquatic centre to cater predominantly for community health purposes has previously been identified and reconfirmed via this project.
- Development of an indoor aquatic centre is consistent with Council municipal Health Plan and other policies for the provision of appropriate infrastructure to support local community participation in physical activity.
- Currently Council is able to provide aquatics based services accessible for only 236 hours per year over a 3 month period, achieving 2,200-visits per annum. A year round indoor facility would cater for in excess of 50,000 visits per year and offer wider access to aquatic facilities and substantial health benefits for the community. Comparatively, it costs the community, via Council and the School approximately \$31 per visit to subsidise the operations of the seasonal pool, as against a subsidy of \$8 per visit for an indoor facility that is open year round.
- Industry data suggests that the majority of indoor aquatic centres are not financially self sufficient. However, facilities with gym, cafe and other multi-purpose facilities reduce the subsidy required to operate the facility, rather than stand alone indoor aquatic facilities.
- This project has identified a suitable scope of facilities required to adequately service the current and anticipated future community need and has presented a range of options that will require further consideration from Council in terms of its ability to raise the necessary funds from within its own means and from other levels of government.
- The majority of local government authorities in smaller communities, contract out the management services for indoor aquatic facilities and we believe that this is the best option for any facility developed in Apollo Bay.
- Development of a new facility that supports local community access can be justified from a social equity, health and community building perspective.
- The Apollo Bay Aquatic Centre Committee has identified the Harbour Precinct as its preferred option.

The "Great Ocean Road World Class Tourism Investment Study" issued by the Tourism Investment and Regulatory Reform Working Group on the 4th of October 2011, repeatedly refers to tourists being "experience seekers" looking for "special experiences". The proposed harbour site with an interesting building is a perfect fit with these requirements and the more daring the design can be within environmental, planning and cost constraints the more successful the project is likely to be. As well as fulfilling the community's needs it could provide a unique and special experience for the visitor, become an attraction in its own right and have a positive impact on the well being of the community and tourism in the Otway's.

Given that the current outdoor pool at the Apollo Bay College is now 23 years old, Council will need to consider the replacement cost of this asset when considering its overall capital spend on aquatic facility provision in Apollo Bay in the short to medium term. Whilst the plant room has been upgraded in recent years, the pool shell and associated pipe works are nearing what would be considered the end of its useable life.

Whilst it must be stated that Council does not own the asset and therefore it is not responsible for its replacement, we believe that if the pool was to fail, causing closure, there would be community expectation for Council to provide continuity of service. Based on similar outdoor pool replacements at other similar Council facilities in recent years, this cost could be close to \$1 million and would attract very little State or Federal Government funding.

Therefore the decision to spend \$3 million on an indoor facility that will service the community for 52 weeks of the year, has to take into consideration a probable spend of \$1 million to upgrade an ageing facility that services a small percentage of the population for only 13 weeks of the year.

Similarly the operating subsidy of the current facility, costs the community approximately \$70,000 per annum which comes directly from both the College and Council budgets. This figure would be offset by an all year round facility and this also needs to be considered when assessing the financial scenarios presented in this report.

Clearly it is Council's responsibility to determine the strategic value of this project in terms of its overall position and the priority it will be given, when weighted against other projects planned for the Shire. However, based on the substantial community health and social benefits that an indoor aquatic facility would provide, we believe that Council should look favourably upon a recommendation to develop an indoor aquatic centre in Apollo Bay.

Our recommendation is that Council allocates resources in next years budget to proceed with further investigation of the potential sites identified by this study to determine the most appropriate site for an indoor aquatic centre for Apollo Bay.

OM112112-5**COLAC OTWAY YOUTH COUNCIL**

| | | | |
|-------------|--------------------------------|-----------|--------------|
| AUTHOR: | Ian Seuren | ENDORSED: | Colin Hayman |
| DEPARTMENT: | Corporate & Community Services | FILE REF: | 11/96640 |

Purpose

The purpose of this report is to inform Council of the achievements of the 2011 Colac Otway Youth Council.

Declaration of Interests

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

Background

The intention of the Colac Otway Youth Council is to make the Colac Otway district a better place for today's youth and for the future generations by honourably representing the youth within the district, initiating projects, enhancing existing youth activities and promoting youth involvement in the community.

A Youth Council is appointed on an annual basis following a formal application process.

The 2011 Colac Otway Youth Council was the largest Council to date with 13 Youth Councillors appointed, comprised of five students from Colac Secondary College, five students from Trinity College and two students from Lavers Hill P-12 College. In addition, for the first time in 2011 the Youth Council included a non school-based member. 2011 Youth Council members were:

- Brittnee Colbourne (Chairperson)
- Lucy Vesey (Vice chair)
- Kye Doensen (Treasurer)
- Taylah Walters (Secretary)
- Nara Langdon
- Josh Morrissy
- Kayla Shields
- Emma McMaster
- Josh Smith
- Tahlia Gallagher
- Amy Brauer
- Darcy Evans
- Tim Smith

The Youth Council is supported by mentors including Cr Chris Smith and officers representing South West Local Learning and Employment Network, CO-PYLIT (Colac Otway Police Youth Liaison Team), Colac Area Health and Colac Otway Shire.

The Colac Otway Youth Council Charter states that the Youth Council Chairperson will arrange for an annual report to be prepared for presentation to Colac Otway Shire Council annually at the conclusion of each Youth Council term. This report has been prepared in conjunction and on behalf of Brittnee Colbourne, 2011 Youth Council Chairperson.

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

As per previous Colac Otway Youth Councils, the 2011 Youth Council has undertaken a range of activities and achieved outstanding success. Major achievements for 2011 include:

Youth Council Column with the Colac Herald

Youth Councillors worked with the Colac Herald to develop a VOX-POP style opinion column that presented a youth perspective on various issues and events relevant to young people in the Colac Otway Shire.

Saturdays at Shooters "Youth's Got Talent" Event

Youth Councillors and mentors organised a talent show performed at Straight Shooters as part of the 'Saturdays at Shooters' series of events. Youth Councillors also volunteered at the monthly 'Saturdays at Shooters' events which provided free activities for teenagers in a safe environment.

Mercy Place

On two occasions during the year the Youth Councillors met with residents at Mercy Place Aged Care Facility and played games and provided company for the elderly residents. The purpose of the visits was for the Councillors to connect with the older generation and help bridge the gap between the elderly and the younger generation.

Face to Face with Road Trauma

Youth Councillors organised the Robinson family of Bannockburn to speak to Year 11 students at Colac Secondary College. The students watched the family's 'Face to Face with Road Trauma' presentation where the family spoke about losing their 19 year old son Luke, who crashed his car while speeding in 2010. The powerful presentation highlighted road safety and driver responsibility and had a profound and visible effect on the students who heard their story.

Other activities undertaken during 2011 included:

- An overnight trip and hike of the Old Beechy Rail Trail.
- Participation in the ANZAC Day celebrations in Colac, marching in the procession and laying a wreath at Memorial Square.
- Presenting ideas and opinion to the Colac Otway Shire Open Space Strategy.
- Assisting with the 2011 Careers Expo.
- Meeting with employment consultants at Western District Employment Access to discuss issues and obstacles faced by Colac and district youth looking to gain employment.
- Volunteering at the Birregurra Weekend Festival in the Chill Out tent and assisted with a free BBQ.
- Assisting the FReeZA committee at the Patrick Tibbets memorial concert.

Proposal

To acknowledge the achievements and activities of the 2011 Colac Otway Youth Council.

Financial and Other Resource Implications

There are no financial implications associated with this report.

Risk Management & Compliance Issues

There are no risk management and/or compliance issues associated with this report.

Environmental and Climate Change Considerations

There are no environmental and/or climate change considerations associated with this report.

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 has been to collaborate. The Colac Otway Youth Council continues to provide an effective mechanism for Council and other key agencies to engage with young people of the Colac Otway Shire. The Youth Council met formally on 17 occasions, holding meetings on a fortnightly basis at the Colac Otway Performing Arts and Cultural Centre.

The 2011 Youth Council included the highest number of participants to date, indicating strong interest and engagement in the process. The activities undertaken and results achieved by the 2011 Youth Council can be attributed to the engagement with youth of the Shire by Council members.

Implementation

Not applicable.

Conclusion

The Colac Otway Youth Council continues to provide an effective mechanism for Council to engage with young people of the Shire. In 2011, the Youth Council have admirably represented the youth of the municipality and achieved outstanding results.

Attachments

Nil

Recommendation(s)

That Council notes the report and acknowledges the achievements and activities of the 2011 Colac Otway Youth Council.

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OM112112-6

**LEASE RENEWAL - WYE RIVER FIRE STATION - 30  
MCLELLAN COURT, WYE RIVER**

|             |                                |           |              |
|-------------|--------------------------------|-----------|--------------|
| AUTHOR:     | Paul Carmichael                | ENDORSED: | Colin Hayman |
| DEPARTMENT: | Corporate & Community Services | FILE REF: | F11/3414     |

**Purpose**

The purpose of this report is to obtain Council's approval to finalise statutory procedures to renew a lease between Council and the Country Fire Authority (CFA) for the Wye River Fire Station, which is located on Council owned land at 30 McLellan Court Wye River.

**Declaration of Interests**

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

**Background**

The CFA have for some time occupied this property under the conditions of a previous lease that had expired.

Statutory procedures pursuant to the provisions of section 190 of the Local Government Act 1989 were commenced to allow Council to formalise the CFA's tenancy of the property with a new lease.

**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.

**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 focussed health, recreational, cultural and community amenities, services and facilities.

**Issues / Options**

The CFA's presence in Wye River is considered an essential service to the Wye River/Separation Creek community as well as providing an important social institution. It is considered vital that the CFA continue its connection with the area.

A draft lease was submitted to the CFA and agreed to by them. Briefly it contained essentially the same conditions as those pertaining to their existing occupancy of the property, although Council on 28 September 2011 resolved to offer a 50 year term rather than the proposed 10 year term with two five year options.

Other main conditions were:-

- Rental to be a \$1.00 per annum;
- The CFA to be responsible for all maintenance of the buildings , fixtures and property;

- The CFA to be responsible for payment of all rates, charges, taxes, levies raised in relation to the property; and
- The CFA to indemnify Council against loss, damage or disadvantage caused by the CFA, its staff, volunteers or representatives.

### **Proposal**

The proposed lease was advertised in the "Colac Herald" and The Echo" on 12 and 14 October 2011 respectively. No submissions were received in regard to the proposal.

It is therefore proposed that Council resolve that the lease with the CFA be entered into.

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

There are minimal financial implications as to the cost of advertising and the preparation of lease documentation.

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

Risk management issues have been addressed by the lease which require the CFA to indemnify Council against loss.

Council has met the compliance requirements under the *Local Government Act 1989*.

### **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.

The method selected was "inform" and "consult". This was done by advertising Council's intention to enter into the proposed lease. In accordance with Council's "Community Consultation and Engagement Policy" and the requirements of section 223 of the Local Government Act 1989, a six week period was allowed for submissions to be made.

No submissions were received.

### **Implementation**

If agreed to, the lease will be sent to the CFA for signing and then be signed and sealed by Council.

### **Conclusion**

As the proposed lease has been agreed to by the CFA and no submissions have been received in relation to the conditions proposed in the lease, it is proposed to finalise the process by resolving that the lease be entered into with the CFA.

### **Attachments**

1. Lease Wye River CFA 0 Pages
2. Locality Map Wye River CFA 0 Pages

### **Recommendation(s)**

***That Council:***

1. ***Resolves that the lease with the Country Fire Authority (CFA) for occupancy of the Council owned property at 30 McLellan Court, Wye River be agreed to in accordance with the provisions of the Local Government Act 1989. The lease to be for a period of 50 years with rental of \$1.00 per annum.***
2. ***Refers the lease documents to the CFA for signing.***
3. ***Signs and seals the Lease document.***

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Parties

This lease is entered into and made between the following parties:-

Colac Otway Shire of 2-6 Rae St, Colac, Vic, 3250 (being the Landlord)

and

Country Fire Authority of 8 Lakeside Drive, East Burwood, Vic, 3151 (being the Tenant).

Conditions

1. Basic Obligations

The Lease

1.1 The landlord leases to the tenant the premises described in Item 1 in schedule 1 for the term stated in item 2 of Schedule 1.

Quite Enjoyment

1.2 The tenant is entitled to quiet enjoyment of the premises described in Schedule 1 and may occupy such premises free of interruption or interference from the landlord or anyone claiming to be or representing the landlord.

Duty to Pay Rent

1.3 The tenant must pay the landlord the rent stated in Item 5 of Schedule 1.

2. Other Payments

Rates and Taxes

2.1 The tenant must pay all rates. Levies, assessment and taxes imposed by any authority in relation to the property described in Item 1 of Schedule 1, with the exception of rates levied by the Colac Otway Shire. The tenant will however be required to pay the annual Waste Management Charge Levied by the Colac Otway Shire if such charge is levied.

Service /Utility Charges

2.2 The tenant must pay the charges levied for all utility services used or supplied to the property.

Legal Costs

2.3 Each party will be responsible for payment of their own costs in connection with the preparation and execution of this lease.

3. Comply with Laws and Severability

3.1 This lease is governed by the laws of the State of Victoria.

3.2 The tenant must comply, at the tenants expense, with any law, statute or other requirement that affects this lease or the tenant's occupation of the property. This includes ensuring that all employees, contractors and agents of the tenant comply with all laws and statutes.

3.3 If a clause or part of a clause can be interpreted in a way that makes it illegal, unenforceable or invalid, but can also be interpreted in a way that makes it legal, enforceable and valid, it should be interpreted in the latter way. Any clause or part of a clause that is illegal, unenforceable or invalid shall be treated as being removed from this lease without affecting the rest of the lease.

3.4 The parties acknowledge this is not a lease governed by the Retail Leases Act 2003.

4. Premises

Purpose and Use of the Premises

- 4.1 The tenant must use the property and premises located thereon for the purpose stated in Item 6 of Schedule 1. The property and/or premises shall not be used for any other purpose without the written consent of the landlord and any relevant permits having been obtained.
- 4.2 The buildings, fixtures and fittings located in the property shall be maintained in good working order by the tenant at their own cost.
- 4.3 The said buildings, fixtures and fittings shall be insured appropriately by the tenant who shall maintain such insurance coverage at all times.

5. Liability and Indemnity

Exclusion of Liability

- 5.1 The landlord is not liable for any damage or loss to any property, or injury to any person, no matter how it occurs, except to the extent that the landlord or someone acting for or on behalf of the landlord is responsible for causing such damage, loss or injury, whether by intention or negligence.

Indemnity

- 5.2 The tenant must continually indemnify the landlord against any liability, loss, damage or expense arising for any reason as a result of the tenant's occupancy of the property.
- 5.3 Such indemnity does not extend to any liability, loss, damage or expense arising for any reason as a result of actions or omissions by the landlord or someone acting for or on behalf of the landlord.
- 5.4 The tenant must provide proof they have adequate insurance coverage for appropriate types of insurance relevant to the occupancy of the property.

6. Extension of Lease

Tenant's Right for Extension

- 6.1 The tenant has no right to exercise an option for the term of this lease.
- 6.2 Any option specified in Item 2 of Schedule 1 will be exercised at the discretion of the landlord after consultation with the tenant. Such option shall however not unreasonably be withheld by the landlord if the terms of this lease have been met and complied with by the tenant.
- 6.3 Consultation regarding the exercise of an option for the term of this lease can be initiated by either party, but shall not be considered by the landlord any earlier than six months before the expiration of the current term.

Terms Applicable to An Extension of Term

- 6.4 The extension of term granted by exercising an option referred to in Item 2 of Schedule 1 will be limited to the period of time referred to in the aforesaid item. The terms and conditions applicable to the extension term will be the same as those applicable to the initial term of the lease.

Occupying Property After Expiration of Lease Period

- 6.5 If for any reason the tenant occupies the property after the expiration of the lease, (including options referred to in Item 2 of Schedule 1), the tenant will continue to occupy the property on the following basis:-
 - The tenant will be considered as a yearly tenant
 - The conditions applicable to this lease shall apply to period of continued occupancy
 - Either party may terminate the tenancy by giving the other three months written notice.

7. Termination of Lease

Landlord's Entitlement to Terminate Lease

- 7.1 The landlord may terminate this lease at any time by giving the tenant twenty eight days notice of its intention.
- 7.2 Such notice shall only be given if any of the following occurs:-
 - The tenant has breached any obligation under this lease and fails to rectify such breach within fourteen days of being requested in writing by the landlord or it's agent to do so
 - The tenant goes into liquidation, becomes bankrupt, insolvent or ceases to exist as a public emergency service.

8. Tenant's Duties When Vacating Property

- 8.1 The tenant must ensure the property including buildings, fixtures and fittings are left in clean and operable condition (where appropriate). All rubbish and items of disused machinery, metal or any other material that is not affixed to the property is to be removed at the cost of the tenant.
- 8.2 At the expiration of the lease or any extension term granted, or upon termination of the lease for any reason, all buildings, fixtures and fittings situated on the property are forfeited by the tenant and become the property of the landlord regardless of the fact they were provided initially by the tenant, unless the landlord determines otherwise.
- 8.3 If the landlord determines it does not wish to take possession of the buildings, fixtures and fittings situated on the property, the tenant shall remove all such buildings, fixtures and fittings at its own cost within six months of the expiration of the lease and reinstate the site as a vacant (unimproved) residential block.

9. Assignment of Lease

- 9.1 The tenant shall not assign the lease to another party without the written consent of the landlord and section 144 of the Property Law Act 1958 shall not apply.
- 9.2 If assignment of the lease to another party is agreed to by the landlord, the lease shall continue for the benefit of and binds the successor to the rights and obligations so assigned in the lease.

10. Breach of Lease

- 10.1 If the tenant breaches any obligation under this lease, the landlord may give the tenant written notice of such breach and require the tenant to rectify the breach within a time frame the landlord considers reasonable, being not less than seven days.
- 10.2 The timeframe for rectification of breaches will as much as possible be determined in consultation with the tenant however the landlord maintains the right to arbitrarily specify a timeframe if an agreed timeframe cannot be reached with the tenant.
- 10.3 If the tenant fails to take remedial action within the required timeframe, the landlord may arrange for such action to be taken and the cost incurred by the landlord is to be reimbursed by the tenant.
- 10.4 Any other right of the landlord is not affected.

11. Responsibility in Relation to Employees, Contractors etc

- 11.1 The tenant shall ensure that all employees, agents, contractors and all other people accessing the property do not do or fail to do anything on the premises that would, if the tenant did or failed to do such action, would constitute a breach of the lease.

- 11.2 The tenant shall ensure that all employees, agents, contractors and all other people accessing the property do not conduct any illegal activities on the property.

12. Issue of Notices

- 12.1 All notices issued to either party shall be posted to the address specified in Items 8 and 10 of Schedule 1 of this lease (as appropriate).
- 12.2 It is the obligation of the parties to ensure the other party is advised in writing of any change of mailing address.
- 12.3 A notice will be deemed to have been served if it has been delivered by hand and left at the current mailing address or if sent by post, after the expiration of two business days
- 12.4 Where practicable, email advice of the posting of the notice should also be sent to the other party to make them aware the notice is being posted or delivered.

13. Interest on Overdue Amounts

- 13.1 The tenant will be required to pay interest on any money that is due to the landlord but not paid by the due date. Interest will be calculated daily and compounded monthly and shall be calculated from the due date until the outstanding amount is paid in full. The rate of interest applicable shall be the penalty rate of interest applicable for the time being as set under the Penalty Interest Rates Act 1983.
- 13.2 Clause 13.1 shall not apply in relation to unpaid Waste Management Charge or any municipal rates and charges levied by the Colac Otway Shire. Interest on outstanding amounts in this instance shall be applied as prescribed by the Local Government Act 1989.

14. Good and Services Tax (GST)

- 14.1 If a party makes a taxable supply in connection with this lease for a consideration which represents the value of the supplied item, the party liable to pay for the taxable supply must also pay at the same time and in the same manner as the value, the amount of any GST payable in respect of that taxable supply.
- 14.2 Unless otherwise stated, the consideration payable by any party under this lease represents the value of any taxable supply for which payment is to be made.
- 14.3 A party's right to payment is subject to a valid tax invoice being issued to the party liable to pay for the taxable supply.

Execution of Lease

The parties having read and understood the terms and conditions of this lease agree to such terms and conditions and affix their signatures hereto:-

By Colac Otway Shire:

Dated theday of2011

The Common Seal of the Colac Otway Shire Council was affixed hereto in accordance with its Local Law No: 4

..... Chief Executive Officer

By the Country Fire Authority:

Signed for and on behalf of the Country Fire Authority by the delegated officer.

..... (Signature of Delegated Officer)

Name of Officer:

Address: 8 Lakeside Drive, BURWOOD EAST Vic 3151

Schedule 1

| Item No: | Type of Item | Details |
|-----------------|---|---|
| 1 | Property | The property is addressed as 30 McLellan Court, WYE RIVER and is described as being Lot R2 on PS 336954. |
| 2 | Term of Lease | Fifty (50) years

There are no options for extended occupancy. |
| 3 | Commencement Date of Lease | 1 st January 2012 |
| 4 | Expiry Date of Lease | 31 st December 2062 |
| 5 | Rent Payable | \$1.00 per annum payable in advance upon signing of the lease (if requested). |
| 6 | Use of Property | The property is to be used as a Country Fire Authority rural fire station at the Wye River township. |
| 7 | Landlord | Colac Otway Shire |
| 8 | Address of Landlord | PO Box 286, COLAC Vic 3250

Office located at 2-6 Rae St, COLAC Vic 3250 |
| 9 | Tenant | Country Fire Authority (CFA) |
| 10 | Address of Tenant | 8 Lakeside Drive, BURWOOD EAST Vic 3151 |
| 11 | Maintenance Responsibility | The tenant is responsible for maintaining:-
- all buildings, fixture and fittings located on the property and
- the physical surrounds of the subject property. |
| 12 | Responsibility for Rates and Charges | The tenant is responsible for payment of :-
- Waste Management Charge levied by Colac Otway Shire
- any taxes, charges or rates levied by other authorities. |

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Lease of 30 McLellan Crt, Wye River



There are no features selected with information in the table 'Property Details'.

| | | | |
|--|--|--|--|
| <p>Legend</p> <ul style="list-style-type: none"> Address Road - infrastructure Watercourse Easement Aerial 2008 Lakes Property Boundary Parcel Proposed Lot Boundary Crown Land Shire Boundaries | | <p>Disclaimers</p> <p>Contains VICMAP Information © The State of Victoria, Dept. of Sustainability & Environment, 2003. Reproduced by permission of the Dept. of Sustainability & Environment.</p> <p>This material may be of assistance to you but the State of Victoria, Colac Otway Shire and its employees do not guarantee that the publication is without flaw of any kind or is wholly appropriate for your particular purposes and therefore disclaims all liability for any error, loss or consequences which may arise from your relying on any information contained in this material.</p> | |
| <p>Contact Colac Otway Shire
 2-6 Rae Street.
 COLAC, VIC. 3250
 Ph: 03 5232 9400
 Fax: 03 5232 1046
 Email: info@colacotway.vic.gov.au
 Web: www.colacotway.vic.gov.au</p> | | <p> This map is produced on the Geocentric Datum of Australia (GDA94). GDA94 supersedes the Australian Geocentric Datum 1966 (AGD66). Colac Otway Shire uses the Map Grid of Australia (MGA94) Zone 54 projection.</p> | |

OM112112-7

**DISCONTINUANCE AND TRANSFER OF PART OF
YAUGHER ROAD ROAD RESERVE FORREST**

| | | | |
|-------------|-----------------------------------|-----------|--------------|
| AUTHOR: | Paul Carmichael | ENDORSED: | Colin Hayman |
| DEPARTMENT: | Corporate &
Community Services | FILE REF: | F11/759 |

Purpose

The purpose of this report is to seek Council's authorisation to commence statutory procedures to discontinue a part of the Yaugher Road road reserve and transfer the parcel of land in question to the abutting owner.

Declaration of Interests

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

Background

In 2008, as part of the Tiger Rail Trail project, agreement was reached with the owner of the property at 2235 Birregurra-Forrest Road, Forrest for a parcel of his land abutting Birregurra Forrest Road to be transferred to Council to be incorporated into the Rail Trail. The subject land was a narrow strip approximately 285 metres long and 27 metres wide. The area of this parcel of land was 7,048 m sq.

In return, it was agreed Council would transfer a similar sized portion of land currently contained in the Yaugher Road road reserve to the owner of the abutting property. This parcel of land abuts the northern boundary of the property addressed as 2 Yaugher Road, Forrest, which is owned by the son of the owner of 2235 Birregurra Forrest Rd, Forrest and abuts the property addressed as 2235 Birregurra Forrest Road.

The transfer of land from the owner of 2235 Birregurra Forrest Road to Council proceeded but the transfer of the Yaugher Road land to this owner has not yet occurred. The owner paid the costs of transferring his parcel of land to Council.

As the subject land is contained in the Yaugher Road road reserve, it is required to be discontinued as a road before a Certificate of Title can be issued to allow it to be transferred. The discontinuance removes the road status from the land.

Council Plan / Other Strategies / Policy**Physical Infrastructure and Assets**

Council will provide and maintain Council infrastructure and assets that meet community needs now and in the future.

Issues / Options

The proposal honours an agreement entered into between the owner of 2235 Birregurra Forrest Road and Council.

Council is the responsible authority for Yaugher Road. The road reserve at this location widens from approximately 30 metres wide near the Recreation Reserve to a width of

approximately 95 metres near the corner of Yaugher Road and Birregurra Forrest Road. The land has a significant slope and is covered in bush.

It has been determined that the portion of road reserve to be discontinued is not likely to ever be required for road widening purposes.

Proposal

It is proposed to conduct statutory procedures required by the *Local Government Act 1989* to discontinue part of the Yaugher Road road reserve as a "road". This will allow a Certificate of Title to be issued for the land which can then be transferred to the owner of 2 Yaugher Rd, Forrest (ie: the son of the owner of 2235 Birregurra Forrest Road).

Clause 3, Schedule 10 of the Local Government Act 1989 gives Council the authority to discontinue and sell roads (or parts thereof) that are not required.

The portion of road reserve to be discontinued is triangular shaped and will have an area of up to 7,100 metres sq. (the precise area of the portion of land is unknown at this stage as officer's are waiting for a surveyor's plan to be finalised). It is however located between the Yaugher Road road pavement and the boundary of the property addressed as 2 Yaugher Road (see attached plan).

Financial and Other Resource Implications

As Council is required to advertise its intention to discontinue and sell part of this road, there will be cost of advertising. There will also be surveying costs and legal costs associated with transferring the land.

It is estimated these costs will total approximately \$7,000.

Risk Management & Compliance Issues

Nil

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.

The method selected will be inform and consult.

Council is required to advertise the proposal and allow submissions to be lodged. In accordance with Council's "Community Consultation and Engagement Policy" and the requirements of section 223 of the *Local Government Act 1989*. A six week period is allowed for submissions to be made.

Implementation

If agreed to, the proposal will be advertised as soon as possible to commence the statutory process.

Any submissions received would be considered by Council at the 28 March 2012 Council meeting, before a final resolution can be made.

Conclusion

Council should resolve to undertake statutory procedures to discontinue part of the Yaugher Road road reserve and transfer the land to the owner of the abutting property in accordance with its agreement made in 2008 with the owner of 2235 Birregurra Forrest Road, Forrest.

Attachments

1. Locality Map Yaugher Road, Forrest 0 Pages

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

1. ***Commences statutory procedures pursuant to clause 3, schedule 10 of the Local Government Act 1989 to discontinue a triangular shaped portion of the Yaugher Road road reserve of up to 7,100 metres sq in area and transfer this portion of land to the owner of the abutting property (2 Yaugher Road, Forrest).***
2. ***Considers any submissions received, at the Council meeting to be held on 28 March 2012.***

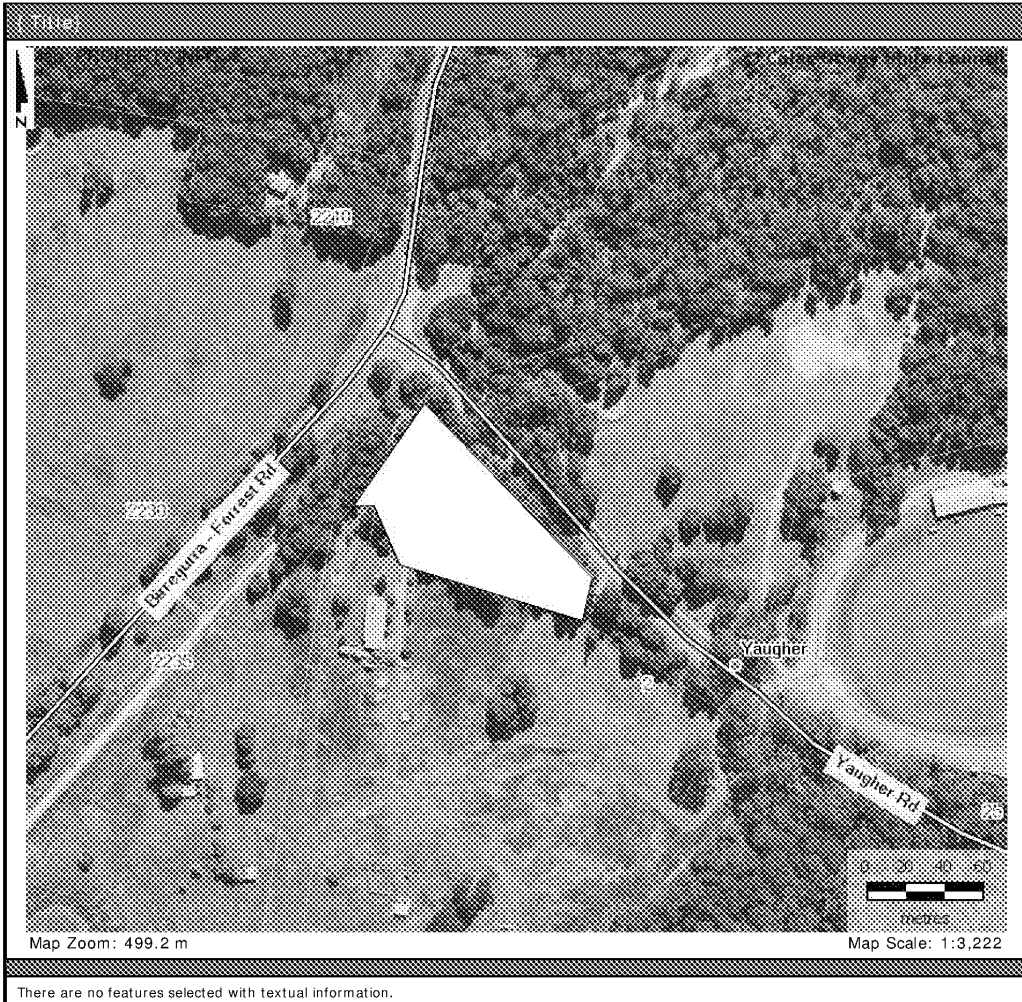
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**Discontinuance of Part of Yaugher Rd, FORREST**



| Legend                |                   | Disclaimer                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                     |
|-----------------------|-------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Address               | Property Boundary | <p>Contains VICMAP Information © The State of Victoria, Dept. of Sustainability &amp; Environment, 2003. Reproduced by permission of the Dept. of Sustainability &amp; Environment.</p> <p>This material may be of assistance to you but the State of Victoria, Colac Otway Shire and its employees do not guarantee that the publication is without flaw of any kind or is wholly appropriate for your particular purposes and therefore disclaims all liability for any error, loss or consequences which may arise from your relying on any information contained in this material.</p> |                                                                                                                                                                                                                     |
| Road - infrastructure | Parcel Proposed   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                     |
| Watercourse           | Lot Boundary      | <p>Contact Colac Otway Shire<br/>2-6 Rae Street.<br/>COLAC, VIC. 3250<br/>Ph: 03 5232 9400<br/>Fax: 03 5232 1046<br/>Email: <a href="mailto:info@colacotway.vic.gov.au">info@colacotway.vic.gov.au</a><br/>Web: <a href="http://www.colacotway.vic.gov.au">www.colacotway.vic.gov.au</a></p>                                                                                                                                                                                                                                                                                               | <p>This map is produced on the Geocentric Datum of Australia (GDA94). GDA94 supersedes the Australian Geodetic Datum 1966 (AGD66). Colac Otway Shire uses the Map Grid of Australia (MGA94) Zone 54 projection.</p> |
| Easement              | Crown Land        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                     |
| Aerial 2008           | Shire Boundaries  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                     |
| Lakes                 |                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                     |

**OM112112-8****OFFICIAL NEWSPAPER**

|             |                                |           |           |
|-------------|--------------------------------|-----------|-----------|
| AUTHOR:     | Colin Hayman                   | ENDORSED: | Rob Small |
| DEPARTMENT: | Corporate & Community Services | FILE REF: | F11/1987  |

**Purpose**

For Council to consider what newspaper must include public notices for the purposes of the *Local Government Act*.

**Declaration of Interests**

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

**Background**

On 26 October 1994 the Council adopted “*the Colac Herald and Echo Newspapers for the giving of public notices and that two (2) copies be published where practicable.*”

At a recent Regional Procurement Network meeting, Councils were encouraged to ensure that they had a resolution confirming the official newspaper of the Council. In checking the previous resolution there is a need to review it.

The Echo's decision to cease letterbox drops to properties in Colac Otway Shire in favour of bulk drops to specific community locations has reduced its reach in Colac Otway Shire.

The Colac Herald has a wider readership in Colac Otway Shire, particularly in the northern end of the municipality, and as such is considered to be the more effective choice for advertising public notices.

**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**

The resolution adopted by Council in 1994 is now out of date.

Other Newspapers

Council currently inserts all public notices and other advertisements in the Colac Herald. Council also advertises in other newspapers, newsletters and on websites depending on the issue being promoted.

**Proposal**

That Council adopts the Colac Herald as the Council's official newspaper for public notices.

**Financial and Other Resource Implications**

No change to existing practices.

**Risk Management & Compliance Issues**

The adoption of the Colac Herald as the Council's official newspaper would meet legislative requirements.

**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.

Discussions have taken place as part of a Procurement Network meeting.

**Implementation**

There would be no change to existing practices.

**Conclusion**

There is a requirement to review the original resolution with respect to the approval of newspapers as the medium for giving required public notices.

**Attachments**

Nil

**Recommendation(s)**

***That Council adopts the Colac Herald as Council's official newspaper for public notices.***

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CONSENT CALENDAR**OFFICERS' REPORT**

D = Discussion

W = Withdrawal

| ITEM | D | W |
|--|---|---|
| <p><u>SUSTAINABLE PLANNING AND DEVELOPMENT</u></p> <p><u>OM112112-9 ADOPTION OF RURAL LIVING STRATEGY</u></p> <p>Department: Sustainable Planning and Development</p> <p><u>Recommendation(s)</u></p> <p><i>That Council:</i></p> <ol style="list-style-type: none"> <i>1. Adopts the Rural Living Strategy.</i> <i>2. Seeks authorisation from the Minister for Planning to prepare an amendment to the Colac Otway Planning Scheme that implements the recommendations of the Rural Living Strategy.</i> <i>3. Exhibits the Planning Scheme Amendment in accordance with the requirements of the Planning and Environment Act 1987 for a minimum of six weeks.</i> | | |
| <p><u>OM112112-10 ADOPTION OF COLAC AND APOLLO BAY CAR PARKING STRATEGY</u></p> <p>Department: Sustainable Planning and Development</p> <p><u>Recommendation(s)</u></p> <p><i>That Council:</i></p> <ol style="list-style-type: none"> <i>1. Adopts the Colac and Apollo Bay Car Parking Strategy, including:</i> <ol style="list-style-type: none"> <i>a. A policy that a cash contribution in the amount of \$13,000 (plus GST) will be required for each car space or part thereof which is required for use and/or development under the Colac Otway Planning Scheme which cannot be provided on-site (net of any parking credits which may apply to particular sites). This amount is to be increased annually from 1 July 2012 using CPI (all groups) as the index.</i> <i>b. Variation to the state car parking</i> | | |

| | | |
|--|--|--|
| <p><i>requirements contained in Clause 52.06 of the Colac Otway Planning Scheme as follows:</i></p> <p><u>Colac</u></p> <ul style="list-style-type: none"> • Supermarket 5
spaces/ 100m² floor area • Shop & Take Away Food premises 3
spaces/ 100m² floor area • Restaurant/Convenience Restaurant 3
spaces/ 100m² floor area • Medical Centre 3.5
spaces per practitioner <p><u>Apollo Bay</u></p> <ul style="list-style-type: none"> • Supermarket 3
spaces/100m² floor area • Shop/Take Away Food premises 2
spaces/100m² floor area • Restaurant/Convenience Restaurant 3.5
spaces/100m² floor area • Residential dwelling (1 or 2 br)
1 space per dwelling <p>2. <i>Seeks authorisation from the Minister for Planning to prepare an amendment to the Colac Otway Planning Scheme that implements the recommendations of the Colac and Apollo Bay Car Parking Strategy.</i></p> <p>3. <i>Exhibits the planning scheme amendment for a minimum period of six weeks.</i></p> <p>4. <i>Meets with representatives of Colac Area Health to discuss Council's concern about parking pressures in the hospital precinct, and objectives to ensure that greater levels of on-street parking are provided as land is redeveloped in the future.</i></p> | | |
| <p><u>OM112112-11 FUTURE TOURISM SERVICE DELIVERY</u></p> <p>Department: Sustainable Planning and Development</p> <p><u>Recommendation(s)</u></p> <p><i>That Council resolves to accept responsibility for the direct delivery of tourism industry support and development and the internal marketing of the Shire from 1 January 2012.</i></p> | | |

| | | |
|---|--|--|
| <p><u>OM112112-12 COLAC MARKETING STRATEGY</u></p> <p>Department: Sustainable Planning and Development</p> <p><u>Recommendation(s)</u></p> <p><i>That Council adopts the Colac Marketing Strategy and the 'Colac – Consider the Change' Marketing Brand.</i></p> | | |
|---|--|--|

Recommendation

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

MOVED

SECONDED

OM112112-9**ADOPTION OF RURAL LIVING STRATEGY**

| | | | |
|-------------|------------------------------------|-----------|------------|
| AUTHOR: | Don Lewis | ENDORSED: | Jack Green |
| DEPARTMENT: | Sustainable Planning & Development | FILE REF: | F11/1798 |

Purpose

To seek Council adoption of the Rural Living Strategy and support to commence a planning scheme amendment to implement the Strategy's recommendations.

Declaration of Interests

The Manager for Planning and Building has declared an indirect interest under the *Local Government Act 1989* in this project due to the ownership of some properties in rural parts of the Shire by members of his extended family. The officer has not had direct control for the management of the project, his role has been limited to overseeing the project in a general sense as part of the strategic planning program which falls under his responsibility.

Background

The purpose of the Rural Living Strategy is to develop an integrated land use framework to guide current and future rural residential development within the Shire. The Strategy has reviewed existing rural zoned land including old subdivisions throughout the Shire as well as reviewing appropriate locations for rural residential development and boundaries of small towns themselves. The project comprises two key documents: (1) Context Report and (2) Strategy.

Community consultation introducing the project was held in late 2009 with a second period of engagement over eight weeks from February to April this year following the release of the draft Strategy. Additional consultation was also undertaken with a range of key stakeholders including Barwon Water, Wannon Water, Country Fire Authority and the Department of Planning and Community Development in the preparation of the final document.

From a total of 101 submissions received during the life of the project, 59 were received during the second period of consultation in relation to the draft Strategy and Context report. A petition from Coragulac was also received, and this was reported to Council. The majority of submissions concentrated on individual properties but there were general comments in relation to additional Rural Living Zoned land south of Colac, reliance on infill potential for growth, support for tourism in small towns and existing Farming Zoned lots being too small to carry out agricultural pursuits. Depending on where the consultation sessions were held there was always a strong turnout from landholders in that area who were directly affected and sought clarification on the purpose of the Strategy and implications of it.

The Context Report prepared as part of the project identifies opportunities and constraints across the Shire and informs the Rural Living Strategy. The Strategy has been developed taking into account initial feedback from the community and recommendations have been developed that are consistent with the relevant State planning policy and Ministerial Direction No. 6 for Rural Residential Development.

Council Plan / Other Strategies / Policy**Land Use and Development**

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.

In respect to 'managing the demand for rural residential lifestyle' the Council Plan identifies the following as a 'specific challenge':

"Preservation of productive rural areas for agriculture and direct rural residential development to defined areas and the preservation of scenic and cultural landscapes."

Clause 21.03-9 of the Planning Scheme recognises the need to prepare a Rural Living Strategy to identify appropriate locations for rural residential development across the Shire and apply a strict interpretation of the Farming Zone provisions to ensure incompatible land uses (including dwellings) do not negatively impact on the ability to farm. This policy resulted from the Shire's Rural Land Strategy which was adopted in 2007. That Strategy involved a land capability assessment across the municipality and sought to inform new rural policy and the implementation of new state-wide rural zones. The suite of new rural zones, including new Farming, Rural Conservation, Rural Activity and Rural Living Zones, was introduced into the Colac Otway Planning Scheme in 2006.

The Rural Land Strategy identified that there is an increasing demand for rural lifestyle opportunities within the Shire and that at the time of the Strategy there were no areas zoned for Rural Living (two areas to the south of Colac were subsequently zoned Rural Living Zone in 2009 as a recommendation of the Colac Structure Plan). It was suggested that this demand for rural lifestyle properties has led to *de facto* rural living in the Farming Zone.

To better manage this growing demand and more effectively protect farming areas for agriculture, the final Rural Land Strategy included a recommendation that Council undertake a Rural Living Strategy to identify candidate areas for the application of the Rural Living Zone, including an evaluation as per Ministerial Direction No. 6, as well as to review the appropriateness of the boundary of each of the towns. This recommendation was supported by the Panel for Amendment C55, which incorporated the outcomes of the Rural Land Strategy in the Planning Scheme, and was subsequently adopted by Council.

It is considered that the completion of the Rural Living Strategy will assist in the achievement of the above priority.

Issues / Options**1. Submissions**

Following the second round of consultation on the draft Rural Living Strategy between February and April this year, the project consultants and Council officers reviewed submissions and made a number of changes to the Strategy documents as well as seeking further direction from the Department of Planning and Community Development and other public agencies in particular Barwon Water who made an extensive submission to strengthen policy concerning rural residential development in water supply catchments, ensuring planning scheme recommendations did not raise expectations of landholders gaining development approvals within these constrained areas and several other administrative changes.

An attachment to this report summarising all submissions has been prepared which provides details of individual sites and issues raised.

A total of 101 submissions were received from both rounds of consultation and in some cases, people lodged a second submission or modified their original submission. Fifty nine (59) submissions were received to the Draft which was not surprising given the scope of the project. A wide range of issues were identified in the submissions, which have proved useful in shaping the final documents.

These issues included requests to rezone older inappropriate subdivisions (which has largely been supported in the Strategy), requests to rezone additional Rural Living Zoned land and interest in supporting growth in areas that have some level of infrastructure. Additionally, several submitters sought to have their existing lots included in adjacent Township Zoned land.

In response to the issues raised in the draft Strategy, several recommendations were reviewed in consultation with the project consultants and the Department of Planning and Community Development which resulted in the following additional changes be those already proposed in the draft strategy.

- Coragulac – expanded area proposed for rezoning from Farming Zone to Rural Living Zone.
- Alvie, Beeac and Cororooke - future investigation areas identified at the edge of the townships to support further long term development of the towns and consolidate existing services/infrastructure.
- Carlisle River – apply the Township Zone.
- Gellibrand, Beech Forest and Lavers Hill – support deferred growth potential subject to relevant assessment of effluent disposal and bushfire risk.
- Pirron Yallock – include a Restructure Overlay to clearly indicate that flood prone small lot subdivisions are not able to be developed.

2. Key Recommendations

In summary, the key recommendations contained in the strategy are:

- Alvie - rezone land east of the township to Township Zone and investigate land on northern side of township for future development. The investigation area has been added following submissions on the draft Strategy.
- Barongarook - rezone land at Bushbys Road, Everett Crescent and Robinson Road to the Rural Living Zone and apply a cluster boundary around each sub division (preventing further expansion of these areas in the future).
- Beech Forest – area to south of the town identified as an investigation area subject to a further review of bushfire risk. This was added as a response to submissions, recognising the desire to support further growth at Beech Forest if fire issues can be overcome.
- Beeac – further investigation areas for future township expansion added to the north-east and north-west of the town. These were added in response to submissions, and reflect the lack of constraints for further development of Beeac.
- Birregurra - rezone a cluster of houses east of Birregurra-Forrest Road from Farming Zone to the Rural Living Zone. Other more specific recommendations relating to the town itself are left to the Structure Plan process which will be completed in 2012 following the current Neighbourhood Character Study, although the Strategy recognises the potential for Birregurra to accommodate future growth.
- Carlisle River – rezone land within the township currently zoned Farming Zone to a Township Zone, recognising the current settlement pattern.

- Colac – rezone land west of Christies Road, south-west of Elliminyt from Low Density Residential Zone to Farming Zone. The Strategy acknowledges the existing supply of Rural Living Zoned land south-east and south-west of Elliminyt and the potential for further future expansion of the Rural Living Zone to the west.
- Coragulac – rezone land along Corangamite Lake Road and eastward towards Ryans Lane and the former railway line to Township Zone and Low Density Residential Zone (LDRZ). The area proposed for the LDRZ has been expanded from the area shown in the draft Strategy following submissions.
- Cororooke – investigation area added to the west of the town for further expansion of the Township Zone. This was in response to submissions.
- Cororooke (Langdons Lane) – rezone a cluster of existing houses in the Farming Zone to the Rural Living Zone with a cluster boundary around it preventing further expansion.
- Forrest – rezoning of land in accordance with the adopted Forrest Structure Plan.
- Gellibrand – rezone existing development north of the town (hotel) and the caravan park to the Township Zone. Rezone crown land along Berrys Lane to the Public Conservation and Resource Zone and contiguous land abutting Berrys Road to the Public Use Zone – 1. An investigation area has been proposed in the centre of the town. Whilst further expansion of the town is considered desirable, its growth potential cannot be determined until further strategic investigation occurs into bushfire risk and effluent management given water supply catchment constraints.
- Irrewarra (Pyles Road) – rezone land currently in the Low density Residential Zone to the Rural Living Zone.
- Kawarren – rezone a cluster of existing houses in the Farming Zone to the Rural Living Zone, with a cluster boundary that prevents further expansion.
- Lavers Hill - rezone land to Public Use Zone, Township Zone and Rural Living Zone, with the area proposed for rezoning to Rural Living south-west of the town subject to a further strategic fire risk assessment.
- Warncoort – rezone a cluster of existing houses in the Farming Zone to the Rural Living Zone, with a cluster boundary that prevents further expansion.

3. Context and Strategy documents

The Rural Living Strategy is presented in two parts, a Context Report and the Strategy. The Context Report provides important background including planning policy, existing conditions, environmental constraints and opportunities. The Strategy is informed by the research contained within the Context Report as the basis for providing the strategic directions and recommendations for rural living. The following is a summary of the key issues contained in both reports.

Context Report

This section of the report provides background in relation to the historical settlement pattern that has influenced the current pattern of development today and the increasing demand for rural living lifestyle opportunities across the Shire.

The Context Report has identified 75 settlements across the Shire and categorised each settlement according to a settlement hierarchy generally consistent with the settlement framework of the State Government's *Victorian Coastal Strategy*. The categorisation distinguishes between Regional Centres, District Towns, Towns, Villages, Clusters or Localities. The categorisation is generally based on the level of services, facilities and infrastructure found in each of the settlements. As would be expected, Colac and Apollo Bay

are the principal centres for higher order services for many of the outer lying settlements and are defined as a Regional Centre and District Town respectively.

Planning Policy Context

A range of State and Local planning policies that are relevant to this project are detailed under this section of the Context Report. Both State and Local planning policies reinforce the need to protect agricultural land from unplanned loss and highlight the importance of the contribution this sector makes to the economy of the Shire and Victoria.

The State Government's Ministerial Direction No. 6 – Rural Residential Development is a key policy that provides a framework for assessing land proposed for rural living. This direction contains criteria that must be met before the State Government will consider supporting any proposed rezoning of land for rural living development.

Strategic Influences

This section of the Context Report identifies the strategic influences and environmental constraints that have a bearing on the suitability of land for rural living opportunities. Some of the key influences and constraints are identified below:

- Productive agricultural land is a key influence in assessing the suitability of land for rural living. The north-west quadrant of the Shire is identified as being land of 'farmland of strategic significance' and together with other land in the northern and central parts of the Shire is regarded as high value agricultural land. It is important that settlement boundaries are established around settlements within these areas to ensure the protection from ad hoc housing being allowed within the surrounding agricultural area.
- Fire Risk – The majority of the southern portion of the Shire is identified as being in a wildfire risk area and the Rural Living Strategy must take a precautionary approach towards promoting further expansion of settlements located in areas of extreme bushfire risk;
- Special water supply catchments – There are six proclaimed Special Water Supply Catchments Areas in the Shire. These cover a substantial portion of the southern part of the Shire and recent State Government policies have introduced a one dwelling per 40 hectare benchmark for the approval of dwellings in water catchment areas. This policy limits the opportunity for further growth of settlements within the water catchment areas.
- Land Stability – Landslides are a significant hazard in the southern portion of the Shire where the geology, steeper terrain and climate combine to make areas susceptible to landslip. Areas where landslides are considered most common include the Otway Ranges, the valleys of the Barwon and Gellibrand Rivers, the Hordern Vale -Glenaire area, Lavers Hill-Johanna area and Kawarren-Yeodene area.
- Significant landscapes – The Shire contains various landscapes which have been recognised as important to protect for their environmental, cultural, social and economic significance. These landscapes are located along the coast and inland around Dreeite and Barongarook in the volcanic plains.
- The importance of tourism for small communities should not be underestimated and despite the constraints on development in some towns, these areas remain an important asset to support the future development of tourism product and associated accommodation. Additional tourism product/infrastructure will be required throughout the Otways for these towns to realise their full potential and to take advantage of the visitation generated by the Great Otway National Park and Great Ocean Road.

Land Supply and Demand

An analysis of land supply and demand shows that there is sufficient land within the Shire to cater for the demand for rural living although anecdotal evidence suggests that much of the demand is for lifestyle properties along the coast and in the undulating landscape south of the Princes Highway. In contrast to the demand, much of the existing supply is found on the outskirts of Colac and to a lesser extent smaller settlements throughout the Shire.

Rural Living Strategy

The Strategy has been informed by the research undertaken in the Context Report and details the strategic directions, objectives and recommendations to implement a framework for the future management of rural living opportunities and rural settlements. The Strategy is designed to be read in conjunction with the Context Report.

The Strategy has divided the Shire into four key geographic areas based on land use and environmental constraints with a view of understanding potential for growth versus constraints. A set of criteria has been used to assess the suitability of each of the settlements in each geographic area for rural living.

The four geographic areas are summarised below:

- The north-western portion of the Shire is identified as being 'moderately constrained' as this area is identified as "Farmland of Strategic Significance" having 'high' agricultural capability. Growth for rural living in this area is restricted due to the protection of high value agricultural land being the primary land use objective at both State and local planning policy levels.
- The north-eastern portion of the Shire is identified as being 'least constrained' indicating that the settlements in this area are not highly constrained by environmental factors and are able to accommodate future growth for rural living development if required.
- The southern part of the Shire includes the Otway Ranges and is identified as being 'highly constrained' indicating that the settlements are highly impacted by environmental factors as this is an area subject to high wildfire risk, location of declared water supply catchments and areas of erosion/land instability. As noted earlier, it is crucial that the Rural Living Strategy take a precautionary approach towards encouraging further growth of settlements located in areas of extreme wildfire risk.
- Colac and to a lesser extent Apollo Bay townships have been identified as 'growth areas' as these two townships are the principle places for residential development and currently offer the necessary infrastructure and services to support further population growth.

The Strategy has assessed 75 settlements/clusters and placed each into one of the four categories discussed above.

A detailed assessment of each of the settlements/clusters was undertaken to ascertain their role, hierarchy and capacity to accommodate rural living development. This entailed identifying the level of existing services and infrastructure, proximity to larger settlements, existing land supply and environmental constraints.

From this analysis, it is evident that the majority of growth for rural living development will be directed to Colac/Elliminyt and this is supported by the Colac Structure Plan that has identified areas south-west and south-east of Colac adjacent to existing residential areas for

rural living development. The Strategy also recommends the back zoning of an isolated parcel of land opposite the Colac Golf Course from Low Density Residential Zone to Farming Zone.

The Strategy identifies the following smaller settlements as having capacity for low to moderate growth:

- Alvie
- Beeac
- Birregurra
- Coragulac
- Cororooke
- Forrest

The first five of these settlements are located within 'least' or 'moderate' constrained geographic regions of the Shire and have the capacity to accommodate some growth for rural living development. Forrest is the highest constrained area, but has an adopted Structure Plan supporting moderate growth to the north of the town. The other towns are located in the northern part of the Shire and are not subject to bushfire risk or located in declared water supply catchments as found in the southern part of the Shire.

The Forrest Structure Plan was recently adopted by Council and some land has been recommended for new development to the north beyond the existing Township Zone. In relation to the Birregurra Structure Plan, this is still under development and will consider whether any expansion of the township is appropriate.

Alvie, Cressy, Cororooke and Beeac have been identified as having potential to accommodate long term growth but these areas will need to be determined by a community growth plan or structure plan.

Beech Forest, Gellibrand and Lavers Hill have been recommended as having 'deferred growth potential' pending the outcome of a bushfire risk assessment, and in the case of Gellibrand, the development of an effluent management plan for the town.

The Strategy classifies a number of areas described as 'clusters'. These clusters have been created as a result of historical ad hoc subdivision approvals and reflect de facto rural living enclaves. These clusters do not meet State Government planning policy for rural living and would be unlikely to gain support if subdivision of the land in this manner was being proposed as part of this Strategy. The Strategy proposes to recognise these areas for what they are and recommends that they be rezoned Rural Living Zone with a 'cluster' boundary placed around the area in order to delineate these areas and prevent any future encroachment into adjoining agricultural land. The planning controls will be designed in this circumstance to prevent any new subdivision potential of the existing lots.

Areas recommended for the application of cluster boundaries and zoned Rural Living Zone apply to:

- Barongarook – Bushbys Road
- Barongarook – Robinsons Road
- Barongarook – Everett Crescent
- Birregurra – Cape Otway Road
- Cororooke – Langdons Lane
- Kawarren
- Irrewarra – Pyles Road
- Warncoort

In most cases, the development potential of the clusters has been close to fully realised and although it is recommended that the cluster be recognised through a change in zone, it is not anticipated that this will lead to any additional infrastructure and/or services being provided to these clusters.

In addition to the use of 'cluster boundaries' above, the application of a Restructure Overlay is also recommended where opportunities for consolidation exists and groups of lots are constrained due to effluent disposal and flooding. Areas recommended to apply the Restructure Overlay are as follows:

- Cressy – a large group of small lots located to the east of the town, currently being farmed and in the Farming Zone.
- Gerangamete – large number of small lots in the Farming Zone resulting from a past inappropriate subdivision that never proceeded and is currently farmed. The land is flood prone.
- Pirron Yallock – large number of small lots in the Farming Zone adjoining the township which are subject to flooding and require some level of consolidation.
- Irrewillipe – large number of small lots surrounded by working farms and have low development potential due to risk of flooding.

A detailed demand and supply analysis shows that within the Shire there is sufficient land supply to cater for the perceived demand for rural living lifestyle opportunities. In estimating land supply the benchmark minimum lot size of one hectare has been used to calculate potential supply. This is based on a conservative measure recommended by the Environment Protection Authority, State Environment Protection Policy (SEPP) policy for containing waste water on-site within property boundaries.

In reality, it should be recognised that the land supply for rural living development may even be greater given that lots less than one hectare may be possible depending on individual site assessments but these lots may still not meet the SEPP requirements due to poor soil profiles to manage effluent.

Based on the research, it appears that the areas to the south of the Princes Highway and to the north-west of Colac-Ballarat Road are geographic regions that are sought after for rural lifestyle opportunities due to the landscape and coastal qualities of these areas. These areas are also constrained due to the high value agricultural land, high wild fire risk and location of declared water catchments making them less suitable and desirable for rural living opportunities given the policy directions of the State Government.

In support of the findings of this Strategy, a planning policy for Housing and Subdivision in Rural Areas has been prepared and included as Attachment 2 in the Strategy.

This policy will apply to planning applications for new dwellings and/or subdivision of land in the Farming Zone and the Rural Conservation Zone and be used to guide decision making on such planning applications.

This policy builds on the current State and Local planning policies that seek to protect agricultural land from ad hoc housing and fragmentation through small lot subdivisions. The policy will provide increased guidance on circumstances when applications will or will not be supported for such use and development.

The review of township boundaries and identification of preferred locations for rural living opportunities will provide greater clarity about those areas that are suitable for rural living and the areas that must be protected from rural living development for their agricultural, landscape or environmental values.

The Strategy recommends a range of planning policy changes that will include changes to the Municipal Strategic Statement at Clause 21 of the Planning Scheme (including introduction of a local planning policy) and zoning changes. To implement the recommendations of the Strategy a planning scheme amendment will be prepared separately to the strategy process and will provide a further opportunity for community input on the form and content of changes proposed by the amendment.

4. Options

Council has the options of:

1. Adopting the Rural Living Strategy and preparing and exhibiting a planning scheme amendment
2. Requiring further changes to be undertaken to the Strategy prior to adoption and a planning scheme amendment
3. Not supporting the Strategy and abandoning the project.

Given the significant work that has been undertaken in preparing the Strategy and the priority in the Council Plan for such a strategy document to provide direction for rural living opportunities, it is recommended that the first option be supported by Council. The project has been part funded by the State Government, and Council has an obligation to complete the project. Much trust has been built with the community during the extensive consultation program and this could be undermined if the project was deferred or abandoned.

Proposal

It is proposed that Council resolve to adopt the Rural Living Strategy and seek authorisation from the Minister for Planning to commence an Amendment to implement the Strategy's recommendations into the Colac Otway Planning Scheme.

Financial and Other Resource Implications

The Rural Living Strategy has been undertaken in accordance with the budget allocation for this project. As noted earlier, the State Government has contributed \$30,000 to the project through a grant.

Risk Management & Compliance Issues

Council can only consider strategic directions for land use in the Shire that align with the broader State Government planning policies including Ministerial Direction No. 6 – Rural Residential Development.

The Rural Living Strategy has been developed to implement the broader strategic objectives for the protection of agricultural land and rural living and to provide the best opportunity of being successfully implemented into the Colac Otway Planning Scheme. Any changes proposed to the Strategy would need to satisfy State planning policy or risk not being supported by the Planning Minister through a planning scheme amendment.

Council is bound to complete the project as soon as possible under the terms of the State Government grant. Further, there is considerable community interest in implementing the recommendations of the Strategy, and any deferral has the potential to adversely affect community opinion.

Environmental and Climate Change Considerations

As part of the research undertaken for the Rural Living Strategy, consideration was given to the range of environmental factors influencing this project including wildfire, landslip, water

catchments, landscape qualities and biodiversity constraints. These are discussed in detail in the Context Report.

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.

'Consult' was chosen as the method of engagement and has involved a number of public meetings held in November 2009 at different locations across the Shire to elicit input and feedback on issues early in the development phase of the project, as well as an eight week exhibition of the draft Strategy between February and April 2011 which included public drop in sessions at Colac, Lavers Hill, Gellibrand and Cororooke.

Significant alterations have been made to the Plan now presented to Council as a result of consideration of the submissions made to Council through the consultation process.

Implementation

Once the strategy has been adopted by Council a Planning Scheme Amendment will be prepared for authorisation by the State Government with the view of incorporating the Strategy and other policy changes into the Planning Scheme. Officers would seek to have the Strategy on public exhibition in the first quarter of 2012 with a subsequent panel hearing soon after. It is proposed that the content of the local policy in the adopted Strategy will be incorporated into the Municipal Strategic Statement when the final amendment documents are drafted, consistent with the preferred format of the planning scheme.

Conclusion

The Rural Living Strategy will provide direction for the location of rural living development within the Shire and the future growth of the 75 settlements/clusters detailed in the Strategy. The Strategy will also provide direction and certainty for the protection of agricultural land and significant landscapes from the encroachment of urban development and ad hoc housing. The Strategy has recognised old and inappropriate subdivisions across the Shire so that the remaining undeveloped lots are zoned to reflect their true use. The overall objectives of the strategy are supported by a rural housing policy which will guide future development in the areas identified in the Strategy.

Many of the recommendations contained in the final Strategy respond directly to submissions received since the draft report was exhibited, including the nomination of future investigation areas to support community development and tourism growth in selected towns, and the nomination of Gellibrand, Beech Forest and Lavers Hill as having 'deferred growth' potential dependant on further strategic assessment of fire and water catchment issues.

It should be noted that recommendations contained within the Strategy have been guided by the issues identified within the Context Report and by the State and Local planning policies, in particular the State Government's Ministerial Direction No. 6 Rural Residential Development. State Government support for the Rural Living Strategy will be important in achieving the ultimate implementation of the strategy through the Planning Scheme Amendment process.

Attachments

1. Colac Otway Rural Living Strategy 0 Pages
2. Colac Otway Rural Living Strategy Context Report 0 Pages
3. Rural Living Strategy - Summary of Submissions 0 Pages

Due to the size of these attachments they have been removed from the Agenda. These attachments can be viewed on Council's website via the following link

http://www.colacotway.vic.gov.au/Page/page.asp?Page_Id=3794&h=0

A hard copy is available for viewing at Council's Customer Service Centre in Rae Street and there are cd copies available.

