



Colac Otway  
SHIRE

**AGENDA**

ORDINARY COUNCIL MEETING  
OF THE  
COLAC-OTWAY SHIRE  
COUNCIL

28 MARCH 2012

at 3:00 PM

COPACC, Gellibrand Street Colac

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

28 MARCH 2012

## TABLE OF CONTENTS

### OFFICERS' REPORTS

#### CHIEF EXECUTIVE OFFICER

OM122803-1	CEO'S PROGRESS REPORT TO COUNCIL.....	9
OM122803-2	2010/2011 COLAC OTWAY SHIRE EMPLOYEE COSTS .....	31

#### CORPORATE AND COMMUNITY SERVICES

OM122803-3	OLD BEECHY RAIL TRAIL LICENCE AGREEMENT 2012.....	39
OM122803-4	PRE-ELECTION CARETAKER POLICY.....	43
OM122803-5	LEASE WITH OTWAY HEALTH AND COMMUNITY SERVICES .....	47
OM122803-6	APOLLO BAY TRAILS FEASIBILITY STUDY.....	51
OM122803-7	APOLLO BAY AQUATIC CENTRE FEASIBILITY STUDY.....	59
OM122803-8	SOUTH WEST LOCAL LEARNING AND EMPLOYMENT NETWORK - LOCAL GOVERNMENT REPRESENTATIVE.....	73
OM122803-9	DISCONTINUANCE & TRANSFER OF PART OF YAUGHER ROAD, FORREST .....	75

#### INFRASTRUCTURE AND SERVICES

OM122803-10	COLAC - ELLIMINYT COMMUTER FOOTPATH STRATEGY.....	81
OM122803-11	ROAD MANAGEMENT COMPLIANCE REPORT.....	87

#### SUSTAINABLE PLANNING AND DEVELOPMENT

OM122803-12	BIRREGURRA NEIGHBOURHOOD CHARACTER STUDY - DRAFT REPORT.....	93
OM122803-13	COLAC MARKETING STRATEGY.....	99

#### GENERAL BUSINESS

OM122803-14	ASSEMBLY OF COUNCILLORS .....	107
-------------	-------------------------------	-----

NOTICE is hereby given that the next *ORDINARY COUNCIL MEETING OF THE COLAC-OTWAY SHIRE COUNCIL* will be held in COPACC, Gellibrand Street Colac on 28 March 2012 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 community input and participation in Council decisions. Council meetings provide an opportunity for the community to ask Council questions, either verbally at the meeting or in writing.

Please note that Council may not be able to answer some questions at the meeting. These will be answered later.

Council meetings enable Councillors to debate matters prior to decisions being made. I ask that we all behave in a courteous manner.

An audio recording of this meeting is being made for the purpose of ensuring the minutes of the meeting are accurate. 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. It is an offence to make an unauthorised recording of the meeting.

Thank you. Now 30 minutes is allowed for question time. Please remember, you must ask a question. If you do not ask a question you will be asked to sit down and the next person will be invited to ask a question. 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 22/02/12.

**Recommendation**

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

## OFFICERS' REPORTS

### Chief Executive Officer

- OM122803-1 CEO'S PROGRESS REPORT TO COUNCIL
- OM122803-2 2010/2011 COLAC OTWAY SHIRE EMPLOYEE COSTS

### Corporate and Community Services

- OM122803-3 OLD BEECHY RAIL TRAIL LICENCE AGREEMENT 2012
- OM122803-4 PRE-ELECTION CARETAKER POLICY
- OM122803-5 LEASE WITH OTWAY HEALTH AND COMMUNITY SERVICES
- OM122803-6 APOLLO BAY TRAILS FEASIBILITY STUDY
- OM122803-7 APOLLO BAY AQUATIC CENTRE FEASIBILITY STUDY
- OM122803-8 SOUTH WEST LOCAL LEARNING AND EMPLOYMENT NETWORK – LOCAL GOVERNMENT REPRESENTATIVE
- OM122803-9 DISCONTINUANCE & TRANSFER OF PART OF YAUGHER ROAD, FORREST

### Infrastructure and Services

- OM122803-10 COLAC - ELLIMINYT COMMUTER FOOTPATH STRATEGY
- OM122803-11 ROAD MANAGEMENT COMPLIANCE REPORT

### Sustainable Planning and Development

- OM122803-12 BIRREGURRA NEIGHBOURHOOD CHARACTER STUDY - DRAFT REPORT
- OM122803-13 COLAC MARKETING STRATEGY

### General Business

- OM122803-14 ASSEMBLY OF COUNCILLORS

**Rob Small**  
**Chief Executive Officer**



**CONSENT CALENDAR**

**OFFICERS' REPORT**

D = Discussion  
W = Withdrawal

ITEM	D	W
<p><b><u>CHIEF EXECUTIVE OFFICER</u></b></p> <p><b><u>OM122803-1 CEO'S PROGRESS REPORT TO COUNCIL</u></b></p> <p>Department: Executive</p> <p><b><u>Recommendation(s)</u></b></p> <p><i>That Council notes the CEO's Progress Report to Council.</i></p>		
<p><b><u>OM122803-2 2010/2011 COLAC OTWAY SHIRE EMPLOYEE COSTS</u></b></p> <p>Department: Executive</p> <p><b><u>Recommendation(s)</u></b></p> <p><i>That Council notes the 2010/2011 Colac Otway Shire Employee Cost report for information.</i></p>		

**Recommendation**

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

**MOVED** .....

**SECONDED** .....





OM122803-1

**CEO'S PROGRESS REPORT TO COUNCIL**

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

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

The Mayor and CEO attended a meeting of the G21 Board in Geelong on 24 February 2012. The agenda included discussion on:

- Risk Management Strategy
- Audit Committee Report
- Website re-design tender
- Briefing on the CADET program.

**G21 Delegation to Canberra**

As part of the G21 delegation, the Mayor and CEO were in Canberra for meetings with Federal politicians on 29 February and 1 March 2012. The Colac Otway Shire were involved in meetings with:

- Anthony Albanese, Minister for Infrastructure
- David Sykes, Sports Advisor
- Ben Hubbard, Prime Minister Chief of Staff
- Andrew Robb, Shadow Finance Minister
- Martin Ferguson, Minister for Tourism
- Simon Crean, Minister for Regional Australia
- Tony Burke, Minister for Environment.

The issues discussed with Ministers and Ministerial Advisors were wide ranging. The future economic prosperity of the region and the impacts of the high Australian dollar exchange rate and the impacts of global financial conditions on major industries were canvassed.

**G21 Regional Justice Reference Group Meeting**

The CEO attended a briefing on the approval process for the "Reducing Violence Against Women and Children" grants program and the role of the Regional Justice Reference Groups on 2 March 2012. This program will provide \$7.2 million over three years and is aimed at reducing violence against women and children. The grants will focus on early intervention and prevention initiatives and will support partnerships at a regional and sub-regional level to deliver programs across a three year period. The Regional Justice Reference Groups will have a key role in short listing the expressions of interest for each region.

**G21 Sport & Recreation Pillar**

As Chair of this group, the CEO attended a meeting of the G21 Sport & Recreation Pillar in Torquay on 2 March 2012. The agenda included updates on the following:

- Pillar Strategic Plan
- Beechy Precinct Colac

- Regional Soccer Strategy
- Regional Trails Project
- Indoor Sports Strategy
- Armstrong Creek Sports Development Strategy
- Regional Netball Plan
- Status of the Regional Tennis Plan
- Department of Education & Early Childhood Development Joint Use Agreements
- Healthy Parks Healthy People Project.

### **Great South Coast Group (GSC)**

#### **Board Meeting**

The Mayor and CEO travelled to Camperdown on 9 March 2012 to attend the GSC Board meeting. Agenda items included:

- Finance Report
- Appointment of non-municipal Board members
- Regional Development Australia funding application
- Progress in relation to the Regional Strategic Plan
- Pillar Group updates
- Portland hazardous materials update
- Regional Growth Plan update - Regional Director, Barwon South West Region, RDV, Peter Anderson and Executive Director, Regional Services DPCD, Julian Hill
- South West Victoria Landscape Assessment Study - Acting Director Planning Policy, DPCD, John Phillips
- Regional Green Light Project
- Project prioritisation discussion and workshop.

#### **CEOs' Forum**

The CEO attended the GSC CEOs' Forum in Warrnambool on 16 March 2012. Discussion included:

- Strategic issues in relation to the Board
- South East Resource Information Centre update
- AECOM update
- Tourism Victoria re Loch Ard Gorge
- Encouraging Councillor involvement on the Pillars
- Advocacy programs update
- Cumulative Impacts Study Working Group update.

#### **Regional Management Forum**

The CEO attended a meeting of the Regional Management Forum in Torquay on 15 March 2012. The agenda included the following items:

- Presentation – Intergovernmental Relations Division, Department of Transport “Transport Solutions and Investment Framework”
- Presentation - Portland Re-Engagement and Pathways (PREP) for Brighter Futures program
- Liveability Committee update
- Proposed structure of Liveability Committee
- DHS - BSW Lead Sites for Case Management Reform
- Crime Prevention - Project update
- A regional response to landfill issues
- A regional response to roads advocacy

- The GSC Regional Growth Plan
- Management of Game and Commercial Forestry.

### **Environmental Initiatives**

Among the environmental initiatives that Council is pursuing with respect to its carbon footprint is a target of being carbon neutral by 2016.

Part of that target has been to reduce fuel consumption and carbon emissions from the Council light fleet.

A reviewed vehicle use policy is directing the fleet towards gas and diesel alternatives and encouraging the use of smaller capacity vehicles.

The Mayor's current vehicle is a diesel Ford Focus that is achieving a fuel efficiency of 5.82 litres per 100km. This is well below the current policy target of 8 litres per 100km.

## **CORPORATE & COMMUNITY SERVICES HEALTH AND COMMUNITY SERVICES**

### **Older Persons & Ability Support Services (OPASS)**

OPASS provided 264 hours of direct Community Based Respite Support and 40 hours of indirect Family Community Based Respite Support for people with a disability. This service is funded by the Department of Human Services and replaces the Meeting Place initiative.

The following table summarized the family community based respite activities for the month:

<b>Type of Support</b>	<b>Activity</b>	<b>Day/Time</b>	<b>Number of Families using this support #</b>
<b>Direct Respite Support</b>			
Group – social	Straight Shooters Pool Hall	Weds 4.15pm – 6pm	12 (84 hours)
1:1 Recreational Activities	Support as required: Gym, Rovers, Swimming, Library, travel training	Evenings, weekends	4 (30 hours)
Social Events 2 - 15 people	Cinema/local walks Dinner outing	Saturdays Weds 6pm – 7.15pm	12 (80 hours)
Community Events	'Having a Say' Conference Theatre show	Weekday, evenings	3 (15 hours)
In home respite	Carer comes to family home	Early morning, day, evening, weekend	8 (55 hours)
<b>Indirect Respite Support</b>			
Information Provision	DHS services, Autism resources, medical aids, computer and cooking	As relevant	12

	classes, holiday trips, available technology, liaison with other services		
Family Support	Organizing family/friends social events	Weekends/evenings	8 (20 hours)
Transport	Transport to rural areas	Afternoons, evenings, weekends	5 (20 hours)

# Some families use multiple supports

### **Local Government Positive Ageing Network Meeting**

The OPASS Coordinator attended the bi-monthly Local Government Positive Ageing Network Meeting in February 2012. Some 28 councils participated in this meeting.

Issues discussed at the meeting included:

- The benefits of being on the Global Aged Friendly Cities Register. The flow on effect of this can be very positive with a range of new initiatives that could be achieved including the ability to create an Aged Friendly City; other ideas include how to get feedback from older people who do not use email or social media.
- Seniors Festival Information – What is the best way of getting information regarding the Seniors Festival information to the Culturally and Linguistically Diverse (CALD) community?
- Active Ageing Network (AAN) Forum – will focus on the capacity of Victorian health and fitness providers to plan and appropriately cater for the physical activity needs of the state's growing ageing population; and how to deliver appropriate, safe and sustainable physical activities for older adults.
- Australian and State Healthy Community Initiatives and Older People - Background information and discussion around the opportunities for and coordination with local government ageing initiatives, linking to the National Partnership Agreement on Preventive Health (NPAPH); Victorian Health and Wellbeing Plan; our own Public Health and Wellbeing Plan; and the Prevention Community Model.
- Training and Learning opportunities for Positive Ageing staff – Discussion on local government education and training needs and the need for a professional development kit to highlight the principles of ageing within local government authorities.

### **Environmental Health**

#### **Health Education Activities**

Of a total of 367 food premises, 58 inspections were carried out in February 2012

- 43 inspections of selling points for tobacco were carried out to ensure legislative requirements are being met
- 1 Health Personal Care inspection
- 12 prescribed accommodation premises were inspected
- 22 septic tank inspections were carried out with 4 permits to install and 3 permits to use being issued
- 10 food samples were collected
- 5 food recalls were received

- 4 complaints were investigated in relation to sullage water discharging to the street channel and suspected asbestos pipes
- 3 events inspected – Birregurra Market, Apollo Bay Seafood Festival and Irrewillipe B&S Ball
- 2 meetings attended;
  - Bi monthly Environmental Health Group
  - Infection control meeting – Colac Area Health

### **Immunisation**

School immunisation commenced on 13 March 2012. Year 7 students were immunised for Hepatitis B, Varicella (Chicken Pox) and Gardasil ( Human Papillomavirus for Girls) and year 10 students received Boostrix (Whooping Cough, Tetanus, Diphtheria Vaccine).

Flu vaccine has been ordered and is expected to be available to staff at the end of March.

### **Water Sampling**

Water samples taken from the coastal hamlet estuaries indicate improved results however they continue to seesaw between acceptable and unacceptable levels of E Coli. Discussions held with other councils along the coast indicate that this seems to be a trend for this year and a meeting is being planned by the Department of Health to explore the issues involved. In view of the erratic results of the sampling program it was decided to leave the warning signs against swimming in the estuaries in place until there is a clear indication of consistent suitable water quality. Weekly sampling will continue through the Easter period.

Water samples taken from Lake Colac on 15 February 2012 again indicated no presence of blue green algae.

### **Family & Children Services**

#### **National Quality Standards Focus Group Meetings**

Focus group meetings have been implemented around the new National Quality Standards. Monthly meetings will be conducted with our Family Day Care Educators to focus on the 7 new quality areas. The meetings have been very productive so far and will enable us to have a greater understanding of our obligations under the standards, as well as, the regulations.

#### **The Australian National Family Day Care Quality Standards Conference**

Staff attended the Australian National Quality Standards conference in Melbourne on the 21 March 2012 titled "Supporting Practice Through Innovation, Reflection and Quality Improvement". This provided educators from a range of children's services with some wonderful challenges, and opportunities to rethink their approaches to working with children, families and other educators. The conference brings together Australia's leading scholars, and practitioners, to share their thinking, reflections, practices and journeys relating to the National Family Day Care Quality Standard.

#### **Family Day Care Victoria State Meeting**

Staff will be attending the State meeting which will be held on the 29 March 2012 at Flemington. Topics for discussion include:

- "Family Day Care – the new legal environment" - Terry Bramham (Macquarie Legal Strategists);
  - The National Quality Framework.

- Relevant care provisions of the National Law and Regulations applying to educators.
- Tips for successful compliance.
- Case studies based on the new law.
- “Quality Improvement Plan and the next step implementation.” - Heather Barnes

### **Maternal & Child Health**

Team Leaders have been actively involved in responding to the recommendations identified in an audit of the service. The Enhanced Home Visiting Service has been busy with an increased number of complex and more vulnerable families requiring additional consultations, referrals and follow up appointments.

There has been an increase in the number of 4 year old developmental assessments correlating with the start of the kindergarten year.

#### **Birth Notifications – February 2012**

17 (including 2 from Aboriginal or Torres Strait islander descent and 7 first time mothers).

#### **Key Ages and Stages Consultations for the month of February 2012**

Home visits	15				
2wks	21	8mths	31	3.5yrs	16
4wks	19	12mths	25		
8wks	14	18mths	18		
4mths	23	2yrs	14		

#### **Other activities included:**

- 101 additional consultations and 37 phone consultations
- 3 new parents groups with 13 first time mothers attending
- Enhanced home visiting service - 34 cases open - 5 new cases opened for the month
- 6 particular needs identified
- 43 occasions of counseling
- 36 referrals to specialist services
- 11 opportunistic immunizations provided

#### **Meetings attended by staff included:**

- Community strengthening activities attended include Bubs@theHub
- Staff have worked with Colac Area Health and Child First in meetings around vulnerable families and case conferences with the Child Protection Agency.

### **Rural Access**

#### **Hard of Hearing Awareness training**

On 6 March 2012 the Customer Service Staff at the Rae Street Offices participated in hard of hearing awareness training. The training was presented by the Deaf Access Coordinator for the Barwon and South West regions. The Coordinator spoke about how staff can improve the way they communicate with people in the community, in particular with older people, people with a hearing loss and people of all abilities. The training also included information on assistive devices and how they may be helpful within Colac Otway Shire.

**Counter loop**

As a result of the awareness training, there is now a counter loop being trialed at the customer service desk at the Rae Street offices. This can assist people who have hearing aids fitted with a 'T switch'.

The device which has the Counter Loop symbol on it is located at the front counter and has text, instructing people to switch their hearing aids to the 'T switch'. Once the customer does this, the staff member's voice is transmitted directly into the customer's hearing aids, making it easier for them to hear.

**RECREATION ARTS AND CULTURE****EVENTS****Calendar of Events Project**

Entries into the 2012 Autumn/Winter Calendar of Events closed in the last week of February 2012 and the selection process for events that qualified to go in the calendar was completed in the first week of March. Advertising will feature in local papers and on posters throughout the Shire in the first week of April and 2,500 complimentary Autumn/Winter Calendar of Events Flyers will be distributed across the Shire.

**Australia Day 2013**

The Expression of Interest (EOI) process calling for small towns to host the 2013 Australia Day Celebrations will open during April 2012.

**Gellibrand Blues and Blueberry Festival – 3 March 2012**

Gellibrand came alive with the inaugural 'Blues' event. Approximately 500 people enjoyed local Blues music, food, art and wine. Visitors enjoyed the market in Rex Norman Park featuring blueberries and plants.

**Colac Kana Festival – 17 March 2012**

The 55<sup>th</sup> annual Kana Festival was a colourful success. Thousands of people attended the festival at Memorial Square enjoying the festivities which included live music, dancing, stalls and food vendors. This year's Kana Parade was themed "Australiana" and proved to be a highlight for those who attended.

**Upcoming Events**

Events in April 2012 include:

- CFA District 6 State Championships at the Colac Showgrounds – 1 April
- Birregurra Open Studio Weekend – 7 and 8 April
- FReeZA Colac Otway Outstanding Leadership "COOL" Awards at COPACC – 20 April as part of National Youth Week
- Apollo Bay Music Festival – 20-22 April
- Next Wave Competition and Youth Stage at the Apollo Bay Music Festival – 21 April

**RECREATION****Council Community Funding Program**

The 2012/2013 Council Community Funding Program is now open with applications closing Friday 4 May 2012. This annual funding program provides financial assistance to groups to enable them to carry out improvements to facilities, programs and activities and events which otherwise might not receive funding from state or federal government sources.

This program now includes four categories:

- Community Recreation Facilities
- Community Projects
- Colac Otway Performing Arts and Cultural Centre (COPACC) Hire Assistance
- **NEW** – Community/Recreation Projects – (small equipment/training)

The new funding category, Community /Recreation Projects (small equipment/ training), aims to simplify the application process for smaller projects. Applicants will no longer need to carry out a risk assessment and can bypass compliance considerations associated with construction projects under this new category. It is hoped that this will make applications in this particular category a quicker and easier process for projects which have a total cost of \$2,000 or less.

Two community information sessions will be held to discuss the funding criteria, application process and any specific project queries. In addition, Leisure Networks will present detailed information at the Apollo Bay session regarding techniques that can be used for successful grant submission writing and how to attract funds.

Representatives from community sport and recreation organisations and clubs are invited to attend the following information sessions:

<b>Colac</b>	<b>Monday 16 April 2012</b> from 7.00 pm-9.00 pm COPACC Meeting Room Gellibrand Street, Colac
<b>Apollo Bay</b>	<b>Wednesday 18 April 2012</b> from 7.00 pm-9.00 pm Marrar Woon Community Centre Pengilley Avenue Apollo Bay

The Community Funding Program and Festival and Events Support Scheme are an extremely important way of supporting community projects, events, arts and recreation in our community.

Electronic versions of guidelines and application forms are available on Council's web site [www.colacotway.vic.gov.au](http://www.colacotway.vic.gov.au). All applications must be received by the closing date. Additional hard copies of the application forms and guidelines are available from both Council Customer Service Centres.

## **COPACC**

### **Business Events**

March has been a strong month for COPACC business events with more than 100 events held attracting in excess of 4,500 people.

### **Statistics**

Recent reporting undertaken for Arts Victoria has highlighted positive growth in attendance figures at COPACC performances and arts-related workshops. In the 2009/10 financial year, 10,850 people attended performances at the Centre. This grew to 15,846 in 2010/11.

In 2009/10, COPACC offered 12 workshops attended by 970 people. Last financial year 24 workshops were attended by 1,160 people.



**Season**

COPACC's first Morning Music performance of 2012, starring tenor Jonathon Welch, attracted an audience of almost 300. Jonathon's promotion of his return to COPACC in November, with the former Choir of Hard Knocks, created a rush at the box office.

The Bugalugs Bum Thief, a children's production playing at COPACC in August, has sold out.

Feedback and early ticket sales for the 2012 Season have been positive.

**BLUEWATER FITNESS CENTRE****Membership**

The monthly membership average for February 2012 was exactly 1,000 members. The monthly average has been over 1,000 for 4 out of the past 5 months and is now consistently reflecting the target of 1,000 members.

After a drop in member visitation in December 2011, visitation has increased with a total of 4,398 visits for the month of February 2012 which is slightly higher when compared to the same time last year.

**Programming**

With the introduction of the new group fitness timetable in January 2012, there has been an increase in program casual entries with a total of 213 for the month of February. This is the highest total since May 2011. This has contributed to the overall increase in group fitness numbers with February recording the highest monthly class average ever with 11 participants per class. This is a great result considering the two express lunch time classes only average 5 participants per class.

The Centre's Kid Fit program has experienced growth since implementing a second weekly session. There has been an average of 14 children attending each class since the beginning of Term 1.

Term 1 2012 saw a total of 293 Learn to Swim enrolments which is 14 higher than 2011 and 47 higher than 2010. This demonstrates small, sustainable growth of the program.

The Colac Basketball Association held their first regional junior tournament in 14 years on the 3 and 4 of March. The tournament was a great success with close to 250 junior basketballers from across the state participating.

**Apollo Bay Community Pool**

The Apollo Bay pool is now closed for season 2011-12 and the handover between the P-12 College and the Colac Otway Shire has taken place. Casual visitation for the Apollo Bay Pool this season was 1,267 with 400 visits in February.

**INFRASTRUCTURE & SERVICES****CAPITAL WORKS UNIT****Capital Works Update**

The capital works and major projects forecast budget for the 2011/12 financial year is \$15.530 million of which \$13.031 million relates to capital asset works.

Through the monthly reporting, project managers have indicated that projects are generally on track to be completed by the end of June 2012, and that there are no identified major budget issues.

As at the end of February, total expenditure for the Capital Works and Major Projects program is approximately \$7.65 million.

### **Old Beechy Rail Trail**

Works are continuing on three (3) sections of the Old Beechy Rail Trail, being the Dinmont to Ditchley section, Beech Forest to Ferguson section and the Colac Rail Station to Hearn Street section.

The fencing work for the Dinmont to Ditchley section has now been completed, and detailed design for the construction of the trail through the gully is being carried out.

An on-site meeting has been held with VicRoads to confirm the alignment of the Beech Forest to Ferguson section, with formal approval presently being sought.

### **Small Town Projects**

#### Beeac Street Heritage Lights

Quotes have been requested regarding the installation of two (2) new heritage lights in Main Street, Beeac. Work is to commence in early April 2012.

#### Gellibrand Netball Courts Improvements

Funding has been obtained through the Country Football Netball Program for the upgrade of the netball courts at the Gellibrand Recreation Reserve. Detailed survey of the existing courts area and surrounds has been completed. Officers are still working through the design with representatives of the netball club.

### **Forrest Microbrewery Car park**

Detailed design work on the Forrest Brewery car park has been completed with quotations currently being sought. The detailed design has been approved by VicRoads, and discussed with relevant stakeholders including the Forrest Brewery and Forrest General Store. It is expected works will commence mid April 2012.

### **Apollo Bay Drainage Strategy**

The amended draft report has been received from the consultants, and comments have been invited on the draft. Following the initial consultation the report will be forwarded to Council for endorsement and subject to this approval will be advertised for public comment.

### **Sinclair Street South, Elliminyt – Road Construction**

The construction of the unsealed section of Sinclair Street South, between Pound Road and Irrewillipe Road, as well as the reconstruction of the Sinclair Street South and Irrewillipe Road intersection is scheduled to begin early April 2012.

### **Cressy-Shelford Road Rehabilitation**

Council has worked with the County Fire Authority (CFA) to complete a burn of the Cressy-Shelford Road Reserve. This prescribed burn will promote the native vegetation onsite and provide for a strategic fire break in wildfire situations. Council will monitor the recovery of the site and coordinate weed control works if necessary.

### **Roadside Vegetation Management**

In line with the Agreement for the Removal of Native Vegetation along Local Roads. Council has completed its second annual report. The report contains information on the

extent of native vegetation removal undertaken over a 12 month period and is a condition of the Agreement.

## **SUSTAINABLE ASSETS**

### **Routine Road and Footpath Inspections**

The following is a summary of the routine road and footpath network inspections completed during the month of February 2012:

<i>Warrion Ward Area 4 Roads</i>	This area covers Beeac, Ondit and the Balintore regions. A number of signs and guideposts were found to be either damaged or missing. Signs requiring replacement have been ordered to be erected on arrival by Cosworks. Some missing and damaged guide posts have been replaced and the remainder have been programmed for replacement.
<i>Colac Urban Roads</i>	A number of signs were found to be either damaged or missing. Signs requiring replacement have been ordered to be erected on arrival by Cosworks.
<i>Footpath Inspections Level 1 Colac</i>	Footpaths in the Colac CBD and the high pedestrian areas around churches and schools have been inspected with vegetation encroaching over the footpath being identified. These instances have been referred to the Local Laws Department. Street trees encroaching over the footpath have been referred to Parks & Gardens for program trimming. Minor movement of concrete footpaths requiring maintenance grinding or a premix wedge have been programmed by Cosworks. Broken sections of concrete footpath will be monitored and added to the future replacement program.
<i>Apollo Bay Footpath Reconstruction Program</i>	The footpath reconstruction program is continuing with the footpath in Carr Street having been replaced. Reconstruction in Moore Street has also commenced.
<i>Kerb and Channel Replacement Program</i>	Works on Council's kerb and channel replacement program for 2011/12 have commenced. This program provides for renewal of sections of concrete kerb and channel which are broken or displaced and present a public risk. Works to date include installation of pram crossings in McLeod Street, Colac to improve accessibility.
<i>Level 2 Bridge Inspections</i>	Council recently appointed an external consultant to undertake Level 2 inspections for approximately 50% of Council's bridge stock. This forms part of a rolling program in line with the Road Management Plan and provides specific information for programming of future works and identifies where further, more detailed assessments may be required. It is expected that these inspections will be completed by the end of April 2012.

### **Building Maintenance and Renewal**

<i>SP&amp;D Accommodation</i>	Construction at the old library site is continuing. <ul style="list-style-type: none"> <li>• Reinstatement of the mechanical services is now complete;</li> <li>• Floor coverings have been laid;</li> <li>• Office furniture, partitions and workstations have been installed;</li> </ul>
-------------------------------	--

	<ul style="list-style-type: none"> <li>• Plumbing, electrical and communications works are continuing;</li> <li>• Skylights will be installed by end of March 2012.</li> </ul> <p>Over the next two weeks plumbing, electrical and data/communications fit-off will be completed, window furnishings will be installed and connection of the packaged A/C unit to the existing Building Management System will be completed.</p> <p>The project is expected to be finalised by 30 March 2012.</p>
<i>COPACC Fire Detection Systems</i>	<p>The Building Notice served on Council on 11 November 2011 was lifted by the Municipal Building Surveyor on 1 February 2012 as a result of the comprehensive program of works Council is undertaking to upgrade the fire detection and protection systems in COPACC.</p> <p>The upgrade of the fire detection systems in COPACC is progressing according to schedule with works already completed in the Auditorium and Cinema 2. Council is seeking independent certification of the works already completed to ensure the works have been completed in accordance with relevant Australian Standards.</p> <p>The remaining works on the fire detection system are expected to be completed by the end of March 2012.</p>
<i>COPACC Foyer air conditioner replacement</i>	Installation of the replacement unit has been completed.
<i>Birregurra Public Toilets</i>	Quotations are currently being sought to design and construct the new public toilets in Birregurra Park. Quotations close on 28 March 2012. This project is expected to be completed by the end of June 2012.
<i>Beech Forest Hall</i>	<p>The new roof over the southern section of the building, skylight replacement and upgrade to the men's toilets have been completed.</p> <p>Exterior painting has been completed and the painting of the interior is 75% complete.</p> <p>New floor coverings are to be laid after the completion of the painting.</p>
<i>Chapple Vale Hall</i>	<p>Quotations are being sought for the toilet extension.</p> <p>The kitchen upgrade is scheduled to commence late March 2012.</p> <p>Quotations for the septic upgrade have been received but are yet to be evaluated.</p>
<i>Colac Players Shed</i>	The kitchen replacement is underway and is due to be completed by late March 2012.
<i>Winifred Nance Kindergarten</i>	Damaged tiles in the children's toilets are to be removed and replaced with vinyl. The ceiling space is to be bird proofed and a damaged downpipe repaired.
<i>Eastern Reserve</i>	The new kitchen is currently being manufactured. The air conditioner installation is underway and will be followed by the switchboard upgrade.

<i>Rae Street Office Redevelopment</i>	Detailed design work for the refurbishment of the Rae Street office has commenced following confirmation of the layout of the first floor. Various sub-consultants have inspected the building and will provide service specific (e.g. electrical, mechanical, electrical, etc) design information into the overall plan.
<i>Colac Youth Club Redevelopment</i>	This project has largely been completed with minor joinery works to the netballers' room and meeting room used by the Budgerigar Club to be undertaken over the coming weeks. This project has seen a marked transformation of the facility which now has a modernised fitout which will promote enhanced use of the building. The official opening held on 24 February 2012 was well attended by Councillors, those involved in the project and other interested community members.

### **COSWORKS**

Works undertaken by Cosworks during the past month are as follows:

#### **Capital Works**

- Road Reconstruction Marriners Lookout Road: Excavation, pavement strengthening and sealing works completed.
- Barham River Slip No 2: Remedial works to stabilise embankment area is 95% completed.

#### **Elm Leaf Beetle**

65 Elm trees in Birregurra township have recently been treated by spraying of the foliage and soil injection.

#### **Storm Damage**

Barwon Downs & Murroon areas had heavy rain during the month causing damage to gravel roads and in some areas drainage systems were affected. Cosworks undertook urgent repairs to make the roads serviceable.

#### **Roadside Slashing**

Roadside slashing was completed during the month in Cressy, Beeac and Irrewarra areas.

#### **Road Regrading**

Due to the dry conditions over the last month, a reduced program of road regrading was undertaken.

#### **Road Pavement Minor Patching**

Minor patching works have been ongoing in all areas as required.

#### **Major Patching**

Major patching was undertaken on Weering School Road which required a dig out of a number of failed areas.

**Gravel Road Re-sheeting**

During the month, only minor works in gravel road resheeting were undertaken until there is an increase in moisture content of the road pavement to minimise dust and assist with compaction of the pavement.

**Routine Drainage completed**

Routine drainage works were completed in Thomson Street, the outfall at Wye River and Kennett River, Separation Creek, Marengo streets and Skenes Creek streets. Other drainage works were also carried out in Tuxion Road, Broughtons Access, Hickeys Cutting, Sunnyside Road, Wild Dog Road, Henrys Road, Beatties Lane, Busty Road, Binns Road, Benwerrin – Mt Sabine Road and Lardeners Track.

**Major Drainage Works**

Major drainage works were undertaken on Grey River Road, Busty Road, Killala Road, Hickeys Cutting, Muller Road, Moomoowrong Road, Carlisle–Gellibrand Road, James Access, Football Road, Smiths Lane, McPaddens Road, Wickhams Road, Ondit–Warrion Road, N Dennis Road, Trasks Road, Warrowie Road, Shalleys Road, Creamery Road and Callahans Road.

**Vegetation Control**

Vegetation control works were undertaken along Old Beech Forest Road and Murchisons Road.

**Weed Spraying**

Weed spraying was undertaken in the townships of Barwon Downs and Forrest during the month.

**Tree Maintenance**

Tree maintenance works have been undertaken along Irrewillipe Road and Grey River 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 carried out as required under the playground audits.

**Old Beechy Rail Trail**

The following works were undertaken along the Old Beechy Rail Trail during the last month: reach arm mowing; clearing landslips; repair vandalised gates and locks; installation of signage and bollards and future removal of damaged trees.

**MAJOR CONTRACTS/WASTE UNIT****Barwon Regional Waste Management Group Ordinary Board Meeting – 23 February 2012**

A presentation was made by the Project Manager Metropolitan Waste Management Group (MWMG) on the Organics Strategy and Carbon Management Modelling to assist local government in determining carbon liabilities for landfill sites.

MWMG have developed their website which provides detailed information on carbon pricing. The website contains a carbon pricing calculator which can be used for an estimation of carbon emission and pricing.

There shall be a fixed carbon price between 1 July 2012 to 1 July 2015 during which time the price of \$23 per tonne for carbon dioxide (CO<sub>2</sub>) equivalent will apply rising in the following two years by 2.5% plus CPI. For landfills with CO<sub>2</sub> emission less than 25,000 tonne per year no carbon tax shall be payable. Therefore most of the rural and regional landfill sites may be exempt of this carbon price. Information was provided on the Victorian emissions profile indicating that the greatest contributor to carbon emission is the coal industry which contributes approximately 68% of all carbon emissions followed by the transport industry (16%), agriculture (12.59%) and waste (3.52%).

A presentation was made by Sustainability Victoria (SV) on integrated waste management and resource efficiency initiatives. The Department of Sustainability and Environment (DSE) advised that they are currently undertaking a Waste Policy review which is likely to be completed by 2012. All the regional waste groups are required to upgrade their Regional Waste Strategies/Plans as soon as possible. Some of the future challenges highlighted by SV are:

- Transportation of waste outside metro area
- Regional waste processing
- Buffer provisions for residential land use
- Regional waste plans to be updated
- Creation of a schedule for all closed landfill sites
- Waste targets setting
- Reinvestment of landfill levy into strategic projects
- Best Practice Environmental Management (BPEM)
- Risk Assessment of unlicensed landfill sites
- Better data creation and management relating to municipal solid waste
- Increased recovery of recyclables
- Focussing on organic strategy, commercial and industrial waste and market development for waste such as concrete, rubble, asphalt and glass fines.

In addition to the above presentations the following key topics were discussed at the Board meeting:

- Directors professional development.
- Barwon Regional Household bin audit tender.
- Participation in the Sustainability Victoria (SV) "ResourceSmart AuSSI Vic Program" – this will ensure that education of sustainability is available to students at all levels.
- Alternate Resource Recovery and Treatment (ARRT) – the Board decided that the ARRT tender should be considered following certainty in the EPA guidelines and regulations, Council's election in 2012 and appointment of new Board of Directors in 2013.
- SKM Recycling – proposal to include pots and pans. The group is liaising with SV to participate in an advertising campaign aimed at including these additional products into the recycling program.
- The Australian Packaging Covenant – the group is exploring the opportunity to submit a funding proposal for 360 litres mobile garbage bins (MGB) for locations where recycling bins are full or overflowing. This program is currently being trialled at Geelong City Council, the results will be monitored in order to extend it to other member councils.

### **Colac Aerodrome Committee of Management**

A Colac Aerodrome Committee of Management (COM) meeting was held on 1 March 2012. The COM is responsible for the overall operation and management of the aerodrome. The Committee has a number of goals and ideas, however, with limited revenue the Committee is constrained which affects its ability to proceed with the maintenance and upgrade works. In recent past, the COM has expressed the willingness to pursue the following issues:

- Need to explore space for future hangars.
- Upgrade of runway, the main access road, the car park etc.
- Significant works such as sealing of runway and extension of runway.
- Highlighting the increased use of aerodrome in light of its usage in emergency exercise, aviation training and potential fire control measures etc.

During the meeting held on 1 March 2012, the current Chairman tendered his resignation. The COM was due for a re-election around May 2012, however, because of the early resignation of the Chairman the process of formation of the new COM will need to be brought forward by a couple of months. Arrangements shall be made for the advertising of committee members for a new Committee of Management.

### **Rural Landfill Funding Announcement – MAV Media Release 8 March 2012**

It was verified by the Sustainability Victoria (SV) website that the \$3M Victorian Government funding announcement for rural landfills on 8 March 2012 is aimed towards operational landfill sites. The funding will be applicable for meeting the cost of geofabric liner for the new cells. Unfortunately the funding will not be available for rehabilitation of closed landfill sites. The Colac Otway Shire has a long term rehabilitation program estimated to cost approximately \$3.7M over the next ten years, however, it is disappointing to see that these projects are not eligible in the recent funding announcement.

### **Tenders**

Tenders opened since the last reporting period:

- 1202 – Supply & Deliver 80kw Tractor
- 1203 – Supply & Deliver 55kw Tractor
- 1204 – Sinclair Street South Construction

Major Quotations opened since the last reporting period:

- Q2011/12-37 – Footpath Construction – Lake Colac Foreshore (Ross Point)
- Q2011/12-39 – Stormwater Drainage Renewal – Apollo Bay

Tenders awarded since the last reporting period are:

- 1201 – Provision of Debt Recovery Services – to Australian Receivables Limited
- 1202 – Supply & Deliver 80kw Tractor – to Rhys Evans Pty Ltd
- 1203 – Supply & Deliver 55kw Tractor – to Swayn & McCabe

Tenders advertised since the last reporting period are:

- 1205 – Provision of a Telecommunications System, closing 28 March 2012

### **Subdivision Works**

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

<b>Subdivision</b>	<b>Status</b>
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 recommenced on site in January 2012 with remedial work on the bioretention basin and filling of lots to complete infrastructure construction.
Wyuna Estate Footpath Construction	All concrete footpath has been constructed. Some minor works are required to complete the requirements placed on the developer.



38-46 Cawood Street Subdivision 20 lots & reserve	Completion of pavement and footpath is currently underway. It is expected that asphalt placement will occur in late March 2012.
202A Pound Road Stage 113 Lots	Road and drainage works are progressing on this residential subdivision. The developer is preparing the base for kerb and channel construction.

### **Marengo Landfill Rehabilitation Works**

Rehabilitation of Marengo Landfill is on track for completion by late March 2012. The contractor has completed the clay capping layer and is awaiting compaction test results prior to placement of the 500mm thick topsoil layer.

### **J Barrys Road Bridge**

Inclement weather has delayed construction of J Barrys Road Bridge by a couple of weeks. The contractor, VEC Civil Engineering, has programmed commencement of works on site for late March with full construction to be done within a four week period. All concrete precast components have been constructed at the contractor's yard in Tasmania and are awaiting delivery to site.

### **Asphalt Works**

Econopave Asphalt Services have commenced asphaltting work on a number of the allocated jobs within the Shire including the Apollo Bay Transfer Station. All works including tennis court overlays at Forrest and Barwon Downs will be completed by the end of March 2012.



Apollo Bay Transfer Station – Primerseal prior to asphalt

## **SUSTAINABLE PLANNING & DEVELOPMENT**

### **G21 Regional Growth Plan**

The second stage of community engagement for this project was undertaken late in 2011. Project officers have reviewed issues raised through the consultation and have developed a draft growth plan which it is anticipated will be placed on public exhibition in April. A workshop was conducted recently to present the draft plan to Mayors, CEOs and Councillors from the G21 Region and Government agencies. Five engagement workshops are proposed across the G21 region, including one to be held in Colac on 19 April 2012 at COPACC. Further details of the public engagement will be provided when details are finalised.

**Apollo Bay Settlement Boundary and Urban Design Review**

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 in April/May 2012.

**Rural Living Strategy (Amendment C69)**

The Rural Living Strategy was adopted by Council at its December 2011 meeting. Officers are in the process of preparing planning scheme Amendment C69 to implement the key findings into the Colac Otway Planning Scheme. This amendment will also implement the Forrest Structure Plan which was adopted by Council in August 2011.

**Colac CBD and Entrances Project**

The project consultant is currently finalising the final report for this project, taking into account changes resulting from public engagement on the draft report late in 2011. It is proposed that Council consider the document for adoption, including an implementation plan that provides cost estimates for each of the recommended works, at the April Council meeting.

**Planning Scheme Amendment C65**

Planning Scheme Amendment C65 was placed on public exhibition on 22 February 2012, following receipt of authorisation from the Planning Minister and a Council resolution late in 2011. The amendment implements a range of changes to the Planning Scheme including recommendations from the panel for Amendment C55. It includes a change to the mapping of Schedules 6 and 7 of the Design and Development Overlay in Apollo Bay, and improved wording of the subdivision and medium density development provisions in Schedule 7 to the overlay to strengthen the effectiveness of the provisions. Written submissions need to be lodged with Council no later than 4 April 2012.

**Planning Scheme Amendment C68**

Council has received authorisation to exhibit an updated schedule to the EMO which will bring the form and content into line with current industry guidelines. The amendment will also introduce updated land instability mapping to areas where it had previously not applied. The six week exhibition commenced on 20 March 2012.

**State Funding for Development of Local Policy Concerning Bushfire Risk**

The State Government provided Council with a \$120,000 grant in June 2011 for the purpose of developing local policy to complement new state-wide bushfire planning provisions that were introduced into planning schemes on 18 November 2011. Scoping of the project has commenced since these new provisions were introduced, with officers attending a workshop convened by Department of Planning and Community Development (DPCD) to discuss the project with other funded Councils.

**Extension of the Interim ESO5 applying to the Barham River Water Catchment**

An interim planning control was introduced in 2005 to part of the Barham River water catchment at Apollo Bay (Environmental Significance Overlay – Schedule 5). The intention was that the control be in place whilst the water catchment was declared under the relevant state legislation, and a more permanent overlay control was introduced through the normal amendment process. There were delays in the declaration of the catchment, and Barwon Water is only now in the process of initiating the amendment to introduce a permanent control. Given the sunset clause on the interim control expired in December 2011, written support has been provided to the Planning Minister for an immediate extension of that control.

**SPEAR System Live Date**

March 1 2012 saw the introduction of the SPEAR system for Colac Otway Shire. The SPEAR system, which has been implemented by the state government in conjunction with Councils across Victoria, allows applicants to electronically lodge subdivision and planning applications. It is anticipated that the SPEAR system will deliver many benefits to the statutory planning process. Such benefits include an ability by applicants to monitor the progress of their applications online, the capacity for Council to send applications to referral authorities electronically and the potential for the public to look at applications online during the notification process. During the initial stages of implementation regular applicants, in particular land surveyors, will be encouraged to lodge their applications with SPEAR.

**Apollo Bay Water Storage Facility**

Hansen Partnership on behalf of Barwon Water Alliance have lodged a planning application on 5 March 2012 for the use and development of the land for the purpose of a water storage basin and associated pumping station. The water storage facility is proposed to be located on the former Great Ocean Green site with the facility to accommodate a capacity of 250 mega litres of water. Barwon Water Alliance have informed Council that an extensive community consultation process has been undertaken, particularly with the immediate neighbours with further consultation planned prior to commencement of works.

**Birregurra and Forrest Community Infrastructure Plans**

The final draft report has been completed for both townships and is currently open for further community input. A Community Newsletter is being prepared to explain the traffic management and parking solutions for the southern entrance to the township adjacent to the Forrest Brewery.

**Regional Living Expo**

Brand Bureau has been appointed consultant for the development of a Colac website for the EXPO and to link with the Marketing Strategy. The website will also link through a QR code to a competition so that we can collect contact details of people for future direct marketing.

**Lake Colac**

The rock piles on the shores of Lake Colac at Ross Point have been sifted for Aboriginal artefacts and moved to support the foundation of the new Stoddart St pathway. A small number of artefacts were found and registered.

**Tourism**

Council's new Tourism Development Officer (TDO) commenced on March 19. The VICs are less busy at the moment but this will increase in future weeks with the long weekend, school holidays and Easter. The regional tourism restructure is still not resolved.

**Municipal Emergency Management Planning**

The draft Municipal Fire Management Plan, the updated Municipal Emergency Management Plan and the new Municipal Relief and Recovery Plan have been released for public comment. The draft documents are available from Council offices, public libraries and on Council's website. The consultation period will close at the end of March 2012.

**Emergency Management Coordinator Position**

Funding has been received from the State Government to fund two (2) Emergency Management Coordinator positions across the Surf Coast, Colac Otway and Corangamite regions until July 2014. One of the positions will be based at the Colac Otway Shire. The new coordinator started on 19 March 2012. Initially the new coordinator will focus on finalising the Colac Otway Municipal Fire Management Plan and then work across the three municipalities to help implement the recommendations of the Bushfire Royal Commission.

**Fire Prevention**

Council has finished the third round of the Annual Fire Prevention Inspection Program and will continue to monitor compliance throughout the remainder of the Fire Danger Period. By early March 2012, 763 properties had been issued with a Schedule 15 Fire Prevention Notice, with 58 properties failing to comply. Enforcement works have been carried out by Council on 28 of these properties. 24 properties carried out the works themselves before the contractor could begin. These property owners will still receive a Penalty Infringement Notice for failing to comply with the Fire Prevention Notice but it is good that they have undertaken the work themselves albeit later than necessary. People need to take responsibility for maintaining their properties throughout the Fire Danger Period but some people seem happy to pay the fines and the cost associated with Council arranging contractors.

This is not fair to the vast majority of people who take their responsibilities seriously and undertake regular maintenance to reduce the risk of fire for themselves and their neighbours. In addition, non compliance adds to the fire risk to themselves and others. Property owners who are identified as repeat offenders this Fire Season will be brought before the magistrate. Council hopes this will ensure that they change their behaviour in the future in the interest of everyone's security.

**Environmental Sustainability Policy**

Council has an important role to play in demonstrating leadership and facilitating the wider uptake of environmental sustainability practices. To help achieve this Council recently developed an Environmental Sustainability Policy that reflects Council's high-level commitment to sustainability and refreshes and consolidates its corporate approach. The draft policy has been released for public comment and is available for viewing at Council's Customer Service Centres and on Council's website until the end of March 2012.

**Environment Coordinator Position**

Council has filled the Environmental Coordinator position and the appointee is expected to commence on 27 March 2012. The position has a key role in the promotion and advocacy of Environmentally Sustainable Development principles, the administration of the Code of Forest Practices for Timber Production on Private Land and the framework for action for Victoria's Native Vegetation Management, amongst other similar environmental matters. The position is also responsible for managing a regional project called "Climate Resilient Communities of the Barwon South West". This regional project will involve working with 10 municipalities to help deliver the outcomes associated with a grant provided by the Department of Sustainability and Environment through the Victorian Sustainability Accord.

**Local Laws Review**

Colac Otway Shire Council is currently reviewing three local laws to ensure they remain relevant and meet community expectations. The local laws being reviewed are Local Law 1, which relates to consumption of liquor in a public place; Local Law 2, a general local law covering a number of things including temporary dwellings, bee and animal keeping, street furniture, waste management; and Local Law 3, which relates to livestock movement, grazing, fencing requirements and other stock-related issues. Council has sought public comment on the existing local laws and is currently developing drafts of the new versions that are expected to be released for public comment by April 2012.

**Attachments**

Nil

**Recommendation(s)**

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

~~~~~U~~~~~



OM122803-2

**2010/2011 COLAC OTWAY SHIRE EMPLOYEE COSTS**

|             |           |           |           |
|-------------|-----------|-----------|-----------|
| AUTHOR:     | Rob Small | ENDORSED: | Rob Small |
| DEPARTMENT: | Executive | FILE REF: | CLF11/8   |

**Purpose**

The purpose of this report is to provide Councillors with information on the employee costs difference between 2009/2010 and the 2010/2011 financial years.

**Declaration of Interests**

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

**Background**

Council has queried the reason behind the change in Council's employee cost between 2009-2010 and 2010/2011 financial years as stated in the Comprehensive Income Statement in the 2010/2011 Annual Report.

The employee benefits as stated in the Comprehensive Income Statement were \$12.387 million in 2009-2010 which increased by \$2.493 million to \$14.880 million in 2010-2011.

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

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

**Issues / Options**

A discrepancy of \$2.493 million dollars would at first glance suggest that there has been a massive increase in staff numbers or salaries. This is not the case as the staff increase for the 2010/2011 financial year was not significant.

The increase is due to a number of factors including the accounting treatment of employee costs and one off extraordinary items.

A summary of the factors that contributed to the difference between the years are described and tabulated below for Councillor's information.

\$509,000 accounts for a 4% increase in Salaries and wages in accordance with Council's Enterprise bargaining agreement. A further \$569,000 was required to meet Council's obligations under the Defined Benefit Superannuation call. \$309,000 accounts for the difference in vacant positions between one financial year and another. This is one of the impacts of having more stable staffing and lower staff turnover. An increase in annual leave and long service leave costing \$221,000 is also the result of lower staff turnover.

COSWorks staff undertake both maintenance activities (such as road patching) and capital activities (such as road construction). Overall, the total employee expenditure for COSWorks remains relatively constant (taking into account enterprise agreements and one off adjustments). One of the significant variations in employee costs between 2009/2010 and 2010/2011 concerns the annual distribution of these costs. The variation year on year, results from the split between the portion of employee costs attributed to operational

expenditure and that attributed to capital expenditure. The result of this will mean that the greater the level of employee costs attributed to capital activities, the lower the level of employee costs attributed to operational activities and this applies visa versa.

An increase of \$406,000 was distributed to the wages and salaries costs as a result of this annual assessment.

| \$ '000 | \$ '000 |                                                                                                                                                                                       |
|---------|---------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 12,387  |         | <b>Employee Benefits 2009-2010</b>                                                                                                                                                    |
|         | 509     | General Enterprise Bargaining Agreement (EBA) increase of 4.1%                                                                                                                        |
|         | 8       | Trade and other Allowances increases outside the standard EBA increase as set by Fair Work Australia nationally.                                                                      |
|         | 295     | Change in the treatment of salary sacrifice arrangements. Previously the net cost was recognised (now gross cost of packages)                                                         |
|         | 32      | Councillor mileage claims previously treated as materials and services                                                                                                                |
|         | 569     | Additional Defined Benefits Superannuation Call                                                                                                                                       |
|         | 406     | CosWorks wages captured previously on capital activities now recognised as maintenance activities (the variation discussed in previous paragraphs)                                    |
|         | 309     | 2009-2010 carried more vacant positions than 2010-2011.                                                                                                                               |
|         | 221     | Annual leave and long service leave costs rose sharply due to lower turnover of staff. There were also a number of extended sick leave absences that were backfilled by casual staff. |
|         | 100     | Public holiday costs for timesheet employees were treated in error as materials and contract payments in 2009-2010. This was rectified in 2010-2011.                                  |
|         | 44      | Fringe Benefits Taxation obligations increased as a more rigorous regime was implemented.                                                                                             |
| 2,493   |         | <b>Total Changes in 2010-2011</b>                                                                                                                                                     |
| 14,880  |         | <b>Employee Benefits 2010-2011</b>                                                                                                                                                    |

### Proposal

The report is provided for Councillors' information. It is proposed that the information be received.

### Financial and Other Resource Implications

As outlined in the report.

### Risk Management & Compliance Issues

Nil.

### Environmental and Climate Change Considerations

Nil.



**Community Engagement**

The community engagement strategy follows 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.

This report is for the information of Councillors and does not require community engagement.

**Implementation**

Councillors are requested to note this report for information only.

**Conclusion**

The increase in total employee costs between 2009/2010 and 2010/2011 financial years can be attributed to a number of reasons which have been outlined in this report. It is not as a result of some massive increase in the staff establishment which varied by less than one full time position between the periods.

**Attachments**

Nil

**Recommendation(s)**

***That Council notes the 2010/2011 Colac Otway Shire Employee Cost report for information.***

~~~~~\ ~~~~~



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

D = Discussion

W = Withdrawal

| ITEM  | D | W |
|---|---|---|
| <p><b><u>CORPORATE AND COMMUNITY SERVICES</u></b></p> <p><b><u>OM122803-3 OLD BEECHY RAIL TRAIL LICENCE AGREEMENT 2012</u></b></p> <p>Department: Corporate and Community Services</p> <p><b><u>Recommendation(s)</u></b></p> <p><i>That Council signs and seals the licence between V/Line Pty Ltd and Colac Otway Shire Council for licence of Land Occupancy (Beechy Line Rail Trail) at the Colac Railway Station Yard for a licence fee of \$1 and a term being that date upon which the Regional Infrastructure Lease is terminated (3 May 2017).</i></p>   |   |   |
| <p><b><u>OM122803-4 PRE-ELECTION CARETAKER POLICY</u></b></p> <p>Department: Corporate and Community Services</p> <p><b><u>Recommendation(s)</u></b></p> <p><i>That Council adopts the revised Pre-Election Caretaker Policy No 18.4.</i></p>   |   |   |
| <p><b><u>OM122803-5 LEASE WITH OTWAY HEALTH AND COMMUNITY SERVICES</u></b></p> <p>Department: Corporate and Community Services</p> <p><b><u>Recommendation(s)</u></b></p> <p><b><i>That Council:</i></b></p> <ol style="list-style-type: none"> <li><b><i>1. Signs and seals the Agreement to Lease and Redevelopment Licence related to the lease at 6 Pengilley Avenue Apollo Bay with Otway Health and Community Services.</i></b></li> <li><b><i>2. Signs and seals the Lease and Licence related to 6 Pengilley Avenue Apollo Bay with Otway Health and Community Services for a period of 15 years, effective from the date of the issuing of a certificate of practical completion for the library works.</i></b></li> </ol> |   |   |

|   |  |  |
|---|--|--|
| <p><b><u>OM122803-6</u>      <u>APOLLO BAY TRAILS FEASIBILITY STUDY</u></b></p> <p>Department: Corporate and Community Services</p> <p><b><u>Recommendation(s)</u></b></p> <p><b><i>That Council adopts the Apollo Bay Trails Feasibility Study.</i></b></p>  |  |  |
| <p><b><u>OM122803-7</u>      <u>APOLLO BAY AQUATIC CENTRE FEASIBILITY STUDY</u></b></p> <p>Department: Corporate and Community Services</p> <p><b><u>Recommendation(s)</u></b></p> <p><b><i>That Council:</i></b></p> <ol style="list-style-type: none"> <li><b><i>1. Resolves that due to the capital cost and ongoing operational subsidy required from Council, the Apollo Bay Aquatic Centre is not feasible unless it is funded by grants and/or loans and Council is prepared to make a commitment to the necessary ongoing operational costs.</i></b></li> <li><b><i>2. Resolves not to undertake any further investigations into the development of the Apollo Bay Aquatic Centre unless clear funding options are identified.</i></b></li> <li><b><i>3. Consider allocating additional resources in future budgets to provide greater access to recreation facilities for the Apollo Bay community.</i></b></li> </ol> |  |  |
| <p><b><u>OM122803-8</u>      <u>SOUTH WEST LOCAL LEARNING AND EMPLOYMENT NETWORK - LOCAL GOVERNMENT REPRESENTATIVE</u></b></p> <p>Department: Corporate and Community Services</p> <p><b><u>Recommendation(s)</u></b></p> <p><b><i>That Council nominates Cr..... to replace Cr Crook as a Board Member on the South West Local Learning and Employment Network until the 26 October 2012.</i></b></p>  |  |  |

|  |  |  |
|--|--|--|
| <p><b><u>OM122803-9 DISCONTINUANCE &amp; TRANSFER OF PART OF YAUGHER ROAD, FORREST</u></b></p> <p>Department: Corporate and Community Services</p> <p><b><u>Recommendation(s)</u></b></p> <p><b><i>That Council:</i></b></p> <ol style="list-style-type: none"> <li><b><i>1. 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></b></li> <li><b><i>2. Considers any submissions received, at the Council meeting to be held on 27 June 2012.</i></b></li> </ol> |  |  |
|--|--|--|

**Recommendation**

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

**MOVED** .....

**SECONDED** .....



**OM122803-3****OLD BEECHY RAIL TRAIL LICENCE AGREEMENT 2012**

|             |                                |           |              |
|-------------|--------------------------------|-----------|--------------|
| AUTHOR:     | Jodie Fincham                  | ENDORSED: | Colin Hayman |
| DEPARTMENT: | Corporate & Community Services | FILE REF: | 11/96660     |

**Purpose**

To present to Council a Licence Agreement for signing and sealing between Council and V/Line Pty Ltd for use and development of land for the purposes of the Old Beechy Rail Trail.

**Declaration of Interests**

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

**Background**

Council proposes to undertake works along specific sections of the Old Beechy Rail Trail. This involves redirecting the trail away from sections of vehicular roads to reduce identified risk and to formally establish the Old Beechy Rail Trail along its original rail alignment in sections currently not connected. Proposed works will be completed using funds provided through the State Government's Regional Infrastructure Development Fund.

The proposed construction of the off road Old Beechy Rail Trail link from the Colac Railway Station to Wilson Street, Colac passes through private property.

Council at its February 2004 meeting approved a Licence Agreement between Council and landowners to pass over private property connecting the Old Beechy Rail Trail between Colac and Beech Forest. A licence is now presented to Council for signing and sealing. The current term of the Licence Agreement is consistent with the date upon the termination of the Regional Infrastructure Lease, which is 3 May 2017. Renewal of Licence Agreements are generally considered towards the end of the term.

A copy of the Licence Agreement is attached.

**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.

**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.

The Council Plan 2009-2013 has the following vision and mission:

Our vision – Council will work together with our community to create a sustainable, vibrant future.

Our Mission – Council will work in partnership with our community and other organisations to provide:

- Effective leadership, governance and financial accountability;

- Affordable and effective services;
- An advocacy and engagement approach to sustainably grow our community.

The development of Licence Agreements between private landowners and Council play an important role in working together with our community.

### **Issues / Options**

A Licence Agreement from a private land owner has been presented to Council for signing.

#### **Option 1**

Council has the option of signing and sealing the Agreement as presented.

#### **Option 2**

Not to sign and seal the Licence Agreement put forward. It is an important process that Licence Agreements are approved to maximise long term access to the Old Beechy Rail Trail.

### **Proposal**

It is proposed to present the following individual licence for signing and sealing by Council. The licence will allow public access to the Rail Trail over land owned by V/Line Pty Ltd.

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

The licence fee payable by Council to each private landowner for use of their land is one dollar.

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

Risk management issues have been addressed in clauses contained in the Licence Agreement.

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

Not applicable to this report.

### **Community Engagement**

The community engagement strategy follows 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 is to inform and consult.

### **Implementation**

Correspondence has been provided to the relevant landowner in Colac where the trail passes over private land. A Licence Agreement was presented for consideration and the landowner was encouraged to seek advice as deemed appropriate, prior to returning to Council for signing and sealing.

As a corporate entity, V/Line Pty Ltd has chosen to seek legal advice and as a result have prepared the attached Licence for the Old Beechy Rail Trail pathway at the Colac Railway Station Yard for execution.

A letter containing a copy of the signed and sealed Licence Agreement will be forwarded to the affected landowner following approval by Council.

### **Conclusion**

The decision to develop Licence Agreements for signing and sealing between Council and landowners to pass over private property connecting the Old Beechy Rail Trail between



Colac and Beech Forest is in keeping with Council's policy of working with its community in the management of facilities throughout the Shire.

It is necessary to secure public access along the track where it passes through private property.

**Attachments**

1. Licence for Old Beechy Rail Trail pathway at Colac Railway Station Yard

**Recommendation(s)**

***That Council signs and seals the licence between V/Line Pty Ltd and Colac Otway Shire Council for licence of Land Occupancy (Beechy Line Rail Trail) at the Colac Railway Station Yard for a licence fee of \$1 and a term being that date upon which the Regional Infrastructure Lease is terminated (3 May 2017).***

~~~~~U~~~~~



**OM122803-4****PRE-ELECTION CARETAKER POLICY**

|             |                                |           |           |
|-------------|--------------------------------|-----------|-----------|
| AUTHOR:     | Colin Hayman                   | ENDORSED: | Rob Small |
| DEPARTMENT: | Corporate & Community Services | FILE REF: | 11/96037  |

**Purpose**

For Council to consider a revision to the Pre-Election Caretaker Policy.

**Declaration of Interests**

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

**Background**

The Pre-Election Caretaker Policy was reviewed in August 2008 prior to the last election and again in October 2009 which adjusted references to the Council Plan and the Councillor's Code of Conduct.

The current policy indicates in Section 8:

*"Prior to an election period, the Chief Executive Officer will ensure that Councillors and Council staff are advised in regard to the application of the Pre-Election Caretaker Policy.*

*The Pre-Election Period Caretaker Policy will be published on Council's website.*

*The Pre-Election Period Caretaker Policy will be reviewed and published before each Colac Otway Shire general election."*

Section 3(1) of the *Local Government Act 1989* (the Act) defines election period as starting on the last day on which nominations for that election can be received and ends at 6 pm on election day.

The Election Day for the Local Government Elections 2012 is 27 October 2012 with Nomination Day being Tuesday 25 September 2012.

The mandatory election period will be:

- From midnight on 25 September 2012,
- Until 6 pm on 27 October 2012.

In a recent Governance Practice Note No. 5 issued by Local Government Victoria it noted that *"it is recommended that each Council should adopt a "caretaker policy"*.

*"There are good reasons for this. It publicly demonstrates the Council's commitment to probity in its elections and allows the Council to address matters not covered by the Act."*

## **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.

There is currently a "Pre-Election Caretaker Policy" in place. The policy was last reviewed in October 2009.

### **Issues / Options**

#### Changes to Policy

##### Purpose

A purpose has been added to the policy:

#### **PURPOSE**

*"The purpose of this Pre-election Caretaker Policy is to ensure that the ordinary business of local government in the Colac Otway Shire continues throughout the election period in a responsible and transparent manner and in accordance with statutory requirements and established 'caretaker' conventions.*

*This policy commits Council during the caretaker period to:*

- *avoid making significant new policies or decisions that could unreasonably bind a future Council; and*
- *ensure that public resources, including staff resources are not used in election campaigning or in a way that may improperly influence the result of an election, or improperly advantage existing Councillors as candidates in the elections.*

*The Pre-election Caretaker Policy has been developed in order to ensure that local government elections are conducted in a manner that is ethical, fair and equitable, and is publicly perceived as such."*

#### Other Changes to the policy

- Section 93A(6) has been added under definition of "Major Policy Decisions"
- Under Section 7 Council Resources additional wording has been added - "Council staff must not be asked to undertake any tasks connected with a candidate's election campaign."
- Under Section 7.3.2 Requests for Information additional wording has been added "or where the matter is outside the responsibilities of the Returning Officer to the Chief Executive Officer or his/her delegate."

#### Major Policy Decisions

Section 93A of the Local Government Act prohibits a Council from making certain prescribed decisions during an election period. The prescribed decisions are of a limited nature and Council's can continue to make most decisions in the usual way during an election period.

"Major Policy Decisions" are defined in the Act – section 93A(6) to be decisions:

- a) *relating to the employment or remuneration of a Chief Executive Officer under section 94 of the Act, other than a decision to appoint an acting Chief Executive Officer.*
- b) *to terminate the appointment of a Chief Executive Officer under section 94.*
- c) *to enter into a contract the total value of which exceeds whichever is the greater of –*

- (i) *\$100,000 or such higher amount as may be fixed by Order in Council under section 186(1); or*
  - (ii) *1% of the Council's revenue from rates and charges levied under section 158 in the preceding financial year.*
- d) *to exercise any power under section 193 of the Act if the sum assessed under section 193(5A) in respect of the proposal exceeds whichever is the greater of \$100,000 or 1% of the Council's revenue from rates and charges levied under section 158. in the preceding financial year .”*

**Proposal**

That Council adopts the revised “Pre-Election Caretaker Policy”.

**Financial and Other Resource Implications**

The changes to the policy do not have any additional financial implications.

**Risk Management & Compliance Issues**

The consequences of not following the requirements in Section 93A of the *Local Government Act* is that the decision is deemed to be invalid.

The prohibition against making major policy decisions applies not only to Council, but also to special committees or people acting under delegation from Council.

**Environmental and Climate Change Considerations**

Not applicable

**Community Engagement**

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

The method selected in the review of the policy has been to consult. The changes to the policy were reviewed by the Executive.

The next stage of the process will be to inform. A copy of the policy will be provided to Councillors and appropriate staff. Staff will also be advised of the policy through staff meetings.

This is an internal policy and does not require community engagement.

**Implementation**

On adoption it is proposed that the details of the policy be updated in Council's register and be published on Council's website.

**Conclusion**

The current policy requires that the Pre-Election Caretaker Policy is reviewed and published before each Colac Otway Shire general election.

With the 2012 election being held in October it is appropriate that the policy is reviewed at this time.

**Attachments**

1. Pre-Election Caretaker Policy

**Recommendation(s)**

***That Council adopts the revised Pre-Election Caretaker Policy No 18.4.***

~~~~~U ~~~~~

**OM122803-5****LEASE WITH OTWAY HEALTH AND COMMUNITY SERVICES**

|             |                                |           |           |
|-------------|--------------------------------|-----------|-----------|
| AUTHOR:     | Colin Hayman                   | ENDORSED: | Rob Small |
| DEPARTMENT: | Corporate & Community Services | FILE REF: | F12/996   |

**Purpose**

The purpose of this report is for Council to consider the signing and sealing of documents in relation to the lease at 6 Pengilly Avenue Apollo Bay, with Otway Health and Community Services.

**Declaration of Interests**

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

**Background**

Since 2008 discussions have taken place with Otway Health and the Corangamite Regional Library Corporation as to the future development of the Apollo Bay Library. In 2008 a report was prepared following research and extensive consultation with the community on future library services.

One of the major findings of the community engagement process was that the preferred location for the facility was on Otway Health and Community Services property.

In 2011 further work was undertaken on the "Apollo Bay Community Lifestyle Precinct Master Plan". The Plan includes the connection of the existing facilities at the current Apollo Bay Library with the Neighbourhood House.

In October 2011 an application for funding was made under the Living Libraries Infrastructure Program 2011/12 to progress the redevelopment.

In November 2011 Council received advice from Jeanette Powel MP, Minister for Local Government that Council's application for a grant had been successful. An amount of \$349,500 has been allocated for the project.

In February 2012 HKB Architects were appointed to undertake the design of the redevelopment of the Library and the preparation of tender documents.

The current timetable indicates that the project is to be completed in 2012.

**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.

Under the strategy "Provide, facilitate or advocate for a range of health, recreation, community services and facilities" there is the following action:

*Review and reconsider the recommendations from the “Apollo Bay Library and Facility Development Project”.*

### **Issues / Options**

#### Current Apollo Bay Library

The Apollo Bay Library is a small facility that was originally designed as a men’s shed. The Library is on Otway Health and Community Services land.

The Library was established in July 2007 as a temporary library facility.

#### Partnership

The redevelopment of the Apollo Bay Library has been to date a partnership involving various parties:

- Otway Health and Community Services
- Corangamite Regional Library Services
- Colac Otway Shire

There have been a number of discussions between the parties as to the redevelopment of the facility.

#### Documents

As the Shire will be managing the redevelopment of the library facility and it is on Otway Health and Community Services Land, an Agreement to Lease and Redevelopment Licence needs to be signed and sealed.

The agreement concerns an intention to enter into a lease once the extension works are completed. This document also includes a Redevelopment Licence which allows the Council’s contractors to go to the land to complete the extension works.

The second document leases the library buildings to the Council and grants a licence to use the multipurpose rooms.

Both the lease and licence are for 15 years from the date the extension works are completed.

#### Redevelopment

The redevelopment includes:

##### **(a) Increased Library Space**

An increased new library space has been designed specifically to increase book storage space and allow the flexibility to provide programs. The current library is very limited due to the size of the facility.

##### **(b) Children’s Area/Program Space**

A Children’s Area/Program Space has been designed next to the library extension. This has been designed to provide an area for children’s books and storytelling. This area can also be programmed for other library programs. The children’s space and the ability to provide programs were identified as one of the highest priorities for the community in previous research.

##### **(c) Multimedia/Study Area**

A new space has been designed for a Multimedia/Study Area. This area will be connected to the Library and the Neighbourhood House. This area will be IT focused



and have a partnership approach between the Library and the Neighbourhood House programs.

### **Proposal**

As the redevelopment of the Library is on Otway Health and Community Services land and Council is undertaking the Project Management, two documents are required in relation to the lease at 6 Pengilly Avenue Apollo Bay, with Otway Health and Community Services.

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

The Living Libraries Infrastructure funding allocation is for \$349,500.

Council's budget for 2011/12 includes an allocation of \$100,000 towards the project.

Otway Health will also be contributing funds towards the project as well as the land that the library buildings will be built on and the existing building that is currently being used as a library.

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

Risk management issues will be taken into consideration in the final design of the redevelopment.

The Agreement to Lease and Redevelopment Licence allows the Council's contractors to go onto the land for the extension works.

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

Environmental issues will be considered in the design of the redevelopment.

### **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 in the project to date has involved various community engagement processes. The original 2008 report involved extensive consultation and information sessions.

There has been ongoing consultation between the partners in the project:

- Otway Health and Community Services
- Corangamite Regional Library Corporation
- Colac Otway Shire

### **Implementation**

The Agreement to Lease and Redevelopment Licence is required to be signed and sealed now.

The Lease and Licence will not need to be signed and sealed until the extension works have been completed.

### **Conclusion**

The redevelopment of the current library facility will provide increases space for the community with an:

- Increased Library Space
- Children/s Area/Program Space

- Multimedia/Study Area

As the facilities are on Otway Health and Community Services Land documents are required to be signed and sealed.