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

1. ***Adopts the Rural Living Strategy.***
2. ***Seeks authorisation from the Minister for Planning to prepare an amendment to the Colac Otway Planning Scheme that implements the recommendations of the Rural Living Strategy.***
3. ***Exhibits the Planning Scheme Amendment in accordance with the requirements of the Planning and Environment Act 1987 for a minimum of six weeks.***

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OM112112-10

**ADOPTION OF COLAC AND APOLLO BAY CAR PARKING STRATEGY**

|             |                                    |           |            |
|-------------|------------------------------------|-----------|------------|
| AUTHOR:     | Don Lewis                          | ENDORSED: | Jack Green |
| DEPARTMENT: | Sustainable Planning & Development | FILE REF: | F11/3900   |

**Purpose**

This report presents the final version of the Colac and Apollo Bay Car Parking Strategy for adoption and seeks Council support to authorise officers to commence the preparation of a planning scheme amendment.

**Declaration of Interests**

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

**Background**

The Colac and Apollo Bay Car Parking Strategy commenced in 2009 and an Issues and Opportunities Paper was produced for public comment in March/April 2010. The draft Parking Strategy was subsequently prepared and considered by Council at its April 2011 meeting. It was subject to public consultation over six weeks up to 24 June 2011.

Ten (10) submissions were received to the draft Strategy and these have been considered as part of the preparation of the final version of the document. The attachment to this report details the various submissions.

Issues raised in submissions for Colac included parking congestion around the hospital precinct, tourist bus parking at Memorial Square and at the western end of the CBD, and planning for additional public car parks. Issues identified in relation to Apollo Bay included concern that the proposed rate for a payment-in-lieu scheme was excessive, tour bus parking and future development scenarios affecting individual property owners.

A project steering committee meeting was held on 17 November 2011 to consider submissions and feedback from that meeting has been incorporated into the final document.

Since the public release of the draft document earlier this year the State Government has announced a review of the State Parking Provisions and circulated proposed rates which by in large are consistent with the final strategy's objectives.

**Council Plan / Other Strategies / Policy****Land Use and Development**

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 three strategic documents that provide a framework for land use and development for the Apollo Bay and Colac townships, being the Apollo Bay Structure Plan 2007, the Colac Structure Plan 2007 and the Draft Apollo Bay Settlement Boundary and Urban Design Review 2011.

## **Issues / Options**

### **Submissions - Colac**

Seven submissions were received in relation to Colac (see attachment to this report) which commented on the proposed tour bus and caravan drop off area around Memorial Square and at the western end of Murray Street, acquisition of land for future public car parks, and congestion around the Connor, Hart and Scott Street area. The following comments are a summary of changes included in the final report in response to these submissions:

- Bus parking demand is a potential issue at the western end of Colac where tour buses drop off at take away food locations. No bus parking is officially provided in the area although demand is mainly during the evening period when parking spaces are mainly vacant. There is not considered to be a need to formalise bus parking in this location at the current time. The area concerned may be subject to streetscape improvement recommendations arising from the Colac CBD and Entrances project, and the issue could be revisited at such time as any detailed design works for those improvements were prepared.
- The Strategy confirms that current and projected demands do not warrant the construction of any additional public car parks in the short to medium term. Notwithstanding, Council has recently purchased the former Civic Home Timber and Hardware store located on the south side of Railway Street, directly opposite the existing civic precinct and this site represents a possible option for southward expansion of the civic centre, possible part closure of Railway Street and provision of additional car parking.
- Significant urban design improvements have been identified as part of the Colac CBD and Entrances Project which are expected to have implications for bus and caravan parking around Memorial Square. Recommendations on how this issue is to be addressed will be forthcoming in the final document for that project, due to be

considered by Council early in 2012. Concerns raised by submitters included maintaining reasonable walking distance to the existing toilet block if relocation of caravan and bus parking is supported, and the need to ensure that any changes to parking management doesn't prejudice existing food outlets in Gellibrand Street. It was identified that there were inconsistencies between the draft Parking Strategy and draft CBD and Entrances Project reports in terms of the location of bus parking. This has been acknowledged and the final Strategy has been amended to retain the current bus parking areas.

- No changes to parking restrictions around the hospital precinct have been recommended – the Strategy has been adjusted to note that future development in that area, particularly development associated with the hospital and related medical uses, should include provision of 'off street' parking to meet future demand. Submitters suggested applying time limits to reduce the spill over affect in to adjacent residential streets and supported more all day parking be provided for existing businesses to reduce the current levels of on-street parking activity. Changes to current time restrictions were not considered appropriate however, given that introduction of restricted parking to areas such as Connor Street opposite Bulla would only push all day parking further into established residential areas, transferring the problem elsewhere. It is anticipated that parking pressures can be reduced around the hospital over time as redevelopment occurs that contains improved on-site parking provision. It is recommended that Council officers initiate discussions with Colac Area Health to convey Council's concerns on this issue.

#### Submissions - Apollo Bay

Three submissions were received raising issues relevant to Apollo Bay (see attachment to this report) which commented on the proposed payment-in-lieu scheme, management of tourist bus parking and issues relating to individual landholders that were beyond the scope of the study. The following comments are a summary of changes included in the final report in response to submissions:

- The primary concern of submitters was that the proposed cash-in-lieu rate of \$20,000 per car space was excessive and would discourage future retail development in the centre. These concerns are supported by officers. In reviewing the payment-in-lieu scheme, the project steering committee considered that a revised figure of \$13,000 per car space would be a more appropriate amount that more effectively balances the desire to accept funds which contribute to future car parking, as well as to encourage future retail development in the centre.

Upon reflection, the figure proposed in the draft could have the potential to discourage future investment by acting as a disincentive to businesses seeking to establish and/or expand. The consultant proposed \$20,000 per car space in the full knowledge that this amount would still not be anywhere near the amount required for full cost recovery of constructing a new public car park (including purchase of land), which could be as high as \$40-50,000 per space depending on the location and type of construction. It is therefore not a question of recovering all of the cost which might be incurred by Council to construct a future public car park – there would always be a significant subsidy provided by Council to do so. The issue is the value at which a parking contribution is considered reasonable. A rate that is set too high will potentially reduce investment in activities which contribute to the social and economic vitality of the centre and the broader township. Whist the draft Strategy did not receive a significant number of submissions, this proposal was the issue that attracted most concern.

There are not many cash-in-lieu payment requirements in planning schemes across Victoria due to the historic difficulties strategically justifying that they be introduced. A figure of \$13,000 per space however would be in line with the current rate applied within the Torquay Town Centre, which was included in the Scheme by a planning scheme amendment in recent years. Whilst Torquay will have some differences in circumstances to Apollo Bay, it is a reasonably comparable example given its coastal location. The revised figure is considered low enough not to adversely impact on developers but high enough to ensure that developers are still provided an incentive to establish appropriate numbers of car spaces on site as a first preference.

By having a formal requirement in the Colac Otway Planning Scheme, the payment-in-lieu scheme will provide certainty for developers and place more importance on the provision of on-site parking and combined with the expected reduction in parking rates arising from this Strategy and the current State Government review, a contribution will be a less preferred option to developers.

- An issue was raised by a submitter about whether a coach parking bay should be designated in Moore Street adjacent to the bowling club, when this would reduce parking for the bowling club. Currently, tour buses park behind the Apollo Bay Hotel and depending on the time of year and days of the week, at the foreshore adjacent to the tourist information centre, and at times in peak periods there has been queuing of buses into Great Ocean Road disrupting traffic. The draft Strategy proposed a revised arrangement where coaches stopping in Apollo Bay could drop patrons off on the north side of Moore Street between Great Ocean Road and Pascoe Street, and then park the bus elsewhere until patrons were to be picked up. Possible locations for bus parking were the northern end of Pascoe Street and Moore Street, west of Pascoe Street. This proposal seems to have broad support in the community, and is supported by the project steering committee.

The submitter's concern is acknowledged however, and the final version of the Strategy has been amended to remove reference to a formal coach parking bay being provided in Moore Street opposite the bowling club given the number of other potential locations for bus parking to occur without impacts on adjoining land uses. This will not affect the key aim of the Strategy to resolve current problems by restricting bus parking in Moore Street close to the Great Ocean Road to drop-off and pick-up of passengers.

### Proposed Car Parking Rates

The State Government recently announced a review into the state-wide parking provisions and as part of this review, released a draft table which proposes a significant reduction of current rates across several land use types including 'shops' which for some time has not reflected the true nature of how most retail locations function. The draft Strategy (released prior to the State Government review) proposed rates of parking for Colac and Apollo Bay which were based on survey work in both towns during the course of the study which has determined the true demand for parking associated with different land uses in the centres. These rates are marginally lower than the rates proposed in the State Government review document. There were no submissions opposing the proposed rates, indicating a degree of support for the proposal.

The approach of the State Government review has been to change the way that parking rates for land uses such as restaurant are calculated, being based on leasable floor area of the premises rather than the number of seats, and for centres in the Business 1 or 2 zones such as Colac and Apollo Bay, the rate for a restaurant is the same as for a shop (3.5 spaces per 100m<sup>2</sup> floor area).

For consistency purposes, the rate proposed for a restaurant in Colac has been amended in the final Strategy to be the same as for a shop (ie 3 spaces per 100m<sup>2</sup> floor area) instead of being based on the number of seats. Due to the significant differential in Apollo Bay between the parking demand generated by shops and restaurants (which is not so evident in Colac), it is proposed in the Strategy to apply a rate of 3.5 spaces per 100m<sup>2</sup> for a restaurant, which will be higher than the 2 spaces per 100m<sup>2</sup> being proposed for a shop. This will be equivalent to the rate for a restaurant proposed in the State Government review.

The table below shows comparison parking rates for Apollo Bay and Colac taking into account the current planning scheme requirements, draft rates being considered by the State Government and the final recommendations of the Strategy:

| Land Use                           | Current Planning Scheme Rates (spaces per 100m <sup>2</sup> ) | Victorian Government Proposed Rate (spaces per 100m <sup>2</sup> ) | Study recommendation Colac (spaces per 100m <sup>2</sup> ) | Study recommendation Apollo Bay (spaces per 100m <sup>2</sup> ) |
|------------------------------------|---------------------------------------------------------------|--------------------------------------------------------------------|------------------------------------------------------------|-----------------------------------------------------------------|
| Supermarket                        | 8                                                             | 5                                                                  | 5                                                          | 3                                                               |
| Restaurant/ Convenience Restaurant | 0.6 (spaces per seat)                                         | 3.5                                                                | 3                                                          | 3.5                                                             |
| Shop/Take Away Food premises       | 8                                                             | 3.5                                                                | 3                                                          | 2                                                               |
| Medical Centre (per practitioner)  | 5                                                             | 3.5                                                                | 3.5                                                        | N/A                                                             |
| Dwelling (1 or 2 bedrooms)         | 2                                                             | 1                                                                  | N/A                                                        | 1                                                               |

### Options

Council has the options of:

1. Adopting the Car Parking Strategy and implementing it via a planning scheme amendment process.
2. Deferring the project and seeking changes to various elements to address concerns prior to adoption.
3. Not proceeding with the project.

Option 1 is the recommended option given that the Strategy has been subject to a thorough process over a number of years, and has potential to have significant positive impacts for the Shire by delivering realistic car parking rates, giving certainty to decision making on planning permit applications, and providing a strategic basis for Council to amend the planning scheme to require cash-in-lieu contributions for parking in Apollo Bay.

### **Proposal**

It is proposed that Council adopts the Apollo Bay and Colac Car Parking Strategy and authorises officers to commence preparation and exhibition of a planning scheme amendment.



**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 in 2008 and is now being finalised as part of the 2011-12 strategic planning work program.

**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 the car parking strategy and parking precinct plans 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 for commercial development in the future.

In the absence of a parking precinct plan in the Planning Scheme, 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**

There are no significant environmental considerations arising from this report.

**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 methods of engagement to date have been a combination of 'inform and consult', with consultation on the draft Strategy including informal drop-in information sessions at both Colac and Apollo Bay, and the receipt of written submissions.

The Strategy of engagement for the planning scheme amendment to implement the Strategy will be 'Consult', with a further opportunity being provided for written submissions through formal public notice of the amendment in accordance with the Planning and Environment Act requirements.

**Implementation**

If adopted by Council, the final Car Parking Strategy and Precinct Plans will be incorporated into the planning scheme via a planning scheme amendment process. Officers will prepare the amendment early in 2012, and seek authorisation from the State Planning Minister to exhibit the amendment. Exhibition of the amendment will occur over a minimum of 6 weeks in accordance with Council's Engagement Policy.

The new parking rates proposed in the Strategy will not have statutory effect until gazetted into the planning scheme by the State Government following a planning scheme amendment process. However officers will consider the rates when assessing planning applications for waiving or reducing the current rates in the Planning Scheme (and when making recommendations to Council), as has been the case over recent years when consideration has been given to the rates proposed in the review of the State Car Parking provisions. As noted above, cash-in-lieu contributions can only be required by agreement with the applicant until such time as the amendment is finalised and gazetted as part of the Planning Scheme.

Officers will seek a meeting with Colac Area Health to discuss Council's concern about parking pressures in the hospital precinct, and objectives to ensure that greater levels of on-street parking are provided as land is redeveloped in the future.

## Conclusion

The Colac and Apollo Bay Car Park Strategy confirms that Colac is well serviced for parking and does not warrant additional parking infrastructure at this time. However, the report notes that the parking supply in Colac could be managed more efficiently to address aspects of peak demand, tour bus parking and increases in long term parking around the hospital area. In relation to Apollo Bay, the report finds that to best manage seasonal demand and predicted development in the commercial area over the medium to long term, a payment in lieu scheme should be implemented into the Planning Scheme to ensure that contributions are made by developers towards the provision of additional car parking to meet future demand. The final Strategy has recommended a lower rate of \$13,000 per car space in Apollo Bay after consideration of issues raised in submissions. The Strategy is consistent with the recent release of new draft State Government parking rates as part of an overall review of Parking Provisions except for minor reductions to the rates applicable to shops and restaurants/cafes to reflect local conditions in Colac and Apollo Bay. These lower rates for shops and restaurants, together with the proposed rate for cash-in-lieu at Apollo Bay, will be incorporated in the Planning Scheme through an amendment to reflect local conditions and provide a firm policy basis for consideration of commercial applications in the future.

## Attachments

- |                                                                  |         |
|------------------------------------------------------------------|---------|
| 1. Colac and Apollo Bay Car Parking Strategy                     | 0 Pages |
| 2. Colac Parking Precinct Plan                                   | 0 Pages |
| 3. Apollo Bay Car Parking Precinct Plan                          | 0 Pages |
| 4. Colac & Apollo Bay Car Parking Strategy - submissions summary | 0 Pages |

## Recommendation(s)

### **That Council:**

1. **Adopts the Colac and Apollo Bay Car Parking Strategy, including:**
  - a. **A policy that a cash contribution in the amount of \$13,000 (plus GST) will be required for each car space or part thereof which is required for use and/or development under the Colac Otway Planning Scheme which cannot be provided on-site (net of any parking credits which may apply to particular sites). This amount is to be increased annually from 1 July 2012 using CPI (all groups) as the index.**
  - b. **Variation to the state car parking requirements contained in Clause 52.06 of the Colac Otway Planning Scheme as follows:**

|                                     |                                         |
|-------------------------------------|-----------------------------------------|
| <u>Colac</u>                        |                                         |
| • Supermarket                       | 5 spaces/ 100m <sup>2</sup> floor area  |
| • Shop & Take Away Food premises    | 3 spaces/ 100m <sup>2</sup> floor area  |
| • Restaurant/Convenience Restaurant | 3 spaces/ 100m <sup>2</sup> floor area  |
| • Medical Centre                    | 3.5 spaces per practitioner             |
| <u>Apollo Bay</u>                   |                                         |
| • Supermarket                       | 3 spaces/100m <sup>2</sup> floor area   |
| • Shop/Take Away Food premises      | 2 spaces/100m <sup>2</sup> floor area   |
| • Restaurant/Convenience Restaurant | 3.5 spaces/100m <sup>2</sup> floor area |
| • Residential dwelling (1 or 2 br)  | 1 space per dwelling                    |
2. **Seeks authorisation from the Minister for Planning to prepare an amendment to**

*the Colac Otway Planning Scheme that implements the recommendations of the Colac and Apollo Bay Car Parking Strategy.*