The success of the project to date has been due to the partnerships that have been put in place and developed between:

- Otway Health and Community Services
- Corangamite Regional Library Corporation
- Colac Otway Shire

#### **Attachments**

1. Agreement to Lease and Redevelopment Licence
2. Lease and Licence

#### **Recommendation(s)**

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

1. ***Signs and seals the Agreement to Lease and Redevelopment Licence related to the lease at 6 Pengilley Avenue Apollo Bay with Otway Health and Community Services.***
2. ***Signs and seals the Lease and Licence related to 6 Pengilley Avenue Apollo Bay with Otway Health and Community Services for a period of 15 years, effective from the date of the issuing of a certificate of practical completion for the library works.***

~~~~~\ ~~~~~

OM122803-6

**APOLLO BAY TRAILS FEASIBILITY STUDY**

|             |                                |           |              |
|-------------|--------------------------------|-----------|--------------|
| AUTHOR:     | Ian Seuren                     | ENDORSED: | Colin Hayman |
| DEPARTMENT: | Corporate & Community Services | FILE REF: | F12/130      |

**Purpose**

The purpose of this report is to present the draft Apollo Bay Trails Feasibility Study for adoption by Council.

**Declaration of Interests**

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

**Background**

The Apollo Bay Trails Feasibility Study (Study) is a partnership project between Council, Parks Victoria and the Otway Ranges Walking Track Association (ORWTA). The project originated from the Barwon South West Regional Trails Master Plan which recommended that a series of trails in and around Apollo Bay be investigated to enhance walking opportunities in the Great Otway National Park.

Following negotiations between Council, Parks Victoria and ORWTA, the three organisations agreed to contribute financially to the development of the Apollo Bay Trails Feasibility Study (Study). Council also agreed to act as the auspice for the project with an in-house Project Manager appointed in March 2011 to undertake the project.

In March 2011, Council engaged a Project Manager to prepare the Study. In addition, a Project Steering Committee, representative of the three funding partners, was established to help guide the project.

The aims of the Study were:

1. To investigate the feasibility of a number of loop walks, or one-day walks, radiating from and linking to Apollo Bay.
2. To prioritise and undertake detailed planning for those walks determined to be feasible.

The Study considered the following walks:

- Highview Trail.
- Wild Dog Trail.
- Wild Dog Falls Trail.
- Wild Dog Loop Trail.
- Wild Dog/Marriners Falls Link Trail.
- Barham River Shared Pathway.

The project brief identified that the following issues were required, as a minimum, to be considered:

- Potential routes.

- Environmental impacts (including vegetation offsets).
- Non-European cultural impacts.
- European cultural impacts.
- Implications of potential routes on land tenure.
- Estimated costs for each walk.
- Possible funding sources for the future development of the walks.
- Governance arrangements for future management and maintenance including the role of each organisation as well as community volunteer groups and individuals.

The Study was developed over an eight month period and resulted in a comprehensive analysis of the six proposed trails. The draft Study was presented to Council at its January 2012 meeting where Council resolved to:

1. Endorse the draft “Apollo Bay Trails Feasibility Study” for public exhibition and community consultation to commence early February for a period of at least 6 weeks.
2. Note that any public comment received will be analysed and incorporated where suitable to enable the plan to be submitted to Council for adoption.

### **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.

#### **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.

#### **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**

The draft Study is a comprehensive investigation into the feasibility of a number of trails in and around Apollo Bay. The report is provided in two sections:

1. Section 1 – Trails Proposals Overview
2. Section 2 – Trails Analysis

Both sections have been provided in hard copy to Councillors under a separate memo due to the size of the electronic documents.

The draft Study identifies a range of benefits of developing the suite of trails in and around Apollo Bay, which clearly outweigh the cost to construct and maintain the infrastructure. These benefits, which are described in detail in the report, include:

- Health and wellbeing benefits.
- Social and community benefits.
- Environmental and educational benefits.
- Transport benefits.
- Tourism and economic benefits.

### Submissions

A total of 34 written submissions were received. The submissions were mixed in the support for the draft Study however the majority were positive and supportive of the proposed trails.

Submissions were received from local residents, landowners and community groups across the State. All submissions were considered by the Project Steering Committee and a number of changes have been made to the draft Study following analysis of the information provided. A copy of all written submissions has been provided to Councillors. A summary and analysis of the consultation and submissions can be found at **Attachment 1 – Summary of Submissions**.

Whilst the majority of the submissions strongly supported the development of the proposed trails, there were a number of submissions that did not support the proposed trails. The main issues raised through the submission process were in regards to road safety issues along Tuxion Road. It should be noted that no new issues were raised through the submission process. All issues raised were identified in the initial Issues Paper prepared as part of the feasibility study process.

However, on consideration of the submissions, a number of amendments were made to the report. **Attachment 1 – Summary of Submissions** provides a clear overview of how the issues raised were treated and what impact each had on the final document. The main amendments to the document are in Section 6, in particular the “Road Safety” chapter, and Section 8, in particular the economic modelling.

The overarching direction and information contained in the draft Study remains unchanged with the proposed trails still considered feasible.

Following the second round of community engagement on the draft Study, there are a number of options available to Council:

1. Oppose the adoption of the Study.

The Study has been developed following extensive research and consultation. The consultation period has been open and transparent. The issues raised through the submission process have been considered and the draft Study amended to resolve some of the issues.

2. Undertake a further review of the Study and additional community consultation and return to Council for further consideration.

The draft Study has been on public exhibition in accordance with Council’s Community Engagement Policy and has had significant input from the Colac Otway community, external partners and stakeholders. It should be noted that not all members of the community will fully support the development of trails in this area.

3. Acknowledge the extensive input to the Study and adopt the Study for implementation.

### **Proposal**

It is proposed that Council adopt the draft Apollo Bay Trails Feasibility Study.

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

The draft Study was supported by financial assistance from the following organisations:

- Colac Otway Shire \$50,000
- Parks Victoria \$50,000

- ORWTA \$3,800
- Otways Tourism \$4,545

The draft Study identifies costs to develop and maintain the walks that were considered feasible. It also provides discussion on the cost-benefit analysis to the community should the walks be developed.

Anticipated capital costs for each of the trails investigated are represented in the table below:

| Trail                               | Cost (By Hand) | Cost (By Machine)                                |
|-------------------------------------|----------------|--------------------------------------------------|
| Wild Dog Trail                      | \$275,000      | \$203,000                                        |
| Les Nosedra Highview Trail          | Not applicable | \$385,000                                        |
| Wild Dog Falls Trail                | \$197,000      | \$148,000                                        |
| Wild Dog Loop Trail                 | Not applicable | \$760,000                                        |
| Wild Dog/Marriners Falls Link Trail | \$76,000       | \$66,000                                         |
| Barham River Shared Pathway         | Not applicable | \$3,244,000 (Option 1)<br>\$1,950,000 (Option 2) |

**Note:** all costs are rounded up to the nearest \$'000 and are inclusive of GST. They contain allocations for surveying, environmental assessments, Cultural Heritage Management Plans, marketing and contingencies.

The draft Study determines that annual operational costs would equate to 10% of the capital cost of the trail which includes trail maintenance, marketing and promotion, asset replacement and project support.

In assessing the benefits to the community, the draft Study calculates the economic benefits of providing this infrastructure, from both local and visitor spend. The methodology used has been derived from the Barwon South West Regional Trails Master Plan as this was widely accepted by government agencies when developed in 2009.

Based on the methodology used, the economic benefits of the proposed trails would be a total spend range between \$32,000 to \$75,500 per trail per annum. A number of jobs would be created through the capital development of the trails and an estimated 1 direct ongoing job and 1-2 ongoing jobs indirectly created from each trail.

Therefore, the cost benefit analysis suggests that the payback period for the development of the trails, particularly the priority trails of the Wild Dog Trail and Les Nosedra Highview Trail, would be within 4-10 years depending on available external funding.

The proposed economic benefits have been recalculated following the submission process. The modelling used is now more conservative than first proposed. The report states that it is not anticipated that the trails will be an economic boon to the local community on their own but will contribute to and enhance the existing facilities, infrastructure and other attractions in the area. Therefore, the economic benefits, together with the social and health benefits identify that the trails are still considered feasible.

Currently there is limited direct revenue being generated from existing trails within the region to support the trail managers, therefore trail management funds are often dependent on agency/authority budget availability or sourcing of external grants. The draft Study discusses possible funding programs that could support the development of the feasible trails.

There are a range of Commonwealth Government, State Government and other possible funding sources for regional trails that have been identified in the report. As a rule, a local matching contribution would be required in order to access State and Federal Government grants.

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

The draft Study thoroughly examined the risks involved with developing each of the identified trails and provides some resolutions in detail. A number of issues arose from a survey carried out by the ORWTA and Council in 2009 in relation to the Highview Trail (see Community Engagement section) and are pertinent to the other trails. Other issues have arisen directly from the Study and the authors' experience both past and in walking the routes, understanding the topography, interviewing adjoining landowners and internal Council and Parks Victoria officers, meeting with local groups and current government legislation.

Issues include:

- Road safety
- Land tenure, property titles and public liability
- Potential costs – capital investment and continued maintenance
- Loss of access
- Future governance and maintenance of the trails
- Environmental impacts including flora, fauna, water and soil
- The possible affect on the 'right to farm' eg: interference with private property, stock, fences and trespassing
- Cultural impacts both indigenous and European
- Littering
- Loss of privacy.

The draft Study states that most of the risks identified can be resolved satisfactorily by various strategies which have been included in the trail details section. However, several issues stand out as major possible constraints to the future development of both the Highview Trail and the Wild Dog Trail if they are to become true looped trails.

The most pressing risk concern is that of road safety. Short sections of the proposed Highview Trail and Wild Dog Trail propose to have people walking on roads. This could be an issue due to several factors including the narrowness of the road formation, the surface of the road and the tight radius of some road curves.

This issue was again highlighted by a number of written submissions to the draft Study.

The draft Study includes several options which are aimed at minimising the risk to road users. Reducing speed limits, raising awareness and providing greater separation where possible between users are several strategies used around the world to address similar concerns. A local example where this has worked is the Old Beechy Rail Trail between Colac and Beech Forest. These measures will not eliminate all risks but may reduce them to at least a level acceptable to Council.

A Preliminary Risk Assessment has been prepared based on Council's Project Risk Assessment Guidelines and included in the draft Study. The assessment supported the existing risk mitigation actions however identified a number of additional actions that could be implemented. This includes further reducing the speed limits

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

Considering the nature of the environment in which the proposed trails are to be located, it was important to understand the environmental considerations attributed to the development of the trails. A key focus of the investigation was to recognise and comprehend the environmental issues associated with:

- Climate
- Geomorphology
- Great Otway National Park
- Flora
- Fauna
- Fire management
- Pest plants, pest animals and diseases.

The Great Otway National Park (103,185 ha) is a park of national significance and provides for a regional, landscape-scale approach to managing biodiversity, natural resources and the provision of ecosystem services. Any development in the Park requires sensitivity to its approach.

The draft Study encompasses design principles that support environmental sensitivity which have been developed in consultation with Parks Victoria and Council officers. The draft Study also provides clear recommendations and direction to ensure environmental issues are addressed prior to any trail construction.

### **Community Engagement**

The community engagement strategy 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 is consult.

The development of the draft Study was prepared using a number of approaches to engage with the local community. These included regular meetings of the Project Control Group, site visits with local community members, information in the Apollo Bay Newsheet and ongoing discussions with Parks Victoria. The Project Manager also manned a stall at the Barham River Festival which enabled discussion on the project and gained community views on the proposed trails.

The majority of the proposed trails do not impact directly on landowners as they are proposed to be in the Great Otway National Park. However, of the two trails that would possibly cause concern to adjacent landowners – the Les Nosedra Highview Trail and the Barham River Shared Pathway – it was determined that direct communication would be the best method of engagement.

In the first instance, the draft Study used previous consultation results as a basis of its engagement strategy. In October 2009, a survey of the landowners adjoining the proposed Les Nosedra Highview Trail was undertaken. A total of 239 letters were sent to each of the land owners along the proposed Les Nosedra Highview Trail. Of the 91 responses received, 77 supported the proposed trail whilst 14 did not support the proposal.

Rather than again surveying the landowners, it was determined to be more appropriate to talk directly to those landowners that did not support the proposed trail. The approach was to meet with those willing, understand their concerns and discuss possible solutions which could be incorporated into the trail designs. It is important to note that not all adjacent landowners will fully support the proposed Les Nosedra Highview Trail. However, the



majority of the community do support the proposal and the draft Study identifies significant cost benefit to the local community.

Following Council's endorsement of the draft Study to be placed on public exhibition, an additional consultation process was undertaken to gauge the community's thoughts on the Study. The availability to comment on the draft Study was advertised on numerous occasions in the Apollo Bay Newsheet and the Colac Herald. Information was also placed on Council's website and a copy of the draft Study was available at Council's Apollo Bay Customer Service Centre.

Correspondence was also sent to all landowners adjacent to the proposed trails informing them of the draft Study and how to access the full report. Due to the size of the documents, the Study was available to the public on CD. In total, 23 CD's were provided to interested members of the community.

The duration of the exhibition period was for six weeks. A total of 34 written submissions were received, as detailed above in the Issues/Options section of this report. A summary of the submissions can be found at **Attachment 1 – Summary of Submissions**.

### **Implementation**

Should Council adopt the recommendation of this report, the development of the proposed trails will be subject to obtaining funding to design and construct the appropriate infrastructure and to determine future management and maintenance responsibilities. This is detailed in the **Financial and Other Implications** section of this report.

### **Conclusion**

The draft Apollo Bay Trails Feasibility Study is a comprehensive investigation of the feasibility of a number of walks in and around Apollo Bay. The study examines a range of issues associated with the trail proposals whilst also considering the cost-benefit to the broader community by developing such trails.

The draft Study is extremely thorough and includes detailed sections on each of the proposed trails. The report has been developed through extensive engagement with relevant stakeholders and has been positively received by the local community. The draft Study has been amended following the public exhibition period however still concludes that a series of trails in around Apollo Bay are feasible.

The draft Study recommends that of the trails investigated, only the Barham River Shared Pathway is not feasible at this time due to a range of issues including but not limited to the substantial capital cost. The draft Study recommends that the priority trails to be developed should be the Wild Dog Trail and the Highview Trail.

### **Attachments**

1. Attachment 1 - Summary of Submissions

### **Recommendation(s)**

***That Council adopts the Apollo Bay Trails Feasibility Study.***

~~~~~\) ~~~~~



OM122803-7

**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 to consider the Apollo Bay 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 (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
- 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.

The Study was presented to Council's December 2011 meeting at the request of the Apollo Bay Aquatic Centre Committee. At this meeting Council resolved to have the issues relating to the Apollo Bay Aquatic Centre referred to a Council workshop in February 2012. A workshop was held with Council on 8 February 2012 to discuss the Study and the proposal for an indoor pool in greater detail.

### **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 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 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 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. Whilst the Study identified a location at Point Bunbury as a possible location, it should be noted that its recommendation is that the Harbour Precinct as a location should be considered as the most preferred site, not necessarily Point Bunbury.

**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 Study, 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.

### ***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. The reason for this is unknown however the provision of pool services in Apollo Bay is limited.

Council's current financial commitment to the Apollo Bay Pool allows for the facility to be open to the public for the full month of January and weekends in December and February. Whilst this is limited, patronage figures over previous years are low which does not support additional hours of operation. Council could consider operating the current outdoor pool for a longer period of time and continue to work with the Apollo Bay P-12 College to improve heating of the facility. This would require additional resources allocated annually.

### ***Tourism impact***

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.

The Chair of the Apollo Bay Aquatic Centre Committee, in a personal capacity but later supported by the committee, has recently sent correspondence to Council suggesting an indoor heated seawater pool and wellbeing centre be developed in the Harbour Precinct. This would be in lieu of the Hotel and Well Being Centre originally identified in the Harbour Master Plan. The new proposal is quite different to the community pool options identified in the Feasibility Study. Whilst a number of the components in this proposal would provide aquatic and recreation options for the local community, the concept now proposed is quite different to that investigated in the original feasibility study.

For a concept such as this to be considered, further investigations would be required to understand a whole range of implications including capital and operational costs, market analysis to determine level of demand and possible usage, opportunities for private investment, and site investigations to determine appropriateness of the site and impact on other Harbour operations. A feasibility study into a facility such as that proposed would be significantly different to that being considered through this report.

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 cost 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. In addition, further investigations could consider the feasibility of an indoor heated seawater pool and wellbeing centre recently proposed by the committee.

However, it would be considered uneconomical to spend additional resources on further investigations if Council is not committed to pursuing the cost of developing and operating 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.

- 4. 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. Consider allocating additional resources to provide greater access to recreation facilities for the Apollo Bay community.**

A key concern for the Apollo Bay community is provision of, and access to, recreation facilities, including the existing Apollo Bay pool. The Apollo Bay pool is open to the public for limited periods of time over the summer season. Additional funds could be provided by Council to allow for the facility to open for extended periods of time. Furthermore, the provision of transport to existing facilities such as the Lavers Hill Pool or Bluewater Fitness Centre could allow more people to access aquatic facilities.

In addition, Apollo Bay has a lack of usable open space as identified in the Colac Otway Public Open Space Strategy. If an Aquatic Centre is not considered feasible, at a minimum Council should consider improving access to open space as a means of providing improved community recreation facilities.

### **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 resolves that due to the capital cost and ongoing operational subsidy required from Council, the Apollo Bay Aquatic Centre is not feasible unless it is funded by grants and/or loans and Council is prepared to make a commitment to the necessary ongoing operational costs. In addition, that Council resolves not to undertake any further investigations into the development of the Apollo Bay Aquatic Centre unless clear funding options are identified. Finally, that Council consider allocating additional resources in future budgets to provide greater access to recreation facilities for the Apollo Bay community.

### **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:

| <b>Site</b>            | <b>Capital Cost</b> | <b>Operational subsidy (Year 1)</b> | <b>Operational subsidy (Year 10)</b> |
|------------------------|---------------------|-------------------------------------|--------------------------------------|
| 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 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 that the inclusion of the Hotel and Health and Well Being Centre was previously proposed in the Apollo Bay Harbour Master Plan and was 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 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 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 follows 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.

Initially there was no consultation with the full Otway Coast Committee (OCC). Officers met and discussed this project with the OCC who had significant concerns about the Gambier Street Reserve and the Harbour Precinct sites. It should be noted that the OCC has no management responsibility over the Harbour site.

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 site, an independent valuation 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.

Additional consultation has occurred between the Committee and the OCC with the latter further considering the proposed development of an indoor aquatic centre at the Harbour Precinct and the Gambier Street sites. The OCC provides in-principle support for an indoor pool in Apollo Bay. In regards to the Gambier Street site, if this was to become the preferred site the OCC would be open to negotiation on any rent that would be charged for use of the site. The OCC states that “it is worth noting that coastal Committees of Management (CoM) are under an obligation to manage, maintain and improve all the reserves they manage with the income from those portions of these reserves that generate income. With respect to establishing any rent the CoM would rely on the following documents; “*Committee of Management Responsibilities and Good Practice Guidelines*” (DSE 2011) & *Leasing Policy for Crown land in Victoria* (2010) and consultation with DSE to establish that rent.”

### **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. It is acknowledged that there is strong community support for additional recreation and health facilities in Apollo Bay, predominantly for the development of an indoor aquatic centre. 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**

Nil

**Recommendation(s)**

***That Council:***

- 1. Resolves that due to the capital cost and ongoing operational subsidy required from Council, the Apollo Bay Aquatic Centre is not feasible unless it is funded by grants and/or loans and Council is prepared to make a commitment to the necessary ongoing operational costs.***
- 2. Resolves not to undertake any further investigations into the development of the Apollo Bay Aquatic Centre unless clear funding options are identified.***
- 3. Consider allocating additional resources in future budgets to provide greater access to recreation facilities for the Apollo Bay community.***

~~~~~\ ~~~~~





OM122803-8

## SOUTH WEST LOCAL LEARNING AND EMPLOYMENT NETWORK - LOCAL GOVERNMENT REPRESENTATIVE

|             |                                   |           |           |
|-------------|-----------------------------------|-----------|-----------|
| AUTHOR:     | Colin Hayman                      | ENDORSED: | Rob Small |
| DEPARTMENT: | Corporate &<br>Community Services | FILE REF: | 11/96352  |

### Purpose

For Council to consider a replacement representative on the South West Local Learning and Employment Network (South West LLEN).

### Declaration of Interests

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

### Background

At the Council Meeting on 27 July 2011 Cr Brian Crook was nominated as a Board Member on the South West Local Learning and Employment Network.

At the Statutory Meeting held on 14 December 2011 Cr Crook was appointed to the South West LLEN until 26 October 2012.

Due to Cr Crook being now unavailable to attend the Board meetings, a replacement member is sought.

The Board meets every two months in various locations within each local government area, often Colac, Warrnambool or other locations in the Shires of Moyne and Corangamite.

### 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.

#### Economic Development

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

#### Issues / Options

The South West LLEN plays an important role in Learning and Employment across the four local government areas of Colac Otway, Corangamite and Moyne Shires and Warrnambool City.

The South West LLEN is an incorporated not-for-profit independent association operating under the auspices of the State Government through the Youth Transitions Division of the Department of Education and Early Childhood Development. The role of LLEN's across the state is to work with key stakeholders, schools, families, employers and training providers to enhance the education training and employment opportunities of young people from age 10 to 19. The South West LLEN works in four local government areas – Colac Otway, Corangamite, Warrnambool City and Moyne Shire.

The LLEN works within these areas in partnership brokerage and workplace learning, with a focus on re-engaging young people, programs for young people who may be at risk of disengaging in school, lower socio economic groups, indigenous young people and young people with a disability. The LLEN also works closely to develop the opportunities for schools and young people with business and industry.

Council could elect to appoint a Councillor or an officer to the Board of South West LLEN.

### **Proposal**

That Council nominates a Councillor to replace Cr Crook.

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

There are no financial and other resource implications relevant to this report.

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

There are no risk management issues relevant to this report.

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

There are no environmental considerations relevant 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 to 'involve'. The Board meets every two months.

### **Implementation**

The nominated Councillor will be advised of the details of the South West LLEN Board meetings.

### **Conclusion**

It is recommended that a Councillor be nominated on the South West LLEN Board to replace Cr Crook. The LLEN plays an important role in the key areas of learning and employment.

### **Attachments**

Nil

### **Recommendation(s)**

***That Council nominates Cr..... to replace Cr Crook as a Board Member on the South West Local Learning and Employment Network until the 26 October 2012.***

~~~~~\ ~~~~~

**OM122803-9****DISCONTINUANCE & TRANSFER OF PART OF YAUGHER ROAD, 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**

This report was submitted to Council at its meeting on 21<sup>st</sup> December 2011 but was deferred pending further discussions with the relevant land owner (ie: the owner of 2235 Birregurra Forrest Rd). These discussions centred around:-

- a requirement of the Town Planning department for the owner to consolidate the title that would be created by the discontinuance of the road reserve with an existing title contained within the owners' rates assessment, and
- a planning permit application lodged by the owner to realign title boundaries within his rates assessment

These discussions were held and the owner has agreed to:-

- proceed with the road discontinuance and transfer; and
- have the town planning application dealt with separately by the Town Planning staff.

The history of this matter is that 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.

Previously it had been reported to Council that the transfer of land to Council had been completed. This was subsequently shown to be incorrect. This report updates and corrects the original report to Council on 21 December 2011 and deals with the matter appropriately.

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 Yaughar 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 Yaughar 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.

Whilst Council would ordinarily seek a consolidation of such a lot being created with the adjoining owners land, this is not possible in this case as the adjoining lot is held in different ownership.

It has been agreed that on part of the land transfer, consideration would be given to creating a carriageway easement to Mr Scott's land transferred to Council from Birregurra – Barwon Downs Road to ensure ongoing legal access to that land.

**Proposal**

It is proposed to conduct statutory procedures required by the *Local Government Act 1989* to discontinue part of the Yaughar 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 2235 Birregurra Forrest Road or his son, who owns 2 Yaughar Rd, Forrest.

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 for that purpose.

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 Yaughar Road road pavement and the boundary of the property addressed as 2 Yaughar 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 the 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 27 June 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. Yaugher Road Map

**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 27 June 2012.***

~~~~~\)



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

D = Discussion

W = Withdrawal

| ITEM                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | D | W |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|---|
| <p><b><u>INFRASTRUCTURE AND SERVICES</u></b></p> <p><b><u>OM122803-10 COLAC - ELLIMINYT COMMUTER FOOTPATH STRATEGY</u></b></p> <p>Department: Infrastructure</p> <p><b><u>Recommendation(s)</u></b></p> <p><b><i>That Council:</i></b></p> <ol style="list-style-type: none"> <li><b><i>1. Adopts the Colac-Elliminyt Commuter Footpath Strategy, including the standards shown in the Strategy.</i></b></li> <li><b><i>2. Refers the works shown in the Works Program of the Strategy to its long term Capital Works program, for consideration, prioritization and funding, based on increased funding for new and up-grade footpath works from \$121,000 to \$214,880, per year over the next 10 years.</i></b></li> <li><b><i>3. Makes provision for extension of the Secondary and Local footpath network through Special Charge Schemes, and referral to Council's Capital Works Program.</i></b></li> <li><b><i>4. Council's Infrastructure and Services Department to prepare a business case for the current Council budget process increasing the renewal expenditure on footpaths from \$325,000 per annum to \$396,000 annually.</i></b></li> </ol> |   |   |
| <p><b><u>OM122803-11 ROAD MANAGEMENT COMPLIANCE REPORT</u></b></p> <p>Department: Infrastructure</p> <p><b><u>Recommendation(s)</u></b></p> <p><b><i>That Council receives the Road Management Plan Compliance Report for July to September 2011 for information.</i></b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |   |   |

**Recommendation**

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

**MOVED**                    .....

**SECONDED**                .....



OM122803-10

**COLAC - ELLIMINYT COMMUTER FOOTPATH STRATEGY**

|             |                           |           |            |
|-------------|---------------------------|-----------|------------|
| AUTHOR:     | John Wilson               | ENDORSED: | Neil Allen |
| DEPARTMENT: | Infrastructure & Services | FILE REF: | 11/95454   |

**Purpose**

To present to Council the final Colac-Elliminyt Commuter Footpath Strategy for adoption.

**Declaration of Interests**

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

**Background**

Council has identified the need to develop a Footpath Strategy for the townships of Colac and Elliminyt. This requirement became apparent through feedback from the community, as well as Council's own monitoring programmes. At this point in time, the existing Footpath Rehabilitation Programme is not addressing these issues. The footpath strategy does not include off road paths as these are proposed to be addressed under a separate strategy.

Residential subdivision development which has occurred in recent years in surrounding areas has created connectivity issues between the main township of Colac, the surrounding community nodes and other public areas. Concerns have been raised in relation to the suitability of the footpaths for use by handicapped persons – particularly mobility and visually impaired users. Comments have also been received regarding poor street lighting in some areas of Colac.

Footpaths are used to access public facilities including schools, local sporting facilities, community and health facilities, the business centre and parks. Access to these facilities should be available to all members of the community including disabled pedestrians.

A footpath network should:

- Be safe
- Be accessible
- Not limit or restrict different categories of users;
- Be constructed to an appropriate standard and
- Provide connectivity between different areas within the community

These elements assist in making a network attractive for people to use rather than one that isolates various categories of users.

Perceived and actual lack of road safety, together with personal security hazards, deters walkers. By ensuring footpaths are safe and attractive, residents and visitors alike will benefit from an improvement of the amenity and accessibility for pedestrians within the township.

At the September 2011 Council meeting, Council resolved to place the draft Footpath and Commuter Strategy on exhibition, seeking public comments. The draft strategy was placed on exhibition for a period of six (6) weeks, with the submission period closing 18 November 2011. During this period two external and one internal submissions were received, and the draft strategy was reviewed.

**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**

There are a number of issues with the footpath network that provide opportunities for improvement.

Discontinuity and a lack of connectivity are seen in several locations. Typically, where residential developments have occurred which are outside of the existing footpath network, footpaths have been constructed within the development. However, these are often isolated and do not connect to other development or the existing footpath network.

The need to provide for disabled footpath users has, at times, been poorly addressed. Pedestrians who use mobility aids ("gophers") need a relatively smooth travel path. However, many of the kerb ramps (pram crossings) have a small step built into them which can cause considerable discomfort to users of mobility aids.

Visually handicapped pedestrians find Tactile Ground Surface Indicators (TGSIs) to be of great benefit and an aid to safety. There are many locations where TGSIs have not been installed or have not been installed to current standards. At a number of the disabled parking bays, access from the parking area to the footpath is made difficult by the presence of barrier kerb. Access to disabled parking bays should comply with the requirements of *Parking Facilities – On Street Parking*, AS 2890.5.

Street lighting greatly aids safety and promotes security at night. There are some areas of the footpath network where the quality of the street lighting is below the general standard of other areas in Colac. The lighting within those poorly lit areas should be improved.

Most of the footpath network has no provision for seating. Provision of seating at gathering points near shops or parks, on the more highly used footpaths can help promote walking as a form of transportation.

**Proposal**

That Council endorses the Colac-Elliminyt Commuter Footpath Strategy. This will provide Council with a clear direction for identifying and prioritising locations for footpath construction, and associated infrastructure.

It is proposed that the footpath network be categorised into the following five (5) categories:

- Primary Commercial - Highest standard service level. Full width concrete footpath, property line to back of kerb, in commercial areas within a shopping precinct, with lighting to *Road Lighting AS-1158*, smooth gutter crossing at pram crossings suitable for use by mobility scooters, complete with TGSIs and with consideration given to road crossings.
- Primary Non-Commercial - High standard service level, concrete footpath of minimum width 1.5m, providing access to community facilities, medical, shopping and major sports facilities, lighting to *Road Lighting AS-1158*, smooth gutter crossings for mobility scooters, with TGSIs and consideration given to road crossings.
- Secondary - Access to general community facilities, and as a link between residential areas and the primary network, 1.5m wide concrete, street lighting at

maximum 150m intervals, smooth gutter crossings, with TGSIs, but road crossing facilities generally not provided.

- Local – Local residential access only and links to the secondary network, 1.5m wide concrete, street lighting at maximum 150m intervals, smooth gutter crossings, with TGSIs, but road crossings not provided.
- Minor footpaths – Informal paths providing local residential access, width varies but generally 1.0m minimum, unpaved or gravelled only, generally no lighting, generally no pram crossings, therefore no TGSIs installed, and no road crossings provided.

These footpaths provide for pedestrian traffic generally between residential areas and popular destinations such as shopping, recreation, sporting and other public facilities.

### Financial and Other Resource Implications

| Description                                                             | \$ Budget Allocation | \$ Requested Annual Funding | \$ Shortfall   |
|-------------------------------------------------------------------------|----------------------|-----------------------------|----------------|
| <b>2011/12 - Budget Allocation</b>                                      |                      |                             |                |
| Footpath Budget – Renewal                                               | 325,000              | 396,000                     | 71,000         |
| Budget – New/Upgrade                                                    | 121,000              | 214,880                     | 93,880         |
| <b>Total</b>                                                            | <b>446,000</b>       | <b>610,880</b>              | <b>164,880</b> |
| <b>Identified Works in Strategy – New/Upgrade Colac &amp; Elliminyt</b> |                      |                             |                |
| Primary Network Extension<br>(\$562,800 over 10 years)                  |                      | 56,280                      |                |
| Primary Networks Minor Works<br>(\$170,000 over 5 years)                |                      | 34,000                      |                |
| Secondary Network<br>(50% of \$572,000 over 10 years)                   |                      | 28,600                      |                |
| Local Network                                                           |                      | Nil                         |                |
| <b>Total</b>                                                            |                      | <b>118,880</b>              |                |
| <b>Total Budget Allocation</b>                                          |                      |                             |                |
| Colac & Elliminyt New/Upgrade                                           |                      | 118,880                     |                |
| New/Upgrade Other Towns                                                 |                      | 96,000                      |                |
| Identified Works – Renewal                                              |                      | 396,000                     |                |
| <b>Total</b>                                                            |                      | <b>610,880</b>              |                |

The works program recommended within this strategy includes:

- An amount of \$34,000 annually for a five year period to address issues on the proposed primary network.
- That the remainder of the proposed Works Program be included in Council's long term Capital Works program.
- That extension of the Secondary and Local network is part funded through Special Charge Schemes, where appropriate.
- That funding for Council's current footpath renewal program be increased to \$396,000 annually.
- That funding for Council's New/Upgrade program be increased to \$214,880, to provide a New/Upgrade Colac & Elliminyt budget of \$118,880, and a New Upgrade Other Towns budget of \$96,000.

### Risk Management & Compliance Issues

There are hazards associated with the provision of a public footpath network and this strategy will assist Council in better managing those associated risks.

### Environmental and Climate Change Considerations

There are no environmental or climate change issues to be considered as part of this strategy.

### 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. “Consult” has been the chosen method of engagement.

At the September 2011 Council meeting, the recommendation to place the draft strategy on exhibition until mid November 2011 was supported. During this period two external submissions were received.

These submissions raised a number of issues in relation to the strategy, the core issue being the classification and medium priority rating given to the construction of the footpath along Hart Street between Dean Court and Howarth Street, Elliminyt. Both submissions requested Council reconsider the priority be reviewed and increased to a higher rating.

In response, Council has provided a clearer definition between the classification and priority rating for the footpath network. This includes a copy of the prioritisation criteria into the strategy. Council has reviewed the ratings of the footpath in questions, and increased its priority rating.

The strategy has also been circulated internally and comments received have been incorporated into the strategy. The comments received via internal consultation related to the classification of the footpath along Queen Street, between Hearn Street and Harris Road. In the draft Strategy this section was listed as a Secondary Footpath.

In response to the internal feedback, the classification of the footpath section of Queen Street between Hearn Street and Harris Road has been changed from Secondary to Primary.

### Implementation

Council officers will progressively implement the strategy following endorsement. A copy of the document will be placed on Council’s website and key internal staff notified.

### Table of Expected Costs for Council: Network Extension / Up-Grade (Colac & Elliminyt)

| <b>New Footpath<br/>(Colac &amp; Elliminyt only)</b> | <b>New &amp; Up-<br/>Grade Cost (\$)</b> | <b>Basis of Funding</b>                                           | <b>Per Year Cost<br/>to Council (\$)</b> |
|------------------------------------------------------|------------------------------------------|-------------------------------------------------------------------|------------------------------------------|
| Primary Network Extension                            | \$562,800*                               | Amortized over 10 yrs                                             | \$56,280                                 |
| Primary Network Minor Works                          | \$170,000                                | Amortized over 5 yrs                                              | \$34,000                                 |
| Secondary Network<br>Extensions                      | \$572,000                                | Estimate 50%, over 10 yrs,<br>shared cost with abutting<br>owners | \$28,600                                 |
| Local Network                                        | \$836,400                                | Not usually funded by<br>Council                                  | \$ nil                                   |
| <b>Sub Total</b>                                     | <b>\$1,578,400.00</b>                    |                                                                   | <b>\$118,880.00</b>                      |

**Table of Costs: Network Renewal**

|                                                    |                     |
|----------------------------------------------------|---------------------|
| <b>Renewal of Existing Footpath (Council Wide)</b> |                     |
| Exist Length (m)                                   | 132                 |
| Exist Width (m)                                    | 1.5                 |
| Exist Area (Sq m)                                  | 198,000             |
| Replacement cost per sq m                          | \$100               |
| Average lifecycle - Years                          | 50                  |
|                                                    |                     |
| <b>Total Replacement Cost</b>                      | <b>\$19,800,000</b> |
|                                                    |                     |
| <b>Renewal \$/Year - Recommended</b>               | <b>\$396,000</b>    |
| Renewal \$/Year – Existing budget                  | \$325,000           |
| Shortfall \$/Year                                  | \$71,000            |

**Conclusion**

There have been some issues identified within the existing footpath network within the Colac and Elliminyt areas. The Colac-Elliminyt Commuter Footpath Strategy defines the issues, provides a basis for categorising the necessary works and proposes a prioritised program of works to address the issues raised.

Council's endorsement of the strategy provides a structure for the long term management of Council's commuter footpath network within Colac and Elliminyt.

**Attachments**

1. Footpath Strategy

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

1. ***Adopts the Colac-Elliminyt Commuter Footpath Strategy, including the standards shown in the Strategy.***
2. ***Refers the works shown in the Works Program of the Strategy to its long term Capital Works program, for consideration, prioritization and funding, based on increased funding for new and up-grade footpath works from \$121,000 to \$214,880, per year over the next 10 years.***
3. ***Makes provision for extension of the Secondary and Local footpath network through Special Charge Schemes, and referral to Council's Capital Works Program.***
4. ***Council's Infrastructure and Services Department to prepare a business case for the current Council budget process increasing the renewal expenditure on footpaths from \$325,000 per annum to \$396,000 annually.***

~~~~~\ ~~~~~



**OM122803-11 ROAD MANAGEMENT COMPLIANCE REPORT**

|             |                           |           |            |
|-------------|---------------------------|-----------|------------|
| AUTHOR:     | Adam Lehmann              | ENDORSED: | Neil Allen |
| DEPARTMENT: | Infrastructure & Services | FILE REF: | 11/95454   |

**Purpose**

The purpose of this report is to present to Council the Road Management Compliance Report which measures the performance of the road and footpath inspection and maintenance functions against the standards prescribed by the Road Management Plan.

**Declaration of Interests**

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

**Background**

The attached reports detail the performance of Council's road and footpath management systems and processes for the following period(s):

- July 2011 to September 2011.

**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.

Council is committed to achieving this strategy through the implementation and management of Colac Otway Shire Council's Road Management Plan.

**Issues / Options**

The attached compliance reports measure compliance levels and also detail some key issues relating to the ongoing management of Council's road and footpath assets.

*Roads*

Approximately 170km of Council's local road system was inspected over the first quarter of 2011/12. Inspection zones included rural roads around Gellibrand, Barwon Downs, and Birregurra. Not all inspections were completed as scheduled as Council's Asset Inspection Officer was on a modified works program over this reporting period.

Forty four percent (44%) of the maintenance issues identified during this period's inspections related to the condition of Council's gravel road network. The vast majority of these defects were potholes. This is expected given that this inspection covers late winter. All defects recorded have been responded to.

A performance result of forty one per cent (41%) was achieved for routine inspections for the reporting period July – September 2011. This is expressed as a proportion of the length of road actually inspected versus the overall length of road network due to be inspected. All inspections areas missed over this period have since been inspected through the use of additional human resources.

All of the 107 routine maintenance action items identified have been responded to. All bar one of these was responded to within the prescribed timeframes. This equates to a 99% responsiveness rate

| <b>Performance Measure (Roads)</b>  | <b>Target</b> | <b>Result for Period July – Sept. 2011</b> |
|---|---------------|--|
| Routine inspections completed as per Schedule   | 100%          | 41%  |
| Response times for remedial works as assessed in Council's Maintenance Performance Criteria | 85%           | 99%  |

### *Footpaths*

Due to physical limitations, Council was unable to complete footpath inspections as programmed for this quarter. Footpath assets in and around Colac's CBD area were due to be inspected in early August 2011 however inspections were not undertaken until November 2011.

| <b>Performance Measure (Footpaths)</b>  | <b>Target</b> | <b>Result for Period July – Sept. 2011</b> |
|---|---------------|--|
| Routine inspections completed as per Schedule   | 100%          | 0%   |
| Response times for remedial works as assessed in Council's Maintenance Performance Criteria | 85%           | No maintenance undertaken for period       |

### **Proposal**

It is intended that Council receives the Road Management Plan Compliance Report for information.

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

No financial implications are applicable at present. The service levels within the Road Management Plan have been aligned to match existing maintenance funding allocations. Any increase in maintenance standards would require a review of current road and footpath maintenance budgets.

Any emerging deterioration trends will need to be continually monitored to determine likely impacts on both future maintenance and capital budgets.

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

Council's objective of road management is to ensure that a safe and efficient road network is provided primarily for use by members of the public and is available for other appropriate uses.

Council has an ongoing statutory obligation to ensure that it is fully compliant with the standards defined in its Road Management Plan. Although, not all inspections were carried out as required in this instance due to circumstances beyond council's control, maintenance work was still carried out.

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

No environmental considerations are applicable at this time.



**Community Engagement**

The community engagement strategy follows 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 is to inform the community through presentation of this report.

The Road Management Plan compliance reports are also presented to Council's Audit Committee as required.

**Implementation**

The attached reports are presented to Council for information.

**Conclusion**

This report is provided for information and demonstrates Council's commitment to managing its roads and footpaths in order to fulfil its various statutory obligations.

**Attachments**

1. Roads Compliance Report (Jul - Sept 2011)
2. Footpaths Compliance Report (Jul - Sept 2011)

**Recommendation(s)**

***That Council receives the Road Management Plan Compliance Report for July to September 2011 for information.***

~~~~~\ ~~~~~



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

D = Discussion

W = Withdrawal

| ITEM                                                                                                                                                                                                                                                                                                                                                                                                                                | D | W |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|---|
| <p><b><u>SUSTAINABLE PLANNING AND DEVELOPMENT</u></b></p> <p><b><u>OM122803-12      BIRREGURRA NEIGHBOURHOOD<br/>CHARACTER STUDY - DRAFT REPORT</u></b></p> <p>Department: Sustainable Planning and Development</p> <p><b><u>Recommendation(s)</u></b></p> <p><b><i>That Council receives the draft Birregurra Neighbourhood Character Study and endorses the document for public consultation for a period of 6 weeks.</i></b></p> |   |   |
| <p><b><u>OM122803-13      COLAC MARKETING STRATEGY</u></b></p> <p>Department: Sustainable Planning and Development</p> <p><b><u>Recommendation(s)</u></b></p> <p><b><i>That Council:</i></b></p> <ol style="list-style-type: none"> <li><b><i>1. Adopts the Colac Marketing Strategy.</i></b></li> <li><b><i>2. Endorses further work to be undertaken to develop a new Colac brand.</i></b></li> </ol>                             |   |   |

**Recommendation**

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

**MOVED** .....

**SECONDED** .....



OM122803-12

**BIRREGURRA NEIGHBOURHOOD CHARACTER STUDY -  
DRAFT REPORT**

|             |                                       |           |            |
|-------------|---------------------------------------|-----------|------------|
| AUTHOR:     | Don Lewis                             | ENDORSED: | Jack Green |
| DEPARTMENT: | Sustainable Planning<br>& Development | FILE REF: | F11/1800   |

**Purpose**

To seek Council's endorsement of the draft Birregurra Neighbourhood Character Study and release the study for public consultation.

**Declaration of Interests**

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

**Background**

In June 2011 consultants were appointed to commence the Birregurra Neighbourhood Character Study which followed Council's decision to extend the current Birregurra Structure Plan until the findings of the character study could be included into the final structure plan. This process also saw the establishment of a Community Reference Group (CRG) to seek feedback and improve communication concerning both projects with the broader community.

The Neighbourhood Character Study was introduced to the Birregurra community in August 2011 and coincided with a drop-in information session which was attended by approximately forty people. This session provided the opportunity to explain the purpose of the study, the key outcomes and milestones.

An Issues Paper was released soon after to assist discussion in identifying the key elements of Birregurra's neighbourhood character and find out from the community what areas of the town contribute to the overall character. A public workshop was held in November 2011 which led to the development of the draft document being considered in this report. Despite notification to all residents, the workshop received low attendance although this allowed for more time to be spent on analysing specific issues and talking one on one about the project.

Throughout this process the CRG which was appointed in February 2011 has met several times and played an important role in identifying community views on different aspects of the study. The CRG has also provided advice on the format for conducting planned consultation and facilitated distribution of project information to the wider community.

**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.

**Issues / Options**Study focus

The purpose of the Birregurra Neighbourhood Character Study is to review the character of residential areas within Birregurra and recommend appropriate planning controls to manage future development.

The study involves a three stage process incorporating:

Stage 1: Issues Analysis Paper

Stage 2: Identify existing Character Statements and

Stage 3: Develop preferred character areas and design guidelines.

The role of the Issues Paper was to introduce the project and build on a basic understanding of what neighbourhood character is and the key issues to be considered. The identification of different character areas and their respective elements forms the basis of how these areas should respond to future development and a design guidelines framework.

#### Study area

The study area includes all land within the:

- Township Zone (TZ) and Low Density Residential Zone (LDRZ)
- Golf course and football oval/sporting facilities
- Railway station
- Industrial 1 Zone (INZ1) and
- Investigation areas located to the north west of town as defined in the Draft Birregurra Structure Plan.

#### Issues Analysis paper

Several issues were identified as important factors in providing context for the project and responding to future development. These include:

- The connection to reticulated sewerage which will unlock the potential for smaller lot sub divisions within the existing TZ
- Existing planning controls which have limited ability in protecting neighbourhood character
- The lack of specific planning controls for the removal of vegetation on private land less than 4000 square metres
- The significant contribution of exotic species to Birregurra
- Streetscape elements/public realm form a major part of Birregurra's neighbourhood character
- The absence of rural living development on the outskirts of Birregurra, which provides a true 'sense of arrival' into the town. Views across farmland and nearby hills dominate the landscape on approach to Birregurra

#### Existing Character Areas

Following on from fieldwork and feedback received from the initial consultation, five character areas were drawn up through a combination of logical geographical boundaries based on building era and styles, road treatments, lot sizes and general development patterns. In the draft study, these areas are described in detail and each has a character statement describing its location and contributing elements. These areas form the basis for identifying elements which warrant protection through additional planning controls.

#### Preferred character areas

Building on the five character areas, the study then sets out how future development should respond to the identified character elements of each area by introducing a set of Design Guidelines.

The Design Guidelines are applied to the existing character areas identified as areas A, B, C, D, and E as shown in figure 3 of the draft study. A table summarising the Design Guidelines is also found on page 18 of the draft study.

The rationale behind the different areas is as follows:

The Existing Character Areas known as 'southern rise' and 'semi-rural' have been wholly maintained as Preferred Character Areas 'D' and 'E' respectively. There is a clear distinction between these two areas and the remainder of town, generally due to a number of factors including: distance from the town centre, undulating topography, informal semi-rural impression, landscape cover and larger lot sizes. These factors are the reason behind limiting any multi-dwelling development proposals in these areas, with subdivision of land to allow for detached dwellings on an allotment with street frontage.

On the other hand, Preferred Character Areas 'A', 'B' and 'C' have not maintained the same boundaries as the corresponding Existing Character Areas. The fundamental difference is to Preferred Character Area 'C', which does not border the south edge of Main Street along its length, but extends to the north at the western extremity and takes the east side of Birregurra Road up to the northern township boundary.

The reason for this is that the township entries require a specific response as they are some of the most visible areas of the town and provide the first impression to visitors. Preferred Character Area 'B' contains some of the least restrictive controls (i.e. minimum lot size, setbacks) and if these were applied to the properties fronting Birregurra Road in particular, there is greater likelihood of visual impact from new inappropriate development on the northern entry into town.

Similarly for the western town entry from Warncoort-Birregurra Road, the more 'development intensive' design guidelines for Preferred Character Area 'A' are not suitable to apply to the five or so larger properties that will undergo subdivision and redevelopment at some point in time. Hence, Preferred Character Area 'C', with its more sensitive design guidelines, is a better fit for these areas.

The Preferred Character Area 'A' to Main Street has been designed to provide guidelines for commercial buildings to the strip, roughly between Austin and Strachan Street. This was required as the existing commercial buildings (many of them heritage listed) are in most occasions built directly to the street edge and have a high site coverage. Main Street is interesting as it provides the opportunity for not just commercial development but also new housing, particular to the eastern and western ends. Therefore the eastern and western ends to Main Street are defined as 'transitional precincts' that are likely to not accommodate commercial buildings (in the immediate future). The Township Zone that currently applies to the land allows for non-residential development, which would need to be considered on an individual basis by Council. Rather, the 'transitional precincts' are more suited to detached dwellings and multi-dwelling development, which is reflected in the design guidelines, with greater setbacks and lower site coverage compared to the commercial buildings.

#### Greenfield considerations

As part of the project brief and in response to the draft Birregurra Structure Plan identifying potential investigation areas, design guidelines were also requested for greenfield subdivision in the event that new housing is considered by Council beyond the existing TZ boundaries. The study proposes design guidelines which would address setbacks, view lines, road widths, grid layout, drainage and vegetation to ensure the design and layout carefully considers the surrounding landscape and its potential impact.

#### Public Realm Issues

Streets and road reserves play an important role in the appearance of Birregurra and this was confirmed through earlier consultation. Birregurra's road network is predominantly informal using swale drains, wide verges and a distinct absence of curb and channel. Roads closer to Main Street are asphalted whilst further out remain unsealed. In order to maintain this appearance and provide a consistent approach, the study provides guidelines for road treatments, drainage, footpaths, trails, and street trees.

### Planning controls

The study proposes the introduction of a Design Development Overlay (DDO) to apply the various design objectives to the five precincts. The purpose of the DDO will be to trigger planning approval for development proposals which do not meet the minimum standards as required in the design guidelines for that particular precinct. The design guidelines are not mandatory but will allow Council to assess development proposals through the DDO and consider each application on its merits. It is normal practice that the design guidelines are incorporated into the Colac Otway planning scheme as a reference document.

The second planning control recommended from the study is to apply a Vegetation Protection Overlay (VPO) to precincts 'C' and 'D' due to their contribution to the landscape through existing mature trees. The VPO triggers a permit for vegetation removal only and can apply to both native and exotic species. The overlay schedule can be written in a way that specifies a certain size trunk/diameter and must demonstrate why the vegetation sought to be protected is significant. The study has recommended the standard Victorian Planning Provision (VPP) across the State which requires a planning permit to remove vegetation which is more than five metres high and a single trunk circumference of more than 0.5 metres.

It is considered that this particular recommendation will require a reasonable level of community support as planning approval for vegetation removal can be rather onerous for landholders. Officers look forward to canvassing this with the Birregurra community at the next round of consultation.

### **Proposal**

It is proposed that Council receives the draft Birregurra Neighbourhood Character study and allows public consultation on the draft document to commence as scheduled for April.

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

The Birregurra Neighbourhood Character Study is being prepared in accordance with the allocated budget for the project.

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

As with other strategic planning projects, there is always a risk that some people's expectations will not be met in the final document. However, Council has committed to significant community consultation during the project while continuing to point out that recommendations must be aligned with broader State Government policies.

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

Environmental considerations are not specifically relevant to the outcomes of the Birregurra Neighbourhood Character Study although some aspects of the study do relate to the contribution trees and public open space make to the overall character of Birregurra.

### **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 to inform, consult and involve which has been demonstrated through the use of the Community Reference Group (CRG). The CRG was established at the beginning of the project and continues to play an important role in providing feedback on behalf of the community.

The next round of consultation is scheduled for six weeks during April/May and will include a mail out with an updated project bulletin and cover letter inviting submissions and



attendance at a drop in session on Saturday 14 April 2012 in front of the Birregurra General Store.

The drop in session will be important in terms of testing the key recommendations with the Birregurra community and helping to refine any changes that may be required before the final report is considered by Council later this year.

### **Implementation**

If Council resolves to endorse the recommendations of the report, officers will commence public consultation on the draft document.

### **Conclusion**

Council has consulted the community twice prior to the preparation of the Birregurra Neighbourhood Character Study draft report and there have been several meetings held with the Community Reference Group prior to the document being completed for this report.

The central recommendations of the draft report identify five precincts according to their contributing elements and applies a range of design guidelines to be achieved through the introduction of a Design and Development Overlay (DDO).

It is considered that the draft document has effectively addressed the project brief thus far and responded to community feedback within the parameters of State planning guidelines. The next round of community consultation will assist in shaping the final document for Council to consider later this year.

### **Attachments**

1. Draft Birregurra Neighbourhood Character Study

### **Recommendation(s)**

***That Council receives the draft Birregurra Neighbourhood Character Study and endorses the document for public consultation for a period of 6 weeks.***

~~~~~\) ~~~~~



**OM122803-13****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.

**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.

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, 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 Colac Otway Shire - Marketing Colac Strategy 2011 - 2014, 5.3 Target Audience.)

The draft Colac Marketing Strategy included 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. This was submitted as part of the recommendation to Council to adopt the draft Colac Marketing Strategy at the December 2011 Meeting of Council. The draft Marketing Strategy and preferred brand were not endorsed.

This report recommends that the draft Marketing Strategy be adopted without a preferred brand and that further work be conducted to develop a suitable Colac brand.

### **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 to the consultant brief and provides Council with a strategy that can be used over the next 3 to 5 years to promote Colac and attract new residents.

*"The Colac Marketing Strategy will articulate the strengths of Colac as a place to live. Drawing on local industry, employment, recreation, health, education, housing, arts and culture, research and the anticipated local passion and energy generated through the community engagement, the Strategy will express the vibrancy of the local community. Drawing on State Government research into metropolitan attitudes to rural living, relocation, 'sea change/tree change', expectations of rural work/life balance and liveability, the Strategy will identify Colac's comparative advantage.*

*The Colac Marketing Strategy will develop a Colac brand that will clearly identify and differentiate Colac from other Victorian rural centres. The brand will communicate 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."* Colac Marketing Strategy Brief 2011.

The Colac Otway Shire is a region of diverse natural assets and many attractive rural settlements as well as the city of Colac but the consultants brief was specific about developing a strategy focused on Colac. In marketing terms, it is very difficult to market a lot of things at once. It is preferable to focus on one key asset and draw people's attention to that in the branding of the region. Then in the roll out of marketing campaigns produce collateral such as photographic images, film clips, posters and banners that introduce the other assets of the region.

The draft Colac Marketing Strategy could have a broader focus taking in more of the Shire's townships but it would be difficult to limit in scope. The intention of the draft Marketing Strategy is to use the images of our small towns especially Birregurra, Gellibrand, and Beeac for example because they include beautiful historic streetscape aspects as well as attractive natural features and people experiencing a rural lifestyle. Colac would be the lead image and the surrounding rural landscape, farms, Otways and coast would be the background colour that communicates an emotional attachment.

The draft Colac Marketing Strategy had a limited budget for development and it is expected that if endorsed it would have a limited budget for implementation. To build a broader strategy i.e. including all of the Shire or its key townships the brief would have had to be broader and the investigations, research and creative effort would have to be broader.

To achieve this there would have had to be either a greater budget or the investigations, research and creative input would have to be spread more thinly. In implementing the marketing strategy action plan the budget is also limited and so there is an imperative to bring a sharp focus to the images and messages we present. This is best achieved by a focus on the key recognisable name of Colac to those we are trying to attract to the region. The Marketing Strategy website and phone application would be sharply focussed in form and content and in the utilisation of the key recognisable name for our region, Colac.

Colac is the centre of population, jobs, commerce, professional services, education, health services, manufacturing, construction and other industries, in fact everything except the tourism industry which is centred around Apollo Bay.

Colac is the name people see over the highway when they divert from the Princes Highway to the Geelong Ring Road. When people see the name 'Colac' people should think vibrant, attractive, peaceful lifestyle, jobs, community and all of those great things we have in the Shire. It is important to use the prominence of this name to reinforce our true local identity.

The Colac Otway Shire Economic Development Action Agenda 2009 - 2013 recognises 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."*

The draft Marketing Strategy submitted with this report does not include a preferred brand recommendation but there are aspects of the draft Strategy that can be implemented without an identified brand. Council officers could proceed with plans to develop a web site, iphone application, and printed temporary collateral.

A new brand to market the viability and vibrancy of Colac, is still required to give strength to the Strategy and a process would be put in place to achieve this. A market research report would be required to market test any proposals that come from that process.

Option 1 is to adopt the Colac Marketing Strategy and endorse further work to be undertaken to develop a new Colac brand. This option is preferred as it enables Council Officers to proceed with marketing resource development, while working on a new brand.

Option 2 is to adopt the Colac Marketing Strategy and not endorse further work to be undertaken to develop a new Colac brand. This option would result in a marketing strategy with no defined image to hold together key campaign messages.

Option 3 is to not adopt the Colac Marketing Strategy and endorse further work to be undertaken to develop a new Colac brand. This option would provide a brand but no strategy for implementation.

Option 4 is to not adopt the Colac Marketing Strategy or endorse further work to be undertaken to develop a new Colac brand. This option would result in terminating the project without producing any identifiable outcomes for the benefit of Colac Otway Shire.

Option 1 is the preferred option to adopt the Colac Marketing Strategy and endorse further work to be undertaken to develop a new Colac brand.

### Proposal

That Council adopt the Colac Marketing Strategy and endorse further work to be undertaken to develop a new Colac 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.

Further funds would be required to complete further work to develop a new Colac brand. An estimate of this amount is approximately \$10,000 including brand market testing.

### Risk Management & Compliance Issues

Due to the level of community consultation that has occurred during the development of the draft Colac Marketing Strategy 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, 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 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.

During the development phase of the Colac Marketing Strategy 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.

| Phase                                      | IAP2 Spectrum    | Methods  | Timing         |
|--|------------------|--|----------------|
| 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 |

In the implementation phase Council officers would involve the community in the delivery of the collateral and promotion of a preferred brand. If the marketing strategy is adopted by Council a media release would be completed to inform the community of the adoption of the Colac Marketing Strategy.

**Implementation**

The draft Colac Marketing Strategy outlines priority actions to be implemented over the life of the strategy. The priority actions that the Economic Development Unit would complete if Council are to adopt the strategy would be:

- Development and launch of a website.
- Development of a downloadable phone application made free to the public.
- Design and production of temporary marketing collateral.

**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.

Warne Marketing completed a high level of research and community consultation to identify the target market and guide the development of the strategy. Three concept brands were designed and tested via a survey with both the community and the identified target market. The survey results demonstrated that the 'Colac – Consider the Change' concept brand was the preferred brand to market Colac to the target market. However Council did not endorse the draft Marketing Strategy and preferred brand when recommended to the December 2011 Meeting of Council.

This report separates the draft marketing Strategy from the brand development and seeks endorsement of the strategy on its own. It is recommended that further work be conducted to develop a Colac brand that would be brought to Council with an Officer's Report at a later date.

**Attachments**

1. Colac Otway Shire - Marketing Colac Strategy 2011 - 2014 - DRAFT

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

- 1. Adopts the Colac Marketing Strategy.***
- 2. Endorses further work to be undertaken to develop a new Colac brand.***

~~~~~





**CONSENT CALENDAR**

**OFFICERS' REPORT**

D = Discussion  
W = Withdrawal

ITEM	D	W
<b><u>GENERAL BUSINESS</u></b>		
<b><u>OM122803-14 ASSEMBLY OF COUNCILLORS</u></b>		
Department: General Business		
<b><u>Recommendation(s)</u></b>		
<b><i>That Council notes the Assembly of Councillors reports for:</i></b>		
<ul style="list-style-type: none"> <li>• <b><i>Friends of Colac Botanic Gardens - 8 February 2012</i></b></li> <li>• <b><i>Saleyards Advisory Sub-Committee - 20 February 2012</i></b></li> <li>• <b><i>Councillor Briefing Session - 22 February 2012</i></b></li> <li>• <b><i>Colac Aerodrome Committee - 1 March 2012</i></b></li> <li>• <b><i>Friends of Botanic Gardens - 8 March 2012</i></b></li> <li>• <b><i>Councillor Workshop - 14 March 2012</i></b></li> </ul>		

**Recommendation**

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

**MOVED** .....

**SECONDED** .....



**OM122803-14 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 - 8 February 2012
- Saleyards Advisory Sub-Committee - 20 February 2012
- Councillor Briefing Session - 22 February 2012
- Colac Aerodrome Committee - 1 March 2012
- Friends of Botanic Gardens - 8 March 2012
- Councillor Workshop - 14 March 2012

### **Attachments**

1. Assembly of Councillors Record - Friends of Colac Botanic Gardens
2. Assembly of Councillors Record - Saleyards Advisory Committee
3. Councillor Briefing Session - 22 February 2012
4. Colac Aerodrome Management Committee
5. Friends of Botanic Gardens - 8 March 2012
6. Councillor Workshop - 14 March 2012

### **Recommendation(s)**

***That Council notes the Assembly of Councillors reports for:***

- ***Friends of Colac Botanic Gardens*** - ***8 February 2012***
- ***Saleyards Advisory Sub-Committee*** - ***20 February 2012***
- ***Councillor Briefing Session*** - ***22 February 2012***
- ***Colac Aerodrome Committee*** - ***1 March 2012***
- ***Friends of Botanic Gardens*** - ***8 March 2012***
- ***Councillor Workshop*** - ***14 March 2012***

~~~~~U~~~~~

## IN COMMITTEE

### **Recommendation**

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

| <b>SUBJECT</b>   | <b>REASON</b>   | <b>SECTION OF ACT</b>  |
|--|---|------------------------|
| Confidential Items for Consideration - Memo to Councillors           | 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) |
| Contract Approval Contract 1204 - Sinclair Street South Construction | this matter deals with contractual matters  | Section 89 (2) (d)     |
| Benchmarking/Performance Indicators                                  | this matter may prejudice the Council or any person   | Section 89 (2) (h)     |
| Bruce Street Landfill Environmental Monitoring - Update              | this matter deals with contractual matters; AND this matter deals with legal advice                 | Section 89 (2) (d) (f) |
| Saleyards Roofing  | this matter deals with contractual matters  | Section 89 (2) (d)     |



# ORDINARY COUNCIL MEETING

WEDNESDAY, 28 MARCH 2012

## ATTACHMENTS

PAGE NO.

### CORPORATE AND COMMUNITY SERVICES

#### **OM122803-3 Old Beechy Rail Trail Licence Agreement 2012**

Attachment 1: Licence for Old Beechy Rail Trail pathway at Colac Railway Station Yard.....3

#### **OM122803-4 Pre-Election Caretaker Policy**

Attachment 1: Pre-Election Caretaker Policy.....31

#### **OM122803-5 Lease with Otway Health and Community Services**

Attachment 1: Agreement to Lease and Redevelopment Licence.....36

Attachment 2: Lease and Licence.....56

#### **OM122803-6 Apollo Bay Trails Feasibility Study**

Attachment 1: Attachment 1 - Summary of Submissions.....77

#### **OM122803-9 Discontinuance & Transfer of part of Yaugher Road, Forrest**

Attachment 1: Yaugher Road Map.....100

### INFRASTRUCTURE AND SERVICES

#### **OM122803-10 Colac - Elliminyt Commuter Footpath Strategy**

Attachment 1: Footpath Strategy.....101

#### **OM122803-11 Road Management Compliance Report**

Attachment 1: Roads Compliance Report (Jul - Sept 2011)..... 138

Attachment 2: Footpaths Compliance Report (Jul - Sept 2011)..... 141

## **SUSTAINABLE PLANNING AND DEVELOPMENT**

### **OM122803-12 Birregurra Neighbourhood Character Study - Draft report**

Attachment 1: Draft Birregurra Neighbourhood Character Study.....144

### **OM122803-13 Colac Marketing Strategy**

Attachment 1: Colac Otway Shire - Marketing Colac Strategy 2011 - 2014 - DRAFT  
..... 191

## **GENERAL BUSINESS**

### **OM122803-14 Assembly of Councillors**

Attachment 1: Assembly of Councillors Record - Friends of Colac Botanic Gardens  
..... 289

Attachment 2: Assembly of Councillors Record - Saleyards Advisory Committee  
..... 292

Attachment 3: Councillor Briefing Session - 22 February 2012 ..... 296

Attachment 4: Colac Aerodrome Management Committee ..... 297

Attachment 5: Friends of Botanic Gardens - 8 March 2012..... 302

Attachment 6: Councillor Workshop - 14 March 2012 ..... 305

---

V/Line Pty Ltd

---

Colac Otway Shire

---

# Licence for Old Beechy Rail Trail Pathway

at Colac Railway Station Yard

Final Version



CONTENTS

|       |  |    |
|-------|--|----|
| 1.    | DEFINITIONS AND INTERPRETATION .....                 | 4  |
| 1.1.  | DEFINITIONS .....                                    | 4  |
| 1.2.  | INTERPRETATION .....                                 | 8  |
| 1.3.  | CONSENTS OR APPROVALS .....                          | 10 |
| 1.4.  | INDEMNITY EXTENT .....                               | 10 |
| 1.5.  | EXCLUSION OF IMPLIED COVENANTS AND POWERS .....      | 10 |
| 1.6.  | SURVIVAL .....                                       | 11 |
| 2.    | GRANT OF NON-EXCLUSIVE LICENCE .....                 | 11 |
| 2.1.  | GRANT OF LICENCE .....                               | 11 |
| 2.2.  | ACKNOWLEDGEMENT .....                                | 11 |
| 2.3.  | NO ESTATE OR INTEREST CREATED .....                  | 11 |
| 2.4.  | NON-EXCLUSIVITY .....                                | 11 |
| 2.5.  | TITLE TO LICENSED AREA .....                         | 11 |
| 2.6.  | LICENSEE'S OPTION TO TERMINATE .....                 | 12 |
| 2.7.  | V/LINE'S OPTION TO TERMINATE .....                   | 12 |
| 3.    | USE OF LICENSED AREA .....                           | 12 |
| 3.1.  | PERMITTED USE .....                                  | 12 |
| 3.2.  | NO WARRANTY AS TO USE .....                          | 12 |
| 3.3.  | THE LICENSEE'S ACKNOWLEDGEMENTS .....                | 13 |
| 3.4.  | NUISANCES .....                                      | 13 |
| 3.5.  | CONDITIONS OF USE .....                              | 13 |
| 3.6.  | ERECTION OF STRUCTURE .....                          | 14 |
| 3.7.  | MAINTENANCE .....                                    | 14 |
| 3.8.  | CONTAMINATION .....                                  | 15 |
| 3.9.  | STRUCTURE NOT A FIXTURE .....                        | 15 |
| 3.10. | REMOVAL OF THE STRUCTURE .....                       | 15 |
| 4.    | LICENCE FEE .....                                    | 15 |
| 5.    | OUTGOINGS .....                                      | 16 |
| 5.1.  | OUTGOINGS .....                                      | 16 |
| 5.2.  | GST .....  | 16 |
| 6.    | INSURANCE .....                                      | 16 |
| 6.1.  | RISK .....   | 16 |
| 6.2.  | OBLIGATION TO INSURE FOR PUBLIC LIABILITY .....      | 16 |
| 6.3.  | OBLIGATION TO INSURE FOR WORKERS' COMPENSATION ..... | 17 |
| 6.4.  | PERIODS OF INSURANCE .....                           | 17 |
| 6.5.  | INSURERS AND POLICIES .....                          | 17 |
| 6.6.  | THE LICENSEE TO SATISFY ITSELF .....                 | 18 |
| 6.7.  | INSURANCE POLICIES IN JOINT NAMES .....              | 18 |
| 6.8.  | NO LIMITATION .....                                  | 18 |
| 7.    | INDEMNITY AND RELEASE .....                          | 18 |
| 7.1.  | INDEMNITY .....                                      | 18 |
| 7.2.  | RELEASE .....  | 19 |
| 8.    | DEFAULT .....  | 19 |
| 8.1.  | OCCURRENCE OF DEFAULT EVENT .....                    | 19 |
| 8.2.  | REMEDIES FOR DEFAULT EVENT .....                     | 20 |
| 8.3.  | INTEREST ON FINANCIAL DEFAULT .....                  | 20 |
| 8.4.  | WAIVER .....   | 20 |
| 9.    | OBLIGATIONS ON EXPIRATION OR TERMINATION .....       | 20 |
| 9.1.  | RETURN OF LICENSED AREA .....                        | 20 |
| 10.   | DISPUTE RESOLUTION .....                             | 21 |
| 10.1. | ARBITRATION .....                                    | 21 |
| 10.2. | CONTINUE TO PERFORM .....                            | 21 |
| 11.   | NOTICES .....  | 21 |
| 12.   | ENTIRE AGREEMENT .....                               | 22 |
| 13.   | ASSIGNMENT .....                                     | 22 |
| 13.1. | ASSIGNMENT BY LICENSEE .....                         | 22 |
| 13.2. | ASSIGNMENT BY V/LINE .....                           | 22 |
| 14.   | AMENDMENT .....                                      | 22 |

[http://ddms/commercial/franchise\\_inlet\\_operator\\_and\\_lease/property\\_issues\\_-\\_leases\\_-\\_licences\\_-\\_services\\_etc/sites/colac/120222\\_final\\_version\\_colac-otway\\_shire\\_old\\_beechy\\_rail\\_trail\\_licence.docx](http://ddms/commercial/franchise_inlet_operator_and_lease/property_issues_-_leases_-_licences_-_services_etc/sites/colac/120222_final_version_colac-otway_shire_old_beechy_rail_trail_licence.docx)

|     |   |    |
|-----|---|----|
| 15. | NO WAIVER.....  | 23 |
| 16. | SEVERABILITY.....                                       | 23 |
| 17. | FURTHER ASSURANCES.....                                 | 23 |
| 18. | NO MERGER.....  | 23 |
| 19. | RIGHTS CUMULATIVE.....                                  | 23 |
| 20. | COSTS AND STAMP DUTY.....                               | 23 |
| 21. | GOVERNING LAW AND JURISDICTION.....                     | 23 |
| 22. | COUNTERPARTS.....                                       | 24 |
|     | SCHEDULE 1.....   | 25 |
|     | ANNEXURE 1 – PLAN OF OLD BEECHY RAIL TRAIL PATHWAY..... | 27 |
|     | ANNEXURE 2 – PLAN OF STATION YARD.....                  | 28 |

Date \_\_\_\_\_ 2012

THIS LICENCE is made between:

1. V/LINE PTY LTD ABN 29 087 425 269 of Level 23, 570 Bourke Street, Melbourne (V/Line); and
2. Colac Otway Shire ABN 32 430 819 755 of 2 – 6 Rae Street, Colac, Victoria, 3250  
(the *Licensee*)

## RECITALS

- A. V/Line has been granted a lease of the Land on the terms and conditions contained in the Regional Infrastructure Lease with the Director of Public Transport, who has leased the land from Victorian Rail Track (VicTrack) who owns the land.
- B. V/Line has agreed to grant and the Licensee has agreed to accept a non-exclusive Licence for the Licensee to use the Licensed Area on the terms and conditions contained in this Licence for the purpose detailed as the Permitted Use under this Licence.

IT IS AGREED as follows:

### 1. DEFINITIONS AND INTERPRETATION

#### 1.1. Definitions

The following definitions apply unless the context requires otherwise.

**Approval** means any permit, licence, consent, grant, certificate, sealing or other approval obtained or required to be obtained by the Licensee from a Governmental Agency or any other person in relation to the Licensed Area or the use and occupation of the Licensed Area and includes any Planning Approval and any requisition, condition or requirement from a Governmental Agency or any other person.

**Commencement Date** means that date detailed at Item 4 of Schedule 1.

**Contamination** means a solid, liquid, gas, odour, heat, sound, vibration, radiation or substance of any kind which makes or may make the Environment unsafe, unfit or harmful for habitation, use or occupation by any person or animal or is such that any part of the Environment does not

[http://ddms/commercial/franchise\\_inter\\_operator\\_and\\_lease/property\\_issues\\_-\\_leases\\_-\\_licences\\_-\\_services\\_etc/sites/colac/120222\\_final\\_version\\_colac\\_otway\\_shire\\_old\\_beechy\\_rail\\_trail\\_licence.docx](http://ddms/commercial/franchise_inter_operator_and_lease/property_issues_-_leases_-_licences_-_services_etc/sites/colac/120222_final_version_colac_otway_shire_old_beechy_rail_trail_licence.docx)

satisfy the contamination criteria or standards published or adopted by the Victorian Environment Protection Authority from time to time and the word Contaminant has a corresponding meaning.

**Default Event** means:

- (a) a Financial Default
- (b) a failure by the Licensee to comply with this Licence; or
- (c) the occurrence of an Insolvency Event.

**Default Notice** means a notice given under Clause 8.1.

**Default Rate** means the rate prescribed from time to time under Section 2 of the Penalty Interest Rates Act 1983 (Vic).

**Director** means the Director of Public Transport under the Transport Integration Act 2010 (Vic) acting on behalf of the Crown in the right of the State.

**Environment** includes the meaning given to that term at common law and in any legislation in force in the State or Territory of Australia in which the Licensed Area is situated including, but without limitation, any land, water, atmosphere, climate, sound, odours, tastes, the biological factors of animals and plants and the social factors of aesthetics.

**Financial Default** means a failure by the Licensee to pay when due any money which the Licensee is obliged to pay to V/Line under this Licence (including a failure to pay the Licence Fee when due).

**Governmental Agency** means a government or a governmental, semi-governmental, judicial, municipal, statutory or public entity or authority. It also includes a self-regulatory organisation established under statute or a stock exchange.

**GST** means any consumption, goods and services or value added tax, by whatever named called, imposed, levied or collected by any federal or state government which operates at any time or times during the Term or any renewal or overholding of the Licence including without limitation GST as defined in the GST Act and any replacement tax.

**GST Act** means A new System (Goods and Services Tax) Act 1999.

**Hazardous Substance** means any substance which would or might reasonably be expected to cause injury to any person or the Environment.

**Industrial Waste** means any waste arising from commercial, industrial or trade activities and any waste containing substances or materials which are potentially harmful to human beings or the Environment.

**Insolvency Event** means when:

- The Licensee stops or suspends payment of all or a class of its debts;
- The Licensee is insolvent within the meaning of section 95A of the Corporations Law;
- The Licensee is presumed by a court to be insolvent by reason of section 459C(2) of the Corporations Law;
- The Licensee fails to comply with a statutory demand (within the meaning of section 459F(1) of the Corporations Law);
- The Licensee has an administrator appointed over all or any of its assets or undertaking;
- The Licensee has a controller within the meaning of section 9 of the Corporations Law or similar officer appointed to all or any of its assets or undertaking;
- The Licensee has an order made or a resolution passed for its winding up or dissolution or it enters into an arrangement, compromise or composition with or assignment for the benefit of its creditors or a class or them;
- Any security over or a distress, execution or other similar process is levied or served against the whole or a substantial part of the Licensee's assets or undertakings, or
- Any event occurs which under the Law of any relevant jurisdiction, has an analogous or equivalent effect to any of the events listed above.

**Intellectual Property** means any intellectual or industrial property whether protected by statute, at common law or in equity, including any patent, invention, copyright, design (whether or not registrable), trade secret, circuit layout design or right in relation to circuit layouts, right to confidential information, technical information, processes, techniques and know-how, but excluding registered and unregistered trade marks, trade names, logos and get-up (and copyright subsisting in such trade marks, logos and get-up).

**Interest** means interest calculated on a set date to be agreed each month and compounded monthly.

**Land** means the land described at Item 2 of Schedule 1.

**Laws** means any statute, regulation, order, rule, subordinate legislation or other document enforceable under a statute, regulation, order, rule or subordinate legislation.

**Licensee** includes the Licensee and its permitted successors and permitted assigns.

**Licence Fee** means the fee described at Item 6 of Schedule 1.

**Licence Year** means the period of 12 months commencing on the Commencement Date and each subsequent anniversary of the Commencement Date.

**Licensee's Associates** includes an employee, agent, contractor, consultant, licensee, invitee, client, customer or visitor of the Licensee.

**Licensed Area** means that area as described at Item 1 of Schedule 1.

**Outgoings** means, to the extent to which they are not specifically payable by the Licensee under the terms of this Licence, the total cost of all outgoing, costs and expenses properly assessed, charged, paid or otherwise incurred in respect of the Licensed area and includes:

- a. All costs of repairs, cleaning, painting and maintenance of the Licensed Area and infrastructure relating to the lighting, security and control of the Licensed area (including for the avoidance of the doubt structural repairs);
- b. All costs of the lighting, management, control, administration and security of the Licensed Area;
- c. The cost of insuring the Licensed Area and infrastructure relating to the lighting, security and control of the Licensed Area against loss, destruction or damage for the full reinstatement and replacement cost;
- d. All moneys payable under any maintenance contracts, and
- e. All Rates and Taxes assessed in respect of the Licensed Area.

**Permitted Use** means the use as detailed at Item 7 of Schedule 1.

**Personal Injury** includes bodily injury, death, sickness, disease, disability, shock, fright, mental anguish or mental injury including the resultant loss of consortium or services at any time;

**Planning Approval** means any Approval given under the Planning Scheme or any Planning Scheme amendment approved and gazetted from time to time under the Planning and Environment Act 1987 (Vic).

**Planning Scheme** means the Planning Scheme made under the Planning and Environment Act 1987 (Vic) applicable to the Licensed Area.

**Pollutant** means a discharge, emission or deposit (including, without limitation, noise and vibrations) which brings about a detrimental change in the condition of the Environment which creates any one or more of the conditions of the Environment referred to in sections 39(1), 41(1) or 45(1) of the Environment Protection Act 1970 (Vic) and the word Pollution has a corresponding meaning.

**Rates and Taxes** means all municipal and water rates including excess water rates, sewerage rates, drainage rates and other rates, taxes (including all State and Federal land taxes) assessments, charges, costs and expenses (including for the construction of any private street, channel, kerbing, flagging or paving of any footway or pathway abutting the Licensed Area) which may at any time be payable to any Governmental Agency.

**Regional Infrastructure Lease** means the restated Regional Infrastructure Lease dated 4 May 2007 and restated on 18 September 2009 between the Director and V/Line.

**State** means the State of Victoria.

**Station** means the Colac Railway Station Yard.

**Structure** means the structure or other item as described at Item 8 of Schedule 1.

**Term** means the period commencing on the Commencement Date and expiring on that date detailed at Item 3 of Schedule 1.

**VicTrack** means Victorian Rail Track.

**V/Line's Associates** includes an employee, agent, contractor, consultant, licensee, invitee, client, customer or visitor of V/Line.

## 1.2 Interpretation

Headings are for convenience only and do not affect interpretation. The following rules apply unless the context requires otherwise:

- a. The singular includes the plural and conversely.

- b. A gender includes all genders.
- c. If a word or a phrase is defined, its other grammatical forms have a corresponding meaning.
- d. A reference to includes or including should be construed without limitation.
- e. A reference to a person, corporation, trust, partnership, unincorporated body or other entity includes any of them.
- f. A reference to a Clause, Schedule or Annexure is a reference to a Clause of, or a schedule or annexure to, this Licence.
- g. A reference to an agreement or document (including, without limitation, a reference to this Licence) is to the agreement or document as amended, varied, supplemented, novated or replaced, except to the extent prohibited by this Licence or that other agreement or document.
- h. A reference to a party to this Licence or another agreement or document includes the party's successors, permitted substitutes and permitted assigns (and, where applicable, the party's legal personal representatives).
- i. A reference to legislation or to a provision of legislation includes a modification or re-enactment of it, a legislative provision substituted for it and a regulation or statutory instrument issued under it.
- j. A reference to conduct includes, without limitation, an omission, statement or undertaking, whether or not in writing.
- k. A reference to an *agreement* includes any undertaking, deed, agreement and legally enforceable arrangement, whether or not in writing, and a reference to a document includes an agreement (as so defined) in writing and any certificate, notice, instrument and document of any kind.
- l. A reference to writing includes a facsimile transmission and any means of reproducing words in a tangible and permanently visible form.
- m. A reference to any professional body includes the successors of that body.
- n. A reference to year or a month is to a calendar year or a calendar



month respectively

- o. A reference to dollars and \$ is to Australian currency.
- p. A reference to party is a reference to a party to this Lease and the Regional Infrastructure Lease.

### 1.3 Consents or approvals

If the doing of any act, matter or thing under this Licence is dependent on the consent or approval of a party or is within the discretion of a party, the consent or approval may be given or the discretion may be exercised conditionally or unconditionally or withheld by the party in its absolute discretion unless express provision to the contrary has been made.

### 1.4 Indemnity Extent

- (a) Where any indemnity is given under this Licence, the indemnity extends to any loss damage or expense, including (without limitation):
  - i. Liability to third parties;
  - ii. Legal costs (on a solicitor own client basis) in respect of enforcing the indemnity or defending any claim brought by any party, including a third party, in respect of a matter which is the subject of the indemnity; and
  - iii. Any such loss, damage or expense arising from or in any way connected with an act, default or omission or other event in respect of which the indemnity is given,but does not extend to loss of profit or other consequential loss or damage.
- b. The Licensee and V/Line each acknowledge that where any indemnity is given under this Licence in favour of V/Line's Associates and VicTrack or the Licensee's Associates (as the case may be), the Licensee or V/Line (as the case may be) enters into this Licence on its own behalf and as agent for those other persons for the purpose of allowing those persons to have the benefit of that indemnity.

### 1.5 Exclusion of Implied Covenants and Powers

The covenants and powers implied by the Transfer of Land Act 1958 (Vic) do not apply and will not be implied in this Licence except to the extent those covenants and powers are included in the covenants and powers contained in this Licence.

[http://ddms/commercial/franchise\\_inter\\_operator\\_and\\_lease/property\\_issues\\_-\\_leases\\_-\\_licences\\_-\\_services\\_etc/sites/colac/120222\\_final\\_version\\_colac-ctway\\_shire\\_old\\_beechy\\_rail\\_trail\\_licence.docx](http://ddms/commercial/franchise_inter_operator_and_lease/property_issues_-_leases_-_licences_-_services_etc/sites/colac/120222_final_version_colac-ctway_shire_old_beechy_rail_trail_licence.docx)

### 1.6 Survival

In addition to this Clause 1, the following Clauses survive the expiration or earlier determination of this Licence 3.2, 3.3, 3.5, 7.1, 7.2, 8, 9, 11 and 22.

## 2. GRANT OF NON-EXCLUSIVE LICENCE

### 2.1 Grant of Licence

V/Line grants to the Licensee a non-exclusive licence to use and to allow the Licensee's Associates to use the Licensed Area for the Permitted Use during the Term on the terms and conditions contained in this Licence.

### 2.2 Acknowledgement

- (a) The Licensee acknowledges that it takes this Licence subject to all interests, rights, licences, easements and reservations affecting the Licensed Area at the Commencement Date.
- (b) The Licensee acknowledges and agrees that both the Director and VicTrack have the benefit of the provisions of this Deed and may enforce them even though neither the Director nor VicTrack are a party to this document.

### 2.3 No Estate or Interest Created

This Licence is not a lease or a tenancy and does not confer on the Licensee any estate or proprietary right or interest in any part of the Licensed Area. The legal possession and control of the Licensed Area remain vested in V/Line at all times.

### 2.4 Non-Exclusivity

- (a) V/Line and any persons authorised by V/Line to do so may enter into, remain on, and use the Licensed Area at any time and for any reason
- (b) V/Line may in its absolute discretion grant rights in respect of the Licensed Area or grant access to and use of the Licensed Area to any person at any time.

### 2.5 Title to Licensed Area

V/Line makes no representations and gives no warranties as to title and has no liability for any defect in title or right of occupation or usage that may exist either

[http://ddms/commercial/franchise\\_inter\\_operator\\_and\\_lease/property\\_issues\\_-\\_leases\\_-\\_licences\\_-\\_services\\_etc/sites/colac/120222\\_final\\_version\\_colac-obway\\_shire\\_old\\_beechy\\_rail\\_trail\\_licence.docx](http://ddms/commercial/franchise_inter_operator_and_lease/property_issues_-_leases_-_licences_-_services_etc/sites/colac/120222_final_version_colac-obway_shire_old_beechy_rail_trail_licence.docx)

now or in the future.

**2.6 Licensee's Option to Terminate**

The Licensee may at any time during the Term serve a notice on V/Line setting out a date (being a date not earlier than three months from the date of service on V/Line) upon which this Licence will terminate. If the Licensee serves such a notice the term of this Licence will expire on the termination date specified in the notice but without prejudice to the rights of either party in relation to any antecedent breach of the covenants and conditions contained in this Licence and no compensation will be payable to V/Line by reason of early termination.

**2.7 V/Line's Option to Terminate**

V/Line may at any time and for any reason during the Term serve a notice on the Licensee setting out a date (being a date not earlier than three months from the date of service on the Licensee) upon which this Licence will terminate. If V/Line serves such a notice the term of this Licence will expire on the termination date specified in the notice but without prejudice to the rights of either party in relation to any antecedent breach of the covenants and conditions contained in this Licence and no compensation will be payable to the Licensee by reason of early termination.

**3. USE OF LICENSED AREA**

**3.1. Permitted Use**

- (a) The Licensee covenants to use the Licensed Area solely for the Permitted Use.
- (b) The Licensed Area must only be used for those purposes which are permitted under the Planning Scheme.

**3.2 No Warranty as to Use**

The Licensee acknowledges that neither V/Line, V/Line's Associates or any other person has made any representation, given any advice or given any warranty as to:

- (a) how the Licensed Area may be used;
- (b) the suitability of the Licensed Area for use for or in connection with the Permitted Use including any necessary rights and easements benefiting the Licensed Area;

[http://ddms/commercial/franchise\\_inter\\_operator\\_and\\_lease/property\\_issues\\_-\\_leases\\_-\\_licences\\_-\\_services\\_etc/sites/colac/120222\\_final\\_version\\_colac-ctway\\_shire\\_old\\_beechy\\_rail\\_trail\\_licence.docx](http://ddms/commercial/franchise_inter_operator_and_lease/property_issues_-_leases_-_licences_-_services_etc/sites/colac/120222_final_version_colac-ctway_shire_old_beechy_rail_trail_licence.docx)

- (c) any prohibitions and restrictions relating to the Licensed Area;
- (d) the condition of the Licensed Area
- (e) whether the permitted Use is permitted on the Licensed Area under the Planning Scheme; or
- (f) the compliance or otherwise of the Licensed Area with any applicable Laws or Approvals.

**3.3 The Licensee's Acknowledgements**

- (a) the Licensee acknowledges that it had not relied on any representation, advice or warranty from V/Line, any of V/Line's Associates or any other person in respect of the matters listed in Clauses 3.2(a) to (f) inclusive.
- (b) The Licensee acknowledges that it is aware of and has made its own appraisal of the matters listed in Clauses 3.2(a) to (f) inclusive.

**3.4 Nuisances**

The Licensee must not at any time during the Term:

- (a) use, exercise, carry on or permit or suffer to be used, exercised or carried on the Licensed Area any noxious or offensive act, trade, business, occupation or calling; or
- (b) do or omit or permit or suffer to be done or omitted any act, matter or thing in, on or about the Licensed Area which is or may become an annoyance, nuisance, grievance or disturbance to any other occupier or owner of adjacent property;

save that the proper use of the Licensed Area for the Permitted Use will not be a breach of this Clause.

**3.5 Conditions of Use**

The Licensee acknowledges that the following conditions apply in respect of its use and enjoyment of the Licensed Area:

- (a) V/Line will not be under any responsibility to the Licensee for any damage or loss which may occur to or be sustained by the Licensee or the Licensee's Associates or any of the Licensee or the Licensee's Associates located in the Licensed Area or whilst the Signage is on any part of the Licensed Area including theft or loss of any part of the Signage.
- (b) The Licensee must not permit any maintenance or repair to be carried out in the Licensed Area (except in cases of emergency) or any cleaning in the Licensed Area without providing 24 hours written notice.

[http://ddms/commercial/franchise\\_inter\\_operator\\_and\\_lease/property\\_issues\\_-\\_leases\\_-\\_licences\\_-\\_services\\_etc/sites/colac/120222\\_final\\_version\\_colac-otway\\_shire\\_old\\_beechy\\_rail\\_trail\\_licence.docx](http://ddms/commercial/franchise_inter_operator_and_lease/property_issues_-_leases_-_licences_-_services_etc/sites/colac/120222_final_version_colac-otway_shire_old_beechy_rail_trail_licence.docx)

- (c) The Licensee will not park vehicles so as to obstruct any public or V/Line staff or in any way adversely affect any other user of the Station and will not do or allow to be done anything that may be or become a nuisance or annoyance or cause damage to V/Line or any other person using the Station or the means of access and egress from the Station.
- (d) The Licensee must comply with all further regulations and conditions that may from time to time be reasonably made by V/Line for the safety security, good management and control of the Licensed Area.
- (e) The Licensee must at all times ensure that the in the Licensed Area does not risk the safety of any person at the Station and that it is aesthetically acceptable and does not detract from the current Station conditions and attractiveness.
- (f) The Licensee must not amend the Local Planning Scheme or place a planning overlay over the Licensed Area which minimises or restricts V/Line's right to relocate or remove the Licensed Area.

**3.6 Erection of Structure**

The Licensee acknowledges that the following conditions apply in respect of the erection of the structure on the Licensed Area:

- (a) The Licensee must provide to V/Line a construction timeline for the erection of the structure.
- (b) The Licensee must give V/Line at least 24 hours notice of when it will attend the Station to erect the structure on the Licensed Area.
- (c) The Licensee and its employees servants or agents may have access to the Station in connection with the erection maintenance or removal of the structure provided it complies with clause 3.6(b).
- (d) The Licensee must ensure that its employees servants or agents have the necessary qualifications, permits and approvals and any necessary insurance for the erection of the structure.

**3.7 Maintenance**

The Licensee shall during the Term at its own expense clean (including but not limited to graffiti which must be removed within 24 hours of notification from V/Line), maintain and repair the Licensed Area and any part of the Licensed Area.

[http://ddms/commercial/franchise inter operator and lease/property issues - leases - licences - services etc/sites/colac/120222\\_final version\\_colac-otway shire\\_old beechy rail trail licence.docx](http://ddms/commercial/franchise%20inter%20operator%20and%20lease/property%20issues%20-%20leases%20-%20licences%20-%20services%20etc/sites/colac/120222_final%20version_colac-otway%20shire_old%20beechy%20rail%20trail%20licence.docx)

**3.8 Contamination**

The Licensee must not at any time during the Term:

- (a) use the Licensed Area or allow the Licensed Area to be used so that any Industrial Waste or potentially Hazardous Substance is abandoned or dumped on the Licensed Area; or
- (b) cause or permit Industrial Waste or any potentially Hazardous Substance to be brought onto the Licensed Area.

**3.9 Structure not a fixture**

The structure erected upon the Licensed Area by the Licensee shall not be deemed to become a fixture or appurtenant to the Station and shall at all times be severable and shall be and remain at all times the property of the Licensee.

At the expiration or termination of the Licence, the Licensee must remove the structure and reinstate the Licensed Area to a condition not worse than the Licensed Area was prior to the erection of the structure.

**3.10 Removal of the Structure**

The Licensee acknowledges that the following conditions apply in respect of the removal of the structure from the Licensed Area:

- (a) The Licensee must provide to V/Line a construction timeline for the removal of the structure.
- (b) The Licensee must give V/Line at least 24 hours notice of when it will attend the Station to remove the structure from the Licensed Area.
- (c) The Licensee and its employees servants or agents may have access to the Station in connection with the erection maintenance or removal of the structure provided it complies with clause 3.6(b).
- (d) The Licensee must ensure that its employees servants or agents have the necessary qualifications, permits and approvals and any necessary insurance for the removal of the structure.

**4. LICENCE FEE**

In consideration of V/Line granting this Licence to the Licensee, the Licensee agrees to pay the Licence Fee.

[http://ddms/commercial/franchise\\_inter\\_operator\\_and\\_lease/property\\_issues\\_-\\_leases\\_-\\_licences\\_-\\_services\\_etc/sites/colac/120222\\_final\\_version\\_colac-otway\\_shire\\_old\\_beechy\\_rail\\_trail\\_licence.docx](http://ddms/commercial/franchise_inter_operator_and_lease/property_issues_-_leases_-_licences_-_services_etc/sites/colac/120222_final_version_colac-otway_shire_old_beechy_rail_trail_licence.docx)

## 5. OUTGOINGS

### 5.1 Outgoings

- (a) The Licensee must pay or reimburse V/Line a proportion of the Outgoings equal to the proportion that the area or the Licensed Area bears to the area.
- (b) Any dispute between the parties pursuant to this Clause 5.1 will be referred to arbitration in accordance with Clause 10.1.

### 5.2 GST

- (a) Any amount payable under this Licence is exclusive of GST.
- (b) Any party who receives or is deemed to receive any goods or services under this Licence must pay to the supplier or deemed supplier of those goods or services any GST payable, when payment for the goods or services to which the GST relates is due.
- (c) Each party agrees to do all things, including providing invoices or other documentation containing stipulated information, that may be necessary or desirable to enable or assist the other party to claim any credit, set off, rebate or refund in relation to any GST included in any payment made under this Licence.

## 6. INSURANCE

### 6.1 Risk

The Licensee uses the Licensed Area at its own risk.

### 6.2 Obligation to insure for public liability

- (a) The Licensee must effect and maintain public liability insurance (in the joint names of V/Line, the Director, VicTrack, the Licensee and (if applicable) any licensee of the Licensed Area), with a limit of not less than the amount detailed at Item 9 of Schedule 1 for any one occurrence, to cover Personal Injury.
- (b) The Licensee must ensure that the public liability insurance policy provides that all conditions, agreements and endorsements (with the exception of limits of liability) operate as if there was a separate policy of insurance cover for each of the insured.

**6.3 Obligation to insure for workers' compensation**

The Licensee must effect and maintain workers' compensation insurance (in the joint names of V/Line and the Licensee) covering any liability, loss, claim or proceedings whatsoever, whether arising by virtue of any statute relating to workers' compensation insurance accident compensation legislation, employer's liability, or at common law, by any person employed by the Licensee. The insurance must include a condition stating cover extends to indemnify V/Line as contract principal.

**6.4 Periods of insurance**

The insurance referred to in this Clause must be:

- (a) in force at the Commencement Date; and
- (b) maintained effective until the expiration or earlier determination of this Licence.

**6.5 Insurers and Policies**

- (a) The Licensee must effect or procure and maintain or procure the maintenance of the insurances required under this Clause:
  - (i) with insurers approved by V/Line, which approval must not be unreasonably withheld or delayed; and
  - (ii) in full force and effect for the relevant periods described in Clause 6.4;
- (b) The Licensee must, in relation to each of insurances required under this Clause:
  - (ii) deposit with V/Line, from the Commencement Date certificates evidencing the currency of the required insurances within 48 hours of any such request by V/Line and, if required by V/Line, certified copies of the policy documents; and
- (c) if the Licensee fails to comply with Clause 6.5(a) or 6.5(b), V/Line may itself effect any insurance to which such failure relates and the premiums payable will be a debt due and payable by the Licensee to V/Line on demand.
- (d) The Licensee must ensure that each policy of insurance effected under this Clause contains a provision requiring the insurer to inform V/Line in writing if a notice of cancellation in respect of the policy has been given to the Licensee.
- (e) The Licensee must not materially alter any insurance policy required under this Clause 6.5 during the Term unless the prior agreement to do so



has been obtained from V/Line (such agreement not to be unreasonably withheld or delayed).

- (f) V/Line reserves the right to require the Licensee to effect and maintain additional insurance or to increase the amount of existing insurance from time to time during the Term where a reasonable requirement to do so can be demonstrated and such insurance is available in the commercial insurance market on commercially reasonable terms and conditions.

#### **6.6 The Licensee to Satisfy itself**

The Licensee must take responsibility itself for deciding whether to insure any risks which have not been covered by the policies referred to in this Clause 6 or to cover any exclusions, conditions or excesses in the policies which it may wish to insure against or cover.

#### **6.7 Insurance policies in Joint Names**

The Licensee must ensure that the policy of insurance effected and maintained pursuant to Clause 6.2 provides that:

- (a) the insurer waives all rights remedies or relief to which it might become entitled by way of subrogation against any of the parties comprising the insured; and
- (b) failure by one insured party to observe and fulfil the terms of the policy will not prejudice the insurance cover provided to the other insured party or parties (as the case may be).

#### **6.8 No Limitation**

This Clause 6 does not detract from any of the Licensee's obligations under this Licence.

### **7. INDEMNITY AND RELEASE**

#### **7.1 Indemnity**

The Licensee indemnifies and must keep indemnified V/Line, VicTrack and the Director from and against all losses, damages, liabilities, actions, suits, claims, demands costs, and expenses of every kind in respect of or arising from:

- (a) the occupation and use of the Licensed Area by the Licensee or the Licensee's Associates;
- (b) the Licensed Area or any part of the Licensed Area;
- (c) any act, omission or neglect on the part of the Licensee or the Licensee's

- Associates;
- (d) a Default Event;
  - (e) the discharge, release or emission of any Contaminant or Pollutant into the Environment by the Licensee or the Licensee's Associates;
  - (f) any Contamination or Pollution caused by the Licensee or the Licensee's Associates;
  - (g) any infringement of any intellectual or industrial property, including without limitation:
    - (i) a patent, trade mark or service mark, copyright, registered design, trade secret, or confidential information; or
    - (ii) a licence or other right to use or to grant the use of any of the foregoing or to be the registered proprietor or user of any of the foregoing; and
  - (h) any claim made under Part 2A of the Wrongs Act 1958 (Vic).

This indemnity will not apply to the extent that the loss, damage, injury, liability, action, suit, claim, demand, cost or expense is caused directly by a negligent act or omission of V/Line, VicTrack or the Director.

This indemnity will not exclude any other right of V/Line, VicTrack or the Director to be indemnified by the Licensee.

## 7.2 Release

The Licensee releases to the full extent permitted by law V/Line, VicTrack and the Director from all losses, damages, liabilities, actions suits, claims, demands, costs and expenses of every kind which arise from the use or occupation of the Licensed Area or the performance of this Licence (including any claim made under Part 2A of the Wrongs Act 1958 (Vic)). This release will not apply to the extent that any loss, damage, liability, action, suit, claim, demand, cost or expense is cause directly by a negligent act or omission of V/Line, VicTrack or the Director.

## 8. DEFAULT

### 8.1. Occurrence of Default Event

If a Default Event occurs V/Line may give the Licensee a notice in writing specifying that a Default Event has occurred and setting out reasonable details

of the event or circumstance constituting the Default Event.

**8.2. Remedies for Default Event**

If V/Line gives the Licensee a Default Notice and the Default Event specified in the Default Notice is not remedied within 14 days of the date of the Default Notice (or such greater period as may be agreed), then V/Line will be entitled to:

- (a) Terminate this Licence immediately by written notice to the Licensee; and
- (b) Exercise all legal and equitable rights and remedies available to V/Line (whether under this Licence or otherwise)

**8.3. Interest on Financial Default**

- (a) The Licensee must pay to V/Line Interest on any amount which is the subject of a Financial Default until that amount is paid to V/Line.
- (b) Interest will accrue daily at the Default Rate for each day from the date on which the amount became due and payable until such amount (and all Interest accrued on it) is paid in full, and is payable on the date payment of the amount is made.
- (c) The right to require payment of Interest under this clause is without prejudice to any other rights and remedies of V/Line in respect of the Financial Default.
- (d) If a liability under this Licence becomes merged in an order or judgment of a court of competent jurisdiction, the Licensee must pay interest to V/Line on the amount of that liability as an independent obligation. This interest accrues from the date the liability becomes due for payment (after or at the time of the order or judgment) until it is paid, at a rate that is higher of the rate payable under the order or judgment and the Default Rate.

**8.4. Waiver**

If this Licence is lawfully terminated by V/Line, the Licensee waives any rights it might otherwise have to pursue a claim of restitution of any kind including, without limitation, a claim of unjust enrichment.

**9. OBLIGATIONS ON EXPIRATION OR TERMINATION**

**9.1. Return of Licensed Area**

Upon the expiration or earlier determination of this Licence the Licensee must

[http://dorns/commercial/franchise\\_infer\\_operator\\_and\\_lease/property\\_issues\\_-\\_leases\\_-\\_licences\\_-\\_services\\_etc/sites/colac/120222\\_final\\_version\\_colac-otway\\_shire\\_old\\_beechy\\_rail\\_trail\\_licence.docx](http://dorns/commercial/franchise_infer_operator_and_lease/property_issues_-_leases_-_licences_-_services_etc/sites/colac/120222_final_version_colac-otway_shire_old_beechy_rail_trail_licence.docx)

return the Licensed Area to V/Line with vacant possession.

## 10. DISPUTE RESOLUTION

If there is a dispute between the Parties relating to or arising out of this Licence, the parties must use all reasonable endeavours acting in good faith to settle the dispute as soon as practicable.

### 10.1. Arbitration

If a dispute cannot be settled between the parties within 14 days, either party may by written notice to the other refer the dispute to arbitration for determination by an arbitrator appointed by the President of the Australian Institute of Arbitrators. The arbitrator must be directed to determine the matter under the provisions of the Commercial Arbitration Act 1984. Unless otherwise agreed in writing by the parties:

- (a) The place of arbitration will be in Melbourne, Victoria;
- (b) The parties to the arbitration are entitled to legal representation;
- (c) The arbitrator must have no power to settle disputes otherwise than by arbitration;
- (d) The arbitrator must be requested to hand down his award within one month after the conclusion of the hearing however it is acknowledged that the arbitrator has the authority to extend this time; and
- (e) The Licensee and V/Line must pay their own costs and each are to pay one half of the cost of the arbitrator.

### 10.2. Continue to perform

Notwithstanding the existence of a dispute, each party must continue to perform its obligations under this Licence.

## 11. NOTICES

Any notice, demand, consent or other communication (the Notice) given or made under this Licence:

- (a) Must be in writing and signed by a person duly authorised by the sender;
- (b) Must be delivered to the intended recipient by prepaid post or by hand or fax to the address or fax number detailed at item 10 in Schedule 1 or the address or fax number last notified by the intended recipient to the sender.
- (c) Will be taken to be duly given or made:

- a. In the case of delivery in person, when delivered;
- b. In the case of delivery by post, two business days after the date of posting; and
- c. In the case of fax, on receipt by the sender of a transmission control report from the despatching machine showing the relevant number of pages and the correct destination fax machine fax number or name of recipient and indicating that the transmission has been made without error.

But if the result is that a Notice would be taken to be given or made on a day that is not a business day in the place to which the Notice is sent or is later than 4.00pm (local time) it will be taken to have been duly given or made at the commencement of business on the next business day in that place.

**12. ENTIRE AGREEMENT**

This Licence contains the entire agreement between parties with respect to its subject matter and supersedes all prior agreements and understandings between the parties in connection with it.

**13. ASSIGNMENT**

**13.1. Assignment by Licensee**

The Licensee may not assign, sub-lease, declare a trust or become a trustee of, transfer, delegate, encumber, pledge or otherwise dispose of or deal with any of its rights or obligations under this Licence, or attempt or purport to do so, without prior written consent of V/Line.

**13.2. Assignment by V/Line**

V/Line may assign, declare a trust or become a trustee of transfer, encumber, pledge or otherwise dispose of or deal with any of its rights or obligations under this Licence at any time.

**14. AMENDMENT**

No amendment or variation of this Licence is valid or binding on a party unless made in writing and executed by both parties.

[http://dams/commercial/franchise\\_inter\\_operator\\_and\\_lease/property\\_issues\\_-\\_leases\\_-\\_licences\\_-\\_services\\_etc/sites/colac/120222\\_final\\_version\\_colac-otway\\_shire\\_old\\_beechy\\_rail\\_trail\\_licence.docx](http://dams/commercial/franchise_inter_operator_and_lease/property_issues_-_leases_-_licences_-_services_etc/sites/colac/120222_final_version_colac-otway_shire_old_beechy_rail_trail_licence.docx)

**15. NO WAIVER**

No failure to exercise nor any delay in exercising any right, power or remedy by a party operates as a waiver. A single or partial exercise of any right, power or remedy does not preclude any other or further exercise of that or any other right, power or remedy. A waiver is not valid or binding on the party granting that waiver unless made in writing.

**16. SEVERABILITY**

To the extent that any part of this Licence may be invalid, illegal or unenforceable, it is intended that the remaining parts, insofar as possible and reasonable, must be effective and enforceable.

**17. FURTHER ASSURANCES**

Each party agrees to do all things and execute all deeds, instruments, transfers or other documents as may be necessary or desirable to give full effect to the provisions of this Licence and the transactions contemplated by it.

**18. NO MERGER**

The rights and obligations of the parties will not merge on the completion of any transaction contemplated by this Licence. They will survive the execution and delivery or any assignment or other document entered into for the purpose of implementing any such transaction.

**19. RIGHTS CUMULATIVE**

Subject to any express provision in this Licence to the contrary, the rights of a party under this Licence are cumulative and are in addition to any other rights of that party.

**20. COSTS AND STAMP DUTY**

Each party must bear its own costs arising out of the negotiation, preparation and execution of this Licence. All stamp duty (including fines, penalties and interest) that may be payable on or in connection with this Licence and any instrument executed under this Licence must be borne by the Licensee.

**21. GOVERNING LAW AND JURISDICTION**

This Licence is governed by the laws of Victoria. Each party submits to the non exclusive jurisdiction of the courts exercising jurisdiction there in connection

[http://ddms/commercial/franchise\\_inter\\_operator\\_and\\_lease/property\\_issues\\_-\\_leases\\_-\\_licences\\_-\\_services\\_etc/sites/colac/120222\\_final\\_version\\_colac-otway\\_shire\\_old\\_beechy\\_rail\\_trail\\_licence.docx](http://ddms/commercial/franchise_inter_operator_and_lease/property_issues_-_leases_-_licences_-_services_etc/sites/colac/120222_final_version_colac-otway_shire_old_beechy_rail_trail_licence.docx)

with matters concerning this Licence.

**22. COUNTERPARTS**

This Licence may be executed in any number of counterparts. All counterparts together will be taken to constitute one instrument.

## Schedule 1

|          |  |   |
|----------|--|---|
| Item 1:  | <b>Licensed Area<br/>(Nominated Site):</b>             | Being that land as occupied by the structure and being part of the " Old Beechy Rail Trail" as shown in the plan attached as Annexure 1 |
| Item 2:  | <b>Land:</b>   | The area known as Colac Railway Station Yard as shown Annexure 2.   |
| Item 3:  | <b>Term:</b>   | Being that date upon which the Regional Infrastructure Lease is terminated.   |
| Item 4:  | <b>Commencement Date:</b>                              | 23 September 2011   |
| Item 5:  | <b>Expiry Date:</b>                                    | Being that date upon which the Regional Infrastructure Lease is terminated.   |
| Item 6:  | <b>Licence fee:<br/>(clause 4)</b>                     | \$1.00 per annum plus GST (deemed to be paid)   |
| Item 7:  | <b>Permitted Use:<br/>(clause 3.1)</b>                 | For the Old Beechy Rail Trail public walking and cycling shared pathway.  |
| Item 8:  | <b>Structure:</b>                                      | The pathway and fencing to be constructed along and over the alignment as depicted in Annexure 1.                                       |
| Item 9:  | <b>Public Liability Insurance:<br/>(clause 6.2(a))</b> | Sum insured \$20,000,000  |
| Item 10: | <b>Delivery of notices:<br/>(clause 11)</b>            |   |
|          | <b>Landlord<br/>Address:</b>                           | Level 23, 570 Bourke Street, Melbourne Victoria 3000  |
|          | <b>Fax:<br/>Attention:</b>                             | (03) 8414 8737<br>Manager Contracts, Access & Interfaces  |
|          | <b>Licensee<br/>Address:</b>                           | Colac Otway Shire<br>2 - 6 Rae Street (P O Box 283) Colac Vic 3250  |
|          | <b>Fax:<br/>Attention:</b>                             | (03) 5232 1046<br>Paula Gardiner, Manager Capital Works   |



Executed as an agreement.

Signed, Sealed and Delivered for and on )  
behalf of V/Line Pty. Ltd. ACN 087 425 )  
269 by its attorney under power of attorney )  
dated 22<sup>nd</sup> February 2011 in the presence )  
of: )

.....  
Signature of witness

.....  
Signature of attorney  
(By executing this deed the attorney states the  
he has received no notice that his authority to do  
so has been revoked)

Robert Barnett

.....  
Name of witness (please print)

.....  
Name of attorney

Signed for and on behalf of the )  
Colac Otway Shire in the presence of: )

.....  
Director/Chief Executive Officer  
(Strike out as applicable)

.....  
Witness

.....  
Name (print)

.....  
Name of Witness (print)

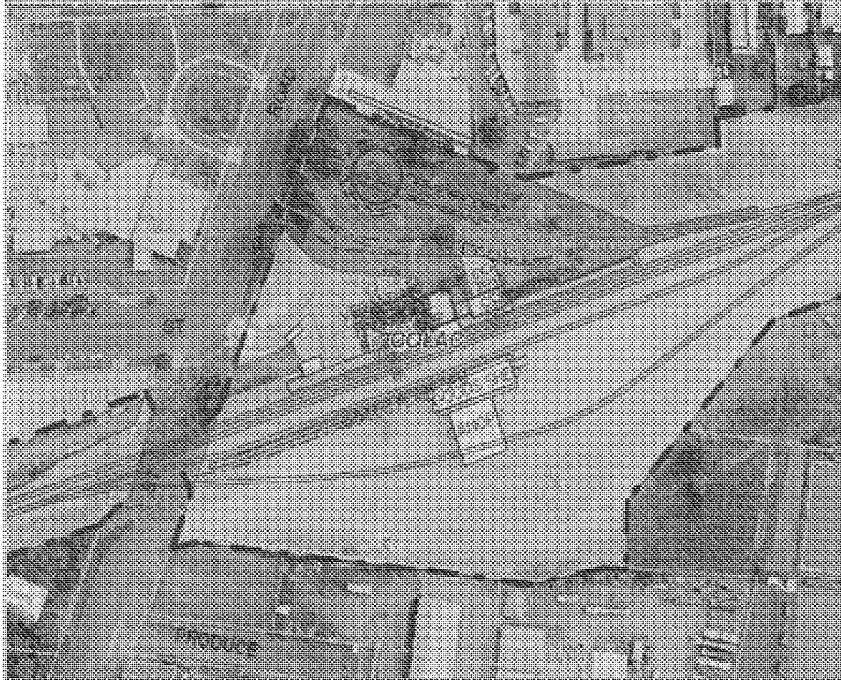
Annexure 1 – Plan of Old Beechy Rail Trail pathway

(Red coloured dotted line denotes the pathway location on the rail land)



[http://ddms/commercial/franchise\\_inter\\_operator\\_and\\_lease/property\\_issues\\_-\\_leases\\_-\\_licences\\_-\\_services\\_etc/sites/colac/120222\\_final\\_version\\_colac-atway\\_shire\\_old\\_beechy\\_rail\\_trail\\_licence.docx](http://ddms/commercial/franchise_inter_operator_and_lease/property_issues_-_leases_-_licences_-_services_etc/sites/colac/120222_final_version_colac-atway_shire_old_beechy_rail_trail_licence.docx)

Annexure 2 – Plan of Station Yard



[http://doms/commercial/franchise inter operator and lease/property issues - leases - licences - services etc/sites/colac/120222\\_final version\\_colac-otway shire\\_old beechy rail trail licence.docx](http://doms/commercial/franchise%20inter%20operator%20and%20lease/property%20issues%20-%20leases%20-%20licences%20-%20services%20etc/sites/colac/120222_final%20version_colac-otway%20shire_old%20beechy%20rail%20trail%20licence.docx)



## PRE-ELECTION CARETAKER POLICY

---

Policy No: 18.4

Date Adopted: 28/10/09

File No: Council Policy - Strategic

Revised: v

---

Deleted: 26/08/08

Deleted: GEN01688

Deleted: 28/10/09

Policy No: 18.4  
Pre-Election Caretaker Policy

1. INTRODUCTION

Colac Otway Shire is committed to providing good governance and to fair and democratic elections and therefore adopts and endorses the following caretaker procedures throughout a pre-election period.

The Local Government Act 1989 ("the Act") defines the election period as commencing on the last day of nominations and ending at 6 pm on election day. This means that the Caretaker Period will apply for a period of 32 days.

The purpose of this Pre-Election Caretakers Policy is to ensure that the ordinary business of Local Government in the Colac Otway Shire continues throughout an election period in a responsible and transparent manner, and in accordance with statutory requirements and established 'caretaker' conventions. This policy commits Council during the caretaker period to:

- Avoid making significant new policies or decisions that could unreasonably bind a future Council; and
- Ensure that public resources, including staff resources, are not used in election campaigning or in a way that may improperly influence the result of an election, or improperly advantage existing Councillors as candidates in the elections.

2. RELATIONSHIP WITH COUNCIL PLAN

The Colac Otway Shire is committed to strong Leadership and Governance. The Pre-Election Caretaker Policy is a part of having important governance processes and policies in place.

3. PURPOSE

The purpose of this Pre-election Caretaker Policy is to ensure that the ordinary business of local government in the Colac Otway Shire continues throughout the election period in a responsible and transparent manner and in accordance with statutory requirements and established 'caretaker' conventions.

This policy commits Council during the caretaker period to:

- avoid making significant new policies or decisions that could unreasonably bind a future Council; and
- ensure that public resources, including staff resources are not used in election campaigning or in a way that may improperly influence the result of an election, or improperly advantage existing Councillors as candidates in the elections.

The Pre-election Caretaker Policy has been developed in order to ensure that local government elections are conducted in a manner that is ethical, fair and equitable, and is publicly perceived as such.

4. SCOPE OF THE POLICY

The policy addresses:

- Major policy decisions (applies only in the case of a general election);
- Council resources;
- Information;
- Council communications and publicity;
- Assistance to candidates;
- Monitoring the policy.

This policy is meant to supplement rather than replace the legislative and commonsense approach to fair and equitable Council elections.

Date Adopted: 28/10/09  
File No. Council Policy - Strategic

Page 2 of 5  
Revised:

|  |
|--|
| Deleted: 3   |
| Deleted: . During the pre election caretaker period, the business of Council continues and ordinary matters of administration still need to be addressed.¶<br>This policy establishes a series of 'caretaker' practices, which aim to ensure that actions of the current Council do not bind an incoming Council and limit its freedom of action.¶ |
| Deleted: ¶   |
| Deleted: 26/8/08   |
| Deleted: GEN01688  |
| Deleted: 28/10/09  |

Policy No: 18.4  
Pre-Election Caretaker Policy

**5. COUNCIL DECISION MAKING**

Deleted: 4

It is an established democratic principle that elected bodies should not unnecessarily bind an incoming government during an election period. The Council therefore commits to the principle that it will make every endeavour to avoid making significant decisions that bind the incoming Council. This includes a commitment to comply with the requirements of section 93A of the Act relating to "major policy decisions".

Deleted: 11  
Deleted: 11  
11  
11

**Major Policy Decisions**

"Major Policy Decisions" are defined in the Act – section 93A(6) to be decisions:

- a) relating to the employment or remuneration of a Chief Executive Officer under section 94 of the Act, other than a decision to appoint an acting Chief Executive Officer.
- b) to terminate the appointment of a Chief Executive Officer under section 94..
- c) to enter into a contract the total value of which exceeds whichever is the greater of –
  - (i) \$100,000 or such higher amount as may be fixed by Order in Council under section 186(1); or
  - (ii) 1% of the Council's revenue from rates and charges levied under section 158 in the preceding financial year.
- d) to exercise any power under section 193 of the Act if the sum assessed under section 193(5A) in respect of the proposal exceeds whichever is the greater of \$100,000 or 1% of the Council's revenue from rates and charges levied under section 158. in the preceding financial year.

Deleted: .

If the Council considers that there are extraordinary circumstances where the municipality or the local community would be significantly disadvantaged by the Council not making a major policy decision, the Council will, by resolution, request an exemption from the Minister for Local Government, in accordance with section 93A(2) of the Act.

**6. ELECTORAL MATTERS**

Deleted: 5

- a) The Council commits to the principle that it will ensure that Council resources are not used inappropriately during a Council election;
- b) Council will ensure that it complies with section 55D of the Act which requires that a Council does not print, publish or distribute or cause, permit or authorise to be printed, published or distributed an electoral advertisement, handbill, pamphlet or notice during the election period unless it only contains information about the election process;
- c) Council will review all publications prior to the commencement of the caretaker period and during the caretaker period prior to publication to ensure that any such publications comply with the requirements of section 55D.
- d) The following definitions from the Act are noted:

"Section 3(1) "electoral advertisement, handbill, pamphlet or notice" means an advertisement, handbill, pamphlet or notice that contains electoral matter, but does not include an advertisement in a newspaper announcing the holding of a meeting.

"publish" means publish by any means including by publication on the internet.

Deleted: 26/8/08  
Deleted: GEN01688  
Deleted: 28/10/09

Date Adopted: 28/10/09  
File No. Council Policy - Strategic

Page 3 of 5  
Revised:

Policy No: 18.4  
Pre-Election Caretaker Policy

Section 3(1A) "electoral matter" means matter which is intended or likely to affect voting in an election but does not include any electoral material produced by or on behalf of the returning officer for the purposes of conducting an election.

"Section 3(1B) without limiting the generality of the definition of "electoral matter", matter is to be taken to be intended or likely to affect voting in an election if it contains an express or implicit reference to, or comment on:

- a) the election; or
- b) a candidate in the election; or
- c) an issue submitted to, or otherwise before, the voters in connection with the election."

**7. COUNCIL RESOURCES**

Deleted: 6

It is an established democratic principle that public resources must not be used in any way that would influence the way people vote in elections, except in regard to supporting the actual election process. The Council therefore commits to the principle that it will ensure that Council resources are not used inappropriately during an election period.

Any staff member who considers that a particular use of Council resources may influence voting in the election must obtain approval as outlined in these procedures before authorising, using or allocating the resource. Council staff must not be asked to undertake any tasks connected with a candidate's election campaign.

**7.1 Events, Activities and Support Services**

Deleted: 6

In applying this principle the following will be normal practice during election periods:

- Public events will only be organised and run by the Council administration if they are part of the normal services or operation of the council and the scheduling of the event during the election period is deemed to be appropriate.
- Speeches for Councillors will only be prepared by Council staff in relation to events that are part of the normal services or operation of the Council and such speeches will not be circulated or available for publication.
- Media services, including media releases, will not be provided for individual Councillors by the Council administration during the election period.
- Individual Councillor newsletters will not be resourced by the Council in any way during the election period.
- Council management will ensure that action on requests for service will continue to be based on established methods of setting priorities and from existing budget allocations.

**7.2 Equipment, Stationery and Facilities**

Deleted: 6

In accordance with current policy and practice, Council resources including office and hospitality facilities, support staff, equipment/services, merchandise and stationery are provided or made available to Councillors for normal Council business and are therefore not to be used in connection with any electoral activities.

Deleted: .

Council logos or letterheads, Colac Otway Shire branding or Council provided photographs will not be used by Councillors in any way that relates to an election. Similarly Council funded telephones (mobile or landline) numbers and email addresses are not to be used by Councillors as contact points in their election campaign material.

Deleted: .

Reimbursement of Councillor's out-of-pocket expenses during an election period will only apply to costs that have been incurred in the performance of official Council duties as defined and not for expenses that could be perceived as supporting or connected with a candidate's election campaign.

Deleted: .

Deleted: 26/8/08

Deleted: GEN01688

Deleted: 28/10/09

Date Adopted: 28/10/09  
File No. Council Policy - Strategic

Page 4 of 5  
Revised:

Policy No: 18.4  
Pre-Election Caretaker Policy

**7.3 Information** Deleted: 6

**7.3.1 Council Business** Deleted: 6

As Councillors must continue to perform their elected role during the election period, they will, as a matter of course receive all necessary information for them to fulfil that role. Information to be provided to Councillors will include:

- Information that is publicly and freely available – Council Plans, Annual Reports, strategies, policies and the like.
- Information and advice provided by Council's management as part of Council meeting agendas. This information is of course publicly and freely available.
- Briefing papers in relation to matters to be decided upon at forthcoming Council meetings. It is likely that the briefing information provided to Councillors during the election period will be of a more routine nature than normal, given the approach to decision making during the election period.

**7.3.2 Requests for Information** Deleted: 6

All requests received by Council staff for information about Council projects, programs or services will be responded to in a "business as normal" manner. This means up to date responses will be provided about progress on Council projects or services to Councillors, candidates or citizens.

Council staff will be particularly careful and conscious of the need to provide accurate and complete information. However a "business as normal" approach does not include extensive research or analysis involving significant Council resources or providing a level of information which would not normally be available.

Requests for information which require significant resources to be devoted to making a response or which might be perceived to support an election campaign will be referred to the Chief Executive Officer or their delegate for consideration.

All election related enquiries from candidates or prospective candidates will be directed to the Returning Officer or where the matter is outside the responsibilities of the Returning Officer, to the Chief Executive Officer or his/her delegate.

Applications for information under Freedom of Information legislation will be dealt with in the normal manner.

**8. RELATED LEGISLATION/POLICIES** Deleted: 7

- Local Government Act 1989
- Victorian Electoral Act 2002
- Council Code of Conduct – Adopted September 2009

Deleted: January 2008

**9. IMPLEMENTATION AND REVIEW** Deleted: 8

Prior to an election period, the Chief Executive Officer will ensure that Councillors and Council staff are advised in regard to the application of the Pre-Election Caretaker Policy.

The Pre-Election Period Caretaker Policy will be published on Council's website.

The Pre-Election Period Caretaker Policy will be reviewed and published before each Colac Otway Shire general election.

Deleted: ¶

Deleted: 26/8/08

Deleted: GEN01688

Deleted: 28/10/09

Date Adopted: 28/10/09  
File No. Council Policy - Strategic

Page 5 of 5  
Revised:





**Agreement to Lease and  
Redevelopment Licence**

**Otway Health and Community  
Services**

**Colac Otway Shire Council**

Level 12, 484 St Kilda Road  
Melbourne VIC 3004  
ABN 52 104 156 694

Phone: 03 9865 1300  
Fax: 03 9867 8580

Table of Contents

**Parties**..... 1

**RECITALS**..... 1

**THE PARTIES NOW AGREE AS FOLLOWS**..... 2

**1 Period of Agreement**..... 2

**2 Grant of Licence – Redevelopment Works** ..... 2

**3 The Council’s Obligations (Positive)** ..... 2

**4 The Council’s Obligations (Negative)** ..... 3

**5 The Council’s Extension Works Obligations** ..... 3

    Extension Works of Site ..... 3

    Subcontractors ..... 3

    Completion of Extension Works ..... 4

**6 Lease** ..... 4

**7 Guarantee and Maintenance** ..... 4

    Guarantee ..... 4

    Contractor to obtain usual warranties ..... 5

    Urgent service ..... 5

    Remedial work ..... 6

    OHCS may remedy defect ..... 6

**8 Indemnity** ..... 6

    Reduction ..... 7

    Continuing effect ..... 7

**9 Insurance**..... 7

    General Requirement ..... 7

    Specific Obligations ..... 7

    WorkCover ..... 8

    Proof ..... 8

    Default ..... 8

    Subcontractors ..... 8

**10 Breach and Termination**..... 8

**11 Parties’ representatives**..... 9

    OHCS’s Representative ..... 9

    The Council Representative ..... 9

    Meetings ..... 10

C:\Documents and Settings\chayman\Local Settings\Temporary Internet Files\Content.Outlook\K2K21U72\Agreement to Lease.doc

**12 Notices.....10**  
Address and fax number ..... 10  
When a notice is given ..... 10

**13 Miscellaneous .....11**  
Costs ..... 11  
Entire agreement..... 11  
Execution of separate documents ..... 11  
Further acts ..... 11  
Force majeure ..... 11  
Governing law and jurisdiction ..... 12  
No agency or partnership ..... 12  
No authority to act ..... 12  
Severability ..... 12  
Time for action..... 12  
Variation ..... 12  
Waiver ..... 12

**14 Definitions and Interpretations ..... 13**  
Definitions..... 13  
Interpretation ..... 14  
Schedule 1 - Lease.....1  
Schedule 2 – Representatives and Addresses.....2

**Parties**

**Otway Health and Community Services** (ABN 30 426 290 469) of 4 McLachlan Street, Apollo Bay 3233 (**OHCS**)

and

**Colac Otway Shire Council** (ABN 32 430 819 755) of 2-6 Rae Street, Colac 3250 (**the Council**).

**RECITALS**

- A In April 2008, OHCS and the Council entered into an arrangement where OHCS provided the Council with a space known as the Men's Studio at the rear of 6 Pengilley Avenue, Apollo Bay, for the purpose of providing library services to the Apollo Bay community (**the Existing Library**).
- B OHCS owns and operates a Neighbourhood House Building which is also located on the property at 6 Pengilley Avenue, Apollo Bay (**the Neighbourhood House Building**).
- C OHCS and the Council have entered into an arrangement where both parties will contribute funds to renovate and extend the Existing Library and Neighbourhood House so that they are joined (**the Extension Works**).
- D The Extension Works will result in a Library Extension and 2 Multipurpose Rooms being built.
- E When the Extension Works are complete, OHCS will lease the Library Extension to the Council (**the Lease**) and will grant a licence to use the 2 Multipurpose Rooms (**the Licence**).
- F This Agreement sets out the circumstances in which OHCS will grant the Council the Lease and the Licence.

---

**THE PARTIES NOW AGREE AS FOLLOWS**

**1 Period of Agreement**

- 1.1 This Agreement commences on the Commencement Date and terminates when the last of the Council's obligations under this Agreement is discharged, unless otherwise terminated in accordance with this Agreement.

**2 Grant of Licence – Redevelopment Works**

- 2.1 OHCS hereby authorises the Council to access and use the Site to conduct the Extension Works in accordance with the terms and conditions contained in this Agreement.
- 2.2 The rights conferred by **clause 2.1**, do not create or confer upon the Council any tenancy or any estate or interest in or over the Site or any part of it, and do not comprise or include any rights other than those granted or to which The Council is otherwise entitled by law.
- 2.3 The Council acknowledges and agrees that no part of the Land or the Site is held in trust by OHCS for the Council.

**3 The Council's Obligations (Positive)**

- 3.1 During the term of this Agreement, The Council must:

3.1.1 **Extension Works:** Undertake the Extension Works in accordance with **clause 5**.

3.1.2 **Notice of Defects and other matters:** Give OHCS prompt notice in writing of:

- (a) any defect in the Redevelopment Area and of any circumstances likely to cause any damage risk or hazard to the Redevelopment Area or any person in the Redevelopment Area; and
- (b) any notice, proposal or order that an Authority gives, issues or makes on the Council in respect of the Redevelopment Area, and full details of the circumstances in which the Council received that notice, proposal or order:

as soon as practicable after the Council becomes aware of either of the occurrences described in this **clause 3.1.2**.

3.1.3 **Compliance or objection:** Without delay:

- (a) take all necessary steps to comply with any notice, proposal or order referred to in **clause 3.1.2(b)** with which the Council is required to comply; or
- (b) at OHCS's request, make or join with OHCS in making such objections or representations against or in respect of any notice, proposal or order referred to in **clause 3.1.2(b)** as OHCS deems expedient.

#### 4 The Council's Obligations (Negative)

4.1 During the term of this Agreement, the Council must not:

4.1.1 **Use of Site:** Use the Site for any purpose other than:

- (a) providing library services at the Existing Library; or
- (b) conducting the Extension Works;

without first obtaining OHCS's written consent.

4.1.2 **Create nuisance:** Cause or permit to be done anything which constitutes an actionable nuisance, annoyance or disturbance to other persons lawfully entitled to use the Site or to use any land in the vicinity or to occupiers of properties adjoining the Site.

4.1.3 **Void insurance:** Allow anything to be done which might result in any insurances relating to the Site becoming void or voidable or which might increase the premium on any insurance.

#### 5 The Council's Extension Works Obligations

##### Extension Works of Site

5.1 The Council must undertake and manage the Extension Works in accordance with the plan, specifications and program for the Extension Works as agreed to by the Parties.

5.2 The Council must at its cost comply with:

- 5.2.1 all Laws relating to the Extension Works; and
- 5.2.2 all lawful orders or directions made in accordance with OHCS's policies and procedures.

##### Subcontractors

5.3 The Council may appoint subcontractors or agents to carry out the Extension Works and allow its invitees onto the Site, provided that the

Council remains liable for all acts and omissions of its subcontractors, agents and invitees as if they were the Council's acts and omissions.

- 5.4 Except to the extent permitted under **clause 5.3**, the permission granted to the Council to access and carry out the Extension Works at the Site is personal and for the purposes only of meeting its obligations under this Agreement and it cannot otherwise assign, transfer, charge, encumber or deal with this Agreement or the benefit of this Agreement.

#### **Completion of Extension Works**

- 5.5 Upon completion of the Extension Works, the Council must immediately obtain and produce to OHCS any certificates of compliance or of satisfactory completion issued by relevant Authorities, and a certificate by a consultant that the Extension Works has been carried out in accordance with the plans and specifications agreed to by the Parties. No such certificates may be issued subject to a condition.

#### **6 Lease**

- 6.1 When the Extension Works are completed to OHCS's satisfaction OHCS must grant and the Council must accept a lease of the Library Extension in the form of the Lease (as amended in accordance with the mutual agreement of the Parties).
- 6.2 The Parties agree and acknowledge that ownership of all fixtures and items secured or bolted to the Library Extension which form part of the Extension Works (including all plumbed equipment) will vest in OHCS.
- 6.3 The Lease will apply from the completion of the Extension Works or when the Council starts to provide services from the Library Extension (in OHCS's reasonable opinion), whichever is the earlier. As and from that date, the Council as tenant under the Lease, and OHCS as landlord under the Lease, agree to be bound by the terms and conditions of the Lease irrespective of whether the Parties have executed the Lease.

#### **7 Guarantee and Maintenance**

##### **Guarantee**

- 7.1 The Council guarantees the quality of the Extension Works against any defect under normal working conditions from the completion of the Extension Works and for as long as the Lease remains on foot and has not ended, and:
- 7.1.1 the Council, at its own expense, must make good or replace (as the case may be), any part of the Extension Works proving

defective due to the Council's non-compliance with the standards and specifications set out in this Agreement and shall be responsible for, and shall indemnify OHCS against, any damage to OHCS's property which may be caused directly or indirectly by the defect or by the making good or replacement thereof; and

- 7.1.2 in making good or replacing any such defective parts of the Extension Works, the Council shall ensure that such part of the Extension Works is returned to proper working conditions as quickly as possible, and in any event within 30 days.

**Contractor to obtain usual warranties**

- 7.2 The Council must obtain all usual and customary trade warranties from its subcontractors, manufacturers and suppliers and must ensure that OHCS:

- 7.2.1 has the benefit of the warranties; and

- 7.2.2 is able to enforce them directly,

against those subcontractors, manufacturers and suppliers.

- 7.3 If the warranties for the repair or replacement of the Extension Works or any part of it, which the Council has obtained from the subcontractors, manufacturers and suppliers pursuant to **clause 7.2**, continue for a period longer than the period of guarantee and maintenance under this Agreement, the Council must, at OHCS's request and cost (without limiting the provisions of **clause 7.2**), assign to OHCS the benefit of each such warranty at the end of the period of guarantee and maintenance under this Agreement.

**Urgent service**

- 7.4 If OHCS determines that any remedial, protective, repair or other like work is urgently necessary to prevent:

- 7.4.1 loss of or damage to OHCS's premises or property or the property of other persons at the Site; or

- 7.4.2 disruption of the whole or any part of OHCS's operations; or

- 7.4.3 injury to or death of any person

OHCS's Representative may, as soon as practicable thereafter, notify the Council of that determination and the Council at its own expense shall carry out the work immediately on receipt of that notice.



**Remedial work**

- 7.5 The Council must notify OHCS before it commences any remedial work on defective parts of the Extension Works and must ensure that such work does not interfere with or disrupt the normal activities of the occupants of the Site without the prior written permission of OHCS's Representative.

**OHCS may remedy defect**

- 7.6 If:

7.6.1 the Council does not remedy a defect within a reasonable time after the Council becomes aware of the defect, or

7.6.2 OHCS decides to remedy the defect itself;

OHCS will remedy the defect at the Council's risk and expense but without prejudice to any other rights which OHCS may have against the Council in respect of the defect.

- 7.7 If the Council is unable or unwilling at once to do the work OHCS may, by its own or other persons and without prejudice to any rights it may have against the Council, do such work as OHCS's Representative may determine to be necessary. If the work so done by OHCS is work which OHCS's Representative determines to be work that the Council was liable to do at its own expense under this Agreement, all costs and charges properly incurred by OHCS in doing the work shall be repaid to OHCS as a debt due by the Council.

**8 Indemnity**

- 8.1 The Council will be liable for and must indemnify OHCS and its officers, servants, employees, agents and invitees against any liability, loss, claim, proceedings damage, or expense (including legal costs on a full indemnity basis) incurred or suffered as a direct or indirect result of any of the following:

8.1.1 the Council's use or occupation of the Site;

8.1.2 the undertaking of the Extension Works;

8.1.3 any negligence or other wrongful act or omission of the Council or its staff, employees, agents or subcontractors or any person for whose acts or omissions the Council is vicariously liable;

8.1.4 any damage to property, real or personal caused by the negligence or other wrongful act or omission of the Council or the Council's staff, employees, agents or subcontractors or any other

person for whose acts or omissions the Council is vicariously liable;

- 8.1.5 any injury to persons, including injury resulting in death and economic loss caused by the negligence or other wrongful act or omission of the Council of its staff, employees, agents or subcontractors or of any other person for whose acts or omissions the Council is vicariously liable;
- 8.1.6 any industrial action taken by the Council or the Council's staff, employees, agents or subcontractors or any other person for whose acts or omissions the Council is vicariously liable which impacts on the timely completion of the Extension Works; and
- 8.1.7 any breach of this Agreement by the Council.

#### Reduction

- 8.2 The Council's liability under this **clause 8** will be reduced to the extent to which any action, proceeding, claim or demand arises out of any negligence or other wrongful act or omission by OHCS or any person for whose acts or omissions OHCS is legally liable.

#### Continuing effect

- 8.3 The indemnities contained in this **clause 8** are continuous and will survive the expiry or termination of this Agreement.

#### 9 Insurance

##### General Requirement

- 9.1 Without prejudice to the Council's liability to indemnify OHCS under **clause 8**, the Council must throughout the period of this Agreement maintain such public and product liability insurances which meet the requirements of **clause 9.2**.

##### Specific Obligations

- 9.2 At the time of execution of this Agreement, the Council must provide to OHCS documentary evidence suitable to the reasonable requirements of OHCS that the Council has effected public liability and professional indemnity insurance with a reputable insurer approved by OHCS (which approval must not be unreasonably withheld) and has paid the full premium required by such insurer. Such insurance must:
  - 9.2.1 have initial currency of at least 12 months and be maintained continuously throughout the term of this Agreement;

- 9.2.2 be written on an events occurring basis;
- 9.2.3 contain a minimum limit of indemnity in respect of any one occurrence or series of occurrences arising out any one event of \$20 million and an aggregate limit of indemnity in respect of any one year of \$20 million;
- 9.2.4 provide indemnity, coverage and benefits on usual terms for that type of insurance;
- 9.2.5 provide retrospective coverage to the Commencement Date; and
- 9.2.6 note OHCS as a Party as an insured; and
- 9.2.7 be extended to include liability in respect of:
  - (a) sub-contractors; and
  - (b) property in the physical or legal control of the Council.

#### **WorkCover**

- 9.3 The Council warrants that it is registered as an employer in accordance with the requirements of the *Accident Compensation Act 1985* and that its insurance arrangements relating to its employees are adequate and will remain current during the period of this Agreement.

#### **Proof**

- 9.4 At any time during the term of this Agreement upon the written request of OHCS, the Council must within 5 Business Days give proof that its insurance policies are current.

#### **Default**

- 9.5 Should the Council default in obtaining or maintaining insurance, OHCS may itself insure against any risk in respect of which such default has occurred and may charge the cost of such insurance, plus any insurance brokerage fee, to OHCS.

#### **Subcontractors**

- 9.6 The Council must ensure that any subcontractors engaged to work at the Site have also taken out insurance on the terms required by this Agreement.

#### **10 Breach and Termination**

- 10.1 This Agreement may be terminated in the following circumstances:

- 10.1.1 This Agreement terminates immediately upon the execution of the Lease;
- 10.1.2 OHCS may terminate this Agreement if the Council commits a breach of this Agreement which is capable of remedy and fails within 30 days of being required to do so in writing to:
- (a) remedy such breach; or
  - (b) the satisfaction of OHCS, to take steps to begin to remedy such breach;
- 10.1.3 The Council may terminate this Agreement if OHCS commits a breach of this Agreement which is capable of remedy and fails within 30 days of being required to do so in writing to:
- (a) remedy such breach; or
  - (b) to the satisfaction of the Council, to take steps to begin to remedy such breach;
- 10.1.4 If the Council commits a breach of this Agreement which is not reasonably capable of remedy, OHCS may terminate this Agreement with immediate effect by giving notice in writing to the Council; or
- 10.1.5 If OHCS and the Council so agree.

## **11 Parties' representatives**

### **OHCS's Representative**

- 11.1 OHCS must appoint one of its senior staff to be the OHCS Representative. Any notice, information or communication given by or made to the OHCS Representative is deemed to have been given or made to OHCS.
- 11.2 OHCS must give notice in writing to the Council of any subsequent appointment as its OHCS Representative. Until notice of a subsequent appointment is given, the Council is entitled to treat as OHCS's Representative the person last notified by OHCS to the Council as being the OHCS Representative.

### **The Council Representative**

- 11.3 The Council must appoint one of its senior staff to be the Council's Representative. Any notice, information, instruction or other communication given or made to the Council Representative must be deemed to have been given or made to the Council.

- 11.4 The Council must forthwith give notice in writing to the OHCS Representative of the identity of the person appointed the Council Representative and any subsequent appointment. Until notice of a subsequent appointment is given OHCS is entitled to treat as the Council Representative the person last notified by the Service Provider as being the Council Representative.

#### Meetings

- 11.5 The Council Representative and the OHCS Representative must meet as often as may reasonably be necessary for the efficient operation of this Agreement.

#### 12 Notices

##### Address and fax number

- 12.1 A notice permission, authorisation, consent, information or request that must or may be given or made to a Party under this Agreement is only given or made if it is:
- 12.1.1 delivered or posted to that Party at the address stated in **Schedule 2**.
  - 12.1.2 faxed to that Party at the fax number stated in **Schedule 2**.
- 12.2 If a Party gives another Party 3 Business Days written notice of an address or fax number for the purposes of this clause, a notice, consent, information or request is only given or made by that other Party if it is delivered, posted or faxed to the latest address or the latest fax number.

##### When a notice is given

- 12.3 A notice, consent, information or request that must or may be given or made to a Party under this Agreement is to be treated as being given or made at the following time:
- 12.3.1 if it is hand delivered, when it is left at the relevant address;
  - 12.3.2 if it is sent by post, 3 Business Days after it is posted; or
  - 12.3.3 if it is sent by fax, as soon as the sender receives from the sender's fax machine a report of an error free transmission to the correct fax number.
- 12.4 If a notice, consent, information or request is delivered, or an error free transmission report in relation to it is received after 5:00pm or on a day

which is not a Business Day, it is to be treated as having been given or made at the beginning of the next Business Day.

### **13 Miscellaneous**

#### **Costs**

- 13.1 Except as otherwise agreed by the Parties in writing, each Party must pay its own costs in relation to preparing, negotiating and executing this Agreement.

#### **Entire agreement**

- 13.2 This Agreement (together with the Lease) contain everything the Parties have agreed on in relation to this transaction and replaces all previous arrangements and agreements which OHCS may have had with the Council in relation to this transaction.

#### **Execution of separate documents**

- 13.3 This Agreement is properly executed if each Party executes either this Agreement or an identical document. In the latter case, this Agreement takes effect when the separately executed documents are exchanged between the Parties.

#### **Further acts**

- 13.4 The Parties will promptly do and perform all acts and things and execute all documents as may from time to time be required, and at all times will act in good faith, for the purposes of or to give effect to this Agreement.

#### **Force majeure**

- 13.5 The Parties must not be liable for any delay or failure to perform their obligations, except the obligation to pay any monies validly owed, if that failure or delay is due to any cause or condition beyond the reasonable control of that Party and in particular, without limitation, any delay, failure, damage or loss due to fire, flood, act of God, failure of electrical or telecommunications network, acts of vandalism, sabotage or civil dispute. For the avoidance of doubt, an industrial strike or disturbance by a Party's staff, employees or contractors does not constitute a cause or condition beyond the reasonable control of that Party where the strike or disturbance is limited to that Party's staff, employees or contractors.

**Governing law and jurisdiction**

- 13.6 This Agreement is governed by the law of the State of Victoria. The Parties submit to the non-exclusive jurisdiction of its courts. The Parties will not object to the exercise of jurisdiction by those courts on any basis.

**No agency or partnership**

- 13.7 No Party is an agent, representative, partner of any other Party by virtue of this Agreement.

**No authority to act**

- 13.8 No Party has any power or authority to act for or to assume any obligation or responsibility on behalf of another Party, to bind another Party to any agreement, negotiate or enter into any binding relationship for or on behalf of another Party or pledge the credit of another Party except as specifically provided in this Agreement or by express agreement between the Parties.

**Severability**

- 13.9 If a provision of this Agreement can be read in a way that makes it illegal, unenforceable or invalid, but can also be read in a way that makes it legal, enforceable and valid, it must be read in the latter way. If any provision is illegal, unenforceable or invalid, that clause or part is to be treated as removed from this Agreement, but the rest of this Agreement is not affected.

**Time for action**

- 13.10 If the day on or by which something is required to be done or may be done is not a Business Day, that thing must be done on or by the next Business Day.

**Variation**

- 13.11 No variation of this Agreement will be of any force or effect unless it is in writing and signed by the parties to this Agreement.

**Waiver**

- 13.12 The fact that a party fails to do, or delays in doing, something the party is entitled to do under this Agreement, does not amount to a waiver of any obligation of, or breach of obligation by, another party. A waiver by a party is only effective if it is in writing. A written waiver by a party is only effective in relation to the particular obligation or breach in respect of which it is given. It is not to be taken as an implied waiver of any other

obligation or breach or as an implied waiver of that obligation or breach in relation to any other occasion.

## 14 Definitions and Interpretations

### Definitions

14.1 In this Agreement, unless the contrary intention appears:

14.1.1 **Agreement** means this document and includes schedules and all variations or amendments made in accordance with this Agreement.

14.1.2 **Authority** includes any government, local government, statutory public or other person, authority, instrumentality or body having jurisdiction over OHCS or the Site.

14.1.3 **Business Day** means a day not being a Saturday, Sunday or declared public holiday in Melbourne, Victoria.

14.1.4 **Commencement Date** means the date when both Parties have signed this Agreement.

14.1.5 **The Council Representative** means the representative of the Council, as referred to in **clause 11** and the initial the Council Representative is as set out in **Schedule 2**.

14.1.6 **Extension Works** means the Extension Works and refurbishment of the Site in accordance with this Agreement.

14.1.7 **Land** means the land at 6 Pengilley Avenue, Apollo Bay.

14.1.8 **Law** includes any requirement of any statute, rule, regulation, proclamation, order, ordinance, local law and by-law issued by an Authority.

14.1.9 **Lease** means the lease entered between the Parties for the lease of the Site substantially in the form set out in **Schedule 1**.

14.1.10 **OHCS Representative** means the representative of OHCS, as referred to in **clause 11** and the initial OHCS Representative is as set out in **Schedule 2**.

14.1.11 **Notice** includes any document or correspondence required, permitted or referred to in this document.

14.1.12 **Party** means the parties to this Agreement and includes that party's employees and authorised sub-contractors and agents.



- 14.1.13 **Redevelopment Area** means the Site and the Extension Works.
- 14.1.14 **Requirement** includes any lawful Notice, order or direction received from or given by any Authority or pursuant to any Law.
- 14.1.15 **Site** means the premises located at 6 Pengilley Avenue, Apollo Bay and shown on the plan of premises annexed to the Lease.

#### Interpretation

- 14.2 In this Agreement, unless the context otherwise requires:
  - 14.2.1 a reference to a party is a reference to that party, its successors in law and any permitted assigns;
  - 14.2.2 a reference to any law or legislation or legislative provision includes any statutory modification, amendment or re-enactment, and any subordinate legislation or regulations issued under that legislation or legislative provision;
  - 14.2.3 a reference to any agreement or document is to that agreement or document as amended, novated, supplemented or replaced from time to time;
  - 14.2.4 a reference to a recital, clause or schedule is a reference to a recital, clause or schedule in this Agreement;
  - 14.2.5 an expression importing a natural person includes any company, trust, partnership, joint venture, association, corporation, body corporate or governmental agency; and
  - 14.2.6 the Recitals and Schedules form part of this Agreement;
  - 14.2.7 where a word or phrase is given a defined meaning, another part of speech or other grammatical form in respect to that word or phrase has a corresponding meaning;
  - 14.2.8 if a party has discretion to choose, that discretion is absolute and may be given subject to conditions;
  - 14.2.9 if a period of time dates from a given day or the day of an act or event, it is to be calculated exclusive of that day.

Otway Health and Community Services Agreement to Lease

Colac Otway Shire Council

**Execution**

**EXECUTED** as an Agreement

Date:

**THE COMMON SEAL** of Otway Health and Community Services (ABN 30 426 290 469) is affixed in accordance with its by-laws in the presence of:

.....  
Company Secretary/Board Member

.....  
Board Member

.....  
Name of Company Secretary/Board Member (print)

.....  
Name of Board Member (print)

**THE COMMON SEAL** of Colac Otway Shire Council (ABN 32 430 819 755) is affixed in accordance with its by-laws in the presence of:

.....  
Chief Executive Officer

---

Otway Health and Community Services Agreement to Lease

Colac Otway Shire Council

**Schedule 1 - Lease**

See Attached

**Schedule 2 – Representatives and Addresses**

**OHCS Representative:** The initial OHCS Representative at the Commencement Date is Linda West.

**The Council Representative:** The initial Council Representative at the Commencement Date is Colin Hayman.

**Addresses for notices (clause 9):**

**OHCS:** Chief Executive Officer  
OHCS  
75 McLachlan Street  
Apollo Bay, Vic 3233  
Facsimile: (03) [5237 6172]

**The Council:** Chief Executive Officer  
Colac Otway Shire Council  
2-6 Rae Street  
Colac, Vic 3250  
Facsimile: (03) [insert]



## **Lease and Licence**

**Otway Health and Community Services**

**Colac Otway Shire Council**

Level 12, 484 St Kilda Road  
Melbourne VIC 3004  
ABN 52 104 156 694

Phone: 03 9865 1300  
Fax: 03 9867 8580

Table of Contents

|  |           |
|--|-----------|
| <b>THE PARTIES NOW AGREE AS FOLLOWS .....</b>                              | <b>3</b>  |
| <b>1 Basic obligations .....</b>   | <b>3</b>  |
| Lease .....  | 3         |
| Licence .....  | 3         |
| The Tenant's right to be free from interference by Landlord .....          | 3         |
| The Tenant's duty to pay Rent .....  | 4         |
| <b>Other payments to be made .....</b>                                     | <b>4</b>  |
| Rates and taxes .....  | 4         |
| Insurance .....  | 4         |
| Service Charges and Cleaning Costs .....                                   | 4         |
| Costs etc relating to this Lease .....                                     | 4         |
| GST .....  | 4         |
| Warranty .....   | 5         |
| <b>2 Premises and Licenced Area .....</b>                                  | <b>5</b>  |
| The Tenant's right to have access to Premises and Licenced Areas .....     | 5         |
| The Tenant's right to use Common Areas .....                               | 5         |
| The Tenant's right to use Services .....                                   | 5         |
| Purpose of use of Premises and Licenced Area .....                         | 6         |
| Conduct of the activities .....  | 6         |
| Storage of chemical and hazardous things .....                             | 6         |
| The Tenant's duty in relation to events and risk .....                     | 6         |
| The Tenant's duty to maintain Premises etc .....                           | 6         |
| The Tenant's duty in relation to the Tenant's property .....               | 7         |
| The Tenant's duty to remove rubbish etc .....                              | 7         |
| The Tenant's duty to get consent for work .....                            | 7         |
| Standard of work .....   | 7         |
| The Tenant must give the Landlord evidence of completion .....             | 7         |
| The Tenant must pay the Landlord's costs in relation to work .....         | 8         |
| The Tenant must comply with laws etc .....                                 | 8         |
| Tenant must comply with rules relating to the Building .....               | 8         |
| The Landlord's right to inspect Premises .....                             | 8         |
| <b>3 Liability, insurance and indemnity .....</b>                          | <b>8</b>  |
| Exclusion of liability .....   | 8         |
| The Landlord's duty to insure .....  | 8         |
| The Tenant's duty to insure .....  | 8         |
| The Tenant's other obligations in relation to insurance .....              | 9         |
| Indemnity .....  | 9         |
| <b>4 Damage and repairs .....</b>  | <b>9</b>  |
| The Tenant's responsibilities .....  | 9         |
| The Landlord's responsibilities .....                                      | 10        |
| The Landlord's duty to fix damage .....                                    | 10        |
| Effect of major damage on Lease .....                                      | 10        |
| Effect of major damage on Rent .....                                       | 10        |
| Dispute about application of previous clause .....                         | 11        |
| Occupying the Premises after the end of the Lease and Licence period ..... | 11        |
| The Landlord's entitlement to end the Lease and Licence early .....        | 11        |
| The Tenant's duties when the Lease ends or is ended .....                  | 12        |
| <b>5 Assignment and change in control .....</b>                            | <b>12</b> |
| Assignment etc of Lease .....  | 12        |

| Otway Health and Community Services | Lease  | Colac Otway Shire Council |
|-------------------------------------|--|---------------------------|
| <b>6</b>                            | <b>Breach of this Lease .....</b>  | <b>12</b>                 |
|                                     | The Landlord's right to require the Tenant to correct breach .....       | 12                        |
|                                     | Damages in case of breach .....  | 13                        |
|                                     | No loss of rights .....  | 13                        |
| <b>7</b>                            | <b>Miscellaneous .....</b>   | <b>13</b>                 |
|                                     | Waiver.....  | 13                        |
|                                     | Obligation in relation to employees, agents, contractors and others..... | 13                        |
|                                     | Joint and several liability .....  | 13                        |
|                                     | Giving notices etc.....  | 14                        |
|                                     | Time notice etc is given.....  | 14                        |
|                                     | Severability.....  | 14                        |
|                                     | Lease to benefit assignees etc .....                                     | 14                        |
|                                     | Application of Retail Leases Act.....                                    | 14                        |
|                                     | Governing law .....  | 15                        |
| <b>8</b>                            | <b>Definitions .....</b>   | <b>15</b>                 |
|                                     | Execution .....  | 16                        |
|                                     | <b>Schedule 1 .....</b>  | <b>17</b>                 |
|                                     | <b>Schedule 2 – Plan of Premises and Licenced Area .....</b>             | <b>19</b>                 |

Otway Health and Community Services

Lease

Colac Otway Shire Council

## Parties

**Otway Health and Community Services** (ABN 30 426 290 469) of 4 McLachlan Street, Apollo Bay 3233 (OHCS)

and

**Colac Otway Shire Council** (ABN 32 430 819 755) of 2-6 Rae Street, Colac 3250 (the Council).

## THE PARTIES NOW AGREE AS FOLLOWS

### 1 Basic obligations

#### Lease

- 1.1 The Landlord leases to the Tenant the Premises described in **item 1** in **schedule 1**. The Lease is for the period stated in **item 3** in **schedule 1**.
- 1.2 The Tenant consents to the corporation listed in **item 5** in **schedule 1** operating the library on behalf of the Tenant as its agent or manager and agrees that this arrangement does not constitute an assignment or sub-lease or a vacation or parting with possession of the Premises.