3. *Exhibits the planning scheme amendment for a minimum period of six weeks.*
4. *Meets with representatives of Colac Area Health to discuss Council's concern about parking pressures in the hospital precinct, and objectives to ensure that greater levels of on-street parking are provided as land is redeveloped in the future.*

~~~~~U~~~~~



Colac and Apollo Bay Parking Study
Colac Otway Shire
12 December 2011

Colac and Apollo Bay Parking Strategy



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Colac and Apollo Bay Parking Study
Colac and Apollo Bay Parking Strategy

Colac and Apollo Bay Parking Strategy

Prepared for
Colac Otway Shire

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Quality Information

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Prepared by Danny Millican

Reviewed by Christian Bodé

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| | | | Name/Position | Signature |
| | 12/12/2011 | FINAL | Christian Bodé
Associate Director | |

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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 Parking Strategy builds upon the findings of an Issues and Opportunities Paper and Draft Parking Strategy previously undertaken by AECOM for each township. These documents identified a range of parking related issues through extensive surveying of the commercial areas of each township and recommended policies and actions to address the identified 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 and June 2011, with this local insight important to the development of the policies set out in this Parking Strategy.

A Parking Precinct Plan has been prepared for each township which incorporates the findings of this Parking Strategy. The Parking Precinct Plans have been provided under the cover of separate documents to this report.

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 exercises undertaken in April 2010 and June 2011. 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.

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.

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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
- Encourage land uses to provide greater on-site parking provision to cater for the developments parking needs particularly in locations where overspill parking into residential or mixed use areas is an issue (such as in the hospital precinct)
- 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
- Adopt the following proposed parking rates for the Colac Commercial Centre within the Colac Otway Shire Planning Scheme:

| | |
|--|--------------------------------|
| Supermarket | 5 spaces per 100m ² |
| Shop, Convenience Shop, Takeaway Food Premises | 3 spaces per 100m ² |
| Restaurant, Convenience Restaurant | 3 spaces per 100m ² |
| Medical | 3.5 spaces per practitioner |
- Provide priority in the allocation of on-street parking to key stakeholders including disabled and mobility impaired motorists, residents and tour coach and car trailer parking
- Improve directional signage to car parks and coach / trailer parking in the Commercial Centre

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 overspill 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.

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 exercises undertaken in April 2010 and June 2011. 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

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 in the commercial centre through the installation of angle parking bays (i.e. on Pascoe Street and Nelson Street)
- 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 through the relocation of the existing drop off zone and provision of bus parking facilities just outside the areas of highest demand for visitor parking
- Improve directional signage to car parks in the Commercial Centre
- Investigate the feasibility of introducing a drop-off zone close to the beach
- Continue to provide an appropriate level of enforcement to minimise the safety issues associated with double parking of delivery vehicles
- Adopt the following proposed parking rates for the Apollo Bay Commercial Centre within the Colac Otway Shire Planning Scheme:

| | |
|--|----------------------------------|
| Supermarket | 3 spaces per 100m ² |
| Restaurant, Convenience Restaurant | 3.5 spaces per 100m ² |
| Shop, Convenience Shop, Takeaway Food Premises | 2 spaces per 100m ² |
| Residential | 1 space per 1 or 2 bed dwelling |

- Implement a payment in lieu contribution requirement within the Colac Otway Shire Planning Scheme for the amount of \$13,000 (plus GST) per space required under the scheme which is not provided on site

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 Parking Strategy builds upon the findings of an Issues and Opportunities Paper and Draft Parking Strategy previously undertaken by AECOM for each township. These documents identified a range of parking related issues through extensive surveying of the commercial areas of each township and recommended policies and actions to address the identified 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 and June 2011, with this local insight important to the development of the policies set out in this Parking Strategy.

A Parking Precinct Plan has been prepared for each township which incorporates the findings of this Parking Strategy. The Parking Precinct Plans have been provided under the cover of separate documents to this report.

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 previous 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.

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 Parking Precinct Plans 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 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 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.

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 Strategy Applies

This 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 | Provision |
|---|----------------------|
| Supermarket (floor space) | 7,400m ² |
| Other Retail (floor space) | 41,220m ² |
| Light Industry (floor space) | 34,406m ² |
| 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 14,710m² 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 1,270m² is likely to be new food retail space potentially in the form of supermarket expansion
- approximately 13,440m² 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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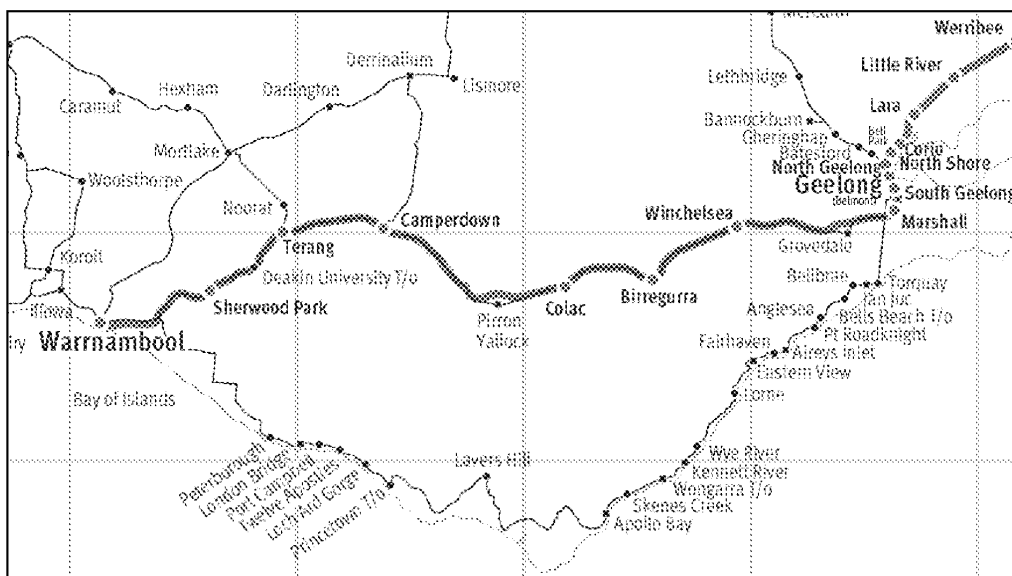
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2.1.4 Sustainable Transport Options in Colac

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

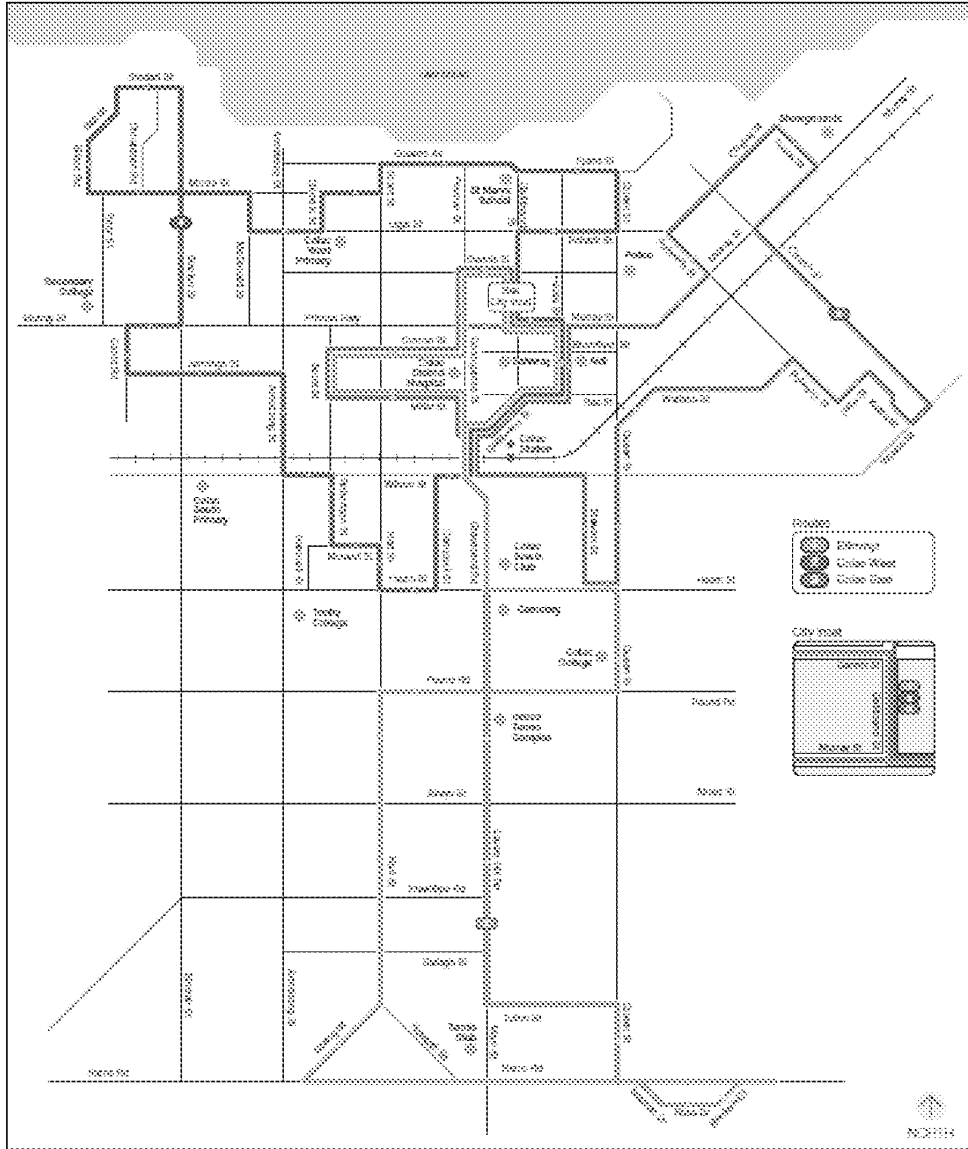


Table 2.2: Daily Bus Service in each direction

| Route Number | Route | Westbound | | Eastbound | | Quantity | |
|-------------------|------------|-----------|----|-----------|----|----------|----|
| | | AM | PM | AM | PM | AM | PM |
| 1 | Elliminyt | 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.

Colac Otway Shire has engaged consultants to prepare a Colac CBD and Entrances Study. A key aim of the study is to improve access, especially walkability and people focused public spaces in the town. A draft Colac CBD and Entrances Study report was subject to community consultation in October / November 2011 (a copy of which is available on the Colac Otway Shire website) and will be finalised in early 2012.

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.

This is being addressed in part through the Colac CBD and Entrances Project. Council is also preparing to an Active Transport Strategy which will address walking and cycling issues.

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
- The Colac CBD and Entrances Study and proposed Active Transport Strategy are likely to put forward measures to improve pedestrian and cycling infrastructure and amenity in the central Colac area

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.

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:

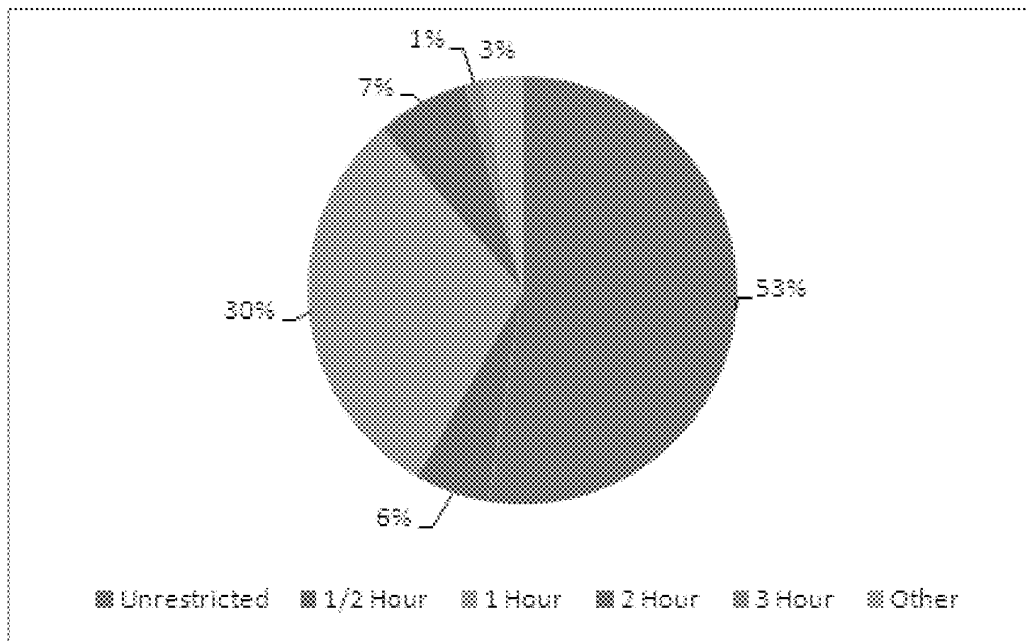
- Existing parking supply and restrictions throughout the Colac Commercial Centre.
- Observed spatial concentration and distribution of parking demand.
- Duration of stay.
- Existing parking issues and potential areas for improvement.

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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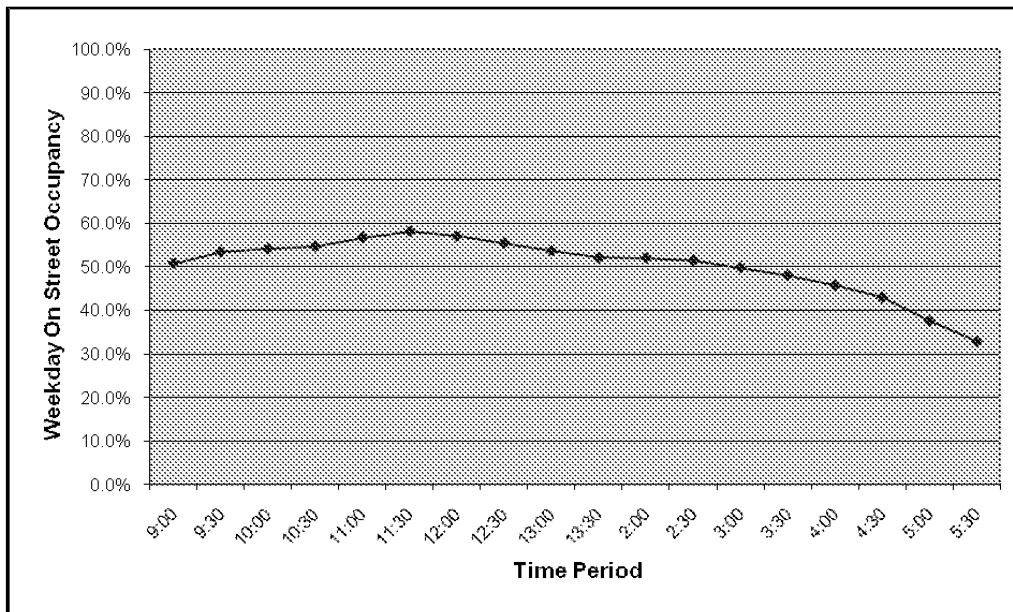
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2.2.2.1 Weekday Key Findings

- Over the entire commercial centre, the peak demand for on-street parking occupancy during the week is 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.
- 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

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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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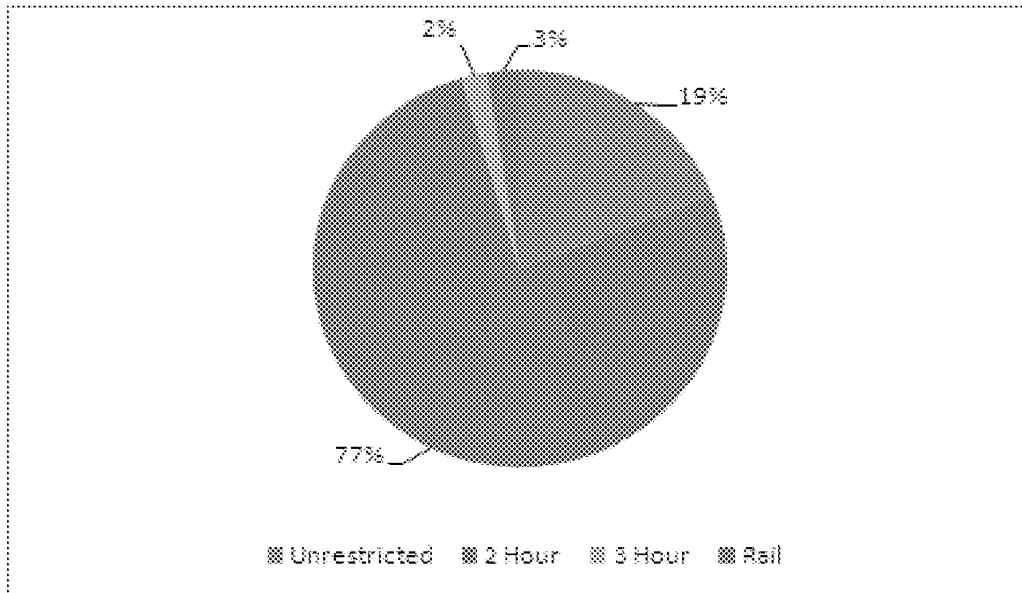
2.2.2.2 Weekend Key Findings

- On the weekend, on-street parking occupancy in the Colac Commercial Centre is 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 on the most part <85%, 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 | % Occupied (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
- 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.

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- 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

| | Issues |
|--|---|
| 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"> - Parking in residential areas - Misuse and unavailability of existing short term parking |
| 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"> - Over supply of on-street parking spaces in some locations in Colac - Protection of residential areas from overspill parking - Commuter parking reducing short term parking opportunities - Demand for short term parking near medical offices - Disabled bays, loading zones and bus zones generally underutilised. |
| Improved way-finding | - Lack of way-finding guidance to and from parking facilities in central Colac area. |
| Managing future parking needs | <ul style="list-style-type: none"> - A need to determine suitable parking rates for future development in Colac - 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 - An abundance of parking can encourage shorter trips or multiple short trips to be undertaken by car - 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 |

2.4 Public Consultation

2.4.1 Issues Raised During Public Consultation of Issues and Opportunity Study

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 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 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.

2.4.2 Issues Raised During Public Consultation of the Draft Parking Strategy

Public Consultation in the form of community drop in sessions and requests for written submissions was undertaken in June 2010. Six submissions were made through the public consultation process. A summary of the key identified issues are outlined below:

- There was general support for improved trailer / tour bus drop off area on Murray Street at Memorial Square.
- A dedicated trailer / tour bus drop off area on Murray Street at the western end of the CBD would require public facilities (i.e. toilets, rest areas) to be provided.
- There was support for the acquisition of sites by Council to construct future car parks in the Commercial Centre.
- There was a request for the creation of half hour parking restrictions in Murray Street between Queen and Armstrong Street to encourage passing traffic to stop and shop.
- Consideration should be given to retaining the existing long term parking supply in the Connor / Hart / Scott Street area to meet both residential and business. Need to allow employees and residents to share this area.
- Short term parking restrictions installed to improve access to residential land uses should only apply to the residential side of the street if there are non-residential uses on the opposing side of the street.
- Parking has become difficult within the vicinity of Colac Area Health due to the need for people to access services.

2.5 Colac Car Parking Strategy

2.5.1 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.

2.5.2 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.

2.5.2.1 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 a precursor to this 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

Council have purchased the Civic Home Timber and Hardware store located on the south side of Railway Street, directly opposite the former civic precinct. The purchase of this site could 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 a cash in lieu scheme, whether this is implemented at a commercial centre wide level or targeted at locations with high parking demand is likely to be difficult to justify for the following reasons:

- Even in the busiest areas there is spare parking available both on and off street.
- Outside of the busiest areas there is an abundance of spare parking available during the peak periods. The spare parking is located within easy walking distance of the high trip generating developments.
- 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.

Given the high costs involved and limited funding options available, the provision of a publicly provided purpose built off-street car park other than the former Civic Hardware site 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.

Whilst a purpose built publicly provided off-street car park may not be a feasible option, it is recognised that Council has prepared a draft report for the Colac CBD and Entrances Project. Whilst currently not adopted, the draft report sets out a number of suggested measures to improve amenity and land use in the CBD including:

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- Redesigned roundabouts to include standardised design treatments and pedestrian crossing points that observe pedestrian movement desire lines
- Increased mid-block pedestrian crossings
- Increased pedestrian crossing times in locations with significant walking activity
- Development of a permeable network of laneways and arcades
- Introduction of a shared zone within Gellibrand Street, on the western edge of Memorial Square (with the potential to increase the shared zone area to the other streets surrounding Memorial Square and south along Gellibrand Street to the Colac train station)
- Introduction and upgrade bicycle lanes
- Gradual improvement of bus stops, prioritising those within locations of high pedestrian activity
- Investigate options for rationalising car parking within the CBD, whereby underused car parks are either redeveloped or improved
- Redesigned car parks to improve their layout, capacity, pedestrian safety and appearance

Whilst the project is not yet finalised, Council will not be capable of wholly undertaking the costs associated with the implementation of any parking related projects arising from the Colac CBD and Entrances Project. 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.

In locations where overspill of long term parking into residential or mixed use areas is an issue (such as in the hospital precinct), Council should seek that any new development or expansion of existing uses provide sufficient parking on-site to cater for the parking demand generated by that land use. In particular, Council should work with Colac Area Health to achieve greater off-street parking associated with the hospital and medial land uses.

- 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.

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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
- 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 where 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,

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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 on-street parking 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

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.

A flexible approach to the introduction of medium and long term parking that takes into consideration the parking needs generated by abutting land uses should be adopted rather than a blanket provision. It may be a requirement to retain a section of short term parking (in proposed medium and long term parking locations) or long term parking (in proposed medium parking locations). This may range from the retention of a few spaces to a whole side of the street depending on demand.

- 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.
- In locations where overspill of long term parking into residential or mixed use areas is an issue (such as in the hospital precinct), Council will seek that any new development or expansion of existing uses provide sufficient parking on-site to cater for parking demand generated by that land use including disabled parking.
- Council will work with Colac Area Health to encourage a greater level of off-street parking to cater for the parking demand generated by the hospital and medical land uses.

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.

2.5.2.2 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, the requirement to do so should be monitored in line with the proposed increased provision of longer term parking in the Commercial Centre (whether this is in existing or new public or development provided off-street car parks) which is anticipated to reduce the occurrence of overspill parking into residential areas. It is important to ensure that parking pressures are not simply transferred to neighbouring residential areas.

Should there be a future requirement to introduce parking restrictions in 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.

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.

It is recognised that on-street disabled spaces are costly to provide particularly in terms of the supporting infrastructure that is required. Therefore, it is important that any provided disabled spaces are well utilised given that the spaces effectively reduce the level of on-street parking available to other land uses in the area. On this basis, developments requesting the provision of disabled spaces should be required to demonstrate that there is sufficient demand for disabled parking and that there are no off-street parking spaces on site that could adequately cater for the disabled persons parking need.

- 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.

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The options for provision of coach parking and trailer parking will be determined through the Colac CBD and Entrances Project, where these issues will be balanced with urban design initiatives which seek to improve pedestrian amenity in the central part of Colac.

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

Ensure that the parking needs of residents are given high priority in residential areas with a view to reducing the impact of overspill parking from non-residential land uses.

Actions

- In locations where overspill of parking into residential areas is an issue (such as in the hospital precinct), Council will seek that any new development or expansion of existing uses provide sufficient parking on-site to cater for parking demand generated by that land use.
- Council will work with Colac Area Health and other key stakeholders to encourage a greater level of off-street parking to cater for the parking demand generated by the hospital and medical land uses.
- Council will continue to monitor the occurrence of overspill parking in residential areas with a view to investigating the need for short term parking restrictions or a residential parking scheme if required.

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 of requirements in the Colac Commercial Centre.

Actions

- Council will review the outcomes of the Colac CBD and Entrances study with a view to investigating possible locations for the introduction of additional passenger drop off zones for tour coaches in the commercial centre.
- Council will install directional signage to parking facilities that provide coach and car trailer parking.

2.5.2.3 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 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.

2.5.2.4 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.

2.5.2.5 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 the latest (2011) Victorian Government Draft Provisions; or
- Adopt a parking precinct plan for the commercial centre which specifies car parking rates derived from the research undertaken as part of this project.

Proposed Victorian Government Parking Rates

Following an Advisory Committee state wide review of planning scheme parking rates in 2007-2008, the Department of Planning and Community Development (DPCD) is in the process of seeking consultation on proposed changes to Clause 52.06 of the planning scheme. The proposed changes include:

- Removing the need for a permit when a change of use does not increase demand for car parking to that of the existing use.
- Revised car parking rates to better reflect current car parking demand.
- Reduced car parking rates in business zones and the Activity Centre Zone.
- Clearer decision guidelines about matters to be taken into account before car parking requirements are reduced.
- Land use terms in the car parking table being aligned with standard VPP definitions.
- Greater emphasis on urban design matters including additional design guidelines.

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 ²) | 8 | 5 |
| Shop (spaces per 100m ²) | 8 | 3.5 |
| Restaurant | 0.6 (spaces per seat) | 3.5 (spaces per 100m ²) |
| Light Industry (spaces per 100m ²) | 2.9 | 2.9 |
| Hospital (spaces per bed) | 1.3 | 1.3 |

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| Land Use | Proposed Parking Rates | Victorian Government Proposed Rates |
|-----------------------------------|------------------------|-------------------------------------|
| Medical (spaces per practitioner) | 5 | 3.5 |

The parking rates proposed by DPCD 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 and supermarkets (which is the dominant land use type in the Colac Commercial Centre) are excessively high and could result in an overprovision of parking if strictly adhered to.

At the time of writing, there is no indication when (or even if) the proposed Victorian Government changes to Clause 52.06 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 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 derived 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 Proposed Rates | Demand Based Empirical Rates |
|--|-------------------------------------|------------------------------|
| Supermarket (spaces per 100m ²) | 5 | 3.8 |
| Shop, Convenience Shop, Restaurant, Convenience Restaurant, Takeaway Food Premises (spaces per 100m ²) | 3.5 | 1.6 |
| Light Industry (spaces per 100m ²) | 2.9 | 2.1 |
| Hospital (spaces per bed) | 1.3 | 1.4 |
| Medical (spaces per practitioner) | 3.5 | 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).

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.

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Future Commercial Parking Required Based on Adopted Approach

A retail-economic analysis undertaken on behalf of Council suggests that potential exists for an additional 14,710m² 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 1,270m² is likely to be new food retail space potentially in the form of supermarket expansion
- approximately 13,440m² 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 | Victorian Government Rates Proposed (Rate) | Proposed Demand Based Parking Rates |
|--|--|-------------------------------------|
| Supermarket | 64 | 48 |
| Shop, Convenience Shop, Restaurant, Convenience Restaurant, Takeaway Food Premises | 470 | 215 |
| TOTAL | 534 | 263 |

Table 2.8 indicates that the adoption of the Victorian Government rates would result in approximately 271 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 Rate | Victorian Government Recommended Planning Rate | Proposed Demand Based Parking Rate | Recommended Rate |
|--|---|--|-------------------------------------|-----------------------------------|
| Supermarket (spaces per 100m ²) | 8 | 5 | 3.8 | 5 |
| Shop, Convenience Shop, Restaurant, Convenience Restaurant, Takeaway Food Premises | 8 (spaces per 100m ²) / 0.6 (spaces per seat) | 3.5 (spaces per 100m ²) | 1.6 (spaces per 100m ²) | 3 (spaces per 100m ²) |

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| Land Use | Planning Scheme Rate | Victorian Government Proposed Rate | Current Council Gross floor Powering Rate | Recommended Rate |
|--|----------------------|------------------------------------|---|------------------|
| 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 | 3.5 | 4 | 3.5 |

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 100m². 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 100m². 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 100m² of floorspace. This recommended parking rate is also in line with the latest Victorian Government suggested parking rates for supermarket developments.

Other Retail

The demand based empirical rates for other retail uses in the Colac Commercial Centre (including shop, convenience shop, restaurant, convenience restaurant, food and drink premises) is 1.6 spaces per 100m². This low demand for parking reflects that these land uses 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 proposed Victorian Government parking rates for these land use types of 3.5 spaces per 100m². In light of this, it is considered that a more conservative parking rate of a minimum of 3 spaces per 100m² is to be adopted for each of the following retail uses:

- Shop / Convenience Shop
- Restaurant / Convenience Restaurant
- Takeaway Food Premises

Light Industrial and Hospital

The light industrial and hospital uses in the Colac Commercial Centre are on the most part located close to the interface locations 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.

Medical Land Uses

Medical land uses in various forms are located throughout the commercial centre with a higher concentration of this land use type located close to Colac Area Health. The proposed Victorian Government rate is very similar to the demand based empirical rate and is considered appropriate to adopt this rate for future development. Parking associated with this land use type should be provided for off-street, particularly in areas with existing high parking demand.

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. However, consideration should be given to the corresponding parking rate put forward by the Victorian

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Government in their proposed changes to Clause 52.06 in the review of development planning applications for other land use categories.

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.**

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 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 | Provision |
|----------------------------------|---------------------------|
| Supermarket (floor space) | 1,580m ² |
| Restaurant (floor space / seats) | 3,760m ² / 930 |
| Other Retail (floor space) | 5,390m ² |

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 2,600m² 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 410m² is likely to be new food retail space potentially in the form of supermarket expansion
- approximately 610m² is likely to be food catering potentially in the form of new cafes and restaurants
- approximately 1,580m² 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.

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.

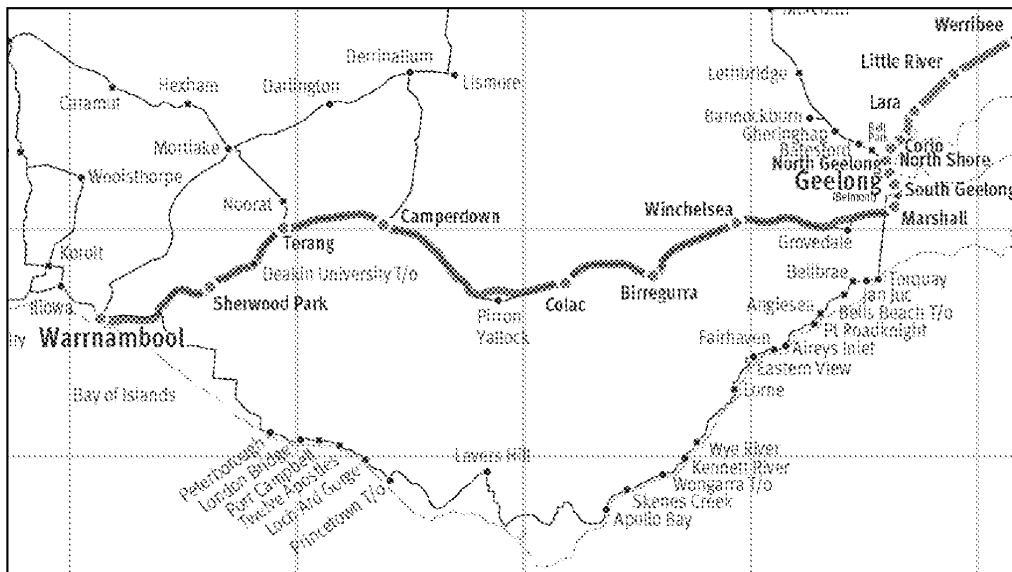
3.1.4 Sustainable Transport Options

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.

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:

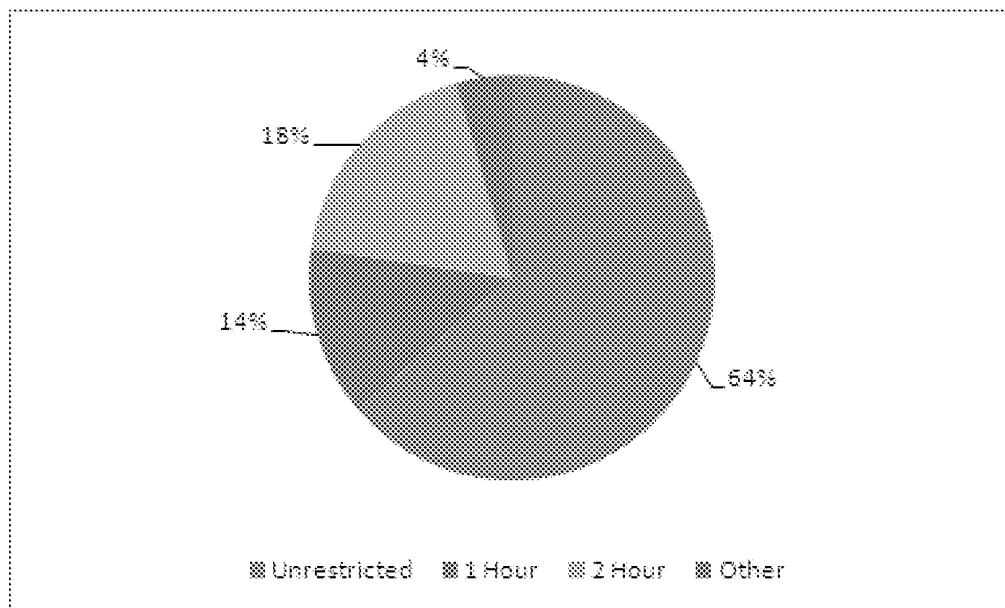
- Existing parking supply and restrictions throughout the Apollo Bay Commercial Centre.
- Observed spatial concentration and distribution of parking demand.
- Duration of stay.
- Existing parking issues and potential areas for improvement.

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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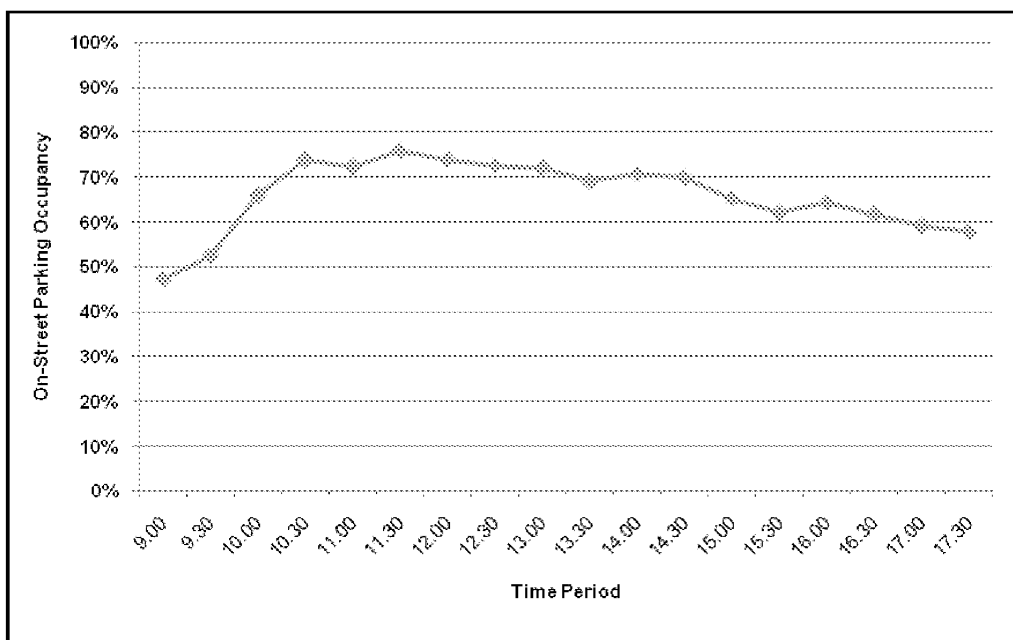
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- Parking restrictions in Apollo Bay are in operation between 8.30am and 5.30pm or in some cases 7.00pm between November and April. On-street parking is therefore generally unrestricted before 8.30am and after 5.30pm or 7.00pm.

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, peak parking occupancy is 76%.

Figure 3.4: 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 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

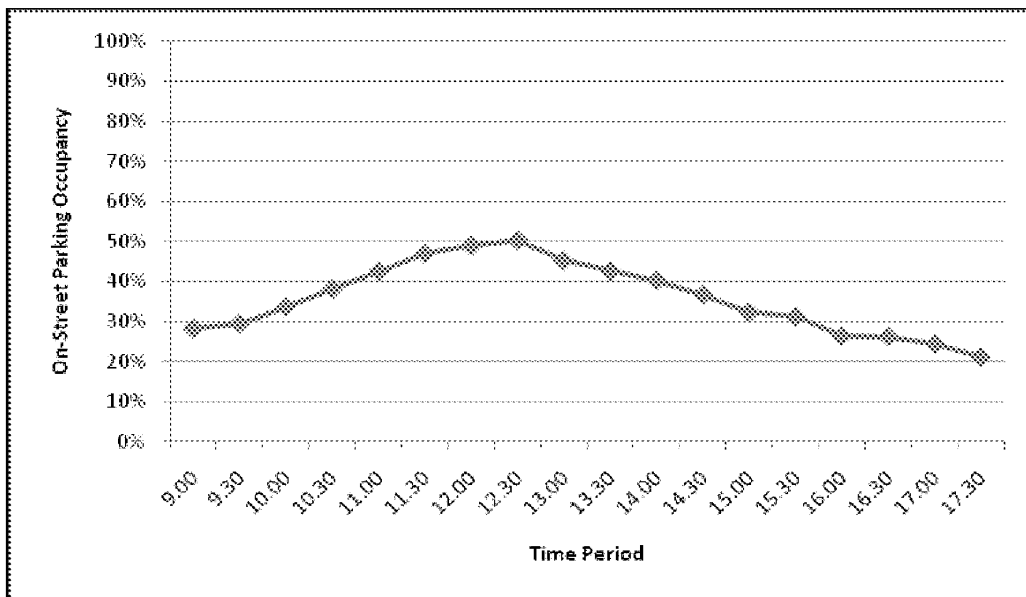
| Street | Great Ocean | 2011 Weekend Peak Occupancy (11:00am) | 2011 Weekday Peak Occupancy (11:00am) | 2010 Weekend Peak Occupancy (11:00am) |
|------------------|------------------------------|---------------------------------------|---------------------------------------|---------------------------------------|
| 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% |
| | 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.
- 17% of vehicles were observed to overstay the designated time period when parking in 1 hour time limit spaces.
- 12% of vehicles observed to overstay the designated time period when parking in 2 hour time limit spaces.

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, peak parking occupancy was 50%. The demand for parking on a **weekday** during the off-peak season is 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.

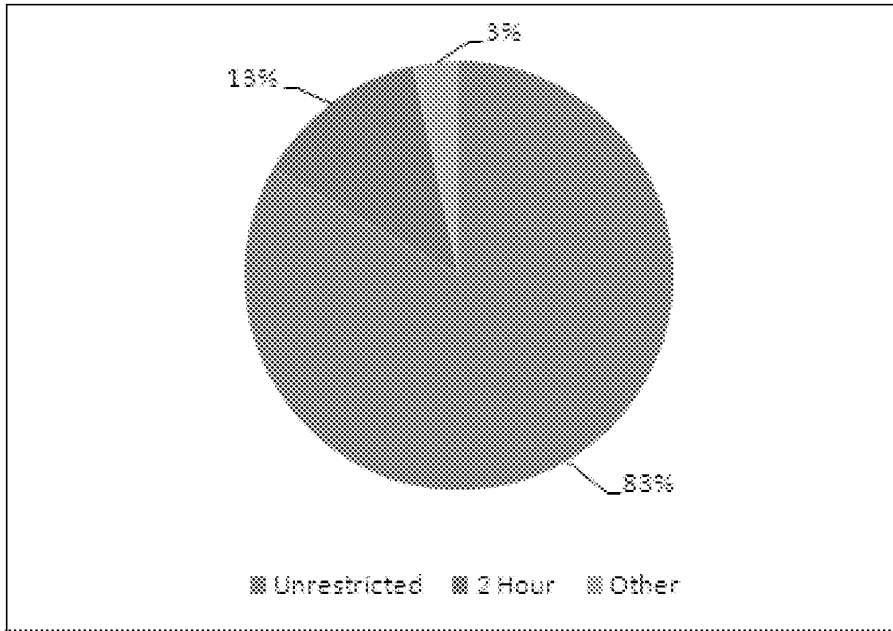
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Figure 3.6: Breakdown of off-street parking supply by parking restriction



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 | 2008
Weekend Peak
Occupancy
(1:00pm) | 2009
Weekday Peak
Occupancy
(1:00pm) | 2010
Weekend Peak
Occupancy
(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.
- 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

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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 | Car park | Off-peak season | |
|----------|--|----------------------------|----------------------------|
| | | Weekday peak occupancy (%) | Weekend peak occupancy (%) |
| 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

| Issue | Details |
|--|--|
| Supply of parking | <ul style="list-style-type: none"> - 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 - Searching for parking spaces by visitors can contribute to congestion and negatively impact on the safety of other road users - Visitor numbers and the resident population of Apollo Bay significantly decreases during non-seasonal periods resulting in a much lower demand for parking |
| Management of on-street parking spaces | <ul style="list-style-type: none"> - 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 - Residents have difficulty in finding short term parking close to supermarkets - Disabled parking bays are generally under-utilised - There is generally a lack of loading facilities |
| Public Transport parking | <ul style="list-style-type: none"> - Inadequate supply of coach parking on Moore Street |
| Improved way-finding | <ul style="list-style-type: none"> - Lack of way-finding guidance to and from short and longer term parking facilities in central Apollo Bay area |
| Managing future parking needs | <ul style="list-style-type: none"> - A need to determine suitable parking rates for future development in Apollo Bay - 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 - An abundance of parking can encourage shorter trips or multiple short trips to be undertaken by car - 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 |

3.4 Public Consultation

3.4.1 Issues Raised During Public Consultation of Issues and Opportunities Paper

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 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.

3.4.2 Issues Raised During Public Consultation of Draft Parking Strategy

Public Consultation in the form of community drop in sessions and requests for written submissions was undertaken in June 2010. Four submissions were made through the public consultation process. A summary of the key identified issues are outlined below:

- General support for most of the policies and actions put forward in the Draft Parking Strategy except for the proposed \$20,000 rate for cash in lieu of parking scheme. Adopted cash in-lieu rate should reflect Apollo Bay's current economic climate.
- The study does not justify the need for extra parking given the 20% surplus in peak times during the holiday period.
- Car parking rates are to be affordable, especially in Apollo Bay where there are predominantly small-scale business operators, and especially where the cost of car parking would be a disincentive for operators to start or expand a business in Apollo Bay.
- Alternate locations for coach tour parking have been put forward for consideration.

3.5 Apollo Bay Car Parking Strategy

3.5.1 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.

3.5.2 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.

3.5.2.1 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 and Draft Parking Strategy undertaken by AECOM as precursor to this 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 the commercial centre 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

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increase in approximately 40 additional publicly available parking spaces and is being funded by Council using 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 2,600m² 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.

Figure 3.7: Desirable locations for new car parks in the Apollo Bay Commercial Centre



3.5.2.2 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



- **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. It is not recommended these areas be immediately designated for this purpose given there is no demonstrated need (the current arrangement allows shared bus and car parking). There are a number of alternate locations close to the commercial centre that could accommodate tour coach parking should further investigations identify that the suggested locations are not suitable.

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

- Council to 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



- **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.

- **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.

3.5.2.3 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.

3.5.2.4 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.

3.5.2.5 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 the latest (2011) Victorian Government Draft Provisions; or
- Adopt a parking precinct plan for the commercial centre which specifies car parking rates derived from the research undertaken as part of this study.

Proposed Victorian Government Parking Rates

Following an Advisory Committee state wide review of planning scheme parking rates in 2007-2008, the Department of Planning and Community Development (DPCD) is in the process of seeking consultation on proposed changes to Clause 52.06 of the planning scheme. The proposed changes include:

- Removing the need for a permit when a change of use does not increase demand for car parking to that of the existing use.
- Revised car parking rates to better reflect current car parking demand.
- Reduced car parking rates in business zones and the Activity Centre Zone.
- Clearer decision guidelines about matters to be taken into account before car parking requirements are reduced.
- Land use terms in the car parking table being aligned with standard VPP definitions.
- Greater emphasis on urban design matters including additional design guidelines.

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.

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Table 3.6: Comparison of parking rates

| Land Use | Planning Scheme Rates | Victorian Government Proposed Rates |
|---|-----------------------|---|
| Supermarket (spaces per 100m ²) | 8 | 5 |
| Restaurant | 0.6 spaces per seat | 3.5 spaces per 100m ² |
| Shop (spaces per 100m ²) | 8 | 3.5 |
| Residential (per 1 or 2 bed dwelling) | 2 | 0 (in an Activity Centre)
1 (in a business zone) |

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 3.5 spaces per 100m² for shops 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 proposed Victorian Government changes to Clause 52.06 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 likely demand for parking for shops 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 Proposed Rates | Demand Based Empirical Rates |
|---|---|------------------------------|
| Supermarket (spaces per 100m ²) | 5 | 3 |
| Restaurant | 3.5 spaces per 100m ² | 0.3 spaces per seat* |
| Shop (spaces per 100m ²) | 3.5 | 1.6 |
| Residential (per 1 or 2 bed dwelling) | 0 (in an Activity Centre)
1 (in a business zone) | N/A |

* The demand based empirical parking rate measurement for restaurant uses in Apollo Bay that has been applied is spaces per seat as opposed to spaces per 100m². This measurement reflects that many of the convenience restaurants and restaurants in Apollo Bay have outdoor seating (and additional indoor seating to cater for peak demand) which is not included / reflected appropriately within the GFA of the respective buildings.

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.

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Future Commercial Parking Required Based on Adopted Approach

A retail-economic analysis undertaken on behalf of Council suggests that potential exists for an additional 2,600m² 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 410m² is likely to be new food retail space potentially in the form of supermarket expansion
- approximately 610m² is likely to be food catering potentially in the form of new cafes and restaurants
- approximately 1,580m² 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.

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 Required Using Victorian Government Proposed Rate | Parking Spaces Required Using Demand Based Empirical Parking Rates |
|-------------|--|--|
| Supermarket | 21 | 12 |
| Restaurant | 21 | 46 |
| Shop | 55 | 25 |
| TOTAL | 97 | 83 |

Table 3.8 indicates that the adoption of the Victorian Government rates would result in approximately 14 more parking spaces being provided in Apollo Bay in comparison to the demand based empirical rates. Interestingly, the required number of spaces for restaurant uses as calculated from the proposed Victorian Government rates is lower than the corresponding demand based empirical rate. However, the combined parking requirements for restaurants and shops are very similar under the Victorian Government rates (76 spaces) and demand based empirical rates (71 spaces).

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 | Planning Scheme Rate | Victorian Government Proposed Rate | Demand Based Empirical Parking Rate | Recommended Rate |
|--|----------------------|------------------------------------|-------------------------------------|----------------------------------|
| Supermarket (spaces per 100m ²) | 8 | 5 | 3 | 3 |
| Restaurant, Convenience Restaurant | 0.6 spaces per seat | 3.5 spaces per 100m ² | 0.3 spaces per seat | 3.5 spaces per 100m ² |
| Shop, Convenience Shop, Takeaway Food Premises (spaces per 100m ²) | 8 | 3.5 | 1.6 | 2 |
| Residential (per 1 or 2 bed dwelling) | 2 | 1 | N/A | 1 |

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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 100m². 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 100m²) be adopted.

Restaurants

The demand based empirical rates for restaurant land uses in the Apollo Bay Commercial Centre is 0.3 spaces per seat. This parking rate is higher than the equivalent rate of 3.5 spaces per 100m² as set out in the Victorian Government proposed changes to Clause 52.06 of the planning scheme. Despite this, it is recommended that the Victorian Government rates are adopted for the following reasons:

- The peak demand for parking for restaurant uses as recorded in the surveys is only likely to be representative of a dozen or so days per year. Outside of the summer peak periods, the parking demand generated by restaurant uses is significantly lower.
- 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.

In light of this, it is considered that the Victorian Government proposed rate of 3.5 spaces per 100m² is to be adopted for Restaurant and Convenience Restaurant uses:

Shop

The demand based empirical rates for shops is 1.2 spaces per 100m². 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 100m² be adopted for Shops, Convenience Shops and Takeaway Food Premises. This rate is in line with a recent VCAT ruling in which the tribunal accepted that 2 spaces per retail occupancy represented an adequate parking supply for a retail development on Great Ocean Road within the commercial centre.

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 (whilst recognising that there is very limited travel options other than car), it is recommended that Council adopt the proposed Victorian Government parking rate for residential developments (in business zones) which is set at 1 space per 100m².

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. However, consideration should be given to the corresponding parking rate put forward by the Victorian Government in their proposed changes to Clause 52.06 in the review of development planning applications for other land use categories.

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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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3.5.2.6 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 possible 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 whether this is on-street or potentially via purpose built facilities. Although the provision of a purpose built car park is a possible long term objective, there may be potential to offset any shortfall in development related parking through the increased provision of publicly provided parking (whether this is wholly undertaken by Council or part funded by Council and private developers).

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 has been used to assist in funding car parking provision in Apollo Bay (e.g. formalisation of the 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).

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 A 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 and elsewhere in Australia 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 is recognition that cash in lieu contributions provides funds for improvements to the communities parking and transport infrastructure and therefore it is reasonable that the community fund a proportion of the cost of provision for public parking.
- There may not necessarily be a significant land cost involved in providing all future parking facilities i.e. where road reserves 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.

Table 3.10 Comparison of Payment in Lieu Schemes adopted by regional Victorian Councils

| Location | Annual Payment in Lieu Contribution (\$) | Source | Comments |
|------------|--|--|---|
| Torquay | \$12,967
(as per 1 July 2011 – to be indexed annually). | Torquay Town Centre Parking Precinct Plan, October 2008. Draft Torquay Town Centre Parking & Access Strategy 2011. | Torquay Town Centre Parking Precinct Plan, October 2008 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. |

The cost of 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.

Whilst initial estimates suggest that the cost of providing a 'ground level' car park in Apollo Bay could be upwards of \$20,000 per space, it is recommended that a lower rate of \$13,000 per space is adopted for the following reasons:

- There needs to be a balance between recovering the potential costs of parking and retaining the economic competitiveness of the commercial centre, particularly given the current economic climate. In this regard, the \$13,000 per space is in line with that requested by Surf Coast Shire for cash-in-lieu in Torquay which is also a coastal town in Victoria.
- It is higher than the cash in lieu payments previously negotiated by Council with developers in Apollo Bay.
- Council may not be required to wholly take on the full costs of providing new car parks.
- The payment in lieu funds may be used to provide publicly provided parking where there isn't a sufficient land cost i.e. additional parking provided in the road reserve.

Whilst the implementation of a cash-in-lieu scheme does provide increased flexibility for developers who are unwilling or don't want to provide parking, in most cases Council should encourage the full provision of car parking in accordance with the adopted parking rates as a first preference, particularly if this is seen to result in the best outcome for the commercial centre.

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 \$13,000 (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 \$13,000 (plus GST) is to be adjusted annually from 1 July 2012 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

Estimated Cost of a Ground Level Parking Space in Apollo Bay Commercial Centre

Appendix A - 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.



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Colac Commercial Centre Parking Precinct Plan



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Prepared for
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|----------|---------------|---------|--------------------------------------|-----------------|
| | | | Name/Position | Signature |
| | 12-Dec-2011 | FINAL | Christian Bodé
Associate Director | ORIGINAL SIGNED |

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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 of large retail outlets occupied by national retailers.

1.2 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 Papers previously undertaken by AECOM for each township. The Issues and Opportunities Papers 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)

2.0 Parking Supply and Demand

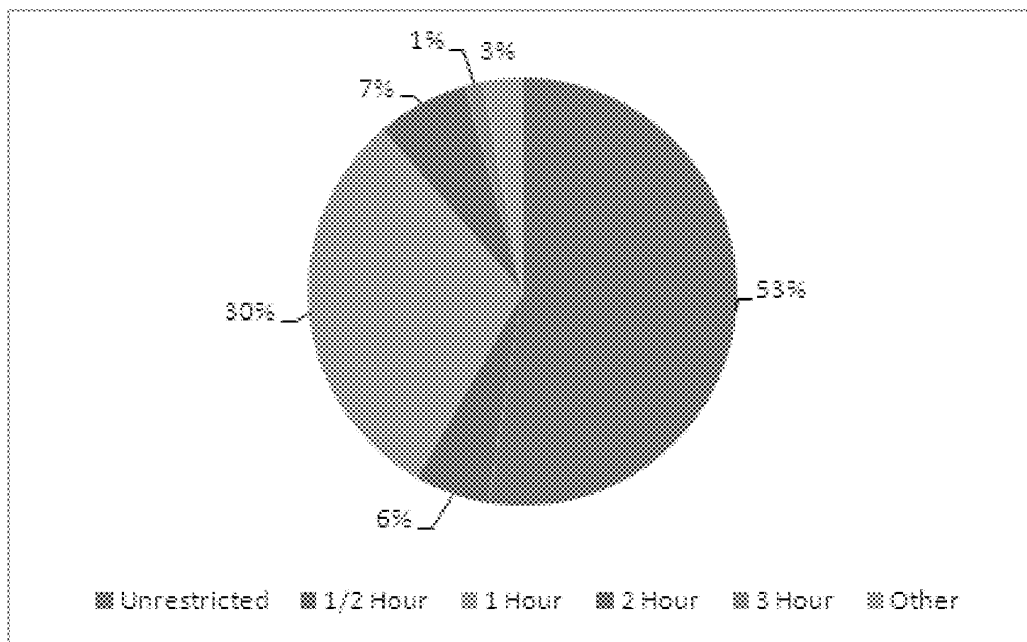
Comprehensive parking surveys were undertaken on behalf of Council on Thursday 26 February 2009 and Saturday 28 February 2009. These particular dates were chosen as they are outside of the busy Christmas holiday period and the quiet off-season period, and hence reflect normal parking demand in the Colac Commercial Centre.

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

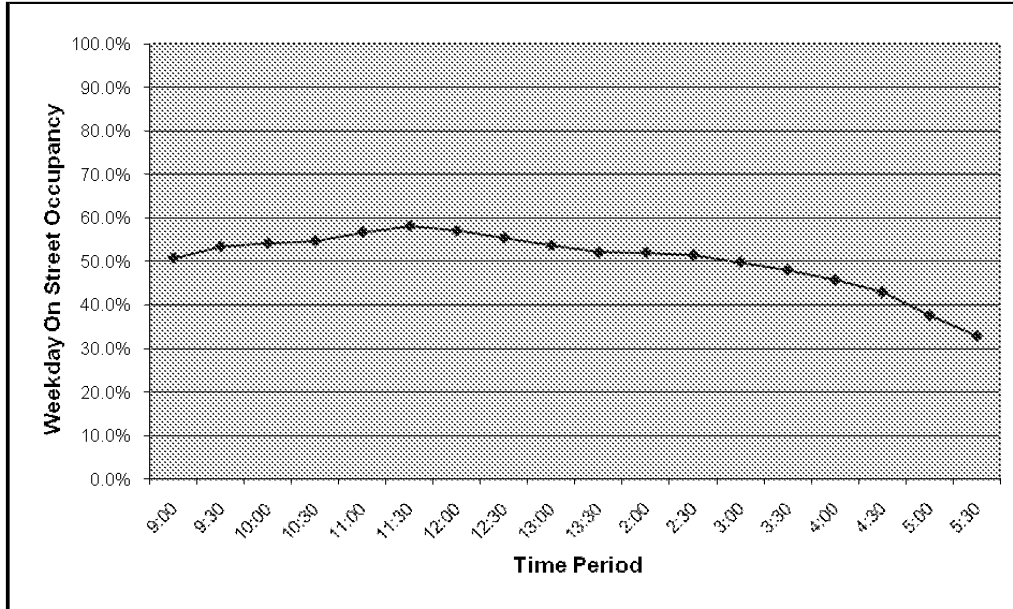
Over the entire commercial centre, the peak on-street parking occupancy was 58%. As shown by Figure 2.2, the peak period for weekday parking in Colac is 11.30am.

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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 for 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.

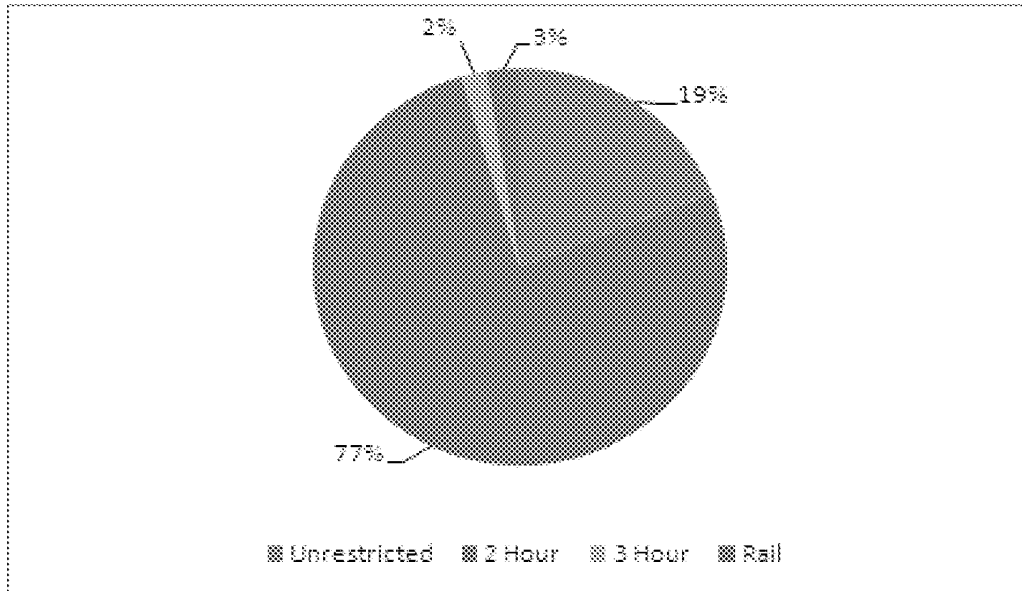
The areas with high weekend parking demand are generally in close vicinity to the Safeway retail precinct and the national retail outlets located on Murray Street. Parking on these streets was generally high throughout the survey period reflecting the opening hours of the national retail outlets (most 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 (Spaces) | Parking Restrictions | Capacity Utilised (Peak Period) | Number of Vehicles (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

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.

Table 3.1: Key land use provision in central Colac

| Land Use | Parking Provision (m ²) |
|---|-------------------------------------|
| Supermarket (floor space) | 7,400m ² |
| Shop (floor space) | 37,730m ² |
| Light Industry (floor space) | 34,406m ² |
| 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 estimated 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 observed or found to be servicing each land use at the busiest time of the survey day for that land use.

An empirical parking rate based on existing parking demand has been estimated for each key land-use in central Colac. This has been calculated by dividing the estimated existing demand by the provision of each land-use as shown in Table 3.1. 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 Empirical Parking Rate |
|--|-------------------------|--|
| Supermarket | 280 | 3.8 spaces per 100m ² floor space |
| Shop, Convenience Shop, Restaurant, Convenience Restaurant, Takeaway Food Premises (spaces per 100m ²) | 600 | 1.6 spaces per 100m ² floor space |
| Light Industry | 630* | 2.1 spaces per 100m ² 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.

Following an Advisory Committee state wide review of planning scheme parking rates in 2007-2008, the Department of Planning and Community Development (DPCD) is in the process of seeking consultation on proposed changes to Clause 52.06 of the planning scheme.

At the time of writing, there is no indication when (or even if) the proposed Victorian Government changes to Clause 52.06 will be adopted and form the statutory guidance for parking provision in Victoria. It is considered likely that the proposed Victorian Government rates will be adopted and will form the statutory guidance for parking provision in Victoria.

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Table 3.3 provides a comparison between the current Planning Scheme Rates and those suggested by the Victorian Government. A comparison between the proposed Victorian Government rates and the estimated demand based empirical rates is shown in Table 3.4

Table 3.3 Comparison of Planning Scheme and Victorian Government Proposed Rates

| Land Use | Planning Scheme Rates | Victorian Government Proposed Rates |
|--|-----------------------|-------------------------------------|
| Supermarket (spaces per 100m ²) | 8 | 5 |
| Shop (spaces per 100m ²) | 8 | 3.5 |
| Restaurant | 0.6 (spaces per seat) | 3.5 (spaces per 100m ²) |
| Light Industry (spaces per 100m ²) | 2.9 | 2.9 |
| Hospital (spaces per bed) | 1.3 | 1.3 |
| Medical (spaces per practitioner) | 5 | 3.5 |

Table 3.4 Comparison of Victorian Government and Estimated Demand Based Empirical Rates

| Land Use | Victorian Government Proposed Rates | Estimated Demand Based Empirical Rates |
|--|-------------------------------------|--|
| Supermarket (spaces per 100m ²) | 5 | 3.8 |
| Shop, Convenience Shop, Restaurant, Convenience Restaurant, Takeaway Food Premises (spaces per 100m ²) | 3.5 | 1.6 |
| Light Industry (spaces per 100m ²) | 2.9 | 2.1 |
| Hospital (spaces per bed) | 1.3 | 1.4 |
| Medical (spaces per practitioner) | 3.5 | 4 |

Table 3.3 and Table 3.4 indicate that the estimated demand based empirical parking rates for the supermarket and the 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 and Table 3.4 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 14,710m² 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 1,270m² is likely to be new food retail space potentially in the form of supermarket expansion
- approximately 13,440m² 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

| Use/Function | Planning Scheme Rate | Victorian Government Recommended Rate | Demand Based Empirical Parking Rate | Recommended Rate |
|--|----------------------|---------------------------------------|-------------------------------------|------------------|
| Supermarket (spaces per 100m ²) | 8 | 5 | 3.8 | 5 |
| Shop, Convenience Shop, Restaurant, Convenience Restaurant, Takeaway Food Premises (spaces per 100m ²) | 8 | 3.5 | 1.6 | 3 |
| 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 | 3.5 | 4 | 3.5 |

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 100m². 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 100m². 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 100m² 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).

Other Retail

The demand based empirical rates for other retail uses in the Colac Commercial Centre (including shop, convenience shop, restaurant and convenience restaurant) is 1.6 spaces per 100m². This low demand for parking reflects that these land uses 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 proposed Victorian Government parking rates for these land use types of 3.5 spaces per 100m². In light of this, it is considered that a more conservative parking rate of a minimum of 3 spaces per 100m² is to be adopted for each of the following retail uses:

- Shop / Convenience Shop
- Restaurant / Convenience Restaurant
- Takeaway Food Premises

Light Industrial and Hospital

The light industrial and hospital uses in the Colac Commercial Centre are on the most part located close to the interface locations 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.

Medical Land Uses

Medical land uses in various forms are located throughout the commercial centre with a higher concentration of this land use type located close to Colac Area Health. The proposed Victorian Government rate is very similar to the demand based empirical rate and is considered appropriate to adopt this rate for future development. Parking associated with this land use type should be provided for off-street, particularly in areas with existing high parking demand.

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. However, consideration should be given to the corresponding parking rate put forward by the Victorian Government in their proposed changes to Clause 52.06 in the review of development planning applications for other land use categories.

4.2 Exceptions to parking standards

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

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 waiver 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.

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 the hospital precinct. 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.

5.0 Implementation

5.1 Planning scheme amendment

It is recommended that this Parking Precinct Plan becomes an Incorporated Document under Clause 81 of the Colac Otway Shire Planning Scheme.

The Colac Commercial Centre Parking Precinct Plan should be implemented by replacing the Schedule to Clause 52.06-6 of the Colac Otway Planning Scheme and applying the car parking rates outlined in that document.

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 Strategic 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 | | |
|--|--|--|-------------|
| Colac Commercial Centre Parking Precinct Plan, December 2011 | <p>1.0 Car Parking Rates</p> <p>The Parking Precinct Plan affects land within the Colac Commercial Centre</p> | | |
| | USE | CAR SPACE MEASURE | RATE |
| | Supermarket | Car spaces to each 100 sq m of leasable floor area | 5 |
| | Shop, Convenience Shop | Car spaces to each 100 sq m of leasable floor area | 3 |
| | Restaurant, Convenience Restaurant | Car spaces to each 100 sq m of leasable floor area | 3 |
| | Takeaway Food Premises | Car spaces to each 100 sq m of leasable floor area | 3 |
| | Medical Centre | Car spaces per practitioner | 3.5 |
| | Car parking rates for all other uses are to be provided in accordance with Clause 52.06. | | |
| | <p>Exceptions:</p> <ul style="list-style-type: none"> - An extension to an existing building where: <ul style="list-style-type: none"> • 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. | | |
| | <p>2.0 Other Requirements</p> <p>A permit cannot be granted to reduce or waive the car parking requirement for retail or supermarket use unless:</p> <ul style="list-style-type: none"> - Car parking credits exist. - 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. - 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. - There is a surplus of car parking in the locality. - Any other relevant consideration. | | |

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Prepared for
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Quality Information

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Reviewed by Christian Bodé

Revision History

| Revision | Revision Date | Details | Authorised | |
|----------|---------------|---------|--------------------------------------|-----------------|
| | | | Name/Position | Signature |
| | 12-Dec-2011 | FINAL | Christian Bodé
Associate Director | ORIGINAL SIGNED |

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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 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 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

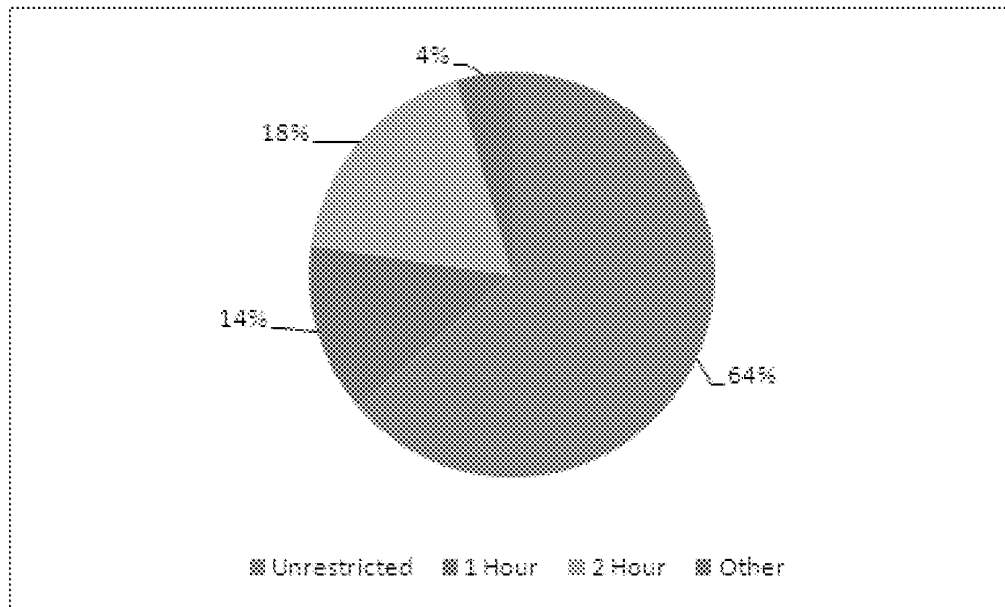
Comprehensive parking surveys were undertaken on behalf of Council during the peak holiday season in January 2008, 2009 and 2010 and then in February 2009 to gain an appreciation of parking demand during the off-peak season.

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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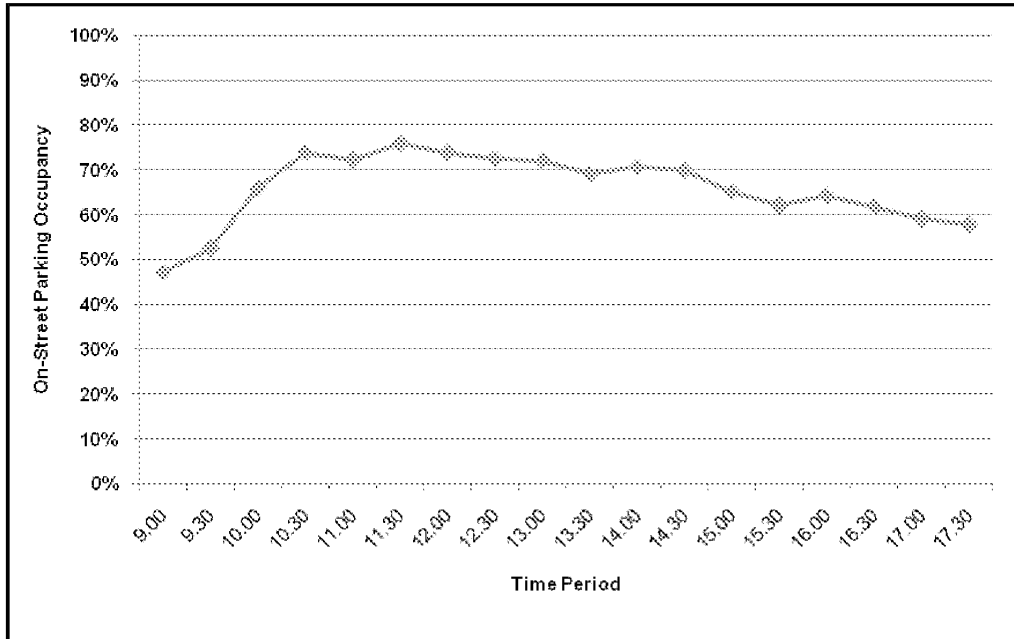
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2.1.1 Holiday Season Key Findings

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 peak occupancy of on-street car parking spaces was 76%.

Figure 2.2: 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 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
(% Full) | 2009
Weekend Peak
Occupancy
(% Full) | 2010
Weekend Peak
Occupancy
(% Full) |
|------------------|------------------------------|---|---|---|
| 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% |

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| Street | Street Section | 2010 Weekend Peak Occupancy (11:30am) | 2011 Weekend Peak Occupancy (11:30am) | 2010 Weekend Peak Occupancy (11:00am) |
|----------------|------------------------------|---------------------------------------|---------------------------------------|---------------------------------------|
| 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 temporality 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.

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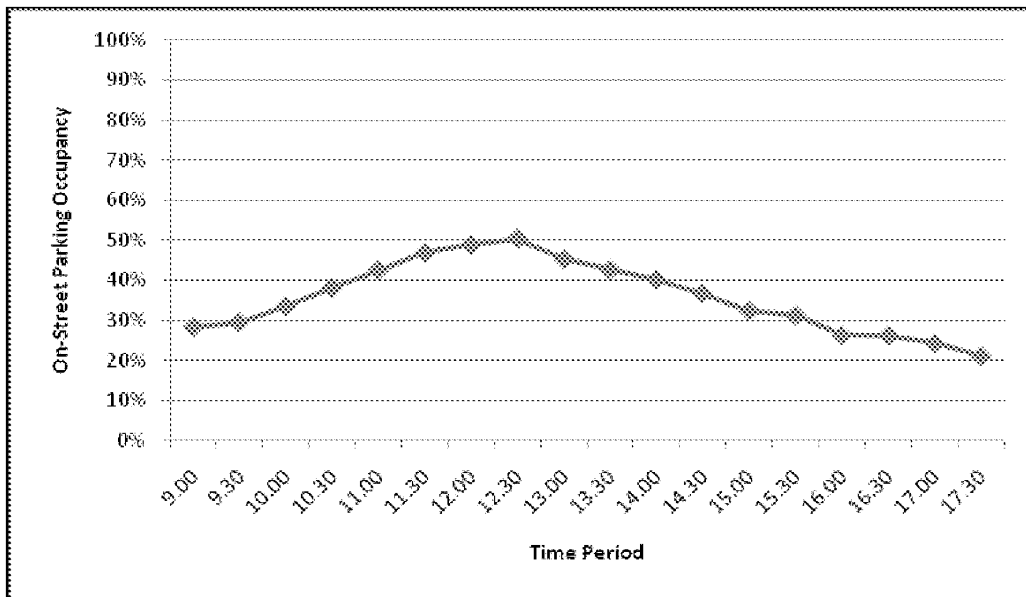
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2.1.2 Off-Peak Season Key Findings

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 were 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.

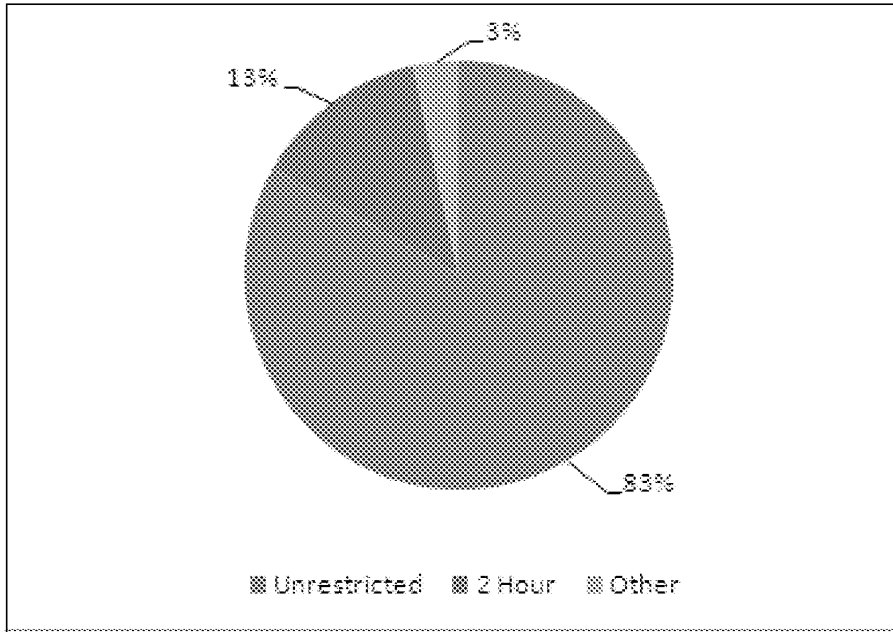
The demand for **weekday** parking during the off-peak season is generally low on all the surveyed streets. Indeed, throughout the commercial centre, there was observed to be in the order of 270 available on-street parking spaces during the peak period.

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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 | Weekend Peak Occupancy (1.1.08-1.1.09) | Weekday Peak Occupancy (1.9.09) | Weekend Peak Occupancy (1.1.10) |
|--|--|---------------------------------|---------------------------------|
| 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.

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 Season | |
|--|----------------------------|----------------------------|
| | Weekday Peak Occupancy (%) | Weekend Peak Occupancy (%) |
| 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 Type | Existing Provision (m ²) |
|----------------------------|--------------------------------------|
| Supermarket (floor space) | 1,580m ² |
| Restaurant (floor space) | 3,760m ² |
| Other Retail (floor space) | 5,390m ² |

The number of on-street and off-street car parking spaces servicing these key land use types has been estimated 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 observed to be servicing each land use at the busiest time of the survey day for that land use.

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. 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 Type | Existing Demand (Cars) | Calculated Demand Based Parking Rate |
|---------------|------------------------|--|
| Supermarket | 23* | 3 spaces per 100m ² floor space |
| Restaurant | 282 | 0.3 spaces per seat |
| Other Retail | 60 | 1.2 spaces per 100m ² 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.

Following an Advisory Committee state wide review of planning scheme parking rates in 2007-2008, the Department of Planning and Community Development (DPCD) is in the process of seeking consultation on proposed changes to Clause 52.06 of the planning scheme.

At the time of writing, there is no indication when (or even if) the proposed Victorian Government changes to Clause 52.06 will be adopted and form the statutory guidance for parking provision in Victoria. It is considered likely that the proposed 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 Bay study area. The existing parking rates for residential dwellings has been included within Table 3.3 for reference purposes.

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Table 3.3: Comparison of parking rates

| Land Use | Planning Scheme Rate | Victorian Government Proposed Rate | Demand Based Empirical Parking Rate |
|--|----------------------|------------------------------------|-------------------------------------|
| Supermarket (spaces per 100m ²) | 8 | 5 | 3 |
| Restaurant | 0.6 spaces per seat | 3.5 spaces per 100m ² | 0.3 spaces per seat* |
| Other Retail (spaces per 100m ²) | 8 | 4 | 1.2 |
| Residential (per 1 or 2 bed dwelling) | 2 | 1 | N/A |

* The demand based empirical parking rate measurement for restaurant uses in Apollo Bay that has been applied is spaces per seat as opposed to spaces per 100m². This measurement reflects that many of the convenience restaurants and restaurants in Apollo Bay have outdoor seating (and additional indoor seating to cater for peak demand) which is not included / reflected appropriately within the GFA of the respective buildings.

Table 3.3 indicates that the demand based empirical parking rates for the supermarket and shops are 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.

3.3 Future parking provision

A retail-economic analysis undertaken on behalf of Council suggests that potential exists for an additional 2,600m² 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 410m² is likely to be new food retail space potentially in the form of supermarket expansion
- approximately 610m² is likely to be food catering potentially in the form of new cafes and restaurants
- approximately 1,580m² 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.

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

| Function | Planning Scheme Rate | Victorian Government Proposed Rate | Demand Based Empirical Parking Rates | Recommended Rate |
|--|----------------------|------------------------------------|--------------------------------------|----------------------------------|
| Supermarket (spaces per 100m ²) | 8 | 5 | 3 | 3 |
| Restaurant, Convenience Restaurant | 0.6 spaces per seat | 3.5 spaces per 100m ² | 0.3 spaces per seat | 3.5 spaces per 100m ² |
| Shop, Convenience Shop, Takeaway Food Premises (spaces per 100m ²) | 8 | 3.5 | 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 100m². 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 100m²) be adopted.

Restaurants

The demand based empirical rates for restaurant land uses in the Apollo Bay Commercial Centre is 0.3 spaces per seat. This parking rate is higher than the equivalent rate of 3.5 spaces per 100m² as set out in the Victorian Government proposed changes to Clause 52.06 of the planning scheme. Despite this, it is recommended that the Victorian Government rates are adopted for the following reasons:

- The peak demand for parking for restaurant uses as recorded in the surveys is only likely to be representative of a dozen or so days per year. Outside of the summer peak periods, the parking demand generated by restaurant uses is significantly lower.
- 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.

In light of this, it is considered that the Victorian Government proposed rate of 3.5 spaces per 100m² is to be adopted for Restaurant and Convenience Restaurant uses.

Shop

The demand based empirical rates for shops is 1.2 spaces per 100m². 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 100m² be adopted for both shops / convenience shops. This rate is in line with a recent VCAT ruling in which the tribunal accepted that 2 spaces per retail occupancy represented an adequate parking supply for a retail development on Great Ocean Road within the commercial centre.

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 (whilst recognising that there is very limited travel options other than car), it is recommended that Council adopt the proposed Victorian Government parking rate for residential developments (in business zones) which is set at 1 space per 100m².

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. However, consideration should be given to the corresponding parking rate put forward by the Victorian Government in their proposed changes to Clause 52.06 in the review of development planning applications for other land use categories.

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

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.

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.

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 a supermarket 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, subject to a cash-in-lieu contribution being made (see below). 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 or nearby public off-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 higher parking rate requirement.

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 has been used to assist in funding car parking provision in Apollo Bay (e.g. formalisation of the 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).

A major cost usually associated with publicly providing new off-street car parking facilities is the cost of purchasing land. Council estimates 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.

The cost of 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.

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Whilst initial estimates suggest that the cost of providing a 'ground level' car park in Apollo Bay could be upwards of \$20,000 per space, it is recommended that a lower rate of \$13,000 per space is adopted for the following reasons:

- There needs to be a balance between recovering the potential costs of parking and retaining the economic competitiveness of the commercial centre, particularly given the current economic climate. In this regard, the \$13,000 per space is in line with that requested by Surf Coast Shire for cash-in-lieu in Torquay which is also a coastal town in Victoria.
- It is higher than the cash in lieu payments previously negotiated by Council with developers in Apollo Bay.
- Council may not be required to wholly take on the full costs of providing new car parks.
- The payment in lieu funds may be used to provide publicly provided parking where there isn't a sufficient land cost i.e. additional parking provided in the road reserve.

Whilst the implementation of a cash-in-lieu scheme does provide increased flexibility for developers who are unwilling or don't want to provide parking, in most cases Council should encourage the full provision of car parking in accordance with the adopted parking rates as a first preference, particularly if this is seen to result in the best outcome for the commercial centre.

The amount of \$13,000 (plus GST) is to be adjusted annually from 1 July 2012 using CPI (all groups) as the index.

5.0 Implementation

5.1 Planning Scheme Amendment

It is recommended that this Parking Precinct Plan becomes an Incorporated Document under Clause 81 of the Colac Otway Shire Planning Scheme.

The Apollo Bay Commercial Centre Parking Precinct Plan should be implemented by replacing the Schedule to Clause 52.06-6 of the Colac Otway Shire Planning Scheme and applying the car parking rates outlined in that document.

5.2 Monitoring and Review

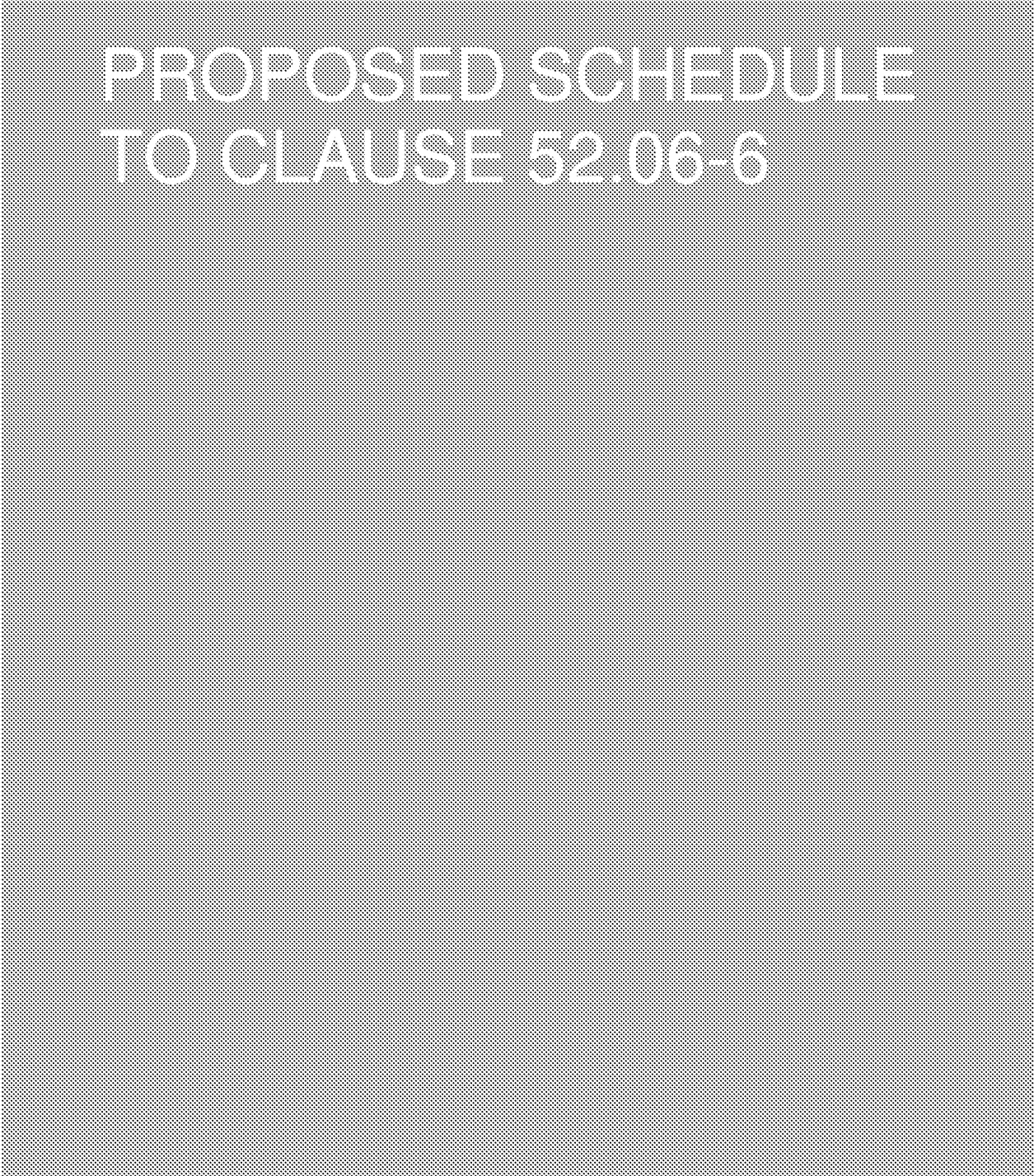
This Parking Precinct Plan reflects the current car parking capacity and demand for the various land-uses. It is possible that as a result of factors such as the predicted growth of Elliminyt, that car parking characteristics and travel patterns may alter in the future.

This Parking Precinct Plan shall be reviewed every four years in conjunction with the Municipal Strategic 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, December 2011 | 1.0 Car Parking Rates | | |
| | The Parking Precinct Plan affects land within the Apollo Bay Commercial Centre | | |
| | USE | CAR SPACE MEASURE | RATE |
| | Supermarket | Car spaces to each 100 sq m of leasable floor area | 3 |
| | Restaurant, Convenience Restaurant | Car spaces to each 100 sq m of leasable floor area | 3.5 |
| | Shop or Takeaway Food Premises | Car spaces to each 100 sq m of leasable 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"> - An extension to an existing building where: <ul style="list-style-type: none"> • 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. | | |
| | 2.0 Payment in Lieu of Parking
A cash contribution in the amount of \$13,000 (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 from 1 July 2012 using CPI (all groups) as the index. | | |
| 3.0 Other Requirements
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"> - Car parking credits exist. - 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. - 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. - There is a surplus of car parking in the locality. - Any other relevant consideration. | | | |

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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 (insert amount) (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 (net of car spaces provided and parking credits). The contribution is to be indexed annually according to CPI (all groups) until it is paid."</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 (insert amount) (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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**SUMMARY OF SUBMISSIONS RECEIVED FOR THE DRAFT COLAC & APOLLO BAY CAR
PARKING STRATEGY 2011**

| SUB. NO. | SUMMARY OF KEY ISSUES | OFFICER COMMENTS | RECOMMENDATIONS |
|----------|---|---|--|
| 1 | Supportive of Trailer/Tour Bus Drop-Off Zone in Murray Street/Memorial Square citing access to commercial core, toilet and public facilities. Unsupportive of Trailer/Tour Bus Drop-off zone in Murray Street at Hart Street. Would only support Hart Street/Murray Street location if provided with toilet facilities. Reiterated need for toilets and public facilities near proposed Trailer/Tour Bus Drop-Off Zones. | Valid point as walking distance between facilities and shops need to be convenient. The issue of toilet locations & bus/trailer parking will be determined through the Colac CBD & Entrances project – the Parking Strategy will preserve the status quo on these issues. | Recommendations from Colac CBD/Town Entrances project will address this issue. Parking Strategy revised to retain current arrangements at this time. |
| 2 | Requested response to a proposal made by the 'body corporate' on installing a boom gate to restrict access to parking at 1 Pascoe Street to curb vandalism issues on-site. Requested a waiver of parking if the proposed cash-in-lieu scheme were to be introduced. | This is a management issue which relates to a current permit for the site. | Not relevant to strategy |
| 3 | Concerned over: affordability of the strategy's proposed cash-in-lieu rate for Apollo Bay and its impacts on Apollo Bay's commercial viability; the need for extra parking in light of vacancies revealed in the parking surveys; the need for the Shire to establish a DCP in order to enforce cash-in-lieu scheme; and the inequitable practice of 'haggling' over parking waivers. | It is agreed that the rate of \$20,000 was too high and could be a disincentive to development. It has been reduced to \$13,000 to minimise potential economic impact on local development industry. The purpose of the contribution scheme is to ensure that future parking is provided to service growth in the centre.

Cash-in-lieu contribution schemes do not need to be introduced through a Development Contributions Scheme. They can be introduced via a change to Clause 52.06 of the Planning Scheme, as proposed in this instance.

The outcomes of the Strategy, when implemented via an amendment will be to introduce consistency and certainty to decision making on parking, and to reduce haggling over parking space numbers/contribution requirements. | The final Strategy proposes a reduced cash contribution of \$13,000 per space (plus GST) and adjusted with CPI annually. |
| 4 | Consideration should be given to purchasing properties on the south side of Rae Street near Reece Plumbing. Long term development of a car park opposite Target in Dennis Street. | The Strategy indicates that car parking supply in Colac is adequate to meet current and projected parking demand. Council's recent acquisition of Civic Hardware site is a potential long term option. | Strategy doesn't support additional public car parks in Colac. |
| 5 | Supported all recommendations except the cash-in-lieu scheme. Cited that the additional cost of the cash contribution would reduce the funds available to existing shop owners to maintain and 'redevelop' their properties; future development will be cheap and have poorer urban design outcomes; additional commercial land space will not be created. Submitter suggested a 'base rate' cash contribution between 0-\$2000 which could be adjusted as the local economic climate changes | If the rate is set too low developers will default to the dollar contribution to avoid appropriate levels of parking within the development. It has been agreed that the rate of \$20,000 was too high, and the consultant has recommended a reduced rate of \$13,000. | A cash contribution of \$13,000 per space is recommended (plus GST) and adjusted with CPI annually. |

**SUMMARY OF SUBMISSIONS RECEIVED FOR THE DRAFT COLAC & APOLLO BAY CAR
PARKING STRATEGY 2011**

| | | | |
|----|---|---|---|
| 6 | Supported formulas re: parking requirements for new premises; creation of half hour parking restrictions in Murray-Queen-Armstrong St.; truck parking on Murray St.; Inclusion of Railway Station and Civic Hardware site in study area; larger bulk car parks at the eastern end of Station and Civic Hardware site in study area; larger bulk car parks at the eastern end of Bromfield and between Hart & Armstrong St on Murray St.; does <u>not</u> support 'formalised' parking around Memorial Square. | Current parking demand is not at a level which warrants additional short term restrictions in these areas. Adequate parking can be found within reasonable walking distance from retail outlets and workplaces within these areas. | Current parking restrictions to remain but monitored to determine future parking demand. The Colac CBD & Entrances Project will provide direction for parking around Memorial Square, the former Civic Hardware site and the Railway Station. |
| 7 | Queried consultation process for the strategy and the plans for the Pascoe street off-street car park. | Council has consulted in recent years with land owners in the vicinity of the proposed off-street car park in Pascoe Street.

Consultation for the Strategy has included newspaper advertisements & letters to business owners. Drop-in information sessions were held. | Submission not relevant to the Strategy. |
| 8 | Requested that a 3 hour restriction be applied to parking on the southern side of Connor Street between Hart Street and Scott Street and that two disabled parking spaces be designated for week days. | Reasonable levels of disabled parking currently exist around the hospital precinct. It is also the responsibility of medical service providers to allocate these spaces on their own land.

Time restrictions in this location would have the adverse effect of pushing the parking pressures further into established residential areas further away from the CBD and hospital precinct. | No further time restrictions in this location. More emphasis towards on-site parking as development occurs in the hospital precinct. |
| 9 | Requested Council to apply a balanced approach in addressing parking demand in residential areas around Hart, Connor and Scott St which includes some Business 2 Zoned land. A continued need for long term parking in this area. Time restrictions will only force long term parking into residential areas. Any future restrictions should not apply to streets fronting Bulla and other businesses. | The redevelopment of the Bulla site has made provision for staff parking and this will be encouraged as other businesses seek approval for expansion of their sites. 'Commercialising' nearby residential streets by installing angle parking is not considered an effective long term solution. | The Strategy directs more emphasis to be placed towards on-site parking. Time restrictions are not recommended for the area at this stage. |
| 10 | Consider additional angle parking, some time limits at Neighbourhood House and additional handicapped spaces. Review current time limits as some service locations have changed. Parking has become difficult around the medical precinct for people to access services. | Existing disabled spaces are provided on street. Significant angle parking has already been established in this area and will be monitored over the long term. | The strategy supports better management of existing on street parking but this should not reduce the responsibility to provide on-site parking where possible. |

OM112112-11 FUTURE TOURISM SERVICE DELIVERY

| | | | |
|-------------|------------------------------------|-----------|------------|
| AUTHOR: | Mike Barrow | ENDORSED: | Jack Green |
| DEPARTMENT: | Sustainable Planning & Development | FILE REF: | 11/96418 |

Purpose

The purpose of this report is to advise Council on the termination of the Otways Tourism Service Agreement and to seek endorsement of a recommendation in regard to future service delivery for local tourism marketing and development.

Declaration of Interests

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

Background

Colac Otway Shire and Otways Tourism (OT) signed a Service Agreement in September 2006 for the purpose of transferring responsibility for the support and development of the tourism industry and marketing in the Shire to OT. The Service Agreement specified the obligations of both parties and the respective roles and responsibilities within the context of a collaborative relationship.

The term of the most recently signed Service Agreement expired on 30 June 2011, however both parties have acted in accordance with the Service Agreement as Section 12 of the Agreement outlines an option for continuance.

"This Service Agreement lapses after 30 June 2011 and may be renewed or renegotiated by further agreement between the parties and that Colac Otway Shire has noted its intention to continue with the agreement beyond 30 June 2011 subject to the outcomes of the Regional Tourism Action Plan's proposed restructure of Regional Tourism regions. In the event that the Regional Tourism Action Plan is not complete by 30 June 2011, Council is to continue the agreement with OT until 30 June 2012 unless there is an exceptional reason why this should not occur."

(Attachment 1, Service Agreement S 12, Colac Otway Shire and Otways Tourism, 1 July 2010 – 30 June 2011)

As well as this, the Colac Otway Shire Council meeting of 25 May 2011 adopted a resolution that Council would continue the relationship with OT on a quarterly basis until the regional restructure process was completed.

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

1. *Signs an extended Memorandum of Understanding (MOU) with Geelong Otway Tourism for a period of six months to 31 December 2011 on a quarterly payment schedule, with the agreement to be reviewed prior to the December Council meeting so that Council has the opportunity to consider its options again through an officer report at that date.*

2. *Enters into a new six month agreement with Otways Tourism to 31 December 2011 on a quarterly payment schedule, with the agreement to be reviewed prior to the December Council meeting so that Council has the opportunity to consider its options again through an officer report at that date.*

(Attachment 2, Council Report – 112505 Interim Arrangements for Tourism Industry Support. Council Meeting, 25 May 2011.)

According to the minutes of the OT Board Annual General Meeting of 25 October 2011, OT has made a decision to disband the organisation.

“That the current Board be dissolved as at 31 December 2011 on the basis that there are no nominations from Sub-LTAs (excluding skills based nominations).”

(Attachment 3, Minutes Otways Tourism AGM 2011)

In reference to the Service Agreement S12 (see above) this would be an “*exceptional reason*” (see above) and justify a termination of the Service Agreement.

Council Plan / Other Strategies / Policy Economic Development

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

‘5.7 Support the tourism industry as a key driver of the economy’.

Issues / Options

OT failed to receive any nominations to the Board at their 2011 Annual General Meeting (AGM). This was not unexpected as a Special Board Meeting held one week prior to the AGM indicated that Board members were unhappy with the regional restructure process; that Council did not share their view on the best model for a new regional alliance; and the fact that regional model that was favoured by most local government participants at the time, did not include Local Tourism Associations such as OT.

OT will cease services on 31 December 2011. Council is obligated to financially support OT in accordance with the Service Agreement up to and including this date. Following this date, in the absence of a service delivery organisation, it would be proposed that Colac Otway Shire would take responsibility for the direct delivery of tourism industry support and development and the internal marketing of the Shire.

Colac Otway Shire has always acted in partnership with local tourism operators and although OT will wind up its operations as an independent body, members have expressed a willingness to participate in an industry advisory committee. This committee would assist Colac Otway Shire in the delivery of industry services in the future and to advise on the regional tourism restructure as it progresses. Council Officers have agreed that such an advisory committee be formed through an open Expression of Interest process. It would meet quarterly until the restructure process is completed. The committee would have a Terms of Reference that includes consideration of the changes that may occur as a result of the resolution of the regional restructure including future need.

As well as resolving to wind up the organisation at the Annual General Meeting, OT also resolved that the Sub Local Tourism Associations in the Shire would continue in their current form and advise Council on tourism matters.

“That the Sub-LTAs from the Otway region are continued to be recognised in a committee format (such as an Otways Advisory Committee) and advise Council on tourism matters.”

Council Officers have agreed in the interim period to liaise with the Sub Local Tourism Associations and encourage members of these organisations to nominate for a position on the OT Advisory Committee.

OT has further expressed the wish that the local tourism industry continues to be represented on the board of Geelong Otway Tourism.

“That Sharon Bradshaw continue on the GOT Board to represent the Colac Otway Shire tourism industry until the restructure takes place.”

Council Officers have agreed in this interim period that Sharon Bradshaw, proprietor of ‘Forrest Brewing Company’, will represent the local tourism industry on the GOT Board until the restructure of regional tourism is resolved. Ms Bradshaw, will be also encouraged to nominate for a position on the OT Advisory Committee.

In accordance with the OT Statement of Purposes, Section 35 ‘Winding Up’, OT is required to transfer any property remaining after all debts and liabilities have been settled prior to the termination date of the organisation to the responsible body “for the promotion of tourism in the geographical area.”

“In the event of the association being wound up in accordance with the provisions of the Act and there remains after satisfaction of all its debts and liabilities any property whatsoever it shall be given or transferred to such person or persons whether incorporated or not to be used solely for the promotion of tourism in the geographical area in which the association was operating prior to its wind up.”

(Attachment 4, Statement of Purposes Otways Tourism)

Colac Otway Shire has always been the responsible body for the promotion of tourism in the Shire and has delivered that service through a Service Agreement with OT from September 2006. OT is obligated to settle its debts and liabilities prior to 31 December 2011 and transfer all property and any remaining cash reserves to Colac Otway Shire. A letter has been sent to OT to explain these matters. (Attachment 5, Letter OT Wind Up Goodlet T). The Shire organisation will work with OT to expedite these matters.

Council has two options in relation to continued commitment to the local tourism industry. Option one is to take on direct tourism industry services from 1 January 2012. Option two is to commence a process on 1 January 2012 to develop a tender for an external body to deliver local tourism development and industry marketing services.

Option one is the preferred option as there is no organisation in existence within the Shire with the capacity to take on the responsibility for these services. The development of a new organisation is unlikely to succeed given the very recent demise of OT.

Proposal

That Colac Otway Shire adopt responsibility for the direct delivery of tourism industry support and development and the internal marketing of the Shire from 1 January 2012.

Financial and Other Resource Implications

OT has received an annual negotiated amount according to its Service Agreement. In 2011/12 the amount was \$160,000. OT will claim funds up to 50% of this figure in correlation with delivering its services for 50% of the current financial year.

OT will wind up all of its accounts, pay out liabilities to staff and other creditors and settle any other financial matters outstanding before 31 December 2011. OT will on that date hand over all existing assets such as office furniture and equipment to Colac Otway Shire.

It is proposed that a recruitment process commence as soon as practicable for a Tourism Development Officer. It is also proposed that the current Administrative position be continued in Apollo Bay until the end of the financial year to ensure continuity of service to tourism members and a smooth transition to Council responsibility for direct service delivery.

The projected cost of delivering this tourism service from 1 January 2012 to 30 June 2012 is \$70,000.

This amount is well covered by the remaining OT budget of \$80,000.

Risk Management & Compliance Issues

Council has a responsibility to deliver tourism local marketing and development services. If it does not deliver this service there is a risk of diminishing of the reputation of Council as a responsible local government authority.

Council could decide to tender a service agreement for the external delivery of these services but there is a risk if this course of action is taken that there would be no suitable applicants and this would delay the commencement of service delivery.

While it is not impossible to conceive a time when external delivery may become more appropriate, in the current uncertain scenario where the local tourism association cannot achieve any nominations for its board and there is a high level of dissatisfaction with tourism industry organisations it would be advisable to adopt a direct service delivery model.

Environmental and Climate Change Considerations

There are no environmental and climate change considerations in this report or its recommendations.

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 include a letter to the OT Executive Officer, a media release, and a letter to all current OT members.

Implementation

If the proposal to adopt a direct service delivery is approved Council Officers would prepare the letter to the OT Executive Officer, a media release, and a letter to all current OT members to explain the decision.

Recruitment would commence for a Tourism Development Officer.

Conclusion

Up until September 2006, Council delivered local tourism marketing and development services. Following adoption of the Tourism Review, Council signed a Service Agreement with the Local Tourism Association, OT, to deliver these services on behalf of Council.

Over the past 5 years a number of dedicated people took time out from their own respective businesses to devote their energy to the development of tourism in the Shire. There have been a number of major achievements:

- Development of the Otways Breath Easy brand
- 'Otways In Focus' photography competition
- Marketing collateral review
- Collateral development e.g. – improvements to the Walks and Waterfalls Brochure and the Otways Trails suite of brochures.
- The Otway Villages Strategy
- Welcomer Hubs
- OT Grant funding e.g. Great Ocean Road Marathon, Apollo Bay Music Festival, Gumboots & Pearls/Opera in the Otways
- Apollo Bay Sea Food Festival