#### Licence

- 1.3 The Landlord grants a licence to the Tenant to use the Licenced Area as described in **item 2** in **schedule 1**, in accordance with the booking system agreed between the parties. The Licence is for the period stated in **item 3** in **schedule 1**.
- 1.4 This Licence is contractual only. It does not create a tenancy or give the Tenant any other interest in the Licenced Area or entitle the Tenant to quiet enjoyment of the Licenced Area.

#### The Tenant's right to be free from interference by Landlord

- 1.5 Subject to the provisions of **clause 1.1**, the Tenant is entitled to quiet enjoyment of the Premises during the period of the Lease without interruption or interference by the Landlord or anyone who claims through the Landlord. However, the Landlord reserves the right to do anything the Landlord believes necessary or desirable in relation to any of the following:
- 1.5.1 maintaining the Building.
  - 1.5.2 providing or maintaining any service to any part of the Building.
  - 1.5.3 complying with any law or legal requirement or provision of the Lease.
  - 1.5.4 using the exterior of the Premises for signs.



---

Otway Health and Community Services                      Lease                      Colac Otway Shire Council

---

1.5.5            creating any easement or other right through or around the Premises.

1.5.6            subdividing the Premises or the Building.

1.6              The Landlord may enter the Premises at any reasonable time in order to exercise this right.

1.7              Except in an emergency, the Landlord must give the Tenant reasonable notice before exercising this right. The Landlord must exercise it at a reasonable time and in a way which minimises any interference with the Tenant's occupation and use of the Premises.

**The Tenant's duty to pay Rent**

1.8              The Tenant must pay the Landlord the Rent stated in **item 4 in schedule 1 (Rent)**.

**Other payments to be made**

**Rates and taxes**

1.9              The Tenant is required to pay rates and taxes, in relation to the proportion that the Gross Lettable Area of the Premises bears to the Gross Lettable Area of the Building as defined in the Lease.

**Insurance**

1.10            The Tenant is required to pay a contribution towards insurance for the Building, in relation to the proportion that the Gross Lettable Area of the Premises bears to the Gross Lettable Area of the Building as defined in the Lease.

**Service Charges and Cleaning Costs**

1.11            The Tenant is not required to pay a share of the Service charges including water, gas or electricity. However, the Tenant must contribute towards the cleaning costs. This will be based on the proportion that the Gross Lettable Area of the Premises bears to the Gross Lettable Area of the Building. The Tenant's proportion at the commencement of the Lease is set out in **item 6 in schedule 1**. It will increase or decrease automatically with changes in the Gross Lettable Area of the Building.

1.12            The Tenant is required to pay all charges relating to telecommunications and IT to the Premises.

**Costs etc relating to this Lease**

1.13            Each party must pay its own costs for the negotiation, preparation and completion of this Lease.

**GST**

1.14            Terms used in this **clause 1** have the same meaning as those terms in *A New Tax System (Goods and Services Tax) Act 1999 (Cth)*.

1.15            The Rent and payable under this Lease are inclusive of GST.

---

---

Otway Health and Community Services                      Lease                      Colac Otway Shire Council

---

- 1.16            Where the Landlord is liable for GST for any taxable supply under this Lease (including, but not limited to, the Lease of the Premises), the GST is an additional sum payable by the Tenant to the Landlord.
- 1.17            The Tenant must pay any additional sum payable under **clause 1.16** to the Landlord:
- 1.17.1 on the same day as the due date for the consideration in respect of the relevant taxable supply; or
- 1.17.2 if there is no due date, within 7 days of receiving a written request or a tax invoice from the Landlord.
- 1.18            The Landlord must issue a tax invoice to the Tenant, setting out the amount of the GST payable as required by law. It must do so before the payment is made.

**Warranty**

- 1.19            The Landlord warrants that it is registered or will be registered for GST and Australian Business Number purposes at each time a taxable supply is made. The Landlord must continually indemnify the Tenant for any loss it suffers as a result of the Landlord not being registered for GST and Australian Business Number purposes.

**2                Premises and Licenced Area**

**The Tenant's right to have access to Premises and Licenced Areas**

- 2.1            The Tenant may have access to the Premises at any time. However, the Tenant must comply with the Landlord's security arrangements.
- 2.2            The Tenant may have access to the Licenced Area in accordance with the booking system agreed between the parties.

**The Tenant's right to use Common Areas**

- 2.3            The Tenant may use the Common Areas in the Building for the purpose for which they were designed. However, the Tenant must make sure that any use of those areas by the Tenant, the Tenant's employees, agents, contractors or customers is lawful. The Tenant must also comply, and use its best endeavours to make sure that its employees, agents, contractors and customers comply, with any rules the Landlord has made or makes in relation to the use of those areas.

**The Tenant's right to use Services**

- 2.4            The Tenant is entitled to use the Services that are supplied to the Premises, Licenced Area and the Common Areas. However, the Tenant must not interfere with them. The Landlord will use the Landlord's best endeavours, through maintenance contracts, to keep the Services operating. However, the Landlord is not responsible in any way if they fail or are inadequate.

### **Purpose of use of Premises and Licenced Area**

The Tenant must use the Premises or Licenced Area for the purpose stated in **item 7 in schedule 1**. The Tenant must not use them for any other purpose. The Landlord makes no promise or representation that the Premises or Licenced Area are fit for that purpose.

### **Conduct of the activities**

2.5 The Tenant must conduct the Tenant's activities on the Premises or Licenced Area in accordance with best practice for that type of activities. The Tenant must not do anything to or on the Premises or Licenced Area, or allow anything to be done to or on the Premises or Licenced Area which, in the Landlord's reasonable opinion:

2.5.1 detracts from their appearance or value.

2.5.2 might detract from the value of the Building or the income derived from it.

2.5.3 is dangerous to people or property.

2.5.4 overloads any part or the Premises or any of the Services.

2.5.5 interferes with anyone's use or enjoyment of the Building or any other property.

2.5.6 is unlawful.

2.6 The Tenant and the Corporation must abide by their own occupational health and safety policies and procedures when on the Premises or Licenced Area.

### **Storage of chemical and hazardous things**

2.7 The Tenant must not store any chemical or hazardous thing on the Premises or Licenced Area except to the extent that it is necessary for the use of the Premises stated in **item 7 in schedule 1**.

### **The Tenant's duty in relation to events and risk**

2.8 The Tenant must immediately tell the Landlord in writing if any damage or injury is caused by the condition of the Premises or Licenced Area, or if the Tenant becomes aware of anything that may be dangerous to people or property. The Tenant must do everything reasonable to remove the danger.

### **The Tenant's duty to maintain Premises etc**

2.9 The Tenant must keep the Premises and the Landlord's property in the Premises in good repair to the Landlord's reasonable satisfaction. This excludes:

2.9.1 fair wear and tear

2.9.2 any repairs to the structure of, or fixtures in, the Premises, not

caused by the Tenant or the Tenant's employees, agents,  
contractors or invitees

- 2.9.3 damage that is not caused by the Tenant or the Tenant's  
employees, agents, contractors or invitees, and against which the  
Landlord is required to insure under this Lease.

The Tenant must replace light bulbs, tubes, starters and power points that  
wear out.

**The Tenant's duty in relation to the Tenant's property**

- 2.10 The Tenant must repair or replace any part of the Tenant's property which  
wears out or becomes dilapidated. If the Tenant replaces anything, it must  
be with something of equivalent quality to the original.

**The Tenant's duty to remove rubbish etc**

- 2.11 The Landlord has engaged cleaning contractors for the whole Building, and  
the Tenant must allow them to clean the Premises. The Tenant must remove  
rubbish regularly, and make sure that none of the Tenant's rubbish is left  
anywhere in the Building except at collection points the Landlord provides.

**The Tenant's duty to get consent for work**

- 2.12 The Tenant must get the Landlord's written consent for any of the following:

- 2.12.1 any work to the Premises.  
2.12.2 an application to an Authority for approval for any work.  
2.12.3 contractors the Tenant proposes to use.

If the work affects the structure of the Building or the Services to it, the  
Landlord may refuse consent at its absolute discretion. In other cases, the  
Landlord must not withhold consent unreasonably. The Landlord will require  
any contractor to have insurance to cover the risks associated with the work.

**Standard of work**

- 2.13 Any work the Tenant does to the Premises at any time must be done to the  
Landlord's reasonable satisfaction by the contractors the Landlord has  
approved.

**The Tenant must give the Landlord evidence of completion**

- 2.14 When the work is complete, the Tenant must give the Landlord, at the  
Tenant's expense:

- 2.14.1 any certificate of compliance or statement of satisfactory  
completion that is required by an Authority.  
2.14.2 a certificate of a consultant the Landlord approves that the work  
has been carried out satisfactorily.

**The Tenant must pay the Landlord's costs in relation to work**

- 2.15 The Tenant must pay for any costs the Landlord reasonably incurs because of any of the following:
- 2.15.1 the Tenant asks for the Landlord's permission to do work.
  - 2.15.2 work by the Tenant is not done properly.
  - 2.15.3 the Landlord does work (to the Premises, the Building, any equipment in it, or any of its Services) because of work the Tenant has done or proposes to do.

**The Tenant must comply with laws etc**

- 2.16 The Tenant must comply, at the Tenant's own expense, with any law or other requirement that affects this Lease, or is done or to be done under it, or that relates to the Tenant's occupation or use of the Premises or Licenced Area. The Tenant must tell the Landlord immediately when the Tenant becomes aware of any requirement of that type. The Tenant must get the Landlord's written consent before the Tenant complies with any requirement.
- 2.16.1 This does not apply in relation to structural work the Tenant is not responsible for, or to the installation of additional Services, unless they are required because of the Tenant's particular use of the Premises.

**Tenant must comply with rules relating to the Building**

- 2.17 The Tenant must comply with any rules the Landlord has made or makes in relation to access to and use of the Building. The rules must not unreasonably affect the Tenant's rights.

**The Landlord's right to inspect Premises**

- 2.18 The Landlord may inspect the Premises at any reasonable time. The Landlord must give the Tenant reasonable notice, except in an emergency.

**3 Liability, insurance and indemnity**

**Exclusion of liability**

- 3.1 The Landlord is not liable for any damage or loss to any property, or injury to any person, no matter how it happens, except to the extent that the Landlord or someone the Landlord is responsible for causes that damage, loss or injury intentionally or negligently.

**The Landlord's duty to insure**

- 3.2 The Landlord must make sure that the Building is kept insured against public liability.

**The Tenant's duty to insure**

- 3.3 The Tenant must make sure that a public risk policy is in force with respect to the Premises and shall provide evidence of such a policy at the Landlord's request, for any single incident indemnifying the Landlord and the Tenant

against claims in the sum of not less than \$20 million.

**The Tenant's other obligations in relation to insurance**

3.4 The Tenant must not do or fail to do anything, or allow anything to be done or not done:

3.4.1 which might increase the cost of any insurance the Tenant or the Landlord arranges; or

3.4.2 which might affect the Tenant's or the Landlord's right to make a claim under any insurance the Tenant or the Landlord arranges.

3.5 The Tenant must pay the Landlord for any increase in the cost of any insurance the Landlord arranges which results from anything the Tenant does or fails to do, or allows to be done or not done.

**Indemnity**

3.6 The Tenant must continually indemnify the Landlord against any liability, loss, damage or expense arising from any of the following:

3.6.1 the Tenant's occupation or use of the Premises or Licenced Area.

3.6.2 something the Tenant does or fails to do, or someone the Tenant is responsible for does or fails to do including any acts.

3.6.3 something anyone else, including a trespasser, does while on the Premises or Licenced Area.

3.6.4 anything entering, leaving or affecting the Premises or Licenced Area.

However, the Tenant does not have to indemnify the Landlord to the extent that the Landlord, or the Landlord's employees, agents or contractors, contributed to the liability, loss, damage or expense by a negligent or intentional act or omission.

**4 Damage and repairs**

**The Tenant's responsibilities**

4.1 The Tenant is responsible for:

4.1.1 any damage which the Tenant or its employees, agents or contractors cause to the Premises, Licenced Area or the Building.

4.1.2 any damage caused to the Premises by anyone else except the Landlord or the Landlord's employees, agents or contractors.

4.1.3 any damage caused to the Licenced Area by anyone else except the Landlord or the Landlord's employees, agents or contractors during the Tenant's allocated time in use of the area.

The Tenant must fix the damage promptly.

**The Landlord's responsibilities**

4.2 The Landlord is responsible for:

4.2.1 damage caused by the Landlord or by the Landlord's employees, agents or contractors.

**The Landlord's duty to fix damage**

4.3 The Landlord must repair damage the Landlord is responsible for under the previous clause unless they reasonably believe it is impracticable or undesirable to do so.

**Effect of major damage on Lease**

4.4 If the Premises, Licenced Area or the Building are damaged to such an extent that the Tenant is completely unable to use the Premises or Licenced Area, the Landlord must notify the Tenant in writing within a reasonable time of what the Landlord intends to do.

4.4.1 if the Landlord is responsible for the damage under **clause 4.2**, the following rules apply:

- if the Landlord notifies the Tenant that the Landlord does not intend to repair the damage, the Lease ends on the day the Landlord states in the notice. It must be at least 7 days after the date the Landlord gives the Tenant the notice.
- If the Landlord doesn't give the Tenant the notice within a reasonable time, or if the Landlord notifies the Tenant that the Landlord intends to repair the damage but fails to do so within a reasonable time, the Tenant may end the Lease by giving the Landlord at least 7 days written notice.

4.4.2 If the Landlord is not responsible for the damage under **clause 4.2**, and it is apparent that the Tenant will be completely unable to use the Premises for at least 6 months, either the Landlord or the Tenant may end this Lease by giving the other 7 days written notice.

However, the Tenant is not entitled to end this Lease if the Landlord is unable to recover from its insurer because of something the Tenant, or someone the Tenant is responsible for, did or failed to do.

**Effect of major damage on Rent**

4.5 If the Premises, the Licenced Area or the Building are damaged in such a way that the Tenant is completely unable to use the Premises, the Tenant does not have to pay Rent until the Tenant is able to use the Premises or Licenced Area again and the Landlord will reimburse the Tenant an amount equal to the rent paid for that period in which the Tenant is unable to use the Premises or Licenced Area. However, this does not apply if:

4.5.1. the Tenant is responsible for the damage under **clause 4.1**; or

4.5.2            the Landlord loses the benefit of the Landlord's insurance because of something the Tenant or someone the Tenant is responsible for did or failed to do.

4.6              The Tenant will have to pay a proportion of the Rent if, despite damage to the Building or the Premises or Licenced Area, the Tenant is able to use the Premises or Licenced Area to some extent. The Landlord will set the proportion according to the effect the damage has on the Tenant's ability to use the Premises or Licenced Area.

**Dispute about application of previous clause**

4.7              If a dispute arises in relation to the application of the previous clause, a member of the Australian Institute of Valuers and Land Economists Inc (or a successor), chosen by the President of the State or Territory Division, will decide it. He or she will do so as an expert, not as an arbitrator. Either the Landlord or the Tenant ask the President to choose a member.

4.7.1           The Tenant and the Landlord must pay their own costs, and pay half each of the cost of the member.

4.7.2           Until the dispute is resolved, the Tenant must continue to pay the proportion of Rent the Landlord has set.

**Occupying the Premises after the end of the Lease and Licence period**

4.8              If the Tenant wants to continue to occupy and use the Premises or Licenced Area beyond the period of the Lease and Licence without extending it or entering into a new Lease and Licence, the Tenant must get the Landlord's written permission. The Landlord may give permission subject to conditions. If the Landlord gives permission, the Tenant will continue to occupy and use the Premises and Licenced Area on the following basis.

4.8.1           The Tenant will be a monthly Tenant.

4.8.2           The conditions in this Lease and Licence continue to apply with any necessary changes.

4.8.3           Either the Landlord or the Tenant may end the tenancy at any time by giving the other 1 month's written notice.

**The Landlord's entitlement to end the Lease and Licence early**

4.9              The Landlord may end this Lease and Licence and re-enter the Premises and Licenced Area if any of the following occurs.

4.9.1           The Tenant breaches an obligation under this Lease and Licence.

4.9.2           The Tenant no longer exists.

4.9.3           An order is made for the Tenant be wound up, or a resolution to that effect is passed. This does not apply if the purpose is for reconstruction or amalgamation, and the Tenant has the Landlord's



consent. The Landlord will not withhold consent unreasonably.

- 4.10 Before the Landlord exercises the Landlord's rights to end the Lease and Licence, the Landlord must give the Tenant any notice required by law.
- 4.11 The Landlord ends this Lease and Licence by either giving the Tenant notice or re-entering the Premises.

**The Tenant's duties when the Lease ends or is ended**

- 4.12 When the Lease ends or is ended, and the Tenant has not obtained the Landlord's written permission to continue to occupy and use the Premises, the Tenant must leave the Premises, hand over any keys and other security devices, and allow the Landlord to take over the Premises and the Landlord's property in them.
- 4.12.1 The Tenant must remove the Tenant's property from the Premises, and put the Premises and the Services to them back in the state they were in before the Tenant installed anything or carried out any work.
- 4.12.2 The Tenant must repair any damage to the Building caused by the Tenant, or by an employee, agent or contractor of the Tenant, in removing the Tenant's property or putting the Premises and the Services back in the state they were in.
- 4.12.3 The Tenant must leave the Premises in at least the condition the Tenant was required to maintain them in during the Lease.
- 4.12.4 The Tenant must reimburse the Landlord for any cost the Landlord incurs because the Tenant fails to do something the Tenant is required to do.
- 4.12.5 The Landlord may treat as the Landlord's own any property the Tenant leaves behind.
- 4.13 The Licence automatically ends when the Lease ends.

**5 Assignment and change in control**

**Assignment etc of Lease**

- 5.1 The Tenant must not deal with the Lease or any part of the Premises in any way without the Landlord's written consent.

**6 Breach of this Lease**

**The Landlord's right to require the Tenant to correct breach**

- 6.1 If the Tenant breaches an obligation under this Lease, the Landlord may give the Tenant a notice that the Tenant is in breach, and require the Tenant to correct it within a time specified in the notice. If the Tenant fails to do so, the Landlord may do anything that the Landlord reasonably believes is necessary or desirable to correct it.

6.1.1 The Tenant must reimburse the Landlord for any costs the Landlord incurs in correcting the breach.

6.1.2 Any other right of the Landlord is not affected

**Damages in case of breach**

6.2 The Tenant must reimburse the Landlord for any costs the Landlord incurs as a result of any breach of this Lease by the Tenant. The Tenant must also pay damages to the Landlord for any loss the Landlord suffers as a result of a breach of this Lease by the Tenant.

**No loss of rights**

6.3 If the Landlord brings action against the Tenant for damages, that does not affect any other right of the Landlord's, including the Landlord's right to end the Lease. The Landlord's right to damages is not affected by any of the following:

6.3.1 the Tenant's abandoning the Premises.

6.3.2 the Landlord's re-entering the Premises or ending of the Lease.

6.3.3 the Landlord's accepting the Tenant's repudiation of the Lease. anything that amounts to a surrender of the Lease.

**7 Miscellaneous**

**Waiver**

7.1 The fact that the Landlord fails to do, or delays in doing, something the Landlord is entitled to do under this Lease and Licence, does not amount to a waiver of the Landlord's right to do it, even if it becomes a practice. This includes anything to do with payment or late payment of Rent. A waiver by the Landlord is only effective if it is in writing.

7.2 A written waiver by the Landlord is only effective in relation to the particular obligation or breach in respect of which it is given. It is not to be taken as an implied waiver of any other obligation or breach; or as an implied waiver of that obligation or breach in relation to any other occasion.

**Obligation in relation to employees, agents, contractors and others**

7.3 The Tenant must make sure that the Tenant's employees, agents and contractors, and all other people on the Tenant's Premises do not do or fail to do anything on the Premises or in the Building which, if the Tenant did it or failed to do it, would be a breach of this Lease.

**Joint and several liability**

7.4 If the Tenant is more than one person, each of them is liable individually under this Lease; and each of them is also liable jointly with any one or more of the others.

**Giving notices etc**

7.5 A notice, consent, information or request that must or may be given or made to a party under this document is only given or made if it is signed by or on behalf of the party giving or making it and is:

7.5.1 delivered or posted to the party to whom it is directed at the address stated in **item 8 of schedule 1**; or

7.5.2 faxed to that party at the fax number stated in **item 8 of schedule 1**.

However, if a party gives another party 3 Business Days written notice of a change of that, or a subsequent, address or fax number, a notice, consent, information or request is only given or made by that other party if it is delivered, posted or faxed to the latest address or to the latest fax number.

**Time notice etc is given**

7.6 A notice, consent, information or request is to be treated as given or made in accordance with the following rules:

7.6.1 *if it is delivered*, when it is left at the relevant address.

7.6.2 *if it is sent by post*, 2 Business Days after being posted.

7.6.3 *if it is sent by fax*, as soon as the sender receives from the sender's fax machine a report of an error free transmission to the correct fax number.

If a notice, consent, information or request is delivered, or an error free transmission report in relation to it is received, after the normal business hours of the party to whom it is sent, it is to be treated as having been given or made at the beginning of the next Business Day.

**Severability**

7.7 If a clause or part of a clause can be read in a way that makes it illegal, unenforceable or invalid, but can also be read in a way that makes it legal, enforceable and valid, it must be read in the latter way. If any clause or part of a clause is illegal, unenforceable or invalid, that clause or part is to be treated as removed from this document, but the rest of this document is not affected.

**Lease to benefit assignees etc**

7.8 This Lease continues for the benefit of, and binds, a successor in title of a party, including a person to whom a party's rights and obligations are assigned in accordance with this Lease.

**Application of Retail Leases Act**

7.9 The Landlord and the Tenant acknowledge that this Lease is not governed by the *Retail Leases Act 2003 (Vic)*, pursuant to Ministerial Determination dated 20 August 2004.

**Governing law**

7.10 This Lease is governed by the law of Victoria.

**8 Definitions**

|                            |  |
|----------------------------|--|
| <i>Authority</i>           | includes a government, a local, statutory or public Authority, and a person entitled to carry out a statutory function.  |
| <i>Building</i>            | Means the Building erected on the land described in item 1 in schedule 1 in which the Premises are located.  |
| <i>Business Day</i>        | means a day (except Saturday and Sunday) on which banks are open for general banking business in Melbourne.  |
| <i>Common Areas</i>        | includes any part of the land, Building and Premises which the Landlord makes available for shared use, including foyers, lifts, lobbies, toilets, and tea rooms.  |
| <i>deal with</i>           | includes doing or agreeing to do any of the following: <ul style="list-style-type: none"> <li>• transferring, assigning or disposing of the Lease</li> <li>• sub-letting the property or parting with possession of the property.</li> </ul> |
| <i>good repair</i>         | means good and sub-leasable repair and in good working order and condition.  |
| <i>Gross Lettable Area</i> | means the area measured in accordance with the definition of 'gross area lettable area' in the Property Council of Australia's Method of Measurement 1997 that is appropriate to the type of Premises.                                       |
| <i>Land</i>                | includes any additional adjoining land the Landlord acquires.  |

Otway Health and Community Services                      Lease                      Colac Otway Shire Council

|                                |  |
|--------------------------------|--|
| <i>Services</i>                | means every service that is available for use in, or provided in respect of, the Premises and the Building, but excludes telecommunications and IT charges. It includes every service that enables access to the Premises for people or goods. |
| <i>the Landlord's fixtures</i> | include any fixtures specified in <b>item 9</b> in <b>schedule 1</b> .   |
| <i>the Tenant's property</i>   | includes property that the Tenant owns, hires or Leases.   |

**Execution**

**EXECUTED** as an Agreement

Date:

**THE COMMON SEAL** of Otway Health and Community Services (ABN 30 426 290 469) is affixed in accordance with its by-laws in the presence of:

.....  
Company Secretary/Board Member

.....  
Board Member

.....  
Name of Company Secretary/Board Member (print)

.....  
Name of Board Member (print)

**THE COMMON SEAL** of Colac Otway Shire Council (ABN 32 430 819 755) is affixed in accordance with its by-laws in the presence of:

.....  
Chief Executive Officer

Otway Health and Community Services

Lease

Colac Otway Shire Council

**Schedule 1**

|        |  |
|--------|--|
| Item 1 | <p><b>Description of Premises and land:</b></p> <p>The area known as the "Library Extension" indicated by red cross-hatching on the attached plan in Schedule B which is erected on land described in Certificate of Title Volume 10172 Folio 464, being situated at 6 Pengilley Avenue, Apollo Bay.</p> |
| Item 2 | <p><b>Description of Licenced Area:</b></p> <p>The area known as the "Multipurpose Rooms" indicated by blue cross-hatching on the attached plan in Schedule B which is erected on land described in Certificate of Title Volume 10172 Folio 464, being situated at 6 Pengilley Avenue, Apollo Bay.</p>   |
| Item 3 | <p><b>Period of Lease and Licence</b></p> <p><b>Commencement date:</b> upon completion of the Extension Works [date to be inserted]</p> <p><b>End date:</b> 15 years from the Commencement date</p>  |
| Item 4 | <p><b>Rent payable:</b></p> <p>\$1.00 per annum, payable yearly in advance</p>   |
| Item 5 | <p><b>Corporation:</b></p> <p>Corangamite Regional Library Corporation</p>   |
| Item 6 | <p>Proportion that Premises bears to the Building – to be inserted</p>   |

Otway Health and Community Services      Lease      Colac Otway Shire Council

|        |   |
|--------|---|
| Item 7 | <p><b>Use of Premises and Licenced Area:</b></p> <p>Library services to the Apollo Bay community</p>  |
| Item 8 | <p><b>Addresses and fax numbers:</b></p> <p><u>Landlord:</u></p> <p>Chief Executive Officer<br/>Otway Health and Community Services<br/>75 McLachlan Street<br/>Apollo Bay VIC 3233<br/>Fax: (03) [5237 6172]]</p> <p><u>Tenant:</u></p> <p>Chief Executive Officer<br/>Colac Otway Shire Council<br/>2-6 Rae Street<br/>Colac VIC 3250.<br/>Fax: (03) [insert]</p> |
| Item 9 | <p><b>Specified Landlord's fixtures:</b></p> <p>[insert]</p>  |

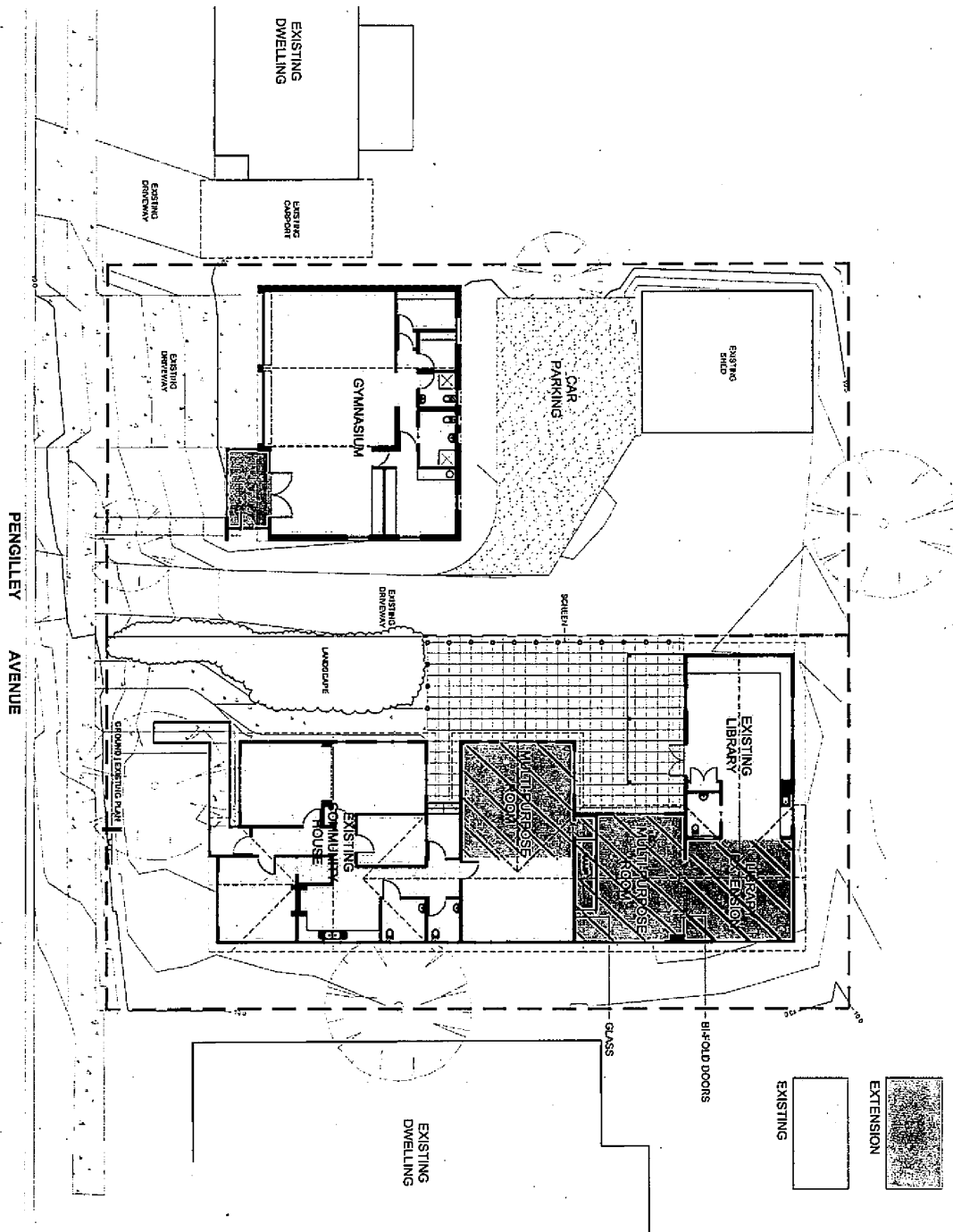
Otway Health and Community Services

Lease

Colac Otway Shire Council

**Schedule 2 – Plan of Premises and Licenced Area**





**SD P 02**

PRECINCT  
CONCEPT  
SITE PLAN

**APOLLO BAY**  
COMMUNITY LIFESTYLE PRECINCT



**EHA**  
Environmental Health & Assessment  
100/102 The Esplanade  
Geelong VIC 3220  
(03) 5263 3574  
architectur@eha.com

6 PENGILLEY AVENUE  
APOLLO BAY, VIC  
ISSUE 4  
SCHEMATIC DESIGN  
29 APRIL 2011  
SCALE: 1:200

**ATTACHMENT 1 – SUMMARY OF SUBMISSIONS**

Following release of the draft Apollo Bay Trails Feasibility Study in February 2012 for a public exhibition period of six weeks, a total of 34 mail and e-mail submissions were received by Council.

The following table summarises the feedback received. All comments were considered by the Project Steering Committee and a number of amendments were made to the draft Study.

A general overview of the issues raised are detailed below:

| <b>Issue</b>                               | <b>Details / Comments</b>  |
|--|--|
| Safety on Tuxton Road                      | Several deficiencies in the Study were highlighted relating to the treatment of safety issues on roads used as trail routes. This includes the existing condition of Tuxton Road and adding more pedestrians and vehicles could be dangerous to all. |
| Safety on Montrose Avenue                  | As above.  |
| Support for the trails                     | Bushwalking clubs across Victoria support the implementation of these walks and will come and use facilities in Apollo Bay.  |
| Naming of the Highview Trail               | Objection that the Study has pre-empted the naming of the Highview Trail and felt that it was inappropriate and lacked consultation.   |
| Loss of access to unused road reserves     | Fencing the unused road reserves will deny landowners access.  |
| Community consultation                     | The Community Consultation process was flawed. Not all effected landowners received notification of:<br>1. The Apollo Bay Trails Feasibility Study itself; and<br>2. Notification of the Study exhibition period.                                    |
| Council's biased role in the study process | Concern that Council could not assess the Study due to its involvement in its development.   |

**Detailed Summary of Submissions**

The following table provides a summary and analysis of formal submissions received in response to the draft Apollo Bay Trails Feasibility Study:

| Ref# | Written Submission from | Submission Details   | Changes to Plan? |    | Response   |
|------|-------------------------|--|------------------|----|--|
|      |                         |  | Yes              | No |  |
| 1.   |                         | <p>Objection to the name change from 'Highview Trail' to 'Les Nosedá Highview Trail'. Prefers a 'historical' name instead.</p> <p>Changing the status of the unused road reserve to a walking track will deny adjoining landowners access and use.</p> | ✓                |    | <p>The name change was proposed by the Otway Ranges Walking Track Association. Will revert to 'Highview Trail' for the final document to be presented to Council. Formal naming of trails to be determined via consultation with the community.</p> <p>Currently the road reserve is not defined hence the need for a survey.</p> <p>Therefore, existing use by adjoining landowners is:</p> <ul style="list-style-type: none"> <li>* Indeterminable; or</li> <li>* Defined by an 'Agricultural licence' through DSE.</li> </ul> <p>Reinforced document details to reflect:</p> <ul style="list-style-type: none"> <li>* That the trail will be open to adjoining landowner use of the road reserve for restricted use eg: 'Pedestrians, Emergency and Agricultural vehicle use' only: Section 1, p33.</li> <li>* Proposed fencing will be done in consultation with adjoining landowners and to ensure adequate access through suitable gating. Section 1, p72.</li> <li>* Emergency services will have keys to any locked gates at Crows Nest and Montrose Avenue trail entrances.</li> </ul> <p>This will be determined by a Council resolution or otherwise.</p> |
|      |                         | A waste of money.  |                  | ✓  |  |
|      |                         | Many unsealed roads and not enough footpaths in Apollo Bay.  |                  | ✓  | There are existing COS strategies/policies that address this.  |
|      |                         | Questions the economic returns for the trails.   | ✓                |    | After review, modified the project user numbers in the Section 1 – 8.6.1, p90. Economic benefits to reflect ERASS percentages with corresponding decrease in expected users numbers and economic return to the community.  |
|      |                         | Suggests any grants received would be better applied to:   |                  | ✓  | <ul style="list-style-type: none"> <li>* All worthy projects.</li> <li>* Item 3 is the only project Council managed project.</li> </ul>  |
|      |                         | <ul style="list-style-type: none"> <li>* The Great Ocean Walk between Skenes Creek and Marengo.</li> <li>* Sewerage on the Bunbury Peninsula.</li> <li>* Seal the Apollo Bay Airfield</li> </ul>   |                  |    |  |

| Ref# | Written Submission from | Submission Details   | Changes to Plan? |    | Response   |
|------|-------------------------|--|------------------|----|--|
|      |                         |  | Yes              | No |  |
| 2.   |                         | Objection to the name change from 'Highview Trail' to 'Les Nosedá Highview Trail'. Prefers a 'historical' name instead.<br><br>runway.   | √                |    | <ul style="list-style-type: none"> <li>* The name change was proposed by the Otway Ranges Walking Track Association.</li> <li>* Will revert to 'Highview Trail' for the final document to be presented to Council.</li> <li>* Formal naming of trails to be determined via consultation with the community.</li> </ul> |
|      |                         | Concern regarding the maintenance of the proposed Highview Trail, currently farmers keep it weed free and clean.   |                  | √  | <ul style="list-style-type: none"> <li>* This issue is addressed in:                             <ol style="list-style-type: none"> <li>1. Section 1, p33.</li> <li>2. P102, Management &amp; Maintenance.</li> <li>3. Section 2, p86.</li> </ol> </li> </ul>  |
| 3.   |                         | The proposal is neither sensible nor desirable. Submission identifies the existing Tuxion Road as having at least 10 characteristics that renders the proposal undesirable, as detailed below.   | √                |    |  |
|      |                         | The study, whilst acknowledging the risk to pedestrians, appears to assume that the risk is acceptable if some minor steps are taken. Does not accept this proposition. The Council should not entertain any proposal which will encourage pedestrian traffic on any roadway. let alone this particular roadway. |                  |    | Modified Section 1 – 6.1, p57 onwards in response to concerns.<br><br>See below.   |

| Ref# | Written Submission from | Submission Details  | Changes to Plan? |    | Response  |
|------|-------------------------|---|------------------|----|---|
|      |                         |   | Yes              | No |   |
|      |                         | The study assumes that pedestrians will return along the designated route, namely descending Old Tuxion Road. There is no basis for that assumption. Any study should assume that some pedestrian traffic will descend the length of Tuxion Road. There is no assessment of the safety of pedestrian traffic below Old Tuxion Road. This section of the road is the most dangerous for both pedestrian and vehicular traffic. | ✓                |    | The basis of the assumption is that the trail route will be clearly marked with signage on the ground, in any promotional literature and in any electronic media maps. Use of the lower section of Tuxion Road by trail users will be actively discouraged by emphasising the dangers in the above items. |
|      |                         | The study proposes a "drop off" point at the junction of Tuxion Road. There is no assessment of the road safety consequences of increased motor vehicle traffic on the lower reaches of Tuxion Road.  | ✓                |    | Drop off point 'C' has been removed from the proposal.  |
|      |                         | The study purports to quantify economic benefits flowing from the proposed trails. There is no attempt to quantify economic detriment such as the cost of litigation arising from a pedestrian fatality.  | ✓                |    | There is a financial section in the Preliminary Risk Assessment Section 1 – 6.1.4.  |
|      |                         | The study does not assess alternative walking routes which would not utilise existing roadways.   | ✓                |    | Added a note to say that all alternative routes were in private property and therefore not acceptable given similar issues experienced with the Old Beechy Rail Trail.  |
|      |                         | The basis of the estimate usage of the proposed trails (between 633 and 1,055) is not disclosed. It usage is likely to be higher, then it is very likely different considerations would apply.  | ✓                |    | Reviewed the section and expanded the methodology used to develop the user number expectations. Section 1 – 8.2.2, 8.5 and Table 8.   |

| Ref# | Written Submission from | Submission Details   | Changes to Plan? |    | Response   |
|------|-------------------------|--|------------------|----|--|
|      |                         |  | Yes              | No |  |
|      |                         | There is no traffic study undertaken to establish current vehicle or pedestrian usage. A proper baseline study is required in order to assess the impact of increased usage upon the road.           | ✓                |    | Road Safety, Section 1 – 6.1. Due to limited current data, a road safety audit by an accredited assessor is recommended prior to any final approval of the trail proposal (relevant sections of Montrose Avenue and Tuxion Road).  |
|      |                         | The study does not consider the cost of widening the road and improving "blind" corners. The cost of providing a safe a safe walking environment should be determined.                               | ✓                |    | The study considers this option in a general sense and identifies the resulting costs to be prohibitive and would render the proposal economically unviable. Section 1 – 6.1, p67. It is beyond the scope of this study to survey, redesign and cost the reconstruction of more than 870m of road. |
|      |                         | The study suggests that a 50kph speed limit be imposed. There is no explanation of why 50kph is considered appropriate. In my view the road can only be safely traversed at speeds less than 30 kph. | ✓                |    | The recommendation for road speed restrictions is now 40kph or less with reference to Vicroads and the Corangamite and Colac Otway Road Safety Strategy.   |
|      |                         | The report does not consider whether the proposed trails are consistent with Council's obligations pursuant to the <i>Road Management Act (Vic) 2004</i> or at common law.                           | ✓                |    | References added to Section 1 – 6.1.   |
|      |                         | The report does not purport to undertake a risk assessment of the likely or potential risks associated with the proposed trails.   | ✓                |    | Section 1 – 6.1.4 details a Preliminary Risk Assessment and outcomes.  |

| Ref# | Written Submission from                            | Submission Details  | Changes to Plan? |    | Response   |
|------|--|---|------------------|----|--|
|      |  |   | Yes              | No |  |
|      |  | Additional measures are required in order for the road to be safe for general use. They are but not limited to:<br>* Special signage restrictions;<br>* Signage warning of dangerous curves and stock on the road;<br>* Signage warning of concealed access roads where appropriate;<br>* Appropriate guardrails of corners of small radius and those with steep topography;<br>* Parabolic mirrors on corners of small radius and those with steep topography. | √                |    | Section1 – 6.1.4 details a Preliminary Risk Assessment and outcomes. |
| 4.   | Geelong Bushwalking Club and Bushwalking Victoria. | Read the Study and supports proposals.  |                  | √  | Acknowledged. No changes required.                                   |
| 5.   | Gisborne Bushwalking Club Inc. (56 members)        | General support for the trail proposals.  |                  | √  | Acknowledged. No changes required.                                   |
| 6.   | Melton Bushwalkers Inc. (61 members)               | General support for the trail proposals. Contribute to management of trails, example provided.  |                  | √  | Acknowledged. No changes required.                                   |
| 7.   | Benalla Bushwalking Club. (120 members)            | General support for the trail proposals.  |                  | √  | Acknowledged. No changes required.                                   |
| 8.   | Melbourne  | Supports the proposed trails.   |                  | √  | Acknowledged. No changes required.                                   |

| Ref# | Written Submission from  | Submission Details   | Changes to Plan? |    | Response   |
|------|--|--|------------------|----|--|
|      |  |  | Yes              | No |  |
| 9.   | Bushwalking Club.<br>Peninsula Bushwalking Club.<br>(83 members) | Supports trail proposals. Members will use the trails if constructed.  |                  | ✓  | Acknowledged. No changes required.   |
| 10.  |  | Objection to the use of Montrose Avenue in regards to pedestrian use.  |                  | ✓  | * Section 1 – 6.1, p10 and p53 onwards, Road Safety. A Preliminary Risk Assessment has been included with recommendations for a further detailed study.<br>* Section 2 – p88 onwards. Reference to a range of strategies included that may reduce user risk/conflict on Montrose Avenue.   |
| 11.  |  | Supports proposals   |                  | ✓  | Acknowledged. No changes required.   |
| 12.  |  | Supports proposals, questions the use of wording 'Trails v Tracks'.  | ✓                |    | In the Section 1 Summary, the study poses the question of 'naming' of the proposals, Track or Trail.   |
| 13.  |  | Supports proposal but objects to Drop Off Point B due to:<br>* Increase in traffic;<br>* Encourages through traffic.   | ✓                |    | Removed Drop Off Point B from the proposal. The trail will be clearly marked. Code of conduct will note trespass and theft is illegal. Fencing may resolve these issues. If the trail proceeds, landowners will be consulted about fencing needs. Section 2.4.2.2 and 2.3.12.3 have been modified to read as a restricted use listed road for 'pedestrian, agricultural and emergency vehicles only'. This objector was pleased with the proposed changes. |
| 14.  |  | Raises the issues of trespass, theft and gazetting of the road.<br><b>The Flawed Modelling Of The Feasibility Study</b><br><b>a) No Data</b><br>* The Feasibility Study (3.2.5.1, 7.5) acknowledges there is no data on which to develop the economic and other benefits.<br>* That anecdotal evidence (not disclosed) leads to strong support for the recommendations.<br>* There is no qualitative evidence contained in the Feasibility Study.<br>* "A range of variables" (not |                  | ✓  | Yes correct.<br><br>The anecdotal evidence is from the Otway Ranges Walking Track Association and general community comments.<br><br>There isn't any qualitative evidence relating to Apollo Bay visitors and how they may use facilities.<br><br>The term 'Variables' has been removed and replaced with 'difficult to  |



| Ref# | Written Submission from | Submission Details   | Changes to Plan? |    | Response  |
|------|-------------------------|--|------------------|----|---|
|      |                         |  | Yes              | No |   |
|      |                         | <p>disclosed) leads to an "estimation of potential" including financial benefits.</p> <p><b>b) No Baseline for Projected Usage</b></p> <ul style="list-style-type: none"> <li>* Local (Apollo Bay and Colac Otway Shire) 2006 Census population figures are employed to estimate local potential without examining the age demographics (under 15 and older age numbers) of the population or, the current usage of the existing 20 trail walks (listed in the Feasibility Study) by the local population.</li> <li>* In the Feasibility Study, the modelling for the potential usage and economic benefit of the High View Trail is taken from local population figures and all Apollo Bay Visitor Information Centre (ABVIC) 2010 visitations combined, (not disaggregated), to these figures the percentages of "walkers" taken from ERASS Data (Feasibility Study Appendix 5) is applied. The ERASS Data figure for all walkers is 41.2%. The Feasibility Study mistakenly applies a figure of 50.8%.</li> </ul> | √                |    | <p>substantiate' Section 1 – p85. There has never been any attempt to claim the economic benefit modelling is anything other than an attempt to use what data was available and apply it to some assumptions already accepted by Council e.g. Barwon South West Regional Trails Master Plan. The Project brief did not include the requirement for detailed visitor data collection, so the resulting analysis was always going to be difficult to substantiate and was meant as a guide or indication of estimated economic return only.</p> |
|      |                         |  |                  | √  | <p>It is assumed people of all ages will use the trails.<br/>There is no trail usage data from the existing 20 odd trails in the area despite requests to Parks Victoria (who manage the trails identified).</p> <p>The percentages have been changed to the conservative 4.6% "Busnwalkers" from the ERASS figures.</p>  |

| Ref# | Written Submission from | Submission Details   | Changes to Plan? |    | Response   |
|------|-------------------------|--|------------------|----|--|
|      |                         |  | Yes              | No |  |
|      |                         | <p>* The ERASS Data 2010 survey omits people under 15 years old, the Feasibility Study does not. The ABS figure (1990 – 2010) of the Australian population under 15 years old is 18.9%. Thus the Feasibility Study's own margin of error on the estimation of economic benefit and other potential, including usage, is automatically, on this basis alone, more than 25%. The margin for error is only increased if older age demographics were to be included.</p> <p>* The Feasibility Study cites inconsistent percentages: 52% of recreational activity is "going to the beach" and, 28% indicate they "like to walk". The Feasibility Study does not consider that at Apollo Bay these activities are likely to be logically combined. The flawed data under which the Feasibility Study projects its figures and its recommendations is not compatible with the cited 11% of overseas visitors who "may" walk, making up 34.7% of all Great Ocean Road visitors. The percentage of those overseas visitors who are on package tours, spending a short lunchtime in Apollo Bay (not difficult to judge either anecdotally or from tour operators) is not considered in the</p> | √                | √  | <p>These figures were included purely to represent some relative breakdown of activities by visitors and were not used to form any conclusions. There are no consistent reliable figures from which to work with. It is not expected that the short package tour visitors would undertake the walks.</p> |

| Ref# | Written Submission from | Submission Details   | Changes to Plan? |    | Response   |
|------|-------------------------|--|------------------|----|--|
|      |                         |  | Yes              | No |  |
|      |                         | <p>Feasibility Study. These overseas package tour visitors would not have the time available to consider walking trails. The Feasibility Study fails to take into account that, with short visits, time spent away from the village would be a significant financial loss to local traders.</p> <p>* The Feasibility Study's erroneous projection of a "conservative 10,000" people who may use the recommended trails is incompatible with the two Tuxion Road designated drop-off points requiring only 2 to 3 parking spaces. The Feasibility Study anticipates the involvement of tour operators (presumably including tour buses), trail events and competitions.</p> <p><b>c) Economic Projections Unsubstantiated</b></p> <p>* The financial return of \$10 per person, per visit providing the vast bulk of the "economic benefit" from the trail, is not substantiated in the Study. The basis of the \$10 pp per visit in the Study is stated as being "considered to be a realistic average spend based on past surveys and experience". Considered by whom is not disclosed; past surveys and experience are also not disclosed.</p> |                  | Y  | <p>As noted earlier the projected user numbers have been modified to reflect different percentages used to determine visitor number (4.6% ERASS Bushwalkers).</p> <p>The drop off points B and C have been removed. This will push vehicles up to Crow's Nest at Point "D" where there is a larger space available for future car turnaround area development, should this be an issue.</p> <p>Tour operators in the area run small vans and people movers not tour buses.</p> |
|      |                         |  |                  |    | <p>These figures were adopted from the Barwon South West Regional Trails Master Plan, a document adopted by Council along with other Councils in the Barwon South West region.</p>   |

| Ref# | Written Submission from | Submission Details  | Changes to Plan? |    | Response   |
|------|-------------------------|---|------------------|----|--|
|      |                         |   | Yes              | No |  |
|      |                         | <p>Even the \$2pp, per visit spend for local visitors is based on a "judgment" and a 2001 WA Shire Council Report.</p> <p>* However, the Feasibility Study states there would be an economic benefit with job creation – estimated at 2 to 3 people; based on the mythical \$165, 000 - \$243,000 p.a. economic return; based on an indefensible 10% to 15% of all (aged and under 15 years old included) Apollo Bay Visitor Information Centre visitors using this recommended trail (and no other existing trails). There is, however, a guaranteed increase in expenditure; it will be incurred by the Colac Otway Shire; that is, rate payers. In the increased work COSWOPK will need to undertake to make Tuxton Road suitable for any increased vehicle and pedestrian traffic, and to subsequently maintain the road.</p> <p>* The Feasibility Study figures on estimated potential usage of the recommended trails has been projected in isolation to any other existing trails, walks or walking activities and from this unrealistic approach the economic benefit is guesstimated. That local "potential" users may be included</p> | ✓                | ✓  | <p>The economic benefit has been modified as noted earlier Section 1 – 8.2 onwards.</p> <p>As noted in the Study under Section 1 – 6.1 Road Safety, maintenance of Tuxton Road is dependent on weather, not necessarily vehicle numbers. These trail issues will be managed under the COS Road Management Plan if constructed and would be responded to accordingly. Road maintenance costs are budgeted from a historical perspective; anticipating weather is in itself a difficult process.</p> <p>As described in the study these trails are designed to 'fill a gap' in the walking market eg: longer day walks. As there are very few day walks (Great Ocean Walk) it is assumed that the 'Bushwalkers' will prefer these trails to the short trails.</p> <p>GORVIC do not differentiate between local and visitor numbers and no breakdowns were available. The number of locals visiting GORVIC for visitor information is considered small and would have only a minor impact on the overall visitor numbers. However some locals would visit the centre and may even be counted multiple times as would return visitors.</p> |

| Ref# | Written Submission from | Submission Details   | Changes to Plan? |    | Response   |
|------|-------------------------|--|------------------|----|--|
|      |                         |  | Yes              | No |  |
|      |                         | <p>in the ABVIC visitation numbers and are thus calculated twice has not been considered in the Feasibility Study. The projected usage of the recommended trails are described as if they were the only trail walking activity available and no distribution between existing and the new trail of the potential walking population is considered.</p> <p>* The numerical data presented and economic benefit derived from the recommended trails, is more than contestable it is beyond credibility.</p>  |                  |    | <p>As noted earlier, the base percentages used have been modified and consequently the resulting economic benefit. It has always been agreed that the determination of an economic benefit would be tenuous and the document acknowledges this. The trails offer multiple benefits not economic alone.</p>   |
|      |                         | <p><b>The Consultation Process</b></p> <p>a) <b>The ORWTA Survey</b></p> <p>* Section 1.8.2: The ORWTA 2009 Survey is acknowledged in the Study as the basis for the Study. The basis and rationale of the Association's 239 people surveyed has not been disclosed. Whether those surveyed included any of the 40 members of the organisation whose land holdings were not directly affected has not been disclosed. The proportion of urban landowners surveyed against farming landowners surveyed and their responses negative and positive have not been disclosed.</p> | ✓                |    | <p>The study was carried out by the Colac Otway Shire in 2009. Personal details are confidential. The 239 people were landowners along the proposed Highview Trail.</p> <p>The proportion of urban and non urban landowners that responded has been included in the Community Consultation chapter, Section 1 – 9.3.</p> <p>The responses from the survey were the basis of the Issues Paper. The Road Safety section and other responses to identified issues have resulted in significant changes to the original project brief and route.</p> |

| Ref# | Written Submission from | Submission Details   | Changes to Plan? |          | Response   |
|------|-------------------------|--|------------------|----------|--|
|      |                         |  | Yes              | No       |  |
|      |                         | <p>* The entire survey of a small lobby group remains a "private" document and yet was the basis for a publicly funded Feasibility Study in which the instigating small lobby group is an equal party whose sole purpose is advocacy while the Feasibility Study's sole purpose should be objective assessment.</p> <p>* The ORWTA website discloses that the Association "proof read" the draft report, that it needs "lots of supportive comments submitted to the Council" and that the October 2011 meeting of the Association was attended by 6 members with apologies from 3 members. The Association's balance is stated at 31.10.2011 as \$1,652.07.</p> |                  | <p>√</p> | <p>The study has always attempted to remain objective. This is always arguable if you disagree with the proposition in the first place. There has been a considerable amount of alteration and amendment to the Study during the submission period in response to resident concerns. The result is a recognition that several walks are feasible (people can walk these routes now if they wish) but with many conditions and alterations.</p> |
|      |                         | <p><b>b) The Consultation Process</b><br/>Emanating from the ORWTA Survey</p> <ul style="list-style-type: none"> <li>* The Study states that "those directly/adversely affected", "farming land holders" (presumably including the 14 who responded negatively to the 2009 Survey) were "targeted" by "approaching" those willing to meet. This was not conducted systematically even though identifying the small number of farming land holders would not be difficult.</li> </ul>   |                  | <p>√</p> | <p>Those approached had responded in the negative and offered comments in the 2009 survey. The aim of the exercise was to determine the issues surrounding the proposals, not an additional survey. The issues raised have not changed in the intervening time.</p>  |

| Ref# | Written Submission from | Submission Details  | Changes to Plan? |    | Response  |
|------|-------------------------|---|------------------|----|---|
|      |                         |   | Yes              | No |   |
|      |                         | <ul style="list-style-type: none"> <li>* The boundary of "Grey Oaks", 85 Tuxion Road is less than 200 metres from the first proposed "drop off point" and the property's almost 400 metre boundary on Tuxion Road would be a conduit to the second proposed drop off point (Tuxion/Crow's Nest). Yet no attempt at communication, written or verbal, or contact in relation to a Feasibility Study being conducted was made from 2009 to the time of writing.</li> <li>* It cannot be assumed that this stakeholder omission is the only administrative oversight in the consultation process. Accepted norms of administrative transparency require that the appropriate checks be made, acknowledged and corrected before any decision making process proceeds.</li> <li>* Flawed administration of the process may, in some way, go towards explaining why in the 9 month process the Feasibility Study notes there was "an almost zero response" to the invitation to submit, comment or discuss the proposal. It is not possible to engage in the process if the process itself excludes an</li> </ul> | √                |    | <p>This property is not directly on the trail route, although it is acknowledged in the Study (Section 1 – 6.2 Road Safety) that an increase in vehicle numbers will occur along Tuxion Road. Communication consisted of advertisements placed in the Apollo Bay Newsletter at the time of the submission period as is required by Council policy.</p> <p>In the 2099 Survey no comments were included in the response from this address.</p> |
|      |                         |   |                  | √  | <p>This table of submissions and responses is part of the consultation process, the submitters concerns have been noted and responded to.</p> <p>There has been a significant response to submit as can be seen by this summary table.</p>  |

| Ref# | Written Submission from | Submission Details  | Changes to Plan? |    | Response  |
|------|-------------------------|---|------------------|----|---|
|      |                         |   | Yes              | No |   |
|      |                         | interested party, let alone a party directly affected.  |                  |    |   |
|      |                         | <b>Traffic and road issues<br/>a) Tuxion Road</b>   |                  |    |   |
|      |                         | <ul style="list-style-type: none"> <li>* The Study on the High View Trail recommends 2 motor vehicle "drop off" points on Tuxion Road; the first at the "Intersection of Old Tuxion Road and Tuxion Road" and the second at "Crow's Nest on Tuxion Road".</li> <li>* No traffic study was undertaken on the current vehicle or pedestrian usage of Tuxion Road (guessed at 50 vehicles a day). Thus no baseline exists for projections of any increased vehicle or pedestrian usage.</li> <li>* No assessment of the road safety issues arising from any increased usage of the road is considered. No risk assessment in relation to the recommended trail and road usage has been undertaken in the Study</li> <li>* The Study while mentioning the Road Management Act (VIC) 2004 and the Corangamite and Colac Otway Safety Strategy – Road Safety Report (2008) fails to consider whether the</li> </ul> | √                | √  | <p>Drop of points B and C have been deleted. By retaining the drop off point at Crow's Nest, the study recognises the reality that people will use this site and correspondingly some allowance has been made to manage the area.</p> <p>A traffic/road safety study has been recommended for Tuxion Road, Montrose Avenue and Point Q on Turtons Track.</p> <p>A Preliminary Risk Assessment together with some basic road usage estimates have been included in the study which recommends the above. Section 1 – 6.2.</p> <p>See above point.</p> <p>Road Safety Section 1 – 6.2. Amendments to the study consider these issues and further from discussions with members of Council's Assets and Organisational Support and Development Units, the proposals are in alignment with policy considerations.</p> <p>It was not in the study brief to determine whether the road formation is</p> |



| Ref# | Written Submission from | Submission Details  | Changes to Plan? |    | Response   |
|------|-------------------------|---|------------------|----|--|
|      |                         |   | Yes              | No |  |
|      |                         | <p>recommended new trails are consistent with these Council legal and policy obligations. The Study does not consider whether, at present, Tuxion Road meets the Shire established standards or relevant road specifications in relation to drainage, surface, finish, gradients, or width and depth of gutters.</p> <p>* The Study assumes that the anticipated influx of High View Trail walkers will not use the road and will ascend and descend via the designated trail. No basis for such an assumption is provided.</p> <p>* The Study fails to recognise that the recommended Highview Trail and its Crow's Nest "drop-off" point may lead to a disproportionate increase in tourists, including buses, seeking photo opportunities but not engaging with or using the Trail. This would place a huge burden on the road in which the Highview Trail is irrelevant except for flagging potential as a look out point and photo opportunity.</p> <p><b>b) Relevant Existing Tuxion Road Issues</b></p> <p>* The road is very narrow, winding, steeply graded, with a number of 'blind' corners. It is also deeply</p> | ✓                | ✓  | <p>The trail will be clearly marked. Signs and literature will clearly identify the hazards with walking the lower section of Tuxion Road. However, walkers may still choose to do so as they currently can. The Old Tuxion Road route is safer and shorter whilst still providing views of Apollo Bay and the coast.</p> <p>Appropriate signage on the roads will be aimed at discouraging tourist vehicles eg: 'Local use only'. There is no proposal to sign the road as a lookout. Trail signage will be at GORVIC and Crow's Nest. Some people may read a brochure and drive up for a look, which can be done presently.</p> <p>The condition of the road formation is noted in the study Section 1 – 6.2 and Section 2 – Highview Trail and Wild Dog Trail chapters.</p> |

| Ref# | Written Submission from | Submission Details   | Changes to Plan? |          | Response   |
|------|-------------------------|--|------------------|----------|--|
|      |                         |  | Yes              | No       |  |
|      |                         | <p>degraded and routine drainage COSWORKS and major drainage works frequently reported in Council documents have not alleviated the poor standard of the road or the attendant safety issues.</p> <p>* The poor state of the road is evidence that the road is unable to cope adequately with present vehicle and pedestrian traffic and the road's inclusion in any scheme that would increase usage is not appropriate.</p> <p>* The ongoing cost of existing maintenance issues arising from inadequate grading and re-grading of the road; the cost and lack of effectiveness of major drainage works undertaken have not been considered by the Feasibility Study. Nor have the costs associated with any increase in vehicle or pedestrian traffic, which might also include potential litigation costs arising from the injury or fatality of a pedestrian.</p> <p>* The Feasibility Study proposed road speed limit of 50 kph is divorced from the physical realities of Tuxton Road. The road can barely be travelled safely at 30 kph with the existing traffic; vehicular</p> | <p>✓</p>         | <p>✓</p> | <p>The state of the road is governed by the COS Road Management Plan and managed by COSWORKS.</p>                          |
|      |                         | <p>* The ongoing cost of existing maintenance issues arising from inadequate grading and re-grading of the road; the cost and lack of effectiveness of major drainage works undertaken have not been considered by the Feasibility Study. Nor have the costs associated with any increase in vehicle or pedestrian traffic, which might also include potential litigation costs arising from the injury or fatality of a pedestrian.</p> <p>* The Feasibility Study proposed road speed limit of 50 kph is divorced from the physical realities of Tuxton Road. The road can barely be travelled safely at 30 kph with the existing traffic; vehicular</p>   | <p>✓</p>         | <p>✓</p> | <p>The state of the road is governed by the COS Road Management Plan and managed by the COSWORKS.</p>                      |
|      |                         | <p>* The ongoing cost of existing maintenance issues arising from inadequate grading and re-grading of the road; the cost and lack of effectiveness of major drainage works undertaken have not been considered by the Feasibility Study. Nor have the costs associated with any increase in vehicle or pedestrian traffic, which might also include potential litigation costs arising from the injury or fatality of a pedestrian.</p> <p>* The Feasibility Study proposed road speed limit of 50 kph is divorced from the physical realities of Tuxton Road. The road can barely be travelled safely at 30 kph with the existing traffic; vehicular</p>   | <p>✓</p>         | <p>✓</p> | <p>The study has recommended a change of speed restriction from 100kph to 40kph or less. Section 1 – 6.1, p56 onwards.</p> |

| Ref# | Written Submission from | Submission Details  | Changes to Plan? |    | Response  |
|------|-------------------------|---|------------------|----|---|
|      |                         |   | Yes              | No |   |
|      |                         | <ul style="list-style-type: none"> <li>* The construction, even before the Study was finalised, of a road extending Old Tuxion Road into the trail, the cost of which have not been included in the Study and not forming part of the costs of construction of the Highview Trail, may lead some to believe that the Study is not a document of public consultation informing decision making but that the construction of the Highview Trail has already been decided and work towards that end is well underway. Given this, one could question the public funding of a 9 month Study, the outcome of which may have been decided before it began.</li> <li>* As landowners who are fully aware of the affection and high regard with which the late Mr. Les Nosedá is held, it is appropriate of course, that a lasting tribute to Mr. Nosedá (the primary person behind the 2009 Highview Trail Survey) is established. However, the unilateral and anonymous naming in the Study of the Highview Trail after the late Mr. Les Nosedá is neither fitting nor appropriate.</li> <li>* It would be inappropriate, in a public consultation process</li> </ul> | ✓                | ✓  | <p>The trail name the 'Les Nosedá Highview Trail' name has been changed in the document to the 'Highview Trail'. Naming of the Trails will be reviewed if they are to proceed to construction stage.</p> <p>The decision maker, Council, does not have a personal interest. A decision will be made with as much information as possible including consideration of all</p> |

| Ref# | Written Submission from | Submission Details   | Changes to Plan? |    | Response   |
|------|-------------------------|--|------------------|----|--|
|      |                         |  | Yes              | No |  |
|      |                         | <p>informing decision making, for those who may question the outcomes and recommendations of the Study, or have serious concerns either with modelling in the study or the processes, to appear to be lacking in respect or regard for the late Mr. Nosedá. Honouring a community stalwart, the late Mr. Nosedá is important, but those opposed to the Highview Trail should not be seen as unwilling to oblige the outcome he would have wanted. The pre-emptory naming of a trail under consideration, in the disclosure of the facts and the investigation into the idea is highly emotive and not appropriate.</p> <p><b>4. Council's Dual Role As Advocate And Decision Maker</b></p> <p>* The principles of public law require public authorities to make decisions which materially affect third parties – such as affected land owners and local residents who will be affected by the Trail – in circumstances where the decision maker does not have a personal interest in the outcome of the decision ('the rule against bias').</p> <p>* Here, Council's dual role as co-</p> |                  | √  | <p>submissions.</p>  |
|      |                         |  |                  | √  | <p>The decision maker, Council, does not have a personal interest. A decision will be made with as much information as possible including all submissions.</p> |

| Ref# | Written Submission from                        | Submission Details   | Changes to Plan? |    | Response                           |
|------|--|--|------------------|----|------------------------------------|
|      |  |  | Yes              | No |                                    |
|      |  | author of the Study, as well as the ultimate decision maker, gives rise to a perception that bias would arise in the decision making process.  | ✓                |    |                                    |
|      |  | ◦ In the circumstances, consistent with the rules of natural justice and procedural fairness, in order to overcome any perceptions of bias Council should remove itself from the role of the decision maker in respect of the Study. | ✓                |    |                                    |
| 15.  | Diamond Valley Bushwalking Club. (200 members) | Supports proposal. Work with Parks Vic to maintain trails.   | ✓                |    | Acknowledged. No changes required. |
| 16.  |  | Supports proposal  | ✓                |    | Acknowledged. No changes required. |
| 17.  | Bayside Bushwalking Club. (500 members)        | Supports proposal. Would like to assist with track maintenance. Love the Otways and many members would love to walk in the Otway Ranges.   | ✓                |    | Acknowledged. No changes required. |
| 18.  | Bush Walking Victoria                          | Supports proposals. Could provide assistance with track maintenance.   | ✓                |    | Acknowledged. No changes required. |
| 19.  | Apollo Bay                                     | Supports proposals.  | ✓                |    | Acknowledged. No changes required. |

| Ref# | Written Submission from   | Submission Details   | Changes to Plan? |    | Response  |
|------|---------------------------|--|------------------|----|---|
|      |                           |  | Yes              | No |   |
| 20.  | P12 College               | Trails will enrich College's curriculum. Supports proposals. Proposals will address current lack of facilities.  |                  | ✓  | Acknowledged. No changes required.  |
| 21.  | Geeelong Bushwalking Club | Supports proposals. Proposals will address current lack of facilities. Will provide diversity of walks. Attractive to visitors and locals alike.   |                  | ✓  | Acknowledged. No changes required.  |
| 22.  |                           | Supports proposals. A 'Friends' group would be well supported. Inexpensive, healthy and provides a day walk alternative to the Great Ocean Walk.   |                  | ✓  | Acknowledged. No changes required.  |
| 23.  |                           | Supports proposals. Healthy, spectacular views. Limited walking opportunities in the region.   |                  | ✓  | Acknowledged. No changes required.  |
| 24.  |                           | Supports proposals. Limited walking opportunities. Attraction in their own right.  |                  | ✓  | Acknowledged. No changes required.  |
| 25.  | Parks Victoria (PV)       | <ul style="list-style-type: none"> <li>* Favours The Highview Trail.</li> <li>* Concerned about costs against vegetation offsets being too low.</li> <li>* Concerned that trail maintenance table commits PV to maintenance.</li> <li>* Noted that at this time PV has not committed to anything.</li> <li>* PV is not confident that community members outside OFWTA would</li> </ul> |                  | ✓  | <p>Agreed, sought PV advice on the issue, costs will be adjusted up.</p> <p>Changed to table heading to reflect existing management responsibility.</p> <p>No organisation has committed to trail development at this stage; it is purely to determine the feasibility of the proposed trails.</p> <p>Many walking clubs from around Victoria have indicated interest in maintaining trails in their submissions.</p> |

| Ref# | Written Submission from                         | Submission Details   | Changes to Plan? |    | Response  |
|------|---|--|------------------|----|---|
|      |   |  | Yes              | No |   |
| 26.  |   | be interested in managing or maintaining the trails.<br>Supports proposals.<br>Feels these trails will attract tourists and would be in great demand by fellow bushwalkers.  |                  | ✓  | Acknowledged. No changes required.  |
| 27.  |   | Supports proposals.<br>Discusses the merits of the recommendations in detail:<br>* Suggests that the Wild Dog Loop Trail could provide some interesting walk options.<br>* There is a bus service that stops at Haines Junction providing public transport access. | ✓                | ✓  | Included in Section 1, Wild Dog Loop trail information.   |
| 28.  | Apollo Bay Chamber of Commerce and Tourism Inc. | Supports the proposed trails. Urges Council to support the development of these trails.  |                  | ✓  | Acknowledged. No changes required.  |
| 29.  |   | Supports proposed trails but:<br>* Tuxton Road is dangerous with several incidents in the past year.<br>* Promotion of Crow's Nest as a tourist destination is a concern.<br>* Concerned that people will 'see and pee' with several examples given.               | ✓                | ✓  | Addressed in the above comments.<br><br>The study does not promote Crow's Nest as tourist destination, only as a walker's rest stop and a drop off area for vehicles.<br><br>The study recognises this issue by including toilet behaviour in the recommended 'Code of Conduct' and to monitor activity at Crow's Nest with a view to providing a composting toilet on the wide road reserve if required in the future. |
| 30.  |   | Supports the proposed trails.  |                  | ✓  | Acknowledged. No changes required.  |
| 31.  |   | Supports the proposed trails.  |                  | ✓  | Acknowledged. No changes required.  |
| 32.  | Otway Health and                                | Supports the proposed trails. Significant benefits to the local  |                  | ✓  | Acknowledged. No changes required.  |

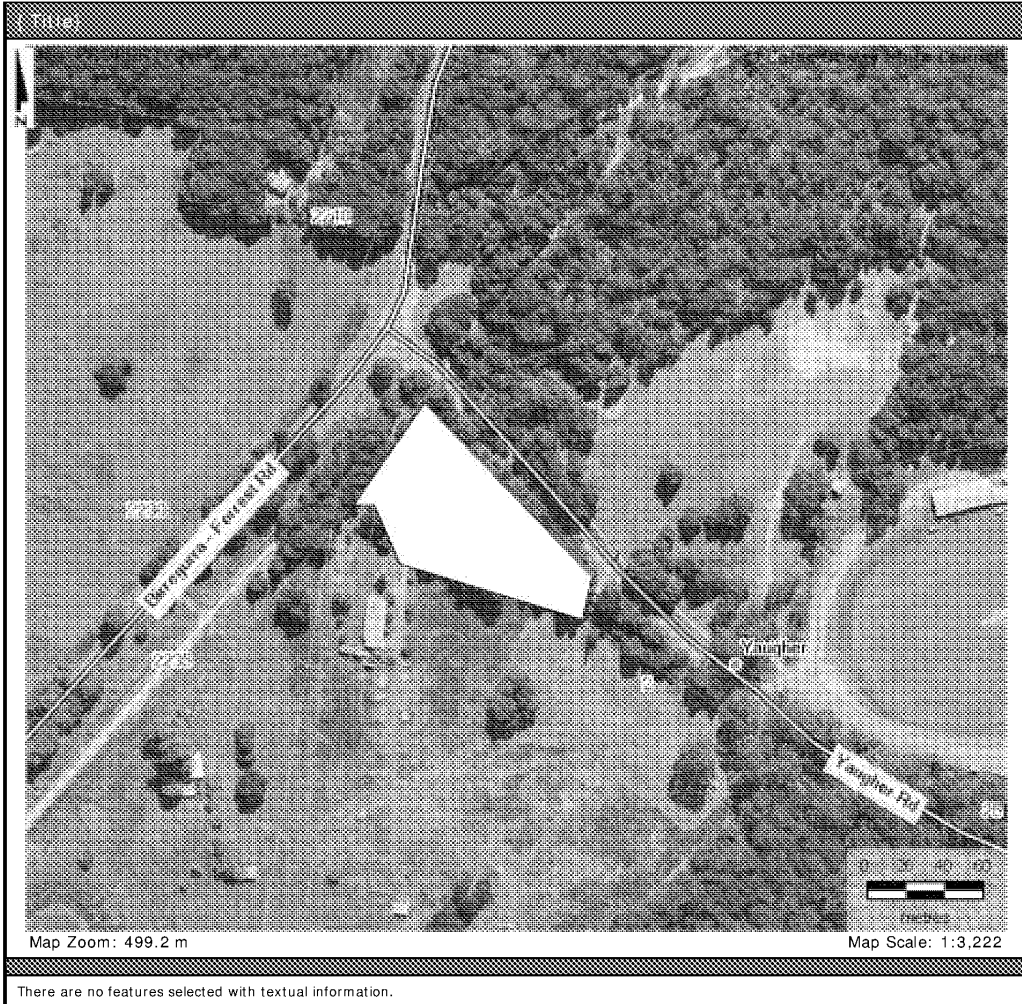
| Ref# | Written Submission from | Submission Details             | Changes to Plan? |    | Response                           |
|------|-------------------------|--------------------------------|------------------|----|------------------------------------|
|      |                         |                                | Yes              | No |                                    |
| 33.  | Community Services      | population which they service. |                  | ✓  | Acknowledged. No changes required. |
| 34.  |                         | Supports the proposed trails.  | ✓                |    | Acknowledged. No changes required. |



Created by general on Tuesday, 13 December 2011



## Discontinuance of Part of Yaughter Rd, FORREST



| Legend   | Disclaimer   |
|--|--|
| <ul style="list-style-type: none"> <li> Address</li> <li> Road - infrastructure</li> <li> Watercourse</li> <li> Easement</li> <li> Aerial 2008</li> <li> Lakes</li> <li> Property Boundary</li> <li> Parcel Proposed</li> <li> Lot Boundary</li> <li> Crown Land</li> <li> Shire Boundaries</li> </ul> | <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> |
| <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>           | <div style="text-align: center;"> </div> <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>   |



**Colac Otway Shire  
Council**

**Colac-Elliminyt**

**Commuter Footpath  
Strategy**

March 2012

~1~



## Colac - Elliminyt Commuter Footpath Strategy

### Contents

|   |    |
|---|----|
| 1. Introduction .....                           | 4  |
| 1.1. Definitions.....                           | 4  |
| 2. Objectives.....                              | 4  |
| 2.1. Walkability.....                           | 5  |
| 3. Existing Footpath Network.....               | 5  |
| 3.1. Description .....                          | 5  |
| 3.2. Issues.....                                | 6  |
| 3.2.1. Discontinuity.....                       | 6  |
| 3.2.2. Difficulty of use by disabled users..... | 7  |
| 3.2.2.1. Tactile Ground Surface Indicators..... | 7  |
| 3.2.2.2. Pram Crossings.....                    | 7  |
| 3.2.2.3. Access from Disabled Parking Bays..... | 8  |
| 3.2.3. Street lighting .....                    | 8  |
| 3.2.4. Seating.....                             | 9  |
| 4. Proposed Footpath Network.....               | 9  |
| 4.1. Primary Footpaths .....                    | 9  |
| 4.2. Secondary Footpaths.....                   | 11 |
| 4.3. Local Footpaths .....                      | 11 |
| 4.4. Minor Footpaths.....                       | 12 |
| 4.5. Shared Paths.....                          | 12 |
| 4.6. Footpath Classification Definition .....   | 12 |
| 4.7. Proposed Standards.....                    | 12 |
| 4.7.1. Construction Standards.....              | 13 |
| 5. Funding Mechanisms.....                      | 14 |
| 5.1. Primary Footpaths .....                    | 14 |
| 5.2. Secondary footpaths.....                   | 15 |



|   |    |
|---|----|
| 5.3. Local footpaths.....                 | 15 |
| 5.4. Minor footpaths .....                | 15 |
| 5.5. Shared Paths.....                    | 15 |
| 6. Works Program.....                     | 16 |
| 6.1. Prioritisation of Works.....         | 17 |
| 7. Footpath Renewal and Maintenance ..... | 17 |
| 7.1. Footpath Renewal.....                | 18 |
| 7.2. Footpath Maintenance .....           | 18 |
| 8. Budget Summary .....                   | 18 |
| 9. Recommendations.....                   | 19 |
| 10. Appendices.....                       | 20 |
| 11. References.....                       | 20 |



## 1. Introduction

Footpaths play a vital role within communities. They provide a means of access within urban areas to facilities and services, and promote greater health and wellbeing. The need for footpaths is very dependent upon the traffic and physical conditions on any street, road or other location and the nature of the pedestrian demand at that location. Having a well connected footpath network across the community provides a benefit to residents and visitors alike.

The Colac - Elliminyt Commuter Footpath Strategy (The Strategy) addresses the issues of providing convenient and safe access to facilities and services, to the widest possible range of pedestrians within the Colac - Elliminyt community. The Strategy is aimed at defining service levels for the footpaths and identifying priority ratings. It does not attempt to address the issues around recreational paths. Recreational path service levels are defined in the Open Space Strategy.

This strategy should be read in conjunction with the recommendations of the –

- Colac Central Business District and City Entrances Project (2011);
- Colac Otway Public Open Space Strategy (2011); and
- Proposed Active Transport Strategy

### 1.1. Definitions

- Commuter Footpath - primarily used by pedestrians to travel to a chosen destination.
- Shared/Recreational paths – primarily used for recreational purposes and which may be used by other than pedestrians e.g. shared with cyclists.
- Pedestrians – any legal user of a footpath including people using mobility aids but generally excluding cyclists.

## 2. Objectives

To ensure that the urban areas of Colac and Elliminyt promote walkability as an attractive alternative form of transport for all people, Colac Otway Shire has adopted the following key objectives for the development of Strategic Footpath Network.

- To allow different construction standards for footpaths within Colac and Elliminyt as appropriate to the expected usage and requirements;
- To provide safe, convenient and universally accessible footpath for all users; and
- To promote and facilitate walkability as an attractive alternative to private vehicle use for the health and wellbeing of all users.

Footpaths shall be constructed at the time of development in accordance with the guidelines provided in the Infrastructure Design Manual.



Along all shop frontages within the Central Business District (CBD) and at local shopping centres (where the shops have direct access onto the footpath), generally concrete footpath shall be provided extending from the property boundary to the back of the kerb and channel.

The above construction standard may also be warranted where pedestrian generators, such as retirement villages, significant bus stops and other generators, impact on footpath demand. The need to provide a logical and well connected footpath network may also affect the ultimate network shape.

## 2.1. Walkability

Clause 56 of the Victorian Planning Provisions requires planners to guide developments to ensure they create "liveable and sustainable communities". The objective is to create compact and walkable neighbourhoods and allow easy movement through and between neighbourhoods for all people.

Walkability is a term that is used to describe how attractive the footpath is for pedestrians to use. A Walkability Toolkit (2011) has been developed to assess the walkability of footpaths. The toolkit can be used to assess proposed footpaths to provide an indication of how attractive the footpath will be to those most likely to use it.

Consideration should be given to assessing all the Primary Footpaths to help ensure that Colac Otway Shire's most important pedestrian linkages are providing a safe and usable alternative form of transport.

## 3. Existing Footpath Network

The Colac - Elliminyt urban area has a permanent population of approximately 11,000 people. Of this 20% are children attending schools in Colac and 36% are over the age of 50 (2006 Census). People in these categories tend to use the footpath network as a method of regular transport for short journeys and to schools in the area. Elliminyt is a fast developing and popular residential area from which residents travel towards the Colac CBD for their day to day business.

### 3.1. Description

The existing footpath locations have been identified (shown on the plan attached – Appendix A). The plan shows the existing pathway network providing access between the centre of Colac and other residential areas such as Elliminyt, Colac East and Colac West.

The current Council asset database indicates that the Colac and Elliminyt footpath network provide 138 kilometres of footpaths along street frontages.

Footpath condition is assessed annually and maintenance issues are addressed as prescribed in Council's Road Management Plan. The most recent assessment has



found that 94% of the network is between excellent to fair condition, with only 6% considered in poor condition. Where a section of footpath does not meet service standards, it is considered for upgrading to the appropriate service level condition.

The main users of the footpath network include;

- school aged children with their parents,
- youths;
- families;
- mature and elderly people; and
- Tourists and holiday makers.

These categories of users utilise the local streets and existing network to access schools, local sporting facilities, playgrounds, travel between community areas, health facilities, and between residential areas and business centres.

### 3.2. Issues

The development of the footpath network within the township of Colac has proceeded in step with the road network where roads have mainly evolved from their original constructions; hence the footpath network coverage within the township is extensive.

#### 3.2.1. Discontinuity

Due to the manner in which residential subdivision development has occurred in the last few years, there are some connectivity issues between the Colac CBD and the surrounding community nodes and other public areas.

The existing network is, in places, not fully continuous and lacks connectivity with;

- Main community facilities;
- Township precincts; and
- Areas with high volumes of pedestrian traffic.

This has left pedestrians with little alternative but to walk along the roads or alternatively on road verges and nature strips. The mix of pedestrians and vehicles utilising the same road space is not conducive to a safe road environment.



Two examples of lack of connection to the rest of the network



### 3.2.2. Difficulty of use by disabled users

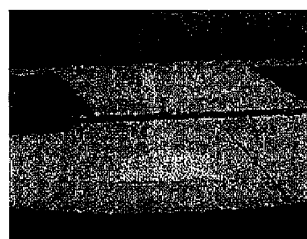
There is a growing use of our footpaths by pedestrians of all abilities. This will continue with an ageing population, increased growth and a stronger disability support sector in Colac. Sight distances and mobility within the CBD and around the footpath network systems are two of the key issues that require universal solutions. Community members have expectations for footpath safety and usability and many parts of the existing network lack the elements which make footpath universally accessible.

#### 3.2.2.1. Tactile Ground Surface Indicators

Tactile Ground Surface Indicators (Tactiles), which assist the visually impaired to safely negotiate hazards, have only been installed in relatively recent years. Much of the older network lacks Tactiles. Tactiles should be installed at road crossings.



No TGSIs installed



Recent TGSi Installation

#### 3.2.2.2. Pram Crossings

Pedestrians of all abilities, whether using aids or not often find crossing roads difficult. The existing "pram crossings" at intersections often have a lip or are not square to the line of travel. A lack of mobility for some pedestrians for whatever reason can make negotiating these "pram crossings" very difficult and in some instances creates a barrier that cannot be overcome unless personal assistance is provided. Universally accessible "pram crossings" should be made as smooth as possible.

The lack of a "pram crossing" for some pedestrians can create a discontinuity in the footpath network. Where no "pram crossing" has been provided, particularly where there is barrier kerb and channel, it is often quite difficult for some pedestrians to proceed any further without using the road as a footpath. "Pram crossings" should be provided at road crossings.

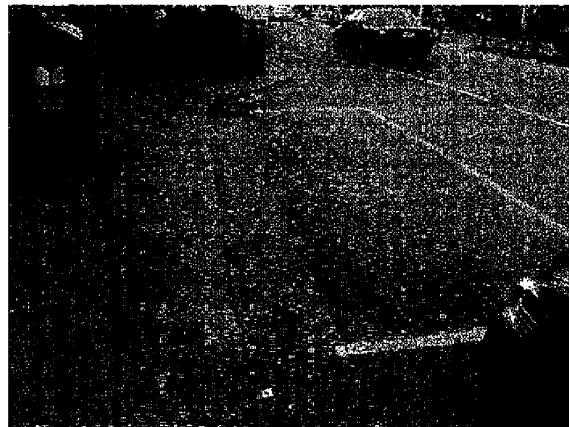




Tips (bullnoses) at Kerb Ramps are difficult to negotiate with Mobility aids

### 3.2.2.3. Access from Disabled Parking Bays

At most of the disabled parking bays in Colac Otway Shire, the access between the parking area and the footpath is limited. Usually there is a standard 1.5m wide "pram crossing" provided somewhere within the vicinity of a disabled parking bay. However, with disabled users leaving the vehicle from the driver's door, one of the passenger doors, or the rear of the vehicle, frequently the single "pram crossing" is not conveniently placed and users have to negotiate the kerb to get onto the footpath. Larger "pram crossing" should be provided at disabled parking bays and installed in line with the relevant Australian Standard.



No ramp access from the disabled car park to the footpath

### 3.2.3. Street lighting

Well lit pathways are essential for safe pedestrian use of footpaths at night.

In the established parts of the urban residential area, street lighting has generally been provided at each road intersection, and in the case for long blocks, at mid



points. In these areas, streetlights are generally spaced at 80 to 120m. It has not been established whether this meets the standards nominated in AS1158 Lighting for Roads and Public Spaces.

There are a numbers of areas where street lighting does not meet the standard proposed.

#### 3.2.4. Seating

There is a need to locate seating at specific gathering points (i.e. bus stop near a senior centre), near shops, near parks and at areas of interest that pedestrians may wish to stop and enjoy. Seating should be considered when developing primary footpath networks.

### 4. Proposed Footpath Network

It is proposed that the footpath network be categorised so that footpaths can be provided which are most appropriate for the expected use. It is appropriate that a minimum standard of footpath be provided at as many locations as possible. However, in locations where there is high use or special need, higher or alternative standards of footpaths may need to be provided. It is also important to consider the staging of a footpath network, which may take a number of years, to install it in a way that best supports community needs. In this way Council will, in time, be able to provide appropriate standards of footpaths within its available budget.

It is proposed that the footpath network be categorised into the following five (5) categories: Primary Commercial, Primary Non-Commercial, Secondary, Local and Minor footpaths. These footpaths provide for pedestrian traffic generally between residential areas and popular destinations such as shopping, recreation, sporting and other public facilities.

It should be noted that, while the footpath hierarchy shares similar name terminology as the road network, the road hierarchy is not necessarily reflected in the footpath hierarchy. It is likely that mismatches occur such as a secondary road having an access level footpath.

Shared paths are for recreational use (rather than commuter use) and are generally shared by pedestrians and cyclists. These are dealt with in the Colac Otway Public Open Space Strategy (2011).

#### 4.1. Primary Footpaths

Primary footpaths are required in the main shopping areas, where the footpath is wide, generally extending from the property line to the back of the kerb. Such footpaths are categorised as "Primary: Commercial Areas", and provide the highest standard of path as shown in Appendix C.



Primary footpaths may also be required in non-commercial areas, to provide access to community facilities, medical facilities, sporting facilities, transport hubs, facilities used by visitors and for less centralised shopping establishments. These footpaths, although providing the highest standard of path, are not as wide as those provided in "commercial areas", and would have a width of at least 1.5m. Such footpaths are categorised as "Primary: Non-Commercial Areas", as shown in Appendix C.

The key objective of a Primary footpath is to provide connectivity between the different communities to the most popular destinations. Primary footpaths provide broad benefit to the wider community through high quality, safe, convenient and comfortable pedestrian access. The Primary footpaths aim to cater for disabled users and for night use.

Typically, Primary footpaths provide a connection between the secondary footpaths and the popular destinations. The Primary Footpath Network must offer very high standards of comfort and safety to encourage use by all pedestrians during day or night, and as such road crossing points deserve special consideration.



Proposals for any works on footpaths in and around the CBD should be referred to the recommendations contained within the Colac Central Business District and City Entrances Project (2011).

The Primary Network is essentially established. There are some possible network extensions (see Appendix B2) that Council could consider for inclusion in the capital works budget. The Primary Network extensions suggested are not urgent and in all locations are duplicating an existing footpath on the other side of the street. As such their construction could be deferred until the existing paths reach capacity.

An inspection of the existing network has shown that there are a range of minor works which should be addressed in order to bring the network up to the proposed standards. These works consist of the installation of tactiles, additional lighting and improvements to pram crossings. It is recommended that these issues, being of a higher priority, should be addressed as soon as practicable within budgetary constraints.



The establishment of the Primary Footpath Network to the recommended standard is generally viewed as having a higher priority, as it provides for a main network throughout the Colac and Elliminyt areas.

#### 4.2. Secondary Footpaths

Secondary footpaths typically provide a connection between Primary Networks and Local footpaths. These should be constructed to a high standard and satisfy the various parameters as identified in Appendix C.

The existing concrete footpath network generally meets the proposed standard. However, there may be some instances where this is not the case and some work may be needed to improve existing footpaths.

The completion of the Secondary Footpath Network to the recommended standard is generally viewed as being of medium priority.



#### 4.3. Local Footpaths

Local footpaths provide linkages between property frontages in residential areas (defined as the Planning Zone - Residential 1) to the Secondary and Primary Footpath Networks. For further detail of a Local Footpath Network please refer to Appendix C.

The existing concrete footpath network generally meets the proposed standard.

There are a number of residential areas where there is no constructed footpath link to the Primary footpaths. It is estimated that there is approximately 6970m (See Appendix B4) of footpaths to be constructed to complete the Local Network.

The completion of the Local Footpath Network to the recommended standard is viewed as having a medium to low priority



#### 4.4. Minor Footpaths

It is recognised that there are some footpaths that do not meet the above standards. There are some gravel paths and some unformed paths that exist. These are categorised to be "Minor footpaths", with construction standards as detailed in Appendix C. Where Council has maintained these paths in the past, Council will continue to maintain these paths at the existing standard.

The improvement of Minor footpaths to Local standard is viewed as having a low priority. Generally, Council will not undertake improvements to Minor footpaths unless a specific need has been demonstrated, usually by adjoining landowners.

#### 4.5. Shared Paths

There are also some Shared Paths within the Colac urban area. Shared Paths are pathways that have been provided for recreational purposes and have been constructed to an appropriate standard for use by both pedestrians and cyclists. Shared Paths do not form part of this strategy other than to be included as a likely destination. Shared Paths will be dealt with within the Colac Otway Public Open Space Strategy, which is currently being prepared.

In relation to this Strategy, Shared Paths should be considered as a destination and therefore the commuter footpath network should provide high quality access to the Shared Path Network.

Shared Paths are usually only constructed as a result of recommendations of a recreational strategy or a specific need that has been identified.

#### 4.6. Footpath Classification Definition

A section of footpath which does or ought to fit into a certain classification should be constructed in accordance with the Hierarchy Standards table as shown in Appendix C.

#### 4.7. Proposed Standards

A revised set of standards has been developed to address the varying requirements of the different types of footpaths. These standards are detailed in Appendix C.

Parts of the existing network do not meet the proposed standards and it is these areas that have been allocated a higher priority within the works program. The proposed works program shows the works required to bring the existing network up to the proposed standards including realistic timing and funding for those works.

Where new installations are planned, it is proposed that these be constructed to the proposed standard.



The table below summarises the construction standards to apply to different categories of the footpath network. This table is repeated and extended and provided as Appendix C.

**Footpath Hierarchy Standards, Condensed Version  
(Refer to Appendix C for the full version)**

| Hierarchy                     | To be provided where the footpath is used for  | Width   | One or Both Sides of Road  | Lighting   | Pedestrian Crossings                            |
|-------------------------------|--|---|--|--|---|
| Primary: Commercial Areas     | Primary access to the main shopping areas  | Allow concrete from property line to Back of Kerb | Provided in front of commercial premises, within a shopping precinct | Lighting to AS – 1158  | Consideration given at all road crossing points |
| Primary: Non-Commercial Areas | Primary access to community facilities, shopping, major sports facilities. Areas of high pedestrian use and/or mobility impaired use | As per GTEP Part 13<br><br>Minimum width – 1.5m   | Generally footpath provided on both sides of the street              | Lighting to AS – 1158  | Consideration given at all road crossing points |
| Secondary                     | General public pedestrian access between residences, the Access footpath network and the Link network                                | 1.5m  | Generally footpath provided on both sides of the street              | Street lighting provided at maximum 150m spacing (typically mid block lighting on long blocks) | Generally not provided                          |
| Local                         | Local residential access only  | 1.5m  | Generally footpath provided on both sides of the street              | Street lighting provided at maximum 150m spacing (typically mid block lighting on long blocks) | Not provided                                    |
| Minor                         | Local residential access only or low use paths to public facilities  | Minimum width – 1.0m                              | Varies   | Street lighting generally not provided   | Not provided                                    |

Generally, all footpath types will be constructed in concrete or have a bituminous sealed surface, should provide smooth gutter crossings for mobility scooters, and should include Tactile tiles to aid the visually impaired. Funding arrangements will differ for the different categories.

GTEP – Guide to Traffic Engineering Practice – AUSTRROADS - Part 13 – Pedestrians,

Appendices B2 and B3 provide summaries of the network extensions (where sections of footpath are missing), while Appendix B1 summarised the required improvements to the existing parts of the primary footpaths to raise the standards up to those proposed.

**4.7.1. Construction Standards**

The general construction standards that apply to all concrete footpaths are detailed in the Infrastructure Design Manual (IDM) and the associated Standard Drawings. The standards proposed in this Strategy shall not be used to reduce or diminish the footpath construction standards defined in the IDM.



Longitudinal grades on footpaths are of concern in that, ideally, footpath grades should be restricted to the standards described in AS 1428 – Design for Access and Mobility. In practice however, it is common for road grades to be well in excess of the maximum grade of 1 in 14 as defined in AS1428 for walkways. The Infrastructure Design Manual recommends a preferred maximum road grade of 10% and allows an absolute maximum grade of 20%. In effect, these grades become the default standards for footpaths. While these gradients are well outside the standard of AS1428, it is, at times, practically impossible to achieve those standards.

## 5. Funding Mechanisms

The cost of providing the footpath network can be met from a variety of sources.

Council funding will generally be the only funding available for upgrading any of the existing networks. However, in addition to Council funds, new footpaths might be funded through Special Charge Schemes, included in the construction of new subdivisions or through external funding such as that available from either State or Federal Governments.

Any new development should consider the expected level of pedestrian access. The new development should include any required extension of the existing footpath network (at a standard consistent with the expected pedestrian use) as part of the works required for that development.

### 5.1. Primary Footpaths

Extensions and upgrades of the existing Primary Footpath Network shall be constructed within the context of Council's capital works program. Funding will be on a shared basis between Council and the abutting property owners. An assessment of the benefit to the general community will be made to ascertain Council's share of the funding.

The range of minor works defined in Appendix B1 has been estimated to cost \$170,000. This should be wholly funded directly by Council and be undertaken as a matter of high priority. It is recommended that a provision of \$35,000 to \$40,000 annually be made to address these works over the next 5 year period.

Where a new public facility is to be constructed, extending the existing Primary Footpath Network to the facility should be considered as part of the works and be funded as part of the cost of those works.

With the bulk of the proposed Queens St footpath being in the Rural Living Zone, it is unlikely that a Special Charge Scheme for footpath construction would be acceptable. Also, because an important function of this footpath is to provide access between the eastern half of Elliminyt and the Colac Secondary College, there would be a high Community benefit which Council would be responsible for. It is proposed that Queens St be constructed over the short to medium term and be funded by Council at an estimated cost of \$225,000 (this is in addition to necessary drainage works).



As the Queens St footpath may also form part of the Old Beechy Rail Trail, the construction of a shared path along the west side of Queens St may qualify for recreation based funding. This option is currently being explored. Construction of a shared path will also make provision for cyclist to be off-road rather than use bike lanes along the southern part of Queens St.

## 5.2. Secondary footpaths

Any extension of the existing Secondary Footpath Network, to service existing residential areas, will usually be constructed by way of a Special Charge Scheme where benefitting ratepayers make a financial contribution to the works.

The cost of this construction has been estimated at \$285,600 (Appendix B3). It is proposed that these works:-

- Generally be funded using Special Charge Schemes; and
- Council provides funding on the basis of the assessed community benefit.

Where new subdivisions are being constructed, footpaths shall be provided, throughout the development, in accordance with the standards in Appendix C and as prescribed in Council's Infrastructure Design Manual.

## 5.3. Local footpaths

Similar to the funding of Secondary footpaths, extensions to the Local Footpath Network will generally be funded by way of Special Charge Schemes with Council's contribution being based on the assessed community benefit. Schemes will be developed based on community demand and Council's available budget.

The estimated cost of extending the Local Footpath Network to those well developed residential areas that are currently without any footpath within the street has been estimated at \$836,400 (Appendix B4). It should be noted that this cost provides footpath on one side of the street only – footpaths on both side will cost double this (Est. \$1.67 million).

Where new subdivisions are being constructed, footpaths shall be provided, throughout the development, in accordance with the standards in Appendix C and as prescribed in Council's Infrastructure Design Manual.

## 5.4. Minor footpaths

Minor footpaths shall not be constructed by Council. Where they currently exist and have been maintained by Council in the past, Council will continue to maintain Minor paths to a minimum standard.

## 5.5. Shared Paths

Shared Paths shall usually be constructed within the context of Council capital works program. In general, however, external funding (e.g. from State or Federal Government) will be sourced to supplement Council funding.





## 6. Works Program

The program of works required to improve the existing footpath network to the proposed standards should be undertaken within Council's budgetary constraints. It is proposed that the works required to achieve the proposed standard on the existing Primary Footpaths be undertaken over a period of 5 years. This proposed works schedule (Appendix B1) will require an average annual expenditure of \$34,000.

In addition to this, Appendix B2 lists the sections of the Primary footpaths that are missing. The estimated cost of these projects is \$562,800. As noted in Section 4.1, these works are not regarded as urgent and can be deferred until the paths on the other side of the streets reach capacity.

Typically the construction of the Secondary footpath network is funded through a shared arrangement involving Council and abutting owners. The percentage of the project funded by Council can vary, depending on the community benefit deemed to be provided by the project. For projects providing a large community benefit the funding percentage provided by Council might reach 75% or 80%. Projects in the Secondary footpath network are less likely to provide a large community benefit than say a project within the Primary network. For this reason, the basis of funding nominated in the below table has been taken as being 50% of the total network extension costs to be provided by Council, spread over 10 years. Appendix B3 includes funding for a footpath bridge in Wilson St over Barongarook Creek. It is suggested that a project of this type is not truly footpath, and therefore ought not be considered within this document, but should be the subject of a separate budget allocation to coincide with the construction of the footpath sections which would lead to this footbridge.

The Local footpath network, although maintained by Council once it exists, is usually created wholly by funding provided by abutting owners, through a special charge scheme.

Table of Expected Costs for Council:

| New Footpath<br>(Colac only)    | New & Up-<br>Grade<br>\$ Cost | Basis of Funding  | Per Year Cost<br>to Council<br>\$ Cost |
|---------------------------------|-------------------------------|---|--|
| Primary Network Extension       | \$562,800*                    | Amortized over 10 yrs                                     | \$56,280                               |
| Primary Network Minor Works     | \$170,000                     | Amortized over 5 yrs                                      | \$34,000                               |
| Secondary Network<br>Extensions | \$572,000                     | Say 50%, over 10 yrs, shared<br>cost with abutting owners | \$28,600                               |
| Local Network                   | \$836,400                     | Not usually funded by<br>Council                          | \$ nil                                 |
| <b>Sub Total</b>                | <b>\$2,141,200.00</b>         |   | <b>\$118,880.00</b>                    |

\* Figure could be reduced by \$200,000 if commitment is made to separately fund the footbridge on Wilson St over Barongarook Ck, when appropriate.

The construction of Queens St commenced in 2010/11 and includes sealed shoulders to provide a bike path. Consideration should be given to including the footpath works with the road and drainage construction. Due to the recent



amalgamation of the Colac High School and the Colac Technical School onto the single campus at Queen St, requirement for access to this site has increased in importance. As such, the construction of this length has been given a higher priority in the works program.

Extension of the Secondary footpath network to areas of residential areas without concrete footpaths is expected to proceed based on requests from property owners.

**6.1. Prioritisation of Works**

The value of the proposed works is well in excess of the likely available budget and therefore any proposed works need to be prioritised. The proposed works are prioritised by a weighted criteria that considers hierarchical level, current functionality, expected levels of usage and safety issues. For details of the criteria, please refer to Appendix D.

For the purpose of the Strategy, Council has taken the liberty of assessing the identified works against the priority criteria to provide an indication of the likely prioritisation. It is important to note that this is not a comprehensive assessment and is likely to change as more detailed assessments are completed.

For the generated priority list please refer to Appendix B5.

**7. Footpath Renewal and Maintenance**

Renewal and maintenance includes all the work required to ensure the ongoing performance of the footpaths to the service levels required.

Renewal and maintenance of the whole of the footpath network will be managed and funded by Council. It is unlikely that Council will be able to source external funding for renewal and maintenance.

Where renewal of footpaths is required, the renewal should include any works required to provide the appropriate footpath to the standards shown in Appendix C.

**Table of Costs:**

|  |                     |
|--|---------------------|
| <b>Renewal of Existing Footpath (Council Wide)</b> |                     |
| Exist Length (m)                                   | 132                 |
| Exist Width (m)                                    | 1.5                 |
| Exist Area (Sq m)                                  | 198,000             |
| Replacement cost per sq m                          | \$100               |
| Average lifecycle - Years                          | 50                  |
| <b>Total Replacement Cost</b>                      | <b>\$19,800,000</b> |
| <b>Renewal \$/Year</b>                             | <b>\$396,000</b>    |



### 7.1. Footpath Renewal

Renewal is generally regarded as the replacement of larger sections of footpath that have reached the end of their useful life. Typically, footpath due for renewal is characterised by multiple previous repair works, excessive loss of the concrete surface, undulating surface of the footpath (e.g. from multiple root intrusions) and the like.

The table in Section 7 above shows the calculated replacement cost of the present footpath network at \$19.8 mil. (in present day dollars). Assuming a useful lifecycle (design life) of 50 years; in simple terms means that 1/50<sup>th</sup> of the network needs to be replaced each year. Performing the arithmetic then reveals that a figure of \$396,000 (in present day dollars) will require to be allocated year on year in order to achieve this end.

### 7.2. Footpath Maintenance

Footpath maintenance is generally regarded as the smaller works required ensuring that the footpaths continue to meet the minimum safety standards. Typically, maintenance work is removal of trip hazards (caused by severe cracking, differential settlement of adjoining slabs, subsidence or tree root intrusion) or vegetation management (such as weed removal or trimming back of trees and shrubs).

Footpath Maintenance works are identified through routine inspections of the network. Faults found in footpaths are assessed according to intervention levels, in line with Council's Road Management Plan. Presently Council's footpath maintenance budget allows for identified maintenance needs to be adequately addressed within current intervention levels. If changes to service levels or intervention levels were adopted, the budget allocation for these works would also need to be reviewed.

## 8. Budget Summary

Works proposed for footpaths fall into various categories, as shown in Appendices B1 to B4, and a prioritised works list is provided in Appendix B5.

Council's current annual budget for footpath construction, up-grading and renewal amounts to:-

|                                |                  |
|--------------------------------|------------------|
| • New and Up-grade, Shire wide | \$121,000        |
| • Renewal                      | <u>\$325,000</u> |
| TOTAL                          | \$446,000        |



The required annual budget for footpath construction, up-grading and renewal consists of the following:-

|                                     |                  |
|-------------------------------------|------------------|
| • New and up-grade, Colac-Elliminyt | \$118,880        |
| • New and up-grade, other towns     | \$ 96,000        |
| • Renewal                           | <u>\$396,000</u> |
| TOTAL                               | \$610,880        |

The shortfall in the existing budget compared to the proposed budget is:-

|                    |   |
|--------------------|---|
| • New and Up-grade | $\$118,880 + \$96,000 - \$121,000 = \$ 93,880$  |
| • Renewal          | $\$396,000 - \$325,000 = \underline{\$ 71,000}$ |
| TOTAL              | <u>\$ 164,880</u>                               |

\* Note: calculations above do not include the budget required for Maintenance.

## 9. Recommendations

To facilitate the implementation of the proposed Footpath Network, as described in this plan, in Colac it is recommended that -

1. Council adopts the Colac-Elliminyt Commuter Footpath Strategy.
2. Council adopts the standards shown the Hierarchy Standard.
3. Council refers the works shown in the Works Program (Appendix B5) to its long term Capital Works program, for prioritisation and funding.
4. Council increases funding for New and Up-Grade footpath works from \$121,000 to \$214,880, enabling minor works improvements to the Primary footpath network (as shown in Appendix B1) to be completed over a 5 years period.
5. Council make provision for extension of the Secondary and Local footpath networks through Special Charge Schemes.
6. Council increases the Renewal expenditure on footpaths from \$325,000 to \$396,000 annually.
7. Council reviews the intervention standards for footpath trip hazards.
8. Council maintains its commitment to current maintenance expenditure.



## 10. Appendices

- 10.1. Appendix A - Plans
- 10.2. Appendix B - Works Program and Cost Estimates
- 10.3. Appendix C - Proposed Standards
- 10.4. Appendix D - Criteria Definition

## 11. References

- An Australian vision for active transport, alga, 2011
- Blueprint for an active Australia, Heart Foundation, 2009
- A Walkability Toolkit (2011).
- AS 1428 – Design for Access and Mobility
- Colac Otway Public Open Space Strategy (2011).
- Colac Central Business District and City Entrances Project (2011).
- Infrastructure Design Manual (2011).



# Appendix A

## Plans









# Appendix B

## Cost Estimates & Works Plan



**Colac - Elliminyt  
Commuter Footpath Strategy  
Primary Footpath Minor Works**

| Street Name                  | Pram Crossings<br>No of grinds | Proposed Works             |                    | Amount           |
|------------------------------|--------------------------------|----------------------------|--------------------|------------------|
|                              |                                | Tactiles<br>No<br>(Note 1) | Streetlights<br>No |                  |
| Church Street                | 16                             | 20                         | 2                  | \$14,000         |
| Wilson Street                | 17                             | 30                         | 2                  | \$17,000         |
| Sinclair Street              | 35                             | 36                         | 2                  | \$24,000         |
| Armstrong Street             | 30                             | 36                         | 5                  | \$25,000         |
| Pound Road                   | 14                             | 28                         | 2                  | \$18,000         |
| Corangamite/Gravesend Street | 35                             | 52                         | 2                  | \$33,000         |
| Queen Street                 | 10                             | 15                         | 1                  | \$11,000         |
| Murray Street                | 37                             | 39                         | 1                  | \$28,000         |
|                              |                                |                            |                    | <b>\$170,000</b> |

Note 1 This is the No. of locations to be upgraded  
It is assumed that at each location,  
- 2 rows of 4 tiles will be glued onto the existing concrete path

Note 2 Does Not include any improvements to Rail crossings - most of this work has been done

**Appendix B1**

**Colac - Elliminyt  
Commuter Footpath Strategy  
Primary Footpath  
Network Extensions**

| Street Name      | Side       | Start                 | End                   | Length (m)  | Driveways | Amount           |
|------------------|------------|-----------------------|-----------------------|-------------|-----------|------------------|
| Armstrong Street | West       | Eisimore Street       | Pound Road            | 830         | 2         | \$99,800         |
| Armstrong Street | East       | Hearn Street          | Pound Road            | 420         | 0         | \$50,400         |
| Wilson Street    | North      | Sinclair Street South | Gravesend Street      | 1220        | 0         | \$148,400        |
| Wilson Street    | Both Sides | Cants Road            | Sinclair Street South | 400         | 0         | \$48,000         |
| Queen Street     | West       | New School            | Pound Road            | 180         | 0         | \$21,600         |
| Queen Street     | West       | Pound Road            | Tulloch Street        | 1350        | 4         | \$162,000        |
| Queen Street     | West       | Tulloch Street        | Harris Road           | 250         | 4         | \$30,000         |
| Pound Road       | South      | Main Street           | First House Block     | 40          | 1         | \$4,800          |
| <b>Total</b>     |            |                       |                       | <b>4690</b> |           | <b>\$562,800</b> |

**Appendix B2**

**Colac - Elliminyt  
Commuter Footpath Strategy  
Secondary Footpath  
Network Extensions**

| Street Name   | Side  | Start             | End                   | Length (m)  | Driveways       | Amount           |
|---------------|-------|-------------------|-----------------------|-------------|-----------------|------------------|
| Pound Road    | North | Cemetary          | Queen Street          | 380         | 0               | \$45,600         |
| Pound Road    | North | Armstrong Street  | Sinclair Street South | 430         | 0               | \$51,600         |
| Harris Road   | North | Queen Street      | Callistemon           | 450         | 5               | \$54,000         |
| Hart Street   | West  | Dean Court        | Mahoney Court         | 170         | 2               | \$20,400         |
| Hart Street   | East  | Mahoney Court     | Howarth Street        | 950         | 14              | \$114,000        |
| Spring Street | East  | near Harris Road  | Howarth Street        | 390         | 12              | \$46,800         |
| Wilson Street | North | Talbot Street     | Kettle Street         | 330         | 2               | \$39,600         |
| Wilson Street | North | Barongarook Creek |                       | 20          | Footpath Bridge | \$200,000        |
| <b>Total</b>  |       |                   |                       | <b>3120</b> |                 | <b>\$572,000</b> |

**Appendix B3**

**Colac - Elliminyt  
Commuter Footpath Strategy  
Local Footpath  
Network Extensions**

| Street Name      | Side  | Start                 | End                   | Length (m)  | Driveways | Amount           |
|------------------|-------|-----------------------|-----------------------|-------------|-----------|------------------|
| Tulloch Street   | South | Main Street           | Queen Street          | 445         | 15        | \$53,400         |
| Tulloch Street   | South | Queen Street          | East end Beechy Court | 680         | 30        | \$81,600         |
| Queens Avenue    | South | Armstrong             | No 2 Queens Avenue    | 350         | 16        | \$42,000         |
| Parkes Street    | South | McGonigal Street      | End                   | 140         | 8         | \$16,800         |
| McGonigal Street | East  | Coads Lane            | Chapple Street        | 190         | 8         | \$22,800         |
| Coads Lane       | South | Clarke Street         | McGonigal Street      | 190         | 4         | \$22,800         |
| Dean Court       | South | Hart Street           | End                   | 170         | 7         | \$20,400         |
| Mahoney Court    | South | Hart Street           | End                   | 170         | 7         | \$20,400         |
| Harris Road      | North | Main Street           | Spring Street         | 840         | 28        | \$100,800        |
| Harris Road      | North | Main Street           | Queen Street          | 460         | 19        | \$55,200         |
| Howarth Street   | South | Harris Rd             | Spring Street         | 630         | 12        | \$75,600         |
| Irrewillipe Road | North | Main Street           | Hart Street           | 500         | 23        | \$60,000         |
| Ballagh Street   | South | Main Street           | Hart Street           | 520         | 19        | \$62,400         |
| Airey Street     | North | Main Street           | Hart Street           | 420         | 12        | \$50,400         |
| Deloraine Court  | East  | Ballagh               | End                   | 100         | 7         | \$12,000         |
| Begley Street    | East  | Hearn Street          | End                   | 340         | 17        | \$40,800         |
| Sydenham Street  | North | Sinclair Street South | Cants Road            | 200         | 4         | \$24,000         |
| Pound Road       | North | Sinclair Street South | Cants Road            | 200         | 10        | \$24,000         |
| Garden Close     | East  | Ballagh               | End                   | 235         | 11        | \$28,200         |
| Buckland Court   | East  | Tulloch Street        | End                   | 190         | 10        | \$22,800         |
| <b>Total</b>     |       |                       |                       | <b>6970</b> |           | <b>\$836,400</b> |

**Appendix B4**

## Colac - Elliminyt Commuter Footpath Strategy Works Program

| No | Street                       | From             | To                    | Works  | Cost      |
|----|------------------------------|------------------|-----------------------|--|-----------|
| 1  | Queens Street                | New School       | Pound Road            | Primary footpath construction - West Side  | \$21,600  |
| 2  | Hart Street                  | Dean Court       | Maloney Court         | Secondary footpath construction - West Side  | \$20,400  |
| 3  | Pound Road                   | Main Street      | First House Block     | Primary footpath construction - South Side   | \$4,800   |
| 4  | Queens Street                | Pound Road       | Tulloch Street        | Primary footpath construction - West Side  | \$162,000 |
| 5  | Queens Street                | Tulloch Street   | Harris Road           | Primary footpath construction - West Side  | \$30,000  |
| 6  | Church Street                | Throughout       |                       | Primary Footpath - Minor Works<br>Grind 16 Pram Xings, Install Taciles at 20 locations, install 2 new streetlights | \$14,000  |
| 7  | Wilson Street                | Sinclair Street  | Queen Street          | Primary Footpath - Minor Works<br>Grind 17 Pram Xings, Install Taciles at 30 locations, install 2 new streetlights | \$17,000  |
| 8  | Sinclair Street              | Stoddart Street  | Wilson Street         | Primary Footpath - Minor Works<br>Grind 35 Pram Xings, Install Taciles at 36 locations, install 2 new streetlights | \$24,000  |
| 9  | Armstrong Street             | Moore Street     | Wilson Street         | Primary Footpath - Minor Works<br>Grind 30 Pram Xings, Install Taciles at 36 locations, install 5 new streetlights | \$25,000  |
| 10 | Pound Road                   | Main Street      | Armstrong Street      | Primary Footpath - Minor Works<br>Grind 14 Pram Xings, Install Taciles at 28 locations, install 2 new streetlights | \$18,000  |
| 11 | Corangamite/Gravesend Street | Pollack Street   | Harris Road           | Primary Footpath - Minor Works<br>Grind 35 Pram Xings, Install Taciles at 52 locations, install 2 new streetlights | \$33,000  |
| 12 | Queen Street                 | Fyans Street     | Hearn Street          | Primary Footpath - Minor Works<br>Grind 10 Pram Xings, Install Taciles at 15 locations, install 1 new streetlight  | \$11,000  |
| 13 | Murray Street                | Sinclair Street  | Bruce Street          | Primary Footpath - Minor Works<br>Grind 37 Pram Xings, Install Taciles at 39 locations, install 1 new streetlight  | \$28,000  |
| 14 | Pound Road                   | Cemetery         | Queen Street          | Secondary footpath construction - North Side   | \$45,600  |
| 15 | Pound Road                   | Armstrong Street | Sinclair Street South | Secondary footpath construction - North Side   | \$51,600  |

**Colac - Elliminyt  
Commuter Footpath Strategy  
Works Program**

| Street              | From                  | To                    | Works  | Cost      |
|---------------------|-----------------------|-----------------------|--|-----------|
| 16 Harris Road      | Queen Street          | Callistemon           | Secondary footpath construction - North Side | \$54,000  |
| 17 Hart Street      | Mahoney Court         | Howarth Street        | Secondary footpath construction - East Side  | \$114,000 |
| 18 Spring Street    | near Harris Road      | Howarth Street        | Secondary footpath construction - North Side | \$46,800  |
| 19 Wilson Street    | Talbot Street         | Kettle Street         | Secondary footpath construction - North Side | \$39,600  |
| 20 Wilson Street    | Barongarook Creek     |                       | Footbridge construction - North Side         | \$200,000 |
| 21 Armstrong Street | Elsinore Street       | Pound Road            | Primary footpath construction                | \$99,600  |
| 22 Armstrong Street | Hearn Street          | Gravesend Street      | Primary footpath construction                | \$50,400  |
| 23 Wilson Street    | Sinclair Street South | Gravesend Street      | Primary footpath construction                | \$146,400 |
| 24 Wilson Street    | Cants Road            | Sinclair Street South | Primary footpath construction                | \$48,000  |
| 25 Tulloh Street    | Main Street           | Queen Street          | Local footpath construction - South Side     | \$53,400  |
| 26 Tulloh Street    | Queen Street          | East end Beechy Court | Local footpath construction - South Side     | \$81,600  |
| 27 Queens Avenue    | Armstrong Street      | No 2 Queens Ave       | Local footpath construction - South Side     | \$42,000  |
| 28 Parkes Street    | McGonigal Street      | End                   | Local footpath construction - South Side     | \$16,800  |
| 29 McGonigal Street | Coads Lane            | Chapple Street        | Local footpath construction - South Side     | \$22,800  |
| 30 Coads Lane       | Clarke Street         | McGonigal Street      | Local footpath construction - South Side     | \$22,800  |
| 31 Deane Court      | Hart Street           | End                   | Local footpath construction - South Side     | \$20,400  |
| 32 Mahoney Court    | Hart Street           | End                   | Local footpath construction - South Side     | \$20,400  |
| 33 Harris Road      | Main Street           | Spring Street         | Local footpath construction - North Side     | \$100,800 |
| 34 Harris Road      | Main Street           | Queen Street          | Local footpath construction - North Side     | \$55,200  |
| 35 Howarth Street   | Harris Road           | Spring Street         | Local footpath construction - South Side     | \$75,600  |
| 36 Irrewillipe Road | Main Street           | Hart Street           | Local footpath construction - North Side     | \$60,000  |
| 37 Ballagh Street   | Main Street           | Hart Street           | Local footpath construction - South Side     | \$62,400  |
| 38 Airey Street     | Main Street           | Hart Street           | Local footpath construction - North Side     | \$50,400  |
| 39 Deloraine Court  | Ballagh Street        | End                   | Local footpath construction - East Side      | \$12,000  |
| 40 Begley Street    | Hearn Street          | End                   | Local footpath construction - East Side      | \$40,800  |
| 41 Sydenham Street  | Sinclair Street South | Cants Road            | Local footpath construction - North Side     | \$24,000  |
| 42 Pound Road       | Sinclair Street South | Cants Road            | Local footpath construction - North Side     | \$24,000  |
| 43 Garden Close     | Ballagh Street        | End                   | Local footpath construction - East Side      | \$28,200  |
| 44 Buckland Court   | Tulloch Street        | End                   | Local footpath construction - East Side      | \$22,800  |

\$2,141,200





# Appendix C

## Hierarchy Standards



INFRASTRUCTURE  
APPENDIX C - Footpath Hierarchy Standards

Colac – Elliminyt Commuter Footpath Strategy

Jan 2012

| Hierarchy                     | To be provided where the footpath is used for  | Construction Type (Note 3)                           | Width   | One or both sides of road (Note 4)                                   | Lighting   | Pram Crossings (Note 2)   | Pedestrian Crossings (Note 1)                   | Tactiles   | Funding  |
|-------------------------------|--|--|---|--|--|---|---|--|--|
| Primary: Commercial Areas     | Primary access to the main shopping areas  | Concrete or other approved equivalent sealed surface | Allow concrete from property line to back of kerb | Provided in front of commercial premises, within a shopping precinct | Lighting to AS-1258  | "Gopher friendly" pram crossings provided at all road crossings | Consideration given at all road crossing points | Install Tactiles to AS 1428.4 – 2009 at all road crossings     | Funding shared by Council and abutting property owners. Council contribution based on community benefit. |
| Primary: Non-Commercial Areas | Primary access to community facilities, shopping, major sports facilities<br>Areas of high pedestrian use and/or mobility impaired use | Concrete or other approved equivalent sealed surface | As per GTEP Part 13<br>Minimum width – 1.5m       | Generally footpath provided on both sides of the street              | Lighting to AS-1258  | "Gopher friendly" pram crossings provided at all road crossings | Consideration given at all road crossing points | Install Tactiles to AS 1428.4 – 2009 at all road crossings     | Funding shared by Council and abutting property owners. Council contribution based on community benefit. |
| Secondary                     | General public pedestrian access between residences, the Access footpath network and the Link network                                  | Concrete or other approved equivalent sealed surface | 1.5m  | Generally footpath provided on both sides of the street              | Street lighting provided at maximum 150m spacing (typically mid block lighting on long blocks) | "Gopher friendly" provided at all new road crossings            | Generally not provided                          | Install Tactiles to AS 1428.4 – 2009 at all new road crossings | Funding shared by Council and abutting property owners. Council contribution based on community benefit. |
| Local                         | Local residential access only  | Concrete or other approved equivalent sealed surface | 1.5m  | Generally footpath provided on both sides of the street              | Street lighting provided at maximum 150m spacing (typically mid block lighting on long blocks) | "Gopher friendly" provided at all new road crossings            | Not provided                                    | Install Tactiles to AS 1428.4 – 2009 at all new road crossings | Usually wholly funded by abutting property owners  |
| Minor                         | Local residential access only or low use paths to public facilities  | Unconstructed – gravel or other                      | Minimum width – 1.0m                              | Varies   | Street lighting generally not provided   | Not provided  | Not provided                                    | Not provided   | Maintained by Council to a minimum standard  |

GTEP – Guide to Traffic Engineering Practice – Australroads - Part 13 – Pedestrians,  
Note 1 – "Pedestrian Crossings" includes pedestrian refuges, islands, zebra crossings, pedestrian light and the like. May be provided at road crossings as appropriate e.g.

- a) where AADT > 2000 VPD and/or
- b) Traffic lane width > 10m and/or
- c) high pedestrian count and/or
- d) high volume of mobility impaired pedestrian users

Note 2 – A "Gopher friendly" crossing is where a footpath passes through the kerb and channel smoothly and evenly so as to be comfortable for users with mobility aids – i.e. where bolluses are present, they should be removed.

Note 3 – Concrete footpaths are the preferred construction type. Other construction types may be considered where they are appropriately designed.

Note 4 – Footpaths are generally not provided where there are no abutting residential properties.

Note 5 – All footpath construction shall be generally in accordance with the Infrastructure Design Manual and the Standard Drawings



# Appendix D

## Criteria Definition

## Appendix D - Criteria Definition

Corporate Priority @ 50% Weighting

### Utilisation Type @ 15% Weighting Score 5 - 1

#### Asset heirarchy based on function

High Use Area - Footpath will be located in the vicinity of shopping precincts, aged care centres, senior citizen centres, schools, kindergartens, hospitals and/or other community facilities. 5

Shared Path - Track or path will provide for access for a range of recreational activities such as walking, bike riding or horse riding. 4

Standard Use Area - Footpath will provide pedestrian access in local residential streets. 3

Low Use Area - These are seldom-used areas where there exist paths known by Council to be used by the public. Inspections on areas of this type are to identify specific defects. No additional maintenance is undertaken. 1

### Strategic Relevance @ 25% Weighting Score 5 - 1

#### Link to Council Plan objectives and service delivery outcomes

Corporate Planning with specific plan and/or supporting strategy or legal requirement. 5

Approved by Council as a key requirement to delivering Council outcomes.

Master Plan, Strategy, or an identified priority within Council Plan and requires more detailed planning 4

Strategic importance known, and has been identified as a service delivery priority. Minimal or no planning undertaken. 3

Project of some strategic importance, but not identified as a priority. No Planning undertaken. 2

Not previously identified, not significant. Does not exist in any of the Councils current planning programs. 1

### Functional Suitability @ 10% Weighting Score 5 - 1

#### Effectiveness of the asset to meet current and future customer expectations and requirements

Asset standards do not contribute to required levels of service and/or community outcomes 5

Minimum levels of service provided by asset. Additional upgrades required to address functional suitability issues (e.g. compliance issues, increased demand, etc) 3

Present asset standards meet required levels of service 1

Community Outcome @ 10% Weighting

### Existing Traffic Count (Vehicles per day) @ 5% Weighting Score 5 - 1

#### Existing level of usage of road

Greater than 500 5

250 - 500 4

50 - 250 3

25 - 50 2

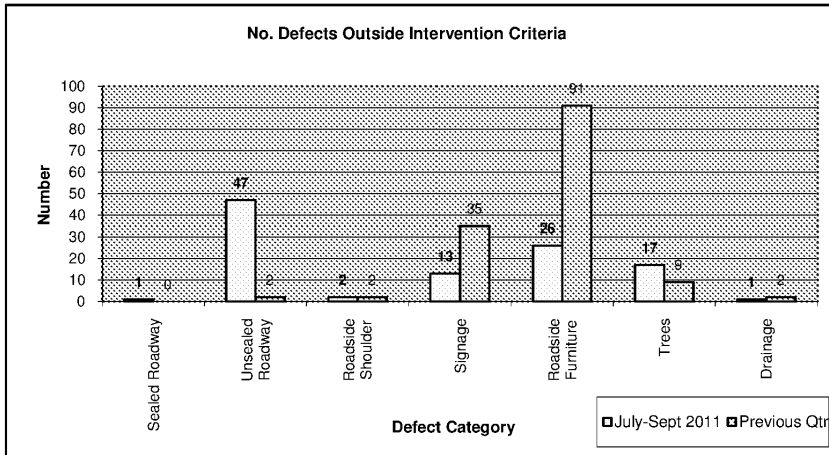
0 - 25 1

|   |                    |
|---|--------------------|
| <b>Existing level of usage of route by pedestrian traffic @ 5% Weighting</b>  | <b>Score 5 - 1</b> |
| <b>Existing transport needs</b>   |                    |
| Route subject to a <i>high</i> level of use pedestrians traffic   | 5                  |
| Route subject to a <i>moderate</i> level of use by industry based traffic   | 3                  |
| Route subject to a <i>low</i> level of use by industry based traffic  | 1                  |
| Assessed Benefits @ 40% Weighting   |                    |
| <b>Safety @ 10% Weighting</b>   | <b>Score 5 - 1</b> |
| <b>Extent to which the proposal will improve safety</b>   |                    |
| Footpath will contribute significantly to improved safety by providing separation between pedestrians and motor vehicles on roads with an AADT >500. (i.e. removes need for pedestrians to walk along roadway/or shoulders) | 5                  |
| Footpath will contribute to improved safety by providing separation between pedestrians and motor vehicles on roads with an AADT <500. (i.e. removes need for pedestrians to walk along roadway/or shoulders)               | 4                  |
| Improved safety through formalising pathway along unconstructed pedestrian routes   | 3                  |
| No discernable change to safety identified  | 1                  |
| <b>Improved Accessibility @ 15% Weighting</b>   | <b>Score 5 - 1</b> |
| <b>Access to key activity nodes, community facilities, etc</b>  |                    |
| Provision of new pedestrian facilities provides major benefits to the general community through improved linkages to key areas (> 2500 people benefiting)   | 5                  |
| New footpath will provide linkage between local area/streets and multiple community facilities (1000-2500 people benefiting)  | 4                  |
| New footpath will provide linkage between local area/streets and community facility (500-1000 people benefiting)  | 3                  |
| New footpath will link residential areas and local facilities (100-500 benefiting)  | 2                  |
| New footpath will provide access to residential properties only (<100 people)   | 1                  |
| <b>Future Pedstrian Traffic Growth @ 5% Weighting</b>   | <b>Score 5 - 1</b> |
| <b>Projected increase in pedstrian movements over the next 5 years</b>  |                    |
| >10% growth in pedestrian movements   | 5                  |
| 5% - 10% growth in pedestrian movements   | 4                  |
| 2% - 5% growth in pedestrian movements  | 3                  |
| <2% growth in pedestrian movements  | 2                  |
| No growth in pedestrian movements expected  | 1                  |
| <b>Funding @ 10% Weighting</b>  | <b>Score 5 - 1</b> |
| <b>Cost to Council and the availability of external funding opportunities</b>   |                    |
| Funding of > 50% of total project cost available  | 5                  |
| Funding of < 50% of total cost of project available   | 3                  |
| Project at full cost to Council   | 1                  |

**INFRASTRUCTURE DEPARTMENT**  
 Mission: To effectively manage infrastructure and provide Best Value community services.

| <b>Road Management Plan Compliance Report</b> |                                |
|---|--------------------------------|
| <b>Asset Category:</b>                        | Roads                          |
| <b>Reporting for the Period:</b>              | 1st Quarter (July - Sept 2011) |
| <b>Inspections Completed By:</b>              | Kevin O'Gorman                 |
| <b>Report Prepared By:</b>                    | Adam Lehmann                   |

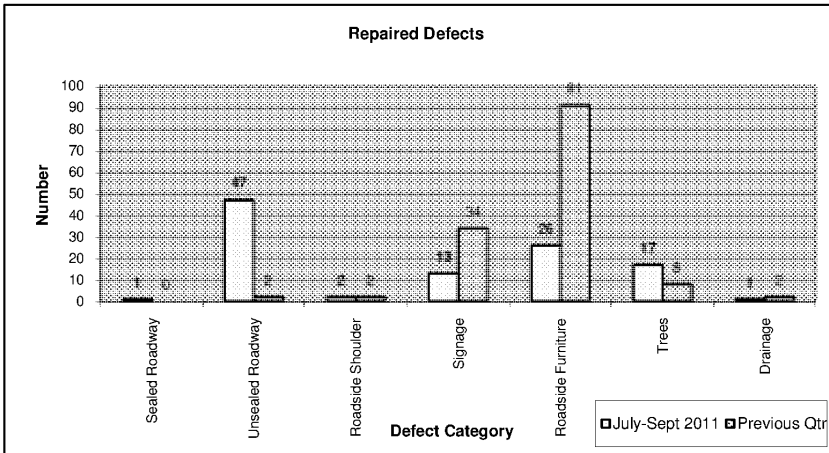
**No. of Defects Identified - Outside Intervention**



**Comments**

Approximately 170km of Council's local road system was inspected over the first quarter of 2011/12. Inspection zones included rural roads around Gellibrand, Barwon Downs, and Birregurra. Not all inspections were completed as scheduled as Council's Asset Inspection Officer was on a modified works program over this reporting period.

**No. of Defects Repaired - Outside Intervention**



**Comments**

Forty four percent (44%) of the maintenance issues identified during this period's inspections related to the condition of Council's gravel road network. The vast majority of these defects were potholes. This is expected given that this inspection covers late winter. All defects recorded have been responded to.

**INFRASTRUCTURE DEPARTMENT**

Mission: To effectively manage infrastructure and provide Best Value community services.

**Inspection Performance Summary**

Proportion of routine inspections completed for Period to meet prescribed frequencies

| Hierarchy |            | Name            | Score |
|-----------|------------|-----------------|-------|
| Network   | Identifier |                 |       |
| Rural     | RL         | Rural Link      | 0%    |
|           | RC         | Rural Collector | N/A   |
|           | RA         | Rural Access    | 82%   |
| Urban     | UL         | Urban Link      | N/A   |
|           | UC         | Urban Collector | 0%    |
|           | UA         | Urban Access    | 0%    |

**Comments**

A performance result of forty one per cent (41%) was achieved for routine inspections for the reporting period July – September 2011. This is expressed as a proportion of the length of road actually inspected versus the overall length of road network due to be inspected. All inspections areas missed over this period have since been inspected through the use of additional human resources.

**Maintenance Performance Summary**

Proportion of reported defects that have been actioned

| Defect Category    | Score |
|--------------------|-------|
| Sealed Roadway     | 100%  |
| Unsealed Roadway   | 100%  |
| Roadside Shoulder  | 100%  |
| Signage            | 100%  |
| Roadside Furniture | 100%  |
| Trees              | 100%  |
| Drainage           | 100%  |

Proportion of defects actioned within prescribed response times

| Defect Category    | Score |
|--------------------|-------|
| Drainage           | 100%  |
| Roadside Furniture | 100%  |
| Sealed Roadway     | 100%  |
| Signage            | 92%   |
| Trees              | 100%  |
| Unsealed Roadway   | 100%  |
| Roadside Shoulder  | 100%  |

**Comments**

All of the 107 routine maintenance action items identified have been responded to. All but one of these was responded to within the prescribed timeframes. This equates to a 99% responsiveness rate.

**Overall Comments**

Responsiveness to identified maintenance issues exceeds the compliance indicators documented in Council's Road Management Plan. There was a reduced level of compliance with respect to proactive inspections due to staff limitations. All zones scheduled for inspection have since been completed.



**INFRASTRUCTURE DEPARTMENT**  
 Mission: To effectively manage infrastructure and provide Best Value community services.

**Asset Inspection Regime - Roads (Current)**

| Asset Class   | Hierarchy       | Inspection Type, Frequency & Responsibility |                     |           |                              |
|---|-----------------|---|---------------------|-----------|------------------------------|
|   |                 | Frequency                                   | Relevant Department | Frequency | 3rd Quarter (Jan - Mar 2011) |
| <b>Urban Road Network</b><br>* Includes sealed and unsealed roads | Urban Link      | Not Applicable                              | Cosworks            | 3 years   | Infrastructure & Services    |
|   | Urban Collector | 4 months                                    | Cosworks            | 3 years   | Infrastructure & Services    |
|   | Urban Access    | 6 months                                    | Cosworks            | 3 years   | Infrastructure & Services    |
|   | Urban Minor     | 2 years                                     | Cosworks            | 3 years   | Infrastructure & Services    |
| <b>Rural Road Network</b><br>* Includes sealed and unsealed roads | Rural Link      | 3 months                                    | Cosworks            | 3 years   | Infrastructure & Services    |
|   | Rural Collector | 4 months                                    | Cosworks            | 3 years   | Infrastructure & Services    |
|   | Rural Access    | 12 months                                   | Cosworks            | 3 years   | Infrastructure & Services    |
|   | Rural Minor     | 3 years                                     | Cosworks            | 3 years   | Infrastructure & Services    |

**Inspection Definitions**

**Routine Inspections**

Inspections undertaken in accordance with the formal inspection schedule to determine if road asset complies with the levels of service as specified by the Maintenance Performance Criteria.

Identified defects are rated against the standards adopted for routine maintenance works on the asset. These performance standards indicate the magnitude of the undesirable condition for each defect requiring remedial action.

A record of each street/road is completed detailing the name of the inspector, the inspection date, time, road name/asset description and report of any defects found that are at the 'tolerable' defects level as defined by Council's Maintenance Performance Criteria.

In addition, a notation is recorded of any road/asset inspected where no defect was apparent under the specific rigour of the inspection.

**Condition Inspections**

Condition inspections are undertaken specifically to identify deficiencies in the structural integrity of the various components of the road infrastructure that if untreated, are likely to adversely affect network values. The deficiencies may well impact on short-term serviceability as well as the ability of the component to continue to perform at the level of service for the duration of its intended useful life.

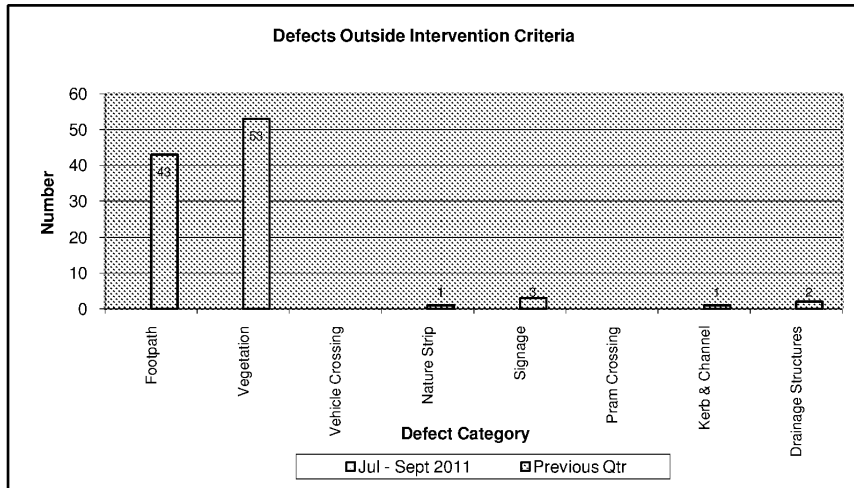
The condition inspection process must also meet the requirements for accounting regulations and asset management.

Regular or periodic assessment, measurement and interpretation of the resulting condition data is required so as to determine the need for any preventive or remedial action and is used in the development of relevant programs of rehabilitation or renewal works.

**INFRASTRUCTURE DEPARTMENT**  
 Mission: To effectively manage infrastructure and provide Best Value community services.

| <b>Road Management Plan Compliance Report</b> |                                     |
|---|-------------------------------------|
| <b>Asset Category:</b>                        | Footpaths                           |
| <b>Reporting for the Period:</b>              | 1st Quarter (July - September 2011) |
| <b>Inspections Completed By:</b>              | Kevin O'Gorman                      |
| <b>Report Prepared By:</b>                    | Adam Lehmann                        |

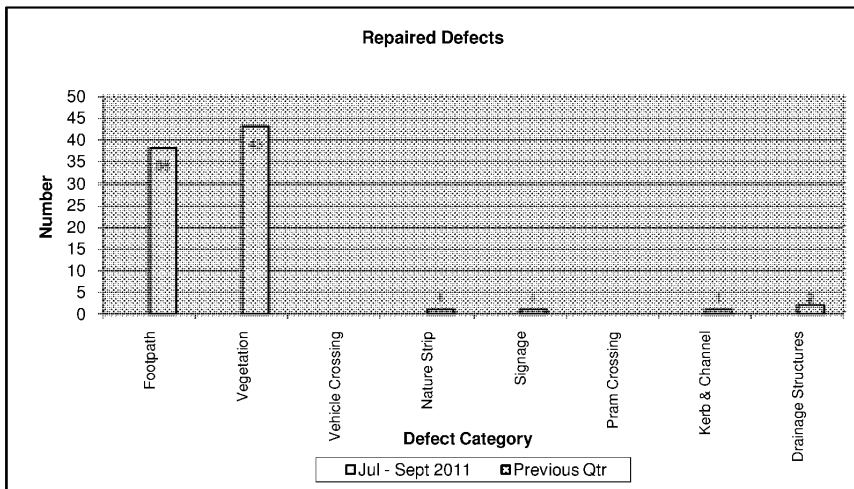
**No. of Defects Identified - Outside Intervention**



**Comments**

Due to physical limitations, Council's Asset Inspection Officer was unable to complete footpath inspections as programmed for this quarter. Footpath assets in and around Colac's CBD area were due to be inspected in early August 2011 however inspections were not undertaken until November 2011

**No. of Defects Repaired - Outside Intervention**



**Comments**

Nil to report for the period July - September 2011

**INFRASTRUCTURE DEPARTMENT**  
 Mission: To effectively manage infrastructure and provide Best Value community services.

**Inspection Performance Summary**

Proportion of routine inspections completed for Period to meet prescribed frequencies

| Hierarchy Identifier | Name               | Score |
|----------------------|--------------------|-------|
| HR                   | High Risk Area     | 0%    |
| SR                   | Standard Risk Area | 0%    |
| LR                   | Low Risk Area      | N/A   |

**Comments**

All proactive inspections programmed for this quarter were not completed as per schedule.

**Maintenance Performance Summary**

Proportion of reported defects that have been actioned/repaired

| Defect Category     | Score |
|---------------------|-------|
| Footpath            |       |
| Vegetation          |       |
| Vehicle Crossing    |       |
| Nature Strip        |       |
| Signage             |       |
| Pram Crossing       |       |
| Kerb & Channel      |       |
| Drainage Structures |       |

Proportion of defects actioned within prescribed response times

| Defect Category     | Score |
|---------------------|-------|
| Footpath            |       |
| Vegetation          |       |
| Vehicle Crossing    |       |
| Nature Strip        |       |
| Signage             |       |
| Pram Crossing       |       |
| Kerb & Channel      |       |
| Drainage Structures |       |

**Comments**

No defects were recorded for this reporting period as programmed inspections of Council's footpaths were not completed. The zone scheduled for August 2011 was inspected in November 2011. Results of this will be detailed in future reports.

**Overall Comments**

**INFRASTRUCTURE DEPARTMENT**  
 Mission: To effectively manage infrastructure and provide Best Value community services.

**Asset Inspection Regime - Footpaths**

| Asset Class | Hierarchy          | Inspection Type, Frequency & Responsibility |                     |               |                           |
|-------------|--------------------|---|---------------------|---------------|---------------------------|
|             |                    | Routine                                     | Relevant Department | Condition     | Relevant Department       |
| Footpath    | High Risk Area     | 6 months                                    | Cosworks            | 2 years       | Infrastructure & Services |
|             | Standard Risk Area | 12 months                                   | Cosworks            | 2 years       | Infrastructure & Services |
|             | Low Risk Area      | Request Inspection                          | Cosworks            | No Inspection | Not Applicable            |

**Inspection Definitions**

**Routine Inspections**

Inspections undertaken in accordance with the formal inspection schedule to determine if road asset complies with the levels of service as specified by the Maintenance Performance Criteria.

Identified defects are rated against the standards adopted for routine maintenance works on the asset. These performance standards indicate the magnitude of the undesirable condition for each defect requiring remedial action.

A record of each street/road is completed detailing the name of the inspector, the inspection date, time, road name/asset description and report of any defects found that are at the 'tolerable' defects level as defined by Council's Maintenance Performance Criteria.

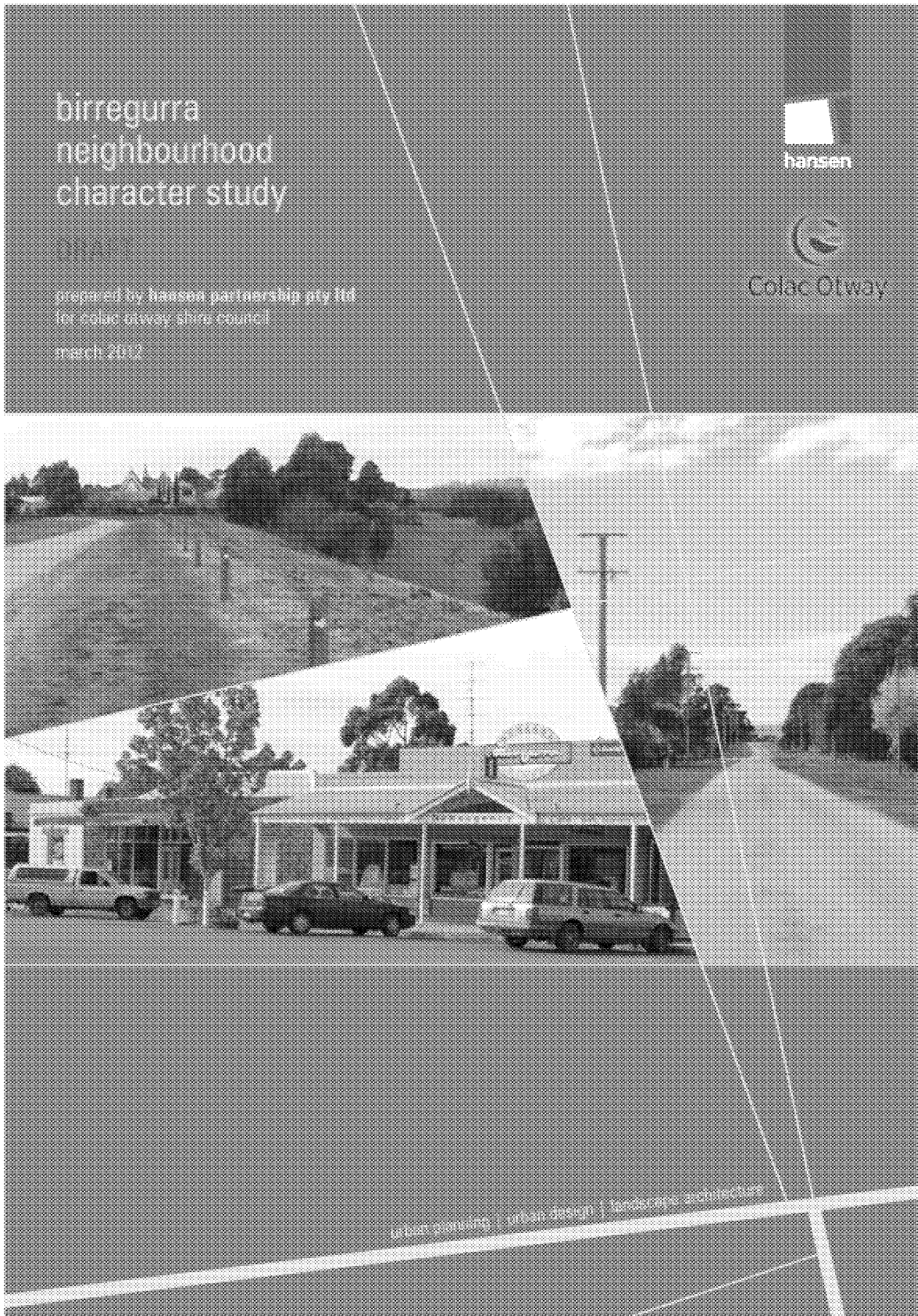
In addition, a notation is recorded of any road/asset inspected where no defect was apparent under the specific rigour of the inspection.

**Condition Inspections**

Condition inspections are undertaken specifically to identify deficiencies in the structural integrity of the various components of the road infrastructure that if untreated, are likely to adversely affect network values. The deficiencies may well impact on short-term serviceability as well as the ability of the component to continue to perform at the level of service for the duration of its intended useful life.

The condition inspection process must also meet the requirements for accounting regulations and asset management.

Regular or periodic assessment, measurement and interpretation of the resulting condition data is required so as to determine the need for any preventive or remedial action and is used in the development of relevant programs of rehabilitation or renewal works.





birregurra neighbourhood character study

## acknowledgements

### Study team

- ✧ David Barnes, Project Director and Planner
- ✧ Emily Hillebrand, Project Urban Designer and Planner
- ✧ Ben Dohrmann, Project Manager and Planner
- ✧ Goksel Karpat, Urban Designer and Graphics

The assistance of the following officers at Colac Otway Shire City Council is gratefully acknowledged:

- ✧ Doug McNeill
- ✧ Don Lewis
- ✧ Daniel Pech

### Steering Committee

- ✧ Cr Brian Cook      Councillor, Colac Otway Shire City Council
- ✧ Greg Fletcher      Manager Health and Community Services, Colac Otway Shire City Council
- ✧ Paula Gardiner      Manager Capital Works, Colac Otway Shire City Council
- ✧ Mick Cosgriff      Economic Development Officer, Colac Otway Shire City Council
- ✧ Ian Seuren      Manager Recreation Arts and Culture, Colac Otway Shire City Council
- ✧ Doug McNeill      Manager Planning and Building, Colac Otway Shire Council
- ✧ Don Lewis      Senior Strategic Planner, Colac Otway Shire City Council
- ✧ Daniel Pech      Strategic Planner, Colac Otway Shire City Council
- ✧ Greg Hayes      Regional Planner, Department of Planning & Community Development

### Community Reference Group

- ✧ Ian Court
- ✧ Geoff Downard
- ✧ Phillip Kennon
- ✧ Ian Fox
- ✧ George Johnson
- ✧ Christine West
- ✧ Gary Battye
- ✧ Sarah Handscomb
- ✧ Peter Falkiner
- ✧ Vickery Jeffrey
- ✧ Fiona Brandschild

### Birregurra Community

A thank you is extended to the community members who attended the consultation events and stakeholders who gave their time generously to provide input to the study.

iii



birregurra neighbourhood character study

## table of contents

|       |  |    |
|-------|--|----|
| 1     | overview .....   | 1  |
| 1.1   | introduction .....                                       | 1  |
| 1.2   | what is neighbourhood character?.....                    | 1  |
| 1.3   | core study objectives .....                              | 2  |
| 1.4   | study focus.....   | 2  |
| 1.5   | study area .....   | 2  |
| 2     | summary of issues analysis paper .....                   | 4  |
| 2.1   | impact from reticulated sewerage.....                    | 4  |
| 2.2   | controls over buildings .....                            | 4  |
| 2.3   | vegetation protection .....                              | 4  |
| 2.4   | streetscape elements.....                                | 5  |
| 2.5   | township entries.....                                    | 5  |
| 3     | existing character.....                                  | 6  |
| 3.1   | consultation.....  | 6  |
| 3.2   | fieldwork.....   | 7  |
| 3.3   | existing character sheets .....                          | 7  |
| 4     | preferred character areas .....                          | 15 |
| 4.1   | rationale behind the different areas .....               | 15 |
| 4.2   | preferred character area a .....                         | 19 |
| 4.3   | preferred character area b .....                         | 22 |
| 4.4   | preferred character area c .....                         | 25 |
| 4.5   | preferred character area d .....                         | 28 |
| 4.6   | preferred character area e .....                         | 30 |
| 4.7   | general requirements.....                                | 30 |
| 5     | greenfield subdivision .....                             | 33 |
| 5.1   | guidelines for subdivision.....                          | 33 |
| 6     | public realm character issues .....                      | 35 |
| 7     | planning scheme implementation.....                      | 37 |
| 7.1   | potential mechanisms .....                               | 37 |
| 7.2   | recommendations .....                                    | 39 |
| 7.2.1 | modifications to the municipal strategic statement ..... | 39 |
| 7.2.2 | introduction of a design and development overlay .....   | 39 |
| 7.2.3 | introduction of a vegetation protection overlay .....    | 40 |
| 7.2.4 | introduction of the study as a reference document.....   | 40 |

ii



birregurra neighbourhood character study

## table of figures

|  |    |
|--|----|
| figure 1 - study area.....                 | 3  |
| figure 2 - existing character areas.....   | 9  |
| figure 3 - preferred character areas ..... | 17 |

## appendices

appendix 1 – fieldwork data collection sheet

DRAFT





birregurra neighbourhood character study

## 1 overview

### 1.1 introduction

Colac Otway Shire Council commissioned Hansen Partnership to undertake the Birregurra Neighbourhood Character Study in June 2011.

The rationale for the study is the need to plan for the future development of Birregurra given the recent connection to reticulated sewerage by Barwon Water. Therefore, the primary focus of the study is to establish a planning framework to appropriately manage the impact of new development on the existing neighbourhood character, and to assist in determining the design, form and quality of housing to be developed. The current draft Birregurra Structure Plan project has been extended to ensure the findings of the Neighbourhood Character Study are taken into account before the Structure Plan is finalised.

State planning policy seeks to encourage planning for regional areas that develops and reinforces the distinctive roles and character of each township. Colac Otway Shire Council recognises that townships have their own distinctive character with tree lined avenues and 'turn of the century' streetscapes, houses, commercial and public buildings and their surrounding rural and landscape settings. Development pressures, high costs of accommodation for tourists and workers and an increase in tourist numbers in Lorne and other coastal communities has seen more people exploring nearby towns such as Birregurra for accommodation and recreation.