The past two years have seen a period of frustration as the Tourism Vic restructure of regional tourism has proceeded slowly. In one of the favoured options a new sub regional partnership would be formed between OT and Surf Coast Tourism. In this scenario OT would cease to exist and members would be represented by a new Surf Coast/Otways Forum and serviced by a local Tourism Development Officer and a sub regional Tourism Manager. The current state of play is that the restructure has still not been settled so this and other options are still being discussed, however, it was an influence on the decision of the OT Board to wind up the organisation. While the Shire and OT formed different views on the best options for the regional restructure both parties kept these differences apart from the important work of marketing and development of the local tourism industry. It is now proposed that the responsibility for this function now returns to Colac Otway Shire.

Attachments

- | | |
|--|---------|
| 1. Service Agreement Colac Otway Shire and Otways Tourism 2010 2011 | 0 Pages |
| 2. Council Report - 112505 - Interim Arrangements for Tourism Industry Support | 0 Pages |
| 3. Minutes - Otways Tourism AGM 2011 | 0 Pages |
| 4. Statement of Purposes - Otways Tourism | 0 Pages |
| 5. Letter OT Wind Up Goodlet T | 0 Pages |

Recommendation(s)

That Council resolves to accept responsibility for the direct delivery of tourism industry support and development and the internal marketing of the Shire from 1 January 2012.

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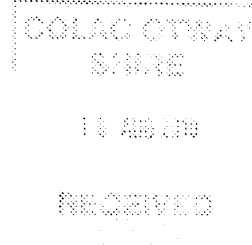


21



**Service Agreement between  
Colac Otway Shire  
and  
Otways Tourism Inc.**

1 July 2010 – 30 June 2011



**1. PARTIES TO THE AGREEMENT**

This Service Agreement records an agreement between Otways Tourism Inc., 61 - 65 Gellibrand Street, Colac 3250, and the Colac Otway Shire, 2 - 6 Rae Street, Colac 3250 for the provision of tourism industry related services within the Colac Otway Shire tourism region.

**2. TERM**

The term of this agreement is 1 July 2010 – 30 June 2011.

**3. OBJECTIVES**

- The parties agree to bring together their respective networks, resources and shared understanding to deliver upon this Service Agreement.
- The parties will work collaboratively to raise the profile and performance of the Colac Otway Shire tourism industry by working together in:
  - Providing leadership in the ongoing development of local tourism;
  - Supporting the continued development of an industry based strategic direction;
  - Increasing the community awareness of the significance and value of tourism;
  - Providing clear communication to industry with respect to tourism activities;
  - Providing internal marketing resources to the industry to improve visitor yield.

**4. STRATEGIC CONTEXT**

The parties to the agreement will seek to work collaboratively to support the Colac Otway Shire Action Agenda, the outcomes from the development of the Otways Tourism Inc. Three Year Strategic Business Plan and the development of a joint 10 year Strategic Plan.

Service Agreement 2010-2011 Colac Otway Shire and Otways Tourism Inc.

#### **5. COLAC OTWAY SHIRE OBLIGATIONS**

- Colac Otway Shire will continue to collect and appropriately allocate the Economic Development and Tourism Levy.
- The Colac Otway Shire will allocate funds to Otways Tourism Inc. for the employment of an Executive Officer, other appropriate resources and the implementation of internal marketing and development initiatives as detailed in the 2010 -2011 Economic Development Business Plan.
- To recognise and support Otways Tourism Inc. as the peak tourism industry body in Colac Otway Shire.
- The staffing, management and operations of the Colac and Great Ocean Road ( Apollo Bay ) Visitor Information Centres will be the responsibility of the Colac Otway Shire.
- To continue to be a member municipality of Geelong Otway Tourism.
- To provide an update on relevant Council tourism, economic development and planning activities to Otways Tourism Inc. Board meetings and advise Otways Tourism Inc. when matters relevant to tourism are placed on the Council monthly meeting agenda.
- To ensure Council's internal communication mechanisms make Councillors and the Council staff aware of tourism objectives and activities.
- To include updates of Otways Tourism Inc. activities which need to be conveyed to the wider community in Council publicity (e.g. website, newsletters, Otways Tourism Newsletter on Council Website, Otways Tourism weblinks on Council website, interviews).
- Nominate an appropriate Council representative to the Otways Tourism Inc. Board, and have an officer attend regular meetings.

#### **6. COLAC OTWAY SHIRE'S CORE AREAS OF RESPONSIBILITY**

- **Strategic & Business Planning**

To develop a single strategic plan in conjunction with Otways Tourism Inc. and in consultation with Geelong Otway Tourism, outlining the tourism future for Colac Otway Shire and ensuring a cohesive and integrated approach to regional tourism management.

Service Agreement 2010-2011 Colac Otway Shire and Otways Tourism Inc.

- **Destination & Infrastructure Development**

To continue to provide, maintain, improve and develop new infrastructure that supports the tourism industry needs ( rubbish, township presentation, Visitor Information Centres, car parking, signage).

To actively encourage appropriate tourism development in the region and ensure the Council's Planning Scheme recognises tourism related developments/activities as being integral to the municipality's development.

- **Visitor Services**

To service visitor information needs through the direct management and funding of the Colac and Great Ocean Road (Apollo Bay) Visitor Information Centres.

- **Partnerships**

To continue to support the development and implementation of regional tourism strategies through continued involvement with Geelong Otway Tourism and Tourism Victoria.

#### 7. OTWAYS TOURISM INC. OBLIGATIONS

- To submit a 2010 -2011 Action Plan to Council.
- Report to Council on progress against the Action Plan in February 2011.
- Develop an Annual Report for distribution to stakeholders and Council.
- Quarterly statistical reports relating to the tourism performance of the region.
- Instigate and maintain a program of communication with members, which the Colac Otway Shire can contribute to, that ensures members are fully informed of Board activities and achievements.
- To provide Otways Tourism Inc. Board business papers and minutes to Council appointed delegates and the Economic Development Manager.

#### 8. OTWAYS TOURISM INC.'S CORE AREAS OF RESPONSIBILITY

- **Industry Representation**

- Represent the region's tourism industry interests.
- Serve as an industry advisory body to Colac Otway Shire and Geelong Otway Tourism.
- Be the communication link with industry operators.

Service Agreement 2010-2011 Colac Otway Shire and Otways Tourism Inc.

- **Marketing**
  - Undertake the internal marketing activities for the region to increase visitor length of stay and yield and disperse visitors throughout the region.
  - Guide and support the further promotion of the Colac Otway region and “Otways, Breathe Easy” brand in external marketing with Geelong Otway Tourism.
  - Support external marketing programs in cooperation with regional and state bodies.
- **Product / Infrastructure**
  - Identify and encourage the development and improvement to tourism product and infrastructure in the Colac Otway region. E.g. Attractions, Touring Routes, Major Events and Road Networks by providing strategic advice and direction to Colac Otway Shire and Geelong Otway Tourism.
- **Industry Development**
  - Provide advice and guidance to Colac Otway Shire to support the professional development of new tourism business opportunities in the Colac Otway region.
  - Provide assistance in the development of new tourism product and experiences enhancing the local region’s competitive strength.
  - Actively encourage industry professionalism and engender a service culture.
- **Visitor Services**
  - Provide advice and guidance to Colac Otway Shire to support the delivery of visitor services as provided by the region’s two visitor information centres, Great Ocean Road Visitor Information Centre (GORVIC) in Apollo Bay and the Colac Visitor Information Centre.
- **Membership**
  - Provide a valuable service that will help tourism operators improve and develop their business.

## 9. ACCOUNTABILITY & COMMUNICATION

Meetings will be held between the Colac Otway Shire officers and Otways Tourism Inc. Executive Officer on a monthly basis. In addition regular liaison will be maintained through phone and email correspondence.

The 2010 – 2011 Action Plan will identify any agreed collaborative projects and priorities for the financial year.

## 10. DISPUTE RESOLUTION

If a dispute should arise between the parties under this Service Agreement or regarding performance or financial issues, the parties shall agree to meet to resolve the dispute. For the purpose of the agreement, a dispute will be deemed to exist where one party informs the other in writing that a dispute exists.

Service Agreement 2010-2011 Colac Otway Shire and Otways Tourism Inc.

Should the dispute not be resolved in the first instance then both parties shall agree to meet to resolve the dispute by mediation, with both parties agreeing on a mediator.

If both parties cannot agree upon whom shall be the independent mediator, then a mediator will be appointed by the President of the Law Institute of Victoria. The mediator appointed shall be binding on both parties. Both parties shall contribute to the cost of the mediation in equal proportion and otherwise bear their own costs.

#### **11. FINANCIAL AGREEMENT**

Colac Otway Shire will distribute financial resources to Otways Tourism Inc. to allow fulfilment of their obligations under this Service Agreement. A total sum of \$160,000 (plus GST) is payable to Otways Tourism Inc. in 2010-2011.

Payments will be made in advance by quarterly instalments.

Colac Otway Shire shall not be obliged to make payment under this agreement unless Otways Tourism Inc. has fully complied with its obligations to the date of claim or final claim as the case may be.

#### **12. TERMS OF AGREEMENT**

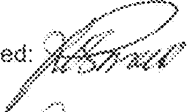
Colac Otway Shire and Otways Tourism Inc. hereby acknowledge their acceptance of the terms and conditions of this Service Agreement.

This Service Agreement lapses after 30 June 2011 and may be renewed or renegotiated by further agreement between the parties and that Colac Otway Shire has noted its intention to continue with the agreement beyond 30 June 2011 subject to the outcomes of the Regional Tourism Action Plan's proposed restructure of Regional Tourism regions. In the event that the Regional Tourism Action Plan and resulting restructure is not complete by 30 June 2011, Council is to continue the agreement with OT until 30 June 2012 unless there is an exceptional reason as to why this should not occur."

Service Agreement 2010-2011 Colac Otway Shire and Otways Tourism Inc.

Signed on behalf of the Colac Otway Shire:

Signed on behalf of the Otways Tourism:

Signed: 

Signed: 

Name: ROB SMALL

Name: Corinne Mitchell

Position: Chief Executive  
Officer

Position: Chairperson Otways Tourism

Date: 30 July 2010

Date: 4 August 2010

**OM112505-9 INTERIM ARRANGEMENTS FOR TOURISM INDUSTRY  
SUPPORT**

|             |                                    |           |            |
|-------------|------------------------------------|-----------|------------|
| AUTHOR:     | Mike Barrow                        | ENDORSED: | Jack Green |
| DEPARTMENT: | Sustainable Planning & Development | FILE REF: | GEN00184   |

**Purpose**

The purpose of this report is to recommend interim arrangements for Council's financial support of the Tourism Industry while the regional restructure of the industry is taking place under Tourism Victoria's Regional Tourism Action Plan (RTAP).

**Declaration of Interests**

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

**Background**

During 2007/08 Tourism Victoria undertook a review of regional tourism that included extensive consultation with the industry and Local Government stakeholders. The review resulted in the release in December 2008 of the State Government Regional Tourism Action Plan (RTAP) 2009 – 2012.

The RTAP proposes major structural changes to deal with what it has determined are the challenges that face regional tourism:

- Many regional structures are under-resourced and lack adequate funding support;
- Regional structures rely heavily on volunteers who are struggling to cope with competing demands from their own businesses;
- The roles and responsibilities of some regional structures are unclear or duplicated;
- Many regions do not have adequate communications mechanisms in place to ensure that all stakeholders are informed and engaged in tourism development;
- Industry is unclear about how to work with and engage with Tourism Victoria on issues outside of marketing;
- Regional Campaign Committees focus on marketing and are unable to address other critical issues impacting regional tourism growth such as product development, investment attraction, skills training and sustainability management; and
- There is recognition that sustainable tourism development at the regional level requires a more strategic focus to create a strong foundation for industry growth.

There are 10 regions in Victoria:

- **Great Ocean Road (Municipalities of City of Greater Geelong, Borough of Queenscliffe, Surf Coast, Colac Otway, Golden Plains, Corangamite, Moyne, Glenelg Shires and City of Warrnambool)**
- Yarra Valley and Dandenong Ranges
- Mornington Peninsula
- Daylesford and Macedon Ranges
- Phillip Island
- Goldfields
- Grampians
- High Country
- Gippsland



- The Murray

In the Great Ocean Road (GOR) region there are three Regional Tourism Associations (RTA)s:

- Geelong Otway Tourism (GOT) including City of Greater Geelong, Borough of Queenscliffe, Surf Coast, Colac Otway, Golden Plains.
- Shipwreck Coast including Corangamite and Warrnambool municipalities.
- Discovery Coast including the Shires of Moyne and Glenelg.

The RTAs including Geelong Otway Tourism, are responsible for:

- Representing local tourism associations (e.g. Otways Tourism) industry and Local Government on issues affecting tourism in the region.
- Strategic business planning for tourism growth.
- Marketing the region through building a brand, increasing tourist awareness, converting visitation and dispersal of visitors across the region.
- Industry development in partnership with Local Government to improve tourism infrastructure and touring routes.
- Business Development to grow the quality of regional tourism businesses
- Public relations and communication to the industry regarding industry issues and to the general public regarding the importance and benefits of the tourism industry.
- Research to evaluate the value of tourism, visitor satisfaction, industry needs and opportunities.
- Partnerships with industry associations, Local Government, State and Federal Government departments, state and national tourism organisations.

In the Geelong Otway Tourism region there are a number of Local Tourism Associations (LTA) including Otways Tourism (OT), Surf Coast Tourism, Tourism Geelong and the Bellarine. LTAs are responsible for:

- Coordinating and representing all businesses and organisations and individuals involved and interested in tourism in the local area.
- Supporting the provision of visitor information through local Visitor Information Centres.
- Producing a local visitor's guide, map or other local tourism collateral.
- Advising Local Government on ensuring adequate visitor facilities.
- Working with Local Government on industry investment in new product and experiences; and events that support the tourism industry.
- Conducting industry network functions.
- Conducting familiarisation tours for businesses to increase local knowledge and to support cross referral.
- Supporting industry professional development.
- Working in partnership with Regional and State tourism organisations.

The key focus of the RTAP is to establish Regional Tourism Boards (RTBs) to address these following areas:

- Improve Regional Industry Structures
- Improve supply and quality of regional tourism experiences
- Increase consumer demand for regional tourism experiences
- Address skills, service standards and environmental sustainability

The method of determining the structure of the RTB was to be through an Implementation Committee consisting of Local Government and Tourism Industry representatives with Tourism Victoria. Over a period of months, many meetings and a number of proposed

options, the Implementation Committee was not able to come up with an option supported by the whole Committee.

To resolve the matter it was agreed that the CEOs of the various Local Governments involved would meet with the CEO of Tourism Victoria to finally determine the structure of the Great Ocean Road RTB. One such meeting has taken place but a final RTB structure is still to be decided. The CEO's requested that before any final decision was made that Tourism Victoria provide the costing of any proposed model for consideration. As this is yet to take place the matter at the time of the writing of this report is still unresolved.

Council has been waiting on the resolution of the regional restructure to consider future financial contributions to both Geelong Otway Tourism and Otways Tourism that have funding and service agreements with Council concluding on 30 June 2011. A restructured industry could change the nature of both the RTA and the LTA and/or Council's relationship with these bodies.

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

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

#### **Issues / Options**

Council signed a memorandum of Understanding (MOU) with Geelong Otway Tourism on 6 September 2007 for a three year period to 31 August 2010. Given that the regional restructure of tourism in the Geelong Otway Tourism region had only commenced in August 2010 Council signed an extension to the MOU till 30 June 2011 with an expectation that the regional restructure would be resolved by this date.

Council signed a Service Agreement with Otways Tourism on 15 December 2006 for the period to 30 June 2009. Following a formal review Council signed a new Service Agreement on 30 July 2010 for a period to 30 June 2011, again with the expectation that the regional restructure would be resolved by this date.

Since the restructure has not reached a conclusion and Council's current agreements with these organisations is coming to an end point, it is recommended that Council consider the following options.

**Option one** would be that Council sign an extended MOU with Geelong Otway Tourism for a period of six months to 31 December 2011 on a month by month payment schedule, with the agreement to be reviewed prior to the December Council meeting so that Council has the opportunity to consider its options again through an officer report at that date.

This option would also include a new six months agreement with Otways Tourism to 31 December 2011 on a month by month payment schedule, with the agreement to be reviewed prior to the December Council meeting so that Council has the opportunity to consider its options again through the officer report at that date.

**Option two** would be to renew agreements for a longer period of time for example 12 months to 31 June 2012. While it is anticipated that the restructure will be resolved within the 2011/12 financial year, if the process is not concluded this option eliminates the need for another review and report at the six month point. However, if the restructure is concluded within the 2011/12 financial year this option may bind Council to financial commitments to external organisations beyond the period when this is necessary.

**Option three** would be that Council sign an extended MOU with Geelong Otway Tourism for a period of six months to 31 December 2011 on a quarterly payment schedule, with the agreement to be reviewed prior to the December Council meeting so that Council has the opportunity to consider its options again through an officer report at that date.

This option would also include a new six months agreement with Otways Tourism to 31 December 2011 on a quarterly payment schedule, with the agreement to be reviewed prior to the December Council meeting so that Council has the opportunity to consider its options again through the officer report at that date.

**Option four** would be to not renew agreements with Geelong Otway Tourism and Otways Tourism and to wait until there is an agreed satisfactory resolution to the regional restructure before making any decision on future financial commitments to the tourism industry.

Option three is the preferred option as Council has an obligation to continue its support of the tourism industry and this option enables an ongoing relationship with Geelong Otway Tourism and Otways Tourism until the restructure is finally settled. It enables each organisation to plan its future though what should be a transition period with the knowledge that it has Council's financial support until the new structure is in place. It enables continuity of staffing, service provision and production of tourism collateral. It relieves Council of the risk of committing funds beyond the point when it is necessary.

### **Proposal**

That Council sign an extended MOU with Geelong Otway Tourism for a period of six months to 31 December 2011 on a quarterly payment schedule, with the agreement to be reviewed prior to the December Council meeting so that Council has the opportunity to consider its options again through an officer report at that date.

This proposal also includes a new six months agreement with Otways Tourism to 31 December 2011 on a quarterly payment schedule, with the agreement to be reviewed prior to the December Council meeting so that Council has the opportunity to consider its options again through the officer report at that date.

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

In the 2010/11 financial year Council committed \$66,426 to Geelong Otway Tourism and \$174,574 to Otways Tourism. Using these figures as a basis the recommendation would commit Council to quarterly payments of \$60,249 until the new regional structure is in place. However given the uncertainty of the process and the history of delays, it would be advisable to set aside the funds necessary to support a 12 month contribution to each organisation respectively.

If the RTB is in place within the 2011/12 financial year it is likely that these funds would be required to support the RTB and any other formal structures within the new regional structure.

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

There are no specific compliance issues related to this report and the proposal minimises the financial risk for Council in its commitment to support the tourism industry.

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

There are no environmental or climate change issues related to this report.

### **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 involve and includes a letter to both Geelong Otway Tourism and Otways Tourism outlining Council's preferred course of action. The letter would include an invitation to meet with Council officers to discuss the offer outlined in the proposal.

### **Implementation**

A letter would be drafted and sent to Geelong Otway Tourism outlining Council's preferred course of action in relation to extending the MOU. A letter and draft Service Agreement with Otways Tourism would be drafted and sent.

### **Conclusion**

Council has been waiting on the resolution of the regional restructure to consider future financial contributions to both Geelong Otway Tourism and Otways Tourism that have funding and service agreements with Council concluding on 30 June 2011. A restructured industry could change the nature of both the RTA and the LTA and/or Council's relationship with these bodies.

Council signed a Memorandum of Understanding (MOU) with Geelong Otway Tourism on 6 September 2007 for a three year period to 31 August 2010. Given that the regional restructure of tourism in the Geelong Otway Tourism region had only commenced in August 2010 Council signed an extension to the MOU till 30 June 2011 with an expectation that the regional restore would be resolved by this date.

Council signed a Service Agreement with Otways Tourism on 15 December 2006 for the period to 30 June 2009. Following a formal review Council signed a new Service Agreement on 30 July 2010 for a period to 30 June 2011, again with the expectation that the regional restructure would be resolved by this date.

Since the restructure has not reached a conclusion and Council's current agreements with these organisations is coming to an end point, it is recommended that Council sign an extended MOU with Geelong Otway Tourism for a period of six months to 31 December 2011 on quarterly payment schedule, with the agreement to be reviewed prior to the December Council meeting so that Council has the opportunity to consider its options again through an officer report at that date.

This option would also include a new six months agreement with Otways Tourism to 31 December 2011 on a quarterly payment schedule, with the agreement to be reviewed prior to the December Council meeting so that Council has the opportunity to consider its options again through the officer report at that date.

**Attachments**

Nil


**Recommendation(s)**

**That Council:**

1. ***Signs an extended Memorandum of Understanding (MOU) with Geelong Otway Tourism for a period of six months to 31 December 2011 on a quarterly payment schedule, with the agreement to be reviewed prior to the December Council meeting so that Council has the opportunity to consider its options again through an officer report at that date.***
2. ***Enters into a new six month agreement with Otways Tourism to 31 December 2011 on a quarterly payment schedule, with the agreement to be reviewed prior to the December Council meeting so that Council has the opportunity to consider its options again through an officer report at that date.***

***MOVED Cr Frank Buchanan seconded Cr Geoff Higgins that recommendations to items listed in the Consent Calendar be adopted.***

**CARRIED 7 : 0**

|  <b>MINUTES</b><br>Otways Tourism Annual General Meeting<br><b>Tuesday 25 October 2011</b><br>Cafe 153, Apollo Bay |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                                                                     | <p><b>PRE MEETING</b></p> <ul style="list-style-type: none"> <li>• Otways Tourism commenced the meeting by showcasing our annual achievements including Apollo Bay Tourism Video, Maps &amp; Guides, Visitor Information Centre initiatives, Welcome Hubs, Industry Development Workshops, Marketing, Event Support and Otways Small Village Strategy</li> <li>• Tom Smith, Regional Tourism Advisor with Tourism Victoria presented a PowerPoint on the proposed regional tourism restructure and addressed the group.</li> <li>• Question time was held and Tom Smith responded.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| 1                                                                                                                                                                                                   | <p><b>WELCOME:</b><br/>                     Tom Smith, Corinne Mitchell, John Riches, Rex Brown, Sharon Bradshaw, Denis Morrissy, Angelika Millar, Cr Lyn Russell, Jack Dinkgreve, Tricia Goodlet, Yvette Hill,</p> <p>Mayor Brian Crook, Cr Frank Buchanan, Cr Stephen Hart, Cr Stuart Hart, Bo Melville, Marea Baynes, Helen Chambers, Stephanie Russell, Michael Abbott, Carolyn Thatchell, Nick Polgeest,</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| 2                                                                                                                                                                                                   | <p><b>APOLOGIES:</b><br/>                     Tom Dennis, Corrie Koorn, Peter Burns, Sue Ladewig, Mike Barrow,</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| 3                                                                                                                                                                                                   | <p><b>CONFIRMATION OF PREVIOUS MINUTES:</b></p> <p style="text-align: right;">Moved:<br/>John Riches<br/>Seconded:<br/>Rex Brown</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| 4                                                                                                                                                                                                   | <p><b>ANNUAL REPORT</b></p> <p>4.1 Chairpersons Report</p> <p>The full version of the Chairpersons Report is available in the Annual Report 2011.</p> <ul style="list-style-type: none"> <li>❖ Welcome to Councillors and Jack Dinkgreve from Parks Victoria.</li> <li>❖ Noted that Jack Green as acting CEO is an apology to the meeting.</li> <li>❖ Acknowledged work of the late Les Nosedo and remember his quiet, laconic nature. Les would rise to a challenge when he was passionate and made an immense contribution to tourism in the Otways.</li> <li>❖ Acknowledge Executive Board Representatives Rex Brown and John Riches for their support.</li> <li>❖ Acknowledge Corrie Koorn as OSCA Board Representative who will resign after 6 years on the board.</li> <li>❖ Thankyou to Sharon Bradshaw and Lyn Russell who have represented Otways Tourism on the GOT Board.</li> <li>❖ Thankyou to the executives of the Sub-LTA Boards who understand the industry, see changes and what needs to be done for the future plan. We must have a voice like this in the new structure.</li> <li>❖ Acknowledge the work of Otways Tourism employees, Tricia Goodlet and Yvette Hill.</li> </ul> |

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|          | <p>4.2 Executive Officers Report</p> <p>The full version of the Executive Officers Report is available in the Annual Report 2011.</p> <ul style="list-style-type: none"> <li>⊗ Gifts were given to the Executive Board Members and Tricia.</li> <li>⊗ Thankyou to Corinne Mitchell, Rex Brown and John Riches for their support and assistance with the implementation of the Strategic Plan.</li> </ul> <p>4.3 Financial Report</p> <p>The full version of the Financial Report is available in the Annual Report 2011.</p> <p><b>Resolution 1 - Adoption of Financial Report</b><br/>To consider and vote on the following ordinary resolution:</p> <p>That the Company's Financial Report for the financial year ended 30 June 2011 be received.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | <p>Moved:<br/>Michael Abbott<br/>Seconded:<br/>Lyn Russell</p> |
| <p>5</p> | <p><b>ORDINARY BUSINESS:</b></p> <p>5.1 <b>Resolution 2 – Resignation of Office Bearers</b><br/>To consider and vote on the following ordinary resolution:</p> <p>That the following Board Members hereby resign from their positions at the conclusion of the AGM:</p> <ul style="list-style-type: none"> <li>• Corinne Mitchell; Chair</li> <li>• John Riches; Vice Chair</li> <li>• Rex Brown; Treasurer, Skills Based Representative</li> <li>• Corrie Koorn; OSCA Representative</li> </ul> <p>⊗ It was determined that this resolution was not required to be moved, but rather be noted in the minutes that the office bearers have resigned.</p> <p>5.2 <b>Resolution 3 – Nomination of New Board Members</b><br/>To consider and vote on the following ordinary resolution:</p> <p>5.2.1 That the nominations for new Board Members are accepted.<br/>5.2.2 That the nominations for Executive positions on the Board be accepted.</p> <p><b>Nominations for Otways Tourism Board:</b></p> <ul style="list-style-type: none"> <li>• 2 representatives Otway Hinterland Tourism Association</li> <li>• 2 representatives Otway Scenic Circle Association</li> <li>• 2 representatives Apollo Bay Chamber of Commerce</li> <li>• 2 representatives Otways Coast Tourism             <ol style="list-style-type: none"> <li>1. 2 Skills Based Appointees</li> </ol> </li> </ul> <p><i>These positions are current until February 2013.</i></p> <ul style="list-style-type: none"> <li>• 1 Councillor Representative</li> <li>• Delegate to GOT Board</li> </ul> <p>⊗ It was determined that this resolution was not required to be moved, but rather be noted in the minutes that no new nominations for board members were received.</p> |                                                                |



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|  | <p>Meeting discussion:</p> <ul style="list-style-type: none"> <li>⊗ Corinne: intended to be a Chair of OT for two years. Has decided to resign out of frustration because of indecision of RTAP. Due to quarterly funding restraints it has been difficult to implement Strategic Plan and carry out the Villages Project.</li> <li>⊗ Frustrated with relationship with Council – OT has no knowledge of meetings held with CEOs and TV. No opportunity for input into the new structure. Cr Lyn Russell has kept the OT board up to date through her knowledge.</li> <li>⊗ Currently no delegates have been put forward to form a new board. Perhaps now is the time to discuss the proposed new advisory forum type structure.</li> <li>⊗ OT will continue to operate until 31 December with Tricia Goodlet and Yvette Hill.</li> <li>⊗ Michael: would like to move to Resolution 4 to go on to create a new advisory forum.</li> <li>⊗ Carolyn: agree with Michael. Frustrated with the lack of communication with the industry.</li> <li>⊗ Michael: would like to see one representative on the advisory form from each Sub-LTA.</li> <li>⊗ Corinne: Sub-LTAs can remain as they are and be part of the forum. Agrees that the forum should support all operators in the region and not be exclusive to members.</li> <li>⊗ Nick – would like to invite people to be part of the ABCCT to provide a platform for a voice as part of the new forum structure.</li> <li>⊗ Corinne M – the development of a forum will hopefully be adopted as part of the new tourism structure.</li> <li>⊗ Helen: OSCA will remain functioning at this stage. Thinks that the Sub-LTAs breaking apart will divide and weaken the industry presence.</li> <li>⊗ Carolyn: could the Council be asked to provide information on developments of the tourism restructure to the Sub-LTAs?</li> <li>⊗ Bo: asked who makes the decisions on the structure, to allow Surf Coast / Otways to have a locally based office and staff?</li> <li>⊗ Cr Stuart Hart: feels that members are of the view that Councillors have more knowledge than industry. He says that Councillors would only know marginally more than the industry.</li> <li>⊗ Cr Lyn Russell: advised that some information she is privy to as a member of the GOT Board is confidential and cannot be shared with other Councillors.</li> <li>⊗ Cr Brian Crook: supports both what Lyn and Stephen have said. Concurred that the presentation from Tom was basically what he as a Councillor knows. Issues centred around a new CEO and a funding model. Unless State and Federal Governments contribute more financially it is difficult to see how the model can be adopted.</li> <li>⊗ Denis: should we do something else? Touched on issues such as funding but we need to work on what is here and available to industry now. Asks of Councillors what they want out of tourism in the Otways now?</li> <li>⊗ Sharon: – questioned the advertising of the Executive Officers position. Will be addressed in March.</li> <li>⊗ Tricia: to maintain continuity and contact for member's employment has been offered to Yvette from the end of the calendar year for 6 months.</li> <li>⊗ Cr Stuart Hart: concerned about the structure displayed by Tom Smith - says that the industry needs to give TV a message of support.</li> <li>⊗ Corinne: underlined that the process has taken two years to get this far and OT have tried to get their position across through the Shire.</li> <li>⊗ Denis: where is the support coming from and doesn't think that the Shire is supportive of the OT Board or tourism.</li> <li>⊗ Nick: noted comments about voluntary hours - with the dissolution of the OT Board it's a chance to let the Shire take over and run the tourism game.</li> </ul> |  |
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|                     | <p>5.3 <b>Resolution 4 – Dissolution of Board</b><br/>To consider and vote on the following ordinary resolution:</p> <p><b>Motion 1</b><br/>That the current Board be dissolved as at 31 December 2011 on the basis that there are no nominations from Sub-LTAs (excluding skills based nominations).</p> <p><b>Motion 2</b><br/>That the Sub-LTAs from the Otway region are continued to be recognised in a committee format (such as an Otways Advisory Committee) and advise Council on tourism matters.</p> <p>5.4 <b>Resolution 5</b><br/>That Sharon Bradshaw continue on the GOT Board to represent the Colac Otway Shire tourism industry until the restructure takes place</p> <ul style="list-style-type: none"> <li>❖ Corinne: OT tourism board had a meeting today to discuss Sub-LTA grants for the second part of the financial year. Minutes for this teleconference meeting will be distributed in due course.</li> <li>❖ Corinne: advertise expressions of interest to industry and convene an advisory committee then.</li> <li>❖ Nick: wants to have the funding returned to ABCCT from GOT. Where is the share of the money going that the local members pay?</li> <li>❖ Nick: does not support an advisory committee as it adds another level of structure.</li> <li>❖ Tricia: pointed out that pre Otways tourism there were still people working in a tourism development role.</li> <li>❖ Lyn: noted that the structure would need a memo of understanding between Geelong Otways Tourism and the Shire.</li> <li>❖ Corinne: in the new structure the membership will be paid to the board to decide how the money will be distributed.</li> <li>❖ Tricia will convene a meeting of the Sub-LTAs to decide how the new structure should take place and lead from those primary discussions to include a broader group of industry representatives.</li> </ul> | <p>Moved:<br/>Michael Abbott<br/>Seconded:<br/>Nick Polgeest<br/>All for:<br/>All present</p> <p>Moved:<br/>Michael Abbott<br/>Seconded:<br/>Stephanie Russell<br/>All for:<br/>All present<br/>All against:<br/>Nick Polgeest</p> <p>Moved:<br/>Lyn Russell<br/>Seconded:<br/>John Riches</p> |
| <p>6</p>            | <p>To Elect the Auditor for the 2010 / 2011 Financial Year<br/>WHK Mahoney are recommended as the auditor for the 2011 / 2012 Financial Year</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <p>Moved:<br/>Lyn Russell<br/>Seconded:<br/>Michael Abbott<br/>All for:<br/>All present</p>                                                                                                                                                                                                    |
| <p><b>Close</b></p> | <p>Mayor Brian Crook</p> <p>On behalf of the shire would like to thank Corinne Mitchell and the Executive Board of Otways Tourism for all the work undertaken as part of Otways Tourism. The industry has been brought together from your hard work and because of you as the leader.</p> <p>The shire over the last few years has enjoyed a far more constructive relationship with tourism</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                |

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## OTWAYS TOURISM INCORPORATED

### STATEMENT OF PURPOSES

#### Associations Incorporation Act 1981 – Section 5(b)

The name of the proposed incorporated association is Otways Tourism Incorporated

The purposes for which the proposed incorporated association is established are:-

***[1] To promote and develop tourism generally within but not restricted to the Colac Otway Shire within the State of Victoria [“the region”].***

***[2] In conjunction with local tourism associations in the region:***

- (i) Encourage increased visitor yield, numbers (specifically in the hinterland) and length of stay
- (ii) Maintain and improve the diversity and quality of visitor and local experiences in the Otways
- (iii) Encourage environmentally sustainable business and tourism activity with a long-term view
- (iv) Development of a cohesive tourism and business industry network
- (v) Encourage professional development within the industry to ensure improving levels of service and quality product delivery
- (vi) Encourage and promote the acceptance of tourism by the local community
- (vii) Reflect the individuality of townships within Colac Otway Shire and the needs of the local tourism associations
- (viii) Communicate and cooperate with local Council on regional tourism issues and initiatives
- (ix) Act as the recognised tourism industry body for the Otways region
- (x) Lobby relevant bodies on behalf of members, on issues of major concern and provide a united industry response

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

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

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## RULES OF OTWAYS TOURISM INCORPORATED

### 1. Name

The name of the incorporated association is Otways Tourism Incorporated.

### 2. Definitions

[1] In these rules unless the contrary intention appears:

**"association"** means Otways Tourism Incorporated.

**"board"** means the committee of management of the association.

**"delegate"** means a natural person appointed by a member to represent it in the conduct of the affairs of the association.

**"financial year"** means the year ending on the 30<sup>th</sup> June.

**"general meeting"** means a general meeting of members convened in accordance with these rules.

**"local tourism associations"** are incorporated associations which are established for the purposes of promoting and developing tourism in a part of the region whose membership includes persons involved in the tourism industry in that part of the region.

**"member"** means the members of the association from time to time until such time as such members resigns or ceases to be a member under these rules.

**"person"** means a natural person, or a legal person, or a Committee or like body established or authorised by a municipal Council within the region for the purposes of promoting tourism within the municipal district of that Council, or a Government Department or like body having an interest in the promotion of tourism.

**"region"** means the municipality of the Colac Otway Shire.

**"secretary"** means secretary of the association.

**"the Act"** means the Associations Incorporation Act 1981.

**"the regulations"** means regulations under the Act.

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

**"councillor"** means a persons elected to serve on Council pursuant to the provisions of the Act and the Constitution Act 1975.

[2] Words and expressions contained in these rules should be interpreted in accordance with the provisions of the Interpretation of Legislation Act 1984 and the Act as in force from time to time.

- [3] In these rules the masculine gender shall include the feminine gender and neutral gender, and the singular includes the plural.

### **3. Qualifications for Membership**

The members of the association shall be:

- [1] (i) Otway and Hinterland Tourism Association Incorporated
- (i) Otway Scenic Circle Association Incorporated
  - (ii) Apollo Bay Chamber of Commerce and Tourism Incorporated
  - (iii) Colac Otway Shire Council
- [2] other local tourism associations which apply for and are granted membership of the association

### **4. Application for membership and delegates**

- [1] An application for membership of the association shall:
- [a] Be made in writing in the form required by the Board from time to time; and
  - [b] Be lodged with the secretary of the association; and
  - [c] Include the name and address of a natural person to act as its delegate who shall, in the event of admission of the applicant to membership and until the member by written notice to the secretary advises that the member has revoked the appointment of its delegate and provides the name and address of a new delegate, act for and on behalf of that member in the affairs of the association.
- [2] Subject to sub-rule [3] (vi) of the Rule each member of the association shall provide to the secretary of the association the name and address of such numbers of natural persons as that member is entitled to appoint as its delegate pursuant to sub rule [3] who shall act as its delegate who shall, until the member by written notice to the secretary advises that the member has revoked the appointment of its delegate and provides the name and address of a new delegate, act for and on behalf of that member in the affairs of the association.
- [3] Members of the association shall be entitled to appoint as delegates to represent the member in the conduct of the affairs of the association the number of delegates set out hereunder:
- (i) Otway and Hinterland Tourism Association Incorporated – 2 delegates
  - (ii) Otway Scenic Circle Association Incorporated – 2 delegates
  - (iii) Apollo Bay Chamber of Commerce and Tourism Incorporated – 2 delegates
  - (iv) Colac Otway Shire Council – 3 delegates, one of whom shall be a Councillor and two of whom shall be financial members of any of the above named local tourism associations, provided that each of the two delegates shall represent a different local tourism association.
  - (v) Other members of the association shall be entitled to appoint to represent them in the conduct of the affairs of the association the number of delegates determined by resolution of the Board at the time of acceptance of the application for membership made by that member. No member shall be entitled to appoint more than three

delegates. The board may in the case of a member which represents a small number of tourist operators require that a delegate representing that member jointly represent a like member of members of the association.

- (vi) The board shall from time to time review changes in the nature and location of the tourism industries within the region with a view to determining whether tourism interests within the region are equitably represented by the distribution of members delegates to the association then applying within the association. In the event that the board determines that a more equitable representation of tourism interests would occur by changing the number of delegates any member or members are entitled to appoint to the board shall confer with the member or members whose entitlement to appoint delegates is sought to be changed ("the affected member"). In the event that agreement is reached between the board and the affected member on a change to the number of delegates, that member is entitled to appoint, such changed entitlement shall apply until any further agreement as to change is reached altering the entitlement or the entitlement is changed as a consequence of a change to the rules of the association.

**5. Referral of application**

As soon as practicable after receipt of application for membership the secretary shall refer the application to the board.

**6. Consideration of application**

Upon an application being referred to the board the board shall determine whether to approve or reject the application.

**7. Approval of application**

On an application being approved by the board the secretary shall, with as little delay as possible, notify the applicant in writing that the application for membership of the association has been approved and request payment within a period of twenty eight days after receipt of the notification of any sum payable under these rules as an entrance fee and the current year's annual subscription or as the board otherwise determines from time to time where there remains less than six months in that financial year.

**8. Entry of names on register**

The secretary upon payment of the amounts referred to in clause 10, within the period referred to in that clause shall enter the applicant's name in the register of members kept by the association and upon the name being so entered the applicant shall be a member of the association.

**9. Cessation of membership**

A right, privilege and obligation of a member shall terminate upon the cessation of membership by resignation or otherwise. Membership shall (unless the board resolves to extend membership for a period of not greater

than 180 days) cease if the member has not paid all monies due to the association within one month of monies falling due. All monies owing to the association other than annual subscriptions of a person whose membership has lapsed as a consequence of non payment of the annual subscription, shall remain payable and recoverable by the association. All rights and privileges of a member shall be suspended for such period, as any such member does not have any lawful delegate representing that member.

**10. Entrance fee and annual subscription**

[1]The entrance fee is ten dollars [\$10] or such other sum [if any] as determined by the board.

[2]The annual subscription shall:

[a] For members other than local tourism associations be that sum which is determined by the board; and

[b] For local tourism associations shall be \$100 provided that the board may at the annual general meeting any year determine that the membership fee of any local tourism association should in respect of that year be some other amount. Notice of any proposed change to the membership of any local tourism association shall be given in the notice to all members of the annual general meeting.

[3]Membership fees shall be payable within 28 days of receipt of invoices sent by the association.

**11. Register of members**

The secretary shall keep and maintain a register of members in which shall be entered the proper name, address and date of entry of the name of each member and the current delegate or delegates for each member. The register shall be available for inspection by any member or any delegate of any member at the address of the public officer.

**12. Resignation of a member**

A member of the association may resign from the association by first giving one months notice in writing to the secretary of its intention to resign and upon the expiration of that period of notice, the member shall cease to be a member. Any monies due and payable by the member to the association shall remain a debt due to the association notwithstanding the resignation of the member.

**13. Expulsions and suspension of members**

[1] Subject to these rules the board may be resolution:

[a] Expel a member of the association; or



- [b] Suspend a member from membership of the association for a specific period;  
If the board is of the opinion that the member:
  - [a] Has refused or neglected to comply with these rules; or
  - [b] Has been guilty of conduct unbecoming a member or prejudicial to the interests of the association.
  
- [2] A resolution of the board under sub-clause [1]:
  - [a] Does not take effect unless the board, at a meeting held not earlier than fourteen and not later than twenty eight days after the service on the member of a notice under sub-clause [3] confirms the resolution in accordance with this clause; and
  - [b] Where the member exercises the right of appeal to the association under this clause does not take effect unless the association confirms the resolution in accordance with this clause.
  
- [3] Where the board passes a resolution under sub-clause [1] the secretary shall, as soon as practicable, cause to be served on the member a notice in writing:
  - [a] setting out the resolution of the board and the grounds on which it is based; and
  - [b] stating that the member or its delegate or other representative may address the board at a meeting to be held not earlier than fourteen and not later than twenty eight days after the service of the notice; and
  - [c] stating the date, place and time of the meeting; and
  - [d] informing the member that the member may do one or more of the following:
    - [1] may by itself or its delegate or other duly authorised agent or representative attend that meeting;
    - [2] give to the board before the date of that meeting a written statement seeking the revocation of the resolution;
    - [3] not later than twenty-four hours before the date of the meeting, lodge with the secretary a notice to the effect that it wishes to appeal to the association in general meeting against the resolution.
  
- [4] At a meeting of the board held in accordance with sub-clause [2] the board:
  - [a] Shall give to the member or its delegate or other representative an opportunity to be heard;
  - [b] Shall give due consideration to any written statement made on behalf of the member; and
  - [c] Shall by resolution determine whether to confirm or to revoke the resolution.
  
- [5] Where the secretary receives a notice under sub-clause [3], he shall notify the Board and the Board shall convene a general meeting of the

association to be held within twenty-one days after the date of which the secretary received the notice.

- [6] At the general meeting of the association convened under sub-clause:
  - [a] No business other than the question of the appeal shall be transacted;
  - [b] The Board shall place before the meeting details of the grounds for the resolution and the reasons for the passing of the resolution;
  - [c] The member shall by its delegate or other representative be given an opportunity to be heard; and
  - [d] The members present shall by ballot determine the question whether the resolution should be confirmed or revoked.
  
- [7] If at the general meeting:
  - [a] Two-thirds of the members present by themselves or their delegates vote in favour of the confirmation of the resolution, the resolution is confirmed; and
  - [b] In any other case, the resolution is revoked.
  
- [8] Any notice required by this rule to be given to members shall be given by the secretary in writing addressed to the member at the address shown in the register of members.

#### **14. Annual General Meeting**

- [1] The association shall in each calendar year convene an annual general meeting of its members to be held in any of the months of October, November or December.
  
- [2] The annual general meeting shall be held on such a day as the Board determines
  
- [3] The annual general meeting shall be specified as such in the notice convening it
  
- [4] The ordinary business of the annual general meeting shall be:
  - [a] To confirm the minutes of the last preceding annual general meeting and of any general meeting held since that meeting;
  - [b] To receive from the Board reports upon the transactions of the association during the last preceding financial year;
  - [c] To receive and consider the statement submitted by the association in accordance with section 30 of the Act.
  - [d] To elect an auditor for the next ensuing year;
  - [e] To determine the entrance fee and the annual subscriptions for the ensuing year.
  
- [5] The annual general meeting may transact special business of which notice is given in accordance with these rules.

[6] The annual general meeting shall be in addition to any other 4 general meetings that are held in the same year.

## **15. Special general meetings**

All general meetings other than the annual general meeting shall be called special general meetings.

(1) The Board may, whenever it thinks fit, convene a special general meeting of the association and where but for this sub-rule, more than fifteen months would elapse between annual general meetings, shall convene a special general meeting before the expiration of that period.

[2] The Board shall, on the requisition in writing of members requesting not less than one third of the total number of members, convene a special general meeting of the association.

[3] The requisition for a special general meeting shall state the objects of the meeting and shall be signed by delegates of not less than two members who are authorised by resolution of the member whose delegate has signed the requisition and be sent to the address of the secretary and may consist of several documents in like form each signed on behalf of one or more of the members making the requisition.

[4] If the Board does not cause a special general meeting to be held within one month after the date on which the requisition is sent to the address of the secretary, the members making the requisition, or any of them, may convene a special general meeting to be held not later than three months after that date.

[5] A special general meeting convened by members shall be convened in the same manner as nearly as possible as that in which those meetings are convened by the Board and all reasonable expenses incurred in convening the meeting shall be refunded by the association to the persons incurring the expenses.

## **16. General Meeting Notice**

[1] The secretary shall, at least seven days before the date fixed for holding a general meeting of the association, cause to be sent to each member at the member's address appearing in the register of members, a notice by prepaid post stating the place, date and time of the meeting and the nature of the business to be transacted at the meeting.

[2] No business other than that set out in the notice convening this meeting shall be transacted at the meeting.

[3] A member desiring to bring any business before a meeting may give notice of that business to the secretary, who shall include that business in the notice calling the next general meeting after the receipt of the notice.

## **17. Procedure**

- [1] All business that is transacted at a special general meeting and all business that is transacted at the annual general meeting with the exception of that referred to in these rules as being the ordinary business of the annual general meeting shall be deemed to be special business.
- [2] No item of business shall be transacted at a general meeting unless a quorum of members entitled under these rules to vote is present during the time when the meeting is considering that item and voting upon it.
- [3] A quorum for the transaction of the business of a general meeting of the association shall be present if not less than half the number of members are by their delegate present and not less than half the number of delegates are present.
- [4] If within half an hour after the appointed time for the commencement of a general meeting. A quorum is not present, the meeting if convened upon the requisition of members shall be dissolved and in other cases shall stand adjourned to the same day in the next week at the same time and [unless another place is specified by the Chairman at the time of the adjournment or by written notice to members given before the day to which the meeting is adjourned] at the same place and if at the adjourned meeting the quorum is not present within half an hour after the time appointed for the commencement of the meeting, the meeting shall lapse.

## **18. Chairman**

- [1] The Chairman shall preside at each general meeting of the association.
- [2] If the Chairman is absent from a general meeting the members present shall elect one of their number to preside as Chairman at the meeting.

## **19. Adjournment**

- [1] The Chairman of a general meeting at which a quorum is present may with the consent of the meeting adjourn the meeting from time to time and place to place but no business shall be transacted at an adjourned meeting other than the business left unfinished at the meeting which the adjournment took place.
- [2] Where a meeting is adjourned for fourteen days or more a like notice of the adjourned meeting shall be given as in case of the general meeting.
- [3] Except as provided in sub-rules [1] and [2] it is not necessary to give notice of an adjournment or of the business to be transacted at an adjourned meeting.

## **20. Voting**

A question arising at a general meeting of the association shall be determined on a show of hands. A declaration by the Chairman that a resolution has on a show of hands been carried or carried unanimously or carried by a

particular majority or lost, and an entry to that effect in the minute book of the association is evidence of the fact without proof of the number or proportion of the votes recorded in favour of or against that resolution.

(1) Upon any question arising at a general meeting of the association a member has the number of votes determined by the number of delegates at the meeting provided that where a delegate represents more than one member that delegate shall have only one vote.

[2] All votes shall be given personally. No proxy voting shall be allowed.

[3] In the case of an equality of voting on a question the Chairman of the meeting is entitled to exercise a second or casting vote.

## **21. Poll**

(1) If at a meeting a poll on any question is demanded by not less than half the members it shall be taken at the meeting in such manner as the Chairman may direct and the resolution of the poll shall be deemed to be the resolution of the meeting on that question.

[2] A poll that is demanded for the election of a Chairman or on the question of an adjournment shall be taken forthwith and a poll that is demanded on any other question shall be taken at such time before the close of the meeting as the Chairman may direct.

## **22. Board – powers**

[1] The affairs of the association shall be managed by a board of management constituted as provided in Rule 25.

[2] The Board:

[a] Shall control and manage the business and affairs of the association.

[b] May, subject to these Rules, the Regulations and the Act, exercise all such powers and functions that are required by these Rules to be exercised by general meetings of the members of the association; and

[c] Subject to these Rules, the Regulations and the Act, has the power to perform all such acts and things as appear to the Board to be essential for the proper management of the business and affairs of the association.

[d] Shall appoint (2) two of its number, who with the Chairman, Deputy Chairman and Treasurer shall comprise an executive of the association who shall act in accordance with any direction of the Board and shall attend to all matters essential for the proper management of the business and affairs of the association arising and needing to be dealt with between Board meetings. In appointing the two members to the executive of the association the Board shall endeavour to ensure an equitable representation on the Executive of the geographical areas within the region and that persons having experience in the tourism industry are adequately represented.

[e] Shall appoint a person as secretary of the association who shall not be required to be a delegate of a member.

### **23. Constitution of board of management**

[1] The Board shall comprise:

[a] The delegates appointed by each member

[2] Members of the Board, shall, provided they remain delegates of a member or a person appointed, remain in office for a period of one (1) year but are eligible to serve further terms.

[3] The Chairman, Deputy Chairman and Treasurer are the officers of the Association.

[4] The officers of the Association shall be elected annually by the Board from among their number at the first Board meeting to be held after the annual general meeting in each year.

[6] Each officer of the association shall hold office until election of his successor at the first Board meeting held after the annual general meeting next after the date of his election but is eligible for re-election.

[7] In the event of a casual vacancy in any referred to in sub-rule [3] the Board may appoint one of its members to the vacant office and the member so appointed may continue in office until the next date upon which officers are elected pursuant to sub-rule [4].

### **24. Election of officers of the Board**

[1] Nominations of candidates for election as officers of the Board:

[a] shall be made verbally at the first meeting of the board following the Annual General Meeting; and

[b] Candidates for election of officers must be elected delegates of members at which time officers are elected.

[2] If only one nomination is received for any position of officer the person nominated shall be deemed to be elected.

[3] If the number of nominations exceeds the number of vacancies to be filled a ballot shall be held.

[4] The ballot for the election of any officer shall be conducted at the first Board meeting after the annual general meeting in such manner as the Board may direct.

### **25. Grounds for termination of office**

For the purposes of these Rules a person shall cease to be a Board member [including an officer] if:

- [1] The person ceases to be a delegate of a member or an appointee as the case may be; or
- [2] The person resigns his office by notice in writing given to secretary; or
- [3] The member appointing the person to be a delegate ceases to be a member; or
- [4] The appointor withdraws the appointment of the person as its representative.

## **26. Quorum and procedure at meetings**

- [1] The Board shall meet at least six times in each year at such times as the Board may determine.
- [2] A special meeting of the Board may be convened by the Chairman or by any three members of the Board.
- [3] Notice shall be given to members of the Board of any special meeting specifying the general nature of the business to be transacted at such meeting.
- [4] Not less than half the members of the Board constitute a quorum.
- [5] No business shall be transacted unless a quorum is present and if within half an hour of the time appointed for the meeting shall stand adjourned to the same place and at the same hour of the same day in the following week unless the meeting was a special meeting in which case it lapses.
- [6] At meetings of the Board the Chairman or in his absence the Deputy Chairman or in his absence some other member of the Board elected by those then present shall preside.
- [7] Questions arising at a meeting of the Board shall be determined on a show of hands or, if demanded by a poll taken in such manner as the person presiding at the meeting may determine.
- [8] Each Board member [including the person presiding at the meeting] is entitled to one vote and in event of an equality of votes on any question, the person presiding may exercise a second or casting vote.
- [9] Written notice of each Board meeting shall be given to each member of the Board by delivering it to him at a reasonable time before the meeting or by sending it by pre-paid post addressed to him at his usual or last known place of abode at least five business days before days before the date of the meeting.
- [10] Subject to sub-rule [4] the Board may act notwithstanding any vacancy on the Board.

## **27. Minutes**

The secretary shall keep minutes of the resolutions and proceedings of each general meeting and each Board meeting in books provided for that purpose together with a record of the names of persons present at Board meetings.



**28. Treasurer**

[1] The Treasurer of the association:

- [a] Shall collect and receive all moneys due to the association and make all payments authorised by the association; and
- [b] Shall keep correct accounts and books showing the financial affairs of the association with full details of all receipts and expenditure connected with the activities of the association.

[2] The accounts and books referred to in sub-clause [1] shall be available for inspection on behalf of members.

**29. Signing of negotiable instruments**

All cheques, drafts, bills of exchange, promissory notes and other negotiable instruments shall be signed by two members of the Board, one of whom shall be an officer of the association.

**30. Common seal**

[1] The common seal of the association shall be kept in the custody of the secretary.

[2] The common seal shall not be affixed to any instrument except by the authority of the Board and the affixing of the common seal shall be attested by the signature of not less than two members of the Board.

**31. Alternations of statements of purposes and Rules**

The Rules and the statement of purposes of the association shall not be altered except in accordance with the Act.

**32. Service of notices**

[1] A notice may be served by or on behalf of the association upon any member either personally or by sending it by post to the member at its address shown in the register of members.

[2] Where a document is properly addressed, pre-paid and posted to a person as a letter the document shall unless the contrary is proved, be deemed to have been given to the person at the time at which the letter would have been delivered in the ordinary course of post.

**33. Winding up**

In the event of the association being wound up in accordance with the provisions of the Act and there remains after satisfaction of all its debts and liabilities any property whatsoever it shall be given or transferred to such person or persons whether incorporated or not to be used solely for the promotion of tourism in the geographical area in which the association was operating prior to its winding up.

**34. Custody of books and other documents**

Except as otherwise provided in these Rules, the secretary shall keep in his custody or under his control all books, documents and securities of the association.

**35. Source of funds**

The funds of the association shall be derived from entrance fees, annual subscriptions, donations and such other sources as the Board determines.

**36. Non Profit Status**

The assets and income of the organisation shall be applied exclusively to the promotion of its objects and no portion shall be paid or distributed directly or indirectly to the members of the organisation except as bona fide remuneration for services rendered or expenses incurred on behalf of the organisation.

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

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

Ref: 11-96418 Otways Tourism  
Contact: Mike Barrow



21 November 2011

Ms T Goodlet  
Executive Officer  
Otways Tourism  
100 Great Ocean Road  
APOLLO BAY VIC 3233

Dear Tricia

This letter is to address issues and procedures in relation to the wind up of Otways Tourism Inc.

Colac Otway Shire and Otways Tourism (OT) signed a Service Agreement in September 2006 for the purpose of transferring responsibility for the support and development of the tourism industry and marketing in the Shire to Otways Tourism. The Service Agreement specified the obligations of both parties and the respective roles and responsibilities within the context of a collaborative relationship.

The term of the most recently signed Service Agreement expired on 30 June 2011 however both parties have acted in accordance with the Service Agreement as Section 12 of the Agreement outlines an option for continuance.

*"This Service Agreement lapses after 30 June 2011 and may be renewed or renegotiated by further agreement between the parties and that Colac Otway Shire has noted its intention to continue with the agreement beyond 30 June 2011 subject to the outcomes of the Regional Tourism Action Plan's proposed restructure of Regional Tourism regions. In the event that the Regional Tourism Action Plan is not complete by 30 June 2011, Council is to continue the agreement with OT until 30 June 2012 unless there is an exceptional reason why this should not occur."*

**S 12, Service Agreement Colac Otway Shire and Otways Tourism, 1 July 2010 – 30 June 2011**

As well as this, the Colac Otway Shire Council meeting of 25 May 2011 adopted a resolution that Council would continue the relationship with OT on a quarterly basis until the regional restructure process was completed.

"Recommendation(s)"

That Council:

1. Signs an extended Memorandum of Understanding (MOU) with Geelong Otway Tourism for a period of six months to 31 December 2011 on a quarterly payment schedule, with the agreement to be reviewed prior to the December Council meeting so that Council has the opportunity to consider its options again through an officer report at that date.

Colac Otway Shire  
PO Box 293  
Colac Victoria 3250  
www.colacotwayvic.gov.au  
info@colacotwayvic.gov.au

Colac Service Centre  
2-6 Rae Street  
Colac Victoria 3250  
Ph: (03) 5232 9400  
Fax: (03) 5232 1045

Apollo Bay Service Centre  
69-71 Nelson Street  
Apollo Bay Victoria 3233  
Ph: (03) 5237 6504  
Fax: (03) 5237 6734



2. *Enters into a new six month agreement with Otways Tourism to 31 December 2011 on a quarterly payment schedule, with the agreement to be reviewed prior to the December Council meeting so that Council has the opportunity to consider its options again through an officer report at that date.*

*Minutes of Colac Otway Shire Council Meeting, 25 May 2011.*

According to the minutes of the Otways Tourism Board Annual General Meeting of 25 October 2011, Otways Tourism has made a decision to disband the organisation.

*"That the current Board be dissolved as at 31 December 2011 on the basis that there are no nominations from Sub-LTAs (excluding skills based nominations)."*

In reference to the Service Agreement S12 (see above) this would be an "exceptional reason" (see above) and justify a termination of the Service Agreement.

Colac Otway Shire notes that the proposed date of termination of Otways Tourism is 31 December 2011. Colac Otway Shire agrees to financially support Otways Tourism in accordance with the Service Agreement up to and including that date.

A report will be prepared for the December 2011 Council Meeting to propose options for the continuance of local tourism industry support. In the absence of a service delivery organisation, it would be proposed that Colac Otway Shire commence from 1 January 2012, to take responsibility for the direct delivery of tourism industry support and development and the internal marketing of the Shire.

Colac Otway Shire notes that Otways Tourism has expressed a willingness to participate in an industry advisory committee to assist Colac Otway Shire. The proposed advisory committee would be formed through an open Expression of Interest process and would have a Terms of Reference that includes consideration of the changes that may occur as a result of the resolution of the regional restructure. The committee would meet quarterly.

Colac Otway Shire also notes that the Otways Tourism Annual General Meeting resolved that the Sub Local Tourism Associations in the Shire would continue in their current form and advise Council on tourism matters.

*"That the Sub-LTAs from the Otway region are continued to be recognised in a committee format (such as an Otways Advisory Committee) and advise Council on tourism matters."*

Colac Otway Shire agrees to liaise with the Sub Local Tourism Associations and would encourage members of these organisations to nominate for a position on the Otways Tourism Advisory Committee.

Colac Otway Shire further notes that Otways Tourism has expressed the wish that the local tourism industry continues to be represented on the board of Geelong Otway Tourism.

*"That Sharon Bradshaw continues on the GOT Board to represent the Colac Otway Shire tourism industry until the restructure takes place."*



Page 3 Otways Tourism

Colac Otway Shire agrees that Sharon Bradshaw, proprietor of 'Forrest Brewing Company', will represent the local tourism industry on the GOT Board until the restructure of regional tourism is resolved. We would also encourage Ms Bradshaw to nominate for a position on the Otways Tourism Advisory Committee.

In accordance with the Otways Tourism Statement of Purposes, Section 35 'Winding Up', Otways Tourism is required to transfer any property remaining after all debts and liabilities have been settled prior to the termination date of the organisation to the responsible body "for the promotion of tourism in the geographical area."

*"In the event of the association being wound up in accordance with the provisions of the Act and there remains after satisfaction of all its debts and liabilities any property whatsoever it shall be given or transferred to such person or persons whether incorporated or not to be used solely for the promotion of tourism in the geographical area in which the association was operating prior to its wind up."*

**Otways Tourism Inc. Statement of Purposes 30 Jan 2002**

Colac Otway Shire has always been the responsible body for the promotion of tourism in the Shire but has delivered that service through Otways Tourism from September 2006. Otways Tourism is obligated to settle its debts and liabilities prior to 31 December 2011 and transfer all property and any remaining cash reserves to Colac Otway Shire. The Shire organisation will work with Otways Tourism to expedite these matters.

Colac Otway Shire is appreciative of the work that Otways Tourism and its members have put into the tourism industry over the past five years. The Shire will continue to work closely with the industry to deliver the best possible service during the immediate future while the regional structure is uncertain.

Once the regional restructure has been resolved we will continue to work closely with the tourism operators to provide for the development of the local tourism industry.

If you have any queries regarding the above matters or require further information please contact manager Economic Development Mike Barrow on 5232 9450.

Yours sincerely

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

Rob Small  
Chief Executive Officer, Colac Otway Shire

**OM112112-12****COLAC MARKETING STRATEGY**

|             |                                    |           |            |
|-------------|------------------------------------|-----------|------------|
| AUTHOR:     | Michael Swanson                    | ENDORSED: | Jack Green |
| DEPARTMENT: | Sustainable Planning & Development | FILE REF: | 11/95806   |

**Purpose**

To seek Council's endorsement of the draft Colac Marketing Strategy and preferred Colac Marketing Brand.

**Declaration of Interests**

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

**Background**

The 2010/11 budget included funds for the development of a Colac Marketing Strategy, which included the development of a brand that would encapsulate the strengths, and comparative advantage of Colac as a place to live. In May 2011, Council engaged Geelong based marketing company Warne Marketing to undertake the Colac Marketing Strategy and preferred Marketing Brand.

The consultant brief included an aim to attract a sustainable population, in particular families and single professionals. The Colac Otway Shire Economic Development Agenda 2009 – 2013 states that families and single professionals “strengthen the longevity and productivity of the shire’s labour force and because of life stage are more likely to have a more even ‘work life’ balance necessary for economic growth”.

In the development of the Colac Marketing Strategy and preferred Marketing Brand, Warne Marketing conducted research both locally and State wide. They also consulted with the Colac community, Colac business people, Otway Business Inc. (OBI), and Colac Otway Shire Council staff. A key focus was ensuring that the target market aim was correct. Warne Marketing found that the Economic Development Action Agenda proposition was supported and that this group would be a catalyst for sustainable growth.

The retirees cohort of ‘Sea Change’ and ‘Tree Change’ would seem to be another group to encourage however research has demonstrated that a high population of retirees leads to high demands on services including Council services. There is also “increasing congestion and environmental difficulties; creating mainly low paid jobs; driving up housing costs; increasing health care costs; and conflicting with priorities of other residents, preferring government to provide specialized elderly services rather than education ...” (Attachment 1 DRAFT – Colac Otway Shire Marketing Colac Strategy 2011 - 2014, 5.3 Target Audience.)

The Colac Marketing Strategy includes three options for a new Colac brand proposed to identify and differentiate Colac from other Victorian rural centres. As part of the development of the three concept brands feedback was sought from both the community and the identified target market.

After testing the three concept brands 'Colac – Consider the Change' emerged as the preferred brand. The testing shows that 53.3% of the community that completed the survey state that the 'Colac – Consider the Change' marketing brand best portrays Colac, with 53.9% of the identified target market also stating that the 'Colac – Consider the Change' marketing brand best portrays Colac.

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

#### **Economic Development**

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

Strategy 3. Support local business to develop and succeed.

Key Action 2. Enhance Colac's regional service centre status through the development of a Marketing strategy.

#### **Issues / Options**

The draft Colac Marketing Strategy has responded strongly to the consultant brief and provided Council with a strategy that can be used over the next 3 to 5 years to promote Colac and attract new residents.

The success of the Marketing Strategy will in the first instance rest on the success of the Marketing Brand. Three options were developed and provided to both the local community and a cross section of the target market to determine which brand best portrayed the liveability factors of Colac and would most likely attract the target market to live in Colac.

Market research company, 'MyOpinion' were instructed by Warne Marketing to invite a group of people within the target market to complete the survey. The survey was developed via SurveyMonkey and was structured to gauge the attractiveness of the brands and which one best portrays Colac as a place to live.

The target market consists of single professionals aged between 22 – 35 years and families with parents aged 25 - 45 years with children 0 - 15 years. MyOpinion was also instructed to gain feedback from those that live in outer Melbourne, Geelong and surrounds and rural and regional Victoria as these are the most likely areas of people willing to relocate to Colac.

The survey was completed by 308 people that fall within the target market demographic ranges and location areas as instructed. Twenty two Colac Otway Shire people within the target market also completed the survey. The results of the local survey and the external results were parallel in supporting the 'Colac – Consider the Change' brand.

Of the 308 surveyed, 69% were female and 31% were male. The demographic breakdown was 3.9% at 19 - 25 years, 52% at 26 – 35 years, 43.4% at 36 – 45 years and 0.7% at 55 years or over.

The survey results clearly demonstrate that the 'Colac – Consider the Change' concept brand is the preferred brand to market Colac to the target market.

Council has three options. Option one is to adopt the Colac Marketing Strategy and the 'Colac – Consider the Change' Marketing Brand.

Option 2 is to adopt the Colac Marketing Strategy and one of the other concept brand choices.

Option 3 is to not adopt the Colac Marketing Strategy or any of the three concept brands.



It is recommended that Council adopt the Colac Marketing Strategy and the 'Colac - Consider the Change' Marketing Brand. The extensive concept testing conducted as a part of this project clearly identifies this brand as the one most likely to appeal to both the local community and the identified target market.

### **Proposal**

That Council adopt the Colac Marketing Strategy and the 'Colac - Consider the Change' Marketing Brand.

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

The Colac Marketing Strategy was funded within the 2010/11 Budget with \$20,000. An additional \$10,000 was allocated to the brand development phase of the marketing strategy from the Economic Development Strategy Implementation budget in the 2011/12 year. A Budget Request was approved by Council in the 2011/12 year for \$20,000 for the implementation of the marketing strategy. A further \$65,000 over three years has also been requested starting in 2012/13 to continue to support the implementation of the marketing strategy.

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

Due to the level of community consultation that has occurred during the development of the draft Colac Marketing Strategy and preferred Marketing Brand there is an expectation from the community that the draft strategy will be adopted by Council. If Council is not to adopt the draft Colac Marketing Strategy and preferred Marketing Brand, Council risks damaging its reputation with the community.

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

There are no environmental considerations relevant to the report. Environmental issues will be considered throughout the completion of the project.

### **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.

During the development phase of the Colac Marketing Strategy and Brand extensive community consultation was completed. The following table outlines the amount of consultation during each phase of the development that was completed as well as the level of engagement that was undertaken.

| <b>Phase</b>                               | <b>IAP2 Spectrum</b> | <b>Methods</b>                                                                                                           | <b>Timing</b> |
|--------------------------------------------|----------------------|--------------------------------------------------------------------------------------------------------------------------|---------------|
| Ideas Generation and Issues Identification | Consult & Inform     | Teleconferences/personal interviews<br>Focus groups<br>Survey                                                            | May 2011      |
| Ideas Prioritisation                       | Collaborate          | Focus group                                                                                                              | May 2011      |
| Concept evaluation                         | Collaborate          | Focus group                                                                                                              | June 2011     |
| Plan Exhibition                            | Consult              | Provide plan to participants of previous phases via email or post<br>Provide plan for public comment via Council website | August 2011   |

|                     |        |                                                                            |                |
|---------------------|--------|----------------------------------------------------------------------------|----------------|
| Plan Implementation | Inform | Advise public of plan implementation via Council website and media release | September 2011 |
|---------------------|--------|----------------------------------------------------------------------------|----------------|

As part of the development of the marketing strategy and brand, a survey was completed to gauge feedback on three concept brands. Testing of the three concept brands was aimed at both the local community and the target market as identified in the strategy. A workshop was also conducted with Council to discuss the brand options, prior to undertaking the external testing. The survey informed Council officers which of the three concept brands is the preferred brand to attract the identified target market to live in Colac.

In the implementation phase Council officers will involve the community in the delivery of the collateral and promotion of the preferred brand in the implementation phase of the marketing strategy.

If the marketing strategy and preferred brand is adopted by Council a media release will be completed to inform the community of the adoption of the Colac Marketing Strategy and preferred Marketing Brand.

### **Implementation**

The draft Colac Marketing Strategy and preferred Marketing Brand outlines priority actions to be implemented over the life of the strategy. The priority actions that the Economic Development Unit will complete if Council are to adopt the strategy will be:

- Development and launch of a website.
- Development of a downloadable phone application made free to the public.
- Design and production of marketing collateral featuring the preferred Marketing Brand.
- Display banners and display boards for use at major events in the Colac Otway Shire.
- Brochures and leaflets for accommodation, fast food, services stations and visitor information centres in the Colac Otway Shire.

### **Conclusion**

The development of a Colac Marketing Strategy is a key action in the Economic Development area of the Council Plan 2009 – 2013. Council approved funds for this purpose in the 2010/11 budget. In May 2011 Council engaged Warne Marketing to undertake the Colac Marketing Strategy and Marketing Brand.

Warne Marketing completed a high level of research and community consultation to identify the target market and guide the development of the strategy and Marketing Brand.

Three concept brands were designed and tested via a survey with both the community and the identified target market.

The survey results show that the 'Colac – Consider the Change' concept brand is the preferred brand to market Colac to the target market.

Based on the results of the testing of the concept brands to both the community and the identified target market and the feedback that has been received, it is recommended that Council adopt the Colac Marketing Strategy and the 'Colac - Consider the Change' Marketing Brand.

**Attachments**

- 1. DRAFT - Colac Otway Shire Marketing Colac Strategy 2011 - 2014 0 Pages
- 2. Brand Testing Concept Results - Colac Marketing Strategy 0 Pages

**Recommendation(s)**

***That Council adopts the Colac Marketing Strategy and the 'Colac – Consider the Change' Marketing Brand.***