The appeal of townships such as Birregurra requires careful consideration of how residential development can provide a balance between old and new. Hence, this study provides the 'guidelines' as to how new development should be managed in Birregurra to respect and enhance the valued characteristics of the township and to reinforce its distinctive role and character of the place.

### 1.2 what is neighbourhood character?

The Department of Planning and Community Development Practice Note on 'Using the Neighbourhood Character Provisions in Planning Schemes' defines neighbourhood character as:

*The combination of the public and private realms. Every property, public place or piece of infrastructure makes a contribution, whether great or small. It is the cumulative impact of all these contributions that establishes neighbourhood character.*

Respecting character does not mean preventing change. In simple terms, respect for the character of an area means that development should be designed in response to its context. Depending on an area, there are several broad approaches to respecting character:

- Respecting the bulk and form of surrounding development;
- Respecting the architectural style of surrounding development; and
- Responding to other items such as vegetation, street characteristics, lot sizes etc.

Respecting neighbourhood character does not mean mimicry or pattern book design, or limiting the scope of design interpretation and innovation. Instead, it means designing development in response to the features and characteristics identified in the neighbourhood.

1



birregurra neighbourhood character study

### 1.3 core study objectives

The core objectives of the study are:

- To develop character objectives and design guidelines for new residential development within existing areas, in order to respond to the valued character of these areas;
- To develop character objectives and design guidelines that can be applied to new residential growth areas (where these are identified in any Structure Plan prepared for Birregurra), in order to respect the rural town character of Birregurra; and
- To provide recommendations on the statutory implementation of the study, including consideration of the range of tools available in the Victoria Planning Provisions (VPPs).

### 1.4 study focus

The purpose of the Neighbourhood Character Study is to review the character of residential areas within Birregurra with a view to recommending appropriate planning tools from the VPPs, to effectively address and appropriately manage future development.

The Neighbourhood Character Study involves a three stage process incorporating:

- Stage 1: Issues Analysis Paper;
- Stage 2: Existing Character Statements; and
- Stage 3: Future / Preferred Character Areas and Design Guidelines.

The role of the *Issues and Analysis Paper* was to build on the basic 'understanding of the place' through a more detailed background assessment and consultation process that provides a clear summary of the key issues that should be addressed. The *Birregurra Neighbourhood Character Study* (this document) provides further information on existing and future character precincts and subsequent design guidelines. For any recommendations following on from this study, it will be necessary to pursue a planning scheme amendment to implement such changes within the Colac Otway Planning Scheme.

### 1.5 study area

The study area for the purpose of the Neighbourhood Character Study includes all land defined by Figure 1, which includes the following areas:

- The existing township boundary, which includes:
  - Land within the Township Zone and Low Density Residential Zone (refer to Figure 2 on p6).
  - The golf course and football oval/sporting facilities.
  - The railway station and Industrial 1 Zone to the north of town.
- The 'investigation area' to the north-west of town defined in the draft Birregurra Structure Plan.

All other areas outside the study area are zoned for farming and hence cannot be developed for urban residential purposes. Therefore, those areas are not considered as part of the study.

2



birregurra  
neighbourhood  
character study  
figure 1 - study area

legend

investigation area

 DRAFT

Drawn by: M. 100  
Check by: M. 100  
Date: 1/10/2012  
Scale: 1:10,000  
Sheet: 2

Project: Birregurra Neighbourhood Character Study  
Project ID: 122803-12  
Project Name: Birregurra Neighbourhood Character Study  
Project Location: Birregurra, VIC  
Project Status: Draft  
Project Date: 1/10/2012  
Project Author: M. 100



birregurra neighbourhood character study

## 2 summary of issues analysis paper

### 2.1 impact from reticulated sewerage

Until recently, Birregurra has not been connected to a reticulated sewerage system, which means that properties have remained relatively large, to accommodate on-site wastewater treatment systems. In the absence of reticulated sewerage, each lot must be large enough so that it is capable of treating and retaining all wastewater on-site, in accordance with the State Environment Protection Policy (Waters of Victoria) under the Environment Protection Act 1970.

The connection to reticulated sewerage by Barwon Water will unlock the potential for smaller lot subdivision and multi-unit development within the town, as there is currently no restriction on minimum lot size within the Colac Otway Planning Scheme. Clause 56 of the Planning Scheme provides 'standards' for subdivision, however potentially landowners could apply for lots down to 600 sqm, or even 300 sqm as part of a multi-unit permit application.

The Neighbourhood Character Study will need to investigate the appropriateness of planning controls or guidelines regarding the size of lots and medium density development within Birregurra.

### 2.2 controls over buildings

Where a planning permit is not required, there is generally no control over the design and layout of buildings, other than for the basic setback requirements etc provided in the building regulations (similar to the requirements of Clause 54 of the planning scheme for detached houses). Under the existing planning controls that apply to the urban areas within Birregurra, a planning permit is not required for a single dwelling on a lot (unless the lot is less than 300 sqm). However all multi unit development is subject to a planning permit and the provisions of Clause 55 apply, which do trigger the possibility of taking into account neighbourhood character considerations for multi-unit developments.

Overlay controls (refer to Page 9 to 11) may trigger the need for a planning permit in relation to other objectives such as flooding or erosion management. However, these permit triggers do not provide control over the scale, siting and form of buildings, excluding land within a Heritage Overlay, which controls demolition and also requires a planning permit for all new buildings.

The Neighbourhood Character Study will establish existing character precincts for areas which exhibit different character elements. It will then formulate future character precincts that will either correspond with the existing precincts, or look at new precincts that outline preferred future character. Each precinct may encompass different controls over such things as building height, setbacks, front fence treatment etc. These can be controlled in the Planning Scheme through the use of either a Design and Development Overlay or a Neighbourhood Character Overlay, amongst other things.

### 2.3 vegetation protection

There are currently no specific Planning Scheme Overlays that require a planning permit for removal of vegetation in Birregurra, such as the Vegetation Protection Overlay or Significant Landscape Overlay.

4



birregurra neighbourhood character study

The removal of *native* vegetation in Birregurra is controlled to some degree by Clause 52.17 – Native Vegetation, but that clause only applies when a site area is 0.4 hectares or more. Therefore, vegetation on many lots within Birregurra could be removed without the need for a planning permit.

The contribution of exotic and native vegetation to the character of Birregurra is considerable. It is likely that the recommendations of the Neighbourhood Character Study may encourage the retention of vegetation and the planting of new vegetation on development sites. However, the removal of vegetation can only be effectively regulated if an overlay control, such as a Vegetation Protection Overlay (VPO) or Significant Landscape Overlay (SLO), is applied to the town.

The Great Ocean Road Region Landscape Assessment Study in 2003 did not recommend the application of such overlays to Birregurra, but was part of a broader region wide analysis of state significant landscapes. It should also be noted the VPO and SLO can be worded to include exemptions for vegetation removal so that not every tree requires a planning permit for removal.

## 2.4 streetscape elements

Neighbourhood character is the combination of not just buildings and vegetation on private land, but also the appearance of the streets (the public realm). The elements that make up the public realm play an important role in defining existing character precincts. These include street layout, widths, street trees, road surface, footpaths, drainage, signage etc. amongst other things.

The Neighbourhood Character Study will assess what improvements can be made, or what elements should be preserved, within the public realm of the township. These elements are generally not controlled by the Planning Scheme but are Council's responsibility. The study is also likely to make recommendations for public realm character elements that are preferred, should any new subdivision occur that requires the provision of new road infrastructure.

## 2.5 township entries

The three highway entries in Birregurra play an important role in determining the character of the town, as they provide a first impression of the township upon arrival. A visual assessment of each entry is contained from Pages 31 to 39 of this report.

The northern town entry (Birregurra Road) is characterised by the approach to the timber mill and station, with the residential edge of town beginning to the south of the railway line. Land on either side of the road, to the south of the railway, is relatively visually contained by existing plantings on private properties.

The western town entry (Wamcoort-Birregurra Road) is characterised by open farmland that is visually exposed, to the south side of the road and at a lower level. The north side comprises farmland and a bed and breakfast (screened by roadside vegetation) and has a higher level of visual containment than land to the south due to existing tree plantings and topography.

The eastern town entry (Birregurra-Deans Marsh Road) is characterised by open farmland with exposed vistas towards the elevated southern end of town and the heavily vegetated Barwon River. The eastern entry is floodprone and the edge of town is well defined by the Barwon River.

5



birregurra neighbourhood character study

In the event any new subdivision may occur in the future, it needs to be integrated and should respect the township entries. The visibility of land along the approaches to the town is one matter than needs to be taken into consideration in making decisions about the possible future expansion of the town, and the form in which any such expansion might occur (i.e. setback of buildings / lots from the highway, street tree planting, balance between built form and landscaping, road pattern, lot size and intensity of development etc).

### 3 existing character

#### 3.1 consultation

The consultation carried out as part of preparing this report is important to the study process, given it informs the scope of the study and enables the early integration of local knowledge into the overall process of the study. A workshop was held with members of the community, which attempted to map out existing character precincts and investigate preferred character precincts. Those who attended were asked to identify character elements that differentiate certain areas of the town from others, and to consider whether the character of those areas should be maintained in the future, or have the flexibility to evolve.

The workshop was run as an open discussion forum, introducing the project and providing information regarding the overall scope and aims of the study. The workshop sessions also sought to provide the consultant team with a detailed appreciation of how the community view the character of Birregurra, and what aspects of residential character are valued.

What was said?

The majority of those who attended the workshop identified that there are areas of the town that are different to others, whilst also emphasised there is an underlying character that defines the whole of Birregurra. Main Street was the most easily identified and valued part of the town due to its central focus and heritage quality that reflects the traditional side of Birregurra.

The other areas of Birregurra which stood out as individual 'precincts' included the low density 'semi-rural' living area to the south of Bowden Street, and the more informal hilly area to the south of town. People had more difficulty identifying a distinction between the two areas to the north and south of Main Street. However, most attendees acknowledged that the flat topography and the slightly smaller lot sizes and the range of dwelling styles of the northern area, were elements that helped differentiate it from the area south of Main Street.

In terms of Future / Preferred Character Areas, the majority of attendees drafted up very similar areas to those described above. It was thought that perhaps the concentration of churches to the eastern side of town could necessitate a separate precinct, although could just as easily be integrated into a broader precinct south of Main Street. There was also some attention given to township entries and how they might be included within Character Areas, although this issue was never really resolved. The possibility of multi-dwelling development and a greater housing choice was also discussed, and was thought to be best located within reasonable walking distance to the town centre. Overall, those who attended

6



birregurra neighbourhood character study

generally agreed that the 'Existing' Character Areas provide a sound basis for 'Preferred' Character Areas, whilst undergoing sensitive evolution over time.

### 3.2 fieldwork

The fieldwork component of the study involved a combination of driving and walking through the township along each street and using data sheets to identifying similar characteristics that might define a precinct, as follows:

- Topography;
- Road pattern, width and edge treatment;
- Lot sizes;
- Building era, siting, scale, form and condition;
- Fence treatment; and
- Landscape elements, including both private and public realm.

The data sheets, along with general observations and photographic documentation, provided the necessary information to determine boundaries of Existing Character Areas. A blank copy of the fieldwork data collection sheet is included in Appendix 1.

### 3.3 existing character sheets

Following on from the fieldwork and workshops a total of 5 Existing Character Areas were identified and have been described in detail. These areas are shown in Figure 2 on Page 8, with corresponding character sheets on the following pages.

Broadly these Character Areas were identified through a combination of utilising logical geographic boundaries and establishing similar character elements outlined above. These included varying combinations of the following elements: changes in road pattern and treatment, building era and styles, or lot sizes. The workshop session held with the community (refer to previous page for summary) also provided valuable information to help determine what character elements and features provide a distinction between different areas of town.

The Existing Character Area map (Figure 7) includes delineation of non-residential uses such as industrial development, the school and open space network. There are a number of activities within Existing Character Areas that do not include Township zoned land that is used for residential purposes. These include:

- The railway station and its associated Public Use Zone – Schedule 4;
- The industrial use (timber mill) to the northern town entry and its associated Industrial 1 Zone;
- Public Park and Recreation Zone, comprising:
  - The golf course; and
  - The sporting fields, including oval, tennis courts and clubhouse



*birregurra neighbourhood character study*

The railway station and industrial development to the north of Birregurra form part of what is a non-residential area in its own right (refer to the *Issues Analysis Paper* for zoning maps). Furthermore, the golf course and sporting fields could be considered a part of the residential area(s) they adjoin, but have not been included due to the zoning of the land restricting any form of residential in the future.

DRAFT






birregurra  
neighbourhood  
character study  
figure 2 - existing  
character areas

legend

- existing township boundary
- non-residential zone
- residential zone
- north of main precinct
- south of main precinct
- residential zone
- residential zone

 DRAFT

Project Ref: 11-199  
 Draw No.: 1020-11  
 Date: 17/09/11  
 Drawn: 08/11/11  
 Revision: A

prepared by:  
 the council  
 local government  
 victoria  
 101 300 1234 1 21 3 954 2011  
 www.birregurra.vic.gov.au  
 10 birregurra-00000000



birregurra neighbourhood character study

existing character area 1: main street

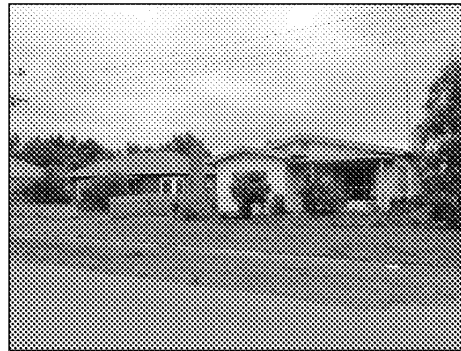


| character statement  |   |
|--|---|
| Main Street is the central hub of Birregurra, being the focus of commercial and social activities and the intersecting road for traffic passing through town. The area is divided into a central commercial strip between Austin Street and Strachan Street, with residential development to both ends of the street. The streetscape setting, defined by the road width and multiple carriageways, plays an important role in the character of the area. Also vital is the heritage quality of buildings associated with the era of construction, single storey scale, use of traditional materials and predominance of verandahs. Buildings are positioned closer to the street and have higher site coverage. |   |
| detailed description   |   |
| description of bounding roads  | Generally the properties fronting onto Main Street between the eastern and western edges of the Township Zone boundaries. The precinct takes into account the Heritage Overlay to some of the properties that extend through to Molesworth Street and Jenner Street.  |
| topography   | Generally flat  |
| road treatment & pattern   | Sealed surface with a 40 metre road reserve. There is angled parking to the southern side and parallel parking on the northern side, with a median strip and additional service lane for the section between Birregurra Road and Strachan Street.   |
| lot sizes  | Lot sizes are less than 1,000 sqm, with some even smaller to the commercial section between Birregurra Road and Strachan Street. To the east and west ends the lot sizes are slightly larger with an average of approximately 1,500 sqm.  |
| building types/ quality/ siting  | Pre 1930's shops with verandahs, built to the street edge. A mix of materials including weatherboard, bluestone, sandstone etc. There is a variation of housing styles, but dwellings are typically single storey weatherboard with colourbond roofing and with front verandah/porch elements. Dwellings are built to the boundary or setback between 3-5 metres. |
| landscaping: public/private realm  | The public landscaping includes established street trees, with heritage protected avenue of Stone Pine trees at the western end. The landscaping on private property is prevalent at both ends but lacking to the commercial strip due to the high site coverage.   |
| fence treatment  | Generally low-medium height fence and permeable, with post/wire being the most common and picket fencing also prevalent.  |
| noted anomalies  | The large allotments at 70-90 Main Street at the western town entry, which appear to be more semi-rural in nature but are part of the Township Zone and have not been subdivided yet.   |



birregurra neighbourhood character study

existing character area 2: north of main

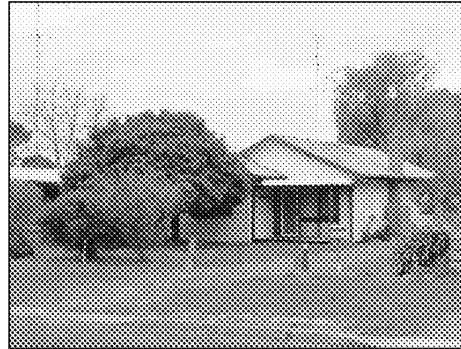


| character statement  |   |
|--|---|
| <p>To the north of Main Street the subdivision pattern changes, with a higher concentration of smaller allotments compared with the remainder of town. Streets maintain their width but are more formal in treatment and sparsely populated with street trees. There is a larger mix of housing types, with a greater number of post-war dwellings that are generally modest in height and footprint. Buildings appear closer to the street and with less spacing from side boundaries. Fencing also plays a lesser role in the area, with a generally open streetscape presentation and higher side fences.</p> |   |
| detailed description   |   |
| description of bounding roads  | Bounded by Birregurra Road/ Roadknight Street to the west (including 50-60 Roadknight Street to the west side), and between the northern and eastern township boundaries to the north of properties fronting Main Street.   |
| topography   | Flat  |
| road treatment & pattern   | Grid pattern, with a combination of sealed and unsealed roads. Some roads e.g. Barry Street have a kerb and channel, whilst others e.g. Anderson Street have swale drain. The road reserve is consistently wide with grassed verges.  |
| lot sizes  | Smaller size in comparison to other areas of the town, with a higher predominance of lots in the order of 1,000m <sup>2</sup> (particularly to north side of Barry Street).   |
| building types/ quality/ siting  | A greater mix of housing types from the post-war era and some earlier construction to the northern half of the precinct. Dwellings are single storey or well recessed double storey, and have a lesser setback of between 3-5 metres from the front boundary. There is also a greater predominance of brick veneer dwellings, in contrast to the traditional weatherboard dwellings that are customary throughout the town. |
| landscaping: public/ private realm   | There is an absence of public realm landscaping. The northern half of the precinct has a higher landscape canopy compared with the southern half closer to Main Street, where low scale shrubs and solitary trees contribute to the vegetated character on private land.  |
| fence treatment  | Many properties have no front fence and mix of high and medium side fences, either timber paling or post and wire. There are scattered examples of higher front fences to the street.   |
| noted anomalies  | Industrial development on Molesworth Street in the Township Zone.   |



birregurra neighbourhood character study

existing character area 3: south of main

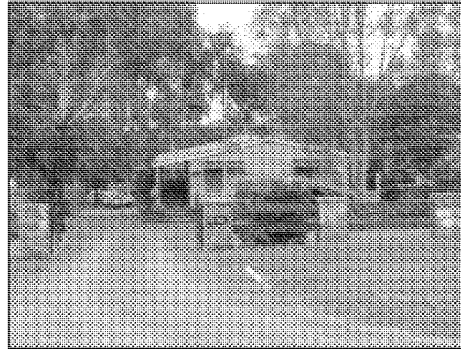


| character statement   |  |
|---|--|
| <p>The area to the south of Main Street has a distinctly different character to the northern side of town. The streets are more informal and the lot sizes are generally slightly larger, which results in a more traditional rural township feel. The area includes the numerous church buildings to the eastern side of town, which could potentially form its own precinct but is integrated within the surrounding area. The vegetation cover noticeably contributes to the character of the area, along with a greater separation between buildings compared to the northern side of town.</p> |  |
| detailed description  |  |
| description of bounding roads   | Bounded by the western and eastern township boundaries, generally between the south of properties fronting Main Street and north of Hopkins Street.  |
| topography  | Gently undulating  |
| road treatment & pattern  | Grid pattern, with north-south roads (Beal Street and Strachan Street) generally a sealed surface and east-west roads unsealed surface. Some roads (Jenner Street and Sladen Street) have a central median planting strip, whilst most have swale drains and wide verges.  |
| lot sizes   | Typically an average of just below 2,000m <sup>2</sup> , but with some evidence of subdivision that has created lots in the order of 1,000m <sup>2</sup> .   |
| building types/ quality/ siting   | A greater number of housing styles from the 1930's and pre-war era, with some post-war and contemporary examples scattered throughout. Dwellings are almost consistently single storey and are mostly constructed of weatherboard and colourbond materials. The contemporary dwellings incorporate brick and in some cases, rendered surfaces. Dwellings are well setback from the street generally between 3-5 metres minimum (up to 8+ metres) with consistent side setbacks and large rear yards. |
| landscaping: public/ private realm  | The landscape presence in the public realm is concentrated to certain streets (Jenner, Beal, Strachan and Sladen) and non-existent in other streets. The vegetation cover on private land plays an important role in establishing the neighbourhood character of the area, with planting to the front and rear of dwellings and occasionally to the side where there is sufficient space.  |
| fence treatment   | A combination of low or non-existent front fences, often post & wire or picket. Side fences are higher and have a variety of materials.  |
| noted anomalies   | Church buildings, primary school and playground/park all within the Township Zone  |



birregurra neighbourhood character study

existing character area 4: southern rise

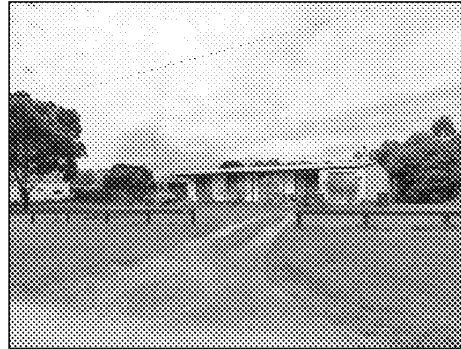


| character statement  |   |
|--|---|
| <p>The southern rise area is characterised by an undulating landscape rising towards Bowden Street at the southern end town. The roads that run perpendicular to the slope have high and low sides, which lead to houses that are set into the landscape and which are slightly elevated. The area is similar in character to the 'south of main' area, but with some larger allotments on the hill and several unmade/incomplete roads. There is more sporadic development and a sense of informality to the area, partly due to the greater distance from Main Street. The hilly landscape provides the opportunity for panoramic views across the distant farmland and hills to the north, east and west.</p> |   |
| detailed description   |   |
| description of bounding roads  | Bounded by Hopkins Street to the north, Ennis Street to the west, Beal Street (and the golf course) to the east and Bowden Street to the south.   |
| topography   | Undulating landscape  |
| road treatment & pattern   | Predominance of unsealed/informal or incomplete roads. Strachan Street is the only sealed road, whilst Beal Street is unsealed for the hilly section up to Bowden Street. All roads have wide verges and swale drains, with no kerb and channel treatments.   |
| lot sizes  | An average lot size in the order of 2,000m <sup>2</sup> with some larger allotments between 5,000 and 10,000m <sup>2</sup> that are yet to be subdivided.   |
| building types/ quality/ siting  | Housing styles are generally from the early 20 <sup>th</sup> Century or more recently from the post-war era or 1980's and beyond. Materials are predominantly weatherboard and colourbond roofing, with fewer brick dwellings. Dwellings are well setback from the street, generally exceeding 10m and also with substantial side setbacks, possibly with the exception of Prime Street. There are some double storey dwellings to take advantage of the views available, but with the first floor incorporated into the roof or well recessed from the ground floor. |
| landscaping: public/ private realm   | The landscape cover on the hill is an important character feature. Some private properties, including vacant larger allotments, have a dense tree canopy. The planting in the public realm is concentrated to areas where the road is incomplete i.e. Edmundson Street and is generally to one side of the road only.   |
| fence treatment  | Front fencing is generally low and permeable, with post & wire the most common type. There is occasional higher side fencing of varying styles.   |
| noted anomalies  | Prime Street between Strachan Street and Beal Street has a more compact built form that compares with the precincts to the north.   |



birregurra neighbourhood character study

existing character area 5: semi-rural



|   |   |
|---|---|
| <b>character statement</b>  |   |
| This area, being within the Low Density Residential Zone (LDRZ), is semi-rural in nature and provides a transition from the farmland properties south of Birregurra to the Township Zone. The area is characterised by larger lots occupied by a single dwelling, or which are currently vacant. Whilst the lot sizes are larger, this does not necessarily mean that dwellings are far from the street, particularly along Bowden Street. The informal road treatments and wind row planting also contribute to the semi-rural feel of the area. |   |
| <b>detailed description</b>   |   |
| <b>description of bounding roads</b>  | Bound by Bowden Street and Ennis Street on its northern side and partly along Birregurra-Yeodene Road to the south. The area is fully within the Low Density Residential Zone.  |
| <b>topography</b>   | Flat to Bowden Street at the ridge, whilst undulating along Ennis Street and to the south.  |
| <b>road treatment &amp; pattern</b>   | Unsealed roads with wide grassed verges and swale drains. Ennis Street does not connect through to Bowden Street at the southern end.   |
| <b>lot sizes</b>  | The lot sizes range from a minimum of 4,000m <sup>2</sup> (required by the LDRZ) to a maximum of between 1.5 – 2 hectares, which is consistent with the semi-rural nature.  |
| <b>building types/ quality/ siting</b>  | Single storey dwellings, many of which are 'old style' but with some more contemporary from the post 1980's era. Dwellings are well setback from the street in the order of 10m+, although not a significant amount given the expanse of space to the rear and sides of dwellings due to the large lot sizes. |
| <b>landscaping: public/ private realm</b>   | There is little landscaping within the public realm, with almost no street trees. Along Birregurra-Yeodene Road the private landscaping is quite dense, whilst the landscape is more open along Lumeah Street. Wind row planting is a feature of the area.  |
| <b>fence treatment</b>  | Open fence treatment with some post and wire fencing along the side boundaries to define the edge of the large properties.  |
| <b>noted anomalies</b>  | 9 Bowden Street on the corner to Lumeah Street, which has been subdivided in the past to just over 1,000 sqm and contains a house located right next to the street.   |



birregurra neighbourhood character study

## 4 preferred character areas

The five Existing Character Areas were nominated through the workshops, fieldwork investigation and desktop analysis process. Effectively those precincts were identified to assist with understanding existing residential character within Birregurra. The character sheets on the preceding pages provide a summary of the various character elements for each area, and how these might differentiate the area from other areas of town.

The Preferred Character Areas are intended to provide the statutory framework for how the area should develop over time as new buildings and/or subdivision is proposed. This will be achieved by a series of objectives and design guidelines, which will be incorporated into the planning scheme by a number of possible forms of implementation (refer to Chapter 7).

As with the Existing Character Areas, there are also five Preferred Character Areas (refer to Figure 3 on page 17). The boundaries for the Preferred Character Areas are similar in almost all circumstances to the Existing Character Areas, mostly for the reason that the existing character of Birregurra has remained relatively stable over the years and should be preserved into the future, whilst also allowing a gradual evolution of change. It was also determined that each area requires different design guidelines to achieve a desired outcome, which to implement into the planning scheme requires a distinction and boundary between areas.

### 4.1 rationale behind the different areas

The Existing Character Areas known as 'southern rise' and 'semi-rural' have been wholly maintained as Preferred Character Areas 'D' and 'E' respectively. There is a clear distinction between these two areas and the remainder of town, generally due to a number of factors including: distance from the town centre, undulating topography, informal semi-rural impression, landscape cover and larger lot sizes. These factors are the reason behind limiting any multi-dwelling development proposals in these areas, with subdivision of land to allow for individually sited dwellings (i.e. detached dwellings) on an allotment with street frontage.

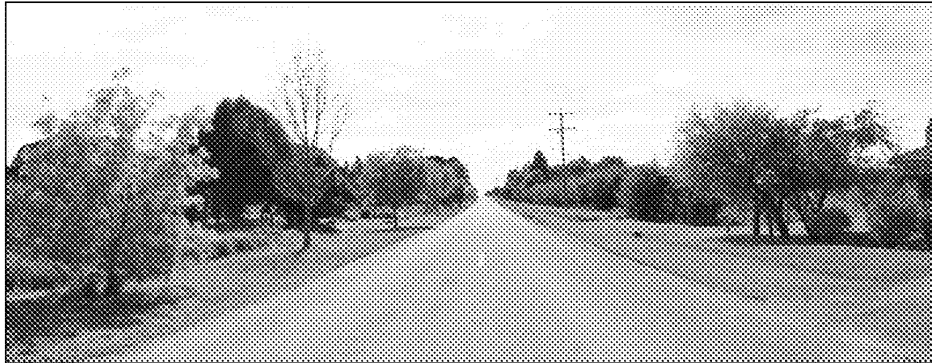
On the other hand, Preferred Character Areas 'A', 'B' and 'C' have not maintained the same boundaries as the corresponding Existing Character Areas. The fundamental difference is to Preferred Character Area 'C', which does not border the south edge of Main Street along its length, but extends to the north at the western extremity and takes the east side of Birregurra Road up to the northern township boundary.

The rationale behind this is that the township entries require a specific response as they are some of the most visible areas of the town and provide the first impression to visitors. Refer to the photograph on the following page, which shows the approach towards Main Street from the north. Preferred Character Area 'B' contains some of the least restrictive controls (i.e. minimum lot size, setbacks) and if these were applied to the properties fronting Birregurra Road in particular, there is greater likelihood of visual impact from new inappropriate development on the northern entry into town.

15



birregurra neighbourhood character study



The approach to Main Street along Birregurra Road from the north

Similarly for the western town entry from Warncoort-Birregurra Road, the more 'development intensive' design guidelines for Preferred Character Area 'A' are not suitable to apply to the five or so larger properties that will undergo subdivision and redevelopment at some point in time. Hence, Preferred Character Area 'C', with its more sensitive design guidelines, is a better fit for these areas.

The Preferred Character Area 'A' to Main Street has been designed to provide guidelines for commercial buildings to the strip, roughly between Austin and Strachan Street. This was required as the existing commercial buildings (many of them heritage listed) are in most occasions built directly to the street edge and have a high site coverage.

Main Street is interesting as it provides the opportunity for not just commercial development but also new housing, particular to the eastern and western ends. Therefore the eastern and western ends to Main Street are defined as 'transitional precincts' that are likely to not accommodate commercial buildings (in the immediate future). The Township Zone that currently applies to the land allows for non-residential development, which would need to be considered on an individual basis by Council. Rather, the 'transitional precincts' are more suited to detached dwellings and multi-dwelling development, which is reflected in the design guidelines, with greater setbacks and lower site coverage compared to the commercial buildings.

It should be noted that there are a number of general requirements that apply to all Preferred Character Areas that are included at the end of this chapter of the report (see Section 4.7).





birregurra neighbourhood character study



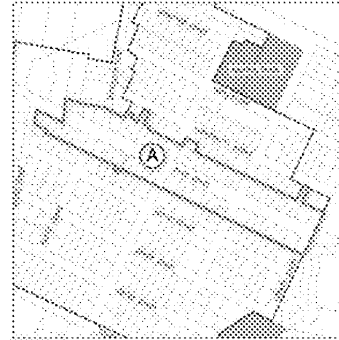
|                               | Character Area A   |  | Character Area B                            |   | Character Area C                             |   | Character Area D   |                               |
|-------------------------------|--|--|---|---|--|---|--|-------------------------------|
|                               | single dwelling<br>multi-dwelling<br>development etc                         | Commercial<br>buildings                  | single dwelling<br>outbuildings etc         | multi-dwelling<br>development                   | single dwelling<br>outbuildings etc          | multi-dwelling<br>development                   | single dwelling<br>outbuildings etc                                  | multi-dwelling<br>development |
| street setback                | Standard A3/B6 or 3m,<br>whichever the greater                               | 0m                                       | Standard A3 or 6m,<br>whichever the greater | Standard B6 or 6m,<br>whichever the greater     | Standard A3 or 9m,<br>whichever the greater  | Standard B6 or 9m,<br>whichever the greater     | Standard A3 or 9m,<br>whichever the greater                          |                               |
| side setback                  | 1.5m (garages to<br>boundary permitted)                                      | 0m                                       | 1.5m (garages to<br>boundary permitted)     | 1.5m (garages to<br>boundary permitted)         | 3m (can be reduced to<br>1.5m one side only) | 2m (can be reduced to<br>1.5m to one side only) | 3m   |                               |
| rear boundary<br>setback min. | 15m (varied to 5m for<br>multi-dwellings)                                    | 2m (refer to report for<br>note)         | 10m   | 5m (also to internal<br>boundaries)             | 15m  | 5m  | 15m  |                               |
| setback max.                  | 30% (varied to 40% for<br>multi-dwellings)                                   | 80%                                      | 40%   | 50%   | 30%  | 40%   | 30%  |                               |
| permeability min.             | 50% (varied to 40% for<br>multi-dwellings)                                   | 10%                                      | 40%   | 30%   | 50%  | 40%   | 50%  |                               |
| Building height max.          | 5.5m (single storey)   | 5.5m (single storey)                     | 7.5m  | 7.5m  | 7.5  | 7.5m  | 7.5m   |                               |
| front fencing                 | Max. 1.2m high and<br>visually permeable                                     | Max. 1.2m high and<br>visually permeable | Max. 1.2m high and<br>visually permeable    | Max. 1.2m high and<br>visually permeable        | Max. 1.2m high and<br>visually permeable     | Max. 1.2m high and<br>visually permeable        | Discourage front fencing   |                               |
| side/rear fencing             | Max. 1.8m high with<br>lapped side fence                                     | If any, maximum 1.8m<br>high             | Max. 1.8m high with<br>lapped side fence    | Maximum 1.8m high                               | Max. 1.8m high with<br>lapped side fence     | Maximum 1.8m high                               | Max. 1.8m high (fencing<br>forward of dwelling must be<br>permeable) |                               |
| minimum lot size              | 1,000m <sup>2</sup> (varied to<br>500m <sup>2</sup> for multi-<br>dwellings) | 500m <sup>2</sup> (discretionary)        | 700m <sup>2</sup>                           | 500m <sup>2</sup> (refer to report<br>for note) | 1,000m <sup>2</sup>                          | 600m <sup>2</sup> (refer to report<br>for note) | 1,000m <sup>2</sup>  |                               |



birregurra neighbourhood character study

## 4.2 preferred character area a

This area reflects the strong heritage quality of buildings along Main Street. The north and south boundary of the Character Area splits the blocks in half between Jenner Street and Molesworth Street so that the adjoining Preferred Character Areas 'B' and 'C' take in dwellings that might front these streets. The existing 'commercial core' is roughly located between Austin Street and Strachan Street and as the town grows new commercial buildings will need to adhere to individualised design guidelines that reflect the existing context. Commercial buildings are able to be sited against the front and side boundaries, with a higher site coverage that reflects the existing built form.



New dwellings will generally be located to either end of Main Street away from the commercial core, but can also be considered on a site-by-site basis. The design guidelines for single dwellings requires a larger minimum lot size of 1,000m<sup>2</sup> to allow for an appropriately sited dwellings on each lot. In limited circumstances, multi dwelling development may be considered on lots 50m in depth, only where the existing dwelling fronting Main Street is retained and a new dwelling is concealed to the rear (refer to layout diagrams on following page). As the boundary of Preferred Character Area 'A' splits the properties with frontage to Molesworth Street and Jenner Street, any development of the entire property would need to consider the design guidelines of the adjoining character area for that portion of the site. The ability to gain access from Molesworth Street and Jenner Street will allow for this to occur.

This study recommends that Council investigates the various options available to provide rear access to commercial premises fronting Main Street, which will become increasingly important as the town develops. Presently, some commercial premises rely on informal access from Jenner Street through adjoining properties. Should these properties be developed in the future, the possibility of vehicles requiring through access will negatively impact these properties. From an urban design and planning perspective it is recommended that Council undertake a consultative process with landowners to determine the most appropriate form of access. The various options available include:

1. Applying a Public Acquisition Overlay (PAO) via a planning scheme amendment to the rear of commercial premises for the purpose of establishing a future laneway;
2. Require new development to be setback at the rear so that over time as permit applications are considered a carriageway easement can be established; and
3. Maintain through access from Jenner Street and Molesworth Street, whilst managing the problems this creates with common property and amenity issues on new development fronting these streets.

### Objectives

- To retain and conserve all significant and contributory heritage places.
- To ensure new development responds to the implications of the Heritage Overlay and provides a sympathetic design response with single storey building heights.
- To ensure new buildings and/or alterations and additions within the commercial core employs a contextual design approach that integrates with surrounding buildings.

19



birregurra neighbourhood character study

- To encourage the retention of trees where possible and the planting of new canopy trees and understorey vegetation to the front, side and rear of dwellings (excluding the commercial core).
- To encourage new development, in particular use of materials, that responds to the historic character of building stock.
- To encourage residential development to be directed to either end of Main Street, and is respectful of the scale, form, siting and setbacks of nearby buildings.
- Multi dwelling development can only be considered where the existing dwelling fronting Main Street is retained and a new dwelling is concealed to the rear (except vacant lots).
- Any non-residential development in the future outside the commercial core (e.g. service station, supermarket etc.) must also demonstrate a sympathetic design response to the heritage quality of the streetscape.

Design guidelines

|                              | Single dwellings, outbuildings, multi dwelling development etc                   | Commercial buildings   |
|------------------------------|--|--|
| Street setback (min.)        | Standard A3 / B6 or 3m, whichever is the greater                                 | Zero setback   |
| Side setbacks (min.)         | 1.5m (garages to boundary permitted)   | Zero setback   |
| Rear boundary setback (min.) | 15m (varied to 5m for multi dwelling development)                                | 2m*  |
| Site coverage (max.)         | 30% (varied to 40% for multi dwelling development)                               | 80%  |
| Permeability (min.)          | 50% (varied to 40% for multi dwelling development)                               | 10%  |
| Building height (max.)       | 5.5m (single storey)   | 5.5m (single storey)   |
| Front fencing                | Maximum 1.2m high and visually permeable   | Where a building is setback from the street fencing should be low (max. 1.2m) and visually permeable |
| Side/rear fencing            | Maximum 1.8m high with a tapered side fence towards the street                   | If any, maximum 1.8m high  |
| Minimum lot size             | 1,000m <sup>2</sup> (varied to 500m <sup>2</sup> for multi dwelling development) | 500m <sup>2</sup> (discretionary)**  |

\* commercial buildings fronting Main Street may provide a residential component fronting the street to the rear, with design guidelines corresponding from the adjoining precinct for that portion of the site. Loading access to commercial premises should also be considered, as discussed on the previous page.

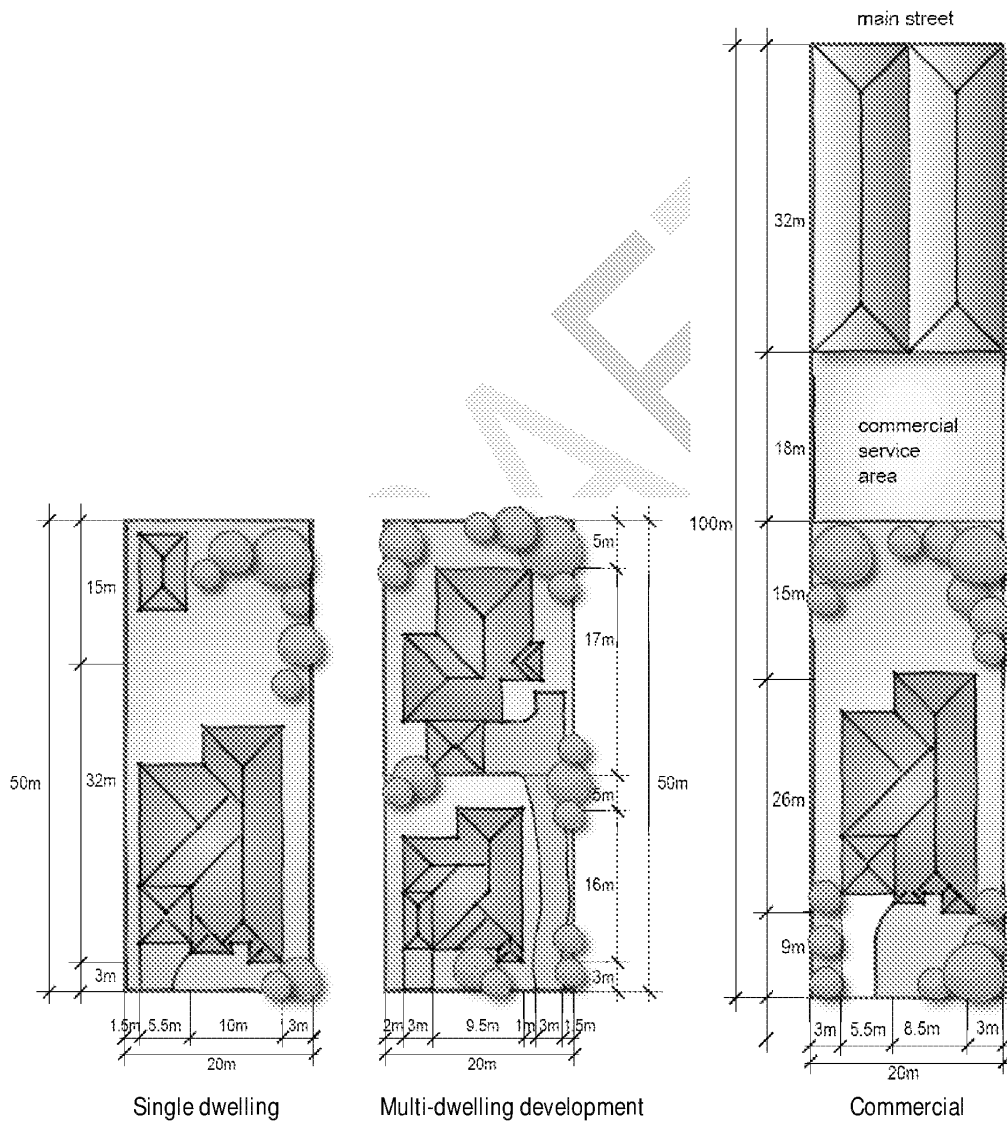
\*\* the discretionary control allows for smaller lot subdivision in circumstances where it is not possible to meet the requirement, or if appropriate justification can be provided to vary the requirement.



birregurra neighbourhood character study

Possible site layout diagrams

The diagrams on the following page are intended to demonstrate that it is possible to construct a new dwelling, multi-dwelling development or commercial building according to the minimum specifications of the design guidelines. This does not preclude development from exceeding the minimum requirements.

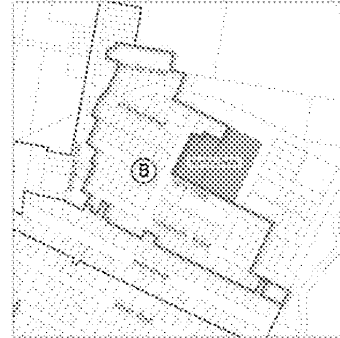




birregurra neighbourhood character study

### 4.3 preferred character area b

This area will gradually evolve into a mixed character, with a range of housing styles and moderately smaller lot sizes compared to other areas. Existing buildings are sited closer to property boundaries and have a higher site coverage, which has been reflected in the design guidelines below. A minimum 6m street setback (whilst also allowing for greater setbacks if Standard A3 requires so) will provide sufficient space for landscaping whilst also promoting increased housing density and space at the rear for suitably dimensions rear yards.



A minimum lot size of 700m<sup>2</sup> is sought for subdivision of land for the purpose of single dwellings. This allows for subdivision of land to the south of Scouller Street that could not be subdivided if a 1,000m<sup>2</sup> lot size was enforced. The 700m<sup>2</sup> minimum lot size also prevents subdivision of a 2,000m<sup>2</sup> property into more than 2 lots, without a concurrent multi-dwelling proposal.

A minimum lot size of 500m<sup>2</sup> is sought for multi-dwelling development as this could potentially allow up to 4 dwellings on a standard lot of approximately 2,000m<sup>2</sup>. However, the size of dwellings would need to be reduced to 1 or 2 bed units with single garages in order for this arrangement to succeed (refer to layout diagrams on following page). Narrow lots with double street frontages from north to south are prime opportunities for smaller lot multi-dwelling development. However, gun barrel driveways connected to both street frontages should be avoided by orientating the 'rear' dwelling to front the other street and have access to a separate driveway that terminates at its garage.

#### Objectives

- To encourage sensitively designed and site responsive medium density residential development within walking distance of Main Street i.e. 400 metres.
- To encourage the retention of trees where possible and the planting of new canopy trees and understorey vegetation to the front, side and rear of dwellings.
- To require the first floor of double storey dwellings to be recessed from the ground floor on all sides, or incorporated into the roofspace where possible.
- To promote a greater freedom in material use, whilst also encouraging the use of lightweight materials such as timber cladding.
- To encourage a more open streetscape presentation with mid-rise canopy trees interspersed with low-rise shrubs and ground cover.
- To discourage multi-dwelling development on corner allotments, many of which are not of suitable dimension to accommodate multiple dwellings whilst also providing appropriate setbacks and driveway areas.
- To discourage 'gun barrel' straight driveways and reduce driveway length to increase the permeable areas available for landscaping.



birregurra neighbourhood character study

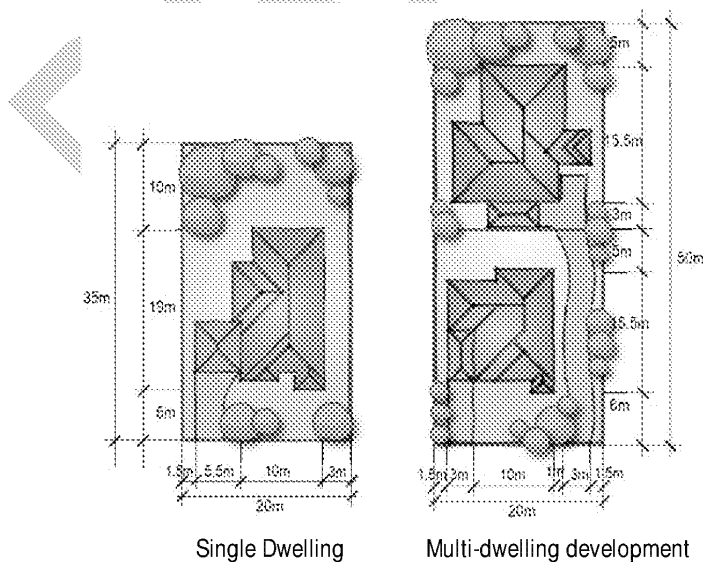
Design guidelines

|                              | Single dwellings, outbuildings etc.                            | Multi-dwelling development                   |
|------------------------------|--|--|
| Street setback               | Standard A3 or 6m, whichever is the greater.                   | Standard B6 or 6m, whichever is the greater. |
| Side setbacks                | 1.5m (garages to boundary permitted)                           | 1.5m (garages to boundary permitted)         |
| Rear boundary setback (min.) | 10m  | 5m (also to internal boundaries)             |
| Site coverage (max.)         | 40%  | 50%  |
| Permeability (min.)          | 40%  | 30%  |
| Building height (max.)       | 7.5m   | 7.5m   |
| Front fencing                | 1.2m visually permeable  | 1.2m visually permeable                      |
| Side/rear fencing            | Maximum 1.8m high with a tapered side fence towards the street | Maximum 1.8m high                            |
| Minimum lot size             | 700m <sup>2</sup>  | 500m <sup>2</sup> *                          |

\* this lot size is only applicable where a concurrent development application for multiple dwellings is being sought. This does not include common areas, such as driveways.

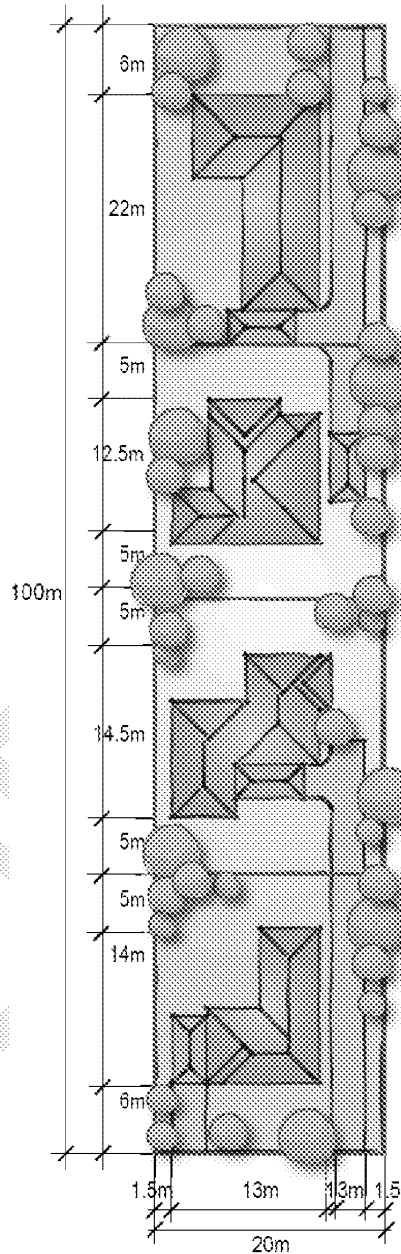
Possible site layout diagrams

The following diagrams are intended to demonstrate that it is possible to construct a new dwelling or multi-dwelling development according to the minimum specifications of the design guidelines. This does not preclude development from exceeding the minimum requirements.





birregurra neighbourhood character study



Multi-dwelling development

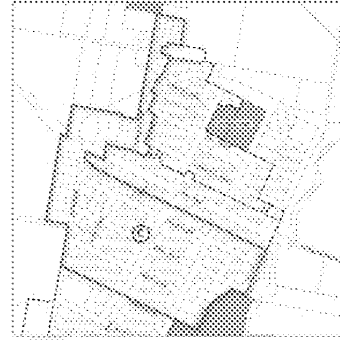




birregurra neighbourhood character study

#### 4.4 preferred character area c

This area will retain its more traditional township character through greater setbacks from property boundaries, lower site coverage and resulting increase in area for landscaping opportunities. The minimum lot size for a detached dwelling of 1,000m<sup>2</sup> will allow many of the 2,000m<sup>2</sup> lots to be subdivided in two, with a lot fronting each street. A minimum front setback of 9m provides the opportunity for planting of canopy trees, and due to the approximate lot depth of 50m, should provide sufficient space at the rear for a sizeable area of private open space and additional landscaping.



Multi-dwelling development is encouraged closer to the Main Street area, particularly on 'full length' lots that have a 100m depth between parallel streets. A minimum lot size of 600m<sup>2</sup> for multi-dwelling development will allow 3 dwellings per 2,000m<sup>2</sup> property, but does will not allow multi dwelling development on lots smaller an 1,000m<sup>2</sup>. Rather than provide a driveway that runs the length of the property connecting two streets, it is preferred that a longer driveway be located to the southern side (where possible) that provides access to 2 dwellings, whilst the remaining dwelling will front the other street and rely on its own driveway for access – refer to the relevant diagram on page 26 for an illustration of how this works.

The portion of the area that tracks the western township edge and follows Birregurra Road to the north requires greater consideration of the impact from new development, given the highly visible nature of the entries into town. The 9m front setback requirement and provision for landscaping within the front yard are critical elements that should minimise the visual bulk from dwellings. The modest scale and articulation of dwellings, with garages located behind the line of the front wall, are also important design techniques to limit the visual impact on the area.

#### Objectives

- To retain and conserve all significant and contributory heritage places.
- To ensure new development surrounding the church buildings respond to its context and incorporate design features that complement the heritage place.
- To facilitate some opportunity for infill development, whilst also acknowledging this will be an area of limited change.
- To encourage the retention of trees where possible and the planting of new canopy trees and understorey vegetation to the front, side and rear of dwellings.
- To encourage sensitively designed and site responsive medium density residential development within walking distance of Main Street i.e. 400 metres.
- To require the first floor of double storey dwellings to be recessed from the ground floor on all sides, or incorporated into the roofspace where possible.
- For multi-dwelling proposals, to promote single garages fronting the street, with a tandem car space if required, in order to reduce the amount of hard surfacing in the frontage to maximise landscaping opportunities.
- To encourage the use of robust but lightweight materials such as timber that will endure over time, whilst discouraging more urban materials such as cement render.

25



birregurra neighbourhood character study

- ◀ To encourage dwellings to be setback sufficient distance from all boundaries to provide the opportunity for native canopy trees.

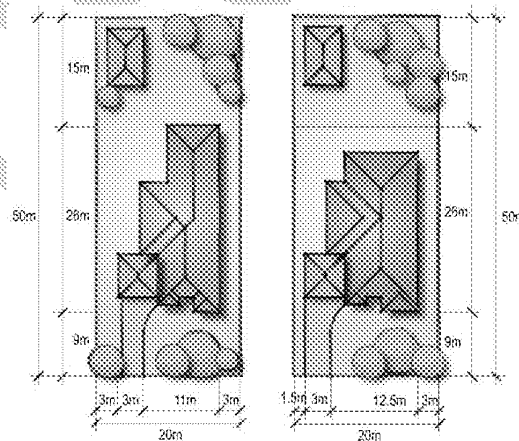
Design guidelines

|                        | Single dwellings, outbuildings etc                             | Multi-dwelling development                   |
|------------------------|--|--|
| Street setback         | Standard A3 or 9m, whichever is the greater                    | Standard B6 or 9m, whichever is the greater  |
| Side setbacks          | 3m (can be reduced to 1.5m to one side only)                   | 2m (can be reduced to 1.5m to one side only) |
| Rear boundary setback  | 15m  | 5m   |
| Site coverage (max.)   | 30%  | 40%  |
| Permeability (min.)    | 50%  | 40%  |
| Building height (max.) | 7.5m   | 7.5m   |
| Front fencing          | 1.2m visually permeable  | 1.2m visually permeable                      |
| Side/rear fencing      | Maximum 1.8m high with a tapered side fence towards the street | Maximum 1.8m high                            |
| Minimum lot size       | 1000m <sup>2</sup>   | 600m <sup>2</sup> *                          |

\* This lot size is only applicable where a concurrent development application for multiple dwellings is being sought.

Possible site layout diagrams

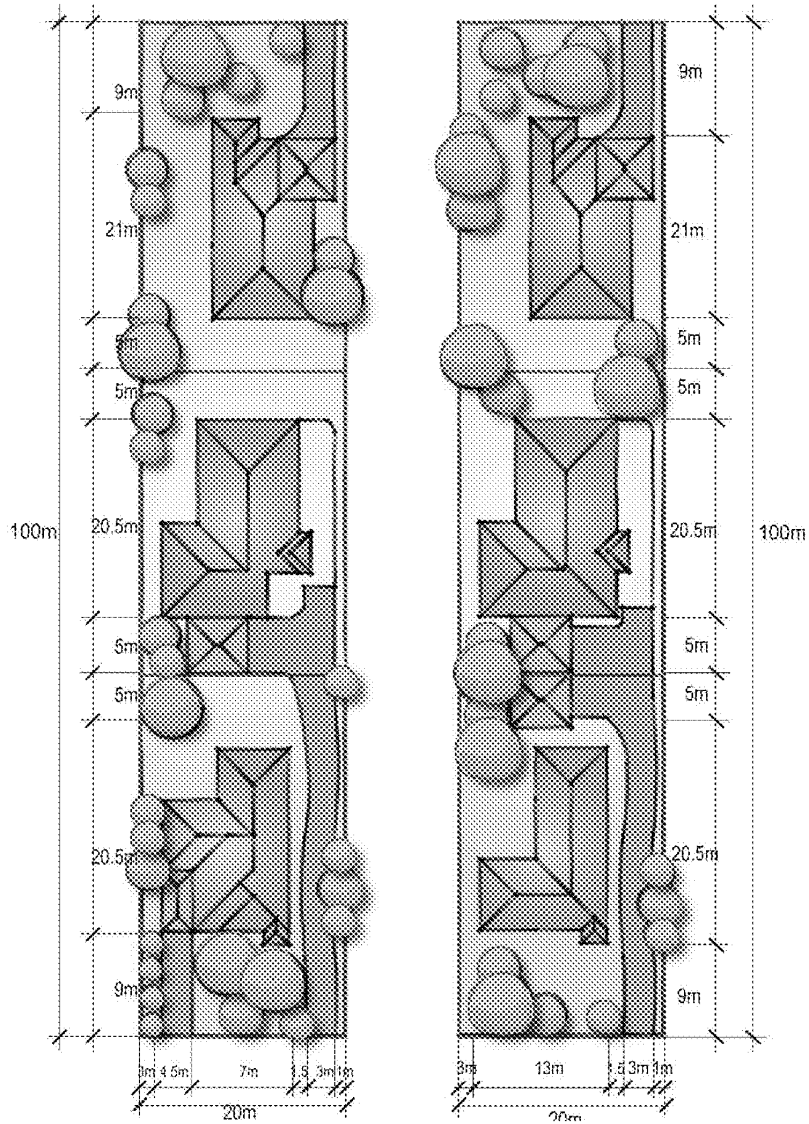
The following diagrams are intended to demonstrate that it is possible to construct a new dwelling or multi-dwelling development according to the minimum specifications of the design guidelines. This does not preclude development from exceeding the minimum requirements where desired.



Single Dwelling



birregurra neighbourhood character study



Multi-dwelling development



birregurra neighbourhood character study

#### 4.5 preferred character area d

This area will provide the transition from the semi-rural area south of Birregurra to the more traditional township area south of Main Street. Due to the greater distance from Main Street, undulating topography and potential for smaller lot subdivision that would impact the character of the area, any multi-dwelling development is explicitly discouraged. The infill opportunities will include redevelopment of existing properties and subdivision of larger allotments, with each new lot requiring a street frontage. A minimum 1,000m<sup>2</sup> lot size that allows for greater setbacks from property boundaries, lower site coverage and resulting increase in area for landscaping opportunities.



#### Objectives

- To encourage sensitively designed subdivisions that provide larger allotments of a minimum 1,000m<sup>2</sup>, each of which must front a street.
- To encourage the retention of trees where possible and the planting of new canopy trees and understorey vegetation to the front, side and rear of dwellings.
- To discourage multi-dwelling development proposals. Rather, the subdivision of land will allow for individually sited dwellings (i.e. detached dwellings) on an allotment with street frontage.
- To require dwellings to address site slope with stepped building forms.
- To require the first floor of double storey dwellings to be recessed from the ground floor on all sides, or incorporated into the roofspace where possible.
- To encourage the use of robust but lightweight materials such as timber that will endure over time, whilst discouraging more urban materials such as cement render.
- To encourage dwellings to be setback sufficient distance from all boundaries to provide the opportunity for native canopy trees.

#### Design guidelines

|                        | Single dwellings, outbuildings etc.  |
|------------------------|--|
| Street setback         | Standard A3 or 9m, whichever is the greater  |
| Side setbacks          | 3m   |
| Rear boundary setback  | 15m  |
| Site coverage (max.)   | 30%  |
| Permeability (min.)    | 50%  |
| Building height (max.) | 7.5m   |
| Front fencing          | Discourage front fencing.  |
| Side/rear fencing      | Maximum 1.8m high. Side fencing forward of the dwelling should be visually permeable |
| Minimum lot size       | 1,000m <sup>2</sup>  |

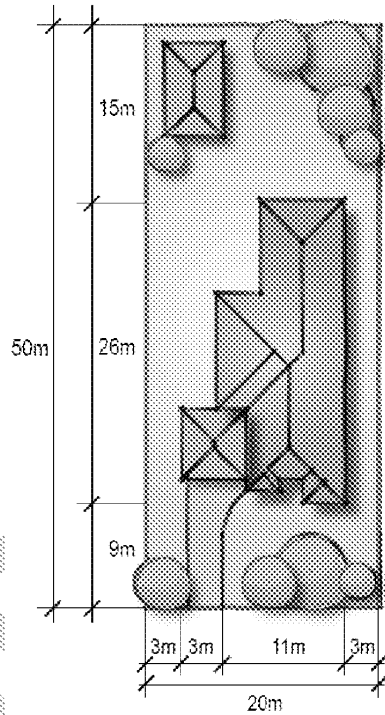
28



birregurra neighbourhood character study

Possible site layout diagram

The following diagram is intended to demonstrate that it is possible to construct a new dwelling according to the minimum specifications of the design guidelines. This does not preclude development from exceeding the minimum requirements where desired.



Single dwelling



birregurra neighbourhood character study

#### . preferred character area e

As this area is entirely within the Low Density Residential Zone (LDRZ) it is not possible to subdivide less than 4,000m<sup>2</sup> and only one dwelling can be constructed per lot. The area can only be developed otherwise if a planning scheme amendment is passed through Colac Otway Shire Council and approved by the Department of Planning and Community Development. Due to the distance from Main Street and other services such as the railway station and sporting fields, it is not an area that should be included within the Township Zone in the short term.



Hence, it is not proposed to apply any measurable controls over future development. However, it is still prudent to provide some guidance in the event that a proposed development requires a planning permit. The overall emphasis is to ensure new dwellings are modest in scale and height and are well setback from all property boundaries. Some effort should be made to provide landscape screening, such as wind row planting along the property boundaries.

#### . general requirements

The following guidelines apply across the whole township.

##### lot dimensions

Lot width should be no less than 20m to the street frontage unless the existing lot width is less than 20m, to ensure that side setback requirements can be met. Where a property has two frontages perpendicular to each other, the minimum lot width should be applied to the primary address or the east-west aligned street, if no primary address has been established.

##### landscaping

The role that landscaping plays in softening the impact of new development is of upmost importance, particularly to more sensitive character areas and where there is a strong tree canopy. Existing trees should be retained where possible and new trees planted to the front and rear of dwellings to establish a tree canopy. At least 2 native canopy trees should be planted per 500m<sup>2</sup> of development, which will reach a mature height in the order of at least 8m and a minimum crown of 3m (which varies depending on species etc.) unless otherwise agreed to by Council. Where space is available, side setbacks should also include landscaping to provide a consistent garden setting all the way through properties.

##### Double storey dwellings

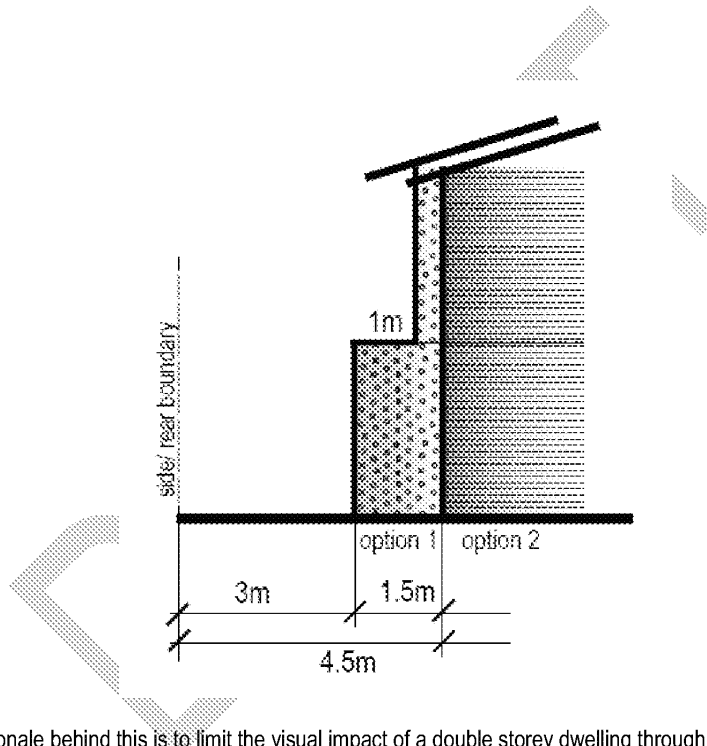
The only area of Birregurra in which double storey dwellings are specifically discouraged is within Character Area 'A' where the single storey character forms part of the heritage quality of Main Street that should be preserved. For the remainder of Birregurra double storey dwellings are not prohibited by the design guidelines but are actively discouraged due to the existing neighbourhood character that is strongly defined by single storey dwellings.



birregurra neighbourhood character study

However, should a double storey dwelling be proposed the following guidelines must be considered:

- It is strongly encouraged to provide a recessive first floor element with a smaller building footprint than the ground floor.
- Option 1: If the dwelling is setback up to 3m from the side/rear boundary the first floor must be recessed at least 1m from the ground floor wall.
- Option 2: If the first floor is recessed from the ground floor wall less than 1m (or a sheer double storey wall) then the setback of the dwelling from the side/rear boundary must be increased by 50% to a minimum setback of 4.5m from a side/rear boundary. (NB: a reduced boundary setback to a sheer two storey wall will not be supported).



The rationale behind this is to limit the visual impact of a double storey dwelling through articulation in the building form. Where this cannot be achieved an additional setback is required to provide scope for canopy trees that screen the dwelling, in particular shade trees that have an environmental benefit. The section diagram on the right provides an illustration of how the above guidelines might be considered.

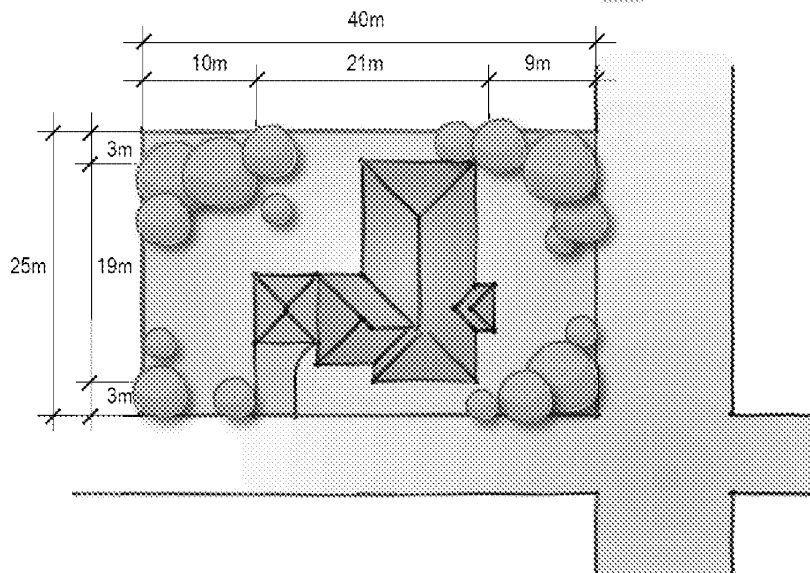
#### Corner sites

Development to corner sites may require a variation to some design guidelines due to the constraints posed by dual street frontage and lot width. Hence, the following principles and allowances apply for corner sites:



birregurra neighbourhood character study

- Garages (of no more than 6m width) are allowable encroachments on the setbacks specified in the design guidelines, provided they do not exceed a height of 3.5m and are recessed behind the main building line.
- Low fence heights to the street frontages, with allowance for a fence height of 1.8m only when secluded private open space is provided to the side street.
- If multiple driveways are proposed (when developing more than one dwelling) only 1 should be provided to each street frontage, where possible.
- The dwelling setback from the side street should consider the setback of the adjoining dwelling and provide a transition to the new buildings.
- New planting should be provided to both street boundaries, not just the principal frontage.



#### Fencing materials

The design guidelines specify a maximum height for fencing of 1.8m but do not mention what materials should be used. The following principles relate to the type of fence that should be considered in certain circumstances:

- Encourage permeable front fences, with timber picket or post and wire the preferred options, whilst also discouraging paling fences.
- A paling fence can be permitted to side street frontages in limited extents where privacy is required to secluded private open space.
- Masonry fencing should be limited to plinth and retaining walls of no more than 500mm height.





birregurra neighbourhood character study

## 5 greenfield subdivision

An important element of neighbourhood character for rural townships is the subdivision of land over time. One could argue that subdivision plays the most important role in the appearance of an area, as subdivision determines the street layout, lot size and pattern, which in turn influences the developable footprint. For Birregurra, this is demonstrated by the strong grid network of streets, with a consistent block width and length for much of the township. To date, the town has not been connected to a reticulated sewerage system, which means that properties have remained relatively large to accommodate on-site wastewater treatment systems.

The previous chapter dealt with smaller lot subdivision to 'brownfield' sites within the township boundary, by establishing minimum lot sizes to each 'Preferred Character Area'. This provides guidance for Council to assess vacant lot subdivision of larger sites within the township, or multi-dwelling development proposals that also subdivide the land. This compares with 'greenfield' subdivision, which is the subdivision of larger tracts of land formerly used for farming or non-residential purposes outside of the township.

The *Draft Birregurra Structure Plan* (which is currently on hold) identified the area to the north and south of Warncoort-Birregurra Road up to the Railway Station as an 'investigation area' for potential future expansion of the township boundary. The Draft Structure Plan, specifically the recommendation for township expansion, is due to be reviewed following the completion of the Neighbourhood Character Study. It is worth noting that currently greenfield subdivision is not possible, as the Farming Zone applies to all land outside of the township boundary and the land cannot be subdivided further. If any residential subdivision were to occur in the long term, the land owner(s) would need to go through a planning scheme amendment process to rezone the land to the Township Zone.

However, it is important to establish guidelines in the event that land is released outside the township boundary for future development. If there are no guidelines or controls, then a developer has greater scope to propose inappropriate subdivision that will permanently impact the character of the town.

### 5.1 guidelines for subdivision

The following guidelines provide an overall image of how greenfield subdivision should be considered, with further site specific analysis required at such time that a subdivision is proposed.

The general principle of greenfield subdivision in Birregurra should reflect the consistency in lot pattern and grid layout of the town, with generous spacing for landscaping. Council should undertake a working process with landowners to ensure that subdivision of multiple properties under different ownership can be carried out effectively.

- \* Site responsive design: The subdivision design response must derive from and respond to the site and context description, which must be provided with a subdivision permit application in accordance with Clause 56 of the Colac Otway Planning Scheme.
- \* Street layout: Continue the grid pattern from the existing township area with connecting east-west and north-south roads. Street blocks should be generally 100 metres x 200 metres to also reflect the grid layout of the existing township pattern.



birregurra neighbourhood character study

- Main roads – township entries: Where abutting a main road or township entry, respond to the predominant character elements of that road / entry. These include:
  - × The alignment and width of the existing road;
  - × The pattern of landscaping / median, nature strips etc within the road reserve; and
  - × The type of access to properties fronting the road.Dwellings should be setback at least 9m from the front property boundary where fronting a main road / township entry to provide the opportunity for generous landscaping of front yards.

There should be sufficient space for vegetation to be planted within the road reserve, between the property boundary and the carriageway. Where there are existing service roads, these should be continued to provide access to the new properties fronting a main road.
- Residential streets: The typical width of 16m for an access street in the *Infrastructure Design Manual* and Clause 56 does not provide sufficient space for swale drains and a wide grass verge to respect the existing character of Birregurra, where road reserves are presently 30m and have an open, semi-rural feel. Hence, residential streets not on a main road or township entry should have a total width of at least 24m (similar to a collector street). This will include a 7.5m wide carriageway with the remaining reserve providing for swale drains, grass verge and footpaths to both sides, if required.
- Lot size:
  - × For lots fronting a main road / township entry - must be at least 1,000m<sup>2</sup> to provide sufficient space to accommodate a dwelling with a front setback of at least 9m similar to Preferred Character Area 'C'.
  - × For other lots - a mix of lot sizes with a minimum lot size of 700m<sup>2</sup> and an average of 900m<sup>2</sup>. The minimum lot size of 700m<sup>2</sup> is representative of single dwelling development in Preferred Character Area 'B' of lots 35m in depth with 6m front setbacks.
- Lot dimensions: Minimum frontage width of 20m and depth of at least 35m.
- Setbacks and design guidelines:
  - × For lots fronting a main road / township entry - The design guidelines set out in Character Area 'C'. This allows for a minimum 9m front setback, 3m side setback (with 1.5m encroachment to one side only), maximum 30% site coverage and minimum 50% permeability.
  - × For other lots - The design guidelines set out in Character Area 'B'. This allows for a minimum 6m front setback, 1.5m side setback (garages permitted on side boundary), maximum 40% site coverage and minimum 40% permeability.
- Road surface: Sealed surface to new roads.
- Drainage: Encourage consistency in drainage treatments with priority given to water sensitive urban design treatments such as swale drains or rain gardens in the road reserve.
- Vegetation retention / planting: Retention of native trees greater than 12m in height or with a trunk circumference greater than 1.5 metres at a height of 1 metre above ground level. Planting of 1 new canopy tree per 200m<sup>2</sup> of site area.



birregurra neighbourhood character study

## 6 public realm character issues

The Department of Planning and Community Development Practice Note on 'Using the Neighbourhood Character Provisions in Planning Schemes' defines neighbourhood character as:

*"The combination of the public and private realms. Every property, public place or piece of infrastructure makes a contribution, whether great or small. It is the cumulative impact of all these contributions that establishes neighbourhood character."*

Hence, it is important to also provide guidance to decision makers on the various elements of the public realm that make a positive or negative contribution to neighbourhood character, and how they might evolve over time.

### Road treatments

- Maintain the informal nature of roads, with unsealed road surfaces and wide open grass verges. There should be a consistency in road surfacing along streets.

### Drainage

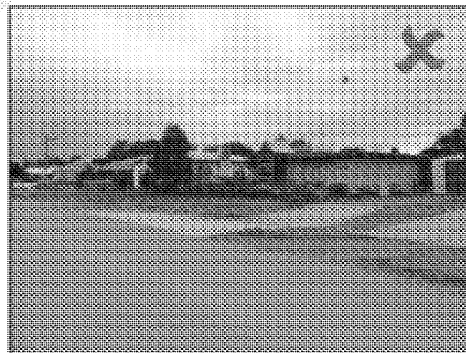
- Provide a consistency in drainage treatments along streets with a preference for swale drains on neighbourhood character grounds.

### Crossovers

- Allow sealed vehicle driveways to the edge of the property line and/or the edge of the kerb. Where swale drains are present the driveways should be crushed rock.
- Gravel or crushed rock of a similar colour as the road surface should be used where a crossover extends into the road carriageway past a kerb and channel treatment as per the example below.



Example of sealed driveway to kerb edge



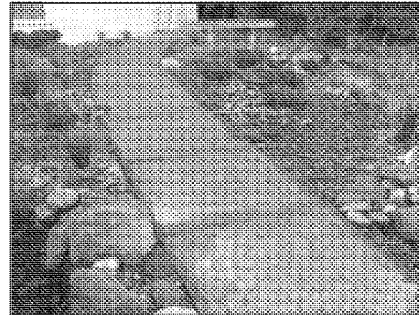
Example of sealed surface to road carriageway



birregurra neighbourhood character study

#### Footpaths and trails

- For new footpaths, encourage the use of exposed aggregate as a material that best reflects the rural character of the town. The use of concrete surfaces is discouraged.
- Investigate the possibility of trails along the various waterways that traverse the township. The preferred material is lilydale topping or other crushed rock.