~~~~~\) ~~~~~



Colac Otway Shire
Marketing Colac Strategy 2011-2014

DRAFT

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1. Acknowledgements

The Marketing Colac Strategy 2011-2014 has been developed as a result of information received from a variety of contributors, including;

- Colac Otway Shire CEO
- Colac Otway Shire Management Team
- Otway Business Incorporated
- Colac Community
- Key stakeholders from State Government
- Key stakeholders from regional organisations

The contributors are thanked for their time and for generously sharing their knowledge and opinions.

2. Executive Summary

This Colac Otway Shire Marketing Colac Strategy 2011-2014 details the strategies and tactics recommended to achieve sustainable population growth. Specifically, the strategy focuses on attracting families and single professionals to relocate to Colac.

The process undertaken to develop the strategy included:

- Primary research, consisting of:
 - Personal interviews with key stakeholders.
 - Focus groups with representatives from identified interest groups
 - A survey seeking community opinions
- Secondary research, consisting of:
 - A literature review. Over thirty documents were read
 - A review of various statistical data, sourced from the Australian Bureau of Statistics, id profile and local government studies
 - International case study research

Major findings include:

- The target market for sustainable population growth currently resides in the Geelong region, country areas outside Colac and outer Melbourne. These people ideally have their origins in Colac or the Colac region (primary target market) or were raised in a country, regional or rural environment or raised in Victoria (secondary target markets). They are single professionals aged 22–35 years or families with parents aged 25–45 years, with children aged 0 to 15 years.
- The liveability factor strengths that appeal to the target market include:
 - Strong sense of community spirit and pride
 - Housing affordability and diversity
 - Proximity to other major centres and tourist attractions
 - Iconic tourist attractions and villages such as Birregurra
 - Safe environment to raise children, low crime rate
 - Good quality preschool and primary school educational options
 - Active sporting and cultural community with good facilities
 - A healthy and vibrant natural environment
 - Good prospects for small business ownership
- Colac's comparative advantage in these liveability factor strength areas are:
 - The rural surroundings: Colac offers the opportunity to escape the city/suburban environment (high density housing, traffic, pollution)

- Affordable housing: directly impacts on quality of life by ways such as lessening mortgages, increasing disposable income, assuming a less stressful job
- Safety: Colac provides a secure environment in which to raise children
- Family: Colac is an attractive area for people seeking to relocate to their origins
- Proximity: to coast, regional features, local facilities (no traffic), close to city but country
- Sense of community: Colac presents a friendly, caring atmosphere to new residents
- Educational opportunities: Colac provides city-standard educational facilities and services
- Employment opportunities: the local vibrant service and manufacturing industries are attractive to skilled workers and a must-have for the target market
- Medical facilities: Colac's facilities are of a high standard
- Arts and culture: at the heart of Colac's arts and culture scene is the Colac Otways Performing Arts & Cultural Centre
- The Colac brand should be sophisticated and vibrant, highlighting the areas natural's assets, while creating a "boutique" feel and communicating that Colac is a great place to live, work and play. Research indicates that stakeholders prefer the new Colac brand to have a vibrant blue and green colour pallet and a modern design.
- There exists keen interest and enthusiasm from stakeholders including local businesses and the general community to support a focus on attracting new residents to Colac.

As a result of these findings, key outputs and recommendations explained within the Colac Marketing Strategy 2010-2014 include:

- The development of a brand, "xxx" that encapsulates the strengths, comparative advantage, and local passion for Colac and be able to be integrated into multiple uses and formats so that there is universal local acceptance and harmony in external recognition
- The action plan to promote the comparative advantage to the target market, bearing in mind the likelihood of available resources to Colac Otway Shire and OBI, includes the recommending of key marketing elements of the Strategy as listed below, as they provide effective means to communicate key messages to the target market in a cost effective manner:
 - A new Colac brand, which encompassing the visual identity and tagline will provide the foundation on which the campaign is built.
 - A website
 - A comprehensive public relations (PR) program
 - A suite of collateral, clearly branded and focusing on the key messages to each target market. The collateral will also be available to local residents who will be encouraged to adopt an ambassadorial role, fostering positive word-of-mouth endorsement of the town's liveability
 - Township directional and informational signage
 - Direct, highly targeted campaigns will utilise online channels, such as social media and advertising on websites frequented by the target audience. The more traditional direct mail channel will also be used.
 - The use of mass media components, such as television, radio and press is limited as they are not able to provide a cost effective method of reaching the target audiences in sufficient frequencies for the messages to achieve cut-through and recall. However, it is recommended a suite of material be developed to take advantage of any lower cost 'distressed space' opportunities that may arise.

3. About the Project

3.1 About Colac Otway Shire Council

According to the Council Plan 2010, Colac Otway Shire is situated within a two hour drive of Melbourne and is a vibrant and progressive rural, residential and resort area. Located in the centre of the Barwon South West, Colac benefits from strategic planning, economic and social opportunities with both G21 and the Great South Coast.

The Shire encompasses a total land area of 3,250 square kilometres, of which a large proportion is State Forest and National Park, including beaches, coastline, rainforests, waterfalls, lakes and craters.

Much of the rural area is used for timber getting and agriculture, with farming, cropping and dairying being the main agricultural pursuits. Agricultural activity is concentrated in the northern part of the Shire, although timber and fishing are prevalent in the south. Tourism is an important industry, especially in the southern section along the Great Ocean Road.

The Shire has two main townships, with many small villages and localities. The largest town is Colac, which serves as an administrative, retail and commercial centre for the Shire and surrounding region with a population of approximately 12,000. The other major township is Apollo Bay, which serves as the major tourism centre. Apollo Bay has a permanent population of 1,000 that swells to over 15,000 during the summer season

Colac is thought to be named after the Coladjin Aboriginal tribe that once lived in the area. Cape Otway was named by Lieutenant Grant in 1801 after a Captain Otway.

3.2 Background

According to the Colac Otway Shire Council Plan 2009-2013, the Council's vision is:

"Council will work together with our community to create a sustainable, vibrant future".

The Strategic Snapshot accompanying the Council Plan outlines the challenges regarding the word "sustainable" given an ageing, and declining population. Specifically, the Strategic Snapshot (p4) details:

"Colac Otway [forecast population] will grow at half the rate for Victoria which amounts to a net relative decline."

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

"Business and private capital investment is often related to the availability of labour and skills and is therefore likely to continue at relatively low to negative growth levels."

In order to cease and reverse the negative population growth rates, Council has recognised Marketing and Promotion as a priority area for action and identified that the focus should be on attracting a sustainable population.

3.3 Project Brief

The Colac Otway Shire Economic Development Action Agenda 2009-2013 recognised Marketing and Promotion as a priority area for action and identified that the focus should be on attracting a sustainable population.

"The development of a strategic marketing and promotion campaign targeting families and single professionals."

3.4 Project Aims and Objectives

Colac Otway Shire sought to identify the township's liveability factor strengths for marketing and promotional purposes and a new brand.

The objectives are to:

1. Identify the target market for sustainable population growth.
2. Identify the liveability factor strengths that appeal to the target market.
3. Identify Colac's comparative advantage in these liveability factor strength areas.
4. Develop a clearly articulated action plan to promote the comparative advantage to the target market, bearing in mind the likelihood of available resources to Colac Otway Shire and OBI.
5. Develop a brand that will encapsulate the strengths, comparative advantage, and local passion for Colac and be able to be integrated into multiple uses and formats so that there is universal local acceptance and harmony in external recognition.
6. Engage local business and the community and achieve "buy in" to both the Strategy and the brand.

The project was segmented into five key deliverable areas:

1. Research and literature review
2. Identification of target market
3. Business and community engagement
4. Brand development
5. Strategy development including action plan

This document is written in plain English, avoids the use of marketing jargon and provides a balance between marketing theory and practical implementation. It is intended to be a living document, regularly reviewed and updated in response to changing circumstances and to maximise campaign results.

3.5 Methodology

The methodology consisted of three key phases, as described below.

1. **Discovery phase:** The Discovery Phase's main objective was to collect all data relevant to the project, via primary and secondary research, to ensure that all stakeholders were working together as a unified team to reach common goals and objectives, and to give the project exciting momentum which is sustained throughout the entire project period
2. **Strategy development phase:** this phase included the reporting of Discovery Phase findings, drafting the Colac Marketing Strategy 2010-2014 and providing a briefing to Council on the draft report.
3. **Brand development phase:** Warne Marketing's Creative Director and design team developed three concepts, with one selected, developed and supplied with a Style Guide.
4. **Strategy refinement phase:** This Phase concluded with the delivery of the final strategy, addressing a detailed implementation across three years.

3.6 Community Engagement

As outlined in the Brief:

"A key element in the development of the Colac Marketing Strategy will be the business and community engagement strategy. It is expected that the strategy will be based on the Colac Otway Shire "community Engagement Policy 2010", and follow the principles of the IAP2 Public Participation Spectrum."

The principles of IAP2's Public Participation Spectrum have been applied to this Community Engagement project, assisting with the selection of the level of participation that defines the public's role. The Spectrum shows that differing level of participation are legitimate depending on the goals, time frames, resources and levels of concern in the decision to be made. However, and most importantly, the Spectrum sets out the promise being made to the public at each participation level.

The objectives of this Community Engagement activity are to:

- a. Identify the strengths and weaknesses of the 'Colac More Than You Imagine' campaign
- b. Identify the liveability factor strengths that appeal to the target market.
- c. Identify Colac's comparative advantage in these liveability factor strength areas.
- d. Identify reasons for people relocating **from** Colac
- e. Identify reasons for people relocating **to** Colac
- f. Identify the level of interest in participating in the execution of the Colac Marketing Strategy
- g. Identify the level of capacity to participate in the execution the Colac Marketing Strategy
- h. Identify issues relating to the integration of the new brand and its universal local acceptance
- i. Gather insights into the visions various interest groups have of a new Colac brand, including imagery to include, and to avoid
- j. Gain feedback on target audience perception of a new Colac brand.

Then complete Community Engagement Plan for the development of the Colac Marketing Strategy can be found in Appendix 1.

3.7 Limitations

The following project scope boundaries and limitations that impact on the Strategy:

- Numerous local and state based projects will positively impact on the liveability factor strengths of Colac, including the Upgrade of the Princess Highway West, the Apollo Bay Harbor Precinct project and the CBD & Entrances project. However we cannot wait until these projects are completed. The strategy is based on what liveability factor strength exists currently.
- The Australian Bureau of Statistics data is based on the 2006 Census. New census data is not available until July 2012.
- It is outside the scope of this strategy to:
 - Focus on the attraction and retention of business and industry to the region and the resulting impact on employment opportunities. It is well recognised that employment opportunities are a key consideration in relocation. The strategy is based on the local economic environment that exists currently.
 - Recommend methods of raising funds to finance the strategy implementation. COS has ear-marked an implementation budget for this strategy.
 - Address retention issues of current residents. The population of any town is a result of the following simple equation: Population = Current residents plus the inflow of new residents less the outflow of past residents. This strategy focuses on encouraging the inflow of new residents. Retention strategies aimed at existing residents and stemming the outflow of residents to other locations are intrinsically different in nature from attraction strategies and as such are outside the scope of this document.

3.8 Implementation Timeframes

The Colac Marketing Strategy identifies short term and long term projects for the Council, illustrated in an action plan.

The strategy and accompanying campaign is designed to be implemented throughout the next three years, from 2011 until 2014. Tactics have been identified in working priority/date order.

4. Research Findings

4.1 Primary research

Three methods of primary research, sourcing both qualitative and quantitative data, were employed: personal interviews, focus groups and a survey.

4.1.1 Personal Interviews

Fourteen in-depth personal interviews with key stakeholders were conducted during June and July 2011.

The stakeholders were selected based on their knowledge of, role in decision-making for and/or influence on community and economic development activities in the region.

Interviewees included State Government representatives, an influential regional lobby group, members of the local business association, a tourism body officer and respected local community and business leaders.

The purpose of the interviews was to develop a detailed understanding of relevant issues and initiatives impacting on the project.

The interviews were semi-structured, with a conversational approach that relied on open ended questions.

The key themes/findings are summarised below. Refer to Appendix 2 for detailed summaries of each of the interviews.

| Topic | Findings |
|---|---|
| Integration with the initiatives of key stakeholder organisations | <ul style="list-style-type: none"> • Key stakeholder organisations such as G21, Regional Development Victoria and Otways Tourism indicated they support a move by Colac Otway Shire to pro-actively attract new residents to the area. • No conflicts of interest were apparent, nor did there appear to be any danger of unnecessarily duplicating efforts or creating disparate messages. • G21 suggested COS had the opportunity to utilise existing promotional channels to a greater degree and become a more active member of the Regional Marketing Alliance. • Otways Tourism indicated a visual identity for Colac would assist in their efforts to market the area. |
| Strengths of the Colac More Than You Imagine campaign | <ul style="list-style-type: none"> • Strong support by the business community • Visual brand considered vibrant, representative of key local industry and well adopted • Integrated campaign with many facets, from newspaper advertisements and shop front signage to flags in the main street. |
| Weaknesses of the Colac More Than You Imagine campaign | <ul style="list-style-type: none"> • Lack of on-going funding • Retail focus • Unsure of objectives and therefore uncertain if it achieved the required results. |
| Colac liveability factor strengths | <ul style="list-style-type: none"> • Strong sense of community spirit and pride • Housing affordability • Diversity of housing. Able to purchase land and build a new home, able to live in the town in an established home, or purchase a rural property. • Central position – springboard to Melbourne city or the coast • Iconic tourist attractions and villages such as Birregurra • Safe environment to raise children, low crime rate • Good quality primary educational options • Short commute times – everything is only 5 mins away |

| Topic | Findings |
|---|---|
| | <ul style="list-style-type: none"> Active sporting community COPACC entertainment facility |
| Why people relocate TO Colac | <ul style="list-style-type: none"> Escape the city rat race / seeking rural lifestyle Housing affordability - People can sell their property in Melbourne or Geelong and find a good quality property in Colac, decrease their mortgage, put money in the bank and afford to take a lower salary and less stressful job Safe environment to raise children Returning home |
| Why people relocate FROM Colac: | <ul style="list-style-type: none"> Lack of tertiary educational facilities Career options, for professionals |
| Vision for a new Colac Brand: | <ul style="list-style-type: none"> We need to have a more sophisticated image Highlight our natural assets |
| Participating in the new Colac marketing campaign | <ul style="list-style-type: none"> Most local business operators interviewed would be willing to be involved in the implementation of a campaign |

4.1.2 Focus groups

Two focus groups were conducted, with the first focus group consisting of 16 members of the Council Management Team. The second and final focus group was conducted with 15 members of Otway Business Incorporated together with two community leaders.

The focus group key themes/findings were similar across both focus groups and also mirrored the points raised in the above personal interviews. They are summarised below.

4.1.2.1 COS Management Team Focus Group

The COS management Team's responses can be summarised as follows:

| Topic | Findings |
|--|--|
| Strengths of the Colac More Than You Imagine campaign | <ul style="list-style-type: none"> Strong support by the business and community Visual brand considered vibrant, representative of key local industry and was memorable Included mass media channels such as TV and radio |
| Weaknesses of the Colac More Than You Imagine campaign | <ul style="list-style-type: none"> Lack of on-going funding Strong launch then activity not sustained Narrow focus, retail only Objectives of campaign not broadly known and no campaign evaluation conducted |
| Colac liveability factor strengths | <ul style="list-style-type: none"> Natural environment Sporting facilities Good preschool and primary school educational options Proximity to other major centres, tourist |

| Topic | Findings |
|--------------------------------|---|
| | <ul style="list-style-type: none"> attractions Safety |
| Why people relocate TO Colac | <ul style="list-style-type: none"> Connections to family Proximity to coast, regional features, local facilities (no traffic), close to city but country Rural lifestyle, sea & tree change Housing affordability |
| Why people relocate FROM Colac | <ul style="list-style-type: none"> Lack of secondary and tertiary educational facilities Career options, for professionals Lack of understanding of what's in their own backyard – perceived it may be better elsewhere Lure of big city benefits Follow children to Melbourne Poor image Travel/rail connections not conducive to commuting |
| Vision for a new Colac Brand | <ul style="list-style-type: none"> Major industry type Natural beauty – plains, Otway's, coast, lakes, Memorial square, clean water Many respondents asked that an image of the lake not be used, as it already features in many other logos Recreation activities Vibrant, exciting, positive Boutique feel |

4.1.2.2 OBI Focus Group

The OBI Focus Group responses can be summarised as follows:

| Topic | Findings |
|--|---|
| Strengths of the Colac More Than You Imagine campaign | <ul style="list-style-type: none"> Business community worked together Visual brand representative of key local industry Included mass media channels such as TV and radio |
| Weaknesses of the Colac More Than You Imagine campaign | <ul style="list-style-type: none"> Lack of on-going funding, funding cessed in year 2 of 3 year campaign Narrow focus, retail only and Colac centric |
| Colac liveability factor strengths | <ul style="list-style-type: none"> Away for rat race – traffic noise etc Affordability – cheaper housing Safety – good environment to raise kids Sense of community – know your neighbours, vibrancy of the town, Natural environment – fresh air Good prospects for small business ownership |
| Why people relocate TO Colac | <ul style="list-style-type: none"> Escape the city rat race / seeking rural lifestyle/tree change/seeking wide open spaces/quality of life Housing affordability |

| Topic | Findings |
|---|---|
| | <ul style="list-style-type: none"> • Safe environment to raise children • Sense of community • Connections to family |
| Why people relocate FROM Colac | <ul style="list-style-type: none"> • Lack of secondary and tertiary educational facilities • Career options, for professionals • Lack of understanding of what's in their own backyard – perceived it may be better elsewhere • Lure of big city benefits • Sick of gossip |
| Vision for a new Colac Brand | <ul style="list-style-type: none"> • Include people • Showcase the towns vibrancy, our mix of contemporary and heritage • A great place to live, work & play • Come to Colac ... |
| Participating in the new Colac marketing campaign | <ul style="list-style-type: none"> • OBI members would like to provide input at all stages. One member asked if this campaign should link in with the Otway “Breathe Easy” campaign |

Refer to Appendix 3 for detailed summaries of the written responses focus group members provided.

4.1.3 Online survey

The findings of the personal interviews and the focus groups assisted in the development of a survey. The survey sought the opinions of the general Colac community, and was distributed during July and August 2011. The survey was able to be completed either on-line or in hand written form.

The survey was promoted to the general community via:

- Email to the Council’s Economic Development Department’s local business database
- Email to the OBI database
- A media release
- An advertisement in the Colac Herald (part of the Council column)
- A link from the Council’s website

Hard copies of the survey were available at the Visitor Information Centre, Library and the Council Customer Service outlet.

The survey gathered quantitative data and as the survey included space for comments, it also obtained qualitative responses.

One hundred and forty one respondents began the survey, with one hundred and twenty five, or 89% completing the survey.

Educational and employment opportunities, together with medical facilities and housing affordability were seen as the most important considerations when young families are deciding to move to Colac. These aspects of life in Colac will form part of the key messages to young families.

Respondents thought single professionals, like young families, are most concerned about employment opportunities. Respondents then indicated they think single professionals differed from young families in that they are more concerned with connectedness, in terms of distance from major cities and amenities to facilitate social interaction, such as cafes and clubs.

Educational and employment opportunities, together with medical facilities and access to major cities were seen as the most important considerations when young families are deciding to move away from Colac.

Not surprisingly, the positive aspects of Colac life thought to be particularly evident, such as housing affordability, personal safety and sporting clubs, were not seen as important in the decision for young families to move away. This further illustrates the strength of these positive aspects of life in Colac.

Employment opportunities, access to major cities, nightlife and post secondary educational opportunities were seen as the most important considerations when single professionals are deciding to move away Colac.

Respondents indicated they prefer the new Colac brand to have a vibrant blue and green colour pallet and a modern design.

Respondents indicated they prefer that the new Colac brand not include dull, dark colors.

Respondents indicated they would be happy to actively promote Colac.

Further detail in relation to the community survey appears in Appendix 4 and the findings where relevant have been incorporated into the Strategy and Actions.

4.2 Secondary research

4.2.1 Literature review

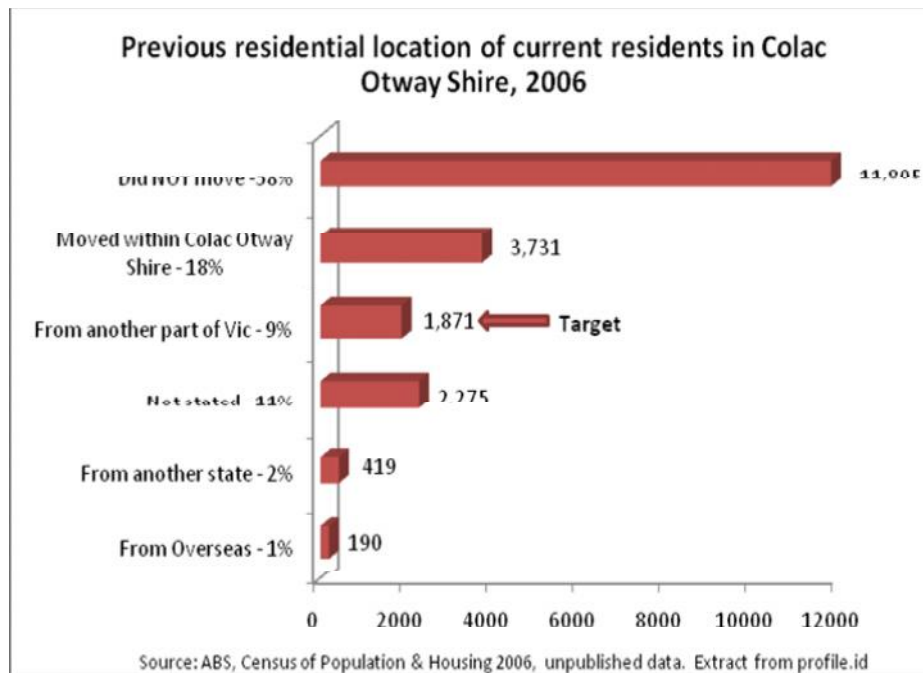
Thirty-one documents were read and analysed in relation to the core aspects of the project. The key themes/findings reflect the basis for the Colac Marketing strategies brief and resultant recommendations.

Refer to Appendix 5 for full details of the Literature Review. The content has been considered and where relevant incorporated into the Colac Marketing Strategy.

4.2.2 Statistical data

A review of various statistical data, primarily sourced from the Australian Bureau of Statistics, id profile and Local Government studies revealed pertinent information regarding population migration into and out of Colac.

The following table indicates the largest segment of people that moved to the Shire moved from another location in the state.



Further investigating those that moved from other parts of Victoria reveals the majority moved from:

- Geelong and surrounds (43%)
- Country areas outside Colac (39%, 19% of which are from Corangamite)
- Outer Melbourne (18%)

Refer to the table below for a detailed examination of the source of new residents.

| Top 15 Local Government Area Ranked By Gain To Colac Otway Shire¹ | | |
|---|-----------|----------|
| | In | % |
| Greater Geelong (C) | 296 | 29% |
| Corangamite (S) | 196 | 19% |
| Surf Coast (S) | 149 | 14% |
| Ballarat (C) | 57 | 6% |
| Casey (C) | 46 | 4% |
| Warrnambool (C) | 38 | 4% |
| Moonee Valley (C) | 36 | 3% |
| Brimbank (C) | 35 | 3% |

¹Source: ABS, Census of Population & Housing 2006, unpublished data. Extract from profile id. Migration into and out of Colac Otway Shire, 2001 to 2006. Note this data ignores net migration as retention issues are outside the scope of this strategy.

| Top 15 Local Government Area Ranked By Gain To Colac Otway Shire ¹ | | |
|---|------|------|
| Hobsons Bay (C) | 30 | 3% |
| Frankston (C) | 29 | 3% |
| Melbourne (C) | 28 | 3% |
| Campaspe (S) | 27 | 3% |
| Boroondara (C) | 26 | 3% |
| Wangaratta (RC) | 21 | 2% |
| Manningham (C) | 15 | 1% |
| Total | 1029 | 100% |

4.2.3 Provincial Victoria Campaign

Extensive research, investigating reports, articles and papers across the public domain and academic sources, has revealed the following local and international case studies. These case studies have been identified as providing valuable and relevant insights into how other towns have undertaken population attraction programs.

According to the Provincial Victoria campaign website:

"...in 2003, the Victorian Government launched the Make it Happen in Provincial Victoria campaign, in partnership with the State's 48 rural and regional councils, to raise awareness of the opportunities to live, work and invest in Provincial Victoria.

The campaign is part of a strategy by the Victorian Government to drive sustainable growth across the State... The campaign aims to:

- *Correct misconceptions about Provincial Victoria*
- *Encourage city dwellers to move to Provincial Victoria*
- *Unite rural and regional Victoria under the banner 'Provincial Victoria'*

It includes print and television advertising, public relations, a website, a branding style guide and a range of marketing materials...

In 2006-07 the State's regional population rose by 1.1 per cent, the third-highest growth rate of all states. Between 2001-02 and 2006-07, Victoria's regional population grew by 4.5 per cent with an average annual growth rate of 0.9 per cent."²

Regional Development Victoria, the body responsible for the campaign, commissioned a study³ in 2009 to investigate the decision-making process involved with moving to provincial Victoria.

² (<http://www.provincialvictoria.vic.gov.au/about.aspx>)

³Relocated Residents Survey August 2009. ASCET Group and the Centre for Regional Innovation and Competitiveness (CRIC) at the University of Ballarat

Three hundred and sixty nine people who had moved from Melbourne to provincial Victoria in the past 10 years responded to the survey. The survey results provided key learnings as summarised in Appendix 6.

The duration and investment in this campaign has undoubtedly raised awareness of the opportunities available to move to outside of metropolitan areas.

Colac Otway Shire has indicated that the general nature of the campaign has made it difficult to measure the direct impact on new resident levels to Colac.

Discussions with state government representatives indicate that the next reiteration of the campaign is currently being developed.

Key components of the campaign include a website, public relations activities, a brand and marketing collateral.

4.2.4 British Columbia, Canada– The Cariboo-Chilcotin Region

Retention and Attraction of People to the Cariboo-Chilcotin Region. (Nov 2006)⁴

The Cariboo-Chilcotin Region is a district in British Columbia, Canada. The area is traditionally economically reliant on timber production. With a mountain pine beetle epidemic threatening the economic sustainability of the region, an action group was developed. One of the outputs of the action group was a population retention and attraction strategy. The strategy includes a comprehensive literature review reporting on why people leave and why people relocate to rural communities.

The Cariboo-Chilcotin strategy also analysed the activities of seven towns considered successful at implementing retention and attraction programs. The strategy reports, “the towns benchmarked for this study had developed specific strategies to attract and retain certain population groups, and continue to refine and implement these strategies. Although the initiatives differ across the communities, there are significant similarities.

Each community exhibits:

1. An understanding of what the target populations look for in a community.
2. An extensive marketing campaign directed specifically to the target populations.
3. An understanding that community upgrading projects contribute to the economic development of the community by creating the amenities that attract and retain population.
4. The development and fostering of cooperative partnerships between local government and industry, local government and community groups, and within and across agencies and departments.
5. A clear growth management strategy based on the need to predict and prepare for the impact of population change on the community's physical and social structures.

The initiatives of the seven towns that are relevant to the Colac Marketing Strategy include websites, magazine ads, public relations and recognising that new residents were often first tourists. Appendix 7 summarises the seven towns' initiatives.

⁴ <http://www.c-cbac.com/Documents/wdgpdf/12-31-06%20CCBAC%20Retention%20and%20Attraction%20Strategy.pdf>

4.2.5 Towards Open Cities - British Council Report⁵

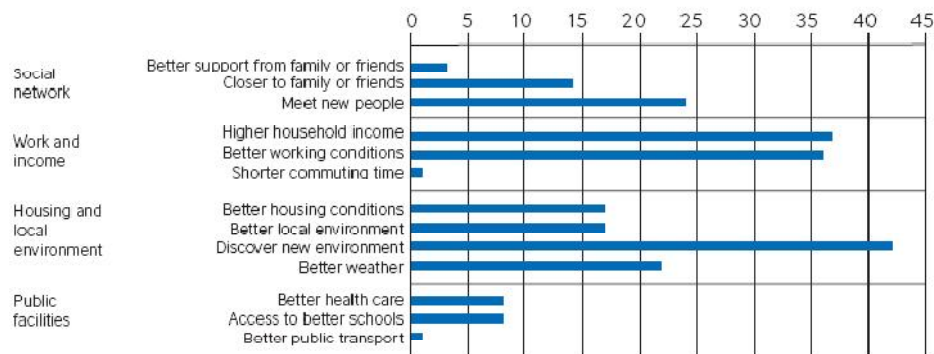
This report investigates the issues involved in attracting international population migration, principally between the major cities in the European Union.

The focus of this report is the ‘openness’ of cities, a concept which is not definitively defined but is thought to encompass economic factors, regulatory factors such as immigration and asylum policies and cultural factors such as the propensity of the local population to respect and welcome new immigrants.

Whilst the report is concerned with cities, and addresses immigration issues that are not particularly relevant to Colac, the following information is relevant, in a general sense, to the Colac strategy.

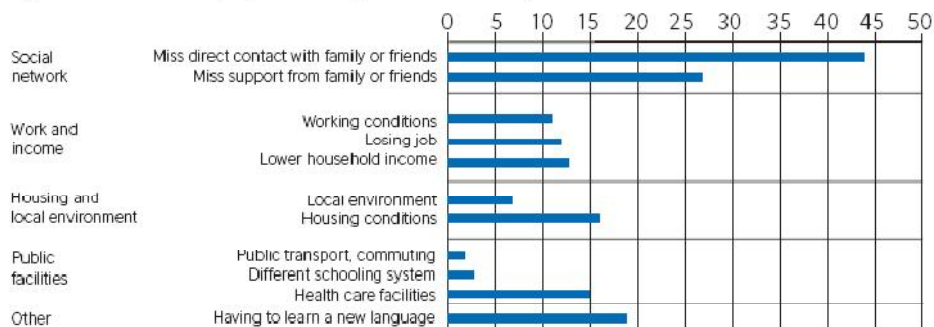
The results below of the study of respondents from the EU who intend moving to another country within the next five years are consistent with the results of the primary research we have conducted for this strategy. The results also mirror the findings of other secondary research.

Figure 6: Factors that encourage people to move to another EU country (%)



Notes: Figures are for respondents from the EU 25 who intend moving to another country within the next five years

Figure 7: Factors that deter people from moving to another EU country (%)



Notes: Figures are for respondents from the EU 25 who do not intend moving
Source: Eurobarometer (2005)

⁵Towards Open Cities - British Council Report
2008 http://opencities.britishcouncil.org/web/download/conference/towards_opencities.pdf

According to Harvard Business Professor Rosabeth Moss Kanter the challenge of city growth and competitive advantage can be understood by ‘magnets’ and ‘glue’. ‘Magnets’ are defined as the elements that attract not only investment but also people to cities, and ‘glue’ as the social foundation that fosters health and well-being, and which contributes to the bonds of community. (Toriman, 2002).

Immigrants want to settle first where there is the greatest number of employment opportunities and for highly skilled immigrants another important magnet is opportunities for professional development and advancement.

Aside from economic opportunities, there are cultural, risk, and economic factors that shape how open a city is to immigrants. Immigrants seek welcoming communities, as well as affordable housing, educational opportunities for themselves and their children, and a vibrant community with cultural activities and recreation.

The report advises that in order for cities to retain immigrants who settle there as well as existing populations, they must pay attention to the quality of life they offer their residents, and give them reasons to stay.

5. Colac Marketing Strategy 2011-2014

5.1 Strategy Vision

To encourage the target audiences to relocate to Colac by:

- Placing Colac on their ‘shopping list’ of potential areas to relocate to (brand awareness)
- Positioning Colac as a desirable place to live in the minds of the target audiences (brand attributes)
- Prompting an information search (provision of marketing collateral)
- Providing an incentive to relocate (call to action)

This approach is based on the AIDA communication model, as outlined in Appendix 8.

5.2 Strategy Key Performance Indicators

The KPIs for the Colac Marketing Strategy include:

| Indicator | Measure |
|------------------------------------|---|
| Media clippings | <ul style="list-style-type: none"> • Number published/broadcast • Proportion of positive stories • Proportion of negative stories • Commercial value of column centimeters of print |
| Business/investor segment outcomes | <ul style="list-style-type: none"> • Business partner participation levels • Segment feedback • Number of individual touch points • Number of partner touch points |
| Government outcomes | <ul style="list-style-type: none"> • Number of touch points at all tiers of government • Successful outcomes • Segment feedback |
| Tourism data | <ul style="list-style-type: none"> • Tourism partner participation • Tourism partner feedback • Visitor feedback |

| | |
|-------------------|--|
| Councillors | <ul style="list-style-type: none"> Feedback from Councillors |
| Local community | <ul style="list-style-type: none"> Awareness survey results Satisfaction survey results |
| Website | <ul style="list-style-type: none"> No of unique visitors Length of time of page Requests for information Database growth No. of e-newsletters published |
| Social media | <ul style="list-style-type: none"> Number of likes and followers Number of comments Number viewed status updates |
| New Residents kit | <ul style="list-style-type: none"> Number requested Number distributed Feedback from recipients |
| Signage | <ul style="list-style-type: none"> Number of new signs erected |

5.3 Target audience

The brief is to attract a sustainable population, in particular the brief identified the segments *families and single professionals as those that should be targeted*.

The Colac Otway Economic Development Action Agenda 2009-2013 p 16 reasons that the families and single professionals ‘... workforce demographic strengthens the longevity and productivity of the shire’s labour force and because life stage are more likely to have a more even ‘work life’ balance necessary for economic growth’.

Further refining the ‘families and single professionals’ target audience is required to ensure the strategy is not one of mass marketing but rather is able to take full advantage of a segmented approach to marketing. The following target market characteristics and attributes have been identified as:

| Target Market Characteristics | | |
|-------------------------------|---|---|
| Type | Description | Rationale |
| Location | Currently living in the Geelong region, country areas outside Colac and outer Melbourne. | The majority of people moving to Colac in the last ABS census were from these areas. This demonstrates that people from those locations represent the greatest opportunity and as such these geographic areas will be targeted. |
| Origin | <ol style="list-style-type: none"> Raised in Colac or the Colac region (primary) Raised in a country, regional or rural environment (secondary) Raised in Victoria (secondary) | A quarter (25%) of those responding to the Relocated Residents Survey ⁶ were ‘more than likely returning to their original home town or area. |

⁶ Relocated Residents Survey August 2009. ASCET Group and the centre for Regional Innovation and Competitiveness (CRIC) at the University of Ballarat

| Target Market Characteristics | | |
|--|---|---|
| Type | Description | Rationale |
| Age & Family structure | <ul style="list-style-type: none"> Single professionals 22 – 35⁷ Families – parents aged 25 – 45, children aged 0 to 15 | According to the Colac Otway Shire Economic Development Action Agenda (p16), there is a need to attract and retain families and single young professionals who will work in the region and contribute economically. Rather than retirees/sea and tree changers who focus more on the ‘life’ in work/life balance. |
| Employment – full time/part time/ white collar occupations self employed | <ul style="list-style-type: none"> Single professionals – full time, employed in white collar or skilled trade positions. Families – main bread winner in full time position employed in white collar or skilled trade positions. Partner may work full time, part time or not work at all. | As above |
| Lifestyle | Roy Morgan Values Segments*TM fitting best with the brief are: <ul style="list-style-type: none"> Conventional Family Life (primary) Socially Aware (primary) Visible Achievement (secondary) Something Better (secondary) | The Characteristics of each of the Roy Morgan Segments are described in Appendix 9. |

Target market – who Colac Marketing Strategy does NOT target

Statistics show large numbers of retirees are moving to sea change and tree change areas, and that demographic would appear to be an obvious target group to encourage a relocation to Colac. However this strategy does not target retirees.

The State of the Regions report for 2003-4 prepared for the Australian Local Government Association. (NIEIR 20038) suggests that the sea change phenomenon, which has predominantly seen large numbers of retirees moving to the coast, has led to high unemployment and high demand for services and infrastructure, often placing impossible demands on local councils.’

Similarly, international academic papers concur. Clibbon (1998) cites the negative impacts of migratory retirees on small towns as including (1) increasing congestion and environmental difficulties; (2) creating mainly low-wage jobs; (3) driving up housing costs; (4) increasing health care costs; and (5) conflicting with the priorities of other

⁷ABS Australian Social Trends 2007, Lifetime Marriage And Divorce Trends. The median age at first marriage for men is 30.0 years in 2005. For women, the median age at first marriage was 28.0 years in 2005.

⁸National Institute of Economic and Industrial Research (2003), *State of the Regions 2003-2004* ALGA Canberra

residents, possibly preferring government to provide specialized elderly services rather than education, for example, (Fagan and Reeder).

5.4 Visual identity

The project brief requires that a brand be developed that will:

“encapsulate the strengths, comparative advantage, and local passion for Colac and be able to be integrated into multiple uses and formats so that there is universal local acceptance and harmony in external recognition. “

A brand is a set of images, impressions and beliefs associated with a product or service which has formed a distinct and meaningful relationship with the audience.

The basic principle is that the power of a brand lies in the minds of the audience and what they have experienced and learned about the brand over time.

A brand can be segmented into various parts:

An important intangible asset is **brand equity** which can be seen as the reservoir of results gained by good marketing but not yet delivered to the profit and loss account. Brand equity is comprised of awareness, attitudes, associations, memories and habits, which cause people to choose/recommend the brand more often and/or in larger quantities and/or at higher prices than would otherwise be the case.

Brand image is the perceived impressions of a brand by its audience. Brand image is a multidimensional concept that is hard to measure precisely but can be defined by its associations, e.g. Toyota is associated with sporting events. The various ways of measuring brand image, e.g. whether it has relatively high status, are intermediate metrics. Brand image is closely related to **attitude**.

Brand identity is the individuality of the brand perceived from its product form, name, packaging and communications – in other words, its unique characteristics. This is important for brand consistency and similar to corporate identity since the town of Colac can be seen as a brand⁹.

A well-managed brand brings numerous benefits, including:

- Greater stakeholder loyalty
- Less vulnerability to competitor regional marketing activity
- Greater trade cooperation and support
- Less ratepayer sensitivity to rate increases
- Increased marketing communication effectiveness
- Additional brand extension opportunities
- Employer of choice

5.4.1 Brand Pyramid

<Insert approved brand pyramid>

⁹“Marketing and the Bottom Line”, Tim Ambler, Prentice Hall, 2003.

5.4.2 Tagline

Taglines are “short phrases that communicate descriptive or persuasive information about the brand¹⁰”

Building brand equity and awareness are the main benefits of a tagline as it acts as a useful ‘hook’ or ‘handle’ to help consumers grasp the meaning of a brand in terms of what the brand is and what makes it special¹¹.

Keeping with the visual components of the brand, the tagline encapsulates the organisational culture. Taglines generally have a lifespan of three to five years.

Taglines currently in use in the region are:

- COS – naturally progressive
- Otways Tourism – “Otways, Breathe easy” and “a natural wonderland...”
- Geelong Region - ‘The Best Place to Live’. Previously the Geelong region used the tagline Geelong – A Smart Move
- Corangamite – ‘Live Work Invest Visit’ and ‘Be Surprised’

The recommended tagline developed for this strategy is:

<Insert approved tagline and rationale>

5.4.3 Visual brand

<Insert rationale about the visual brand identity>

<Insert logo>

5.5 Marketing elements

The key marketing elements of the strategy have been recommended as they provide effective means to communicate key messages to the target market in a cost effective manner.

The brand, encompassing the visual identity and tagline will provide the foundation on which the campaign is built.

A core component of the campaign will be a **website**¹². A website is a cost effective way to engage with potential residents, particularly as it can constantly provide a considerable amount of current information. A visually appealing web site will instill confidence and ensures Colac has a voice alongside other towns attempting to attract new residents.

Driving traffic to the website will be a comprehensive **public relations (PR) program**. PR activities are a cost effective method of promoting Colac. However, the successful implementation of a PR program is dependent upon the ability of a skilled PR practitioner to dedicate sufficient time to managing the program. COS has resources with

¹⁰ Keller, K 1998, Strategic Brand Management: Building, Measuring and Managing Brand Equity, Prentice-Hall of Australia, Sydney, pp. 151-156.

¹¹ Keller, K 1998, Strategic Brand Management: Building, Measuring and Managing Brand Equity, Prentice-Hall of Australia, Sydney, pp. 151-156

¹² Refer to Appendix 10 for recommendations on the website’s content and functionality.

demonstrated skills in PR. It would be necessary for Council to ensure the PR practitioner's priorities are redefined to include adequate time to manage the Marketing Colac PR program.

A suite of **collateral** will be developed, clearly branded and focusing on the key messages to each target market. The various collateral will also be available to local residents who will be encouraged to adopt an ambassadorial role, fostering positive word-of-mouth endorsement of the town's livability.

As indicated in the Colac CBD & Entrances Project, directional and informational signage¹³ is an important aspect of the town's presentation.

The design and content of informational signage can contribute to the viewer forming a favorable impression of the town and encourage those originally planning to drive through the town to stop and visit Colac. This is particularly true of the signs at entrance points to the town.

Direct, highly targeted campaigns will utilise online channels, such as social media and advertising on websites frequented by the target audience. The more traditional direct mail channel will also be used.

The use of **mass media** components, such as television, radio and press is limited as they are not able to provide a cost effective method of reaching the target audiences in sufficient frequencies for the messages to achieve cut-through and recall. However, it is recommended a suite of material be developed to take advantage of any lower cost 'distressed space' opportunities that may arise.

5.6 Campaign Budget

Based on full implementation of the strategy, a budget of approximately \$75,000 is required.

As per the project brief, it is outside the scope of this strategy to recommend methods of raising funds to finance the implementation of the strategy.

5.7 Segment strategy

The marketing communication strategies are based on supporting the communication objectives. They address the individual needs of each of the key stakeholders segments, as follows:

| Segment | Marketing Strategy |
|--------------------------------------|---|
| 1. Potential new residents - Singles | <ul style="list-style-type: none"> • Build brand awareness • Build database • Communicate key messages, including livability factor strengths • Provide relocation incentive package • Convert from prospect to new resident |
| 2. Potential new residents - | <ul style="list-style-type: none"> • Build brand awareness • Build database |

¹³ Refer to Appendix 11 for recommendations on outdoor signage.

| Segment | Marketing Strategy |
|--|---|
| Families | <ul style="list-style-type: none"> Communicate key messages, including livability factor strengths Provide relocation incentive package Convert from prospect to new resident |
| 3. Current residents and community groups | <ul style="list-style-type: none"> Build brand awareness and positive attitude of campaign Capitalise on high degree of community pride and encourage segment members to become ambassadors for Colac, creating positive word-of-mouth, welcoming prospective new residents and utilizing promotional material |
| 4. Current Businesses | <ul style="list-style-type: none"> Build brand awareness and positive attitude Gain support via partnerships with local bodies, such as OBI Communicate key messages, including assistance in attracting potential employees and increasing population leads to greater economic prosperity for the region Encourage to utilise/distribute promotional material |
| 5. State Government and regional organisations | <ul style="list-style-type: none"> Create and build awareness as relevant to project Develop ongoing strategies to ensure top of mind awareness and engagement Ensure Colac Marketing Strategy is integrated into future state government regional plans |
| 6. Visitors/Tourists | <ul style="list-style-type: none"> Collaborate with Otway Tourism to integrate with the tourism marketing communications strategy Encourage to utilise/distribute promotional material Recognise potential new residents visit the area multiple times prior to relocating |
| 7. Media | <ul style="list-style-type: none"> Create and build awareness with media as relevant to project/initiative Partner with to promote to residents and visitors/tourists Develop ongoing strategies to ensure top of mind awareness and engagement |
| 8. Councillors & Council staff | <ul style="list-style-type: none"> Build brand awareness Gain support and endorsement of campaign Encourage segment members to become ambassadors for Colac, creating positive word-of-mouth, welcoming prospective new residents and utilising promotional material |

5.7.1 Segment plans

5.7.1.1 Segment: Potential new residents - Singles

Profile:

- Single aged 22 – 35
- Full time professional, employed in white collar or skilled trade positions
- Currently living in the Geelong region, country areas outside Colac and outer Melbourne.
- Raised in Colac or the Colac region (primary) or a country, regional or rural environment (secondary)
- Roy Morgan Values Segments*™ Socially Aware (primary), Visible Achievement (secondary) & Something Better (secondary)

Strategy:

- Build brand awareness
- Build database
- Communicate key messages, including livability factor strengths
- Provide relocation incentive package
- Convert from prospect to new resident

Key messages:

- Great job opportunities
- Thriving community of young professionals, vibrant social life
- Your chance to enter into the housing market
- Advantages of regional living – lifestyle, space, freedom, escape the rat race, natural assets at your doorstep, yet city is close by

| Program & Priority | Activity | Resourcing | Timing | Budget |
|----------------------------|--|--|------------------------|--|
| Website
Priority 1 | <ul style="list-style-type: none"> • Develop parts of site to specifically appeal to young professionals • Include key messages • Include testimonials from young professionals • Link to social media | <ul style="list-style-type: none"> • Web developer • Copywriter • Web designer • IT staff • COS Marketing Colac Manager | Live at project launch | \$20,000 |
| Social media
Priority 1 | <ul style="list-style-type: none"> • Establish Facebook page & Twitter account • Run competition to encourage 'likes' and 'followers' | <ul style="list-style-type: none"> • COS content review manager | Live at project launch | Nil, excluding resource time

COS & business partners to donate competition prizes |
| Blogger
Priority 1 | Recruit two young professionals to develop blogs about their move to Colac and life in Colac | <ul style="list-style-type: none"> • Bloggers x 2 • COS content reviewer | Live at project launch | Nil, excluding resource time |
| E-newsletter | <ul style="list-style-type: none"> • Encourage subscriptions from website, social media and other | <ul style="list-style-type: none"> • External agency to design • COS Public Relations Co- | Monthly | Initial design, set up and training \$1000
On-going send costs dependent |

| Program & Priority | Activity | Resourcing | Timing | Budget |
|--|--|--|---|---|
| | sources | <ul style="list-style-type: none"> ordinator to write and manage COS Marketing Colac Manager to liaise with external agency | | <p>upon database size, but likely to be less than \$50 per edition</p> <p>Resource time to write ongoing editions</p> |
| Relocation incentive package
Priority 1 | <ul style="list-style-type: none"> Develop offering such as lower council rates for first 12 months, free entry to COPACC events, special deals at local businesses | <ul style="list-style-type: none"> COS Marketing Colac Manager to liaise with local businesses COS to determine attractive incentives from Council | 8 weeks prior to project launch in order to incorporate into Enquiry response information package | \$2,500 for production, excluding resource time. |
| Enquiry response information package
Priority 1 | <ul style="list-style-type: none"> Includes key messages, customized for target markets and relocation incentive package Available in hard copy glossy brochure form and online | <ul style="list-style-type: none"> External agency to write and design COS Marketing Colac Manager to liaise with external agency | Live at project launch | \$2,500 for production. Excludes printing costs |
| PR
Priority 1 | <ul style="list-style-type: none"> Campaign launch Engage an official ambassador - a well known local with a positive media profile Media familiarisation tours (families) Coverage in press Attempt to | <ul style="list-style-type: none"> COS Public Relations Co-ordinator | On-going | Not to exceed 20% of campaign budget pa |

| Program & Priority | Activity | Resourcing | Timing | Budget |
|--|---|---|--|---|
| | <p>secure coverage on lifestyle TV programs.</p> <ul style="list-style-type: none"> Attempt to encourage Current Affair programs to feature Colac as the next hot spot to move to. | | | |
| Street signage
Priority 2 | <p>As described below:</p> <ul style="list-style-type: none"> Informational signage Directional signage Street pole banners (flags) | <ul style="list-style-type: none"> COS Marketing Colac Manager to work in conjunction with the CDB & Entrances managers | First wave of campaign activity. | Nil, as per CDB & Entrances project budget |
| Newspaper ad
Priority 2 | <ul style="list-style-type: none"> Suite of ½ page, vertical and strip ads To be published in selected regional newspapers, and selected publications, budget allowing | <ul style="list-style-type: none"> Copywriter Graphic designer COS Marketing Colac Manager to liaise with external agency | Available at campaign launch | \$1,500 for production. Excludes media buy. |
| Property websites eg www.Realestate.com.au
Priority 2 | <ul style="list-style-type: none"> Banner advertising | <ul style="list-style-type: none"> Copywriter Graphic designer Media buyer COS Marketing Colac Manager to liaise with external agency and monitor effectiveness | First wave of campaign activity. To be repeated in subsequent waves of campaign activity if results are positive | Not to exceed 10% of campaign budget pa |
| Job seeker websites eg www.seek.com.au | <ul style="list-style-type: none"> Banner advertising | <ul style="list-style-type: none"> Copywriter Graphic designer Media buyer Campaign | First wave of campaign activity. To be repeated in subsequent | Not to exceed 10% of campaign budget pa |

| Program & Priority | Activity | Resourcing | Timing | Budget |
|---|--|--|--|---|
| Priority 2 | | manager to monitor effectiveness <ul style="list-style-type: none"> • COS Marketing Colac Manager to liaise with external agency and monitor effectiveness | waves of campaign activity if results are positive | |
| Welcome home direct marketing campaign– for parents to convince their adult children to return to live in Colac

Priority 2 | May take the form of a postcard or template letter | <ul style="list-style-type: none"> • External agency to write and design • COS Marketing Colac Manager to liaise with external agency and monitor effectiveness | First wave of campaign activity. To be repeated in subsequent waves of campaign activity if results are positive | \$1,000 for production |
| Promotional video

Priority 2 | <ul style="list-style-type: none"> • 5 min video, also cut to 90 sec and 30 sec versions featuring life in Colac as a young professional and young family • For website, You Tube and placement on partner websites • To be aired on regional TV, budget allowing | <ul style="list-style-type: none"> • Script writer • Producer • Production company • Actors • COS Marketing Colac Manager to liaise with external suppliers and monitor effectiveness | Available at campaign launch | \$10,000 for production |
| Radio ad

Optional | <ul style="list-style-type: none"> • 30 sec radio ad featuring life in Colac as a young professional • To be aired on regional radio, budget | <ul style="list-style-type: none"> • Script writer • Producer • Voice over artists | Available at campaign launch | \$500 for production, excludes media buy. |

| Program & Priority | Activity | Resourcing | Timing | Budget |
|--|---|--|----------|------------------------------|
| | allowing | | | |
| Health care recruitment

Optional | Work with Rural Health Workforce and Colac Health to integrate the campaign branding and promotional material | <ul style="list-style-type: none"> COS Marketing Colac Manager to work in conjunction with RHW and Colac Health | TBA | Nil, excluding resource time |
| 'Escape to the country' type program

Optional | Encourage the production of a lifestyle program showcasing the home buying process people undertake when deciding to move to the country. An example of such a program is the 'Escape to the Country' British program currently airing on Channel 72. | <ul style="list-style-type: none"> Producer | Optional | Nil, excluding resource time |

5.7.1.2 Segment: Potential new residents - Families

Profile:

- Parents aged 25 – 45, children aged 0 to 15
- Main bread winner in full time position employed in white collar or skilled trade positions. Partner may not work, work part time or work full time
- Currently living in the Geelong region, country areas outside Colac and outer Melbourne.
- Raised in Colac or the Colac region (primary) or a country, regional or rural environment (secondary)
- Roy Morgan Values Segments*TM Conventional Family Life (primary), Socially Aware (primary), Visible Achievement (secondary) & Something Better (secondary)

Strategy:

- Build brand awareness
- Build database
- Communicate key messages, including livability factor strengths
- Provide relocation incentive package
- Covert from prospect to new resident

Key messages:

- Great job opportunities
- Excellent preschool, primary and secondary educational opportunities

- State-of-the-art medical facilities
- Affordable housing/reduce your mortgage
- Safe place to raise a family
- Community welcoming
- Advantages of regional living – lifestyle, space, freedom, escape the rat race, natural assets at your doorstep, yet city is close by

| Program & Priority | Activity | Resourcing | Timing | Budget |
|----------------------------|--|---|------------------------|--|
| Website
Priority 1 | <ul style="list-style-type: none"> • Develop parts of site to specifically appeal to young families • Include key messages • Include testimonials from young families • Link to social media | <ul style="list-style-type: none"> • Web developer • Copywriter • Web designer • IT staff • COS Marketing Colac Manager | Live at project launch | As per listed above in Young Professionals segment plan – cost once only. |
| Social media
Priority 1 | <ul style="list-style-type: none"> • Establish Facebook page & Twitter account • Run competition to encourage ‘likes’ and ‘followers’ | <ul style="list-style-type: none"> • COS content review manager | Live at project launch | Nil, excluding resource time

COS & business partners to donate competition prizes |
| Blogger
Priority 1 | Recruit two young families to develop blogs about their move to Colac and life in Colac | <ul style="list-style-type: none"> • Bloggers x 2 • COS content reviewer | Live at project launch | Nil, excluding resource time |
| E-newsletter | <ul style="list-style-type: none"> • Encourage subscriptions from website, social media and other sources | <ul style="list-style-type: none"> • External agency to design • COS Public Relations Co-ordinator to write and manage • COS Marketing Colac Manager to liaise with external | Monthly | As per listed above in Young Professionals segment plan. |

| Program & Priority | Activity | Resourcing | Timing | Budget |
|--|---|--|---|---|
| | | agency | | |
| Relocation incentive package

Priority 1 | <ul style="list-style-type: none"> Develop offering such as lower council rates for first 12 months, free entry to COPACC events, special deals at local businesses | <ul style="list-style-type: none"> COS Marketing Colac Manager to liaise with local businesses COS to determine attractive incentives from Council | 8 weeks prior to project launch in order to incorporate into Enquiry response information package | Nil, excluding resource time |
| Enquiry response information package

Priority 1 | <ul style="list-style-type: none"> Includes key messages, customized for target markets and relocation incentive package Available in hard copy glossy brochure form and online | <ul style="list-style-type: none"> External agency to write and design COS Marketing Colac Manager to liaise with external agency | Available at campaign launch | As per listed above in Young Professionals segment plan – cost once only. |
| PR

Priority 1 | <ul style="list-style-type: none"> Campaign launch Engage an official ambassador - a well known local with a positive media profile Media familiarisation tours (families) Coverage in press Attempt to secure coverage on lifestyle TV programs. Attempt to encourage Current Affair programs to | <ul style="list-style-type: none"> COS Public Relations Co-ordinator | On-going | As per listed above in Young Professionals segment plan – cost once only. |

| Program & Priority | Activity | Resourcing | Timing | Budget |
|--|--|---|--|--|
| | feature Colac as the next hot spot to move to | | | |
| Street signage
Priority 2 | As described below: <ul style="list-style-type: none"> Informational signage Directional signage Street pole banners (flags) | <ul style="list-style-type: none"> COS Marketing Colac Manager to work in conjunction with the CDB & Entrances managers | First wave of campaign activity. | Nil, as per CDB & Entrances project budget |
| Newspaper ad
Priority 2 | <ul style="list-style-type: none"> Suite of ½ page, vertical and strip ads To be published in selected regional newspapers, and selected publications, budget allowing Imagery and messaging to differ from the Young Professionals ads | <ul style="list-style-type: none"> Copywriter Graphic designer COS Marketing Colac Manager to liaise with external agency | Available at campaign launch | \$1,500 for production |
| Property websites eg www.Realestate.com.au
Priority 2 | <ul style="list-style-type: none"> Banner advertising Imagery and messaging to differ from the Young Professionals ads | <ul style="list-style-type: none"> Copywriter Graphic designer Media buyer COS Marketing Colac Manager to liaise with external agency and monitor effectiveness | First wave of campaign activity. To be repeated in subsequent waves of campaign activity if results are positive | Not to exceed 10% of campaign budget pa |
| Job seeker websites eg www.seek.com.au | <ul style="list-style-type: none"> Banner advertising Imagery and messaging to differ from the Young | <ul style="list-style-type: none"> Copywriter Graphic designer Media buyer Campaign manager to | First wave of campaign activity. To be repeated in subsequent waves of | Not to exceed 10% of campaign budget pa |

| Program & Priority | Activity | Resourcing | Timing | Budget |
|---|--|--|--|---|
| Priority 2 | Professionals ads | <ul style="list-style-type: none"> monitor effectiveness COS Marketing Colac Manager to liaise with external agency and monitor effectiveness | campaign activity if results are positive | |
| Welcome home direct marketing campaign– for parents to convince their adult children to return to live in Colac

Priority 2 | <ul style="list-style-type: none"> May take the form of a postcard or template letter Imagery and messaging to differ from the Young Professionals ads | <ul style="list-style-type: none"> External agency to write and design COS Marketing Colac Manager to liaise with external agency and monitor effectiveness | First wave of campaign activity. To be repeated in subsequent waves of campaign activity if results are positive | \$1,000 for production |
| Promotional video

Priority 2 | <ul style="list-style-type: none"> 5 min video, also cut to 90 sec and 30 sec versions featuring life in Colac as a young professional and young family For website, You Tube and placement on partner websites To be aired on regional TV, budget allowing | <ul style="list-style-type: none"> Script writer Producer Production company Actors COS Marketing Colac Manager to liaise with external suppliers and monitor effectiveness | Available at campaign launch | As per listed above in Young Professionals segment plan – cost once only. |
| Radio ad

Optional | <ul style="list-style-type: none"> 30 sec radio ad featuring life in Colac as a young professional To be aired on regional radio, budget allowing | <ul style="list-style-type: none"> Script writer Producer Voice over artists | Available at campaign launch | \$500 for production, excludes media buy |

| Program & Priority | Activity | Resourcing | Timing | Budget |
|--|---|--|----------|------------------------------|
| Health care recruitment

Optional | Work with RHW and Colac Health to integrate the campaign branding and promotional material | <ul style="list-style-type: none"> COS Marketing Colac Manager to work in conjunction with RHW and Colac Health | TBA | Nil, excluding resource time |
| 'Escape to the country' type program

Optional | Encourage the production of a lifestyle program showcasing the home buying process people undertake when deciding to move to the country. An example of such a program is the 'Escape to the Country' British program currently airing on Channel 72. | <ul style="list-style-type: none"> Producer | Optional | Nil, excluding resource time |
| Event marketing | Have a stall at the Geelong and Melbourne shows – lots of families, interested in country things (ie animals) etc. Cld sponsor a chill out zone for parents. | <ul style="list-style-type: none"> COS Marketing Colac Manager | Optional | \$5000 |

5.7.1.3 Segment: Current residents and community groups

Profile:

- All persons currently living with Colac's boundaries
- Respected local community groups - groups of people who come together to pursue a common cause or interest for the good of their community

Strategy:

- Build brand awareness and positive attitude of campaign
- Capitalise on high degree of community pride and encourage segment members to become ambassadors for Colac, creating positive word-of-mouth, welcoming prospective new residents and utilising promotional material

Key messages:

- Increased population will bring greater economic prosperity to the region, add to the vibrancy of the town and enrich our community

- You are important ambassadors for the town
- Investing in this campaign is an efficient and effective use of your rates

| Program & Priority | Activity | Resourcing | Timing | Budget |
|---|--|---|--|---|
| PR
Priority 1 | <ul style="list-style-type: none"> • Media releases to inform segment of campaign • Sponsorship of a high profile community activity • Engage community leaders • Invite key community leaders to launch event | <ul style="list-style-type: none"> • COS Marketing Colac Manager • COS PR Co-ordinator | <p>Prior to campaign launch</p> <p>TBA</p> <p>Immediately after campaign launch</p> | <p>Nil</p> <p>May be possible to 'rebrand' an existing COS sponsorship of an event</p> <p>Nil</p> <p>As per launch budget</p> |
| Council communications
Priority 1 | To inform segment of campaign | <ul style="list-style-type: none"> • COS Marketing Colac Manager • COS PR Co-ordinator | Ongoing | Nil, incorporate into existing COS communications |
| Bumper stickers
Priority 1 | Encourage residents to place bumper stickers on their cars | <ul style="list-style-type: none"> • External agency to design • COS Marketing Colac Manager to liaise with external agency | Available at campaign launch | <p>\$200 for production</p> <p>Print costs to be determined.</p> |
| Welcome home direct marketing campaign– for parents to convince their adult children to return to live in Colac
Priority 2 | <ul style="list-style-type: none"> • May take the form of a postcard or template letter • Imagery and messaging segment appropriate | <ul style="list-style-type: none"> • External agency to write and design • COS Marketing Colac Manager to liaise with external agency and monitor effectiveness | First wave of campaign activity. To be repeated in subsequent waves of campaign activity if results are positive | \$1,000 for production |

| Program & Priority | Activity | Resourcing | Timing | Budget |
|---|---|---|--|--|
| 10 things great about living in Colac

Priority 2 | <ul style="list-style-type: none"> To assist locals in becoming town ambassadors May take the form of a brochure | <ul style="list-style-type: none"> External agency to write and design COS Marketing Colac Manager to liaise with external agency | First wave of campaign activity | TBA |
| Brief community groups

Priority 2 | Roadshow to community groups | COS Marketing Colac Manager | First wave of campaign activity | Nil, excluding resource time |
| Interested people can talk to community volunteers about living in the town | <ul style="list-style-type: none"> Develop program protocols Establish enquirer/volunteer contact system Recruit volunteers Train volunteers Monitor program effectiveness | <ul style="list-style-type: none"> COS resources COS Marketing Colac Manager | First wave of campaign activity | Nil, excluding resource time |
| Social media | <ul style="list-style-type: none"> Run competition to encourage 'likes' and 'followers' Promote competition in existing COS communication vehicle | <ul style="list-style-type: none"> COS content review manager Colac business partners | First wave of campaign activity | Nil, excluding resource time

COS & business partners to donate competition prizes |
| Testimonials from existing residents | Obtain testimonials/case studies | <ul style="list-style-type: none"> COS PR Co-ordinator | To be included on website, must be sources 8 weeks prior to launch | Nil, excluding resource time |
| Market research | Annual community group satisfaction surveys | <ul style="list-style-type: none"> Existing survey | Annual | Nil, incorporate into existing survey |

| Program & Priority | Activity | Resourcing | Timing | Budget |
|--------------------|--|---|---------------------------------|--|
| School children | Run a competition to involve local school children, engage the community and generate awareness of the campaign. The competition could include, for instance 'tell us in 25 words or less what makes Colac a great place to live (best tie in with campaign tagline?). | <ul style="list-style-type: none"> COS Marketing Colac Manager | First wave of campaign activity | Nil, excluding resource time

COS & business partners to donate competition prizes |

5.7.1.4 Segment: Businesses

Profile:

- Businesses currently operating within the COS

Strategy:

- Build brand awareness and positive attitude
- Gain support via partnerships with local bodies, such as OBI
- Communicate key messages, including assistance in attracting potential employees and increasing population leads to greater economic prosperity for the region
- Encourage to utilise/distribute promotional material

Key messages:

- Increased population will bring greater economic prosperity to the region
- Campaign objectives and results gained.
- How they can be involved,
- COS want to partner with you

| Program & Priority | Activity | Resourcing | Timing | Budget |
|---|---|---|--------------------------------------|------------------------------|
| Brief business groups

Priority 1 | Road show to business groups | COS Marketing Colac Manager | Prior to campaign launch | Nil, excluding resource time |
| Business participation | <ul style="list-style-type: none"> Work with business to encourage | COS Marketing Colac Manager in conjunction with | Prior to campaign launch and ongoing | Nil, excluding resource time |

| Program & Priority | Activity | Resourcing | Timing | Budget |
|--|--|--|---|--|
| Priority 1 | <p>and facilitate their involvement and ownership</p> <ul style="list-style-type: none"> • Seek support for relocation incentive • Seek support for competition prizes for social media and school children | local businesses | | |
| On-going communication - electronic | Include as regular item in e-newsletters | COS Marketing Colac Manager | Ongoing | Nil, excluding resource time |
| On-going communication- personal | Provide reports at OBI meetings | COS Marketing Colac Manager | Ongoing | Nil, excluding resource time |
| PR
Priority 1 | <ul style="list-style-type: none"> • Media releases to inform segment of campaign • COS to sponsors a high profile business community activity under the campaign banner • Engage business leaders • Invite key business leaders to launch event | <ul style="list-style-type: none"> • COS Marketing Colac Manager • COS PR Co-ordinator | <p>Prior to campaign launch</p> <p>TBA</p> <p>Immediately after campaign launch</p> | <p>Nil</p> <p>May be possible to 'rebrand' an existing COS sponsorship of an event
Nil</p> <p>As per launch budget</p> |
| Website links | Link local job opportunities to campaign website | <ul style="list-style-type: none"> • COS Marketing Colac Manager | Ongoing | Nil, excluding resource time |
| Brand stickers/counter top point of sale signs | Encourage businesses to display | <ul style="list-style-type: none"> • External agency to design • COS Marketing | Available at campaign launch | <p>\$200 for production</p> <p>Print & production costs</p> |

| Program & Priority | Activity | Resourcing | Timing | Budget |
|---|--|---|--|---|
| Priority 1 | | Colac Manager to liaise with external agency | | to be determined. |
| Potential Employee relocation information package

Priority 1 | <ul style="list-style-type: none"> Includes key messages, customized for target markets and relocation incentive package Available in hard copy glossy brochure form and online | <ul style="list-style-type: none"> External agency to write and design COS Marketing Colac Manager to liaise with external agency | Available at campaign launch | \$2,500 for production. Excludes printing costs |
| Testimonials from existing employees who have relocated

Priority 1 | Business leaders may be able to suggest employees to obtain testimonials/case studies from | <ul style="list-style-type: none"> COS PR Co-ordinator | To be included on website, must be sources 8 weeks prior to launch | Nil, excluding resource time |
| Real Estate Agents | <ul style="list-style-type: none"> Work with agents to encourage and facilitate their involvement and ownership Provide Enquiry response information package for dissemination Work with to develop campaigns | <ul style="list-style-type: none"> COS Marketing Colac Manager | On-going | TBA |
| Market research | Annual business community group satisfaction surveys | <ul style="list-style-type: none"> Existing survey | Annual | Nil, incorporate into existing survey |

5.7.1.5 Segment: State Government and regional organisations

Profile:

- State and Federal Members of Parliament
- Government agencies
- Neighboring councils
- Leading regional organisations

Strategy:

- Create and build awareness as relevant to project
- Develop ongoing strategies to ensure top of mind awareness and engagement
- Ensure Marketing Colac Strategy is integrated into future state government regional plans

Key messages:

- COS is proactive in population attraction
- Will work with you as partners
- Wish to dove-tail with current and future programs that address relevant issues

| Program & Priority | Activity | Resourcing | Timing | Budget |
|--|--|--|--|--|
| Brief relevant parties

Priority 1 | Road show to relevant parties | COS Marketing Colac Manager | Prior to campaign launch | Nil, excluding resource time |
| Government participation

Priority 2 | <ul style="list-style-type: none"> • Work with segment to encourage and facilitate their involvement and ownership | COS Marketing Colac Manager in conjunction with segment members | Ongoing | Nil, excluding resource time |
| On-going communication - electronic | Include as regular item in e-newsletters | COS Marketing Colac Manager | Ongoing | Nil, excluding resource time |
| On-going communication - personal | Provide reports at various meetings, eg G21 | COS Marketing Colac Manager | Ongoing | Nil, excluding resource time |
| PR

Priority 1 | <ul style="list-style-type: none"> • Media releases to inform segment of campaign • Engage segment leaders • Invite key segment leaders to launch event | <ul style="list-style-type: none"> • COS Marketing Colac Manager • COS PR Co-ordinator | Prior to campaign launch

TBA

Immediately after | Nil

May be possible to 'rebrand' an existing COS sponsorship of an event
Nil |

| Program & Priority | Activity | Resourcing | Timing | Budget |
|---|---|---|-----------------------------------|------------------------------|
| | | | campaign launch | As per launch budget |
| Project Brand & Style Guide dissemination

Priority 1 | Provide segment members with electronic versions of the campaign brand & Style Guide. Encourage use on website, and in communications | <ul style="list-style-type: none"> COS Marketing Colac Manager | Immediately after campaign launch | Nil, excluding resource time |

5.7.1.6 Segment: Visitors

Profile:

- Current visitors to COS area
- Prospective visitors to COS area

Strategy:

- Collaborate with Otway Tourism to integrate with the tourism marketing communications strategy
- Encourage to utilise/distribute promotional material
- Recognise potential new residents visit the area multiple times prior to relocating

Key messages:

- Colac – not just a great place to visit, a great place to live
- Great job opportunities
- Excellent preschool, primary and secondary educational opportunities
- State-of-the-art medical facilities
- Affordable housing/reduce your mortgage
- Safe place to raise a family
- Community welcoming
- Advantages of regional living – lifestyle, space, freedom, escape the rat race, natural assets at your doorstep, yet city is close by

| Program & Priority | Activity | Resourcing | Timing | Budget |
|----------------------|--|-----------------------------|---------|---|
| Tourism strategy | Collaborate with the various tourism bodies to ensure campaign is considered | COS Marketing Colac Manager | Ongoing | Nil, excluding resource time |
| Marketing collateral | Provide collateral to Otway Tourism and tourism providers for distribution to tourists | COS Marketing Colac Manager | Ongoing | Nil, excluding resource time, production and printing costs |

| | | | | |
|-------------------------------------|--|---|--|---|
| Stay Forever campaign
Priority 2 | Place 'enjoyed your holiday? Why not extend it forever' info packs in tourist accommodation | <ul style="list-style-type: none"> External agency to write & design COS Marketing Colac Manager to liaise with external agency | Available in first wave of campaign activity | <p>\$1,500 for production</p> <p>Print costs to be determined.</p> |
| E-newsletter
Priority 1 | <ul style="list-style-type: none"> Encourage subscriptions | <ul style="list-style-type: none"> As per listed above in Young Professionals segment plan. | Monthly | As per listed above in Young Professionals segment plan. |
| Social media
Priority 1 | <ul style="list-style-type: none"> Run competition to encourage 'likes' and followers | <ul style="list-style-type: none"> COS content review manager | Live at project launch | <p>Nil, excluding resource time</p> <p>COS & business partners to donate competition prizes</p> |

5.7.1.7 Segment: News media

Profile:

- Mass media that focuses on presenting current news to the public. These include:
 - print media (newspapers, magazines);
 - broadcast media (radio stations, television stations, television networks),
 - Internet-based media (World Wide Web pages, weblogs).

Strategy:

- Create and build awareness with media as relevant to project/initiative
- Partner with to promote to residents and visitors/tourists
- Develop ongoing strategies to ensure top of mind awareness and engagement

Key messages:

- Will work with you, to provide stories of interest to your audience

| Program & Priority | Activity | Resourcing | Timing | Budget |
|--------------------|--|--|----------|---|
| PR
Priority 1 | <ul style="list-style-type: none"> Invite to campaign launch Official ambassador – to meet | <ul style="list-style-type: none"> COS Public Relations Coordinator | On-going | Not to exceed 20% of campaign budget pa |

| Program & Priority | Activity | Resourcing | Timing | Budget |
|------------------------------------|---|--|---------|--|
| | with media <ul style="list-style-type: none"> Media familiarisation tours (families) Attempt to secure coverage on lifestyle TV programs – such as Coxy’s Big Break. Attempt to encourage Current Affair programs to feature Colac as the next hot spot to move to | | | |
| E-newsletter
Priority 1 | <ul style="list-style-type: none"> Encourage subscriptions | <ul style="list-style-type: none"> As per listed above in Young Professionals segment plan. | Monthly | As per listed above in Young Professionals segment plan. |
| Social media
Priority 1 | <ul style="list-style-type: none"> Encourage media to ‘like’ and follow | <ul style="list-style-type: none"> COS content review manager | Ongoing | Nil, excluding resource time |
| Marketing collateral
Priority 1 | Provide collateral to local media | COS Marketing Colac Manager | Ongoing | Nil, excluding resource time, and printing costs |
| Story identification
Priority 2 | Forward planning and engagement | COS PR Co-ordinator | Ongoing | Nil, excluding resource time |
| Monitoring
Priority 1 | Media monitoring | COS PR Co-ordinator | Ongoing | Nil, excluding resource time |

5.7.1.8 Segment: Councillors

Profile:

- A group of elected persons, equally representing all COS residents, in urban and rural areas, for a period of four years.

Strategy:

- Build brand awareness
- Gain support and endorsement of campaign
- Encourage segment members to become ambassadors for Colac, creating positive word-of-mouth, welcoming prospective new residents and utilising promotional material

Key messages:

- Channel your passion into making a real difference

| Program & Priority | Activity | Resourcing | Timing | Budget |
|------------------------------------|---|---|--------------------------|--|
| Brief Councillors
Priority 1 | Meeting with Councillors | COS Marketing Colac Manager | Prior to campaign launch | Nil, excluding resource time |
| Campaign Launch
Priority 1 | Invite to campaign launch | COS Public Relations Co-ordinator | Campaign launch | As per launch budget |
| Participation
Priority 2 | <ul style="list-style-type: none"> • Work with segment to encourage and facilitate their involvement and ownership | COS Marketing Colac Manager in conjunction with segment members | Ongoing | Nil, excluding resource time |
| Marketing collateral
Priority 1 | Provide collateral to Councillors | COS Marketing Colac Manager | Ongoing | Nil, excluding resource time, and printing costs |
| On-going communication- personal | Provide reports at Councillor meetings | COS Marketing Colac Manager | Ongoing | Nil, excluding resource time |

6. Conclusion

To ensure the Colac Marketing Strategy 2010-2014 has the best opportunity to succeed a commitment to the following must be made:

- Endorsement of the marketing strategy by every level of management within the organisation.
- Have a champion or committee within the organisation to ensure the marketing strategy is kept top of mind.
- View marketing communication as a long term, strategic investment.
- Ensure every employee understands and appreciates that they all have a role in marketing Colac.



- Track results to better understand which marketing communications activities offer the best return on investment.
- Review and update the marketing strategy on a regular (at least biannual) basis.

7. Appendices



Appendix 1 - Community Engagement Plan



Community Engagement Plan:

Colac Marketing Strategy 2011-2014

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1. Purpose

This Community Engagement Plan outlines the processes used to encourage the Colac community to participate and contribute to the development of the Colac Marketing Strategy.

The objective of the Colac Marketing Strategy is to facilitate sustainable population growth in the Colac region.

Community responses will help to guide the development of the Colac Marketing Strategy.

Council is working towards releasing a draft of the Colac Marketing Strategy for public comment in August 2011 and to begin implementing the strategy in September 2011.

2. Background

Colac Otway Shire has identified sustainable population growth as a key item on the Economic Development Action Agenda 2009 - 2013.

To facilitate population growth the Economic Development Action Agenda identified the need for a Colac Marketing Strategy.

The Marketing Strategy will:

1. Identify the target market for sustainable population growth.
2. Identify the liveability factor strengths that appeal to the target market.
3. Identify Colac's comparative advantage in these liveability factor strength areas.
4. Develop a clearly articulated action plan to promote the comparative advantage to the target market, bearing in mind the likelihood of available resources to Colac Otway Shire and OBI.
5. Develop a brand that will encapsulate the strengths, comparative advantage, and local passion for Colac and be able to be integrated into multiple uses and formats so that there is universal local acceptance and harmony in external recognition.

In April 2011 Council engaged the services of Warne Marketing to develop the Colac Marketing Strategy.

3. Objectives

Warne Marketing understands that the Colac Otway Shire Community Engagement Policy details Council's commitment to the value of public participation and outlines principles and practical methods of successful engagement of the community to achieve a high level of mutual community and Council understanding, communication and deliberation in decision making.

The objectives of the Community Engagement Policy are to:

- Strengthen organisational capacity through the development of an integrated system that encourages a coordinated approach to community partnership.
- Establish clear processes and tools within a framework that can be applied with confidence across a range of issues and stakeholders.
- Build community capacity through enhanced opportunity to interact with Council in planning and decisions making.
- Ensure successful engagement by working within a continuous improvement framework that evaluates and improves approaches and knowledge.

The principles of IAP2’s Public Participation Spectrum have been applied to this Community Engagement project, assisting with the selection of the level of participation that defines the public’s role. The Spectrum shows that differing levels of participation are legitimate depending on the goals, time frames, resources and levels of concern in the decisions to be made. However, and most importantly, the Spectrum sets out the promise being made to the public at each participation level.

The objectives of this Community Engagement activity are to:

1. Identify the strengths and weaknesses of the ‘Colac More Than You Imagine’ campaign
2. Identify the liveability factor strengths that appeal to the target market.
3. Identify Colac’s comparative advantage in these liveability factor strength areas.
4. Identify reasons for people relocating **from** Colac
5. Identify reasons for people relocating **to** Colac
6. Identify the level of interest in participating in the execution of the Colac Marketing Strategy
7. Identify the level of capacity to participate in the execution the Colac Marketing Strategy
8. Identify issues relating to the integration of the new brand and its universal local acceptance
9. Gather insights into the visions various interest groups have of a new Colac brand, including imagery to include, and to avoid
10. Gain feedback on target audience perception of a new Colac brand.

4. Research

Warne Marketing understands that the Colac Otway Shire Community Engagement Policy contains a section titled ‘Research’, designed to ‘addresses the principle focus to ensure that the engagement is purpose driven and the type of engagement chosen from the IAP2 Spectrum is appropriate to the task.’

Table 1 below summaries the research component of the Community Engagement Plan:

| Table 1 | |
|--|--|
| Issues involved & Council responsibility | <p>According to the Council Community Engagement Policy, Council is committed to ensuring public participation to encourage “a high level of mutual community and Council understanding, communication and deliberation in decision making.”</p> <p>This Community Engagement Plan addresses this commitment, raises awareness of and establishes a collaborative environment for the development of the Colac Marketing Strategy.</p> |
| Strategic Plans impacted upon | <p>Economic Development Action Agenda 2009 - 2013
Colac Marketing Strategy
‘Colac More Than You Imagine’ campaign
Tourism plans</p> |

5. Approach

This Engagement Plan has been divided into five phases, as detailed in Table 2 below. The subsequent phases incorporate the learning and input gathered from the preceding phases.

| Table 2 | | | | |
|--|-----------|-------------------|--|----------------|
| Phase | Objective | IAP2 Spectrum | Methods | Timing |
| Ideas Generation and Issues Identification | a-i | Consult & Involve | <ul style="list-style-type: none"> • Teleconferences/personal interviews • Focus group • Survey | May 2011 |
| Ideas Prioritisation | a-i | Collaborate | Focus group | May 2011 |
| Concept evaluation | j | Collaborate | Focus group | June 2011 |
| Plan Exhibition | a-i | Consult | Provide plan to participants of previous phases via email or post
Provide plan for public comment via Council website | August 2011 |
| Plan implementation | a-i | Inform | Advise public of plan implementation via Council website and media release | September 2011 |

It is important to note that different engagement methods will be employed with the various stakeholder groups. In particular, the Ideas Generation and Issues Identification Phases will be executed as follows:

Initial teleconferences or personal interviews will be conducted with organisations and regulatory bodies whose strategies and policies impact on the Colac Otway Shire. This activity will supplement our literature review and aid in the formulation of an agenda for the focus group discussions.

The focus group discussions will consist predominately of invited key local business stakeholders, community groups and influential residents. The focus group discussions will be instrumental in the generation of ideas and the identification of issues. Key outcomes of the focus group discussions will then be utilised in the development of a survey.

The survey will seek to engage interested members of the community and gather attitudes, beliefs and information from a broad cross section of local residents.

Subsequent focus group discussions will be held with the specific aim of eliciting feedback and evaluation of the preferred branding concept. Key design and messaging factors regarding the target audience perception of a new Colac brand will be investigated.

The final phases of the Engagement Plan include methods to consult with and inform the community.

5.1 Explanation of Methods

5.1.1 Teleconferences/personal interviews

Warne Marketing will conduct teleconferences and/or personal interviews with key stakeholders.

This activity will take place first and the information gathered will be used to guide focus group discussions.

The Colac Marketing Strategy will be informed by the plans, policies and strategies of the Victorian State Government and other regulatory bodies affecting the Colac Otway Shire.

Through the implementation of this Engagement Plan and the development of the Colac Marketing Strategy, efforts will be made to actively engage representatives from these bodies. The method of engaging representation from these bodies will be largely via teleconferences and personal interviews; however the level of engagement will be dependent on timeframes and resources available both by the consultants, Warne Marketing, and the targeted body.

5.1.2 Focus Groups

Representatives from identified interest groups will be invited to attend a focus group to contribute to the Ideas Generation and Issues Identification phase.

A second focus group will be conducted, at the Ideas Prioritisation stage. Please note, depending upon progress in the first focus group, this stage may be able to be included within the outcomes of the first focus group.

A third focus group will be conducted, at the Concept evaluation stage.

5.1.3 Survey

Warne Marketing will utilise an online survey system to devise a survey that automatically records responses, collates results, statistically validates information and provides reports.

Warne Marketing will hold an initial discussion meeting with the Project Steering Committee representatives to finalise key issues and questions for the survey. The Project Steering Committee will approve the survey prior to it being published.

The survey will be promoted via:

- A media release – written by Warne Marketing and issued by Council
- A communication to OBI members
- A communication to members of the Economic Development Unit database
- On the Council's website

Council will, during the survey period, facilitate the on-line survey at the Colac Library, Customer Service Centres, Visitor Centres and via its website.

Additionally, Council will invite the community to complete the survey in a hard copy format. Hard copies of the survey will be made available via:

- Colac Library
- Customer Service Centres
- Visitors Centres
- OBI member shopfronts
- Postage via Australia Post

Responses can be sent through prepaid post or hand delivered to the points of distribution.

6. Stakeholders

| Stakeholder | Concerns | Type of Engagement | IAP2 Spectrum |
|---|---|---|-------------------|
| Business community | <ul style="list-style-type: none"> Maximising business opportunities by capitalising on population growth Impact growing population has on the availability of suitably qualified potential employees Incorporating the new Colac brand into their own marketing material and employee recruitment processes | Focus group | Consult & Involve |
| Otway Business Inc. (OBI) | <ul style="list-style-type: none"> As per the business community The logistics of dismantling the previous 'Colac More Than You Imagine' campaign Assessing the level of endorsement and support the new Colac brand and the Colac Marketing Strategy will receive from OBI. | Forum | Consult & Involve |
| State Government and agencies
Geelong Otway Tourism
Tourism Victoria
G21 | <ul style="list-style-type: none"> Ensuring the Colac Marketing Strategy supports existing and planned initiatives Funds will be requested or diverted from existing or planned initiatives | Teleconferences/
personal interviews | Inform |
| Internal Council staff | <ul style="list-style-type: none"> Impact on Council policies, procedures and funding priorities Impact on resource allocation/job requirements | <ul style="list-style-type: none"> Workshop Personal interviews | Collaborate |
| Community | <ul style="list-style-type: none"> Impact on perceptions of their community Impact growing population has of the availability of services | Survey | Consult |

7. Key Messages

The following key messages need to be communicated to stakeholders in order for them to be in a position to make an informed decision:

The Colac Otway Shire has identified sustainable population growth as a key objective.

To facilitate population growth a Marketing Strategy will be developed. The Marketing Strategy will:

- Identify **who** we want to attract to our area (the target market for sustainable population growth).
- Identify **what** we have that will attract those people to our area (the Colac liveability factor strengths that appeal to the target market).
- Develop a clearly articulated action plan as to **how** we will to promote to those people (promoting Colac’s comparative advantage in liveability factor strengths to the target market)
- Develop a brand that will encapsulate the strengths, comparative advantage, and local passion for Colac and be able to be integrated into multiple uses and formats

8. Timing

The five phases of the Community Engagement Plan will operate from May 2011 until September 2011. Refer to Table 2 for information regarding timing.

9. Evaluation

At the conclusion of each phase, all information received will be recorded and reviewed. Summaries of the information will be provided as feedback during scheduled project meetings with the Steering Committee. This information will be used to inform the development of the draft Colac Marketing Plan and will, where appropriate, be included within the Plan.

| Objective | Performance Indicator |
|--|--|
| Identify the strengths and weaknesses of the ‘Colac More Than You Imagine’ campaign | A range of strengths and weaknesses of the ‘Colac More Than You Imagine’ campaign will be identified |
| Identify the liveability factor strengths that appeal to the target market. | A range of liveability factor strengths that appeal to the target market will be identified |
| Identify Colac’s comparative advantage in these liveability factor strength areas. | Colac’s comparative advantages are evaluated in regard to the identified liveability factor strength areas |
| Identify reasons for residents exiting Colac | A range of reasons for residents exiting Colac are identified and the reasons are prioritised |
| Identify reasons for residents relocating to Colac | A range of reasons for residents relocating to Colac are identified and the reasons are prioritised |
| Identify the level of interest in participating in the execution of the Colac Marketing Strategy | The level of interest in participating in the execution of the Colac Marketing Strategy is gauged |
| Identify the level of capacity to participate in the execution the Colac Marketing Strategy | The level of capacity to participate in the execution the Colac Marketing Strategy is gauged |
| Identify issues relating to the integration of the new brand and its universal local acceptance | Any issues relating to the integration of the new brand and its universal local acceptance are identified |
| Gather insights into the visions various interest groups have of a new Colac brand, including imagery to include, and to avoid | A list is generated of the type of imagery to include and to avoid when developing the new Colac brand |
| Gain feedback on target audience perception of a new Colac brand. | Feedback is gathered on key design and messaging factors regarding the target audience perception of a new Colac brand |

Appendix 2 - Summary of Key Interviews

| | |
|-----------------------|--|
| Interviewees | Rob Small - Chief Executive Officer COS |
| Date | 7 June 2011 |
| Location | Council office |
| Method | Face to face |
| Key discussion points | <p>Colac is a fabulous place:</p> <ul style="list-style-type: none"> • It has all the wonderful attributes of a village • People can be connected – to each other, the community and to nature • Housing is affordable • Connected to Geelong <p>Challenges:</p> <ul style="list-style-type: none"> • 23% of the houses in Colac are social housing • Gap of middle income households <p>Rob is focused on ‘pride raising’:</p> <ul style="list-style-type: none"> • To create positive word of mouth. • CBD project is designed to pride raise • Australia Day and Relay 4 Life events show community spirit <p>Case studies:</p> <ul style="list-style-type: none"> • Hamilton campaign – is twee. • Geelong Smart Move was a very successful campaign which turned around previously negative perception of Geelong. Geelong is similar to Colac. • Provincial Victoria – Colac did not see increase in population as a result. Campaign too general to have a specific impact on Colac <p>Need to have an awareness of tomorrow – changing demographic trends</p> <p>Need a campaign that will gain attention – willing to be a little unconventional.</p> |

| | |
|-----------------------|--|
| Interviewees | Ian Seuren - Manager Recreation, Arts & Culture
Vicki Jeffrey – Events Officer |
| Date | 7 June 2011 |
| Location | COPACC Meeting Room 1 |
| Method | Face to face |
| Key discussion points | <p>Events provide opportunities to:</p> <ol style="list-style-type: none"> a) Demonstrate our vibrant culture b) Attract people to our region and entice them to relocate here <p>Events lead people to experience Colac and to think “I’d love to live here” and “It’s a little slice of heaven.”</p> <p>Events provide \$60,000 funding to various event organisers each year. Platinum & Gold event organisers are required to provide survey results to Council. Vicky to provide results (completed).</p> <p>Good investment in town recently (rail trail, Blue water) but Central Reserve is a little run down – disappointing as it is often the first contact many people have</p> |

| | |
|--|---|
| | <p>with Colac (ground attracts large football crowd from out of town).</p> <p>New Residents pack – could include special deals. Source current example of pack from Customer Service.</p> |
|--|---|

| | |
|-----------------------|--|
| Interviewees | Chris Meade - CMTP - Timber Processors |
| Date | 22 June 2011 |
| Location | Remote |
| Method | Teleconference |
| Key discussion points | <p>Strengths of More Than You Imagine campaign:</p> <ul style="list-style-type: none"> • Told people (locals and outsiders) what Colac is about • Highlighted that Colac is not just reliant on 1 sector or the government. It's reliant on 3-4 industries. <p>Weaknesses of More Than You Imagine campaign:</p> <ul style="list-style-type: none"> • Not sure how broadly it was advertised. Chris has business dealings and socialises with people from all over Melbourne and he did not have anybody mention the campaign to him. • Not sure if it was linked into online employment websites such as SEEK.com.au <p>Liveability factor strengths:</p> <ul style="list-style-type: none"> • Our strong sporting community. Colac has produced a broad range of high achievers in sport. In particular our AFL footballers are known for their strength, courage, their moral integrity and the positive impact they have on the clubs they are members of. Colac has had a strong sporting culture for over 30 years. • Years ago Colac had a reputation for producing highly skilled tradespeople. This was due in part to a good technical school and quality tradespeople taking on apprentices. • Location on the edge of a 'change zone' – where the bush and sea meet grasslands. This brings diversity to agriculture, providing people with the opportunity to develop a range of skills, which then enables people to be resilient. • Colac is one of the best communities I know of. People are resilient. They are reliable, have integrity. <p>The 'missing link' is our lack of tertiary educational opportunities. This has prevented potential employees from relocating to Colac. With young adults leaving the community we lose the 'fresh perspective, energy, innovative thinking' that university students often bring.</p> <p>Why people relocate TO Colac:</p> <ul style="list-style-type: none"> • When discussing with a potential employee relocating to Colac, Chris suggests they consider the excellent primary school education options, the diversity of housing (can live near the sea, in town, the country or in the bush) the outdoor recreational facilities, the relatively good value cost of living. <p>Why people relocate FROM Colac:</p> <ul style="list-style-type: none"> • Career opportunities, education and lack of good restraints and adult entertainment. <p>Vision for a new Colac Brand:
A safe community to raise young children and teens
Strong sporting culture</p> |

| | |
|--|---|
| | <p>Participating in the new Colac marketing campaign:
Chris is interested in participating, subject to seeing what form it will take.</p> <p>Other comments: "I love my town". 'Born and breed' Colac people have a 'can do', positive attitude. This attitude seems to be lacking in those from outside the region. Councillors need to have a positive attitude to enable initiatives and the town to progress.</p> |
|--|---|

| | |
|-----------------------|---|
| Interviewees | Ms Lynne Cole - Colac to Coast Real Estate |
| Date | 22 June 2011 |
| Location | Remote |
| Method | Teleconference |
| Key discussion points | <p>Strengths of More Than You Imagine campaign</p> <ul style="list-style-type: none"> • TV, classy advertising, positive message, invitation to discover Colac, dovetailed with the Provincial Victoria campaign, colourful, impressive branding, integrated campaign (included flags in main street). <p>Weaknesses of More Than You Imagine campaign</p> <ul style="list-style-type: none"> • Retail focus, unsure of objectives and not sure if it achieved the results. <p>Liveability factor strengths:
Colac is better than alternative places for:</p> <ul style="list-style-type: none"> • Low crime rate • Education (primary) • Medical facilities • Housing affordability • Housing choice – can still purchase ¼ acre block of land • Short commute times – everything is only 5 mins away • Central position – springboard to Melbourne city, coast • Sporting community • Entertainment - COPACC <p>Why people relocate TO Colac:</p> <ul style="list-style-type: none"> • Housing affordability - People can sell their property in Melbourne or Geelong and find a good quality property in Colac, decrease their mortgage/put money in the bank and afford to take a lower salary/lower stress job <p>Why people relocate FROM Colac:</p> <ul style="list-style-type: none"> • Tertiary facilities • Career options (for professionals). <p>Vision for a new Colac Brand:
We need to 'grow up and have a more sophisticated image. Do not include images of primary industry, such as sheep and cows. We need to move away from the bogan image and highlight our wonderful restaurants and cafes, our natural assets.</p> <p>Participating in the new Colac marketing campaign:
Interested
Other comments:
Lynne can assist in contacting people who have recently moved to Colac, if we would like to test concepts or research.</p> |

| | |
|-----------------------|--|
| Interviewees | Wayne Mackerell - LJ Hooker Real Estate |
| Date | 22 June 2011 |
| Location | Remote |
| Method | Teleconference |
| Key discussion points | <p>Strengths of More Than You Imagine campaign
Quickly gained the support of the business community
Created unity within the business community</p> <p>Weaknesses of More Than You Imagine campaign
Lack of on-going funding
Unsure of the campaigns objectives</p> <p>Liveability factor strengths – attracting young families:
Job security
Safe environment to raise children - Colac is better
Tourism attractions - Colac is better
Transport (is a regional centre)
Multinational food providers (eg McDonalds, supermarkets)
Cinema
Good primary and secondary schools
Affordable housing - Colac is better
Sporting facilities</p> <p>Single professionals are attracted by some factors that Colac is not strong in, such as higher incomes, entertainment, and social groups of young professionals</p> <p>Why people relocate TO Colac:
No. 1 reason is jobs. The dairy and timber industries employ a number of blue collar workers
Affordable housing
Schools
Sport</p> <p>Why people relocate FROM Colac:
Cold weather. Wayne knows a few parents who have moved their asthmatic children to warmer regions
Jobs</p> <p>Vision for a new Colac Brand:
Colac is the gateway to everything. It is a launching pad. The land of plenty. It is the foothills to the Otways.
Avoid cows, sheep, lake.
A green colour scheme and images of water would be received well.</p> <p>Participating in the new Colac marketing campaign:
Interested.</p> |

| | |
|----------------|---|
| Interviewees | John Hayden – AKD Softwood |
| Date | 22 June 2011 |
| Location | Remote |
| Method | Teleconference |
| Key discussion | Strengths of More Than You Imagine campaign |

| | |
|--------|--|
| points | <p>Catchy headline, good artwork. Business happy to place sticker on window.</p> <p>Weaknesses of More Than You Imagine campaign
Preaching to the converted. Don't think it actually encouraged people to move here.
Retail focus is too narrow.
Budget restrictions meant message could not get out further.</p> <p>Liveability factor strengths:
Safe environment to raise children – Colac is better
Choice of primary and secondary schools – very good
Proximity to weekend activities – eg beach, local entertainment, larger centres eg Geelong – highly rated
Housing affordability and type of housing – rate really well
Employment for partners – rates reasonably well
Access to professional services such as lawyers, medical practitioners – very good
Shopping
Community and church groups</p> <p>Why people relocate TO Colac:
They have a family link to Colac
Employment</p> <p>Why people relocate FROM Colac:
Limited job opportunities.</p> <p>Vision for a new Colac Brand:
Stay away from clichés. Do not produce something that people will parody</p> <p>Participating in the new Colac marketing campaign:
Would consider placing the logo/branding on the plastic wrap that packages all of our products. Our products are delivered all over Australia. Other companies may include message/logo on truck canvases. Happy to place PDF or links on our website and hand out hard copy information.</p> <p>Other comments:
We have difficulty attracting quality employees at the middle and upper management level. What does attract them is the proximity to the coast, Geelong, choice of secondary schools (can take bus to Geelong). Employment choice – option to change jobs.</p> <p>In terms of young professionals. We should 'let them go', then bring them back. When they return they have rich work and life experience and return with new ideas. When they return they are at a stage in their life where they can appreciate what Colac has to offer. Better to 'let them go' than try to keep them here and watch them become resentful and unfulfilled.</p> |
|--------|--|

| | |
|-----------------------|---|
| Interviewees | Mark Theodore - HF Richardson Real Estate |
| Date | 22 June 2011 |
| Location | Remote |
| Method | Teleconference |
| Key discussion points | Strengths of More Than You Imagine campaign

Weaknesses of More Than You Imagine campaign |

| | |
|--|--|
| | <p>Wrong focus. Need to focus on job creation. Colac will only grow when employers grow. Need to create jobs first.</p> <p>Liveability factor strengths:
Employment
Salary packages</p> <p>Why people relocate TO Colac:
Job
Escape the city rat race
Safe environment to raise children. Children can be 'free'
Returning home</p> <p>Why people relocate FROM Colac:
Children's education. Move to Ballarat or Geelong
Better quality job prospects.</p> <p>Participating in the new Colac marketing campaign:
Would be happy to promote any incentives, include information or links on website.</p> <p>Other comments:
Council could offer incentives for employers to attract them to the region. They could also offer incentives to new residents – such as 1 yr free rates, low cost land zones.</p> |
|--|--|

| | |
|-----------------------|---|
| Interviewees | Mr Geoff Iles – Colac Area health |
| Date | 23 June 2011 |
| Location | Remote |
| Method | Teleconference |
| Key discussion points | <p>Strengths of More Than You Imagine campaign
Very effective campaign, people remember it.
The truck signage ensured the campaign was very visual and people were exposed to it in a dynamic and unpredictable way.
As it was an initiative from the business community and the Council, it was embraced broadly</p> <p>Weaknesses of More Than You Imagine campaign
The campaign needs to be refreshed regularly to maintain its currency and freshness.</p> <p>Liveability factor strengths:
Younger generation is interested in fine dining, cafe culture and entertainment.
Accessibility to Melbourne and Geelong
Iconic tourist attractions and villages such as Birregurra
Great medical facilities</p> <p>Why people relocate TO Colac:
Quality of work environment (corporate culture, strong team environment and leadership)
People relocating need to be sure they are not missing out on cultural</p> |

| | |
|--|---|
| | <p>experiences</p> <p>Why people relocate FROM Colac:</p> <p>.</p> <p>Vision for a new Colac Brand:
Embrace all the area – lake, industry and wineries</p> <p>Participating in the new Colac marketing campaign:</p> <p>Other comments:
Colac needs a local brand
Some businesses in Colac need to reassess their service offering. For example cafes should be open on a public holiday.</p> |
|--|---|

| | |
|-----------------------|---|
| Interviewees | Debbie Frizon – Otways Tourism |
| Date | 23 June 2011 |
| Location | Remote |
| Method | Teleconference |
| Key discussion points | <p>Strengths of More Than You Imagine campaign
Great modern logo, presents well on a range of merchandise
Able to use brand to brand Colac (in absence of anything else)</p> <p>Weaknesses of More Than You Imagine campaign
Not sure what the strategy was
Logo not utilised enough.</p> <p>Liveability factor strengths:
Employment – limited opportunities in Colac. Youth move away
Education – primary and secondary are better than other regional centres
Childcare – better than other regional centres
Central location - better than other regional centres
Public transport and roads – worse than other regional centres
Medical facilities - better than other regional centres
Internet speed, to stay in touch with the world – good speeds</p> <p>Why people relocate TO Colac:
As per above liveability factors
Affordable housing</p> <p>Why people relocate FROM Colac:
Lack of employment opportunities.
Youth leave to attend university and then do not return</p> <p>Vision for a new Colac Brand:
Vibrant, modern brand. Liked the Illawarra sour Dough ad consisting of a family, under a tree with rolling hills in the background. Encapsulated the feeling of fresh air and open spaces.</p> <p>Participating in the new Colac marketing campaign:
Very interested in participating. Can:
Hand out brochures and information packs, sell branded material (lollies with I</p> |

| | |
|--|--|
| | <p>♥ Colac sell well) and include information on website.</p> <p>Other comments:
Large number of medical students have placement training for 2 months in Colac. May be an opportunity to market to them to encourage them to settle in Colac.</p> |
|--|--|

| | |
|-----------------------|--|
| Interviewees | Elaine Carbines – G21 Chief Executive Officer |
| Date | 28 June 2011 |
| Location | G21 Office |
| Method | Face to face |
| Key discussion points | <p>The our place publication is a particularly successful G21 project. In summary the publication:</p> <p>Celebrates our region and engenders pride in the area
Is an 84 page, glossy, full colour magazine produced in partnership with the Geelong Advertiser
The 40,000 copies are being distributed via:
All newsagencies that sell the Geelong Advertiser
Councils
our place contributors and sponsors
G21 members
G21 meetings
The G21 website (downloadable)</p> <p>G21 projects impacting on COS – the improvement of transport links – both rail and road. This improves access to Colac.</p> <p>Liveability factors important to people relocating to the region:
Employment
Education. Colac is within easy commuting distance to Deakin and The Gordon. The means young adults do not have to leave home to go to uni.
Healthcare – World class facilities with Colac Area Health and Barwon Health
Natural assets – the wilderness is at their doorstep. The Otways are the lungs of the state. Great Ocean Road provides world class beaches and spectacular scenery
Culture and lifestyle. COPACC is an enormous asset</p> <p>G21 has existing promotional channels, which COS can utilise to a greater degree, including:
E-news – sent to 11,500 recipients once per month
Snapshots -- emailed to 600 recipients fortnightly
Facebook & Twitter. Other councils utilise these G21 channels</p> <p>COS could become a more active member of the Regional Marketing Alliance.</p> <p>Battling perception of Colac will be a challenge. Geelong has had to overcome the nickname of ‘sleepy hollow’. Need to convince people to stop and explore rather than simply drive through. Need to articulate the assets of the region.</p> <p>Colac is fortunate to have people who are able to passionately articulate the regions attractions. Colac needs ambassadors, in the same way that Frank Costa is an ambassador for Geelong.</p> |

| | |
|--------------|--|
| Interviewees | Lauren Fanning – G21 Communications Department |
| Date | 29 June 2011 |

| | |
|-----------------------|--|
| Location | G21 Office |
| Method | Face to face |
| Key discussion points | <p>Discussion of the implementation the G21 marketing and communication initiatives in terms of logistics, learnings and current committee focus.</p> <p>Provision of post campaign effectiveness research</p> <p>Discussion of available G21 resources, including statistical information</p> |

| | |
|-----------------------|--|
| Interviewees | Jim Phillips – RDV – Geelong Office |
| Date | 30 June 2011 |
| Location | Remote |
| Method | Teleconference |
| Key discussion points | <p>Jim suggested I speak with Robyn Burg (RDV Melbourne). Robyn is the manager of the next iteration of the Provincial Victoria campaign.</p> <p>Jim suggests the Department of Health may be a stakeholder as they are developing a program to attract more medical students to the region.</p> <p>Jim mentioned Colac’s timber manufactures have been successful in attracting skilled migrants, particularly from a specific region in China. The learning from this exercise and the existing Chinese community may provide a basis for attracting additional Chinese migrants to become new residences.</p> |

| | |
|-----------------------|---|
| Interviewees | Helen Knight
Associate - Senior Planner / Urban Designer - Planisphere |
| Date | 14 July 2011 |
| Location | Remote |
| Method | Teleconference |
| Key discussion points | <p>Discussion regarding the linkages between our respective Colac projects.</p> <p>The CBD & Entrances project will contain recommendations for Colac to be seen as a town renowned for its significant trees and planting, great ‘people spaces’, unique architecture (lots of beautiful old buildings and cutting-edge, sustainable new buildings) and as a bicycle town. The focus will be on the CBD connecting to the natural assets of the Lake and the Barungarook Creek corridor.</p> <p>We discussed that the signage strategy will be a recommendation of both projects.</p> <p>We will exchange draft reports to ensure we maximise synergies.</p> |

Appendix 3 – Focus Groups

Colac Otway Shire Management Team Focus Group

1. Identify the strengths and weaknesses of the Colac More Than You Imagine campaign

| Strengths | Weaknesses |
|---|--|
| Vibrant brand/colours | “More than you imagine” was a weak byline/concept |
| Had buy-in from local businesses | Limited focus retail – also limited market |
| Big support from local radio – good jingle | No evaluation of the project took place |
| Truck banners were very effective | Narrow focus of campaign |
| Rob thinks brand was unexciting because not about lifestyle | Don't know much about it |
| Good catch phrase - memorable | Not sustained – bang at start but not much follow up |
| Show cased different industry | For local residents, didn't change what we did |
| Enforces positive community image | What was the measure of success? |
| People worked together to promote it | Did retail expenditure increase? Was it sustained? |
| High quality ads on TV | The goals of the strategy were not known |
| Linked into TV shows eg Postcards/Coxy | Campaign didn't grow |
| Reached a broad market | Defensive/negative |
| | Christmas parties were questioned if out of town |
| | Financial support not provided by retailers |
| | Request to Council to fund campaign |
| | Affluent shop owners <u>did</u> shop out of town |

2. Identify the liveability factor strengths that appeal to the target market

Imagine you are a professional, either single or with a young family, currently living in an outer Geelong or Melbourne suburb.

What things are important to you about the place you live or would like to live, wherever that may be in the world? Please list your 'top 5'.

| Liveability Factors for <u>single or a young family</u> (please circle) |
|--|
| <ul style="list-style-type: none"> • Proximity to other major centres, tourist attractions, etc (strength of Colac already) • Safe place to raise a family (strength already) • Access to quality services – medical, educational, high education • Public transport linkage and good transport networks • Variety of entertainment opportunities and recreation options • Employment opportunities and retail/centre industry |
| <ul style="list-style-type: none"> • Education (quality/proximity) • Health Services (quality/proximity) • Recreational opportunities (quality/proximity) |

| Liveability Factors for single or a young family (please circle) |
|---|
| <ul style="list-style-type: none"> Recreational opportunities (quality/proximity) Affordable housing Easy access to work & other facilities |
| <ul style="list-style-type: none"> Arts/Events/recreation/environment Education (early years to some tertiary opportunities) Employment opportunities for all family Health & Community services Lifestyle – land size & open spaces, natural beauty Transport connectivity |
| <ul style="list-style-type: none"> Arts & culture – we are missing a gallery. Good deal of cultural activities in Colac Quality of education Recreation facilities and open space Connivance factors Environment - clean Proximity to natural environment – coast / forests Well connected community groups – diverse social opportunities Healthcare quality |

3. Identify Colac’s comparative advantage (compared to outer Geelong or Melbourne) in these liveability factor strength areas

| Liveability Factor | Colac
(please tick) | | | | | Reason/Comment |
|--|------------------------|-------|------|--------|-------------|--|
| | Much Worst | Worst | Same | Better | Much Better | |
| Arts/culture/recreation | | 4 | 3 | 2 | 1 | Good standard sport facilities
Very good from natural environment |
| Education | | 3 | 2 | | | Good for prep-12
Poor for post-secondary |
| Employment opportunities | 2 | 3 | | | 1 | |
| Health and community | 1 | 3 | | 1 | | |
| Lifestyle | | 1 | 1 | 1 | | |
| Housing | | | | 1 | | |
| General services | | 1 | | | 1 | |
| Proximity | | | | | 1 | |
| Safety | | | | | 2 | |
| Transport | | 2 | | | | |
| Access to services – health, education, tertiary | | 1 | | | | |

4. Identify reasons for residents relocating TO Colac

Please list the reasons why you think the target market move here:

| |
|---|
| • Not convinced that we are attracting the target market |
| • Work opportunities x 2 |
| • Liveability |
| • Close to city but country |
| • Family x 2 (be closer to) |
| • Jobs |
| • Liveability facilities eg recreation, education, arts and culture |
| • Proximity to coast, regional features |
| • Proximity to local facilities – no traffic, congestion, etc |
| • Low cost housing |
| • Good access to beaches, recreation, and natural environment |
| • Lifestyle rural environment x 2 |
| • Convenient life style |
| • Land and property prices |
| • Family |
| • Immigration /VISA policy |
| • Rural living |
| • Employment opportunities |
| • Employment |
| • Lifestyle |
| • Family connections |
| • Retirement |
| • More land @ less money |
| • Sea change/tree change |
| • Cheaper place to retire/grow old |

5. Identify reasons for residents relocating FROM Colac

Please list the reasons why you think the target market move from here:

| |
|--------------------------------------|
| • Higher education x 4 |
| • Professional employment x 4 |
| • Move to city > life experience x 2 |
| • Variable employment opportunity |
| • Hustle and bustle of city life |
| • Career opportunities |
| • Follow kids to Melbourne |
| • Experience |
| • Employment |
| • Education |
| • Limited job opportunities x 2 |
| • Very poor post secondary education |
| • The lure of the big city for young |
| • Career progression |
| • Higher education |
| • Poor image (crime, drugs etc) |

| |
|---|
| <ul style="list-style-type: none"> • Change in family circumstances |
| <ul style="list-style-type: none"> • Investment & wealth growth |
| <ul style="list-style-type: none"> • Lack of opportunities for children |
| <ul style="list-style-type: none"> • Want more lifestyle opportunities • Travel/rail connections not conducive to commuting • Education/tertiary opportunities • Lack of growth/promotion opportunities with current business/companies |

6. What is your vision of a new Colac brand?

What imagery should we include, what should we avoid?

| |
|---|
| <ul style="list-style-type: none"> • Major industry type (timber, primary production, manufacturing) |
| <ul style="list-style-type: none"> • Natural beauty (plains, Otway's, coastal) > lakes |
| <ul style="list-style-type: none"> • Recreation activity |
| <ul style="list-style-type: none"> • CBD |
| <ul style="list-style-type: none"> • Services: hospital, schools, entertainment precincts |
| <ul style="list-style-type: none"> • Local government opportunities |
| <ul style="list-style-type: none"> • Professional service opportunities |
| <ul style="list-style-type: none"> • Images of new facilities – library, schools |
| <ul style="list-style-type: none"> • Kids playing sport |
| <ul style="list-style-type: none"> • Memorial square and bike riding |
| <ul style="list-style-type: none"> • Golf, fishing in the lake |
| <ul style="list-style-type: none"> • Lots of stuff around kids (family times) |
| <ul style="list-style-type: none"> • Coffee shops – dining (individual) |
| <ul style="list-style-type: none"> • WANT: Vibrant, exciting, positive • NOT: same old industries |
| <ul style="list-style-type: none"> • Water (lake, coast) |
| <ul style="list-style-type: none"> • Open space (botanic gardens, memorial square) |
| <ul style="list-style-type: none"> • Activities eg trails, walking, riding, etc |
| <ul style="list-style-type: none"> • INCLUDE: natural environment, heaps of clean water • Great access • Clean and green • Opportunity • Lake Colac, memorial square, Otways |
| <ul style="list-style-type: none"> • AVOID: weather and bogans |
| <ul style="list-style-type: none"> • Vital, highly connected, village to natural environment, raise a child |
| <ul style="list-style-type: none"> • SHOULD – Good weather, natural environment • SHOULD – Changing, news, more vibrant • SHOULD – More work, services, recreation • SHOULD – New rural enterprises |
| <ul style="list-style-type: none"> • AVOID – Traditional • AVOID – Family enterprises • AVOID – Lake Colac |
| <ul style="list-style-type: none"> • SHOULD – Education, safety • SHOULD – Attract industry, development • SHOULD – Livability – families, lifestyle, opportunity, social growth |
| <ul style="list-style-type: none"> • AVIOD – Lake Colac • AVIOD – Don't be isolated, be open • AVIOD – Looking backwards, look forward |

- SHOULD – Coast/forest/trees
- SHOULD –Strong modern graphics
- SHOULD –Boutique feel

- AVIOD – Old people – scrappy images of the main street
- AVIOD – Shrine/fountain been done to death

Otways Business Inc. Focus Group

1. Identify the strengths and weaknesses of the Colac More Than You Imagine campaign

| Strengths | Weaknesses |
|--|---|
| Advertising worked well. ie car stickers and advertising in media. | Funding of the program to be continuous. Cut off early. Was not completed. Only 2 out of 3 years ran. |
| Logo design – had key industry elements in the logo. | Very Colac centric. Did not get outside Colac enough. |
| High quality and visual videos for this campaign – during Olympics | Brief was narrow. Retail focus in implementation. |
| Reached out further than just a retail focus. Slogan was good. | |
| Positive vibe to campaign. | |
| Pleasant to see business community pulling together to work through. | |

2. Identify the liveability factor strengths that appeal to the target market

Imagine you are a professional, either single or with a young family, currently living in an outer Geelong or Melbourne suburb.
What things are important to you about the place you live or would like to live, wherever that may be in the world? Please list your 'top 5'.

| Liveability Factors for <u>single or a young family</u> (please circle) |
|--|
| <ul style="list-style-type: none"> • Away from rat race – traffic noise etc • Affordability – cheaper housing • Safety – good environment to raise kids • Sense of community – know your neighbours. • Accessibility/location to services, education • Good employment |
| <ul style="list-style-type: none"> • Vibrancy of the town, top retail opportunities. Childcare, kindergarten, schools, housing affordability, cultural opportunities, Access to health facilities, Recreational opportunities, Proximity to the coast, Cultural and social life, Closeness to major cities (Geelong & Melb), Education facilities (Uni, TAFE - Access). Career opportunities. |
| <ul style="list-style-type: none"> • Natural environment – fresh air • Accessibility – to Melb etc • Education – up to end of secondary – young family • Sense of community • Land prices • Opportunity for small business – not working for the 'big guys' forever • Negative – variety of opportunities for professionals limited. |
| <ul style="list-style-type: none"> • Income |

- Healthcare
- Education
- Entertainment
- Safety

3. Identify Colac’s comparative advantage (compared to outer Geelong or Melbourne) in these liveability factor strength areas

| Liveability Factor | Colac
(please tick) | | | | | Reason/Comment |
|---|------------------------|---|-------------|--------------------------------|-------------|--------------------------|
| | Much Worst | Worst | Same | Better | Much Better | |
| Away from rat race – traffic noise etc | | | | | 1 | No traffic jams in Colac |
| Affordability – cheaper housing | | | | | 1 | Cheaper housing in Colac |
| Safety – good environment to raise kids | | | | 1 | | |
| Sense of community – know your neighbours. | | | | 1 | 1 | |
| Accessibility/location to services, education | | 1 to education | 1 to bush | | | |
| Good employment | 1 for professionals | 1 poor choice of employment, low skill jobs | | 1 for small business ownership | | |
| Education (early childhood, primary) | | 1 (secondary) | Same/better | 1 primary | | |
| Education (secondary) | | Worse/same | | | | |
| Culture & social life | | | Same/better | | | |
| Housing affordability | | | | 1 | 1 | |
| Natural environment | | | | | 1 | |
| Accessibility | | | | 1 | | |
| Income | | 1 | | | | |
| Healthcare | | 1 | | | | |
| Education | | | | 1 | | |
| Entertainment | | 1 | | | | |

| Liveability Factor | Colac
(please tick) | | | | | Reason/Comment |
|--------------------|------------------------|-------|------|--------|-------------|----------------|
| | Much Worst | Worst | Same | Better | Much Better | |
| Safety | | | | | 1 | |

4. Identify reasons for residents relocating TO Colac

Please list the reasons why you think the target market move here:

| |
|--|
| <ul style="list-style-type: none"> • Away for rat race – traffic noise etc • Affordability – cheaper housing • Safety – good environment to raise kids • Sense of community – know your neighbours. • Tree change – many look for the larger spaces/bush environment that this region can offer |
| <ul style="list-style-type: none"> • Jobs, quality of life, connections to family and personal relationships in Colac, housing affordability, cost of living, rent. |
| <ul style="list-style-type: none"> • Raise a family in a more community spirited environment with clean air |
| <ul style="list-style-type: none"> • Country living – relaxed • Foster family living • Housing affordability/cost of living |

5. Identify reasons for residents relocating FROM Colac

Please list the reasons why you think the target market move from here:

| |
|---|
| <ul style="list-style-type: none"> • Lack of employment opportunities • Lack of educational opportunities – both secondary & tertiary • Lure of benefits of bigger centres |
| <ul style="list-style-type: none"> • Don't develop social connections with others, lack of professional position opportunities, give their families an increased opportunity in education, recreation, social connections. |
| <ul style="list-style-type: none"> • Tertiary education • Lack of understanding what's in their own backyard – perceived that it may be better elsewhere. Work enhancement opportunities. |
| <ul style="list-style-type: none"> • Better career opportunities • Better educational opportunities for children • Sick of gossip |

6. What is your vision of a new Colac brand?

What imagery should we include, what should we avoid?

| |
|---|
| <ul style="list-style-type: none"> • Come to Colac!! (Visual) Kids playing. Adults busy. Flocking to Colac. • Simple, bold image that is easily recognisable |
| <ul style="list-style-type: none"> • Use people in the design/visual effect – showcase the target market in the design. Showcase the vibrancy of Colac. Showcase our mix of contemporary and heritage mix. |
| <ul style="list-style-type: none"> • Colac “More than you imagine” (Yes) • A great place to live, work & play (yes) • Not green |
| <ul style="list-style-type: none"> • Foster family – recreation/lifestyle • Green – natural/animals (wildlife/livelihood) • Cultural/heritage opportunities. |

- Helen Paatsch:
- Wanting – good schools for the kids? Come to Colac
- Wanting – to live near the Otways? Come to Colac
- Wanting – good aged care facilities? Come to Colac
- Wanting – access to Melb? Come to Colac
- Wanting – good shopping facilities? Come to Colac
- Wanting - affordable housing? Come to Colac

New Branding Campaign Survey

How interested are you in participating in the new Colac Marketing Campaign?

| Not at all | Not very | Neither interested nor disinterested | Interested | Very interested |
|------------|----------|--------------------------------------|------------|-----------------|
| | | | 1 | |

Comments:

- Essential that OBI provide input to process at all stages
- Should this campaign also link in with Otways “Breathe Easy” campaign

How would you like to be involved?

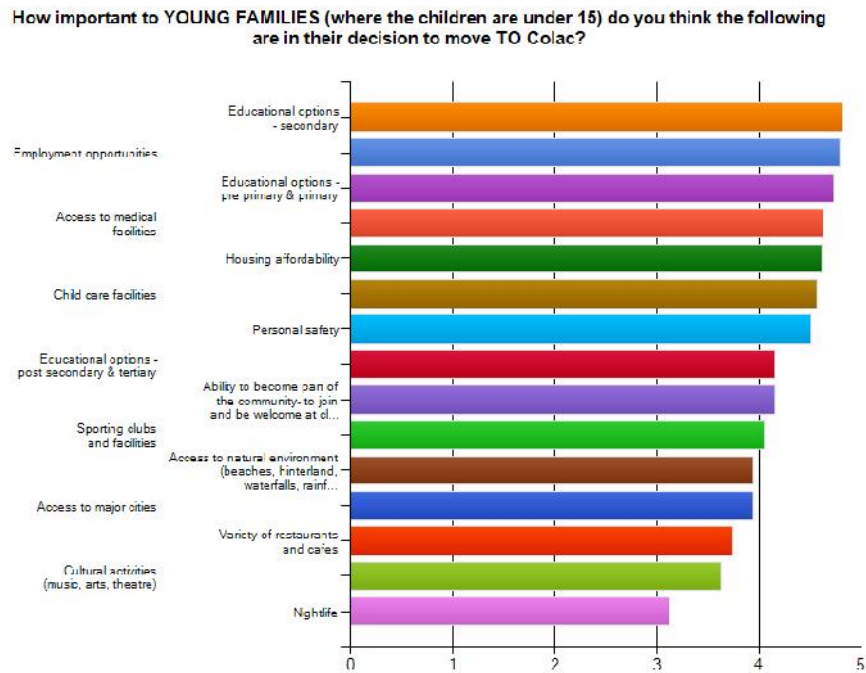
Comments:

- Continue to communicate with us.

Appendix 4 - Online survey of General Colac Community

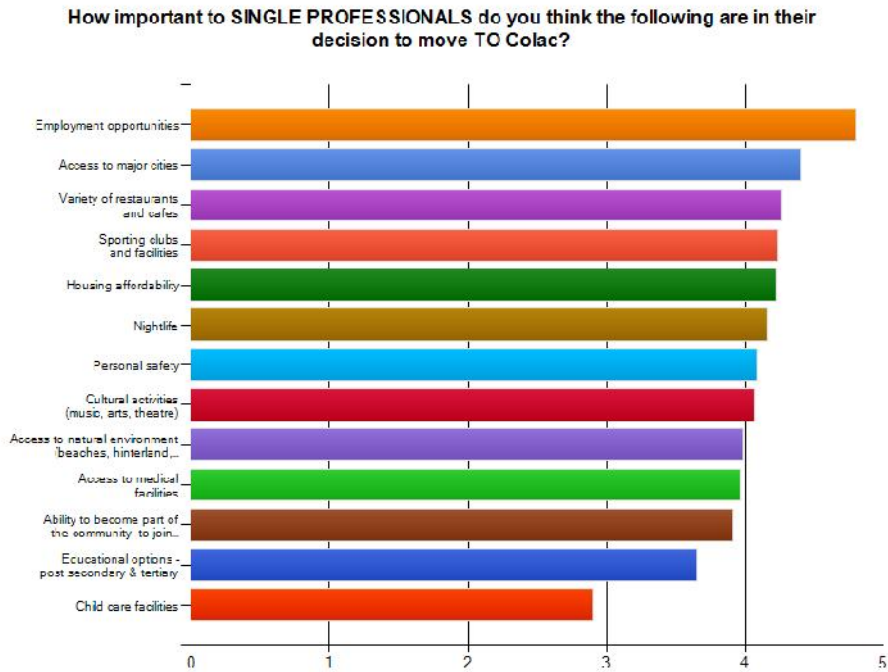
Why people move TO Colac

Question: How important to YOUNG FAMILIES (where the children are under 15) do you think the following are in their decision to move TO Colac? N = 141



Educational and employment opportunities, together with medical facilities and housing affordability were seen as the most important considerations when young families are deciding to move to Colac. These aspects of life in Colac will form part of the key messages to young families.

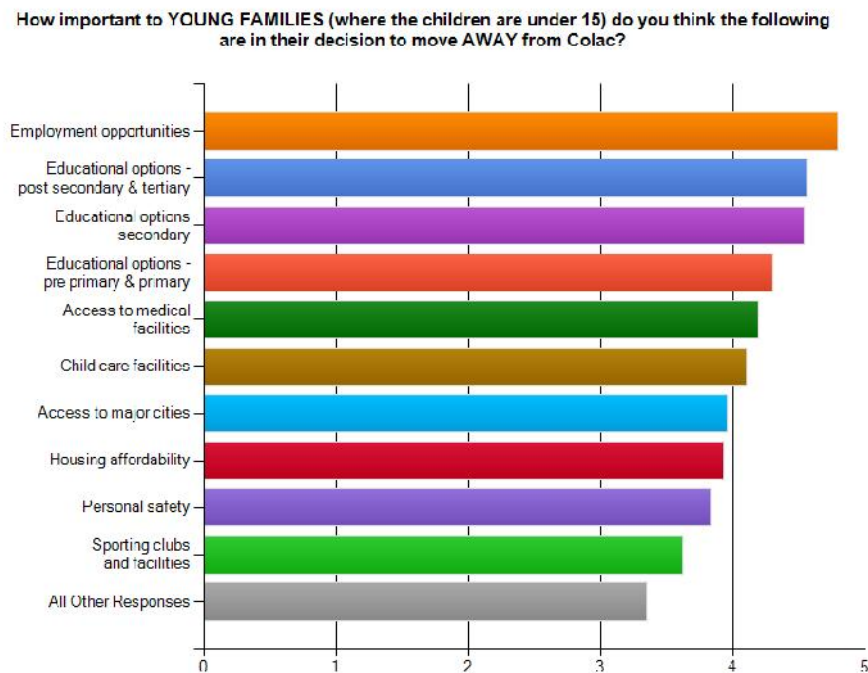
Question: How important to SINGLE PROFESSIONALS do you think the following are in their decision to move TO Colac? N = 138



Respondents thought single professionals, like young families, are most concerned about employment opportunities. Respondents then indicated they think single professionals differed from young families in that they are more concerned with connectedness, in terms of distance from major cities and amenities to facilitate social interaction, such as cafes and clubs.

Why people move AWAY from Colac

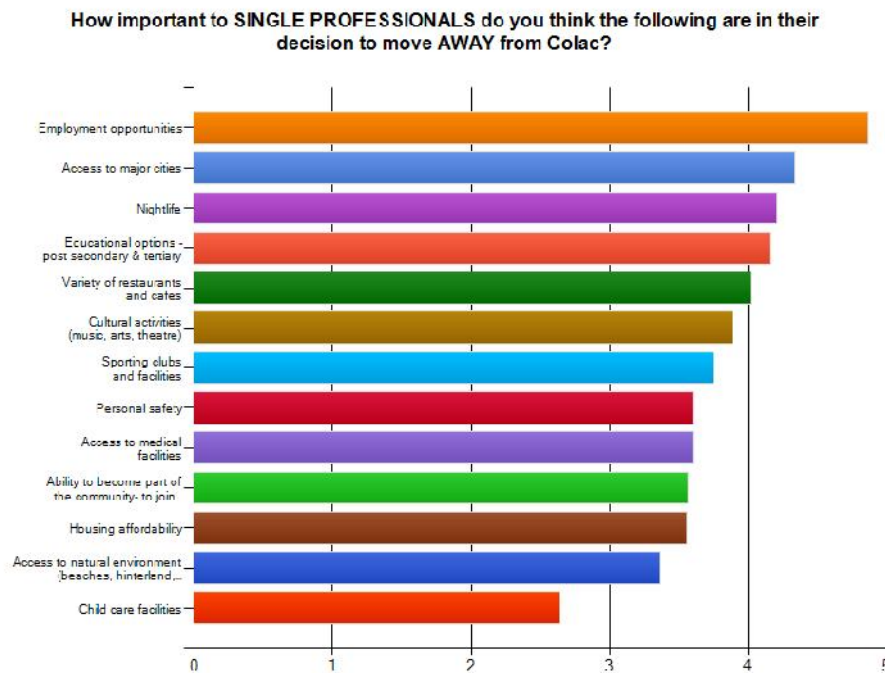
Question: How important to YOUNG FAMILIES (where the children are under 15) do you think the following are in their decision to move AWAY from Colac? N = 128



Educational and employment opportunities, together with medical facilities and access to major cities were seen as the most important considerations when young families are deciding to move away from Colac.