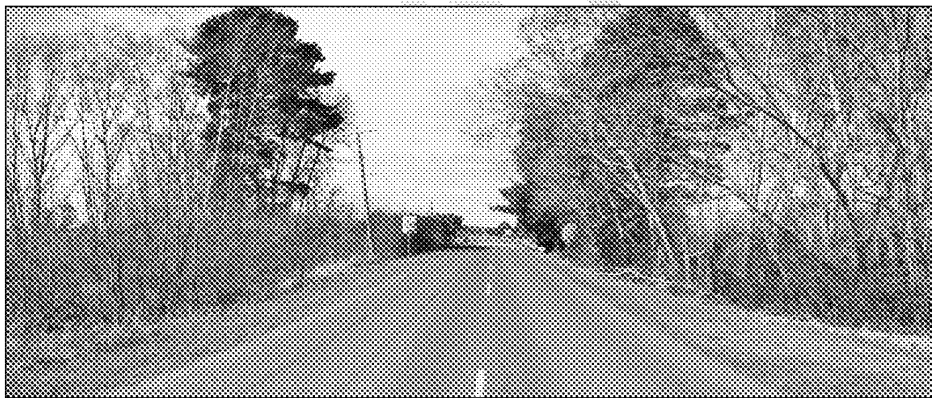
Example of exposed aggregate path

#### Street trees

- Identify gaps in the existing street tree planting, such as Hopkins Street, Molesworth Street and Barry Street.
- Provide symmetrical street tree planting to the grassed road verges with a combination of exotic and native canopy trees.

#### Town entries

- Clean up the clustering of exotic and weed species along the Barwon River at the eastern township entry and investigate the possibility of new plantings.



Clustering of trees along the Barwon River at the eastern town entry

#### Recreational / sporting facilities

- Ensure that new buildings and structures within the recreational areas and sporting facilities are sensitively designed to respect the character of the area.
- Lightweight materials such as timber and iron cladding should be incorporated into the design of new buildings in these areas.



birregurra neighbourhood character study

## 7 planning scheme implementation

The design guidelines and objectives outlined in this report have no statutory weight unless they are implemented into the Colac Otway Planning Scheme. The overall aim of the Neighbourhood Character Study is to provide greater control and guidance over development, which can only be influenced if a planning permit is specifically required.

### 7.1 potential mechanisms

#### Planning policy

The Municipal Strategic Statement forms Colac Otway Shire Council's main strategic planning policy tool, which operates by establishing the strategic justification and policy context for all other statutory controls within the planning scheme.

Any proposed modifications to the MSS that are recommended through this study should make strong and detailed reference to the importance of neighbourhood character. This will ensure that the MSS contains a correct and accurate policy basis as the overarching context for all other relevant planning provisions.

The introduction of a local planning policy is the next best means to provide appropriate strategic direction within the planning scheme aside from modifications to the MSS. To introduce a local planning policy within the local planning policy framework (LPPF) it is necessary to undertake a planning scheme amendment. Likewise a similar amendment process would need to be followed if future modifications to the policy were proposed.

The advantage of a local planning policy is that it enables policy guidance to be incorporated into the Planning Scheme. A local policy could operate by providing general matters for consideration in circumstances where a planning permit application is required, or it could be tailored to provide much more specific guidance with respect to the Preferred Character Areas.

#### Incorporated document / reference document

An incorporated document might be involved if either part, or potentially the entire Neighbourhood Character Study, was incorporated into the planning scheme through a planning scheme amendment process. Through this process once the incorporated document is gazetted into the planning scheme it would be given statutory weight and afford a greater degree of policy control.

Whilst this process has clear advantages there remains an issue where if any changes are proposed in future, they could not be officially incorporated without a further planning scheme amendment being pursued. It is highlighted that due to general format of this report it would not be appropriate to include the whole study as an incorporated document.

Reference documents provide background information to assist in understanding the context within which a particular policy or provision has been framed. However, they only a limited role in decision-making as they are not part of the planning scheme and they do not have the status of incorporated documents or carry the same weight.

37



birregurra neighbourhood character study

## Overlays

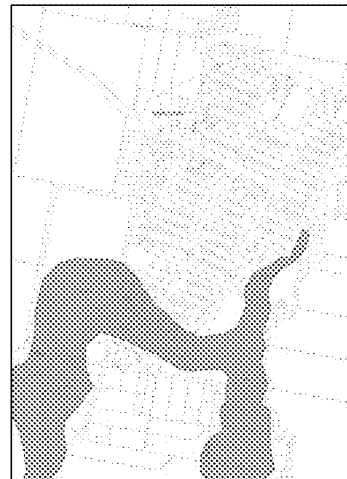
The Neighbourhood Character Overlay (NCO) is an overlay mechanism covering neighbourhood character considerations and related specifically to ResCode provisions. Most specifically the NCO requires all development to be subject to planning approval, extending to both single dwellings and multi-dwelling developments. There is also opportunity through the NCO to modify the provisions of ResCode, to include demolition and tree removal controls (although limited to trees over 5.0 metres in height).

The NCO does not provide the ability to provide exemptions to selected types of development (other than for swimming pools and outbuildings), resulting in the majority of development within an area covered by an NCO requiring planning approval. This would place a significant burden on landowners to obtain approvals for all work. This could have implications for the Responsible Authority in its ability to handle an increased workload. It is also noted that the NCO does not include provision to control front fencing, which often has certain implications regarding neighbourhood character.

A Design and Development Overlay (DDO) is an overlay mechanism that can be utilised to trigger the requirement for a planning permit for all development, or it can be written in such a way to provide certain exemptions or discretionary controls. Whilst a DDO can implement detailed development guidelines within its selected area and can control aspects such as height, setbacks, site coverage, fences etc. it cannot control the demolition of buildings. Furthermore, a DDO needs careful consideration of the exact area it is being applied to.

The Vegetation Protection Overlay (VPO) is an overlay mechanism which would trigger the requirement for a planning permit for vegetation removal, and can be written in such a way to apply to all trees, or to exotic or native species, or to trees of a certain size / trunk diameter etc. A main benefit is that the VPO does not include buildings and works or subdivision requirements. The central issue to the use of a VPO is that it must demonstrate the vegetation sought to be protected is of significance to the character of the area. There are certain locations within Birregurra which have a defined landscape character, where the significance and contribution to neighbourhood character could justify the formal implementation of a VPO.

Currently, the existing Erosion Management Overlay (EMO1) that applies to the southern portion of Birregurra provides inadvertent control over vegetation removal due to landslip issues. Hence, there is a greater abundance of native canopy trees to the southern hilly section of town. However, the extent of the EMO1 was reduced by Amendment C54 on 23 February 2012<sup>1</sup>. The new area affected by the EMO1 is shown in the diagram on this page (reference: Map No. 13EMO). This may signify a greater need for a VPO to the southern area of town in order to protect the significant native tree canopy that dominates the character of the area, in addition to other areas of the town which also have a native tree canopy of some description.



<sup>1</sup> Following completion of the *Birregurra Neighbourhood Character Study Issues Paper*



birregurra neighbourhood character study

## 7.2 recommendations

With respect to the various tools within the Victorian Planning Provisions (VPP's) that can be used to introduce the findings of the Birregurra Neighbourhood Character Study into the Colac Otway Shire Planning Scheme, the following is recommended:

- Modifications to the Municipal Strategic Statement (principally Clause 21.03-4) to refer to the proposed Design and Development Overlay (DDO);
- The introduction of a DDO control for land within the existing township boundary, excluding the Low Density Residential Zone and recreational zoning;
- The introduction of a Vegetation Protection Overlay (VPO) to the extent of land covered by Preferred Character Areas 'C' and 'D', which has been identified as making a significant contribution to the native tree canopy in Birregurra; and
- The introduction of the Birregurra Neighbourhood Character Study into the planning scheme as a reference document.

The implications of the above recommendations are discussed in detail below. However in order to introduce the above recommendations it will be necessary to undertake a planning scheme amendment process. Once recommended changes are gazetted into the planning scheme, they will have statutory weight and afford a greater degree of planning control for Colac Otway Shire Council.

### 7.2.1 modifications to the municipal strategic statement

The existing MSS contains Clause 21.03-4 that deals with settlement in Birregurra. The policy provides an overview of the township, outlining what makes it attractive, then contains a series of objectives and corresponding strategies to provide guidance as the town develops over time.

This policy should be updated to contain an additional 'strategy' that refers to the application of a Design and Development Overlay to administer design guidelines on new development in order to respect neighbourhood character. A reference to this should also be included in Clause 21.06 of the Colac Otway Shire Planning Scheme.

### 7.2.2 introduction of a design and development overlay

The role of the Design and Development Overlay (DDO) will be to trigger planning approval for selected matters, where development does not comply with the design guidelines. The design guidelines for each Preferred Character Area are therefore not mandatory controls. Rather, they are all discretionary controls that act as a permit trigger that allows Council to consider each application on its merits.

To provide an example of how the DDO will function, if a new dwelling within Preferred Character Area 'C' is closer than 9m to the front boundary and has site coverage of greater than 30% a planning permit would be triggered as the design guideline requirements have not been met. It only takes one non-compliance with a design guideline for a planning permit to be triggered. This by default encourages the future development of detached dwellings (including fencing and outbuildings), to achieve compliance so as to avoid the planning permit process.



birregurra neighbourhood character study

However, this does not necessarily mean that a proposed development that does not comply with the guidelines cannot be granted a planning permit. It simply triggers a planning permit requirement, which gives Council the opportunity to assess each application on its merits. This is to ensure that the broader content of the design guidelines are specifically referenced within the planning scheme, so as to ensure they are given appropriate statutory weight in planning decisions. If a proposed development fully complies with the design guidelines for its relevant Preferred Character Area, then the DDO is not applied and a planning permit is only required if triggered by other planning controls.

As any proposed amendment to the content of the local planning policy framework must be correctly formatted in line with established Victorian Planning Provisions style, it would not be possible to directly incorporate the design guidelines of this report into the planning scheme without losing their format. Therefore it is proposed to utilise a DDO to 'mirror' the content of the design guidelines, whilst ensuring their user friendly format is not lost.

### 7.2.3 introduction of a vegetation protection overlay

The VPP Practice Note PN07 states that *"If the principal objective is to identify and protect vegetation for its aesthetic value or its contribution to the character of an area, this may be achieved as part of an urban character study"*. As part of this study, it has been recognised that vegetation makes an important contribution to the character of Birregurra. In particular, the hilly southern half of town contains an abundance of significant native canopy trees on private property. Elsewhere there are more sporadic instances of native canopy trees, in particular to the area generally south of Main Street and in some isolated circumstances north of Main Street.

Hence, it is recommended to apply a Vegetation Protection Overlay (VPO) to the extent of land covered by Preferred Character Areas 'C' and 'D' which are generally south of Main Street. This will also include land to the western side of Roadknight Street within the township boundary. These areas have been specifically recognised as having a strong landscape presence that contributes to the character of the area more so than the areas to the north of Main Street and east of Roadknight Street.

A permit will be required to remove, destroy or lop any native vegetation. This does not apply to:

- To the removal, destruction or lopping of native vegetation which is less than 5m high and has a single trunk circumference of less than 0.5m at a height of 1m above ground level;
- To the pruning of vegetation to remove any branch which overhangs an existing dwelling or is within 2m of an existing dwelling;
- To the pruning of vegetation to maintain or improve its health or appearance; and
- To the pruning, or removal of vegetation to prevent damage to works when damage to a pipeline, electricity or telephone transmission line, cable or other service has occurred or is likely to occur.

### 7.2.4 introduction of the study as a reference document

A reference document is one that is referred to within the planning scheme, however any guidelines or polices contained within a reference document would not be formally incorporated. From this perspective a reference document has a reduced level of statutory weight and is often considered to constitute background information.

40





*birregurra neighbourhood character study*

This however is deemed appropriate in this instance as the general content of the Birregurra Neighbourhood Character Study is useful as relevant background to the design guidelines which are to be implemented into the planning scheme through the use of a DDO control. Accordingly the Birregurra Neighbourhood Character Study would become a reference document within Clause 21.07 of the Colac Otway Shire Planning Scheme.

DRAFT



appendix 1  
fieldwork data collection sheet

birregurra neighbourhood character study | data sheet

initial precinct: \_\_\_\_\_

street name: \_\_\_\_\_ (between \_\_\_\_\_ + \_\_\_\_\_ )

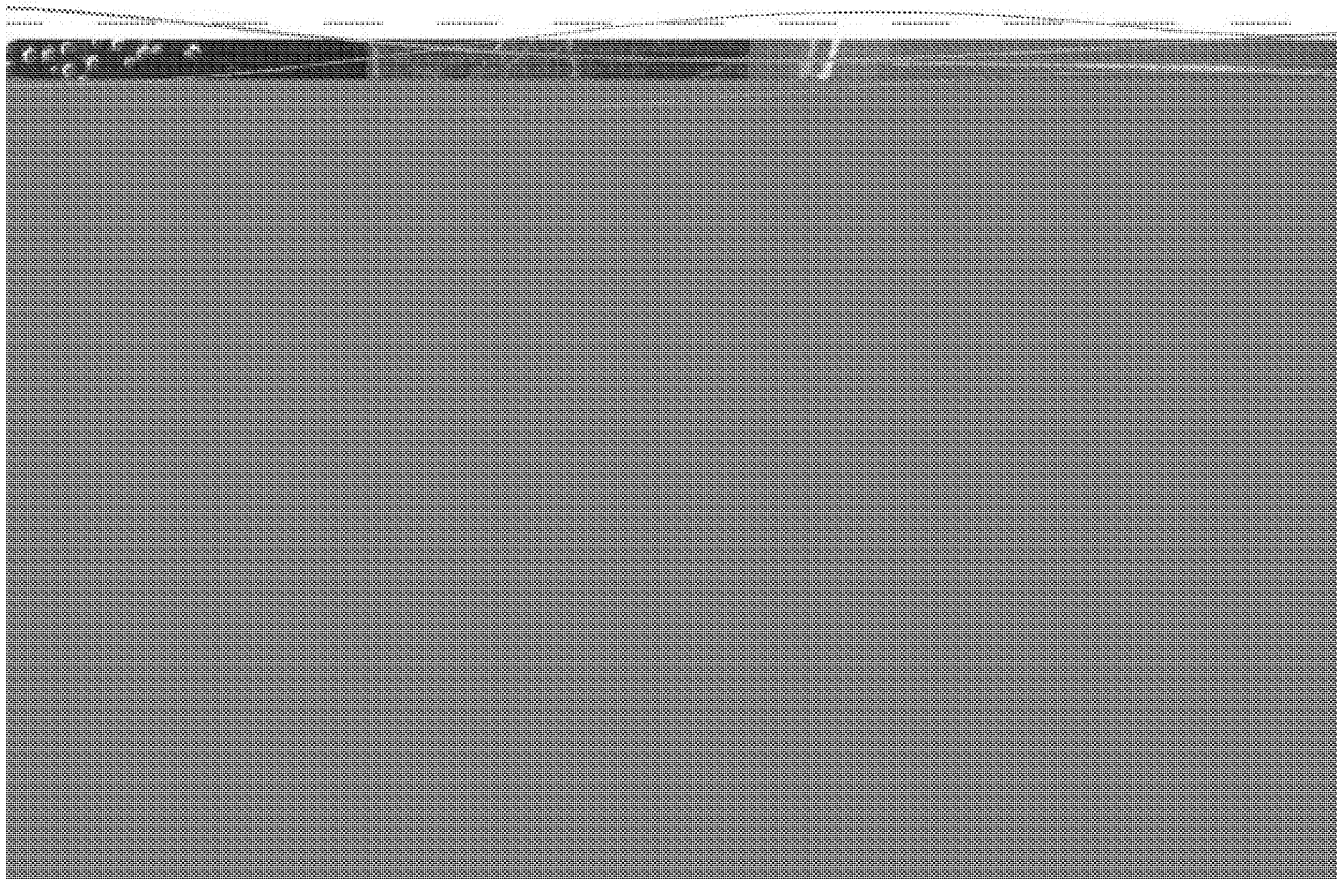
| roads                            |   | comments                 |                          |          | consistency  |
|----------------------------------|---|--------------------------|--------------------------|----------|--|
| road condition                   | <input type="checkbox"/> swale<br><input type="checkbox"/> informal<br><input type="checkbox"/> kerb & channel  |                          |                          |          | <input type="checkbox"/> consistent<br><input type="checkbox"/> inconsistent |
| street configuration             | <input type="checkbox"/> grid<br><input type="checkbox"/> curvilinear<br><input type="checkbox"/> cul de sac  |                          |                          |          | <input type="checkbox"/> consistent<br><input type="checkbox"/> inconsistent |
| road reserve                     | <input type="checkbox"/> nature strip<br><input type="checkbox"/> footpath - one side<br><input type="checkbox"/> footpath - both sides<br><input type="checkbox"/> special design features - median, etc.                  |                          |                          |          | <input type="checkbox"/> consistent<br><input type="checkbox"/> inconsistent |
| nature & environment             |   | comments                 |                          |          | consistency  |
| trees                            | <input type="checkbox"/> prevalence<br><input type="checkbox"/> absence   |                          |                          |          | <input type="checkbox"/> consistent<br><input type="checkbox"/> inconsistent |
| topography                       | <input type="checkbox"/> flat<br><input type="checkbox"/> gently sloping<br><input type="checkbox"/> sloped   |                          |                          |          | <input type="checkbox"/> consistent<br><input type="checkbox"/> inconsistent |
| private                          |   | comments                 |                          |          | consistency  |
| trees                            | <input type="checkbox"/> prevalence<br><input type="checkbox"/> absence   |                          |                          |          | <input type="checkbox"/> consistent<br><input type="checkbox"/> inconsistent |
| shrubs                           | <input type="checkbox"/> prevalence<br><input type="checkbox"/> absence   |                          |                          |          | <input type="checkbox"/> consistent<br><input type="checkbox"/> inconsistent |
| building alignment               | <input type="checkbox"/> regular<br><input type="checkbox"/> angled   |                          |                          |          | <input type="checkbox"/> consistent<br><input type="checkbox"/> inconsistent |
| fencing                          | description   | front                    | side                     | comments | consistency  |
|                                  | no fence  | <input type="checkbox"/> | <input type="checkbox"/> |          | <input type="checkbox"/> consistent<br><input type="checkbox"/> inconsistent |
|                                  | low (<1m)   | <input type="checkbox"/> | <input type="checkbox"/> |          |  |
|                                  | medium (1-1.5m)   | <input type="checkbox"/> | <input type="checkbox"/> |          |  |
|                                  | high (>1.5m)  | <input type="checkbox"/> | <input type="checkbox"/> |          |  |
|                                  | permeable   | <input type="checkbox"/> | <input type="checkbox"/> |          |  |
|                                  | solid   | <input type="checkbox"/> | <input type="checkbox"/> |          |  |
|                                  | post & wire   | <input type="checkbox"/> | <input type="checkbox"/> |          |  |
| picket                           | <input type="checkbox"/>  | <input type="checkbox"/> |                          |          |  |
| timber paling                    | <input type="checkbox"/>  | <input type="checkbox"/> |                          |          |  |
| colourbond                       | <input type="checkbox"/>  | <input type="checkbox"/> |                          |          |  |
| other                            | <input type="checkbox"/>  | <input type="checkbox"/> |                          |          |  |
| buildings                        |   | comments                 |                          |          | consistency  |
| building materials (predominant) | <input type="checkbox"/> weatherboard<br><input type="checkbox"/> brick<br><input type="checkbox"/> masonry / render<br><input type="checkbox"/> mixed<br><input type="checkbox"/> other                                    |                          |                          |          | <input type="checkbox"/> consistent<br><input type="checkbox"/> inconsistent |
| building age (era)               | <input type="checkbox"/> pre 1900<br><input type="checkbox"/> 1900-1919<br><input type="checkbox"/> 1920-1939<br><input type="checkbox"/> 1940-1959<br><input type="checkbox"/> 1960-1979<br><input type="checkbox"/> 1980+ |                          |                          |          | <input type="checkbox"/> consistent<br><input type="checkbox"/> inconsistent |
| building height                  | <input type="checkbox"/> single storey<br><input type="checkbox"/> two storeys  |                          |                          |          | <input type="checkbox"/> consistent<br><input type="checkbox"/> inconsistent |
| avg. front setback               | _____ m   |                          |                          |          | <input type="checkbox"/> consistent<br><input type="checkbox"/> inconsistent |
| side setbacks                    | <input type="checkbox"/> yes<br><input type="checkbox"/> no   |                          |                          |          | <input type="checkbox"/> consistent<br><input type="checkbox"/> inconsistent |
| roof style                       | <input type="checkbox"/> pitched<br><input type="checkbox"/> hipped<br><input type="checkbox"/> flat<br><input type="checkbox"/> skillion   |                          |                          |          | <input type="checkbox"/> consistent<br><input type="checkbox"/> inconsistent |
| roof materials                   | <input type="checkbox"/> tiles<br><input type="checkbox"/> colourbond   |                          |                          |          | <input type="checkbox"/> consistent<br><input type="checkbox"/> inconsistent |



Colac Otway Shire

Marketing Colac Strategy 2011-2014

DRAFT





Colac Otway Shire  
Colac Marketing Strategy 2011-2014  
DRAFT

Table of Contents

1. Acknowledgements..... 4

2. Executive Summary ..... 4

3. About the Project ..... 6

    3.1 About Colac Otway Shire Council..... 6

    3.2 Background ..... 6

    3.3 Project Brief ..... 7

    3.4 Project Aims and Objectives ..... 7

    3.5 Methodology ..... 7

    3.6 Community Engagement ..... 8

    3.7 Limitations ..... 9

    3.8 Implementation Timeframes..... 9

4. Research Findings..... 9

    4.1 Primary research ..... 9

        4.1.1 Personal Interviews ..... 9

        4.1.2 Focus groups ..... 11

            4.1.2.1 COS Management Team Focus Group ..... 11

            4.1.2.2 OBI Focus Group ..... 12

        4.1.3 Online survey..... 13

    4.2 Secondary research ..... 14

        4.2.1 Literature review ..... 14

        4.2.2 Statistical data ..... 14

        4.2.3 Provincial Victoria Campaign ..... 16

        4.2.4 British Columbia, Canada- The Cariboo-Chilcotin Region..... 17

        4.2.5 Towards Open Cities - British Council Report..... 18

5. Colac Marketing Strategy 2011-2014..... 19

    5.1 Strategy Vision ..... 19

    5.2 Strategy Key Performance Indicators ..... 19

    5.3 Target audience ..... 20

    5.4 Visual identity ..... 22

        5.4.1 Brand Pyramid..... 22

        5.4.2 Tagline ..... 23

        5.4.3 Visual brand..... 23

    5.5 Marketing elements..... 23

    5.6 Campaign Budget..... 24

    5.7 Segment strategy ..... 24

        5.7.1 Segment plans ..... 25

            5.7.1.1 Segment: Potential new residents - Singles..... 25

            5.7.1.2 Segment: Potential new residents - Families ..... 30

            5.7.1.3 Segment: Current residents and community groups ..... 35

            5.7.1.4 Segment: Businesses ..... 38

            5.7.1.5 Segment: State Government and regional organisations ..... 41

            5.7.1.6 Segment: Visitors ..... 42

            5.7.1.7 Segment: News media..... 43



Colac Otway Shire  
Colac Marketing Strategy 2011-2014  
DRAFT

5.7.1.8 Segment: Councillors..... 44

6. Conclusion ..... 45

7. Appendices ..... 47

Appendix 1 - Community Engagement Plan ..... 48

Appendix 2 - Summary of Key Interviews ..... 56

Appendix 3 - Focus Groups ..... 65

Appendix 4 - Online survey of General Colac Community ..... 73

Appendix 5 - Literature Review ..... 77

Appendix 6 - Provincial Victoria survey ..... 88

Appendix 7 - British Canada 7 towns initiatives ..... 90

Appendix 8 - AIDA Model ..... 93

Appendix 9 - The Roy Morgan Value Segments for Colac Marketing Strategy ..... 94

Appendix 10 - Website recommendations ..... 96

Appendix 11 - Outdoor signage recommendations ..... 98



Colac Otway Shire  
Colac Marketing Strategy 2011-2014  
DRAFT

## 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)



Colac Otway Shire  
Colac Marketing Strategy 2011-2014  
DRAFT

- 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 palette 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, "XXXX" 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.





Colac Otway Shire  
Colac Marketing Strategy 2011-2014  
DRAFT

### 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.



Colac Otway Shire  
Colac Marketing Strategy 2011-2014  
DRAFT

### 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.



Colac Otway Shire  
Colac Marketing Strategy 2011-2014  
DRAFT

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.



Colac Otway Shire  
Colac Marketing Strategy 2011-2014  
DRAFT

### 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.



Colac Otway Shire  
Colac Marketing Strategy 2011-2014  
DRAFT

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"> <li>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.</li> <li>No conflicts of interest were apparent, nor did there appear to be any danger of unnecessarily duplicating efforts or creating disparate messages.</li> <li>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.</li> <li>Otways Tourism indicated a visual identity for Colac would assist in their efforts to market the area.</li> </ul> |
| Strengths of the Colac More Than You Imagine campaign             | <ul style="list-style-type: none"> <li>Strong support by the business community</li> <li>Visual brand considered vibrant, representative of key local industry and well adopted</li> <li>Integrated campaign with many facets, from newspaper advertisements and shop front signage to flags in the main street.</li> </ul>   |
| Weaknesses of the Colac More Than You Imagine campaign            | <ul style="list-style-type: none"> <li>Lack of on-going funding</li> <li>Retail focus</li> <li>Unsure of objectives and therefore uncertain if it achieved the required results.</li> </ul>   |
| Colac liveability factor strengths                                | <ul style="list-style-type: none"> <li>Strong sense of community spirit and pride</li> <li>Housing affordability</li> <li>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.</li> <li>Central position – springboard to Melbourne city or the coast</li> <li>Iconic tourist attractions and villages such as Birregurra</li> <li>Safe environment to raise children, low crime rate</li> <li>Good quality primary educational options</li> <li>Short commute times – everything is only 5 mins away</li> </ul>  |



Colac Otway Shire  
Colac Marketing Strategy 2011-2014  
DRAFT

| Topic   | Findings  |
|---|---|
|   | <ul style="list-style-type: none"> <li>Active sporting community</li> <li>COPACC entertainment facility</li> </ul>  |
| Why people relocate TO Colac                      | <ul style="list-style-type: none"> <li>Escape the city rat race / seeking rural lifestyle</li> <li>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</li> <li>Safe environment to raise children</li> <li>Returning home</li> </ul> |
| Why people relocate FROM Colac:                   | <ul style="list-style-type: none"> <li>Lack of tertiary educational facilities</li> <li>Career options, for professionals</li> </ul>  |
| Vision for a new Colac Brand:                     | <ul style="list-style-type: none"> <li>We need to have a more sophisticated image</li> <li>Highlight our natural assets</li> </ul>  |
| Participating in the new Colac marketing campaign | <ul style="list-style-type: none"> <li>Most local business operators interviewed would be willing to be involved in the implementation of a campaign</li> </ul>   |

#### 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"> <li>Strong support by the business and community</li> <li>Visual brand considered vibrant, representative of key local industry and was memorable</li> <li>Included mass media channels such as TV and radio</li> </ul> |
| Weaknesses of the Colac More Than You Imagine campaign | <ul style="list-style-type: none"> <li>Lack of on-going funding</li> <li>Strong launch then activity not sustained</li> <li>Narrow focus, retail only</li> <li>Objectives of campaign not broadly known and no campaign evaluation conducted</li> </ul>    |
| Colac liveability factor strengths                     | <ul style="list-style-type: none"> <li>Natural environment</li> <li>Sporting facilities</li> <li>Good preschool and primary school educational options</li> <li>Proximity to other major centres, tourist</li> </ul>                                       |



Colac Otway Shire  
Colac Marketing Strategy 2011-2014  
DRAFT

| Topic                          | Findings  |
|--------------------------------|---|
|                                | <ul style="list-style-type: none"> <li>attractions</li> <li>• Safety</li> </ul>   |
| Why people relocate TO Colac   | <ul style="list-style-type: none"> <li>• Connections to family</li> <li>• Proximity to coast, regional features, local facilities (no traffic), close to city but country</li> <li>• Rural lifestyle, sea &amp; tree change</li> <li>• Housing affordability</li> </ul>   |
| Why people relocate FROM Colac | <ul style="list-style-type: none"> <li>• Lack of secondary and tertiary educational facilities</li> <li>• Career options, for professionals</li> <li>• Lack of understanding of what's in their own backyard – perceived it may be better elsewhere</li> <li>• Lure of big city benefits</li> <li>• Follow children to Melbourne</li> <li>• Poor image</li> <li>• Travel/rail connections not conducive to commuting</li> </ul> |
| Vision for a new Colac Brand   | <ul style="list-style-type: none"> <li>• Major industry type</li> <li>• Natural beauty – plains, Otway's, coast, lakes, Memorial square, clean water</li> <li>• Many respondents asked that an image of the lake not be used, as it already features in many other logos</li> <li>• Recreation activities</li> <li>• Vibrant, exciting, positive</li> <li>• Boutique feel</li> </ul>  |

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"> <li>• Business community worked together</li> <li>• Visual brand representative of key local industry Included mass media channels such as TV and radio</li> </ul>   |
| Weaknesses of the Colac More Than You Imagine campaign | <ul style="list-style-type: none"> <li>• Lack of on-going funding, funding ceased in year 2 of 3 year campaign</li> <li>• Narrow focus, retail only and Colac centric</li> </ul>  |
| Colac liveability factor strengths                     | <ul style="list-style-type: none"> <li>• Away for rat race – traffic noise etc</li> <li>• Affordability – cheaper housing</li> <li>• Safety – good environment to raise kids</li> <li>• Sense of community – know your neighbours, vibrancy of the town,</li> <li>• Natural environment – fresh air</li> <li>• Good prospects for small business ownership</li> </ul> |
| Why people relocate TO Colac                           | <ul style="list-style-type: none"> <li>• Escape the city rat race / seeking rural lifestyle/tree change/seeking wide open spaces/quality of life</li> <li>• Housing affordability</li> </ul>  |



Colac Otway Shire  
Colac Marketing Strategy 2011-2014  
DRAFT

| Topic   | Findings  |
|---|---|
|   | <ul style="list-style-type: none"> <li>• Safe environment to raise children</li> <li>• Sense of community</li> <li>• Connections to family</li> </ul>   |
| Why people relocate FROM Colac                    | <ul style="list-style-type: none"> <li>• Lack of secondary and tertiary educational facilities</li> <li>• Career options, for professionals</li> <li>• Lack of understanding of what's in their own backyard – perceived it may be better elsewhere</li> <li>• Lure of big city benefits</li> <li>• Sick of gossip</li> </ul> |
| Vision for a new Colac Brand                      | <ul style="list-style-type: none"> <li>• Include people</li> <li>• Showcase the towns vibrancy, our mix of contemporary and heritage</li> <li>• A great place to live, work &amp; play</li> <li>• Come to Colac ...</li> </ul>  |
| Participating in the new Colac marketing campaign | <ul style="list-style-type: none"> <li>• 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</li> </ul>  |

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.





Colac Otway Shire  
Colac Marketing Strategy 2011-2014  
DRAFT

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.

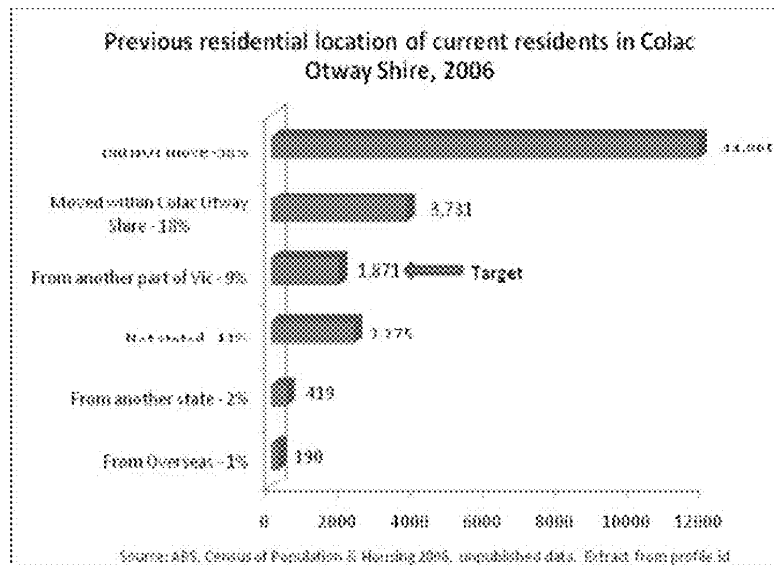
### 4.2.2 Statistical data

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.



Colac Otway Shire  
Colac Marketing Strategy 2011-2014  
DRAFT



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.

|                     | 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%  |

<sup>1</sup>Source: 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.



Colac Otway Shire  
Colac Marketing Strategy 2011-2014  
DRAFT

| Top 15 Local Government Area Ranked By Gain To Colac Otway Shire <sup>1</sup> |      |      |
|---|------|------|
| 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."<sup>2</sup>*

Regional Development Victoria, the body responsible for the campaign, commissioned a study<sup>3</sup> in 2009 to investigate the decision-making process involved with moving to provincial Victoria.

<sup>2</sup> (<http://www.provincialvictoria.vic.gov.au/about.aspx>)

<sup>3</sup> Relocated Residents Survey August 2009. ASCET Group and the Centre for Regional Innovation and Competitiveness (CRIC) at the University of Ballarat



Colac Otway Shire  
Colac Marketing Strategy 2011-2014  
DRAFT

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)<sup>4</sup>**

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.

---

<sup>4</sup> <http://www.c-cbac.com/Documents/wdgpdf/12-31-06%20CCBAC%20Retention%20and%20Attraction%20Strategy.pdf>



Colac Otway Shire  
Colac Marketing Strategy 2011-2014  
DRAFT

4.2.5 Towards Open Cities - British Council Report<sup>5</sup>

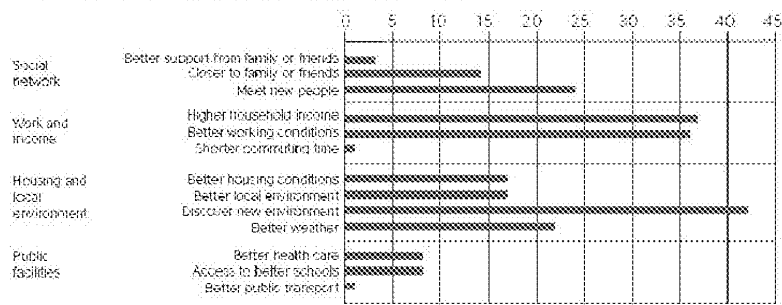
This report investigates the issues involved in attracting international population migration, principally between the major cities in the European Union.

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.

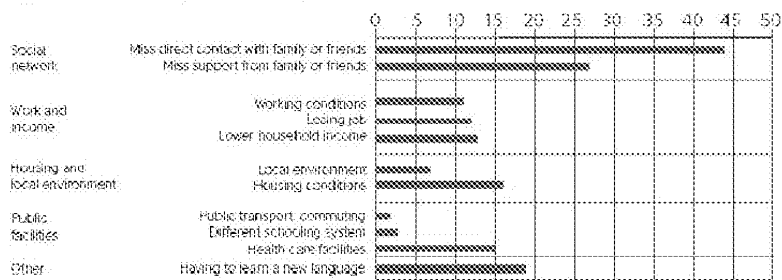
The results below of the study of respondents from the EU who intend moving to another country within the next five years are consistent with the results of the primary research we have conducted for this strategy. The results also mirror the findings of other secondary research.

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).

<sup>5</sup>Towards Open Cities - British Council Report  
2008: [http://opencities.britishcouncil.org/web/download/conference/towards\\_opencities.pdf](http://opencities.britishcouncil.org/web/download/conference/towards_opencities.pdf)



Colac Otway Shire  
Colac Marketing Strategy 2011-2014  
DRAFT

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"> <li>• Number published/broadcast</li> <li>• Proportion of positive stories</li> <li>• Proportion of negative stories</li> <li>• Commercial value of column centimeters of print</li> </ul> |
| Business/investor segment outcomes | <ul style="list-style-type: none"> <li>• Business partner participation levels</li> <li>• Segment feedback</li> <li>• Number of individual touch points</li> <li>• Number of partner touch points</li> </ul>                  |
| Government outcomes                | <ul style="list-style-type: none"> <li>• Number of touch points at all tiers of government</li> <li>• Successful outcomes</li> <li>• Segment feedback</li> </ul>  |
| Tourism data                       | <ul style="list-style-type: none"> <li>• Tourism partner participation</li> <li>• Tourism partner feedback</li> <li>• Visitor feedback</li> </ul>   |



Colac Otway Shire  
Colac Marketing Strategy 2011-2014  
DRAFT

|                   |   |
|-------------------|---|
| Councillors       | <ul style="list-style-type: none"> <li>Feedback from Councillors</li> </ul>   |
| Local community   | <ul style="list-style-type: none"> <li>Awareness survey results</li> <li>Satisfaction survey results</li> </ul>   |
| Website           | <ul style="list-style-type: none"> <li>No. of unique visitors</li> <li>Length of time of page</li> <li>Requests for information</li> <li>Database growth</li> <li>No. of e-newsletters published</li> </ul> |
| Social media      | <ul style="list-style-type: none"> <li>Number of likes and followers</li> <li>Number of comments</li> <li>Number viewed status updates</li> </ul>   |
| New Residents kit | <ul style="list-style-type: none"> <li>Number requested</li> <li>Number distributed</li> <li>Feedback from recipients</li> </ul>  |
| Signage           | <ul style="list-style-type: none"> <li>Number of new signs erected</li> </ul>   |

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"> <li>Raised in Colac or the Colac region (primary)</li> <li>Raised in a country, regional or rural environment (secondary)</li> <li>Raised in Victoria (secondary)</li> </ol> | A quarter (25%) of those responding to the Relocated Residents Survey <sup>6</sup> were ‘more than likely returning to their original home town or area.  |

<sup>6</sup> Relocated Residents Survey August 2009. ASCET Group and the centre for Regional Innovation and Competitiveness (CRIC) at the University of Ballarat



Colac Otway Shire  
Colac Marketing Strategy 2011-2014  
DRAFT

| Target Market Characteristics  |   |   |
|--|---|---|
| Type   | Description   | Rationale   |
| Age & Family structure   | <ul style="list-style-type: none"> <li>Single professionals 22 – 35<sup>7</sup></li> <li>Families – parents aged 25 – 45, children aged 0 to 15</li> </ul>  | 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"> <li>Single professionals – full time, employed in white collar or skilled trade positions.</li> <li>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.</li> </ul> | As above  |
| Lifestyle  | Roy Morgan Values Segments <sup>8</sup> TM fitting best with the brief are: <ul style="list-style-type: none"> <li>Conventional Family Life (primary)</li> <li>Socially Aware (primary)</li> <li>Visible Achievement (secondary)</li> <li>Something Better (secondary)</li> </ul>                                   | 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.<sup>1</sup>

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

<sup>7</sup>ABS 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.

<sup>8</sup>National Institute of Economic and Industrial Research (2003), *State of the Regions 2003-2004* ALGA Canberra





Colac Otway Shire  
Colac Marketing Strategy 2011-2014  
DRAFT

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 brand<sup>9</sup>.

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>

<sup>9</sup>“Marketing and the Bottom Line”, Tim Ambler, Prentice Hall, 2003.



Colac Otway Shire  
 Colac Marketing Strategy 2011-2014  
 DRAFT

5.4.2 Tagline

Taglines are “short phrases that communicate descriptive or persuasive information about the brand<sup>10</sup>”

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 special<sup>11</sup>.

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**<sup>12</sup>. 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

<sup>10</sup> Keller, K 1998, Strategic Brand Management: Building, Measuring and Managing Brand Equity, Prentice-Hall of Australia, Sydney, pp. 151-156.

<sup>11</sup> Keller, K 1998, Strategic Brand Management: Building, Measuring and Managing Brand Equity, Prentice-Hall of Australia, Sydney, pp. 151-156

<sup>12</sup> Refer to Appendix 10 for recommendations on the website’s content and functionality.



Colac Otway Shire  
 Colac Marketing Strategy 2011-2014  
 DRAFT

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 signage<sup>13</sup> 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"> <li>• Build brand awareness</li> <li>• Build database</li> <li>• Communicate key messages, including livability factor strengths</li> <li>• Provide relocation incentive package</li> <li>• Convert from prospect to new resident</li> </ul> |
| 2. Potential new residents -         | <ul style="list-style-type: none"> <li>• Build brand awareness</li> <li>• Build database</li> </ul>   |

<sup>13</sup> Refer to Appendix 11 for recommendations on outdoor signage.



Colac Otway Shire  
Colac Marketing Strategy 2011-2014  
DRAFT

| Segment  | Marketing Strategy  |
|--|---|
| Families                                       | <ul style="list-style-type: none"> <li>• Communicate key messages, including livability factor strengths</li> <li>• Provide relocation incentive package</li> <li>• Convert from prospect to new resident</li> </ul>  |
| 3. Current residents and community groups      | <ul style="list-style-type: none"> <li>• Build brand awareness and positive attitude of campaign</li> <li>• 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</li> </ul>  |
| 4. Current Businesses                          | <ul style="list-style-type: none"> <li>• Build brand awareness and positive attitude</li> <li>• Gain support via partnerships with local bodies, such as OBI</li> <li>• Communicate key messages, including assistance in attracting potential employees and increasing population leads to greater economic prosperity for the region</li> <li>• Encourage to utilise/distribute promotional material</li> </ul> |
| 5. State Government and regional organisations | <ul style="list-style-type: none"> <li>• Create and build awareness as relevant to project</li> <li>• Develop ongoing strategies to ensure top of mind awareness and engagement</li> <li>• Ensure Colac Marketing Strategy is integrated into future state government regional plans</li> </ul>   |
| 6. Visitors/Tourists                           | <ul style="list-style-type: none"> <li>• Collaborate with Otway Tourism to integrate with the tourism marketing communications strategy</li> <li>• Encourage to utilise/distribute promotional material</li> <li>• Recognise potential new residents visit the area multiple times prior to relocating</li> </ul>   |
| 7. Media                                       | <ul style="list-style-type: none"> <li>• Create and build awareness with media as relevant to project/initiative</li> <li>• Partner with to promote to residents and visitors/tourists</li> <li>• Develop ongoing strategies to ensure top of mind awareness and engagement</li> </ul>  |
| 8. Councillors & Council staff                 | <ul style="list-style-type: none"> <li>• Build brand awareness</li> <li>• Gain support and endorsement of campaign</li> <li>• Encourage segment members to become ambassadors for Colac, creating positive word-of-mouth, welcoming prospective new residents and utilising promotional material</li> </ul>   |

### 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)



Colac Otway Shire  
 Colac Marketing Strategy 2011-2014  
 DRAFT

**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<br>Priority 1      | <ul style="list-style-type: none"> <li>• Develop parts of site to specifically appeal to young professionals</li> <li>• Include key messages</li> <li>• Include testimonials from young professionals</li> <li>• Link to social media</li> </ul> | <ul style="list-style-type: none"> <li>• Web developer</li> <li>• Copywriter</li> <li>• Web designer</li> <li>• IT staff</li> <li>• COS Marketing Colac Manager</li> </ul> | Live at project launch | \$20,000   |
| Social media<br>Priority 1 | <ul style="list-style-type: none"> <li>• Establish Facebook page &amp; Twitter account</li> <li>• Run competition to encourage 'likes' and 'followers'</li> </ul>  | <ul style="list-style-type: none"> <li>• COS content review manager</li> </ul>   | Live at project launch | Nil, excluding resource time<br><br>COS & business partners to donate competition prizes |
| Blogger<br>Priority 1      | Recruit two young professionals to develop blogs about their move to Colac and life in Colac   | <ul style="list-style-type: none"> <li>• Bloggers x 2</li> <li>• COS content reviewer</li> </ul>   | Live at project launch | Nil, excluding resource time   |
| E-newsletter               | <ul style="list-style-type: none"> <li>• Encourage subscriptions from website, social media and other</li> </ul>   | <ul style="list-style-type: none"> <li>• External agency to design</li> <li>• COS Public Relations Co-</li> </ul>  | Monthly                | Initial design, set up and training \$1000<br>On-going send costs dependent              |



Colac Otway Shire  
Colac Marketing Strategy 2011-2014  
DRAFT

| Program & Priority                                     | Activity   | Resourcing   | Timing  | Budget   |
|--|--|--|---|--|
|  | sources  | ordinator to write and manage <ul style="list-style-type: none"> <li>COS Marketing Colac Manager to liaise with external agency</li> </ul>                                 |   | upon database size, but likely to be less than \$50 per edition<br><br>Resource time to write ongoing editions |
| Relocation incentive package<br><br>Priority 1         | <ul style="list-style-type: none"> <li>Develop offering such as lower council rates for first 12 months, free entry to COPACC events, special deals at local businesses</li> </ul>   | <ul style="list-style-type: none"> <li>COS Marketing Colac Manager to liaise with local businesses</li> <li>COS to determine attractive incentives from Council</li> </ul> | 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<br><br>Priority 1 | <ul style="list-style-type: none"> <li>Includes key messages, customized for target markets and relocation incentive package</li> <li>Available in hard copy glossy brochure form and online</li> </ul>  | <ul style="list-style-type: none"> <li>External agency to write and design</li> <li>COS Marketing Colac Manager to liaise with external agency</li> </ul>                  | Live at project launch  | \$2,500 for production. Excludes printing costs  |
| PR<br><br>Priority 1                                   | <ul style="list-style-type: none"> <li>Campaign launch</li> <li>Engage an official ambassador - a well known local with a positive media profile</li> <li>Media familiarisation tours (families)</li> <li>Coverage in press</li> <li>Attempt to</li> </ul> | <ul style="list-style-type: none"> <li>COS Public Relations Co-ordinator</li> </ul>  | On-going  | Not to exceed 20% of campaign budget pa  |



Colac Otway Shire  
Colac Marketing Strategy 2011-2014  
DRAFT

| Program & Priority                                       | Activity   | Resourcing  | Timing   | Budget                                      |
|--|--|---|--|---|
|  | secure coverage on lifestyle TV programs. <ul style="list-style-type: none"> <li>Attempt to encourage Current Affair programs to feature Colac as the next hot spot to move to.</li> </ul>     |   |  |   |
| Street signage<br>Priority 2                             | As described below: <ul style="list-style-type: none"> <li>Informational signage</li> <li>Directional signage</li> <li>Street pole banners (flags)</li> </ul>                                  | <ul style="list-style-type: none"> <li>COS Marketing Colac Manager to work in conjunction with the CDB &amp; Entrances managers</li> </ul>  | First wave of campaign activity.   | Nil, as per CDB & Entrances project budget  |
| Newspaper ad<br>Priority 2                               | <ul style="list-style-type: none"> <li>Suite of ½ page, vertical and strip ads</li> <li>To be published in selected regional newspapers, and selected publications, budget allowing</li> </ul> | <ul style="list-style-type: none"> <li>Copywriter</li> <li>Graphic designer</li> <li>COS Marketing Colac Manager to liaise with external agency</li> </ul>  | Available at campaign launch   | \$1,500 for production. Excludes media buy. |
| Property websites eg www.Realestate.com.au<br>Priority 2 | <ul style="list-style-type: none"> <li>Banner advertising</li> </ul>   | <ul style="list-style-type: none"> <li>Copywriter</li> <li>Graphic designer</li> <li>Media buyer</li> <li>COS Marketing Colac Manager to liaise with external agency and monitor effectiveness</li> </ul> | 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"> <li>Banner advertising</li> </ul>   | <ul style="list-style-type: none"> <li>Copywriter</li> <li>Graphic designer</li> <li>Media buyer</li> <li>Campaign</li> </ul>   | First wave of campaign activity. To be repeated in subsequent  | Not to exceed 10% of campaign budget pa     |



Colac Otway Shire  
Colac Marketing Strategy 2011-2014  
DRAFT

| Program & Priority  | Activity   | Resourcing   | Timing   | Budget                                    |
|---|--|--|--|---|
| Priority 2  |  | <ul style="list-style-type: none"> <li>manager to monitor effectiveness</li> <li>• COS Marketing Colac Manager to liaise with external agency and monitor effectiveness</li> </ul>   | 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<br><br>Priority 2 | May take the form of a postcard or template letter   | <ul style="list-style-type: none"> <li>• External agency to write and design</li> <li>• COS Marketing Colac Manager to liaise with external agency and monitor effectiveness</li> </ul>  | First wave of campaign activity. To be repeated in subsequent waves of campaign activity if results are positive | \$1,000 for production                    |
| Promotional video<br><br>Priority 2   | <ul style="list-style-type: none"> <li>• 5 min video, also cut to 90 sec and 30 sec versions featuring life in Colac as a young professional and young family</li> <li>• For website, You Tube and placement on partner websites</li> <li>• To be aired on regional TV, budget allowing</li> </ul> | <ul style="list-style-type: none"> <li>• Script writer</li> <li>• Producer</li> <li>• Production company</li> <li>• Actors</li> <li>• COS Marketing Colac Manager to liaise with external suppliers and monitor effectiveness</li> </ul> | Available at campaign launch   | \$10,000 for production                   |
| Radio ad<br><br>Optional  | <ul style="list-style-type: none"> <li>• 30 sec radio ad featuring life in Colac as a young professional</li> <li>• To be aired on regional radio, budget</li> </ul>   | <ul style="list-style-type: none"> <li>• Script writer</li> <li>• Producer</li> <li>• Voice over artists</li> </ul>  | Available at campaign launch   | \$500 for production, excludes media buy. |





Colac Otway Shire  
Colac Marketing Strategy 2011-2014  
DRAFT

| Program & Priority                                   | Activity  | Resourcing   | Timing   | Budget                       |
|--|---|--|----------|------------------------------|
|  | allowing  |  |          |                              |
| Health care recruitment<br><br>Optional              | Work with Rural Health Workforce and Colac Health to integrate the campaign branding and promotional material   | <ul style="list-style-type: none"> <li>COS Marketing Colac Manager to work in conjunction with RHW and Colac Health</li> </ul> | TBA      | Nil, excluding resource time |
| 'Escape to the country' type program<br><br>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"> <li>Producer</li> </ul>   | 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™ 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



Colac Otway Shire  
Colac Marketing Strategy 2011-2014  
DRAFT

- \* 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<br>Priority 1      | <ul style="list-style-type: none"> <li>• Develop parts of site to specifically appeal to young families</li> <li>• Include key messages</li> <li>• Include testimonials from young families</li> <li>• Link to social media</li> </ul> | <ul style="list-style-type: none"> <li>• Web developer</li> <li>• Copywriter</li> <li>• Web designer</li> <li>• IT staff</li> <li>• COS Marketing Colac Manager</li> </ul>                                    | Live at project launch | As per listed above in Young Professionals segment plan – cost once only.                |
| Social media<br>Priority 1 | <ul style="list-style-type: none"> <li>• Establish Facebook page &amp; Twitter account</li> <li>• Run competition to encourage ‘likes’ and ‘followers’</li> </ul>  | <ul style="list-style-type: none"> <li>• COS content review manager</li> </ul>  | Live at project launch | Nil, excluding resource time<br><br>COS & business partners to donate competition prizes |
| Blogger<br>Priority 1      | Recruit two young families to develop blogs about their move to Colac and life in Colac  | <ul style="list-style-type: none"> <li>• Bloggers x 2</li> <li>• COS content reviewer</li> </ul>  | Live at project launch | Nil, excluding resource time   |
| E-newsletter               | <ul style="list-style-type: none"> <li>• Encourage subscriptions from website, social media and other sources</li> </ul>   | <ul style="list-style-type: none"> <li>• External agency to design</li> <li>• COS Public Relations Co-ordinator to write and manage</li> <li>• COS Marketing Colac Manager to liaise with external</li> </ul> | Monthly                | As per listed above in Young Professionals segment plan.                                 |



Colac Otway Shire  
Colac Marketing Strategy 2011-2014  
DRAFT

| Program & Priority                                     | Activity  | Resourcing   | Timing  | Budget  |
|--|---|--|---|---|
|  |   | agency   |   |   |
| Relocation incentive package<br><br>Priority 1         | <ul style="list-style-type: none"> <li>Develop offering such as lower council rates for first 12 months, free entry to COPACC events, special deals at local businesses</li> </ul>  | <ul style="list-style-type: none"> <li>COS Marketing Colac Manager to liaise with local businesses</li> <li>COS to determine attractive incentives from Council</li> </ul> | 8 weeks prior to project launch in order to incorporate into Enquiry response information package | Nil, excluding resource time  |
| Enquiry response information package<br><br>Priority 1 | <ul style="list-style-type: none"> <li>Includes key messages, customized for target markets and relocation incentive package</li> <li>Available in hard copy glossy brochure form and online</li> </ul>   | <ul style="list-style-type: none"> <li>External agency to write and design</li> <li>COS Marketing Colac Manager to liaise with external agency</li> </ul>                  | Available at campaign launch  | As per listed above in Young Professionals segment plan – cost once only. |
| PR<br><br>Priority 1                                   | <ul style="list-style-type: none"> <li>Campaign launch</li> <li>Engage an official ambassador - a well known local with a positive media profile</li> <li>Media familiarisation tours (families)</li> <li>Coverage in press</li> <li>Attempt to secure coverage on lifestyle TV programs.</li> <li>Attempt to encourage Current Affair programs to</li> </ul> | <ul style="list-style-type: none"> <li>COS Public Relations Co-ordinator</li> </ul>  | On-going  | As per listed above in Young Professionals segment plan – cost once only. |



Colac Otway Shire  
Colac Marketing Strategy 2011-2014  
DRAFT

| Program & Priority                                       | Activity   | Resourcing  | Timing   | Budget                                     |
|--|--|---|--|--|
|  | feature Colac as the next hot spot to move to  |   |  |  |
| Street signage<br>Priority 2                             | As described below: <ul style="list-style-type: none"> <li>• Informational signage</li> <li>• Directional signage</li> <li>• Street pole banners (flags)</li> </ul>  | <ul style="list-style-type: none"> <li>• COS Marketing Colac Manager to work in conjunction with the CDB &amp; Entrances managers</li> </ul>  | First wave of campaign activity.   | Nil, as per CDB & Entrances project budget |
| Newspaper ad<br>Priority 2                               | <ul style="list-style-type: none"> <li>• Suite of ½ page, vertical and strip ads</li> <li>• To be published in selected regional newspapers, and selected publications, budget allowing</li> <li>• Imagery and messaging to differ from the Young Professionals ads</li> </ul> | <ul style="list-style-type: none"> <li>• Copywriter</li> <li>• Graphic designer</li> <li>• COS Marketing Colac Manager to liaise with external agency</li> </ul>  | Available at campaign launch   | \$1,500 for production                     |
| Property websites eg www.Realestate.com.au<br>Priority 2 | <ul style="list-style-type: none"> <li>• Banner advertising</li> <li>• Imagery and messaging to differ from the Young Professionals ads</li> </ul>   | <ul style="list-style-type: none"> <li>• Copywriter</li> <li>• Graphic designer</li> <li>• Media buyer</li> <li>• COS Marketing Colac Manager to liaise with external agency and monitor effectiveness</li> </ul> | 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"> <li>• Banner advertising</li> <li>• Imagery and messaging to differ from the Young</li> </ul>   | <ul style="list-style-type: none"> <li>• Copywriter</li> <li>• Graphic designer</li> <li>• Media buyer</li> <li>• Campaign manager to</li> </ul>  | First wave of campaign activity. To be repeated in subsequent waves of   | Not to exceed 10% of campaign budget pa    |



Colac Otway Shire  
Colac Marketing Strategy 2011-2014  
DRAFT

| Program & Priority   | Activity   | Resourcing   | Timing   | Budget  |
|--|--|--|--|---|
| Priority 2   | Professionals ads  | <ul style="list-style-type: none"> <li>monitor effectiveness</li> <li>• COS Marketing Colac Manager to liaise with external agency and monitor effectiveness</li> </ul>  | campaign activity if results are positive  |   |
| Welcome home direct marketing campaign-- for parents to convince their adult children to return to live in Colac<br><br>Priority 2 | <ul style="list-style-type: none"> <li>• May take the form of a postcard or template letter</li> <li>• Imagery and messaging to differ from the Young Professionals ads</li> </ul>   | <ul style="list-style-type: none"> <li>• External agency to write and design</li> <li>• COS Marketing Colac Manager to liaise with external agency and monitor effectiveness</li> </ul>  | First wave of campaign activity. To be repeated in subsequent waves of campaign activity if results are positive | \$1,000 for production  |
| Promotional video<br><br>Priority 2  | <ul style="list-style-type: none"> <li>• 5 min video, also cut to 90 sec and 30 sec versions featuring life in Colac as a young professional and young family</li> <li>• For website, You Tube and placement on partner websites</li> <li>• To be aired on regional TV, budget allowing</li> </ul> | <ul style="list-style-type: none"> <li>• Script writer</li> <li>• Producer</li> <li>• Production company</li> <li>• Actors</li> <li>• COS Marketing Colac Manager to liaise with external suppliers and monitor effectiveness</li> </ul> | Available at campaign launch   | As per listed above in Young Professionals segment plan – cost once only. |
| Radio ad<br><br>Optional   | <ul style="list-style-type: none"> <li>• 30 sec radio ad featuring life in Colac as a young professional</li> <li>• To be aired on regional radio, budget allowing</li> </ul>  | <ul style="list-style-type: none"> <li>• Script writer</li> <li>• Producer</li> <li>• Voice over artists</li> </ul>  | Available at campaign launch   | \$500 for production, excludes media buy                                  |



Colac Otway Shire  
Colac Marketing Strategy 2011-2014  
DRAFT

| Program & Priority                                   | Activity  | Resourcing   | Timing   | Budget                       |
|--|---|--|----------|------------------------------|
| Health care recruitment<br><br>Optional              | Work with RHW and Colac Health to integrate the campaign branding and promotional material  | <ul style="list-style-type: none"> <li>COS Marketing Colac Manager to work in conjunction with RHW and Colac Health</li> </ul> | TBA      | Nil, excluding resource time |
| 'Escape to the country' type program<br><br>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"> <li>Producer</li> </ul>   | 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"> <li>COS Marketing Colac Manager</li> </ul>  | 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



Colac Otway Shire  
Colac Marketing Strategy 2011-2014  
DRAFT

- 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<br>Priority 1  | <ul style="list-style-type: none"> <li>• Media releases to inform segment of campaign</li> <li>• Sponsorship of a high profile community activity</li> <li>• Engage community leaders</li> <li>• Invite key community leaders to launch event</li> </ul> | <ul style="list-style-type: none"> <li>• COS Marketing Colac Manager</li> <li>• COS PR Co-ordinator</li> </ul>  | Prior to campaign launch<br><br>TBA<br><br>Immediately after campaign launch                                     | Nil<br><br>May be possible to 'rebrand' an existing COS sponsorship of an event<br>Nil<br><br>As per launch budget |
| Council communications<br>Priority 1  | To inform segment of campaign  | <ul style="list-style-type: none"> <li>• COS Marketing Colac Manager</li> <li>• COS PR Co-ordinator</li> </ul>  | Ongoing  | Nil, incorporate into existing COS communications  |
| Bumper stickers<br>Priority 1   | Encourage residents to place bumper stickers on their cars   | <ul style="list-style-type: none"> <li>• External agency to design</li> <li>• COS Marketing Colac Manager to liaise with external agency</li> </ul>                                     | Available at campaign launch   | \$200 for production<br><br>Print costs to be determined.  |
| Welcome home direct marketing campaign- for parents to convince their adult children to return to live in Colac<br>Priority 2 | <ul style="list-style-type: none"> <li>• May take the form of a postcard or template letter</li> <li>• Imagery and messaging segment appropriate</li> </ul>  | <ul style="list-style-type: none"> <li>• External agency to write and design</li> <li>• COS Marketing Colac Manager to liaise with external agency and monitor effectiveness</li> </ul> | First wave of campaign activity. To be repeated in subsequent waves of campaign activity if results are positive | \$1,000 for production   |



Colac Otway Shire  
Colac Marketing Strategy 2011-2014  
DRAFT

| Program & Priority  | Activity  | Resourcing  | Timing   | Budget   |
|---|---|---|--|--|
| 10 things great about living in Colac<br><br>Priority 2                     | <ul style="list-style-type: none"> <li>To assist locals in becoming town ambassadors</li> <li>May take the form of a brochure</li> </ul>  | <ul style="list-style-type: none"> <li>External agency to write and design</li> <li>COS Marketing Colac Manager to liaise with external agency</li> </ul> | First wave of campaign activity                                    | TBA  |
| Brief community groups<br><br>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"> <li>Develop program protocols</li> <li>Establish enquirer/volunteer contact system</li> <li>Recruit volunteers</li> <li>Train volunteers</li> <li>Monitor program effectiveness</li> </ul> | <ul style="list-style-type: none"> <li>COS resources</li> <li>COS Marketing Colac Manager</li> </ul>  | First wave of campaign activity                                    | Nil, excluding resource time   |
| Social media  | <ul style="list-style-type: none"> <li>Run competition to encourage 'likes' and 'followers'</li> <li>Promote competition in existing COS communication vehicle</li> </ul>   | <ul style="list-style-type: none"> <li>COS content review manager</li> <li>Colac business partners</li> </ul>   | First wave of campaign activity                                    | Nil, excluding resource time<br><br>COS & business partners to donate competition prizes |
| Testimonials from existing residents  | Obtain testimonials/case studies  | <ul style="list-style-type: none"> <li>COS PR Co-ordinator</li> </ul>   | 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"> <li>Existing survey</li> </ul>   | Annual   | Nil, incorporate into existing survey  |





Colac Otway Shire  
Colac Marketing Strategy 2011-2014  
DRAFT

| 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"> <li>COS Marketing Colac Manager</li> </ul> | First wave of campaign activity | Nil, excluding resource time<br><br>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<br><br>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"> <li>Work with business to encourage</li> </ul> | COS Marketing Colac Manager in conjunction with | Prior to campaign launch and ongoing | Nil, excluding resource time |



Colac Otway Shire  
Colac Marketing Strategy 2011-2014  
DRAFT

| Program & Priority                             | Activity  | Resourcing   | Timing   | Budget   |
|--|---|--|--|--|
| Priority 1                                     | <ul style="list-style-type: none"> <li>and facilitate their involvement and ownership</li> <li>• Seek support for relocation incentive</li> <li>• Seek support for competition prizes for social media and school children</li> </ul>   | 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<br>Priority 1                               | <ul style="list-style-type: none"> <li>• Media releases to inform segment of campaign</li> <li>• COS to sponsor a high profile business community activity under the campaign banner</li> <li>• Engage business leaders</li> <li>• Invite key business leaders to launch event</li> </ul> | <ul style="list-style-type: none"> <li>• COS Marketing Colac Manager</li> <li>• COS PR Co-ordinator</li> </ul> | Prior to campaign launch<br><br>TBA<br><br>Immediately after campaign launch | Nil<br><br>May be possible to 'rebrand' an existing COS sponsorship of an event<br>Nil<br><br>As per launch budget |
| Website links                                  | Link local job opportunities to campaign website  | <ul style="list-style-type: none"> <li>• COS Marketing Colac Manager</li> </ul>                                | Ongoing  | Nil, excluding resource time   |
| Brand stickers/counter top point of sale signs | Encourage businesses to display   | <ul style="list-style-type: none"> <li>• External agency to design</li> <li>• COS Marketing</li> </ul>         | Available at campaign launch   | \$200 for production<br><br>Print & production costs   |



Colac Otway Shire  
Colac Marketing Strategy 2011-2014  
DRAFT

| Program & Priority  | Activity   | Resourcing  | Timing   | Budget  |
|---|--|---|--|---|
| Priority 1  |  | Colac Manager to liaise with external agency  |  | to be determined.                               |
| Potential Employee relocation information package<br><br>Priority 1       | <ul style="list-style-type: none"> <li>includes key messages, customized for target markets and relocation incentive package</li> <li>Available in hard copy glossy brochure form and online</li> </ul>  | <ul style="list-style-type: none"> <li>External agency to write and design</li> <li>COS Marketing Colac Manager to liaise with external agency</li> </ul> | Available at campaign launch                                       | \$2,500 for production. Excludes printing costs |
| Testimonials from existing employees who have relocated<br><br>Priority 1 | Business leaders may be able to suggest employees to obtain testimonials/case studies from   | <ul style="list-style-type: none"> <li>COS PR Co-ordinator</li> </ul>   | 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"> <li>Work with agents to encourage and facilitate their involvement and ownership</li> <li>Provide Enquiry response information package for dissemination</li> <li>Work with to develop campaigns</li> </ul> | <ul style="list-style-type: none"> <li>COS Marketing Colac Manager</li> </ul>   | On-going   | TBA   |
| Market research   | Annual business community group satisfaction surveys   | <ul style="list-style-type: none"> <li>Existing survey</li> </ul>   | Annual   | Nil, incorporate into existing survey           |



Colac Otway Shire  
Colac Marketing Strategy 2011-2014  
DRAFT

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<br><br>Priority 1   | Road show to relevant parties  | COS Marketing Colac Manager  | Prior to campaign launch                                     | Nil, excluding resource time   |
| Government participation<br><br>Priority 2 | <ul style="list-style-type: none"> <li>• Work with segment to encourage and facilitate their involvement and ownership</li> </ul>  | 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<br><br>Priority 1                       | <ul style="list-style-type: none"> <li>• Media releases to inform segment of campaign</li> <li>• Engage segment leaders</li> <li>• Invite key segment leaders to launch event</li> </ul> | <ul style="list-style-type: none"> <li>• COS Marketing Colac Manager</li> <li>• COS PR Co-ordinator</li> </ul> | Prior to campaign launch<br><br>TBA<br><br>Immediately after | Nil<br><br>May be possible to 'rebrand' an existing COS sponsorship of an event<br>Nil |



Colac Otway Shire  
Colac Marketing Strategy 2011-2014  
DRAFT

| Program & Priority  | Activity  | Resourcing  | Timing                            | Budget                       |
|---|---|---|-----------------------------------|------------------------------|
|   |   |   | campaign launch                   | As per launch budget         |
| Project Brand & Style Guide dissemination<br><br>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"> <li>COS Marketing Colac Manager</li> </ul> | 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 |



Colac Otway Shire  
Colac Marketing Strategy 2011-2014  
DRAFT

|                                     |  |   |  |   |
|-------------------------------------|--|---|--|---|
| Stay Forever campaign<br>Priority 2 | Place 'enjoyed your holiday? Why not extend it forever' info packs in tourist accommodation          | <ul style="list-style-type: none"> <li>External agency to write &amp; design</li> <li>COS Marketing Colac Manager to liaise with external agency</li> </ul> | Available in first wave of campaign activity | <p>\$1,500 for production</p> <p>Print costs to be determined.</p>                                  |
| E-newsletter<br>Priority 1          | <ul style="list-style-type: none"> <li>Encourage subscriptions</li> </ul>                            | <ul style="list-style-type: none"> <li>As per listed above in Young Professionals segment plan.</li> </ul>  | Monthly                                      | As per listed above in Young Professionals segment plan.  |
| Social media<br>Priority 1          | <ul style="list-style-type: none"> <li>Run competition to encourage 'likes' and followers</li> </ul> | <ul style="list-style-type: none"> <li>COS content review manager</li> </ul>  | Live at project launch                       | <p>Nil, excluding resource time</p> <p>COS &amp; 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<br>Priority 1   | <ul style="list-style-type: none"> <li>Invite to campaign launch</li> <li>Official ambassador – to meet</li> </ul> | <ul style="list-style-type: none"> <li>COS Public Relations Coordinator</li> </ul> | On-going | Not to exceed 20% of campaign budget pa |



Colac Otway Shire  
Colac Marketing Strategy 2011-2014  
DRAFT

| Program & Priority                 | Activity  | Resourcing   | Timing  | Budget   |
|------------------------------------|---|--|---------|--|
|                                    | with media<br>• Media familiarisation tours (families)<br>• Attempt to secure coverage on lifestyle TV programs -- such as Coxy's Big Break.<br>• Attempt to encourage Current Affair programs to feature Colac as the next hot spot to move to |  |         |  |
| E-newsletter<br>Priority 1         | • Encourage subscriptions   | • As per listed above in Young Professionals segment plan. | Monthly | As per listed above in Young Professionals segment plan. |
| Social media<br>Priority 1         | • Encourage media to 'like' and follow  | • COS content review manager                               | Ongoing | Nil, excluding resource time                             |
| Marketing collateral<br>Priority 1 | Provide collateral to local media   | COS Marketing Colac Manager                                | Ongoing | Nil, excluding resource time, and printing costs         |
| Story identification<br>Priority 2 | Forward planning and engagement   | COS PR Co-ordinator  | Ongoing | Nil, excluding resource time                             |
| Monitoring<br>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.



Colac Otway Shire  
Colac Marketing Strategy 2011-2014  
DRAFT

**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<br>Priority 1    | Meeting with Councillors  | COS Marketing Colac Manager                                     | Prior to campaign launch | Nil, excluding resource time                     |
| Campaign Launch<br>Priority 1      | Invite to campaign launch   | COS Public Relations Co-ordinator                               | Campaign launch          | As per launch budget                             |
| Participation<br>Priority 2        | • 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<br>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.