Not surprisingly, the positive aspects of Colac life thought to be particularly evident, such as housing affordability, personal safety and sporting clubs, were not seen as important in the decision for young families to move away. This further illustrates the strength of these positive aspects of life in Colac.

Question: How important to SINGLE PROFESSIONALS do you think the following are in their decision to move AWAY from Colac? N = 125



Employment opportunities, access to major cities, nightlife and post secondary educational opportunities were seen as the most important considerations when single professionals are deciding to move away Colac.

The New Colac Brand

Question: What is your vision of a new Colac brand? What imagery, tone, colours should be INCLUDED? N = 88

| | |
|--|----|
| Blues, greens | 41 |
| Bright colours | 15 |
| All facilities Colac has to offer - lake, shops, gardens, cafes, forests etc | 14 |
| Convey that Colac is trendy | 4 |

Respondents indicated they prefer the new Colac brand to have a vibrant blue and green colour pallet and a modern design.

Question: What imagery, tone, colours should be AVOIDED? N = 82

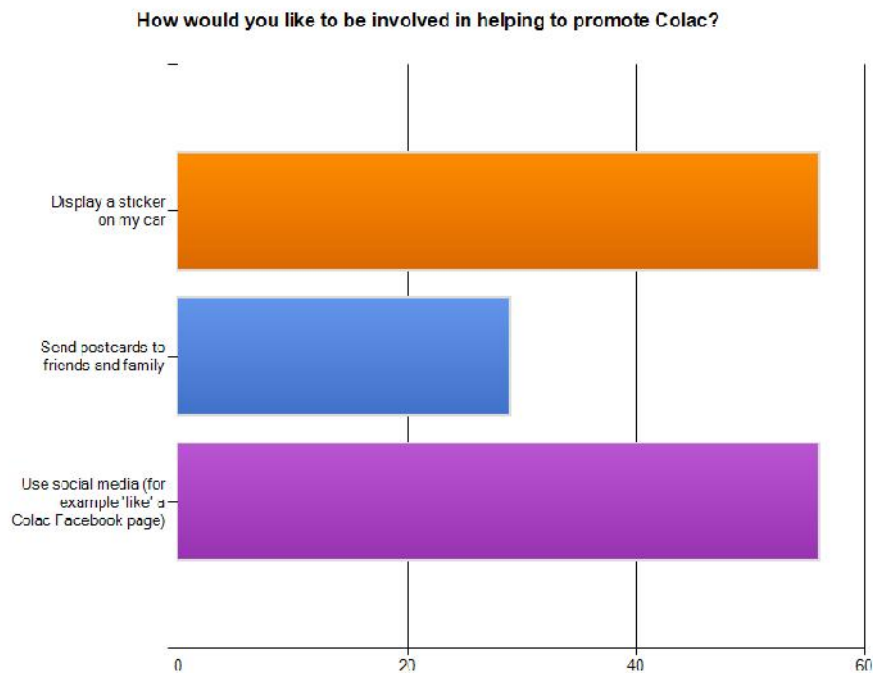
| | |
|-------------------------|----|
| Black, grey, dull tones | 24 |
| Red | 13 |

| | |
|---------------------------|---|
| Yellow, orange | 9 |
| Brown | 9 |
| Bright colours | 6 |
| Industry or street images | 3 |

Respondents indicated they prefer that the new Colac brand not include dull, dark colors.

How would you like to be involved?

Question: How would you like to be involved in helping to promote Colac? N = 93



Respondents indicated they would be happy to actively promote Colac.

Other responses/comments

Do you have any other comments in relation to marketing Colac? N= 70

When respondents were asked if they had any other comments, ten indicated tourism and event marketing, particularly events involving local produce were important in attracting visitors to the regions, who then may consider relocating to Colac.

Additional comments were received, on a variety of topics. The most relevant are as indicated below. A complete transcript of comments is available upon request.

| | |
|--|----|
| Tourism/event marketing/gastronomy marketing | 10 |
| Mass media - TV (x2), magazines (x2), radio | 5 |
| Logo on my web /link on my email signature | 4 |
| Display a sticker in my shop | 1 |
| Promotion through combined retailing | 1 |
| Get postage stamps of Colac | 1 |

Appendix 5 - Literature Review

Literature Review Summary

Completed reading/notes

1. A Marketing Strategy for Colac – Oct 2005
2. All roads lead to Colac catalogue
3. Barwon South West – Victoria’s region of opportunity – Regional Development Australia (RDA)
4. Colac – It’s a Great Place (2011)
5. COS Economic Development Action Agenda
6. Economic Development & Tourism Strategy - Sept 2004 - Colac Otway Shire
7. EDU Business Survey 2011
8. G21 Regional Marketing Strategy 2006
9. Geelong Otway Tourism – Strategic Plan 2007 - 2010
10. Great South Coast Regional Strategic Plan (2010)
11. Marketing Strategy Initiatives 2009-2012
12. OBI Marketing Strategy Survey
13. Otways Tourism – Otways villages – Tourism Strategy & guidelines
14. OTWAYS Tourism – Style Guide (not dated)
15. Otways Tourism Strategic Plan 2010-2013
16. Tourism Victoria’s (TV) Regional Marketing And Development Plan 2010-2011 - Great Ocean Road
17. Tourism Victoria’s (TV) Regional Marketing And Development Plan 2010-2011 – Goldfields
18. Colac CBD & Entrances Project Community Project Steering Committee Meeting Minutes – 16 May 2011
19. Colac CBD & Entrances Project Community Reference Group Meeting Minutes – 16 May 2011
20. Colac Community Bulletin 1 - CBD & Entrances Project
21. Planisphere report
22. Aspects Of The ‘Sea Change’ Phenomenon In The Surf Coast Region Of Victoria – Peter Dryden, Research Fellow Deakin University
23. Colac Herald – On the street Vox Pop – What would you include in the COS’s new marketing campaign?, June 15, 2011
24. Colac Herald – Change of lifestyle attracts city buyers, May 23, 2011
25. Colac Otway Shire Industry Advisory Committee Skills & Labour Shortage Survey, Nov 2009
26. Corangamite Shire – Be surprised promotional brochure



- 27. Liveanomics Urban Livability and Economic Growth - The Economist Intelligent Unit 2011
- 28. Colac Otway Shire New Residents Kit – January 2011
- 29. Retention And Attraction Of People To The Cariboo-Chilcotin Region. Nov 2006
- 30. Towards Open Cities - British Council Report 2008
- 31. Relocated Residents Survey August 2009. ASCET Group and the Centre for Regional Innovation and Competitiveness (CRIC) at the University of Ballarat

| Document | Key themes/findings |
|---|--|
| A Marketing Strategy for Colac – Oct 2005 | <ul style="list-style-type: none"> • Target market – Provincial Victoria Marketing Campaign based on BOTH 1. Attract businesses (ie; jobs) and the people will follow; and 2. Attract people and the businesses will follow. –p21 • Identify the liveability factor strengths - country lifestyle, big enough to be well serviced with shops and public facilities but small enough to have an old-fashioned country/community feel. Everything you need is right here, you meet friends on the street and you're known by shop assistants etc. Regional service centre, transport hub. Water was identified as a key strength in terms of no water restrictions and the iconic value of the lake. Colac is geographically well placed between the Coast, Ballarat, Geelong and Warrnambool. Easy to get around, friendly, laid back • McKinsey & Co. conclude growth and economic development comes from: <ul style="list-style-type: none"> • 70% - businesses already established in the community; • 20% - relocation of existing businesses established elsewhere; and • 10% - new businesses. – p34 |
| All roads lead to Colac catalogue | 8pp colour catalogue. Free coupon space for member businesses. Focus on discount offers to consumers |
| Barwon South West – Victoria's region of opportunity – Regional Development Australia (RDA) | <ul style="list-style-type: none"> • Identify comparative advantage in these liveability factor strength areas <ul style="list-style-type: none"> • Great Ocean Road & natural environment is of international significance. • Manufacturing sector makes significant contribution to states output. • Australia's largest dairy production region & 20% of Australia's forestry plantations. • Developing new energy resources (eg wind) and has significant natural gas reserves. • Action plan to promote comparative advantage G21 Region Plan has 5 key directions: <ul style="list-style-type: none"> • Protect & enhance environment • Create sustainable settlements • Strengthen our communities |

| Document | Key themes/findings |
|--|---|
| | <ul style="list-style-type: none"> • Refocus our economy • Make it happen <p>Priority Projects in the Colac region:</p> <ul style="list-style-type: none"> • Apollo Bay Harbour Precinct • Upgrades to Princess HWY West • Green Triangle Freight Action Plan |
| Colac – It’s a Great Place (2011) | <ul style="list-style-type: none"> • Identify the liveability factor strengths: <ul style="list-style-type: none"> • Health • Lifestyle • Education • Recreation • Arts and culture • Retail • Business • Employment • Details infrastructure for each strength • Identify comparative advantage in these liveability factor strength areas <ul style="list-style-type: none"> • Housing prices and traffic compared Melbourne and Geelong. • Residents enjoy natural surrounds, community values & relaxed living, particularly in villages. Close to major cities. • A good document to provide to potential residents and private companies/investors. • Requires additional copywriting (focus on benefit, not facilities) and graphic design. |
| COS Economic Development Action Agenda | <ul style="list-style-type: none"> • Target market Stable population since 1991 – ABS – p5 <ul style="list-style-type: none"> • 2006 = 20,296 to 2026 = 23,111 an increase of 10% without marketing – p5 • Need to attract and retain families and single young professionals who will work in the region and contribute economically. Rather than retirees/sea and tree changers who focus more on the ‘life’ in work/life balance – p16 • Identify the liveability factor strengths: <p>Themes (p5)</p> <ul style="list-style-type: none"> • Workforce development • Climate change • Business development |

| Document | Key themes/findings |
|--|---|
| | <ul style="list-style-type: none"> • Regional development planning • Marketing and promotion • Infrastructure • Economic development leadership <p>Key areas - p5)</p> <ul style="list-style-type: none"> • Agriculture • Education and training • Health and community services • Retail and professional • Tourism • Town development • Partnership and regional structures <ul style="list-style-type: none"> • Competitive Advantage (pg 5) <ul style="list-style-type: none"> • Water availability • Ease of access to 3 regional service centres & Melbourne • Natural beauty of forests, plains, mountains & coast • Natural beauty of forests, plains, mountains and coasts |
| <p>Economic Development & Tourism Strategy - Sept 2004 - Colac Otway Shire</p> | <p>A comprehensive 5 yr strategic plan addressing social, environmental and economic issues impacting on the attraction and retention of residents and tourists to the region. Focuses on initiatives that Council can directly influence.</p> <ul style="list-style-type: none"> • Target market <ul style="list-style-type: none"> • Key employer is agriculture. Changing skill levels in this sector had decreased need for full time farm labour but increased need for sophisticated agri services, leading to shift in population from rural communities into urban centres and changes in skill sets needed -p14. • More employees in health sector needed (in 2001). Ageing population expected to compound this in coming years. – p24. • Traditional Family Life and Conventional Family Life are major users of Caravan & Holiday Park accommodation –p64 • Identify the liveability factor strengths <ul style="list-style-type: none"> • Natural features are: ‘stunning and dramatic coastal landscapes, natural forests in the Otways, basalt plains, lakes, volcanic craters and varied agricultural land’ –p10 • Low population density. |



| Document | Key themes/findings |
|--|---|
| | <ul style="list-style-type: none"> • Festivals & events – p41 • Food, wine, history and culture – p49 • Shire provides a diversity of living environments. Lake is highly desirable – p74 <p>Many of the initiatives in this document are also found in other documents in this review. Observations or initiatives unique to this document include:</p> <ul style="list-style-type: none"> • Transitioning older residents to aged care facilities enables housing stock to become available for family residences – p32 • Adequate provision of child care facilities impacts women’s ability to enter/re-enter workforce – p32 • The Princess HWY being the main thoroughfare through the city centre brings heavy transport through the town. This detracts from a retail and passive activity ambience in the central area – p40. • Attracting young professionals difficult due to career perceptions, career paths, and availability of work in larger centres and lack of employment opportunities for spouses. -p42 • Otways-Heart of the Great Ocean Road – tourism marketing campaign. • Retention of the village atmosphere of Apollo Bay is a priority –p62 • Incorporate the brand in town signage – p68 • Use popular tourist websites such as www.visitotways.com to link campaign message to |
| G21 Regional Marketing Strategy (RMS) 2006 | <ul style="list-style-type: none"> • Target market: <ul style="list-style-type: none"> • People’s perceptions of a place will strongly influence whether they will find it desirable for living, working, visiting and investing (p24) • Cost of petrol and lack of public transport makes commuting less appealing • Identify comparative advantage in these liveability factor strength areas <ul style="list-style-type: none"> • Great Ocean Road internationally recognised – p31 • Action plan to promote comparative advantage
G21 adopt collaborative approach for Project identification, Research, Funding, Coordination and Implementation and monitoring
RSM supports regional marketing efforts – p40.
The RSM recommends the purchase of a Customer Relationship Management system. If this CRM exists this may be a potential resource. • Additional relevant points
Higher than average 65+ yo will retire to regions in next 30 yrs, inappropriate marketing could lead to |

| Document | Key themes/findings |
|--|--|
| | <p>inappropriate population growth – p32
 Global positioning tactics are lifestyle, facilities, proximity and environment – p31
 Sea and tree changers seek large houses on large blocks – not sustainable – p35
 Study Wollongong & Hunter Valley relationship to Sydney Study Gold & Sunshine Coast relationship to Brisbane. OS study Dundee relationship to Edinburgh, Liverpool & Manchester to London – p37.
 Priority area is measurement of sustainable growth –p54</p> |
| Geelong Otway Tourism – Strategic Plan 2007 – 2010 | <ul style="list-style-type: none"> • Leverage and influence GOT initiatives to convert tourists to residents • GOT conduct research. May be opportunities to incorporate future questions into tourism research. |
| Great South Coast Regional Strategic Plan (2010) | <ul style="list-style-type: none"> • Target market: <ul style="list-style-type: none"> • Ageing popn = more jobs • Loss of young population and not staying for tertiary education • Transition to low carbon economy = job creation and reskilling needs (education and training) • Pg 18 – employers need to use innovative ways to attract employees. Currently cannibalising other employers • Low unemployment • Primary factor detracting from liveability and community strength is poor access to services and infrastructure • Pg 47 – attracting youth to live, learn, work in order to replace those leaving the region • Arts and culture • Sport and recreation • Position as asset of Melbourne (G21) “Melbourne’s backyard/playground” |
| OBI Marketing Strategy Survey | <p>Questions to ascertain business owners’ opinion of the impact of the Colac More than you imagine campaign. Survey questions only, no responses.</p> |
| Otways Tourism – Otways Villages – Tourism Strategy & guidelines | <ul style="list-style-type: none"> • Action plan to promote comparative advantage <ul style="list-style-type: none"> • Use natural beauty and history of small communities (villages) to attract tourists • Villages enable escape from the ‘crowds of the coast’ |
| OTWAYS Tourism – Style Guide (not dated) | <ul style="list-style-type: none"> • Action plan to promote comparative advantage <ul style="list-style-type: none"> • Stipulates the usage rules of visual identity of the regions tourism body. Focuses on Breathe Easy brand and includes sub brands of various villages , eg Apollo Bay • Ensure new Colac brand works in harmony with the colour pallet and style of the OTWAYS Tourism brand |
| Otways Tourism Strategic | <ul style="list-style-type: none"> • Action plan to promote comparative advantage |



| Document | Key themes/findings |
|--|--|
| Plan 2010-2013 | <ul style="list-style-type: none"> • Leverage and influence OT initiatives to convert tourists to residents. Eg place a ‘enjoyed your holiday? Why not extend it forever’ info pack. • Outlines the strategy to ‘inspire visitors to stay longer and spend more’, with associated action items for implementation. Committed to the ‘OTWAYS Breathe Easy’ brand. Works closely with COS. |
| Tourism Victoria’s (TV) Regional Marketing And Development Plan 2010-2011 - Great Ocean Road | <p>Document outlines the action based marketing activities Tourism Victoria will undertake to encourage tourism to the ‘Great Ocean Road’ (includes Colac) region.</p> <ul style="list-style-type: none"> • Target market: <ul style="list-style-type: none"> • Regional Market Profile (Yr ending Dec 2010) – a profile of visitors to the Great ocean Road region. – p14 • Action plan to promote comparative advantage <ul style="list-style-type: none"> • For Great Ocean Road region – Tourism Victoria will focus on the regions natural assets and support the Villages of Victoria program –p6 • Investment & Infrastructure priority projects listed on p5. In the Colac region these are: Great Otway National Park & Great Ocean Walk, Great Ocean Interpretative Centre, Re-development of Apollo Bay Harbour • TV offer a range of collaborative marketing programs to promote the region. • Apollo Bay is included in the Great Southern Touring Route, Great Ocean Road Marathon (p13) and the Villages of Victoria program (p7). |
| Tourism Victoria’s (TV) Regional Marketing And Development Plan 2010-2011 – Goldfields | Similar and comparable activities are outlined in the organisations Great Ocean Road Marketing & Development Plan |
| Colac CBD & Entrances Project Community Project Steering Committee Meeting Minutes – 16 May 2011 | Discussion of consultation feedback in relation to project priorities and issues |
| Colac CBD & Entrances Project Community Reference Group Meeting Minutes – 16 May 2011 | <ul style="list-style-type: none"> • Identify comparative advantage in these liveability factor strength areas <ul style="list-style-type: none"> • Colac’s identity – Otways, deciduous trees, botanic gardens, environment, lake, Memorial square, heritage and trees, country ‘feel’, farming, ‘total package’ – lifestyle, vistas – different experiences from different directions (pines, paddocks, hills, lake), diversity (industry), geographic attractiveness, community feeling & atmosphere, dairying, relaxation/recreation, timber industry p2 |



| Document | Key themes/findings |
|---|---|
| Colac Community Bulletin 1 - CBD & Entrances Project | Summarises project and seeks community input. |
| Planisphere report | <ul style="list-style-type: none"> • Identify comparative advantage in these liveability factor strength areas <ul style="list-style-type: none"> • Lake enables fishing and boating activities and provides atmospheric qualities –p4 • Many historic commercial, residential and civic buildings – p6 • Mature plantings, parks and gardens, wide streets –p7 • Other relevant points: <ul style="list-style-type: none"> • Project scope is to ‘make the most of existing assets and to undertake further improvements that will benefit current residents and attract population growth and investment’ –p1 • Potential for Princess HWY By-pass to remove heavy traffic through CBD –p3 • Potential to protect & enliven heritage buildings – p11 • Potential to increase/improve street planting, public art, signage, amenities (eg seating, al fresco area and bins) and encourage pedestrian and bicycle usage by linking precincts via adding pedestrian crossings and bicycle lanes–pp15, 18, 20 & 25. |
| Aspects Of The ‘Sea Change’ Phenomenon In The Surf Coast Region Of Victoria – Peter Dryden, Research Fellow Deakin University | <ul style="list-style-type: none"> • Target market: <ul style="list-style-type: none"> • Population trends in the Surf Coast indicates substantial population growth of 34.4% over the period 1986 to 2001. Growth has been concentrated in the working age cohort of 25–59 which accounts for 60% of growth. This segment of the population has risen from 44% to nearly 50% of the total population over the period. • In terms of numbers, Melbourne accounted for 90% of the population growth in the Southern Catchment Zone over the decade. The SCZ is an area covering Victorian coastal and hinterland statistical areas of interest to Southern Rural Water. • Burnley & Murphy divide migrants into coastal areas into two major categories – free agents and forced relocators. Free agents include retirees, but the majority are of working age, drawn to service the needs of retirees and tourists. Sub categories include pre-retirees, alternative lifestylers and internet business operators. Forced relocators are principally people reliant on income support including unemployed, single parents and the disabled. Out migration is related to housing costs, family support networks and portability of unemployment benefits. <p>Burnley and Murphy¹⁴ suggest the following reasons for growth in perimetropolitan regions (which are predominantly coastal):</p> |

¹⁴Burnley.I., and Murphy. P., (2003) Sea Change, UNSW Press

| Document | Key themes/findings |
|---|---|
| | <ul style="list-style-type: none"> • increasing numbers of people with adequate disposable income and work flexibility • role of telecommunications in reducing the need for work proximity • improved standards of rail and road commuting • decentralisation of jobs within metropolitan areas • increased early retirement and the resurgence in popularity of holiday homes and weekend tripping • Liveability factor strength areas <ul style="list-style-type: none"> • Major reasons for moving to population turnaround regions were in order of importance: environmental and amenity reasons, work related reasons, housing factors, better place to raise families and retirement |
| Colac Herald – On the street Vox Pop – What would you include in the COS’s new marketing campaign?, June 15, 2011 | <ul style="list-style-type: none"> • Action plan to promote comparative advantage <ul style="list-style-type: none"> • Location – close to Otway’s, country towns, Great Ocean Road, coast, lake. • Use humour. |
| Colac Herald – Change of lifestyle attracts city buyers, May 23, 2011 | <ul style="list-style-type: none"> • Liveability factor strength areas <ul style="list-style-type: none"> • Country lifestyle • Affordable housing • Proximity to Geelong – ring road & dual Highway • Potential investment property returns |
| Colac Otway Shire Industry Advisory Committee Skills & Labour Shortage Survey, Nov 2009 | <ul style="list-style-type: none"> • Target market: <ul style="list-style-type: none"> • 84% of the 89 local businesses surveyed stated they had some difficulty in filling staff vacancies and this was across a broad range of jobs. The most acute job shortages were for cooks and chefs, mechanics, clerical staff, construction industry trades and retail assistants. There was a corresponding broad range of qualifications relating to the areas of shortage. The perceived shortages were similar to the results of past surveys conducted in 2002 and 2004. |
| Corangamite Shire – Be surprised promotional brochure | <ul style="list-style-type: none"> • Action plan to promote comparative advantage <ul style="list-style-type: none"> • Subheading of brochure is live, work and invest. Tag line is ‘be surprised. Includes ‘make it happen in provincial Victoria’ logo. Imagery focuses on natural assets. |
| Liveanomics Urban Livability and Economic Growth - The Economist Intelligent Unit 2011 | <ul style="list-style-type: none"> • Identify the liveability factor strengths
Factors important to making a city an attractive place in which to live and work? (in order of importance) <ul style="list-style-type: none"> • Jobs market and cost of living |



| Document | Key themes/findings |
|--|--|
| | <ul style="list-style-type: none"> • Public transport, road links and parking • Safety and security • Culture, nightlife and sporting facilities/events • Access to decent childcare and education • Parks and access to green/open spaces • General environment and cleanliness • Layout of the city, quality of its buildings and housing • Access to quality healthcare • Range of shops and stores |
| Colac Otway Shire New Residents Kit – January 2011 | <ul style="list-style-type: none"> • Action plan to promote comparative advantage: <ul style="list-style-type: none"> • Listing of services and facilities |
| Retention And Attraction Of People To The Cariboo-Chilcotin Region. Nov 2006 | <ul style="list-style-type: none"> • Target market: <ul style="list-style-type: none"> • Richard Florida¹⁵ (2000) found that “quality-of-place factors are as important as traditional economic factors such as jobs and career opportunity in attracting knowledge workers in high technology fields. Given that they have a wealth of job opportunities, knowledge workers have the ability to choose cities and regions that are attractive places to live as well as work.” • Liveability factor strengths <ul style="list-style-type: none"> • There is also evidence to suggest that jobs follow people to amenity-rich areas. An influx of certain population segments can cause an increase in the services that are required by that population. • The amenities that make up quality of life or quality of place have been variously described in the literature. Shafer and Zeigler (1991) define ‘amenity resources’ as ‘those aspects of the rural environment in which residents and visitors may find beauty, pleasure and experiences that are unique to the particular locale’. The attributes included in amenity are various and include such things as scenery, rural sentiment, historical ambience, outdoor recreation opportunities, cultural events, ‘elbow room’, and quaintness • Action plan to promote comparative advantage |

¹⁵Florida, Richard, 2000. ‘Competing in the Age of Talent: Quality of Place and the New Economy’. Pittsburgh: R.K. Mellon Foundation, Heinz Endowments, and Sustainable Pittsburgh.

| Document | Key themes/findings |
|---|--|
| | <ul style="list-style-type: none"> • Towns in case studies used a variety of marketing vehicles, including magazine ads, public relations, websites, recognising that new residents were often first tourists. |
| Towards Open Cities - British Council Report 2008 | <ul style="list-style-type: none"> • Liveability factor strengths <ul style="list-style-type: none"> • Social network • Work and income • Housing and local environment • Public facilities |
| Relocated Residents Survey August 2009. ASCET Group and the Centre for Regional Innovation and Competitiveness (CRIC) at the University of Ballarat | <p>This survey investigated the decision-making process involved with moving to provincial Victoria. Three hundred and sixty nine people who had moved from Melbourne to provincial Victoria in the past 10 years responded to the survey.</p> <ul style="list-style-type: none"> • Liveability factor strengths <ul style="list-style-type: none"> • The three major reasons for relocating to Provincial Victoria were family reasons (48%), employment (44%) and lifestyle (27%). • Respondents who had relocated to inland areas were significantly more likely to do so for reasons relating to cost of housing (26%) than residents of coastal locations (13%) • Comparative advantage in these liveability factor strength areas <ul style="list-style-type: none"> • The major advantages of living in Provincial Victoria nominated by respondents were the natural environment (51%), the community in which they now lived (49%) and their current lifestyle (42%). • The three most important location factors the Melbourne residents were seeking when considering relocation were lifestyle, health facilities and natural beauty and features. |

Appendix 6 – Provincial Victoria survey

| Survey Response Category | Strategy Implications |
|---|--|
| <p>Drivers of relocation</p> <p>The three major reasons for relocating to Provincial Victoria were family reasons (48%), employment (44%) and lifestyle (27%).</p> <p>Respondents who had relocated to inland areas were significantly more likely to do so for reasons relating to cost of housing (26%) than residents of coastal locations (13%)</p> | <p>Develop a campaign focusing on relocating for Family reasons.</p> <p>Employment opportunities, lifestyle benefits and cost of housing information to form part of the key messages.</p> |
| <p>Satisfaction with current location</p> <p>76% of respondents agreed that they were happy with the decision to move to their current location</p> <p>The majority of respondents considered themselves to be very likely (53%) or likely (17%) to remain in the region over at least the next five years.</p> <p>67% would recommend their current location as a place to live to other people.</p> | <p>Positive information to rely to potential new residents and a potential source of testimonials or case studies.</p> <p>Devise strategies to facilitate positive word of mouth. The use of social media may be appropriate.</p> |
| <p>Liveability factor strengths & weaknesses</p> <p>The major advantages of living in Provincial Victoria nominated by respondents were the natural environment (51%), the community in which they now lived (49%) and their current lifestyle (42%).</p> <p>The major disadvantages put forward were poor services / facilities / infrastructure (33%) and distance from Melbourne (17%).</p> <p>Over a third of respondents (35%) had more disposable income in their new location and 27% had the same.</p> <p>Over two-fifths of respondents (61%) suggested that the cost of living was either much lower (20%) or lower (41%) in country Victoria compared to Melbourne.</p> <p>The majority of respondents (63%) felt more satisfied with their life as a whole, life at home</p> | <p>To form part of the key messages.</p> <p>Develop information to mitigate target audience negative perceptions of these issues.</p> <p>To form part of the key messages.</p> <p>To form part of the key messages.</p> <p>To form part of the key messages.</p> |

| Survey Response Category | Strategy Implications |
|---|--|
| and where they live now than they did prior to moving | |
| <p>Location benefits sought and evaluation</p> <p>The three most important location factors the Melbourne residents were seeking when considering relocation were:</p> <ul style="list-style-type: none"> • lifestyle • health facilities and • natural beauty and features. <p>The three most highly rated factors based on actual living in Provincial Victoria were:</p> <ul style="list-style-type: none"> • lifestyle • natural beauty and features and • proximity to a major regional city <p>The three poorest rated features were public transport, employment prospects and business opportunities.</p> <p>The major strengths of living in Provincial Victoria were in relation to: - Lifestyle - Natural beauty and features - Safety - Cost of housing - Cost of living - Health facilities</p> | <p>To form part of the key messages.</p> <p>To form part of the key messages.</p> <p>Develop information to mitigate target audience negative perceptions of these issues.</p> <p>To form part of the key messages.</p> |
| <p>Information sources</p> <p>Consulting with friends/relatives (28%), the internet (27%) and real estate agents (22%) were the most common sources used by respondents.</p> <p>Consulting with friends and family (35%) also had the greatest influence, followed by the internet (18%) and real estate agents (18%).</p> <p>When prompted, over a third (36%) of respondents indicated that they consulted a website prior to moving to provincial Victoria.</p> <p>The most common individuals or organisations consulted with during the decision to relocate were real estate agents (46%), followed by local Council (26%) and the new employer of respondents (24%).</p> | <p>Devise strategies to facilitate positive word of mouth by family members.</p> <p>A website will be a key component of the strategy.</p> <p>Partnering with local real estate agents will be important to migrating prospective residents from the information gathering stage of to the decision making stage of the relocation process.</p> <p>Ensure council staff support the campaign and Council is able to provide campaign materials either in hard copy or by having likes to the website on the council website.</p> <p>Provide employers with campaign materials.</p> |



Appendix 7 - British Canada 7 towns initiatives

| Town | Population growth | Major initiatives | Other |
|----------------|---|--|--|
| Campbell River | 28,500 | Website promotes the town as a superior place to do business and to live. They promote the 'soft cost savings' of relocation – healthier lifestyle, shorter commuting times leading to more productivity and more appreciative employees, affordable land and housing, the character of the community and the friendliness of the people. | Interested people can talk to community volunteers about living in the town.

They also targeted mainly blue collar workers from resource-based towns reaching them through advertisements on their local TV Guide/public service channel. |
| Osoyoos | Population in 2001 was 4,295 – a 4.1% increase over 1996, and is estimated to grow between 1% and 5% annually through 2020. | Recognized that in order to draw their target market, they had to develop "product". Improvements include park development, airport expansion, interpretive centres, parks, trails, downtown revitalization, and a new community centre. However, the main focus has been on housing development, including high end condos. Attracting developers has been key. | Extensive marketing has included attracting "media fans" of magazine and newspaper writers and editors. The key has been to have "stories" that the publications are interested in. The articles resulting from these media fans are an extremely powerful attractant. In addition, Osoyoos runs full page newspaper ads in target cities and attends travel/leisure trade shows.

All initiatives are partnership initiatives, whether public or private.

Osoyoos also uses tax rates as an incentive. Property taxes are among the lowest in the valley, and commercial taxes are among the lowest in BC. |
| Vernon | Vernon's population, at 35,500 (2001 Census) increased by 4% between 1996 and 2001. | Recognizing that in-migrants most often visit an area before relocating, they market Vernon's quality of life and lifestyle at tourism trade shows in Alberta.

Vernon's marketing to retirees is | |



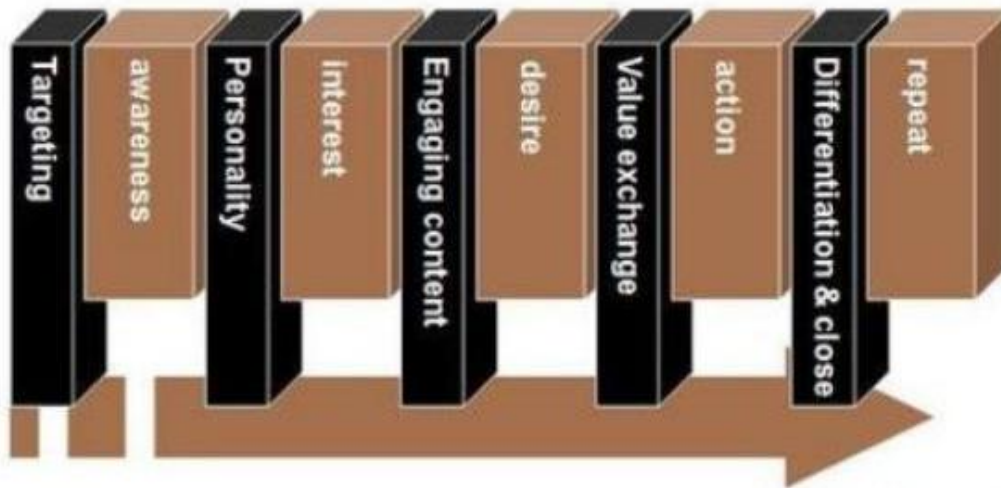
| Town | Population growth | Major initiatives | Other |
|--------------|---|---|---|
| | | broad-based. | |
| Camrose | 16,000 people and 900 businesses.

There was an 8% increase in population between 1996 and 2001. It is estimated that the city will double in one generation. | Uses a variety of marketing vehicles, including magazine ads and a website. | The city is now a major land developer, able to offer good land at good prices for both businesses and residences. |
| Corner Brook | Current population is approximately 20,100. | Specific initiative geared toward attracting and retaining youth by positioning themselves as a regional educational centre. | There is a comprehensive and very attractive tax incentive program for businesses and industry that is supported in part by local government but also by a provincial economic diversification program. |
| Kenora | With a population of 16,500, Kenora saw a -3% decrease in population between 1996 and 2001. However, the Ontario Ministry of Finance projects that by 2028, the Kenora District will grow in population by 17.3%. | Kenora is the largest vacation destination between Niagara Falls and Banff, Alberta. Currently, the major economic development initiative is "Office at the Lake". The strategy is to attract many of the 4,000+ cottage owners to make the switch from seasonal visitors to full-time residents. | Kenora's initiative to attract businesses to the area is called "Open for Business". |
| Grants Pass | Averaged a growth rate of 3% per year for the last fifteen years. | Grants Pass have identified a more affluent and educated group from the working class as their target population group. The city has also been successful at leveraging some of their existing advantages, such as their location on Interstate 5 and their proximity to California. Grants | Increased emphasis on tourism has been employed for both the purpose of economic diversification and population attraction. |







| Town | Population growth | Major initiatives | Other |
|------------|---|--|-------|
| | | <p>Pass has marketed to Californians (one of the more expensive states to live in) as a community with a lower cost of living, and small town feel with all the amenities.</p> | |
| Sweet Home | <p>The 2005 population of was 8,500. This is an overall increase of 17% since 1992. Based on 2000 census data, the population living within a 20 mile radius of Sweet Home is 38,955.</p> | <p>Publications - largely concentrates on two areas: tourism and small town quality of life.</p> | |

Appendix 8 - AIDA Model



Appendix 9 – The Roy Morgan Value Segments for Colac Marketing Strategy

| Roy Morgan Values Segments*TM | | |
|---|---|--|
| Segment | Description | What's important to them? |
| <p>Conventional Family Life</p> <p>12% of the population</p>  | <ul style="list-style-type: none"> • Core of "middle Australia" • Suburban families , 2.5 children • Warm, friendly & caring • Play safe at work so don't risk losing job • Worry about the safety of the children, ferrying the kids to sport and making sure there are always cookies on the table when the kids bring their friends home. | <ul style="list-style-type: none"> • Seeking greater financial security • Seek value for money • Struggling to improve their basic living standards and give their families better opportunities • Building a "home" to give their children the opportunities they deserve • Improve their home • Enjoying family life • Keeping in touch with parents and friends. |
| <p>Socially Aware</p> <p>14% of the population</p>  | <ul style="list-style-type: none"> • The highest socioeconomic group • Public servants, pressure groups, business analysts and politicians of all political colours. • "Insatiable information vacuum cleaners" are addicted to finding out or trying anything that's new or different • Thinkers rather than doers • Often try to persuade others to accept their opinions, priorities and lifestyle preferences. | <ul style="list-style-type: none"> • Being community minded and socially active. • Seek new opportunities for training, education and knowledge. • Early adopters of new products and services, regardless of cost • Very supportive of the arts |

| Roy Morgan Values Segments*TM | | |
|---|--|--|
| Segment | Description | What's important to them? |
| <p>Visible Achievement
17% of the population</p>  | <ul style="list-style-type: none"> • They have "made it" in their field • Are confident in their own abilities and position • Highly individualistic, they do not need to prove themselves • They feel in full control of their lives • Very practical and realistic, looking at the most efficient and effective way of doing things. They get things done | <ul style="list-style-type: none"> • Traditional values about home, work and society • Family • Providing their families with a high quality environment • They work for financial reward and job stimulation • They take a direct interest in public affairs, the economic, political environment of their family and work situations. |
| <p>Something Better
6% of the population</p>  | <ul style="list-style-type: none"> • Competitive, individualist and ambitious people who are seeking more out of their life, NOW! • Sales person is popular occupation • Financially over-extended | <ul style="list-style-type: none"> • Very concerned about image - wearing the right clothes, driving the right car, living in the right area • Concerned about what other people are doing or thinking |

Appendix 10 – Website recommendations

A core component of the campaign will be a website. A website is a cost effective way to engage with potential residents, particularly as:

- Information is available 24/7. Those researching relocation options are likely to do so afterhours, particularly if they are currently tourists in the area. Additionally potential residents in other states or overseas will not be restricted by business hours and times zones. Studies have shown that over a third (36%) of respondents indicated that they consulted a website prior to moving to provincial Victoria¹⁶.
- Rich, current content can be provided. The website can be designed so users can drill down to detailed information on specific topics. Page content is also able to be updated quickly and cost effectively. We recommend a website with a user friendly content management system so information is regularly updated and requests can be responded to in a timely manner.
- It can provide instant gratification and customer service. By providing answers to frequently asked questions on the website, information requests can be processed automatically and immediately. If the online information does not address their enquiries then forms allow customers to immediately request further information.
- It will present a professional image and compete with other relocation options. A visually appealing website instills confidence and ensures Colac has a voice alongside other towns attempting to attract new residents. The overall appeal will be enhanced by pictures, brochures, videos, music and more.
- It will gather information to populate the database. The website can include polls, forms and surveys to gather information from the target market and potential new residents. Users can subscribe to an e-newsletter which can provide any news in the region, invitations to special events and general information.
- It can create long term relationships with website visitors. By providing a link to any social networking sites such as Facebook or Twitter that Colac Otway Shire may have, people can easily sign up and 'follow' what is happening within the region.

Colac Otway promotional material will contain the web address, providing opportunities for exposure to the brand and also encouraging people to access the website. By attracting website visitors this will, in turn, address a key objective of the website ranking well in search engine results.

In terms of content, the following two websites provide examples of the type of information required.

¹⁶ Relocated Residents Survey August 2009. ASCET Group and the Centre for Regional Innovation and Competitiveness (CRIC) at the University of Ballarat.



- <http://www.geelongaustralia.com.au/bestplacetolive/>
- <http://www.provincialvictoria.vic.gov.au/about.aspx>

The designs used in both examples websites are dated. The Marketing Colac website would be more contemporary in design to adequately portray the overall appeal of the region and create a more modern image of Colac.

The key objectives of the website are to:

- Rank well in search engine results
- Provide clear, concise information to the target market. In particular, the website must portray Colac as an attractive, friendly and prosperous place to live by:
 - Being professionally designed
 - Featuring positive images of the Colac region as well as vibrant and approachable residents
 - Display content that is current, resonates with the target market and articulates Colac's key attributes in terms of what it has to offer its residents
 - Convey the key messages
 - Encourage the target audience to contact the Colac Otway Shire by telephone or by submitting an enquiry form

The website should include the following structure:

- Home page
- About
- Living
- Incentive/offer to relocate
- Job Opportunities
- Events and Festivals & Calendar
- Community
- Enquiries Form
- Case Studies
- Photo Gallery
- Frequently Asked Questions (FAQ's)
- Contact Us

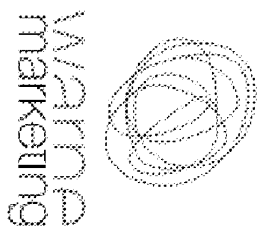
Appendix 11 - Outdoor signage recommendations

Directional signage provides navigational information, greatly assisting tourists, whom may become residents in the future.

It is anticipated that the final report of the CBD & Entrances Project will contain recommendations to update the town's signage. It is recommended that the new signage incorporate the visual identity of the Market Colac campaign. Executing the signage updates concurrently minimises expenditure.

Incorporating street pole banners (flags) displaying the visual identity of the Market Colac campaign into the streetscape of Colac's main street will also:

- Build brand awareness of the campaign among locals and tourists
- Reassure tourists and potential new residents visiting the town as a result of the promotional activity. The banners will be an additional visual confirmation that they have reached their destination
- Add to the street ambiance
- Change the appearance of the street. The banners can be removed and re-hung at intervals, to avoid over-exposure and to re-stimulate interest



Brand Concept Testing Results

Kylie Warne

Tara Iacovella

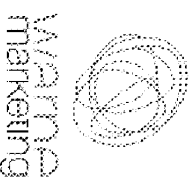


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Overview

- The client brief
- Initial community consultation
- The design process
- Research methodology
- Research results
 - Colac community
 - Target market
- Recommendations
- Next steps





The Brief

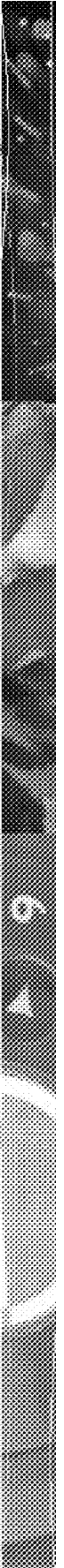
- Develop a brand that will encapsulate the strengths, comparative advantage, and local passion for Colac and be able to be integrated into multiple uses and formats so that there is universal local acceptance and harmony in external recognition.
- Engage local business and the community and achieve 'buy in' to both the strategy and the brand.





Identify the target market for sustainable population growth

- The target market for sustainable population growth currently resides in the Geelong region, country areas outside Colac and outer Melbourne.
- These people ideally have their origins in Colac or the Colac region (primary target market) or raised in a country, regional or rural environment or raised in Victoria (secondary target markets).
- They are single professionals aged 22–35 years or families with parents aged 25–45 years, with children aged 0 to 15 years.



Initial community consultation

Community consultation indicated the new brand:

- should be sophisticated and vibrant, highlighting the area's assets, while creating a "boutique" feel and communicating that Colac is an attractive place to live, work and play.
- Should have a vibrant colour pallet and a modern design.



What is a concept?

- A design concept is the idea behind a design
- It's the underlying logic, thinking, and reasoning for how the brand will be designed.
- The concept leads the choices in colour and type.
- The concept becomes the framework for all the design decisions.

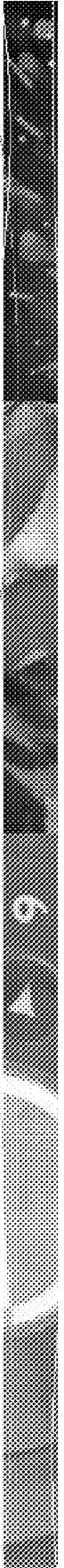
What is a mock up?

- A design mock up is a representation of the idea that isn't fully furnished or implemented the way the final product will be

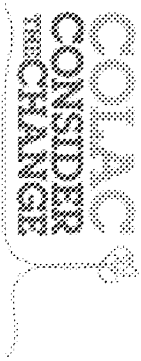
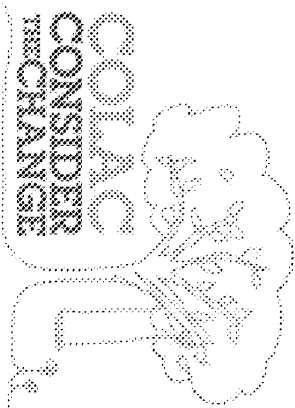
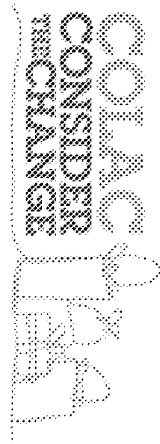
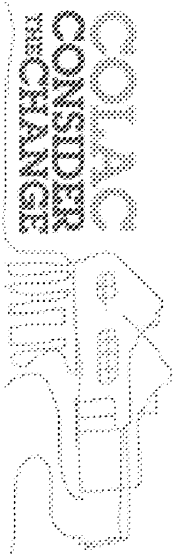
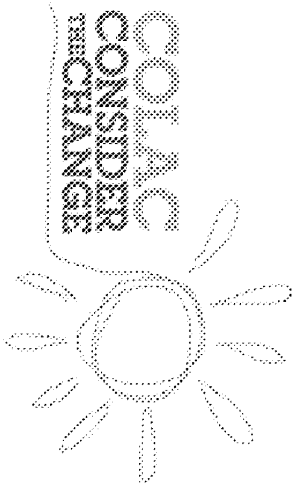
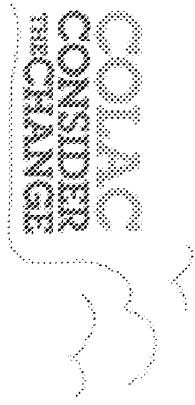


The Concept Development Process

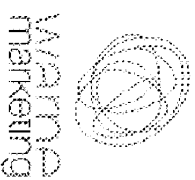
- Team reviewed research findings
 - What the Colac community wants
 - What they do not want
 - Target market
 - Liveability factor strengths
 - Comparative advantage
- **!** Concept generation session
 - Key words
 - Images
 - Benefits
 - Features
 - Emotional drivers
- **!** Generation of visual concepts
 - Select the one most powerful for the target audience
 - Remember to be objective and strategic
 - Develop preferred concept
 - Incorporate into final Marketing Strategy
 - Present to Council

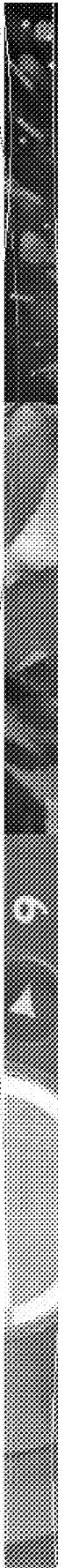


Concept 1 - Design

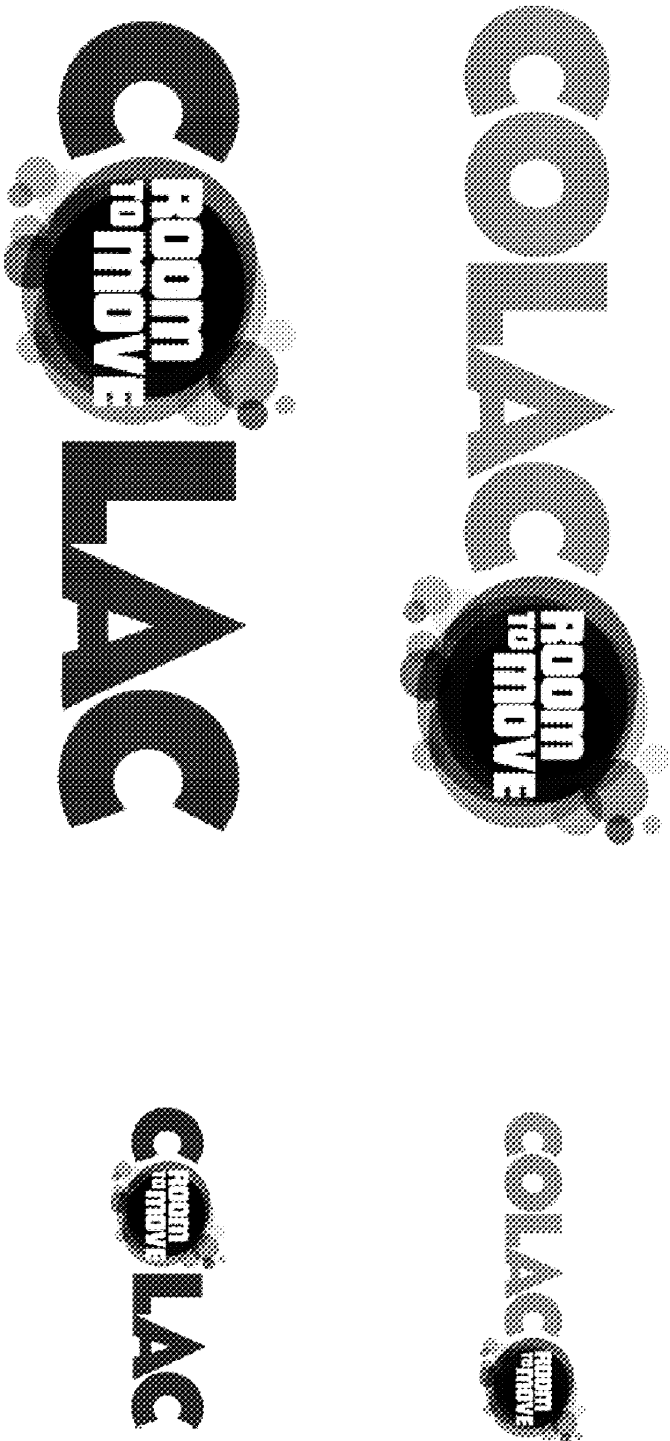


- Bold yet approachable
- Fresh colours, edgy combination
- Versatile and dynamic, interchangeable
- Free and exciting child-like style of illustration
- Sense of imagination balanced with solid/grounded text

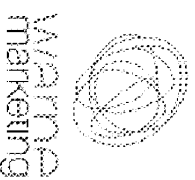




Concept 2 - Design

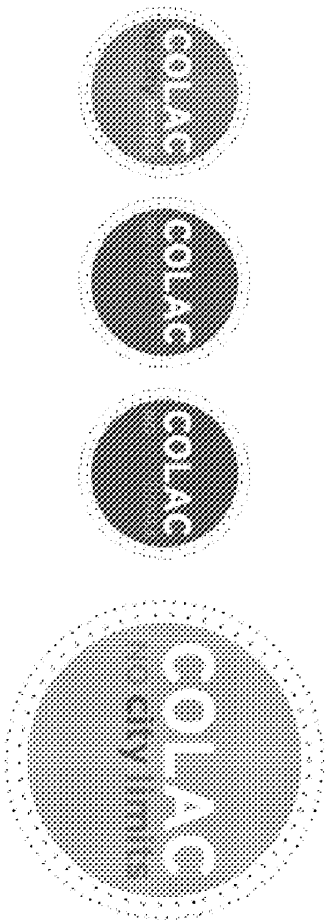


- Vivid colour palette is playful and can be rolled out across various messages
- Shapes are multi-layered showing depth
- Bold type gives a weight and presence to the logo
- Happy and light nature with movement and fun

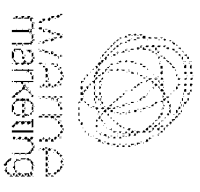




Concept 3 - Design



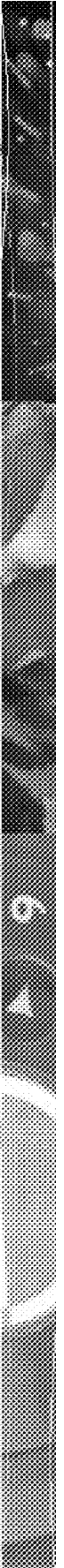
- Versatile colour variations and pattern combinations for roll-out
- Delicate patterns that reflect culture and nature, balance the solid type
- Clear and legible type that is sophisticated and modern
- Warm and inviting with a relaxed nature





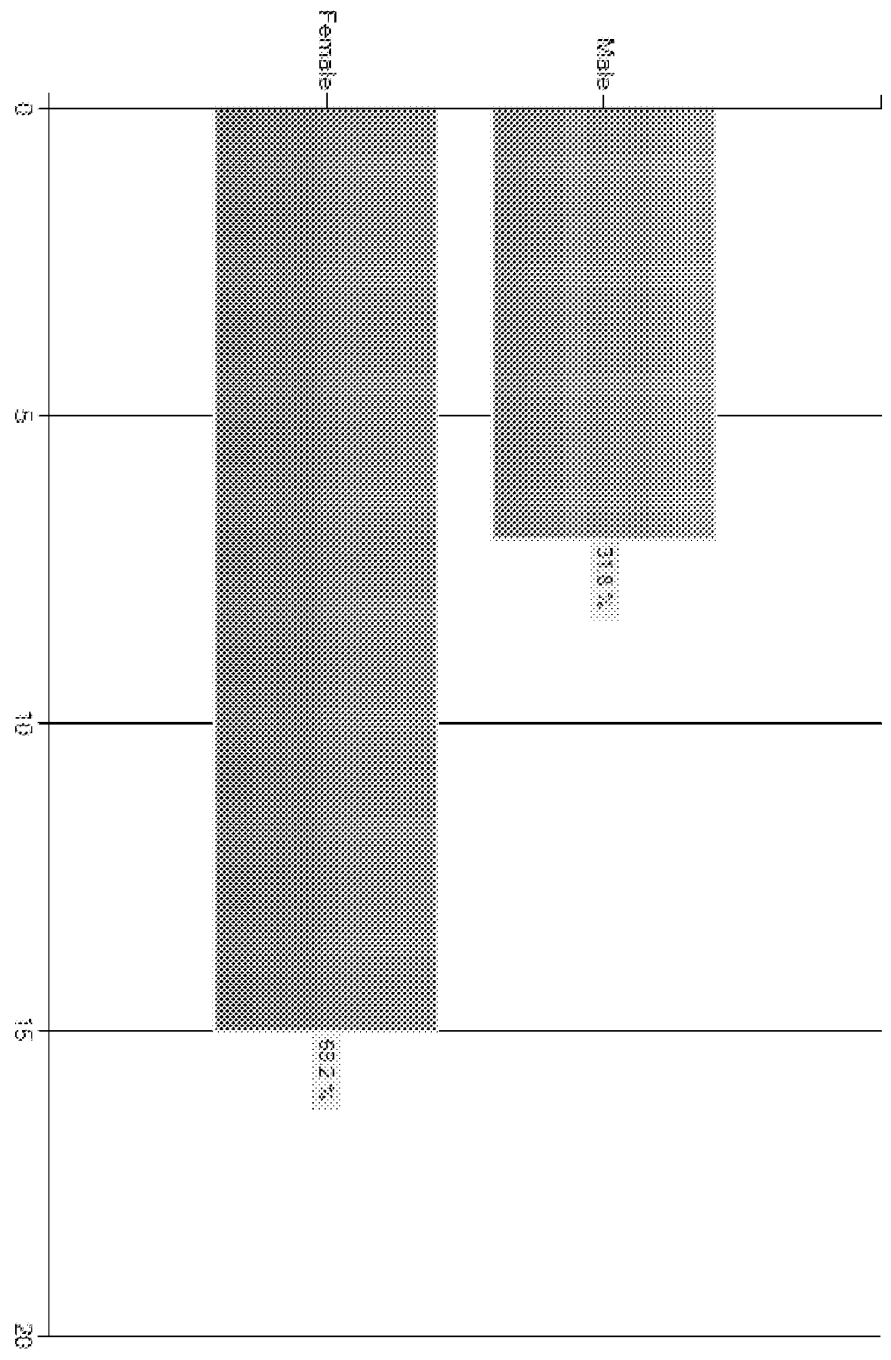
Research methodology

- Survey designed
 - Colac community
 - Target market
- Survey distributed
 - Colac community via Survey Monkey
 - Target audiences via external research company via Survey Monkey, forecast responses from:
 - Outer Melb = 180
 - Geelong and surrounds = 96
 - VIC country = 39

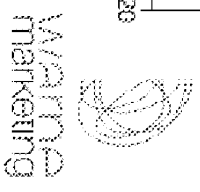


Colac community research results

What is your gender?



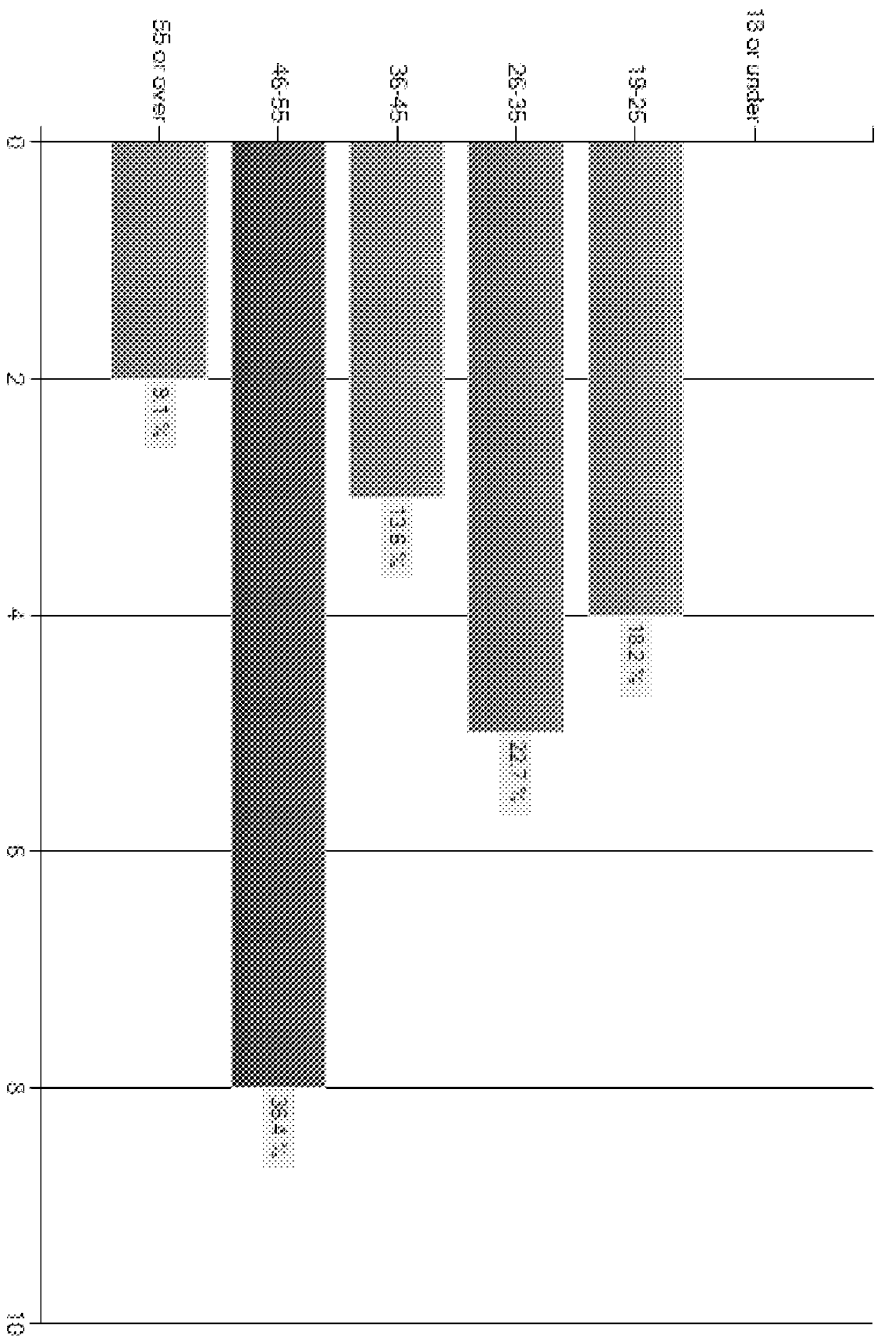
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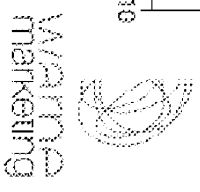


Colac community research results

What is your age?



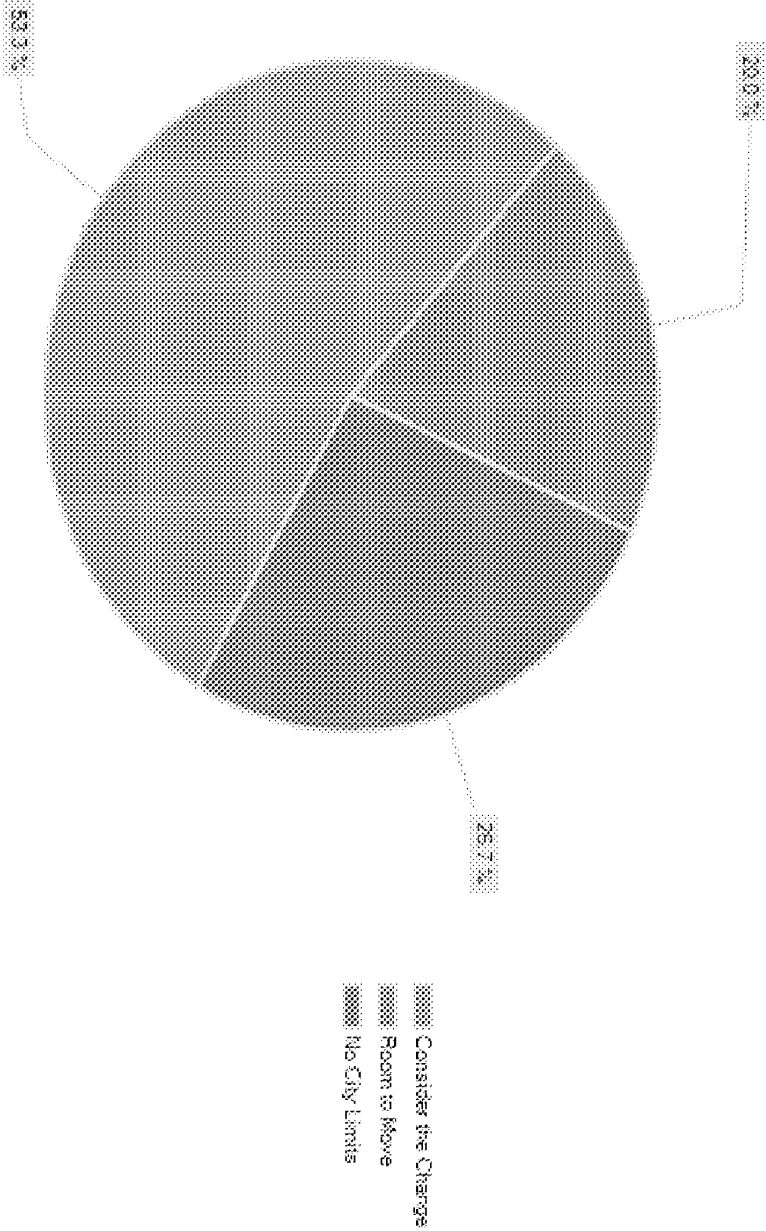
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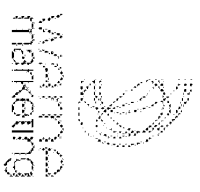


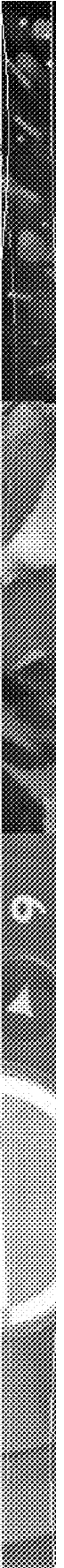
Colac community research results

Which of the above brands best portrays Colac?