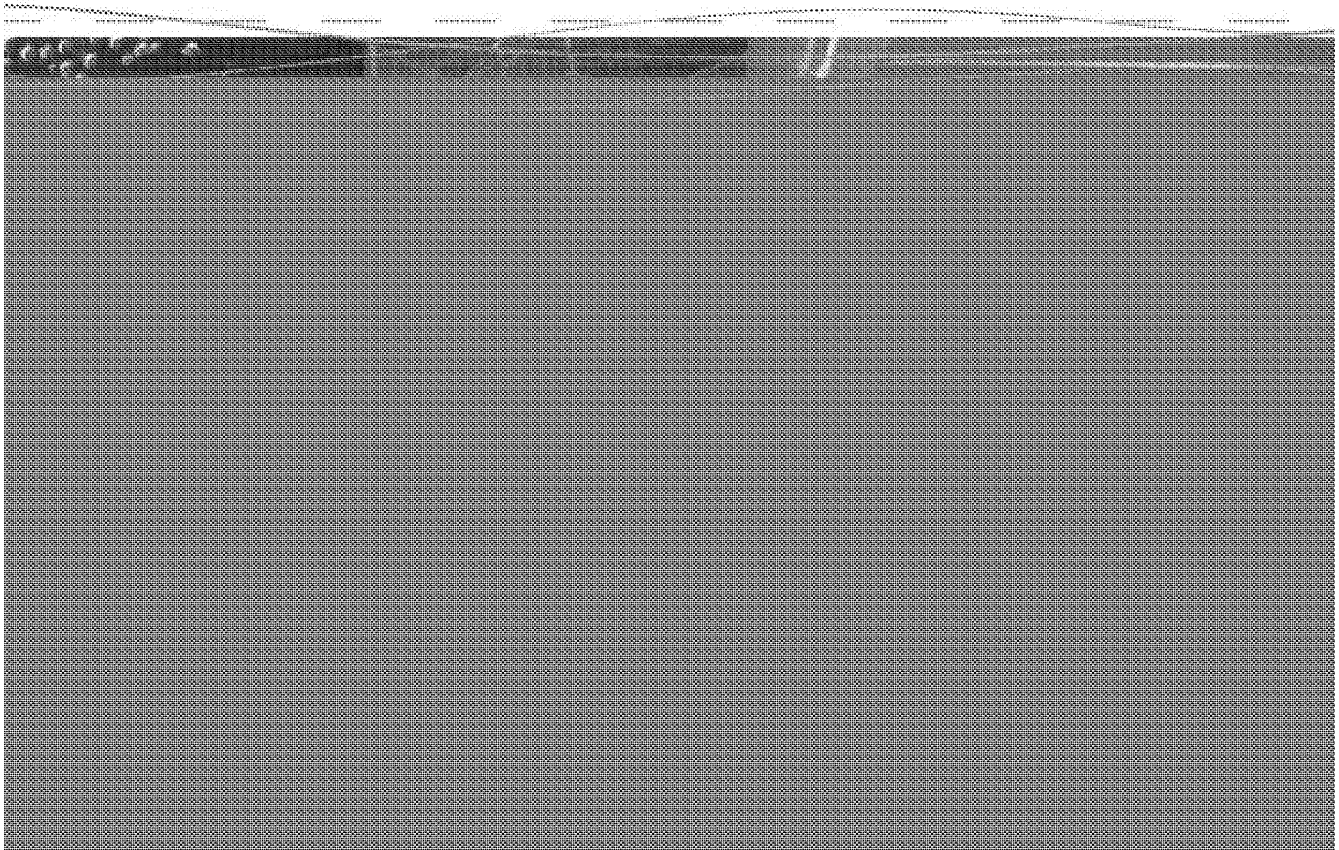




Colac Otway Shire  
Colac Marketing Strategy 2011-2014  
DRAFT

- 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



Colac Otway Shire  
Marketing Colac Strategy 2011-2014

Table of Contents

|   |    |
|---|----|
| 1. Purpose .....                                | 50 |
| 2. Background.....                              | 50 |
| 3. Objectives .....                             | 50 |
| 4. Research .....                               | 51 |
| 5. Approach.....                                | 52 |
| 5.1 Explanation of methods.....                 | 52 |
| 5.1.1 Teleconferences/personal interviews ..... | 52 |
| 5.1.2 Focus Groups.....                         | 53 |
| 5.1.3 Survey .....                              | 53 |
| 6. Stakeholders .....                           | 54 |
| 7. Key messages.....                            | 54 |
| 8. Timing .....                                 | 55 |
| 9. Evaluation.....                              | 55 |



Colac Otway Shire  
Marketing Colac Strategy 2011-2014

## 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.



Colac Otway Shire  
Marketing Colac Strategy 2011-2014

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<br/>Colac Marketing Strategy<br/>‘Colac More Than You Imagine’ campaign<br/>Tourism plans</p>  |



Colac Otway Shire  
Marketing Colac Strategy 2011-2014

## 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.

| Phase                                      | Objective | IAP2 Spectrum     | Methods  | Timing         |
|--|-----------|-------------------|--|----------------|
| Ideas Generation and Issues Identification | a-i       | Consult & Involve | <ul style="list-style-type: none"> <li>• Teleconferences/personal interviews</li> <li>• Focus group</li> <li>• Survey</li> </ul> | 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<br>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



Colac Otway Shire  
Marketing Colac Strategy 2011-2014

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





Colac Otway Shire  
Marketing Colac Strategy 2011-2014

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"> <li>Maximising business opportunities by capitalising on population growth</li> <li>Impact growing population has on the availability of suitably qualified potential employees</li> <li>Incorporating the new Colac brand into their own marketing material and employee recruitment processes</li> </ul> | Focus group   | Consult & Involve |
| Otway Business Inc. (OBI)   | <ul style="list-style-type: none"> <li>As per the business community</li> <li>The logistics of dismantling the previous 'Colac More Than You Imagine' campaign</li> <li>Assessing the level of endorsement and support the new Colac brand and the Colac Marketing Strategy will receive from OBI.</li> </ul>                                 | Forum   | Consult & Involve |
| State Government and agencies<br>Geelong Otway Tourism<br>Tourism Victoria<br>G21 | <ul style="list-style-type: none"> <li>Ensuring the Colac Marketing Strategy supports existing and planned initiatives</li> <li>Funds will be requested or diverted from existing or planned initiatives</li> </ul>   | Teleconferences/<br>Personal interviews   | Inform            |
| Internal Council staff  | <ul style="list-style-type: none"> <li>Impact on Council policies, procedures and funding priorities</li> <li>Impact on resource allocation/job requirements</li> </ul>   | <ul style="list-style-type: none"> <li>Workshop</li> <li>Personal interviews</li> </ul> | Collaborate       |
| Community   | <ul style="list-style-type: none"> <li>Impact on perceptions of their community</li> <li>Impact growing population has on the availability of services</li> </ul>   | 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:



Colac Otway Shire  
Marketing Colac Strategy 2011-2014

- 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 |



Colac Otway Shire  
Marketing Colac Strategy 2011-2014

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"> <li>• It has all the wonderful attributes of a village</li> <li>• People can be connected – to each other, the community and to nature</li> <li>• Housing is affordable</li> <li>• Connected to Geelong</li> </ul> <p>Challenges:</p> <ul style="list-style-type: none"> <li>• 23% of the houses in Colac are social housing</li> <li>• Gap of middle income households</li> </ul> <p>Rob is focused on 'pride raising':</p> <ul style="list-style-type: none"> <li>• To create positive word of mouth.</li> <li>• CBD project is designed to pride raise</li> <li>• Australia Day and Relay 4 Life events show community spirit</li> </ul> <p>Case studies:</p> <ul style="list-style-type: none"> <li>• Hamilton campaign – is twee.</li> <li>• Geelong Smart Move was a very successful campaign which turned around previously negative perception of Geelong. Geelong is similar to Colac.</li> <li>• Provincial Victoria – Colac did not see increase in population as a result. Campaign too general to have a specific impact on Colac</li> </ul> <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<br>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"> <li>a) Demonstrate our vibrant culture</li> <li>b) Attract people to our region and entice them to relocate here</li> </ol> <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 &amp; 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> |



Colac Otway Shire  
Marketing Colac Strategy 2011-2014

|  |   |
|--|---|
|  | <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"> <li>• Told people (locals and outsiders) what Colac is about</li> <li>• Highlighted that Colac is not just reliant on 1 sector or the government. It's reliant on 3-4 industries.</li> </ul> <p>Weaknesses of More Than You Imagine campaign:</p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• Not sure if it was linked into online employment websites such as SEEK.com.au</li> </ul> <p>Liveability factor strengths:</p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> <li>• 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.</li> <li>• Colac is one of the best communities I know of. People are resilient. They are reliable, have integrity.</li> </ul> <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"> <li>• 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.</li> </ul> <p>Why people relocate FROM Colac:</p> <ul style="list-style-type: none"> <li>• Career opportunities, education and lack of good restraints and adult entertainment.</li> </ul> <p>Vision for a new Colac Brand:<br/>A safe community to raise young children and teens<br/>Strong sporting culture</p> |



Colac Otway Shire  
Marketing Colac Strategy 2011-2014

|  |  |
|--|--|
|  | <p>Participating in the new Colac marketing campaign:<br/>Chris is interested in participating, subject to seeing what form it will take.</p> <p>Other comments: "I love my town". 'Born and bred' 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"> <li>• 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).</li> </ul> <p>Weaknesses of More Than You Imagine campaign</p> <ul style="list-style-type: none"> <li>• Retail focus, unsure of objectives and not sure if it achieved the results.</li> </ul> <p>Liveability factor strengths:<br/>Colac is better than alternative places for:</p> <ul style="list-style-type: none"> <li>• Low crime rate</li> <li>• Education (primary)</li> <li>• Medical facilities</li> <li>• Housing affordability</li> <li>• Housing choice – can still purchase ¼ acre block of land</li> <li>• Short commute times – everything is only 5 mins away</li> <li>• Central position – springboard to Melbourne city, coast</li> <li>• Sporting community</li> <li>• Entertainment - COPACC</li> </ul> <p>Why people relocate TO Colac:</p> <ul style="list-style-type: none"> <li>• 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</li> </ul> <p>Why people relocate FROM Colac:</p> <ul style="list-style-type: none"> <li>• Tertiary facilities</li> <li>• Career options (for professionals).</li> </ul> <p>Vision for a new Coliac Brand:<br/>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:<br/>Interested<br/>Other comments:<br/>Lynne can assist in contacting people who have recently moved to Colac, if we would like to test concepts or research.</p> |



Colac Otway Shire  
Marketing Colac Strategy 2011-2014

|                       |   |
|-----------------------|---|
| 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<br/>Quickly gained the support of the business community<br/>Created unity within the business community</p> <p>Weaknesses of More Than You Imagine campaign<br/>Lack of on-going funding<br/>Unsure of the campaigns objectives</p> <p>Liveability factor strengths – attracting young families:<br/>Job security<br/>Safe environment to raise children - Colac is better<br/>Tourism attractions - Colac is better<br/>Transport (is a regional centre)<br/>Multinational food providers (eg McDonalds, supermarkets)<br/>Cinema<br/>Good primary and secondary schools<br/>Affordable housing - Colac is better<br/>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:<br/>No. 1 reason is jobs. The dairy and timber industries employ a number of blue collar workers<br/>Affordable housing<br/>Schools<br/>Sport</p> <p>Why people relocate FROM Colac:<br/>Cold weather. Wayne knows a few parents who have moved their asthmatic children to warmer regions<br/>Jobs</p> <p>Vision for a new Coliac Brand:<br/>Colac is the gateway to everything. It is a launching pad. The land of plenty. It is the foothills to the Otways.<br/>Avoid cows, sheep, lake.<br/>A green colour scheme and images of water would be received well.</p> <p>Participating in the new Colac marketing campaign:<br/>Interested.</p> |

|                |   |
|----------------|---|
| Interviewees   | John Hayden – AKD Softwood                  |
| Date           | 22 June 2011                                |
| Location       | Remote                                      |
| Method         | Teleconference                              |
| Key discussion | Strengths of More Than You Imagine campaign |



Colac Otway Shire  
Marketing Colac Strategy 2011-2014

|        |  |
|--------|--|
| points | <p>Catchy headline, good artwork. Business happy to place sticker on window.</p> <p>Weaknesses of More Than You Imagine campaign<br/>Preaching to the converted. Don't think it actually encouraged people to move here.<br/>Retail focus is too narrow.<br/>Budget restrictions meant message could not get out further.</p> <p>Liveability factor strengths:<br/>Safe environment to raise children – Colac is better<br/>Choice of primary and secondary schools – very good<br/>Proximity to weekend activities – eg beach, local entertainment, larger centres eg Geelong – highly rated<br/>Housing affordability and type of housing – rate really well<br/>Employment for partners – rates reasonably well<br/>Access to professional services such as lawyers, medical practitioners – very good<br/>Shopping<br/>Community and church groups</p> <p>Why people relocate TO Colac:<br/>They have a family link to Colac<br/>Employment</p> <p>Why people relocate FROM Colac:<br/>Limited job opportunities.</p> <p>Vision for a new Colac Brand:<br/>Stay away from clichés. Do not produce something that people will parody</p> <p>Participating in the new Colac marketing campaign:<br/>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:<br/>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<br>Weaknesses of More Than You Imagine campaign |



Colac Otway Shire  
Marketing Colac Strategy 2011-2014

|  |  |
|--|--|
|  | <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:<br/>Employment<br/>Salary packages</p> <p>Why people relocate TO Colac:<br/>Job<br/>Escape the city rat race<br/>Safe environment to raise children. Children can be 'free'<br/>Returning home</p> <p>Why people relocate FROM Colac:<br/>Children's education. Move to Ballarat or Geelong<br/>Better quality job prospects.</p> <p>Participating in the new Colac marketing campaign:<br/>Would be happy to promote any incentives, include information or links on website.</p> <p>Other comments:<br/>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 lies – Colac Area health   |
| Date                  | 23 June 2011  |
| Location              | Remote  |
| Method                | Teleconference  |
| Key discussion points | <p>Strengths of More Than You Imagine campaign<br/>Very effective campaign, people remember it.<br/>The truck signage ensured the campaign was very visual and people were exposed to it in a dynamic and unpredictable way.<br/>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<br/>The campaign needs to be refreshed regularly to maintain its currency and freshness.</p> <p>Liveability factor strengths:<br/>Younger generation is interested in fine dining, cafe culture and entertainment.<br/>Accessibility to Melbourne and Geelong<br/>Iconic tourist attractions and villages such as Birregurra<br/>Great medical facilities</p> <p>Why people relocate TO Colac:<br/>Quality of work environment (corporate culture, strong team environment and leadership)<br/>People relocating need to be sure they are not missing out on cultural</p> |





Colac Otway Shire  
Marketing Colac Strategy 2011-2014

|  |  |
|--|--|
|  | <p>experiences</p> <p>Why people relocate FROM Colac:<br/>.</p> <p>Vision for a new Colac Brand:<br/>Embrace all the area – lake, industry and wineries</p> <p>Participating in the new Colac marketing campaign:</p> <p>Other comments:<br/>Colac needs a local brand<br/>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<br/>Great modern logo, presents well on a range of merchandise<br/>Able to use brand to brand Colac (in absence of anything else)</p> <p>Weaknesses of More Than You Imagine campaign<br/>Not sure what the strategy was<br/>Logo not utilised enough.</p> <p>Liveability factor strengths:<br/>Employment – limited opportunities in Colac. Youth move away<br/>Education – primary and secondary are better than other regional centres<br/>Childcare – better than other regional centres<br/>Central location - better than other regional centres<br/>Public transport and roads – worse than other regional centres<br/>Medical facilities - better than other regional centres<br/>Internet speed, to stay in touch with the world – good speeds</p> <p>Why people relocate TO Colac:<br/>As per above liveability factors<br/>Affordable housing</p> <p>Why people relocate FROM Colac:<br/>Lack of employment opportunities.<br/>Youth leave to attend university and then do not return</p> <p>Vision for a new Colac Brand:<br/>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:<br/>Very interested in participating. Can:<br/>Hand out brochures and information packs, sell branded material (lollies with !</p> |



Colac Otway Shire  
Marketing Colac Strategy 2011-2014

|  |  |
|--|--|
|  | <p>♥ Colac sell well) and include information on website.</p> <p>Other comments:<br/>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> <ul style="list-style-type: none"> <li>Celebrates our region and engenders pride in the area</li> <li>Is an 84 page, glossy, full colour magazine produced in partnership with the Geelong Advertiser</li> <li>The 40,000 copies are being distributed via:             <ul style="list-style-type: none"> <li>All newsagencies that sell the Geelong Advertiser</li> <li>Councils</li> <li>our place contributors and sponsors</li> <li>G21 members</li> <li>G21 meetings</li> <li>The G21 website (downloadable)</li> </ul> </li> </ul> <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:</p> <ul style="list-style-type: none"> <li>Employment</li> <li>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.</li> <li>Healthcare – World class facilities with Colac Area Health and Barwon Health</li> <li>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</li> <li>Culture and lifestyle. COPACC is an enormous asset</li> </ul> <p>G21 has existing promotional channels, which COS can utilise to a greater degree, including:</p> <ul style="list-style-type: none"> <li>E-news – sent to 11,500 recipients once per month</li> <li>Snapshots – emailed to 600 recipients fortnightly</li> <li>Facebook &amp; Twitter. Other councils utilise these G21 channels</li> </ul> <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                                   |



Colac Otway Shire  
Marketing Colac Strategy 2011-2014

|                       |  |
|-----------------------|--|
| 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<br>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 &amp; 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> |



Colac Otway Shire  
Marketing Colac Strategy 2011-2014

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 single or a young family (please circle)   |
|--|
| <ul style="list-style-type: none"> <li>• Proximity to other major centres, tourist attractions, etc (strength of Colac already)</li> <li>• Safe place to raise a family (strength already)</li> <li>• Access to quality services – medical, educational, high education</li> <li>• Public transport linkage and good transport networks</li> <li>• Variety of entertainment opportunities and recreation options</li> <li>• Employment opportunities and retail/centre industry</li> </ul> |
| <ul style="list-style-type: none"> <li>• Education (quality/proximity)</li> <li>• Health Services (quality/proximity)</li> <li>• Recreational opportunities (quality/proximity)</li> </ul>   |



Colac Otway Shire  
Marketing Colac Strategy 2011-2014

| Liveability Factors for single or a young family (please circle)  |
|---|
| <ul style="list-style-type: none"> <li>Recreational opportunities (quality/proximity)</li> <li>Affordable housing</li> <li>Easy access to work &amp; other facilities</li> </ul>  |
| <ul style="list-style-type: none"> <li>Arts/Events/recreation/environment</li> <li>Education (early years to some tertiary opportunities)</li> <li>Employment opportunities for all family</li> <li>Health &amp; Community services</li> <li>Lifestyle – land size &amp; open spaces, natural beauty</li> <li>Transport connectivity</li> </ul>   |
| <ul style="list-style-type: none"> <li>Arts &amp; culture – we are missing a gallery. Good deal of cultural activities in Colac</li> <li>Quality of education</li> <li>Recreation facilities and open space</li> <li>Connivance factors</li> <li>Environment - clean</li> <li>Proximity to natural environment – coast / forests</li> <li>Well connected community groups – diverse social opportunities</li> <li>Healthcare quality</li> </ul> |

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<br>Very good from natural environment |
| Education  |                     | 3     | 2    |        |             | Good for prep-12<br>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     |      |        |             |  |



Colac Otway Shire  
Marketing Colac Strategy 2011-2014

**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)      |



Colac Otway Shire  
Marketing Colac Strategy 2011-2014

|  |
|--|
| • Change in family circumstances   |
| • Investment & wealth growth   |
| • Lack of opportunities for children                                     |
| • 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?

|  |
|--|
| • Major industry type (timber, primary production, manufacturing)        |
| • Natural beauty (plains, Otway's, coastal) > lakes                      |
| • Recreation activity  |
| • CBD  |
| • Services: hospital, schools, entertainment precincts                   |
| • Local government opportunities   |
| • Professional service opportunities                                     |
| • Images of new facilities – library, schools                            |
| • Kids playing sport   |
| • Memorial square and bike riding  |
| • Golf, fishing in the lake  |
| • Lots of stuff around kids (family times)                               |
| • Coffee shops – dining (individual)                                     |
| • WANT: Vibrant, exciting, positive                                      |
| • NOT: same old industries   |
| • Water (lake, coast)  |
| • Open space (botanic gardens, memorial square)                          |
| • Activities eg trails, walking, riding, etc                             |
| • INCLUDE: natural environment, heaps of clean water                     |
| • Great access   |
| • Clean and green  |
| • Opportunity  |
| • Lake Colac, memorial square, Otways                                    |
| • AVOID: weather and bogans  |
| • Vital, highly connected, village to natural environment, raise a child |
| • SHOULD – Good weather, natural environment                             |
| • SHOULD – Changing, news, more vibrant                                  |
| • SHOULD – More work, services, recreation                               |
| • SHOULD – New rural enterprises   |
| • AVOID – Traditional  |
| • AVOID – Family enterprises   |
| • AVOID – Lake Colac   |
| • SHOULD – Education, safety   |
| • SHOULD – Attract industry, development                                 |
| • SHOULD – Livability – families, lifestyle, opportunity, social growth  |
| • AVOID – Lake Colac   |
| • AVOID – Don't be isolated, be open                                     |
| • AVOID – Looking backwards, look forward                                |



Colac Otway Shire  
Marketing Colac Strategy 2011-2014

- 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 single or a young family (please circle)   |
|--|
| <ul style="list-style-type: none"> <li>• Away from rat race – traffic noise etc</li> <li>• Affordability – cheaper housing</li> <li>• Safety – good environment to raise kids</li> <li>• Sense of community – know your neighbours.</li> <li>• Accessibility/location to services, education</li> <li>• Good employment</li> </ul>   |
| <ul style="list-style-type: none"> <li>• 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 &amp; Melb), Education facilities (Uni, TAFE - Access). Career opportunities.</li> </ul> |
| <ul style="list-style-type: none"> <li>• Natural environment – fresh air</li> <li>• Accessibility – to Melb etc</li> <li>• Education – up to end of secondary – young family</li> <li>• Sense of community</li> <li>• Land prices</li> <li>• Opportunity for small business -- not working for the 'big guys' forever</li> <li>• Negative – variety of opportunities for professionals limited.</li> </ul>       |
| <ul style="list-style-type: none"> <li>• Income</li> </ul>   |





Colac Otway Shire  
Marketing Colac Strategy 2011-2014

- 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<br>(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   |             |                                |             |                          |



Colac Otway Shire  
Marketing Colac Strategy 2011-2014

| Liveability Factor | Colac<br>(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"> <li>• Away for rat race – traffic noise etc</li> <li>• Affordability – cheaper housing</li> <li>• Safety – good environment to raise kids</li> <li>• Sense of community – know your neighbours.</li> <li>• Tree change - many look for the larger spaces/bush environment that this region can offer</li> </ul> |
| <ul style="list-style-type: none"> <li>• Jobs, quality of life, connections to family and personal relationships in Colac, housing affordability, cost of living, rent.</li> </ul>   |
| <ul style="list-style-type: none"> <li>• Raise a family in a more community spirited environment with clean air</li> </ul>   |
| <ul style="list-style-type: none"> <li>• Country living – relaxed</li> <li>• Foster family living</li> <li>• Housing affordability/cost of living</li> </ul>   |

**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"> <li>• Lack of employment opportunities</li> <li>• Lack of educational opportunities – both secondary &amp; tertiary</li> <li>• Lure of benefits of bigger centres</li> </ul>                           |
| <ul style="list-style-type: none"> <li>• Don't develop social connections with others, lack of professional position opportunities, give their families an increased opportunity in education, recreation, social connections.</li> </ul> |
| <ul style="list-style-type: none"> <li>• Tertiary education</li> <li>• Lack of understanding what's in their own backyard – perceived that it may be better elsewhere. Work enhancement opportunities.</li> </ul>                         |
| <ul style="list-style-type: none"> <li>• Better career opportunities</li> <li>• Better educational opportunities for children</li> <li>• Sick of gossip</li> </ul>  |

**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"> <li>• Come to Colac!! (Visual) Kids playing. Adults busy. Flocking to Colac.</li> <li>• Simple, bold image that is easily recognisable</li> </ul>                                      |
| <ul style="list-style-type: none"> <li>• 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.</li> </ul> |
| <ul style="list-style-type: none"> <li>• Colac "More than you imagine" (Yes)</li> <li>• A great place to live, work &amp; play (yes)</li> <li>• Not green</li> </ul>  |
| <ul style="list-style-type: none"> <li>• Foster family – recreation/lifestyle</li> <li>• Green – natural/animals (wildlife/livelihood)</li> <li>• Cultural/heritage opportunities.</li> </ul>                             |



Colac Otway Shire  
Marketing Colac Strategy 2011-2014

- 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.



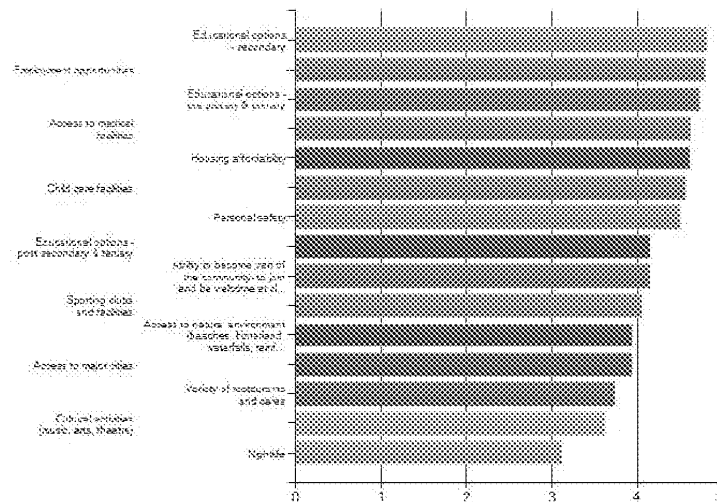
Colac Otway Shire  
Marketing Colac Strategy 2011-2014

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

How important to YOUNG FAMILIES (where the children are under 15) do you think the following are in their decision to move TO Colac?

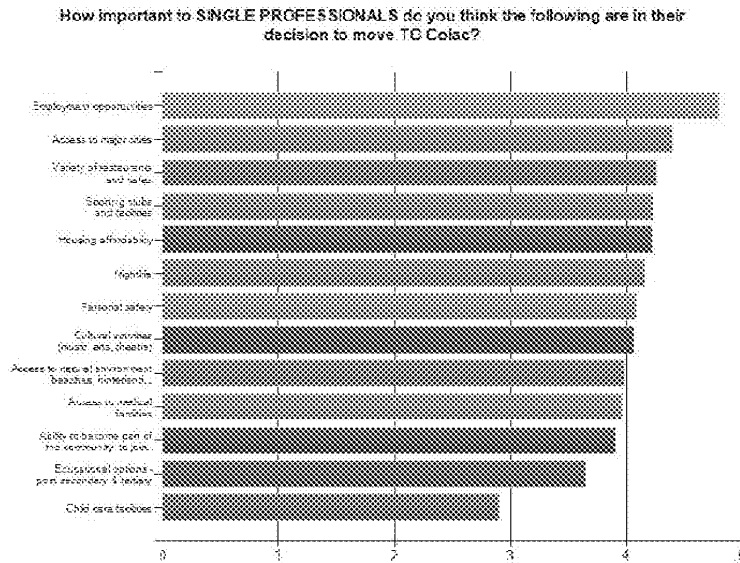


Educational and employment opportunities, together with medical facilities and housing affordability were seen as the most important considerations when young families are deciding to move to Colac. These aspects of life in Colac will form part of the key messages to young families.

Question: How important to SINGLE PROFESSIONALS do you think the following are in their decision to move TO Colac? N = 138



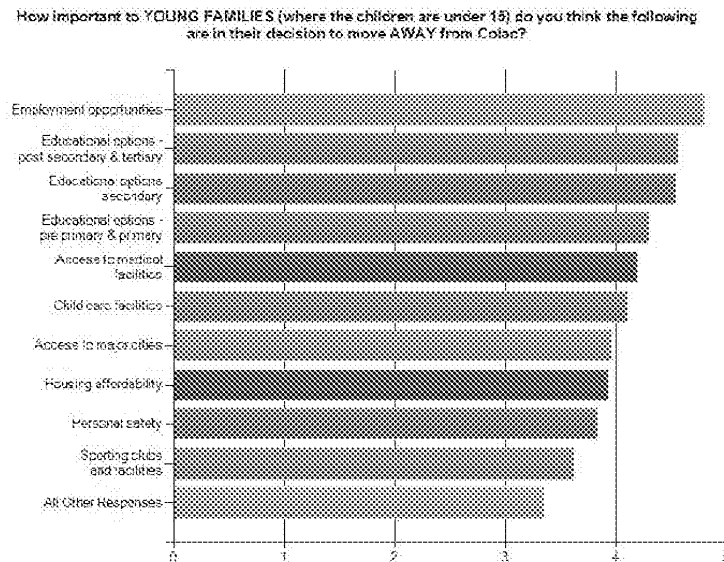
Colac Otway Shire  
Marketing Colac Strategy 2011-2014



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



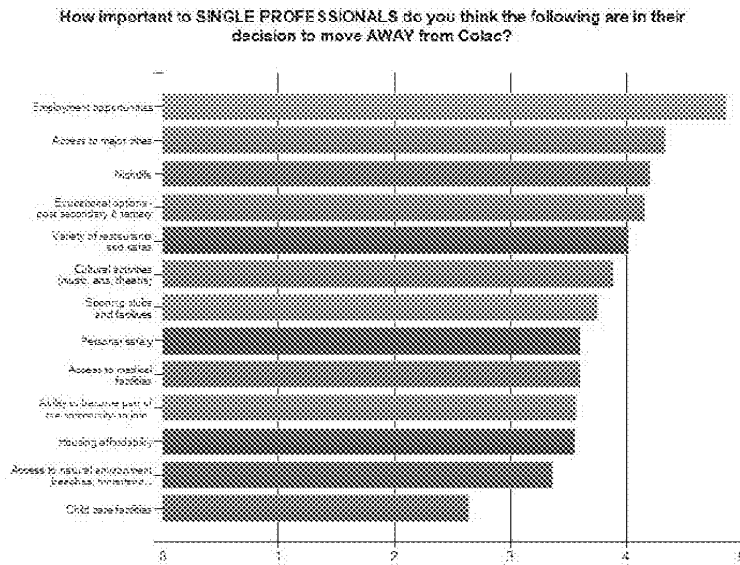


Colac Otway Shire  
Marketing Colac Strategy 2011-2014

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 |



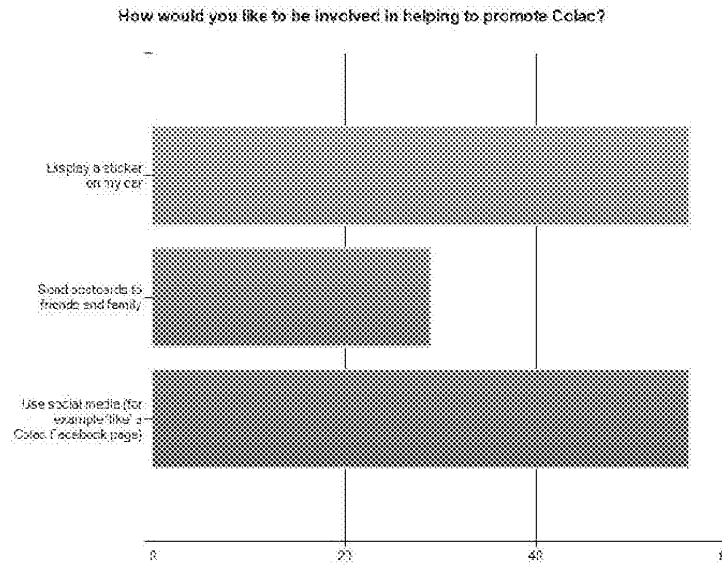
Colac Otway Shire  
Marketing Colac Strategy 2011-2014

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



Colac Otway Shire  
Marketing Colac Strategy 2011-2014



- 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"> <li>• 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</li> <li>• 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</li> <li>• McKinsey &amp; Co. conclude growth and economic development comes from:                         <ul style="list-style-type: none"> <li>• 70% - businesses already established in the community;</li> <li>• 20% - relocation of existing businesses established elsewhere; and</li> <li>• 10% - new businesses. – p34</li> </ul> </li> </ul> |
| 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"> <li>• <b>Identify comparative advantage in these liveability factor strength areas</b> <ul style="list-style-type: none"> <li>• Great Ocean Road &amp; natural environment is of international significance.</li> <li>• Manufacturing sector makes significant contribution to states output.</li> <li>• Australia's largest dairy production region &amp; 20% of Australia's forestry plantations.</li> <li>• Developing new energy resources (eg wind) and has significant natural gas reserves.</li> </ul> </li> <li>• <b>Action plan to promote comparative advantage</b> G21 Region Plan has 5 key directions:                         <ul style="list-style-type: none"> <li>• Protect &amp; enhance environment</li> <li>• Create sustainable settlements</li> <li>• Strengthen our communities</li> </ul> </li> </ul>   |

Colac Otway Shire  
Marketing Colac Strategy 2011-2014



| Document                                      | Key themes/findings   |
|---|---|
| <p>Colac – It's a Great Place (2011)</p>      | <ul style="list-style-type: none"> <li>• Refocus our economy</li> <li>• Make it happen</li> </ul> <p>Priority Projects in the Colac region:</p> <ul style="list-style-type: none"> <li>• Apollo Bay Harbour Precinct</li> <li>• Upgrades to Princess HWY West</li> <li>• Green Triangle Freight Action Plan</li> </ul> <ul style="list-style-type: none"> <li>• <b>Identify the liveability factor strengths:</b> <ul style="list-style-type: none"> <li>• Health</li> <li>• Lifestyle</li> <li>• Education</li> <li>• Recreation</li> <li>• Arts and culture</li> <li>• Retail</li> <li>• Business</li> <li>• Employment</li> </ul> </li> </ul> <p>Details infrastructure for each strength</p> <ul style="list-style-type: none"> <li>• <b>Identify comparative advantage in these liveability factor strength areas</b> <ul style="list-style-type: none"> <li>• Housing prices and traffic compared Melbourne and Geelong.</li> <li>• Residents enjoy natural surrounds, community values &amp; relaxed living, particularly in villages. Close to major cities.</li> <li>• A good document to provide to potential residents and private companies/investors.</li> <li>• Requires additional copywriting (focus on benefit, not facilities) and graphic design.</li> </ul> </li> </ul> |
| <p>COS Economic Development Action Agenda</p> | <ul style="list-style-type: none"> <li>• <b>Target market Stable population since 1991 – ABS – p5</b> <ul style="list-style-type: none"> <li>• 2006 = 20,296 to 2026 = 23,111 an increase of 10% without marketing – p5</li> <li>• 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</li> </ul> </li> <li>• <b>Identify the liveability factor strengths:</b> <p>Themes (p5)</p> <ul style="list-style-type: none"> <li>• Workforce development</li> <li>• Climate change</li> <li>• Business development</li> </ul> </li> </ul>   |

Colac Otway Shire  
Marketing Colac Strategy 2011-2014



| Document   | Key themes/findings   |
|--|---|
| <p>Economic Development &amp; Tourism Strategy - Sept 2004 - Colac Otway Shire</p> | <ul style="list-style-type: none"> <li>• Regional development planning</li> <li>• Marketing and promotion</li> <li>• Infrastructure</li> <li>• Economic development leadership</li> </ul> <p>Key areas - p5)</p> <ul style="list-style-type: none"> <li>• Agriculture</li> <li>• Education and training</li> <li>• Health and community services</li> <li>• Retail and professional</li> <li>• Tourism</li> <li>• Town development</li> <li>• Partnership and regional structures</li> </ul> <ul style="list-style-type: none"> <li>• <b>Competitive Advantage (pg 5)</b> <ul style="list-style-type: none"> <li>• Water availability</li> <li>• Ease of access to 3 regional service centres &amp; Melbourne</li> <li>• Natural beauty of forests, plains, mountains &amp; coast</li> <li>• Natural beauty of forests, plains, mountains and coasts</li> </ul> </li> </ul>   |
|  | <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"> <li>• <b>Target market</b> <ul style="list-style-type: none"> <li>• 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.</li> <li>• More employees in health sector needed (in 2001). Ageing population expected to compound this in coming years. - p24.</li> <li>• Traditional Family Life and Conventional Family Life are major users of Caravan &amp; Holiday Park accommodation -p64</li> </ul> </li> <li>• <b>Identify the liveability factor strengths</b> <ul style="list-style-type: none"> <li>• Natural features are: 'stunning and dramatic coastal landscapes, natural forests in the Otways, basalt plains, lakes, volcanic craters and varied agricultural land' -p10</li> <li>• Low population density.</li> </ul> </li> </ul> |

Colac Otway Shire  
Marketing Colac Strategy 2011-2014



| Document                                   | Key themes/findings   |
|--|---|
| G21 Regional Marketing Strategy (RMS) 2006 | <ul style="list-style-type: none"> <li>• Festivals &amp; events – p41</li> <li>• Food, wine, history and culture – p49</li> <li>• Shire provides a diversity of living environments. Lake is highly desirable – p74</li> </ul> <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"> <li>• Transitioning older residents to aged care facilities enables housing stock to become available for family residences – p32</li> <li>• Adequate provision of child care facilities impacts women’s ability to enter/re-enter workforce – p32</li> <li>• 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.</li> <li>• 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</li> <li>• Otways-Heart of the Great Ocean Road – tourism marketing campaign.</li> <li>• Retention of the village atmosphere of Apollo Bay is a priority –p62</li> <li>• Incorporate the brand in town signage – p68</li> <li>• Use popular tourist websites such as <a href="http://www.visitotways.com.au">www.visitotways.com.au</a> to link campaign message to</li> </ul> <p><b>Target market:</b></p> <ul style="list-style-type: none"> <li>• People’s perceptions of a place will strongly influence whether they will find it desirable for living, working, visiting and investing (p24)</li> <li>• Cost of petrol and lack of public transport makes commuting less appealing</li> <li>• <b>Identify comparative advantage in these liveability factor strength areas</b></li> <li>• Great Ocean Road internationally recognised – p31</li> <li>• <b>Action plan to promote comparative advantage</b></li> </ul> <p>G21 adopt collaborative approach for Project identification, Research, Funding, Coordination and Implementation and monitoring</p> <p>RSM supports regional marketing efforts – p40.</p> <p>The RSM recommends the purchase of a Customer Relationship Management system. If this CRM exists this may be a potential resource.</p> <ul style="list-style-type: none"> <li>• <b>Additional relevant points</b></li> <li>• Higher than average 65+ yo will retire to regions in next 30 yrs, inappropriate marketing could lead to</li> </ul> |

Colac Otway Shire  
Marketing Colac Strategy 2011-2014



| Document   | Key themes/findings  |
|--|--|
|  | <p>inappropriate population growth – p32<br/>Global positioning tactics are lifestyle, facilities, proximity and environment – p31<br/>Sea and tree changers seek large houses on large blocks – not sustainable – p35<br/>Study Wollongong &amp; Hunter Valley relationship to Sydney Study Gold &amp; Sunshine Coast relationship to Brisbane. OS study Dundee relationship to Edinburgh, Liverpool &amp; Manchester to London – p37.<br/>Priority area is measurement of sustainable growth –p54</p>  |
| Geelong Otway Tourism – Strategic Plan 2007 – 2010               | <ul style="list-style-type: none"> <li>• Leverage and influence GOT initiatives to convert tourists to residents</li> <li>• GOT conduct research. May be opportunities to incorporate future questions into tourism research.</li> </ul>   |
| Great South Coast Regional Strategic Plan (2010)                 | <ul style="list-style-type: none"> <li>• <b>Target market:</b> <ul style="list-style-type: none"> <li>• Ageing popn = more jobs</li> <li>• Loss of young population and not staying for tertiary education</li> <li>• Transition to low carbon economy = job creation and reskilling needs (education and training)</li> <li>• Pg 18 – employers need to use innovative ways to attract employees. Currently cannibalising other employers</li> <li>• Low unemployment</li> <li>• Primary factor detracting from liveability and community strength is poor access to services and infrastructure</li> <li>• Pg 47 – attracting youth to live, learn, work in order to replace those leaving the region</li> <li>• Arts and culture</li> <li>• Sport and recreation</li> <li>• Position as asset of Melbourne (G21) “Melbourne’s backyard/playground”</li> </ul> </li> </ul> |
| 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"> <li>• <b>Action plan to promote comparative advantage</b> <ul style="list-style-type: none"> <li>• Use natural beauty and history of small communities (villages) to attract tourists</li> <li>• Villages enable escape from the ‘crowds of the coast’</li> </ul> </li> </ul>   |
| OTWAYS Tourism – Style Guide (not dated)                         | <ul style="list-style-type: none"> <li>• <b>Action plan to promote comparative advantage</b> <ul style="list-style-type: none"> <li>• 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</li> <li>• Ensure new Colac brand works in harmony with the colour pallet and style of the OTWAYS Tourism brand</li> </ul> </li> </ul>  |
| Otways Tourism Strategic   | <ul style="list-style-type: none"> <li>• <b>Action plan to promote comparative advantage</b></li> </ul>  |



| Document   | Key themes/findings  |
|--|--|
| Plan 2010-2013   | <ul style="list-style-type: none"> <li>Leverage and influence OT initiatives to convert tourists to residents. Eg place a 'enjoyed your holiday? Why not extend it forever' info pack.</li> <li>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.</li> </ul>   |
| 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"> <li><b>Target market:</b> <ul style="list-style-type: none"> <li>Regional Market Profile (Yr ending Dec 2010) – a profile of visitors to the Great ocean Road region. – p14</li> </ul> </li> <li><b>Action plan to promote comparative advantage</b> <ul style="list-style-type: none"> <li>For Great Ocean Road region – Tourism Victoria will focus on the regions natural assets and support the Villages of Victoria program –p6</li> <li>Investment &amp; Infrastructure priority projects listed on p5. In the Colac region these are: Great Otway National Park &amp; Great Ocean Walk, Great Ocean Interpretative Centre, Re-development of Apollo Bay Harbour</li> <li>TV offer a range of collaborative marketing programs to promote the region.</li> <li>Apollo Bay is included in the Great Southern Touring Route, Great Ocean Road Marathon (p13) and the Villages of Victoria program (p7).</li> </ul> </li> </ul> |
| Tourism Victoria's (TV) Regional Marketing And Development Plan 2010-2011 – Goldfields           | <p>Similar and comparable activities are outlined in the organisations Great Ocean Road Marketing &amp; Development Plan</p>   |
| Colac CBD & Entrances Project Community Project Steering Committee Meeting Minutes – 16 May 2011 | <p>Discussion of consultation feedback in relation to project priorities and issues</p>  |
| Colac CBD & Entrances Project Community Reference Group Meeting Minutes – 16 May 2011            | <ul style="list-style-type: none"> <li><b>Identify comparative advantage in these liveability factor strength areas</b> <ul style="list-style-type: none"> <li>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 &amp; atmosphere, dairying, relaxation/recreation, timber industry p2</li> </ul> </li> </ul>   |



| Document   | Key themes/findings  |
|--|--|
| <p>Colac Community Bulletin 1 - CBD &amp; Entrances Project</p> <p>Planisphere report</p>  | <p>Summarises project and seeks community input.</p> <ul style="list-style-type: none"> <li>• <b>Identify comparative advantage in these liveability factor strength areas</b> <ul style="list-style-type: none"> <li>• Lake enables fishing and boating activities and provides atmospheric qualities -p4</li> <li>• Many historic commercial, residential and civic buildings - p6</li> <li>• Mature plantings, parks and gardens, wide streets -p7</li> </ul> </li> <li>• <b>Other relevant points:</b> <ul style="list-style-type: none"> <li>• 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</li> <li>• Potential for Princess HWY By-pass to remove heavy traffic through CBD -p3</li> <li>• Potential to protect &amp; enliven heritage buildings - p11</li> <li>• 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 &amp; 25.</li> </ul> </li> </ul>   |
| <p>Aspects Of The 'Sea Change' Phenomenon In The Surf Coast Region Of Victoria - Peter Dryden, Research Fellow Deakin University</p> | <ul style="list-style-type: none"> <li>• <b>Target market:</b> <ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> <li>• Burnley &amp; 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 lifestyleers 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.</li> </ul> </li> <li>• Burnley and Murphy<sup>14</sup> suggest the following reasons for growth in perimetropolitan regions (which are predominantly coastal):</li> </ul> |

<sup>14</sup>Burnley, I., and Murphy, P., (2003) Sea Change, UNSW Press

Colac Otway Shire  
Marketing Colac Strategy 2011-2014



| Document  | Key themes/findings   |
|---|---|
|   | <ul style="list-style-type: none"> <li>• increasing numbers of people with adequate disposable income and work flexibility</li> <li>• role of telecommunications in reducing the need for work proximity</li> <li>• improved standards of rail and road commuting</li> <li>• decentralisation of jobs within metropolitan areas</li> <li>• increased early retirement and the resurgence in popularity of holiday homes and weekend tripping</li> <li>• <b>Liveability factor strength areas</b> <ul style="list-style-type: none"> <li>• 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</li> </ul> </li> </ul> |
| 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"> <li>• <b>Action plan to promote comparative advantage</b> <ul style="list-style-type: none"> <li>• Location – close to Otway's, country towns, Great Ocean Road, coast, lake.</li> <li>• Use humour.</li> </ul> </li> </ul>  |
| Colac Herald – Change of lifestyle attracts city buyers, May 23, 2011   | <ul style="list-style-type: none"> <li>• <b>Liveability factor strength areas</b> <ul style="list-style-type: none"> <li>• Country lifestyle</li> <li>• Affordable housing</li> <li>• Proximity to Geelong – ring road &amp; duel Highway</li> <li>• Potential investment property returns</li> </ul> </li> </ul>   |
| Colac Otway Shire Industry Advisory Committee Skills & Labour Shortage Survey, Nov 2009                           | <ul style="list-style-type: none"> <li>• <b>Target market:</b> <ul style="list-style-type: none"> <li>• 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.</li> </ul> </li> </ul>   |
| Corangamite Shire – Be surprised promotional brochure   | <ul style="list-style-type: none"> <li>• <b>Action plan to promote comparative advantage</b> <ul style="list-style-type: none"> <li>• 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.</li> </ul> </li> </ul>  |
| Liveonomics Urban Livability and Economic Growth - The Economist Intelligent Unit 2011                            | <ul style="list-style-type: none"> <li>• <b>Identify the liveability factor strengths</b> <ul style="list-style-type: none"> <li>• 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"> <li>• Jobs market and cost of living</li> </ul> </li> </ul> </li> </ul>  |



Colac Otway Shire  
Marketing Colac Strategy 2011-2014



| Document   | Key themes/findings   |
|--|---|
| Colac Otway Shire New Residents Kit – January 2011                           | <ul style="list-style-type: none"> <li>• Public transport, road links and parking</li> <li>• Safety and security</li> <li>• Culture, nightlife and sporting facilities/events</li> <li>• Access to decent childcare and education</li> <li>• Parks and access to green/open spaces</li> <li>• General environment and cleanliness</li> <li>• Layout of the city, quality of its buildings and housing</li> <li>• Access to quality healthcare</li> <li>• Range of shops and stores</li> </ul> <p>• <b>Action plan to promote comparative advantage:</b></p> <ul style="list-style-type: none"> <li>• Listing of services and facilities</li> </ul>  |
| Retention And Attraction Of People To The Cariboo-Chilcotin Region. Nov 2006 | <p>• <b>Target market:</b></p> <ul style="list-style-type: none"> <li>• Richard Florida<sup>15</sup> (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.”</li> </ul> <p>• <b>Liveability factor strengths</b></p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• 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 ambiance, outdoor recreation opportunities, cultural events, ‘elbow room’, and quaintness</li> </ul> <p>• <b>Action plan to promote comparative advantage</b></p> |

<sup>15</sup>Florida, 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.

Colac Otway Shire  
Marketing Colac Strategy 2011-2014



| Document  | Key themes/findings  |
|---|--|
| Towards Open Cities - British Council Report 2008   | <ul style="list-style-type: none"> <li>• Towns in case studies used a variety of marketing vehicles, including magazine ads, public relations, websites, recognising that new residents were often first tourists.</li> <li>• <b>Liveability factor strengths</b> <ul style="list-style-type: none"> <li>• Social network</li> <li>• Work and income</li> <li>• Housing and local environment</li> <li>• Public facilities</li> </ul> </li> </ul>  |
| 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"> <li>• <b>Liveability factor strengths</b> <ul style="list-style-type: none"> <li>• The three major reasons for relocating to Provincial Victoria were family reasons (48%), employment (44%) and lifestyle (27%).</li> <li>• 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%)</li> </ul> </li> <li>• <b>Comparative advantage in these liveability factor strength areas</b> <ul style="list-style-type: none"> <li>• 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%).</li> <li>• The three most important location factors the Melbourne residents were seeking when considering relocation were lifestyle, health facilities and natural beauty and features.</li> </ul> </li> </ul> |

Appendix 6 – Provincial Victoria survey

| Survey Response Category  | Strategy Implications  |
|---|--|
| <p><b>Drivers of relocation</b><br/>                     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><b>Satisfaction with current location</b><br/>                     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><b>Liveability factor strengths &amp; weaknesses</b></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> |



Colac Otway Shire  
Marketing Colac Strategy 2011-2014

| Survey Response Category  | Strategy Implications  |
|---|--|
| <p>and where they live now than they did prior to moving</p>  |  |
| <p><b>Location benefits sought and evaluation</b></p> <p>The three most important location factors the Melbourne residents were <b>seeking</b> when considering relocation were:</p> <ul style="list-style-type: none"> <li>• lifestyle</li> <li>• health facilities and</li> <li>• natural beauty and features.</li> </ul> <p>The three most highly rated factors based on <b>actual</b> living in Provincial Victoria were:</p> <ul style="list-style-type: none"> <li>• lifestyle</li> <li>• natural beauty and features and</li> <li>• proximity to a major regional city</li> </ul> <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><b>Information sources</b></p> <p>Consulting with friends/relatives (28%), the internet (27%) and real estate agents (22%) were the most <b>common sources</b> used by respondents.</p> <p>Consulting with friends and family (35%) also had the <b>greatest influence</b>, 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 links to the website on the council website.</p> <p>Provide employers with campaign materials.</p> |



Colac Otway Shire  
Marketing Colac Strategy 2011-2014

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.<br><br>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.<br><br>All initiatives are partnership initiatives, whether public or private.<br><br>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.<br><br>Vernon's marketing to retirees is  |  |



Colac Otway Shire  
Marketing Colac Strategy 2011-2014

| Town         | Population growth   | Major initiatives   | Other   |
|--------------|---|---|---|
|              |   | broad-based.  |   |
| Camrose      | 16,000 people and 900 businesses.<br><br>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.   |



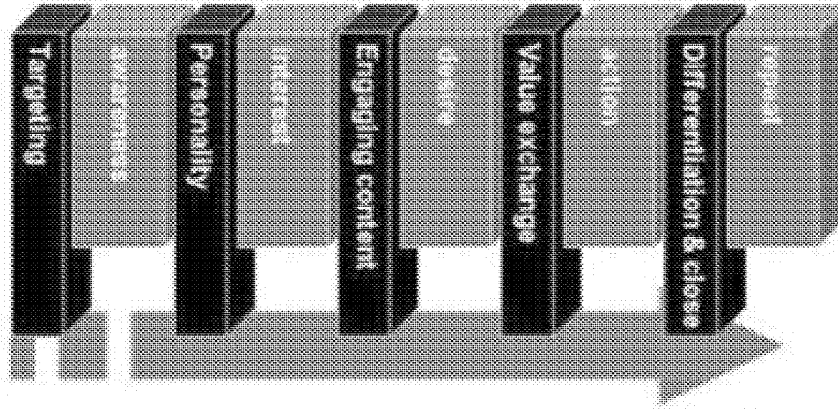
Colac Otway Shire  
Marketing Colac Strategy 2011-2014

| Town       | Population growth  | Major initiatives   | Other |
|------------|--|---|-------|
|            |  | 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. |       |
| Sweet Home | 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. | Publications - largely concentrates on two areas: tourism and small town quality of life.   |       |



Colac Otway Shire  
Marketing Colac Strategy 2011-2014

Appendix 8 - AIDA Model


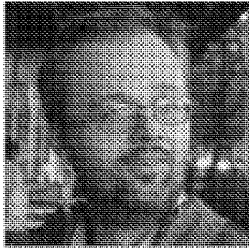








Colac Otway Shire  
Marketing Colac Strategy 2011-2014

Appendix 9 – The Roy Morgan Value Segments for Colac Marketing Strategy

| Roy Morgan Values Segments*TM   |   |  |
|---|---|--|
| Segment   | Description   | What's important to them?  |
| <p><b>Conventional Family Life</b></p> <p>12% of the population</p>  | <ul style="list-style-type: none"> <li>• Core of "middle Australia"</li> <li>• Suburban families , 2.5 children</li> <li>• Warm, friendly &amp; caring</li> <li>• Play safe at work so don't risk losing job</li> <li>• 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.</li> </ul>   | <ul style="list-style-type: none"> <li>• Seeking greater financial security</li> <li>• Seek value for money</li> <li>• Struggling to improve their basic living standards and give their families better opportunities</li> <li>• Building a "home" to give their children the opportunities they deserve</li> <li>• Improve their home</li> <li>• Enjoying family life</li> <li>• Keeping in touch with parents and friends.</li> </ul> |
| <p><b>Socially Aware</b></p> <p>14% of the population</p>          | <ul style="list-style-type: none"> <li>• The highest socioeconomic group</li> <li>• Public servants, pressure groups, business analysts and politicians of all political colours.</li> <li>• "Insatiable information vacuum cleaners" are addicted to finding out or trying anything that's new or different</li> <li>• Thinkers rather than doers</li> <li>• Often try to persuade others to accept their opinions, priorities and lifestyle preferences.</li> </ul> | <ul style="list-style-type: none"> <li>• Being community minded and socially active.</li> <li>• Seek new opportunities for training, education and knowledge.</li> <li>• Early adopters of new products and services, regardless of cost</li> <li>• Very supportive of the arts</li> </ul>   |



Colac Otway Shire  
Marketing Colac Strategy 2011-2014

| Roy Morgan Values Segments*TM   |  |  |
|---|--|--|
| Segment   | Description  | What's important to them?  |
| <p><b>Visible Achievement</b><br/>17% of the population</p>  | <ul style="list-style-type: none"> <li>• They have "made it" in their field</li> <li>• Are confident in their own abilities and position</li> <li>• Highly individualistic, they do not need to prove themselves</li> <li>• They feel in full control of their lives</li> <li>• Very practical and realistic, looking at the most efficient and effective way of doing things. They get things done</li> </ul> | <ul style="list-style-type: none"> <li>• Traditional values about home, work and society</li> <li>• Family</li> <li>• Providing their families with a high quality environment</li> <li>• They work for financial reward and job stimulation</li> <li>• They take a direct interest in public affairs, the economic, political environment of their family and work situations.</li> </ul> |
| <p><b>Something Better</b><br/>6% of the population</p>    | <ul style="list-style-type: none"> <li>• Competitive, individualist and ambitious people who are seeking more out of their life, NOW!</li> <li>• Sales person is popular occupation</li> <li>• Financially over-extended</li> </ul>  | <ul style="list-style-type: none"> <li>• Very concerned about image - wearing the right clothes, driving the right car, living in the right area</li> <li>• Concerned about what other people are doing or thinking</li> </ul>   |



Colac Otway Shire  
Marketing Colac Strategy 2011-2014

## 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 Victoria<sup>16</sup>.
- 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.

---

<sup>16</sup> Relocated Residents Survey August 2009. ASCET Group and the Centre for Regional Innovation and Competitiveness (CRIC) at the University of Ballarat.



Colac Otway Shire  
Marketing Colac Strategy 2011-2014

- <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



Colac Otway Shire  
Marketing Colac Strategy 2011-2014

### 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 ambience
- 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



### Assembly of Councillors Record

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

#### Assembly Details:

Date: 9, 2, 2012  
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: Neil Allen, Lawrence Towers  
Matter/s Discussed: Friends of Colac Botanic Gardens

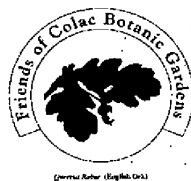
(some e.g's. Discussions with property owners and/or residents, Planning Permit Application No. xxxx re proposed development at No. xx Pascoe Street, Apollo Bay, Council Plan steering committee with Councillors and officers.)

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

Councillors: ~~.....~~  
Officer/s: ~~.....~~

Left meeting at: .....  
Completed by: L. BROOKER

C:\Documents and Settings\lbrooke\Local Settings\Temporary Internet Files\Content.Outlook\RVSP339V\Assembly of Councillors Record revised.doc



## MINUTES

7:30pm Thurs 9<sup>th</sup> February 2012 – at Colac Botanic Cafe

### PRESENT:

Anne Mercer (AM) IN CHAIR, Roslyn Scanlan (RS) secretary, Lawrence Towers (LT), Cr Chris Smith (CS) Jan McMahon (JM), Jenny Todorovic (JT), Chris Bell (CB) treasurer, Helen Paatsch (HP), Neil Allen (Colac Otway Shire)

**APOLOGIES:** Sue Mulder (SM), Denise Green (DG), Mary Eaton (ME), Pauline Maunsell (PM), Lyn Simpson (LS)

**MINUTES OF PREVIOUS MEETING:** Oct 2011 – *confirmed JT, seconded JM*

### Business arising:

Midsummer picnic / performance in Gardens – RS. All feedback was positive. Colac Players would like to hold another picnic/performance this summer. Earlier communication with the Shire would allow clarification of insurance for the Colac Players involved.

### CORRESPONDENCE

**Out:** Neil Allen COS re Committee view on cars in the Botanic Gardens  
Copy of above emailed to Richard Barley at request of N. Allen

**In:** Richard Barley – email acknowledgement and comment re masterplan.

BGANZ QLD Dec newsletter

*The Garden* – Sydney magazine – 30<sup>th</sup> anniversary of Friends

Elm Watch – Dec '11-report of 20<sup>th</sup> AGM plus articles

Neil Allen COS – issue of cars will be considered in Masterplan

BGANZ VIC NETWORK MEETING – Wed 7<sup>th</sup> March, Melton

Tanya Stewart – appreciation of Twilight picnic

Gwen Pascoe (forwarded from Colac Historical Society) – request for information, supplied by Helen Paatsch

COS Invitation to official opening of CBG/Lake Colac Pathway Tues 21 Feb 10.30am

Genus Vol 24 via email

Denise Green – resignation from committee and donation to Friends of the Gardens.

Jubaea – inc. myrtle rust issue.

*Acceptance of correspondence Proposed CB, Seconded CS, Accepted*

### Business Arising From Correspondence:

- Attendance at BGANZ meeting at Melton on 7/3 – AM, JM & HP will attend. Mark Robinson & LT will attend in their work capacity.
- Attendance at the pathway official opening on 21/2, 10.30am – AM, RS, CB & JT will attend.
- Denise Green – Secretary to reply thanking DG for all her work from foundation of the Friends to now. Morning tea to be arranged - AM. DG's donation to be used for Friends' library.
- Myrtle rust not expected to be a big problem in the Gardens as it requires humid conditions - LT

### TREASURER'S REPORT: CB Report for January tabled.

Opening bank balance: \$6327.08

Closing bank balance: \$6465.92

Income: \$80 (Plant sales)

Expenses: \$150

*Report Proposed CB, Seconded HP, Accepted*

**GARDENER'S REPORT: LT**

- Report tabled.
- Neil Allen spoke on the extensive Elm Beetle infestation in Birregurra. Public trees are being sprayed and the soil injected. To combat the beetle on private land the shire has offered to treat Birregurra residents' trees free of charge.
- Lawrence has submitted to photos to the Botanic Gardens photographic competition.

**POTTING REPORT: JM**

- JM & Graham Kerr have done a lot more potting up. There is quite a bit more to do. The plants are outgrowing their current pots.
- Garden sale date – Saturday 17<sup>th</sup> March, 10am – 1pm. Garden tours also to be offered.
- JM requested help with watering the plants on the sales stand on very hot days.

**GENERAL BUSINESS**

- Neil Allen received a draft report from Richard Barley. NA will provide disk copies for Friends to read and give feedback. **Meeting to discuss report, 28th February, 10:30am**, Friends' meeting room. In due course a report will be presented to the public for comment.
- JM asked whether there will be a hand rail installed beside the steps. Neil Allen advised there should be & will follow it up.
- Insurance on Friends' paintings and the framed Guilfoyle Plan –to discuss with Cafe management to request inclusion with Cafe insurance - CB & RS
- Neil Allen suggested that a visit to the Warrnambool & Koroit Botanic Gardens would be well worth doing.

*General Business Proposed HP, Seconded CB, Accepted*

**RAFFLE** was won by Ann

**NEXT MEETING:** THURSDAY 8<sup>th</sup> March, 7:30pm, Colac Botanic Cafe.



F12/915

emailed to Rhonda 22/2/12



### Assembly of Councillors Record

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

#### Assembly Details:

Date: 20 / 2 / 2012

Time: 9.00 am/pm

Assembly Location: Colac Livestock Selling Centre  
(some e.g.'s. COPACC, Colac Otway Shire Offices, 2 - 6 Rae Street, Colac, Shire Offices - Nelson Street, Apollo Bay)

#### In Attendance:

Councillors: Cr Geoff Higgins

Officer/s: Neil Allen, Graeme Riches, Laurie Sharp

Matter/s Discussed: Apology - Greg Anderton  
Apology - Cr Geoff Higgins

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

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

Councillors: /

Officer/s: /

Left meeting at: 10.29am

Completed by: L. Brooker

C:\Documents and Settings\lbrooker\Local Settings\Temporary Internet Files\Content.Outlook\RVSP339V\Assembly of Councillors Record revised.doc



## SALEYARDS ADVISORY SUB-COMMITTEE MINUTES

Meeting - Monday 20<sup>th</sup> February 2012 at the Colac Livestock Selling Centre commencing at 9.00am.

## Members Present :

|                     |                            |
|---------------------|----------------------------|
| Mr. Graeme Riches   | - Saleyards Superintendent |
| Mr. Neil Allen      | - Colac Otway Shire        |
| Mr. Carl Fish       | - Stock Agent              |
| Mr. Jamie Dennis    | - VFF Rep.                 |
| Mr. Allan Osborne   | - UDV Rep.                 |
| Mr. Anthony Boyle   | - Livestock Transport Rep  |
| Mr. Jeff Johnson    | - Buyers Rep.              |
| Mr. Michael Stewart | - Stock Agent              |
| Mr. Phil Douglas    | - Stock Agent              |
| Mr. Terry Dove      | - Stock Agent              |
| Mr. Laurie Sharp    | - Saleyard 2IC             |
| Mr. Ray McNamara    | - Stock Agent              |

Apologies: Greg Anderton, Cr Geoff Higgins

General Business

## ( a ) Post Sale Weighing Survey

There was much discussion about the Post Sale Weigh survey results.

The agents had previously met and agreed to Post Weight Sales as a block, however, given that there are more than 20 agents and only 3 voted, it appears that there may have been a misunderstanding of how agents were to vote.

Findings were inconclusive and some members thought that the survey timeframe was too short.

The Advisory Committee felt that there was a clear direction from all members of the committee to undertake a trial. During that trial there would be opportunity to assess how implementation was and that if the trial did not prove satisfactory, then the Post Sale Weighing could be abandoned. Mr Neil Allen, the General Manager Infrastructure & Services advised that at the conclusion of any trial there would have to be a further survey undertaken to determine the effectiveness and support for the introduction of Post Sale Weighing and that clearly if any survey came back that was not in favour of Post Sale Weighing, then the trial would have to be abandoned.

The Advisory Committee unanimously elected to conduct a 6 Month Post Sale Weigh trial to be reviewed at the end of 3 Months and on the last 2 weeks of the trial period another survey will be conducted.

The Advisory Committee also asked that a Press Release and Information would be circulated to Producers prior to the start of the Post Sale Weigh trial.

Agents were also asked to inform their Clients about the start of the trial and the advantages of Post Sale Weighing.

It was agreed that the Colac Livestock Selling Centre was not ideally designed for Post Sale Weighing but modifications can be made for the trial to proceed.

It was also mentioned that the Scales would be required to be relocated if Post Sale Weighing continues beyond 6 Months.

( b ) Roofing of the Selling Centre

Neil Allen informed the Members that a final presentation to Council should happen soon.

No other Business - Meeting Closed 10.29 am.

Recommendation To Council

The Saleyard Advisory Sub-Committee recommended that a Post Sale Weigh trial be conducted at the Colac Livestock Selling Centre for a 6 Month time period.

The trial will commence on the 5<sup>th</sup> April and finish on the 27<sup>th</sup> September 2012.

A new survey will be conducted during the final 2 weeks of the trial period.

## Council Meeting Running Order

Wednesday, 22 February 2012

### Venue – Senior Citizen’s Centre, Apollo Bay

**Present:** Cr Stephen Hart (Mayor), Cr Russell, Cr Crook, Cr Stuart Hart, Cr Buchanan (from 10.40am), Cr Higgins (from 2.45pm), Cr Smith (from 2.50pm)

**Staff:** Rob Small, Colin Hayman, Jack Green, Neil Allen, Rhonda Deigan

**Part:** Doug McNeill, Don Lewis, Patrick Cauchi and Tony Mills & Shaun Cummings (Barwon Water)

|                 |   |
|-----------------|---|
| <b>10.35 am</b> | <b>Strategic Planning Program &amp; Statutory Planning Statistics</b> |
| <b>11.40 am</b> | <b>Barwon Water – Water Storage Basin</b>                             |
| <b>12.20 pm</b> | <b>Lunch</b>  |
| <b>12.55 pm</b> | <b>Bushfire Planning Provisions</b>                                   |
| <b>1.10 pm</b>  | <b>Councillor Briefing Session</b>                                    |
| <b>3.00 pm</b>  | <b>Council Meeting</b>  |
| <b>6.06 pm</b>  | <b>In Committee Meeting</b>   |



mailed to Rhonda  
cc RJ

2/3/12  
**COPY**

### Assembly of Councillors Record

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

TRM 11/96646

#### Assembly Details:

Date: ..... 1, 3, 2012 .....  
Time: ..... 12 noon ..... am/pm

Assembly Location: ..... 1 Brayfield Street Colac .....  
(some e.g's. COPACC, Colac Otway Shire Offices, 2 - 6 Rae Street, Colac, Shire Offices - Nelson Street, Apollo Bay)

#### In Attendance:

Councillors: ..... Cr C. Higgins .....  
Officer/s: ..... Neil Allen .....  
                  ..... Ranjani Jha .....  
Matter/s Discussed: ..... Com Colac Aerodrome Management C'ttee

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

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

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

Left meeting at: .....  
Completed by: ..... L. Brooker .....

C:\Documents and Settings\lbrooker\Local Settings\Temporary Internet Files\Content.Outlook\RVSP339V\Assembly of Councillors Record revised.doc

MEETING OF THE COLAC AERODROME MANAGEMENT COMMITTEE 1st March 2012

AGENDA

PRESENT/APOLOGIES

MINUTES OF PREVIOUS MEETING

BUSINESS ARISING

SECRETARY/TREASURERS REPORT

Financial Report

Accounts

GENERAL BUSINESS

Works and Maintenance

Other Business

Minutes of the COM Colac Municipal Aerodrome meeting held at 1 Bromfield Street Colac on 24<sup>th</sup> November 2011.

Present: B.Reidy, Ranjani, D.Wade, D.Fenn, S.Robertson, M.Murray; Observers present were J.Callahan, N.Tann, P.Sweeney, R.Higgins.

Apologies: N.Allen

Sec/Treasurer read the Minutes of the previous meeting which were passed by motion B.Reidy/D.Fenn.

Correspondence received on motion D.Fenn/D.Wade. This related mainly to correspondence between the Shire and the Sec concerning leases, accounts and maintenance requirements at the aerodrome.

Treasurers Report: Copy attached.  
Accepted on motion of B.Reidy/D.Fenn

In relation to the Agricultural Operators, the Sec was requested to write setting out the COM position, and requesting a reasonable useage fee could be negotiated. It was also mooted that a permanent hard stand area could be established for the use of those operators with their truck support, to the East of the tie-down area, provided some contribution to aerodrome useage could be expected.

General Business: 1. Landing strip maintenance – discussion as to a soft spot about half way into the 27/09 runway, and the state of the edges. It was arranged that Ranjani would liase with N. Tann and the Cosworks Manager to see what practical steps could be taken to improve these areas, and also the re-covering of the eastern end of 27 to avoid constant propeller damage as a result of loose gravel.

2. Discussion as to development of the aerodrome. Ranjani suggested that an approach to the Mayor, and the Minister of Transport, be made but that it was preferable to have a Business Plan ready to present. If the strips met requirements in terms of length, it may be possible to obtain grants in the order of 65%, with 35% then to be met by the Shire.

Moved B.Reidy/S.Robertson that we apply to Council for financial assistance for the provision of a Business Plan for development of the aerodrome, carried.

Moved B.Reidy/S.Robertson that we apply to Council for financial assistance or the finance for a Business Plan for the development of the access road, carried.

3. Observers: it was understood that the Observers could be made members of the COM by motion of the COM, but Ranjani advised that he had been advised by the Council officer appropriate, that it was necessary for them to apply next time positions were declared vacant, which was expected in May 2012. In the meantime, it was felt that they were welcome to attend meetings and express views. Their main reason for attending this meeting was to commence action to get a Business Plan, so the motions passed fulfilled this intent in any case.



4. Discussion as to upgrading the strips indicated that more runway length particularly for the 27/09 strip would be needed to facilitate further development and to ensure continued use by the Air Ambulance and Fire Authority aircraft, both of high importance to the Shire and Otway areas.

Moved S.Robertson/D.Wade that a sub-committee consisting of S.Robertson, D.Fenn and B.Reidy be appointed to research the possibility of, and explore options for, the purchase of land for future hangarage, carried.

Meeting closed 1.45 pm.

## COLAC MUNICIPAL AERODROME COMMITTEE

## FINANCIAL STATEMENT

MARCH 1 2012

|                        |  |              |
|------------------------|--|--------------|
| Balance Cheque Account |  | \$ 14,124.20 |
|------------------------|--|--------------|

**INCOME**

|               |           |             |
|---------------|-----------|-------------|
| Hangar Rental | \$ 494.40 |             |
|               | \$ 762.20 |             |
| Landing Fees  | \$ 100.00 | \$ 1,356.60 |

**EXPENSES**

|                        |             |             |
|------------------------|-------------|-------------|
| Barwon Water           | \$ 136.75   |             |
| Telstra                | \$ 120.45   |             |
| Colac Gravel Pty Ltd   | \$ 531.30   |             |
| The Co-op Colac        | \$ 95.95    |             |
| Telstra                | \$ 96.63    |             |
| Clearwater Logging     | \$ 610.20   |             |
| P O'Shannassy          | \$ 946.00   |             |
| D Bramley              | \$ 2,033.00 |             |
| Richardson's Transport | \$ 715.00   |             |
| Clearwater Logging     | \$ 319.26   |             |
| S & S Morrow           | \$ 286.17   |             |
| Barwon Water           | \$ 39.65    |             |
| Moran & Bamford        | \$ 408.10   |             |
| Colac Otway Shire      | \$ 2,200.00 |             |
| Bank Fees              | \$ 64.80    | \$ 8,603.26 |

|                        |  |             |
|------------------------|--|-------------|
| Balance Cheque Account |  | \$ 6,877.54 |
|------------------------|--|-------------|



### Assembly of Councillors Record

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

#### Assembly Details:

Date: 8, 3, 2012  
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  
Apology - N. Allen  
Matter/s Discussed: Friends of Colac Botanic Gardens

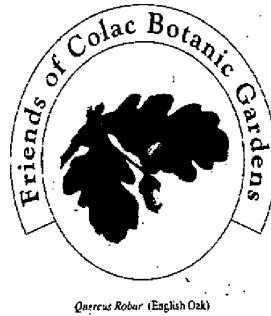
(some e.g's. Discussion s with property owners and/or residents, Planning Permit Application No. xxxx re proposed development at No. xx Pascoe Street, Apollo Bay, Council Plan steering committee with Councillors and officers.)

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

Councillors:  
Officer/s:

Left meeting at: 8.50pm  
Completed by: L. Brooker

C:\Documents and Settings\lbrooke\Local Settings\Temporary Internet Files\Content.Outlook\RVSP399V\Assembly of Councillors Record revised.doc



## MINUTES

7:30pm Thurs 8<sup>th</sup> March 2012 – at Colac Botanic Cafe

### PRESENT:

Anne Mercer (AM) IN CHAIR, Chris Bell (CB) treasurer, Jan McMahon (JM), Sue Mulder (SM), Jenny Todorovic (JT) acting secretary, Laurence Towers (LT), Cr Chris Smith (CS)

**APOLOGIES:** Fran Doak (FD), Lyn Simpson (LS) Helen Paatsch (HP), Roslyn Scanlan (RS)

**MINUTES OF PREVIOUS MEETING:** Oct 2011 – *confirmed CS, seconded JM*

Business arising:

- Masterplan draft- Discussion of recommendations to Richard Barley re draft plan, including the vehicle issue:
  - Bio-safety is an important factor. Elm leaf beetle and myrtle rust are present in the district & carried by vehicle tyres. A sealed driveway with appropriate drains would safeguard the living collection.
  - Separation of children and cars at the playground is another important factor.
- Insurance of prints – response re cafe insurance cover not yet received.

### CORRESPONDENCE:

*Out:*

Denise Green – acknowledgement and appreciation

*In:*

PO Box renewal due

U3A Gardeners Group schedule of meetings & trips

*Correspondence received: 1. CB, 2. SM*

Business arising from correspondence: Nil

### TREASURER'S REPORT: CB

Report for February tabled.

Opening bank balance: \$6465.92

Closing bank balance: \$6608.92

*Proposed CB, Seconded SM, Accepted*

### GARDENER'S REPORT: LT

Gardens report tabled. Laurence spoke about the BGANZ Conference:

- Melton & Shepparton's Botanic Gardens development
- RMBG Cranbourne is opening a new area soon.
- BGANZ will advertise any Botanic Gardens events.

**POTTING REPORT: JM**

1000 plant labels have been ordered. (RS)

Re-potting continues in readiness for the plant sale.

**Working Bee on 16<sup>th</sup> March 2-3:30pm. All help welcomed**

**GENERAL BUSINESS**

- **Plant Sale Saturday 17<sup>th</sup> March, 9am-1pm.**  
Members assisting 9-11am: JM, AM, CB, Graham Kerr. Members assisting 11am-1pm: JT.  
Apology: SM
- Adverts will be in the Colac Herald Friday 9<sup>th</sup> & 16<sup>th</sup>.
- LT will set up a tap and hose for the potters. This group will provide the funds required. 1 SM 2 JT.
- Wattle Day to be celebrated. LT will determine the best day to appreciate local wattles flowering.
- 150<sup>TH</sup> celebration plans are progressing.

**RAFFLE** was won by SM

**Meeting Closed:** 8:50pm.

**NEXT MEETING:** THURSDAY 12<sup>th</sup> APRIL, 7:30pm, Colac Botanic Cafe.



# Agenda

# Councillor Workshop

Wednesday, 14 March 2012  
COPACC Meeting Room  
9.00 am to 4.30 pm

## ATTENDEES:

Cr Stephen Hart (Mayor), Cr Buchanan (until 4.35pm), Cr Crook (until 1.15pm), Cr Stuart Hart (from 9.55am), Cr Smith (from 10.25am to 11.40am), Cr Higgins (from 10.05am to 2.20pm), Cr Russell (absent from 12.30pm to 2.45pm)

Rob Small (CEO)

Colin Hayman (GM, Corporate & Community Services)

Jack Green (GM, Sustainable Planning & Development)

Neil Allen (GM, Infrastructure & Services)

**Part:** Don Lewis, David Barnes (Hanson Partnership), BRWMG - Executive Officer, Enzo Bruscella and Chairman, Cr John Burgess, Mike Barrow, Patrick Cauchi, Ian Seuren, Simon Gillett, Victorian Grants Commission – Paul Slape, Caroline Hogg, Doug Thomas & Colin Morrison.

**Apology:** Cr Stuart Hart (start of workshop)

## Agenda Topics

|                     |  |  |
|---------------------|--|--|
| 9.00 am             | Declaration of Interest<br>Nil                   |  |
| 9.00 am – 9.30 am   | Planning Committee Briefing Session              | Katrina Kehoe & Patrick Cauchi   |
| 9.30 am – 10.15 am  | Amy Gran Fondo Presentation                      | Ian Seuren/Vicki Jeffrey/Simon Gillett   |
| 10.15 am – 10.30 am | Tour by St Mary's                                |  |
| 10.30 am – 11.40am  | Planning Committee Meeting                       |  |
| 11.45 am – 1.05 pm  | Victorian Grants Commission                      | Chair: Paul Slape<br>Members: Caroline Hogg & Doug Thomas<br>Executive Officer: Colin Morrison |
| 1.05 pm – 1.30 pm   | Lunch  |  |
| 1.30pm – 2.15 pm    | Saleyards Roofing                                | Neil Allen & Frank white (LEC)   |
| 2.15 pm – 3.00 pm   | Draft Birregurra Neighbourhood Character Study   | Don Lewis with David Barnes (Hanson Partnership)   |
| 3.00 pm - 4.00 pm   | Colac Turf Club/Colac Golf Club/RSL Presentation | Patrick Cauchi, Mike Barrow & Ian Seuren - RSL/Turf Club/Golf Club                             |
| 4.00 pm – 4.15 pm   | Youth Events                                     | Ian Seuren & Vicki Jeffrey   |
| 4.15 pm – 4.50 pm   | Barwon Regional Waste Management Group           | BRWMG - Executive Officer, Enzo Bruscella, Chairman, Cr John Burgess,                          |