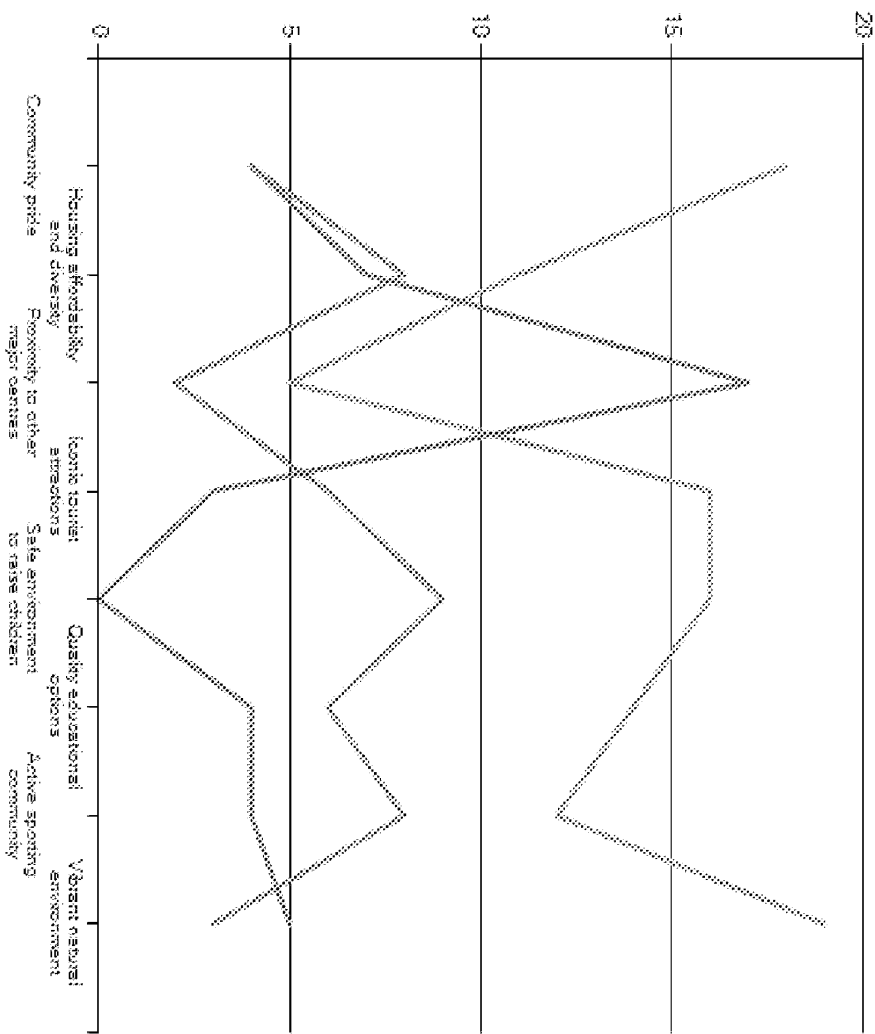
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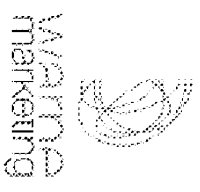
Colac community research results

Which brand best reflects Colac's:



..... Consider the Change
 Room to Move
 No City Limits

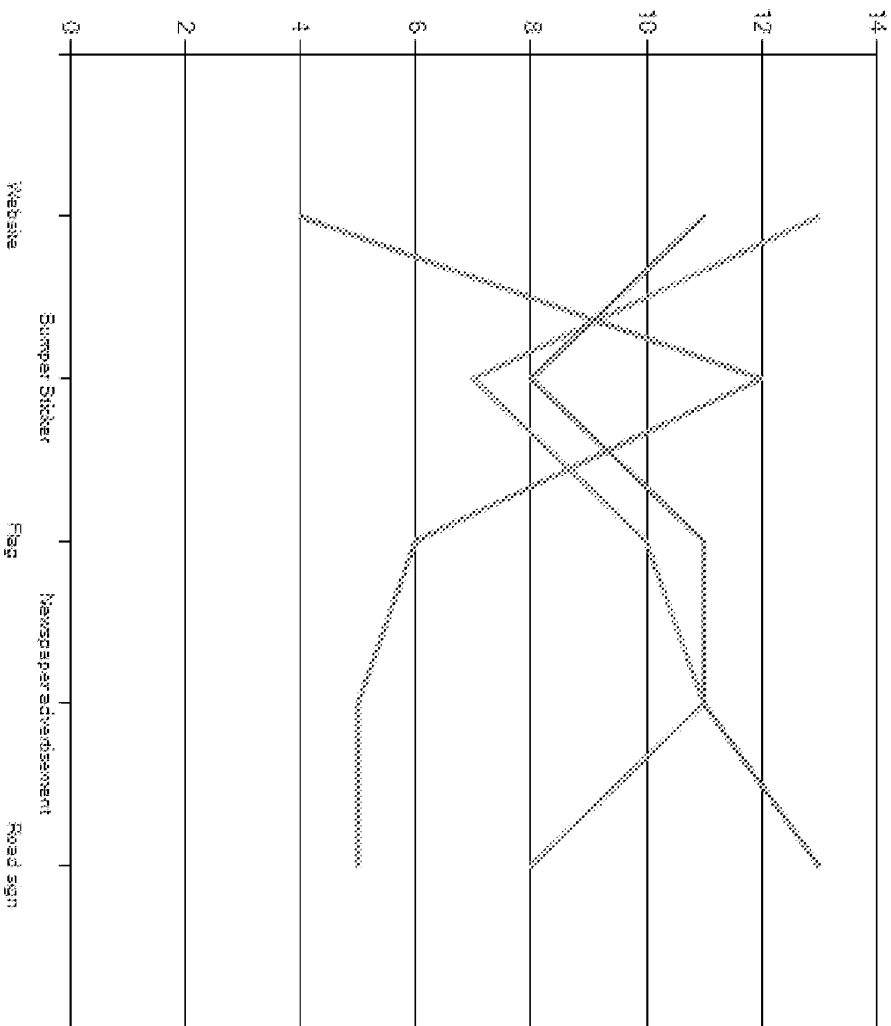
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Colac community research results

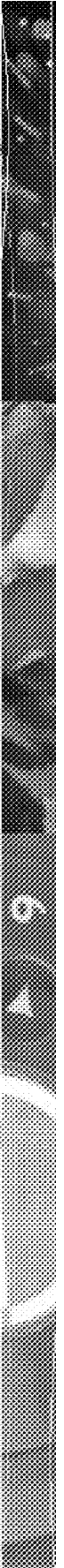
Which brand would look best when applied to items such as a:



..... Consider the Change
 Reason to Move
 No City Limits

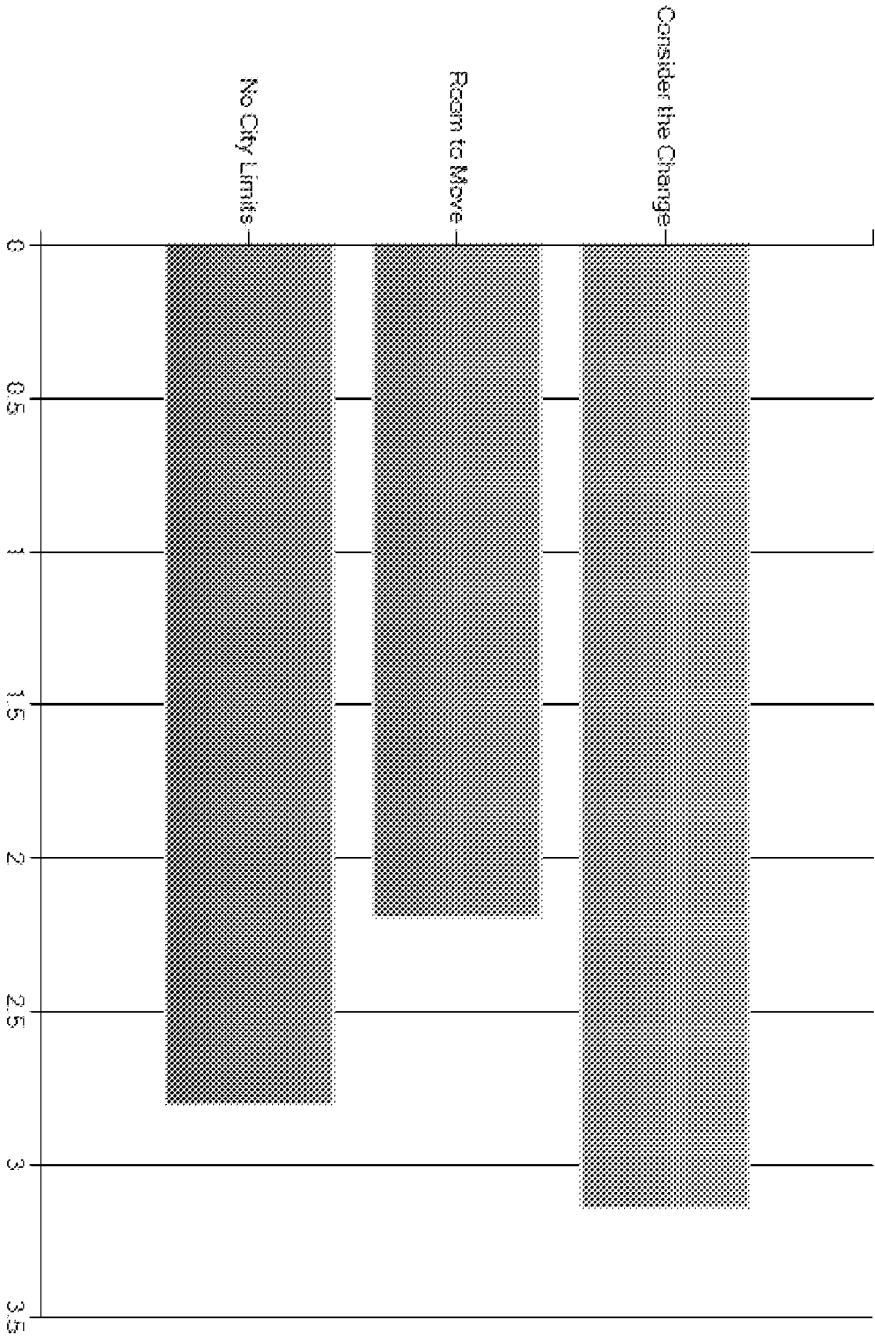
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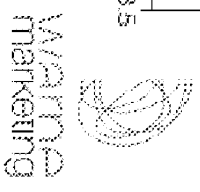


Colac community research results

Do you agree that the visual elements of each brand reflect the slogans?



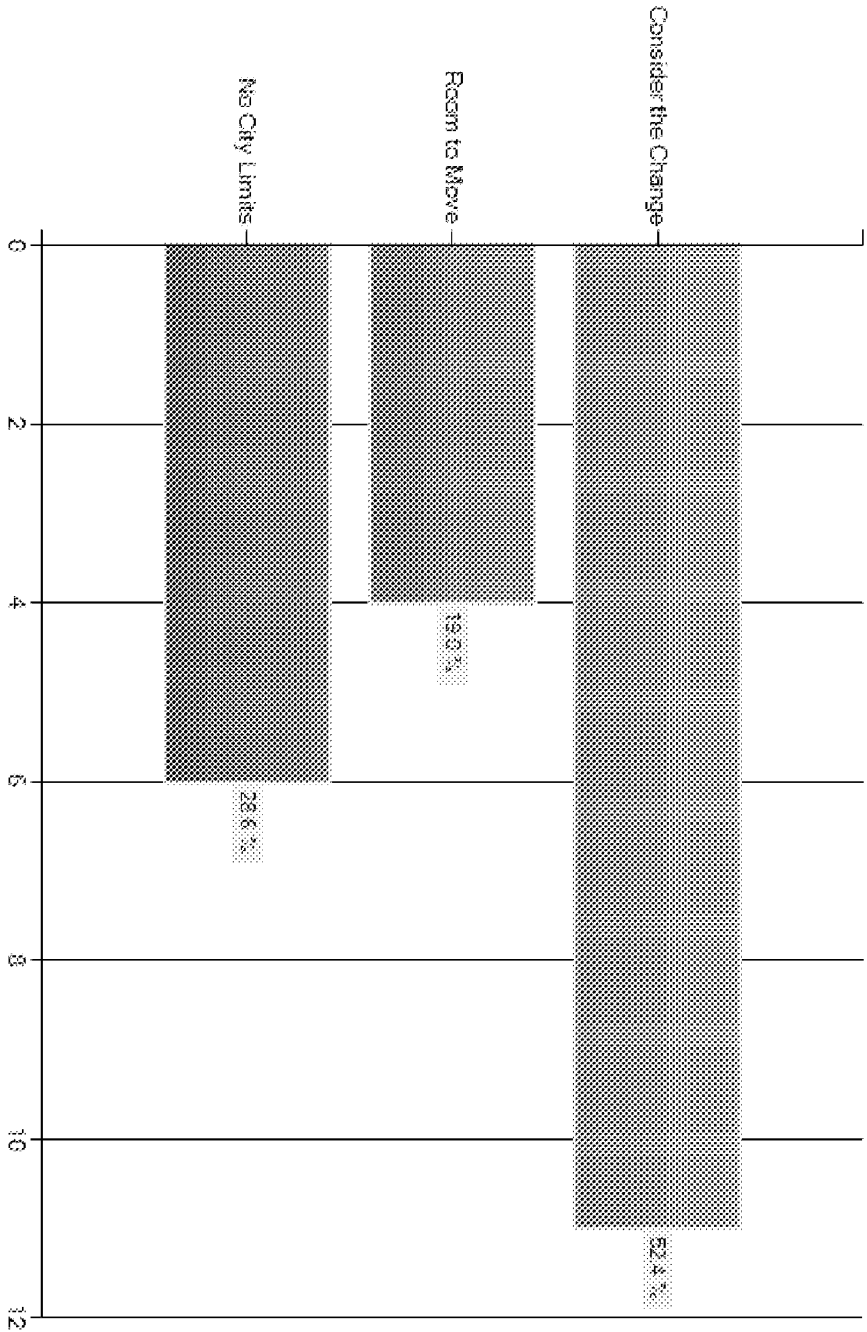
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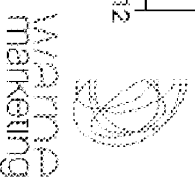


Colac community research results

Which brand most sparks your interest?



N=21





Colac community research results

Do you have any comments about the 'Consider the Change' brand?

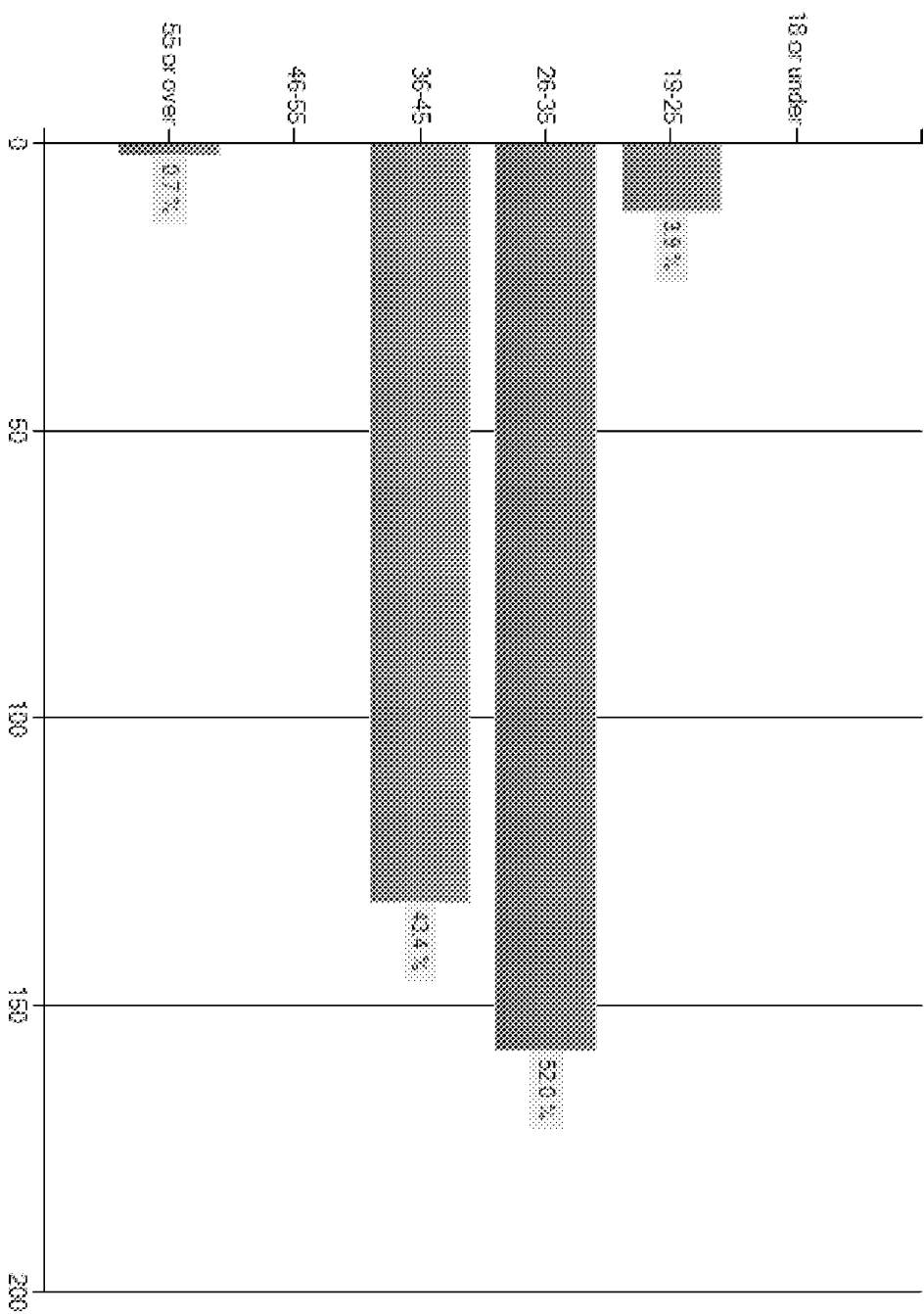
- 5 positive – eg “love it”, “great idea, like the concept”
- 8 neutral – eg “The use of the word consider is quite passive. Make the change is more positive.”
- 4 negative – eg “A bit too conservative.”, “..a bit dull”

N=17



Target market research results

What is your age?



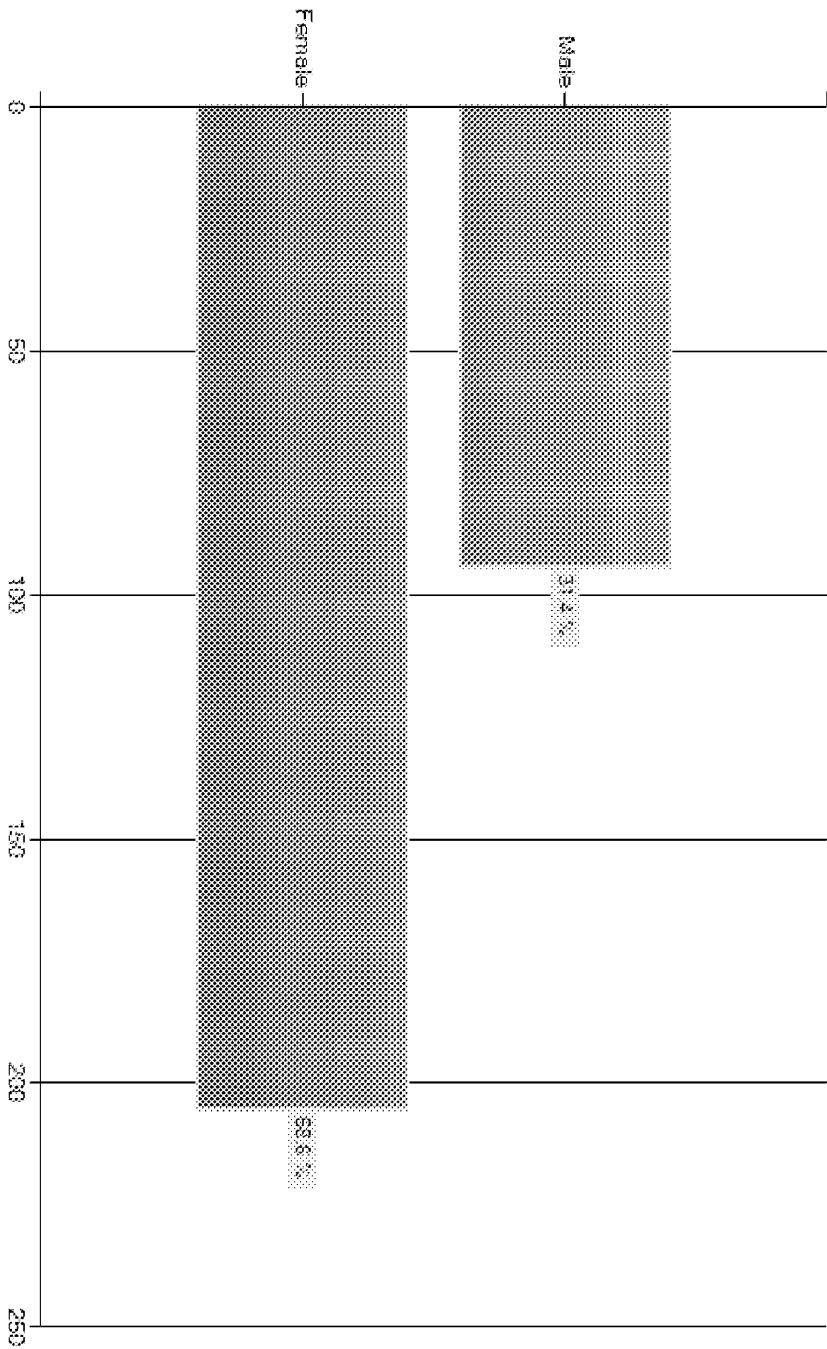
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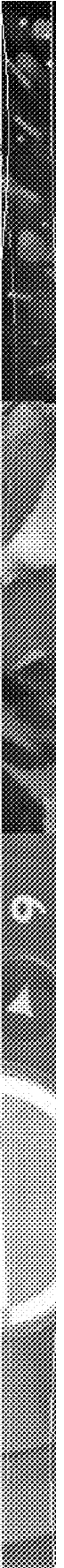
Target market research results

What is your gender?



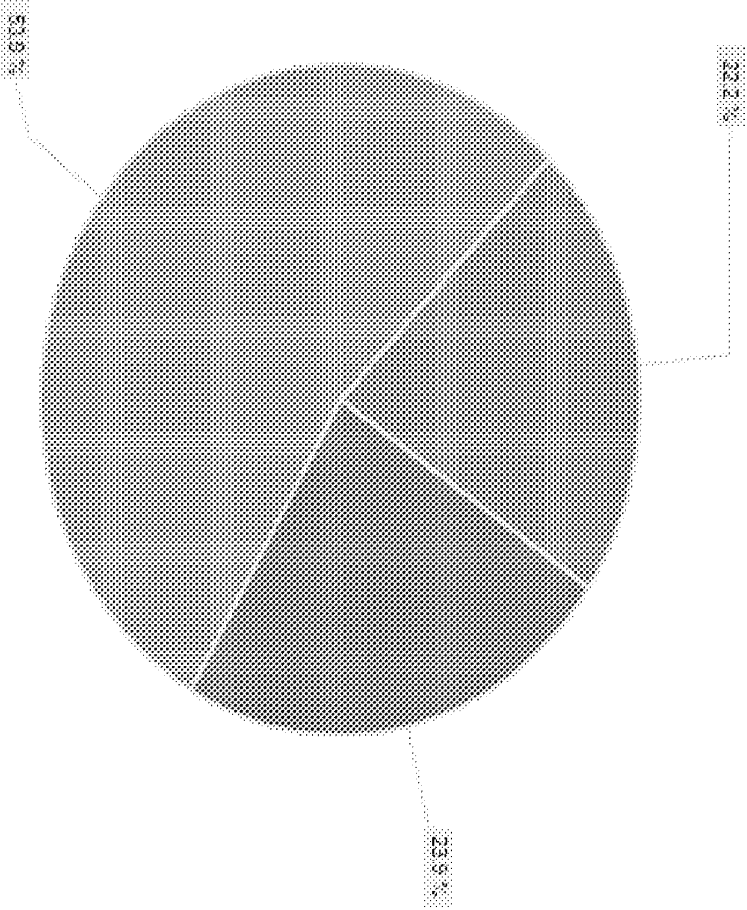
N = 304





Target market research results

Which of the above brands best portrays Colac?



N = 306

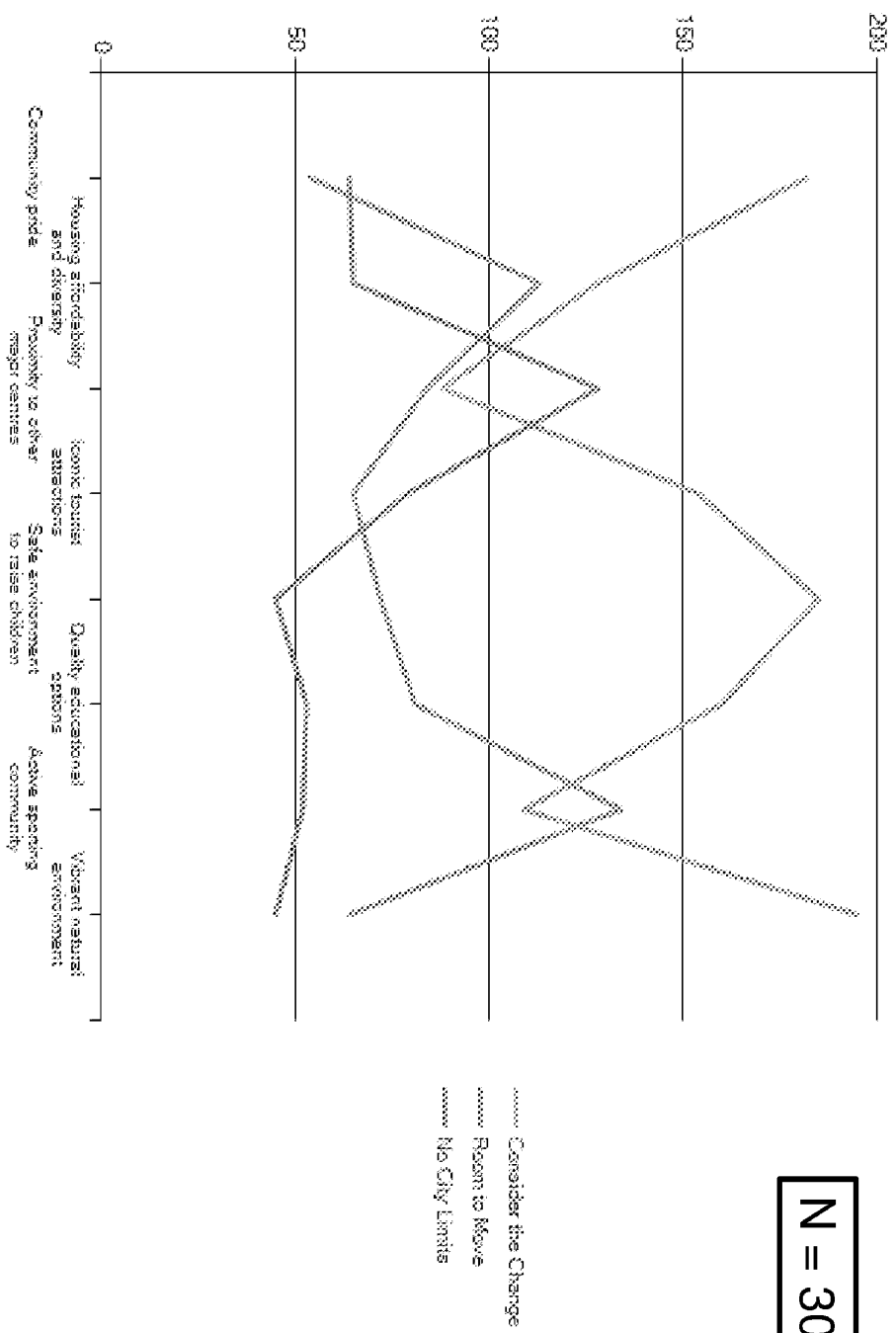
- Consider the Change
- Room to Move
- No City Limits





Target market research results

Which brand best reflects Colac's:



N = 308

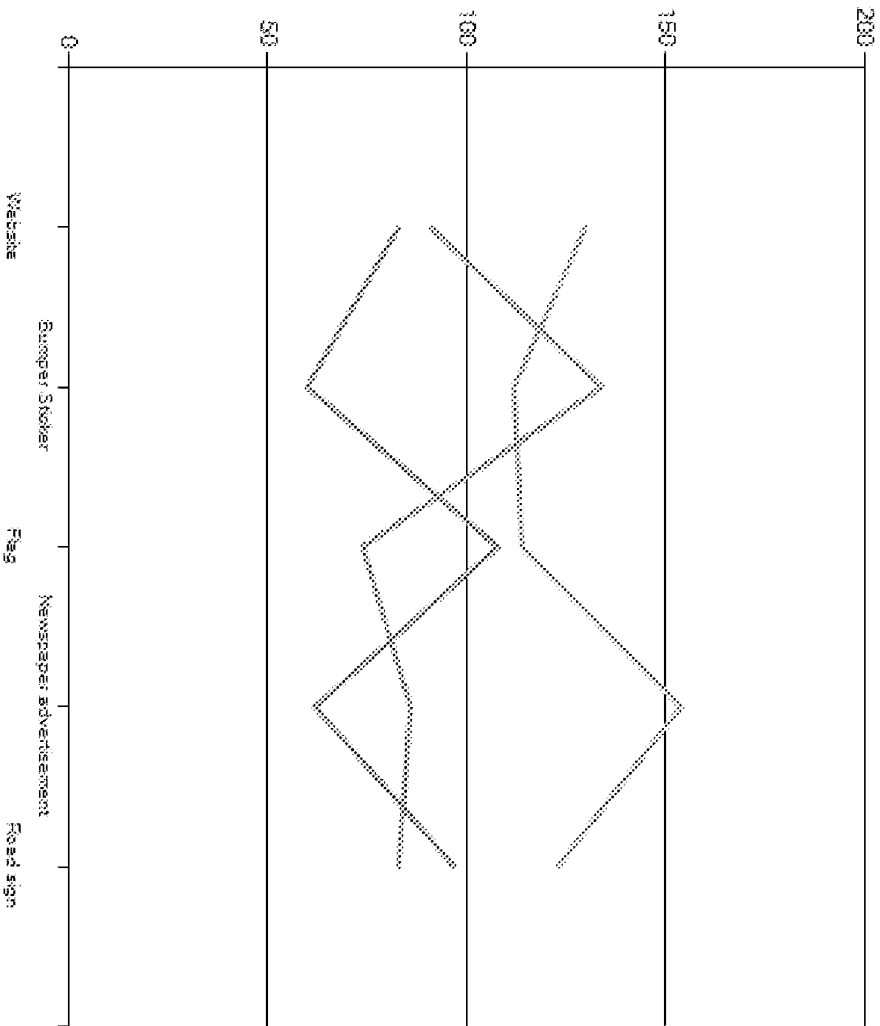
..... Consider the Change
 Reason to Move
 No City Limits





Target market research results

Which brand would look best when applied to items such as a:



N = 308

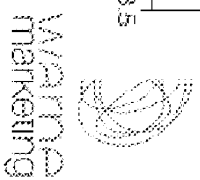
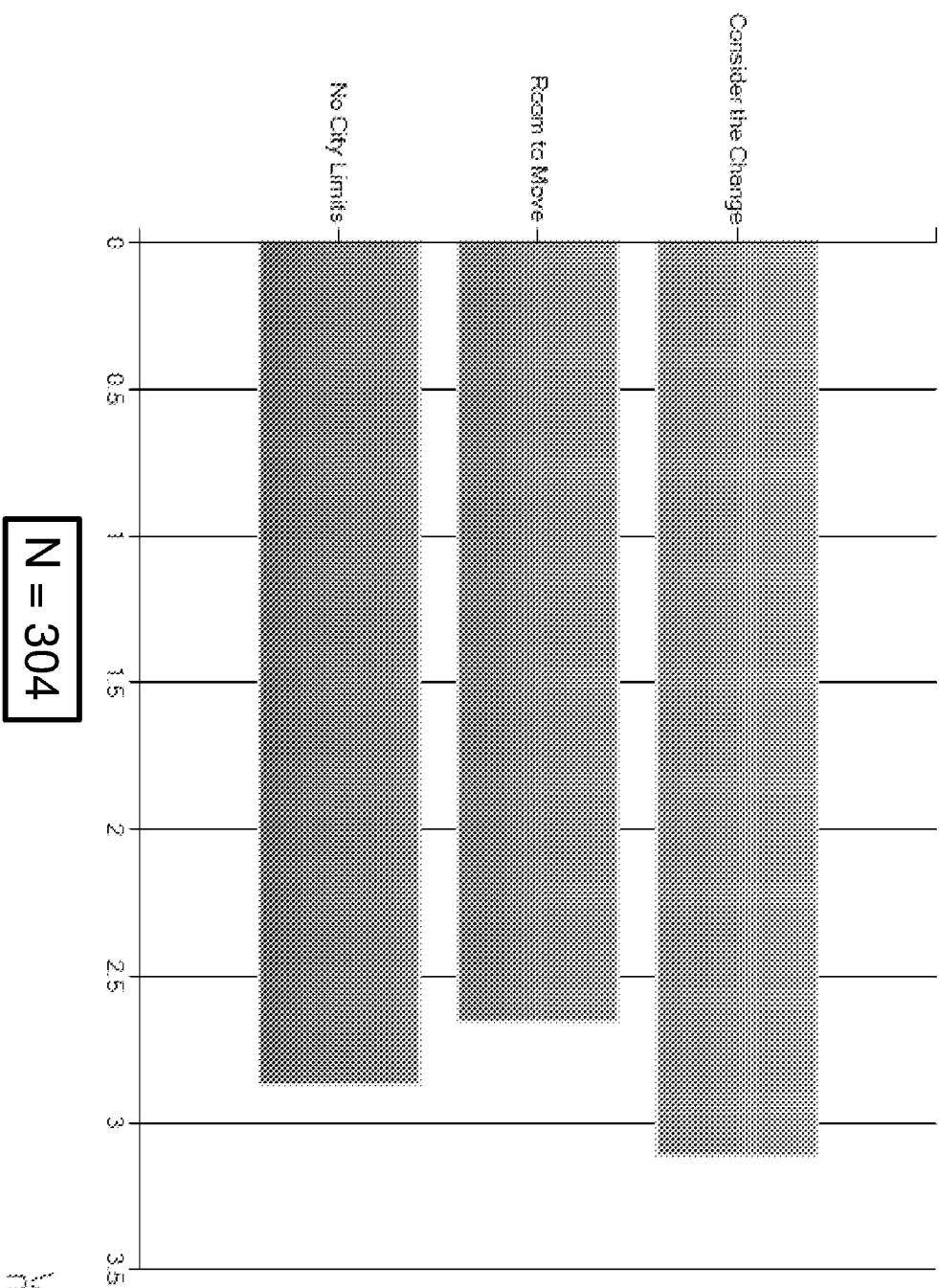
- Consider the Change
- Room to Move
- No City Limits





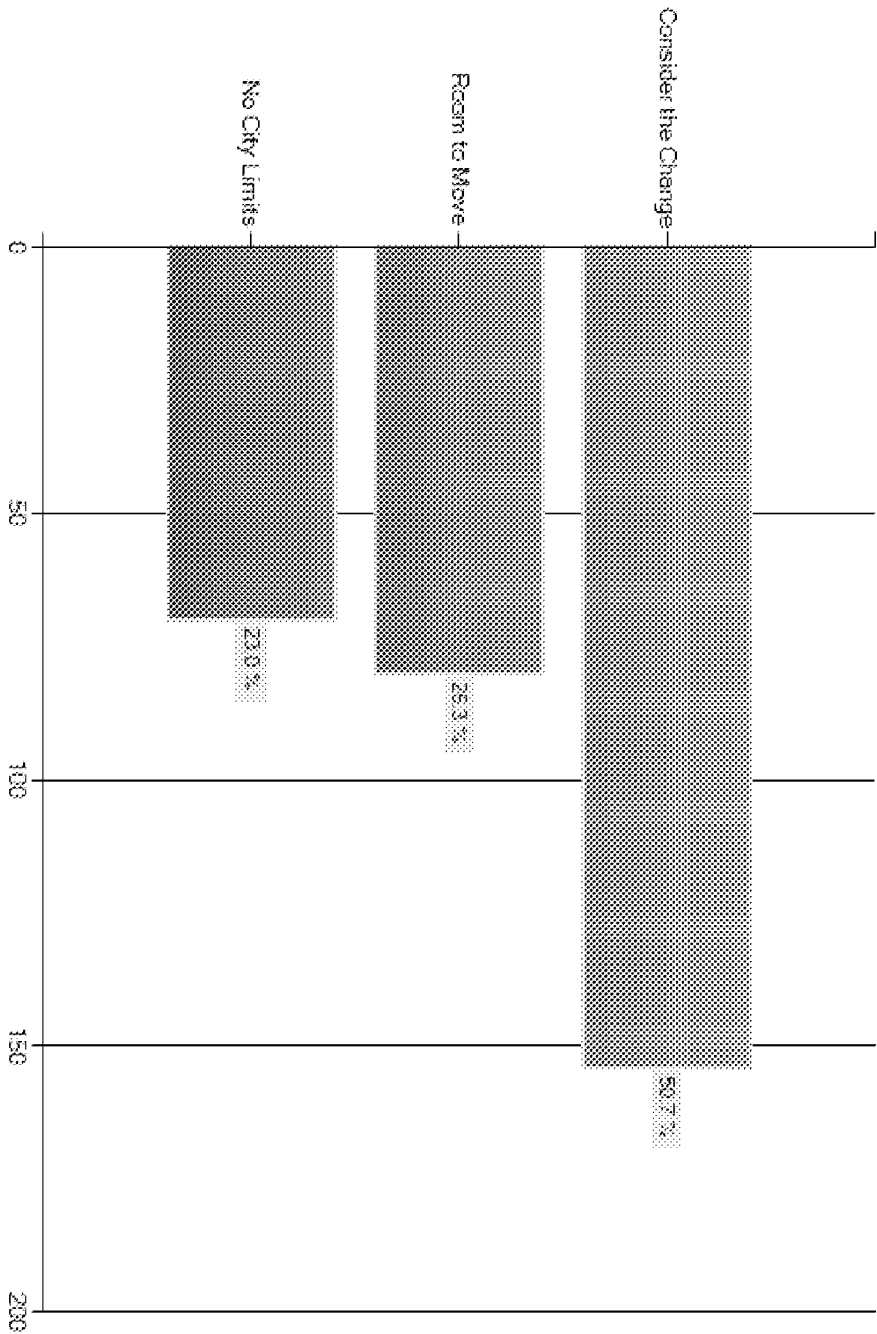
Target market research results

Do you agree that the visual elements of each brand reflect the slogans?



Target market research results

Which brand most sparks your interest?



N = 304





Target market research results

Do you have any comments about the 'Consider the Change' brand?

- **57 Positive comments, themes were:**
 - Portrays living in the country
 - Family orientated/sense of community
 - Change brings new possibilities
 - More relaxed atmosphere
 - Environmentally friendly
- **13 Neutral comments, themes were:**
 - Comments revolved around liking one aspect of the logo but not another (either the text or the picture or the colour)
 - Want to mix aspects of other brands with 'Consider the Change'
- **25 Negative comments, themes were:**
 - Inappropriate colouring
 - The word 'consider' is overused and quite passive
 - Bland/boring



Recommendations

- **Colac community research results**
 - Clear preference for Consider the change brand
 - Results not statistically robust due to relatively small number of respondents (under 30). Also self selected so not representative of target market.
- **Target market research results**
 - Clear preference for Consider the change brand
 - Results statistically robust, with 300 + respondents whose demographic profiles reflect the target market.

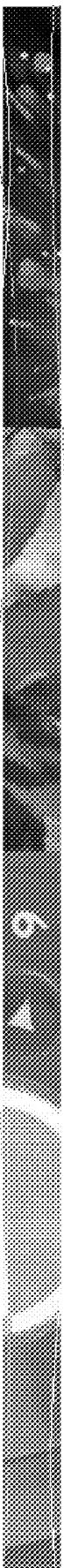




Brand Concept Testing Results

Kylie Warne

Tara Iacovella



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CONSENT CALENDAR

OFFICERS' REPORT

D = Discussion
W = Withdrawal

| ITEM | D | W |
|---|---|---|
| <u>GENERAL BUSINESS</u> | | |
| <u>OM112112-13 ASSEMBLY OF COUNCILLORS</u> | | |
| Department: General Business | | |
| <u>Recommendation(s)</u> | | |
| <i>That Council notes the Assembly of Councillors reports for:</i> | | |
| <ul style="list-style-type: none"> • <i>Friends of Colac Botanic Gardens</i>
- 10 November 2011 • <i>Alternative Heavy Vehicle Route Community Reference Group Meeting</i>
- 22 November 2011 • <i>Councillor Briefing Session</i>
- 23 November 2011 • <i>2012 Australia Day Advisory Committee</i>
- 30 November 2011 • <i>Audit Committee Report to Council</i>
- 30 November 2011 • <i>Councillor Workshop</i>
- 7 December 2011 • <i>Councillor Workshop</i>
- 14 December 2011 | | |

Recommendation

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

MOVED

SECONDED

OM112112-13 ASSEMBLY OF COUNCILLORS

| | | | |
|-------------|---------------|-----------|-----------|
| AUTHOR: | Rhonda Deigan | ENDORSED: | Rob Small |
| DEPARTMENT: | Executive | FILE REF: | CLF11/6 |

Assembly of Councillors

A record must be kept of an assembly of Councillors which lists the Councillors attending, the matters discussed, disclosures of conflict of interest and whether a Councillor left the meeting after making a disclosure.

Definition

An “assembly of Councillors” is a defined term under section 76AA of the *Local Government Act 1989* (the Act). It is a meeting at which matters are considered that are intended or likely to be the subject of a Council decision or the exercise of a delegated authority and which is either of the following:

- A meeting of an advisory committee where at least one Councillor is present; or
- A planned or scheduled meeting that includes at least half the Councillors and at least one Council officer.

If a meeting fits either of these types the procedures applying to an assembly of Councillors must be complied with, irrespective of any name or description given to the committee or meeting.

Advisory Committees

Section 3(1) of the Act defines an advisory committee to be any committee established by the Council, other than a special committee, that provides advice to—

- the Council; or
- a special committee; or
- a member of Council staff who has been delegated a power, duty or function of the Council under section 98.

Councillor briefings

One type of meeting that is clearly an assembly of Councillors is the type of regular meeting, commonly referred to as a “Councillor Briefing” or similar name where Councillors and staff meet to discuss issues that are likely to come before Council for decision.

While these meetings have no authority to make Council decisions. They are generally assemblies of Councillors and subject to conflict of interest disclosures.

What records are to be kept.

Section 80A of the Act requires that a record must be kept of an Assembly of Councillors which lists:

- the Councillors and members of Council staff attending;
- the matters discussed;
- disclosures of interest (if any are made); and
- whether a Councillor left the meeting after making a disclosure.

It is 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 November 2011
- Alternative Heavy Vehicle Route
Community Reference Group Meeting - 22 November 2011
- Councillor Briefing Session - 23 November 2011
- 2012 Australia Day Advisory Committee - 30 November 2011
- Audit Committee Report to Council - 30 November 2011
- Councillor Workshop - 7 December 2011
- Councillor Workshop - 14 December 2011

Attachments

1. Friends of Botanic Gardens - 10 November 2011 0 Pages
2. Alt Heavy Vehicle Route - 22 November 2011 0 Pages
3. Councillor Briefing Session - 23 November 2011 0 Pages
4. 2012 Australia Day Advisory Committee 0 Pages
5. Audit Committee Report to Council 0 Pages
6. Councillor Workshop - 7 December 2011 0 Pages
7. Councillor Workshop - 14 December 2011 0 Pages

Recommendation(s)

That Council notes the Assembly of Councillors reports for:

- ***Friends of Colac Botanic Gardens*** - ***10 November 2011***
- ***Alternative Heavy Vehicle Route
Community Reference Group Meeting*** - ***22 November 2011***
- ***Councillor Briefing Session*** - ***23 November 2011***
- ***2012 Australia Day Advisory Committee*** - ***30 November 2011***
- ***Audit Committee Report to Council*** - ***30 November 2011***
- ***Councillor Workshop*** - ***7 December 2011***
- ***Councillor Workshop*** - ***14 December 2011***

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### Assembly of Councillors Record

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#### Assembly Details:

Date: 10 / 11 / 11  
Time: 7:30 am/pm

Assembly Location: Colac Botanic Cafe  
(some e.g's. COPACC, Colac Otway Shire Offices, 2 - 6 Rae Street, Colac, Shire Offices - Nelson Street, Apollo Bay

#### In Attendance:

Councillors: Cr Chris Smith  
Officer/s: Laurence Towers  
Matter/s Discussed: Friends of Colac Botanic Gardens

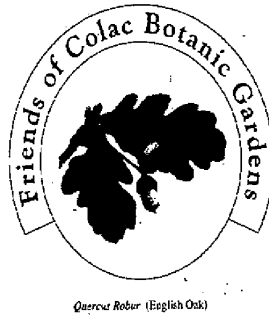
(some e.g's. Discussion s with property owners and/or residents, Planning Permit Application No. xxxx re proposed development at No. xx Pascoe Street, Apollo Bay, Council Plan steering committee with Councillors and officers.)

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

Councillors: Nil  
Officer/s:

Left meeting at:  
Completed by: Leanne Brooker, Exec Officer Infrastructure

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## MINUTES

7:30pm Thurs 10<sup>th</sup> November 2011 – at Colac Botanic Cafe

### PRESENT:

Anne Mercer (AM) IN CHAIR, Mary Eaton (ME), Roslyn Scanlan (RS) secretary, Chris Bell (CB) treasurer, Denise Green (DG), Pauline Maunsell (PM)), Jan McMahon (JM), Sue Mulder (SM), Helen Paatsch (HP), Jenny Todorovic (JT), Laurence Towers (LT), Cr Chris Smith (CS)

**APOLOGIES:** Fran Doak (FD), Lyn Simpson (LS)

**MINUTES OF PREVIOUS MEETING:** Oct 2011 – *confirmed JM, seconded RS*

Business arising:

Midsummer picnic/performance in gardens – the Colac Players and the Botanic Cafe are keen to go ahead. Suggested date – evening of Friday 20<sup>th</sup> January. A meeting will be held on Saturday 12<sup>th</sup> November at 2:30 to plan the event. All committee members are invited to attend.

Botanic Prints – A picture rail has been hung in the meeting room at the Botanic Cafe. Three prints are being framed (\$90 each). The hanging wire will be visible & needs to be an appropriate colour.

### CORRESPONDENCE:

*Out:*

Botanic Cafe – appreciation of support with plant sales  
Richard Barley – re progress of Masterplan  
Leanne Brooker, COS –committee contact details, as requested

*In:*

Richard Barley – re masterplan, collections plan for comment, and seeking information about the CBGF  
Colac Otway Shire – Colac CBD and entrances project – seeking feedback  
Leanne Brooker, COS Infrastructure & Services – update Friends' contact details for Neil Allen  
Jubaea – Friends of Geelong BG  
St Kilda BG Friends – 150<sup>th</sup> anniversary Wed 16<sup>th</sup> Nov (bookings essential)  
Gold Coast Regional BG Friends - risk management policies and procedures  
Association of Friends of Botanic Gardens – Campsis & membership renewal

*Correspondence received: 1. DG, 2. PM*

Business arising from correspondence:

Draft Collections Policy & Plan – report circulated. Comments & matters raised for further discussion:

- o The draft plan provides a good framework for the gardener.
- o *Pinus radiata* to be replaced by other varieties. It is now becoming an environmental weed.
- o No mention is made of a seed bank for this fire prone area – different from the twinning with another BG for CBG seed conservation.
- o Extending the range of plant collections - broadening existing genera.

- o Bush tucker bed could be listed as geographical & cultural
- o Some committee members to meet with RB on Friday 25<sup>th</sup> November at 12:30 at the Botanic Cafe.
- o FCGB to pay for committee lunches.

Response re Colac CBD and Entrances report due 21<sup>st</sup> November – CB to respond for the committee.

**TREASURER'S REPORT: CB** Report for July to October tabled.

Opening bank balance: \$5988.52.

Closing bank balance: \$6554.18

Plant sales: \$110

\$600 over last four months

*Proposed CB, Seconded JT, Accepted*

**GARDENER'S REPORT: LT**

Report tabled. The project through Parks Victoria, G21 & Glastonbury Child and Family Services involving kindergarten children in activities including planting in the Gardens with Laurence will continue each Tuesday, 10am til midday. Friends welcome.

**POTTING REPORT: JM**

- o Two people attended last session and propagated 30-40 plants, weeded and repotted plants for the autumn sale. Strong sales meant the stall needed to be restocked many times over the past two months.
- o Promotion of Potting Group in Colac Herald discussed & deferred. To consider increasing potting days to twice a month. Some people who have offered help will be asked to regularly check plants & water them as needed. (RS)
- o JM added layers of weed mat to the stands to slow down water run-off.
- o JM to buy potting mix with water crystals to mix with existing potting mix.
- o More 8" pots are needed to pot on propagated plants.

**GENERAL BUSINESS**

150<sup>th</sup> anniversary sub-committee:

- o History project (HP) Dawn Peel will give support but is not available to write the history. Helen Paatsch has agreed to write the history. HP will call for anecdotal material through the Colac Herald. Jodie Fincham will assist with sourcing funding to publish.
- o RS & AM met with Neil Allen to discuss celebration of the anniversary
- o Activities in the Gardens to be spread over the year with the main event to be held on the anniversary date in May.
- o Karen Patterson is keen to link the 2015 theatre & children's activities to The Gardens.
- o More planning will be done early in 2012 to consider:
  - o Bed of Bunce's plantings
  - o Teddy Bears Picnic to involve children
  - o Photographic competition
  - o An excursion to Guilfoyle's gardens

Hamilton BG – Guilfoyle display attended by AM – RS to advise them that the CBG has been omitted from their list of Guilfoyle gardens.

RBG Sydney is holding a nationwide photographic competition to promote BGs. \$10,000 prize money for the category, Most Treasured BG in Australia. Call for entries. Colac Camera Club to be advised.

A dedicated office / meeting room is needed for the CBG Friends, in line with the masterplan. Matter to be raised at Masterplan discussions.

**RAFFLE** was won by Jan McMahon.

**NEXT MEETING: THURSDAY 8<sup>th</sup> DECEMBER, 7:30pm, Colac Botanic Cafe.** Members to bring a plate or bottle to share.



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#### Assembly Details:

Date: 22, 11, 11

Time: 6-00 am/pm

Assembly Location: COPACC Meeting Rooms 1, 2  
(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, GEOFF HIGGINS

Officer/s: Neil Allen, Doug McNeill, STACEY GREEN, ROB SARAU

Matter/s Discussed: Road Hierarchy Community Reference Cnp  
3rd Meeting

(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: Cr Brian, CROOK

Officer/s:

Left meeting at:

Completed by: L. Brooker

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## Council Meeting Running Order

Wednesday, 23 November 2011

### Venue – Senior Citizen’s Centre – Apollo Bay

**Present:** Cr Brian Crook (Mayor), Cr Russell, Cr Buchanan, Cr Stephen Hart, Cr Stuart Hart, Cr Higgins (from 11.30am), Cr Smith (from 3.00pm)

**Staff:** Rob Small, Colin Hayman, Neil Allen, Jack Green, Rhonda Deigan

**Part:** Doug McNeill, Don Lewis, Daniel Pech

**Conflict of Interest – Rob Small – In-Committee Agenda Item No. 20112311-13**

|                 |                                                                                                           |
|-----------------|-----------------------------------------------------------------------------------------------------------|
| <b>10.00 am</b> | <b>Site Inspection – Dinosaur Exhibition – Great Ocean Road Wines – 330 Bahram River Road, Apollo Bay</b> |
| <b>11.10 am</b> | <b>Apollo Bay &amp; Colac Carparking Strategy – Doug McNeill, Don Lewis &amp; Daniel Pech</b>             |
| <b>12.00 pm</b> | <b>Lunch</b>                                                                                              |
| <b>12.30 pm</b> | <b>Councillor Briefing Session</b>                                                                        |
| <b>3.00 pm</b>  | <b>Council Meeting</b>                                                                                    |
| <b>4.25 pm</b>  | <b>In Committee Meeting</b>                                                                               |



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## Assembly Details:

Date: 30, 11, 2011

Time: 1 am/pm

Assembly Location: Councillor Office, 2-6 RAE ST.  
(some e.g's. COPACC, Colac Otway Shire Offices, 2 - 6 Rae Street, Colac, Shire Offices - Nelson Street, Apollo Bay)

## In Attendance:

Councillors: C. Chris Smith, C. Frank Buchanan, Mayor Brian Crook, C. Lyn Russell

Officer/s: HEGE EIER

Matter/s Discussed: 2012 AUSTRALIA DAY AWARD NOMINATIONS

(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: no interest declared

Officer/s: Nil

Left meeting at: Nil

Completed by: HEGE EIER





# Agenda

# Councillor Briefing

Wednesday 30 November 2011  
COPACC  
12.00 pm – 1.00 pm

**ATTENDEES:**

Cr Crook (Mayor), Cr Stephen Hart, Cr Stuart Hart, Cr Russell, Cr Buchanan  
Rob Small (Chief Executive Officer)  
Jack Green (GM Sustainable Planning & Development)  
Colin Hayman (GM, Corporate & Community Services)  
Neil Allen (GM, Infrastructure & Services)  
Brett Exelby (Manager Finance & Customer Services)

Mike Said (Chairperson, Audit Committee)

**Apologies:**

Nil

|                    |                                                 |           |
|--------------------|-------------------------------------------------|-----------|
|                    | <b>Agenda Topics</b>                            |           |
| 12.00 pm           | Declaration of Interest<br>Nil                  |           |
| 12.00 pm – 1.00 pm | Audit Committee Chairperson's Report to Council | Mike Said |

**Confidentiality Statement:**

This briefing 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



# Agenda

# Pre Statutory Council Meeting and Briefing

Wednesday, 7 December 2011  
9.00 am – 11.00am

Apologies:  
Colin Hayman

## Agenda Topics

|                                   |                                                                                                                                                                                                                                                                                                      |                   |
|-----------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|
| <p><b>9.00am – 10.00 am</b></p>   | <p><b>Pre Statutory Council Meeting<br/>CEO's Office</b></p> <p>Attendees:<br/>Rob Small (CEO)<br/>Cr Crook(Mayor), Cr Buchanan, Cr Stephen Hart,<br/>Cr Higgins, Cr Smith, Cr Russell, Cr Stuart Hart</p>                                                                                           | <p>Rob Small</p>  |
| <p><b>10.00 am – 11.00 am</b></p> | <p><b>Apollo Bay Indoor Pool Feasibility Study<br/>Briefing – COPACC Meeting Room 2</b></p> <p>Attendees:<br/>Rob Small (CEO)<br/>Cr Crook(Mayor), Cr Buchanan, Cr Stephen Hart,<br/>Cr Higgins, Cr Russell<br/>Jack Green, Neil Allen, Ian Seuren<br/>Damian Gorman, Jane Gross and Gary McPike</p> | <p>Ian Seuren</p> |



# Agenda

# Councillor Workshop

Wednesday, 14 December 2011  
COPACC Meeting Room  
9.30 am to 5.00 pm

**ATTENDEES:**

Cr Crook  
Cr Buchanan (absent 12pm – 1.55pm)  
Cr Stephen Hart  
Cr Stuart Hart (absent 10.50am – 11.55am)  
Cr Smith (in attendance: 10.30am to 10.45am and 3.30pm to 4.08pm)  
Cr Higgins (absent 2pm to 2.40pm)  
Cr Russell  
Rob Small (CEO)  
Colin Hayman (GM, Corporate & Community Services)  
Jack Green (GM, Sustainable Planning & Development)  
Neil Allen (GM, Infrastructure & Services) (absent 1pm to 2pm)

**Part:**

Stewart Anderson, Greg Fletcher, Wendie Fox, Mike Barrow, Bronwyn Keenan, Katrina Kehoe, Doug McNeill, Tamzin McLennan, Michael Swanson, Warne Marketing (Kylie Warne and Tara Iacovella).

**Apology: NIL**

| <b>Agenda Topics</b>       |                                                                                                                                               |                                                   |
|----------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------|
| <b>9.30 am</b>             | <b>Cr Brian Crook appointed temporary Chairman for the workshop.</b><br><br><b>Declaration of Interest</b><br>Rob Small: conflict of Interest |                                                   |
| <b>9.30 am – 9.40 am</b>   | <b>Planning Committee Briefing Session</b><br>(Bronwyn Keenan, Katrina Kehoe and Doug McNeill)                                                |                                                   |
| <b>9.40 am – 10.15 am</b>  | <b>Budget 2012/2013</b><br>Rob Small: conflict of Interest                                                                                    | Brett Exelby (30 min)                             |
| <b>10.30 am – 10.45 am</b> | <b>Planning Committee Meeting</b><br>(Bronwyn Keenan, Katrina Kehoe and Doug McNeill)                                                         | Bronwyn Keenan,<br>Katrina Kehoe and Doug McNeill |
| <b>10.45 am – 11.00 am</b> | <b>Role of the Deputy Mayor Survey</b><br>MAV Document                                                                                        | Rob Small (15 mins)                               |
| <b>11.00 am – 11.30 am</b> | <b>Gaming Policy Discussion</b>                                                                                                               | Doug McNeill (30 mins)                            |
| <b>11.30 am – 12.30 pm</b> | <b>Colac Marketing Strategy</b><br>(Tamzin McLennan and Michael Swanson)                                                                      | Mike Barrow & Warne Marketing (45 min)            |

|                           |                                                                          |                                           |
|---------------------------|--------------------------------------------------------------------------|-------------------------------------------|
| <b>12.30 pm – 1.00 pm</b> | <b>Lunch</b>                                                             |                                           |
| <b>1.00 pm – 1.30 pm</b>  | <b>Municipal Emergency Management Plan</b><br>(Greg Fletcher)            | Stewart Anderson & Wendie Fox (30 min)    |
| <b>1.30 pm – 2.00 pm</b>  | <b>Municipal Relief and Recovery Plan</b>                                | Stewart Anderson & Greg Fletcher (30 min) |
| <b>2.00 pm – 2.30 pm</b>  | <b>Municipal Fire Management Plan</b><br>(Greg Fletcher and Wendie Fox)  | Stewart Anderson (30 min)                 |
| <b>2.30 pm – 3.15pm</b>   | <b>Neighbourhood Safer Places</b><br>(Greg Fletcher)                     | Stewart Anderson & Wendie Fox (45 min)    |
|                           | <b>Set Up for Special Council Meeting</b>                                |                                           |
| <b>3.30 pm – 4.00 pm</b>  | <b>Special Council Meeting – 6 Murray Street Colac</b><br>(In-Committee) |                                           |
| <b>4.00 pm</b>            | <b>Statutory Council Meeting</b>                                         |                                           |

## 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>SUBJECT</b>                                                 | <b>REASON</b>                                                                                                                                                                              | <b>SECTION OF ACT</b>          |
|----------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------|
| Report from Delegate to Other Bodies - Audit Committee Minutes | this matter deals with personnel matters; AND this matter deals with contractual matters; AND this matter deals with legal advice; AND this matter may prejudice the Council or any person | Section 89 (2) (a) (d) (f) (h) |
| Confidential Items for Consideration                           | this matter deals with personnel matters; AND this matter deals with contractual matters; AND this matter may prejudice the Council or any person                                          | Section 89 (2) (a) (d) (h)     |
| Chief Executive Officer Contract Renewal Process               | this matter deals with personnel matters; AND this matter deals with contractual matters; AND this matter may prejudice the Council or any person                                          | Section 89 (2) (a) (d) (h)     |
| 2012 Australia Day Awards                                      | this matter may prejudice the Council or any person                                                                                                                                        | Section 89 (2) (h)             |
| Audit Committee Report 2010/2011                               | this matter may prejudice the Council or any person                                                                                                                                        | Section 89 (2) (h)             |
| Proposed Elderly Citizens Village - Lions Club Birregurra      | this matter deals with contractual matters; AND this matter may prejudice the Council or any person                                                                                        | Section 89 (2) (d) (h)         |